

Strategic Goals and Targets

1. Develop a new multipurpose facility to relocate to

- Appoint a volunteer facility manager to lead a facility sub-committee
- Obtain a lease from Council for land on The Strand
- Conduct broad consultation in the development of a facility master plan that includes concept designs and a construction cost estimate
- Develop a business plan for potential commercial utilisation of the facility
- Source funding and construct the facility

2. Develop the number and skill level of club volunteers

- Appoint a volunteer coordinator to the committee
- Develop a volunteer register database of member and parent skills and interests
- Outline a range of volunteer position descriptions and assign members to specific club roles
- Recognise and reward the contributions of all club volunteers
- Implement an incentive scheme to encourage people to undertake volunteer roles
- Identify and provide opportunities for volunteers to attend accreditation, education and training courses
- Create partnerships with local high schools and James Cook University to provide opportunities for students to gain skills and experience through club volunteer roles
- Provide an annual induction and resource for all potential volunteers
- Explore the opportunities of providing paid management, instructor and administrative roles within the club

3. Increase and develop the level of participation within the club

- Conduct a number of promotional days throughout the year
- Conduct a number of annual learn to sail programs that culminate in mini regattas
- Offer a range of corporate, school and social regattas, whereby teams are allocated a skipper in a class that requires a crew
- Promote junior sailing opportunities and programs through schools
- Promote pathways to encourage junior male and female sailors to progress through classes and competition standards
- Create a welcoming and supportive club atmosphere for current and potential members
- Implement a strategy to support and promote women and girls to participate on the water
- Conduct regular social events for all members and their families
- Provide coaching clinics, training and mentoring programs on specific aspects of sailing to retain and develop current members
- Review and explore potential opportunities for new racing and class formats
- Continue to purchase club boats in a range of classes
- Utilise resources and programs from Yachting Queensland and Yachting Australia to develop new and existing member skills

4. Enhance promotion and awareness of the club within the community

- Create links with other sporting clubs, schools, businesses and events that take place on The Strand
- Enhance communication networks with current and former club members, volunteers, sponsors and other stakeholders for information distribution and promotions
- Develop a positive relationship with local journalists and media outlets

- Create and implement interesting promotional opportunities for the media to report
- Implement promotional campaigns to highlight the positives of sailing, create exposure and target specific population groups
- Enhance the club's website and utilise social media opportunities (eg Facebook You Tube)
- Continue to circulate regular club newsletters that incorporate interesting and fun content
- Promote to other sailing clubs throughout Australia to create tourist opportunities
- Utilise resources from Yachting Queensland and Yachting Australia to assist with promotion

5. Develop a range of revenue streams to increase income

- Implement a variety of club social events, functions and fun activities that enhance the atmosphere of the club and raise funds
- Identify and apply for appropriate grants
- Develop sponsorship packages to approach, attract and retain sponsors
- Develop a range of club merchandise for members, sponsors and families to purchase
- Promote the hiring of the clubhouse
- Review membership and race fees annually
- Provide and promote food and beverage options for members of the public to purchase
- Implement long term facility fundraising through the Australian Sports Foundation

6. Implement a range of club policies and protocols

- Document all current operating procedures for the benefit of subsequent volunteers
- Implement volunteer management protocols
- Ensure the club's child protection policy is current and complies with legislation
- Ensure current club policies are being promoted and utilised correctly
- Implement regular member feedback surveys and planning reviews

A Bit About the Townsville Sailing Club

The Townsville Sailing Club was established over 100 years ago, in 1909, and is still sailing strong. During this time, the Club has introduced sailing to new sailors, taught beginners how to sail and has also had a number of Australian representatives across different classes. Volunteers within the club have worked tirelessly to establish a successful club whilst remaining focussed on ensuring their younger members have fun and are taught important life skills as they develop into young adults.

This plan has been developed through consultation with a range of club stakeholders, who identified many ideas and thoughts. The goals and targets for the next five years will be challenging for the club to implement, however through utilising and following the operational component of the plan, are achievable.

This plan can assist to develop the Townsville Sailing Club into one of the strongest and most recognised regional sailing clubs in Australia that features a large cross section of families enjoying the sport within an idyllic setting.

Why the Townsville Sailing Club Exists

- We like to sail and race
- To enjoy this great part of the world – it's world class!
- Socialise with other members – it's fun!
- There's a family appeal to the club
- Introduce sailing to new sailors
- Safety and seamanship in a marine environment
- Mentoring and learning to improve our skills
- Enhances the aesthetic appeal of the Townsville waterfront
- Member networking opportunities from a business perspective
- Meet other sailors across North Queensland and Australia
- The skills learnt sailing can open up career paths
- Adds to Townsville's economy
- Stress release from life
- Health and fitness
- Ability to bring large events to Townsville
- People putting back into the sport for what they've got out of it

**Some people want it to happen
Some wish it would happen
Others make it happen**
Michael Jordan

The club's strategic and operational plan was proudly developed by Sporting Advantage
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**Strategic
and
Operational
Plan
2011 - 2016**

Townsville Sailing Club



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