

**THE BARBADOS YACHT CLUB
STRATEGIC PLAN
2008 TO 2013**

June 10, 2008

Prepared by a Select Committee comprising

Chairman: Mr. Charles (Reds) Packer

Members: Mr. Peter Burke
Mr. Peter Douglas
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MISSION STATEMENT

To provide facilities and services whereby sailing/boating, tennis and social activities can be optimized for the benefit of all members.

OBJECTIVES

The objects of the Club, as stated in the rules, are:

- (a) to encourage yacht building and yacht sailing by amateurs;
- (b) to encourage yacht racing by the promotion of regattas, and the giving of prizes, and by any other means which may from time to time be determined by the Club,
- (c) to provide and promote lawn tennis and all other social amenities which may from time to time be determined by the Club;
- (d) to provide and maintain a Club House for the members of the Club.

The Club and its membership have evolved over time and the Club is now very different than it was even 20 years ago. To better reflect these changes and to chart a course for the further development of the Club, we have updated the objectives of the Club.

The updated objectives are as follows:

- **To maintain its position as the leading yacht club in Barbados and a leading yacht club in the region**

To remain the leading yacht club in Barbados and a leader in the region, the Club must become the centre of sailing in Barbados. This leadership can be best achieved in the area of dinghy sailing and one design keelboats.

The indicators of progress on these objectives include having the majority of sailors on the island participating in organized sailing at the Club, having the majority of sailboats based at the Club and having significant regional participation in regattas at the Club.

- **To become the leading tennis club in Barbados**

To be the leading tennis club in Barbados, the Club must have the strongest youth development program and host competitive tournaments.

The indicators of progress on this objective include being one of the top three clubs in terms of number of tennis players, the level of court utilization, and being in the top three locations for coaching of youth.

- **To become a leading venue for business people to interact and network**

To be the leading venue for business people to interact and network, the Club must host numerous business and social events involving non-members, and provide a recreational venue where business people and their families meet. The indicators of progress on this objective include use of the club by non-members and the Club's facilities by business organizations. The use of the Club by non-members will be restricted such that members' enjoyment of the facilities will not be impacted in a negative manner.

ANALYSIS OF THE CURRENT SITUATION OF THE CLUB

The Club is financially sound and has a strong membership roll of just over 1,000. The Club owns a significant property on Carlisle Bay that is ideally located for sailing and boating.

However, the Club faces a number of challenges that require changes to be made:

(a) The Club has spent the past several years concentrating on the improvement in its physical facilities for social activities, after many years of under-investment. It has not achieved a corresponding improvement in the quality of its facilities for sailing/boating and tennis.

(b) The cost of yachting has increased to the point where it can be afforded only by a small group within the local society. Part of the increased costs comes from a very high level of taxation.

(c) The facilities offered by the Club for sailing/boating are limited and relatively low in quality. The development of marinas on the island provides alternate venues for sailing and boating.

(d) The Club does not offer sailing instruction to its members and does not sufficiently control the quality of racing on the island. These activities have been left to other organizations which are inadequately funded volunteer driven organizations.

The Club needs to aggressively encourage younger members to participate in tennis to assure the continuity of tennis as a major sporting activity.

STRATEGIES

Sailing, boating and tennis are core activities of the Club that give the Club its essential character and form the basis for its further development.

Strategies related to sailing and boating are:

1. The Club will promote racing of dinghies and one design keelboats through hosting of regattas throughout the year
2. The Club will provide improved facilities for haul-out and storage of keelboats and power boats, and provide better access to vessels moored in Carlisle Bay
3. The Club will store members' boats in a manner that maximizes the usage of the land owned by the Club
4. The Club will provide sailing instruction to youth and adults, in both dinghies and keelboats
5. The Club will promote fishing competitions in conjunction with the Barbados Game Fishing Association.

Strategies related to tennis are:

1. The Club will develop young tennis players through coaching at the Club
2. The Club will host youth, adult and inter-club tournaments
3. The Club will upgrade the courts to enable optimization of their usage
4. The Club will consider the rental of its courts during off-peak hours

Strategies that relate to all of the objectives of the Club are:

1. The Club will maintain a sound financial basis for its operations and capital investment in enhanced facilities
2. The Club will restructure its management and Committee of Management approach to better separate policy and operational decision-making
3. The Club will maintain services and facilities of the highest standard for the benefit of members and guests in a cost effective manner, and at a preferential price
4. The Club will implement a more modern system of communicating with our stakeholders
5. The Club will continue to enhance the physical plant and maximize the utilization of its land area

ACTION PLANS

The Club will adopt specific action plans for each of the above strategies. Detailed plans will be developed by management that contain a budget and timeline for completion.

Sailing and Boating

To remain the leading yacht club in Barbados, the Club must be the clear centre for sailing and boating activities on the island. Such a leadership position carries with it a responsibility to support the national sailing organizations and to link with other centres of sailing and boating activity on the island.

Relationship with Local Sailing Organisations

The anchor of developing strong and sustainable sailing and boating activities is a strong youth sailing program. Such a program introduces young people to these activities that they can then continue throughout their lives. The Club has, up until now, supported youth sailing indirectly by providing the use of its facilities, for a fee, to other local sailing organisations (Barbados Sailing Association and Barbados Optimist Dinghy Association) which are conducting sailing training and racing activities.

The Club will work to change these relationships to one wherein the Club undertakes the operational aspects of sailing activities and these organizations become pure national sailing authorities. The Club will provide financial and organizational support to the national sailing organizations to allow them to conduct their new roles.

The Club will also support the operations of other sailing organizations such as the Barbados Sea Scouts and Sea Cadets by providing organizational and facility support to their sail training activities.

Relationship with new centres of sailing and boating activities

The development of new centres of sailing and boating has gained impetus with the building of Port St. Charles and the potential development of other marinas, including one in Carlisle Bay. These marinas are attractive to owners because of their docking facilities and possible haul out facilities. Port St. Charles is also an official port of entry.

The Port St. Charles Yacht Club is in the process of being created.

The Club will build working relationships with these new centres in order to further the Club's objectives regarding sailing and boating. These relationships will seek to eliminate duplication of effort and resources.

Specific action plans include:

a. The Club will host the secretariats of BSA and BODA, and provide support to these organizations so that they can conduct their mandates.

b. The Club will conduct sail training for youth and adults on a year-round basis. To achieve this, the Club will invest in the necessary on-shore

facilities, sailing and safety equipment and hire the necessary human resources. On-shore facilities include classrooms and equipment storage.

Sailing equipment will include selected dinghies, initially sourced from BSA and BODA. Safety equipment includes safety boats to be used in instructing. The Club will hire full-time resources to conduct year-round

instructing and bring in specialist coaches as required. Local instructors will be developed to replace any overseas resources brought in to launch the program.

c. The Club will partner with schools in the development of sailing instruction in schools and the establishment of inter-school sailing competition.

d. The Club will host local, regional and international regattas in order to take racing to the highest possible level. These events will start on a relatively small scale and will be expanded as the size of the local fleet and number of available boats is increased. The focus will be on onedesign racing.

e. The Club will acquire a racking system to better store power boats and dinghies.

f. The Club will put in place a dinghy dock that will allow users to more easily gain access to their boats moored and anchored in Carlisle Bay

g. The Club will acquire the necessary equipment to launch and recover keelboats such that individual owners will not have their own trailers on the premises.

h. The Club will work with other local sailing organizations to lobby government for elimination of the duties and taxes on imported sailing dinghies and safety boats with a view to reducing the costs of this sports equipment.

Tennis

There are several vibrant tennis clubs and tennis schools on the island. In addition, tennis is played at many schools.. The Club has the potential to improve and expand its tennis facilities, thereby becoming the leading location for tennis in Barbados. It can become a leading club with a vibrant program and a source of developing leading tennis players on the island. Such leading players bring credibility and recognition to the Club.

The development of tennis at the Club will be undertaken within the physical constraint of the number of tennis courts. The strategies used must recognize this fact and focus on new activities to optimize the use of the courts. The further development of tennis requires increased youth involvement. To this end, the provision of coaching on a regular basis is necessary.

Specific action plans for tennis are:

a. The Club must make coaching available to members and non-members on a continuous basis by hiring a coach or allowing a dynamic tennis school to operate from the premises. These activities will be focused on times other than the peak times for members to play tennis, ie outside of the afternoon peak hours, Monday to Saturday.

- b. The Club will host youth tennis tournaments, particularly in school vacations
- c. The Club will enhance its value as a site for competitive tennis by adding a spectator stand to one of the groups of courts.
- d. The Club will examine the suitability of modernizing all courts.

Other Action Plans

Several action plans will be developed that are not specific to any one area of activity of the Club, but focus on the overall development of the Club and its on-going operations.

Financing of the Club

The Club cannot meet its objectives unless it is on a sound financial footing. The financing of the Club applies to both its on-going operations and to its capital investments.

On-Going Operations

On-going operations must generate a positive cash flow while providing the members with services at a preferential rate. Members must receive a direct financial benefit of using the services of the Club.

Classes of Membership. Several types of membership were created to reflect the interest and use of the facilities by various groups of members as well as the need to bring in specific targeted groups.

Rule 26 should be modified to encourage members to bring guests to the Club. We recommend that members be allowed to introduce guests twice per week.

Annual Subscriptions. A major contributor to on-going operations is the annual subscription. The level of these contributions must be adjusted on an annual basis to reflect the financial requirements of the Club. Meanwhile, retired members of the Club will be protected from rising annual subscriptions by continuing the policy of freezing subscriptions for this group.

Entry Fee. The membership fee paid by a new member will reflect both the encouragement of targeted groups and the value of the capital base of the Club which the new member will enjoy. The amount of the entrance fee should be adjusted on an annual basis to reflect changes in the capital base of the Club.

Cost Centres. The Club must generate sufficient profit to meet its long-term financing requirements. The activity centres of the Club are sailing/boating, tennis and food/beverage. Each should be accounted for as a profit centre. The financial results of each cost centre should be improved by revenue generated from non-members in order to lower the pricing of goods and services to members, wherever possible and consistent with the objectives of the Club.

Cash Flow Management. The Club does not extend credit to its members. The Club will obtain short-term financing facilities, as permitted by section 20 (c) of the rules, primarily by way of overdraft facilities, in order to provide for any normal fluctuations in cash flow during the year.

Financing of Long-Term Capital Investments

Long-term capital investments should be financed, as far as practical, with medium and long term debt. The members of the Club will be the first source of such financing, however, financing from third parties could be utilized if necessary.

Governance Structure

The system of governance of the Club will be restructured to clearly delineate between policy and operational decision making.

Board of Directors

The members will elect flag officers (Commodore and Vice-Commodore), on a bi-annual basis, who will be active in sailing, boating or tennis. Flag officers will be permitted to serve a maximum of two consecutive terms of two years each. The members will also elect four members to a Board of Directors who will, along with the flag officers, comprise the Board of Directors of the Club and who will serve for a maximum of two consecutive terms of two years each. These four members of the Board will be the Secretary, the Treasurer, the Sailing Director and the Tennis Director. This board will focus on policy matters, and strategic planning. There will be appropriate staggered terms on all board positions.

The General Manager of the club will attend meetings of the Board as an ex-officio member of the Board.

The following sub-committees will be formed from within the board:

1. Audit committee which will liaise with the external auditor and approve the financial reporting to members.
2. Nomination committee which will work with members to nominate replacement members of the board.
3. Compensation committee which will negotiate and approve the annual compensation for management. It will also be charged with ensuring that human resources best practices are implemented by management.

Management Team

Management of the Club will be headed by a General Manager who will report to the Board of Directors, headed by the Commodore. The General Manager will be supported by a management team that may include a sailing manager, a tennis manager, a financial controller, a property manager and a food and beverage manager. Attached, as Exhibit 1, is a proposed organizational chart.

Management will provide the board with timely financial and operational information. In addition to monthly financial information, the management team will record and review key performance indicators and provide this information to the board so that the progress towards the achievement of the Clubs objectives can be measured.

Management will also prepare an annual operating plan and financial budget for approval by the board. The financial budget should also include a five year capital budgeting and expenditure plan.

Membership Involvement

The involvement of members in the operations, if appropriately structured, can be a source of strength to the Club in achieving its objectives.

Members will be encouraged to get involved in their areas of interest. For example, in sailing there are opportunities for members to be involved in race committees, protest juries, safety and race management.

Achieve high quality of services to members The improvement in the quality of services to members must be achieved, while providing members with preferential pricing. Food and beverage operations have been the most challenging area and the most visible area of operations. There is also an opportunity to improve the level of service provided to sailing and boating.

Action plans to improve service to members include:

- a. The Club will examine the feasibility of out-sourcing areas of operations. This will be examined within the parameters of ensuring high quality of service and preferential prices. The first area of attention is food & beverage.
- b. Funds should be allocated annually for staff training and development, based on a fixed percentage of budgeted payroll costs. Annual awards in recognition of their excellent service and dedication to the job should be instituted.
- c. The number of members of the Club will be restricted to the number that can be properly served at the Club. This number will be assessed by management on an annual basis and recommendation made to the board of directors. As required, the board will bring the appropriate resolutions to the members for approval.

Communications

Stakeholders to be addressed by the Club's communications strategy include members, staff, prospective members, other Barbadians and visitors to the island. In order to distribute information to all, the Club will provide both a place for all to access information and the Club will push information out to the intended recipients.

The Club will use the latest technology in implementing these strategies. The action plans include:

- a. The Club will modify its website that is updated on a timely basis and will contain sections for the public and restricted sections for members only.
- b. In addition to provision of information through web-based resources, the Club will allow its members and others to interact with the Club through this website.

For example, members will be able to make reservations, pay accounts, register for regattas and tournaments and sign up for courses through the website.

- c. The Club will design and implement a public relations program to bring its activities to prospective members and visiting sailors.
- d. The Club will deliver the monthly newsletter through the website.

Enhancement of the Physical Plant of the Club

The continued improvement in the physical plant of the Club is essential to maintaining high quality services to users.

Physical Development Plan

The key element of the continuous improvement process is a multi-year physical development plan that addresses the infrastructure needs to meet the objectives of the Club. This physical development plan will be driven by this strategic plan and will look at the Club's facilities over a minimum of five years.

Key elements of the plan are:

- a. The plan must address the physical constraints of the existing premises.
- b. The plan must identify means to maximize the available parking areas for vehicles on the premises, and then identify measures to be taken for peak usage times including control of parking and off-site overflow parking areas.
- c. The plan will upgrade the croquet lawn for increased parking.
- d. The plan must maximize the density of the operations of sailing/boating and tennis, by looking at opportunities to utilize multi-storey facilities.
- e. The plan must recognize the future challenges that the Club will face in providing security to its facilities and the property of its members stored at the premises.
- f. The plan must also recognize the extended hours that the Club will operate if it is to meet its objectives.
- g. The plan will consider the appropriate size and location of staff quarters and facilities building.

Update of Rules

The Club will undertake a comprehensive revision of the rules in order to bring them in line with the agreed strategic plan.