



---

# Wabamun Sailing Club

## Strategic Plan

### 2017-2022

Revision Date	Rev. No.	Revision Description	Written By
2017-June-20	1.1	Initial document	K. Lummis

## **Accountability Statement**

This Strategic Plan has been prepared under my direction after taking into consideration feedback from club membership during the year of 2016, and the results of the 2017 Strategic Planning Session. This is a five-year plan to achieve the strategies that have been developed. As a living document, new revisions will be developed annually.

The Executive encourages any member who has an interest in supporting any Strategy or Goal to approach the Executive with their proposal or offer of assistance. Any new ideas are welcomed. All members of the WSC are responsible for driving the Strategic Plan forward. Not all actions need to be performed over the next 12 months. Many will be ongoing activities, or start within the five-year plan.

Kenneth Lummis  
Commodore, Wabamun Sailing Club

## **Wabamun Sailing Club Overview**

The Wabamun Sailing Club (WSC) provides sailing activities for members and guests at Wabamun Lake. These include recreational, racing and regattas. As well there is a major Sail Week event during the month of July. The sailing season runs from May through to October.

## **VISION**

The current vision of the club is:

To foster and develop sailing on Wabamun Lake, in the Province of Alberta, and in so doing, provide for the recreation of the members and to promote and afford opportunity for sporting and social gatherings.

The Executive is proposing to simplify the vision:

To increase awareness and participation of sailing.

Specific aspects of the vision:

- Simplify the statement to increase the ability to remember it
- Increase sailor membership

- 
- Host major events
  - Increase exposure of sailing at WSC
  - Increase participation of members
  - Increase sailing on Wabamun Lake
  - Increase awareness and participation of sailing

## **MISSION**

Proposed mission from the executive is:

To foster and develop sailing through sporting and social gatherings.

## **WSC Strengths/Positives**

The following are some of the strengths and positive aspects of the WSC:

- Food/potluck meals;
- Social aspect combined with competition;
- Well managed club;
- Fiscally responsible;
- Great lake for sailing;
- Safety program;
- Host great events;
- Exceptional race management for regattas;
- Good club facilities;
- Improving training program;
- Enthusiastic sailors and racers;
- Reasonable club member and guest behavior;
- Environmentally responsible;
- Reasonable proximity to the city; and,
- Country living.

---

## WSC Weaknesses/Issues

Through discussions with WSC membership and Executive discussions the following weaknesses and issues have been determined. These have been used to determine strategies for this strategic plan. Goals are built out of the strategies that address the weaknesses and issues.

- Dropping membership numbers;
- Drop in youth participation (all aspects);
- Weak membership involvement in club tasks;
- Burnout of a few volunteer members – same people do all the work;
- Aging membership – no youth
- Youth heavily committed to non-sailing extra-curricular activities, limited free weekends;
- No longer a family oriented club;
- Distance from the city – costly (gas) and timely commute and requires a vehicle;
- Sailing and training not sufficiently addressing the different sailing levels;
- Two class system: RV vs non-RV membership;
- Poor socialising between RV members and day sailors;
- RV stall rental criteria block new sailors;
- Insufficient turn-around of members of the executive;
- Executive not sharing ideas with members;
- Members not sharing ideas with executive;
- High membership fees;
- Lake residents not part of club;
- Recognition of club members efforts in supporting the club;
- Stronger racing program/course configuration;
- Membership perceives that there is a sense of executive entitlement;
- Insufficient effort from everyone to welcome guests; and,
- Rule based sailing club.

## Goals

The following are the WSC goals to support the vision and mission of the club:

- Develop an inclusive club culture;
- Engage (new) members through mentorship;

- 
- Develop an inclusive community of members and surrounding residents;
  - Review club guidelines;
  - Develop a broader communications program; and,
  - Revitalise sail training and racing program.

## Strategies

The strategies to support the WSC goals are as follows:

### **1. Develop an inclusive club culture**

WSC wishes to ensure that anyone who wishes to sail has a venue to come out, have support and enjoy social activities. The membership expects to have a safe environment for all family members and guests. There should be appropriate activities for those sailing for recreation and racing.

### **2. Engage new members through mentorship**

New members should be made welcome and provided information on the use of the club facilities and the opportunities available to them to enjoy.

### **3. Develop an inclusive community of members and surrounding residents**

Residents of Wabamun Lake should be aware of the activities available at the WSC and be welcome to join the WSC. Engagement of other sailing clubs to share programs and other activities should be performed.

### **4. Review club guidelines**

A review of the club guidelines and activities will be performed.

### **5. Develop a broader communications program**

To bring in new membership, retain membership, and advertise events there needs to be a broader communications plan. This will increase public awareness of the WSC to attract new members. As well to ensure that current members are aware of activities and education that is available.

### **6. Review sail training and racing program**

Training and racing programs are both important aspects of the WSC. Green Fleet was originally conceived to provide training to beginner sailors and has matured to racing and tactics. As such

there is a need to provide training to beginner sailors, and more advanced training to those wishing to start racing in the Saturday/Sunday series.

The youth program has traditionally ended at the age of 13 leaving the teenagers without a program to follow and be engaged out on the water. The youth program needs to continue through to young adults to ensure that sailing is a life sport.

Over time there have been changes in fleet distribution in the club. And this will continue going into the future. The racing program needs to reflect the changes in the boats actively being raced, and ensure that new and old fleets are accommodated.

## Goals and Outcomes

### Strategy 1 Develop an inclusive club culture

- Appetizer Party: on Saturdays after the racing for the day has concluded. Interested members can gather to have some food and share experiences. This would be similar to the monthly Pot Luck Saturdays.  
**Action:** need to have an organizer from the membership to start the first set of Appetizer Parties
- Adventure sailing: for recreational sailing, a group of boats will join together to go for a sail. This may include going to a destination or a tour around part of the lake from the sailing club.  
**Action:** One club member has volunteered to organize this.
- Foster non-sailing activities: will include non-motorized activities. Some members already engage in activities such as Paddle Boarding, Kayaking, Bocce Ball, and Pickleball. The Executive encourages members to get together groups to share these experiences, especially on days without wind.  
**Action:** Members need to organize groups. Executive will provide advertising.
- Recognition Box: for recognition of members who should receive any form of recognition.  
**Action:** Kenneth Lummis is to arrange for a Recognition Box to be made
- Encourage use of the tenting area.  
**Action:** Greater advertisement of the tenting area for those who wish to stay overnight but do not have an RV stall.

### Strategy 2 Engage new members through mentorship

- Develop onshore mentorship: new members will be assigned a mentor to help introduce them to the club and the facilities.

**Action:** Need volunteers from the existing membership to help with shore based questions and introductions.

- Develop sailing mentorship

**Action:** Determine Fleet Class Captains. Complete.

**Action:** Develop Fleet Class Captains skills to help with sailing mentorship.

### **Strategy 3 Develop an inclusive community of members and surrounding residents**

- Develop Outreach Program for surrounding residents: to develop an interest with the surrounding residents about sailing and other activities at the WSC.

**Action:** Underway with plan developed by Fred Hadley.

- Develop Outreach Program for other sailing clubs on the lake and region: encourage shared programs with other clubs at Wabamun Lake.

**Action:** Need to develop the plan

**Action:** Shared youth instructors with the Northern Alberta Sailing College. Complete

### **Strategy 4 Review club guidelines**

- Encourage Executive term limits and representation: to increase the breadth of the membership input into the Executive.

**Action:** Commodore will strike a committee to determine executive term limits and ideas to encourage participation on the Executive and other committees.

- Annual review of RV stall usage/terms: To ensure that the RV stalls are used according to the WSC RV Regulations.

**Action:** Committee needs to be struck to review the usage of the RV stalls.

- Membership committees: for proposed activities brought forward by the membership.

**Action:** Members need to propose new activities and propose members to host the activities.

- Engage interested membership in activities.

**Action:** Communicate upcoming activities to the WSC Membership. Ongoing.

- Alternative water sports: use of the club for alternative non-motorized activities.

**Action:** Strike committee to determine use of WSC for other activities.

- Investigate other club revenue streams.

**Action:** Strike committee to determine other revenue streams.

- Develop membership surveys.

**Action:** Continue to receive membership feedback. Ongoing.

**Action:** Develop methods to perform membership surveys.

### **Strategy 5 Develop a broader communications program**

- Enter a WSC booth at sports show.

**Action:** Strike committee to determine if entry into sports show is feasible.

- Develop social media presence: update website and develop alternative social media platforms.

**Action:** Update website frequently with relevant material. Ongoing.

- Implement a WSC open house.

**Action:** Membership required to organize and support.

- Educate membership through “Mainsheet”, website and posters.

**Action:** Communications to be developed to provide information about the running of the club to the membership. Ongoing.

### Strategy 6 Review sail training and racing program

- Revamp youth program: Ensure that youth sailing continues past age 13 years.

**Action:** Senior sailors moving up from Optimists to more challenging boats. Splitting the Senior sailing classes from the Intermediate/Beginners. Ensuring instructor support exists for the more junior sailors. Complete.

- Continue to develop training program (green and blue fleets): provide training and support for beginner sailors. To provide training and support for sailors wishing to enter into racing. This is not intended to be a formal program leading to certifications or replace instruction that is provided by the Northern Alberta Sailing College and other formal education facilities. Fees for additional professional instruction will come from participants rather than from club revenue.

**Action:** Requires membership involvement and support. Ongoing.

- Review Saturday and Sunday racing series.

**Action:** review Saturday/Sunday format to determine courses and number of races. This activity is under the direction of the Fleet Captain. Ongoing.

## Risks

The WSC faces the following major risks:

### Declining Membership

Declining membership will result in fewer activities being organized at the WSC. This includes the Saturday/Sunday series, Regattas, training, member organized activities. It also includes the maintenance at the WSC as most of the maintenance work is provided by the membership.

### Increased Fees

Declining membership also results in an increase in fees as fixed costs in running the club must be spread out over fewer members. This cannot be offset by raising fees to items such as the RV stalls. We are approaching a point where the membership wanting an RV stall will have an RV stall.



---

### **Aging of the Club Membership**

The average age of the WSC member has been increasing. If there is not an increase in younger members of the club there could be a sudden decline in membership of the WSC due to unwillingness or inability to sail or attend the WSC.

### **Succession Planning**

Many of our members have been either an Executive member, or Commodore. Without the membership willing to be involved in the running of the Club, knowledge about running the Club or organizing events will be concentrated in the hands of a few. The loss of a few key members will result in the loss of a great deal of knowledge and history.

### **Membership Involvement**

If the membership does not wish, or is not able to be involved in the Actions identified in the Strategic Plan, the Actions identified will not be performed. The Executive is a volunteer board and does not have the ability to perform all the Actions identified as needing to be taken.