

Hawkestone Yacht Club

Strategic Plan

October 2022 Update

Background

The Strategic plan was introduced to the membership in the spring of 2014. In addition to the Letters Patent and By-Law, it has been a guiding document for the Board's actions since its inception. The plan is reviewed and updated as needs become apparent and is updated annually by the President and approved by the Board. Members are encouraged to become familiar with the plan and provide feedback and input on an ongoing basis. It is reviewed at each AGM.

Overview

Hawkestone Yacht Club has enjoyed a reputation as a friendly and picturesque club nestled near Carthew Bay on the North West side of Lake Simcoe. HYC was founded in 1974 by a group of sailing enthusiasts seeking to establish a social club and promote the sport of sailing. With a great deal of hard work, the founders of the Club converted a small marina with slips for 20 boats to the current facility with clubhouse, mast crane, pump-out station, and slips for over 60 sailboats. Their success was no accident. It was a result of hard work, dedication to an ideal, innovative thinking and creative design.

Just as the membership of the past embraced opportunities and faced challenges, we must establish a carefully designed plan to address our challenges and create a clear focus for the future that prioritizes our needs and directs our resources to enable us to achieve our goals.

We have analyzed our strengths, weaknesses and threats and developed a vision of what we would like HYC to be in the future. This vision is not appreciably different from that of the founders. How we can achieve that vision is different, however. Whereas the Club prospered through growth in the beginning, we are limited in the number of boats we can accommodate by the constraints of our harbour. We still bank on the willingness of our membership to pitch in and do the work necessary to maintain and improve the facilities. Dedication and commitment will continue to be the cornerstone of HYC's success.

This strategic plan lays out a course of action that is based on a clear vision of our future. We want to continue the activities that promote fellowship and love of the sport of sailing and which maintains the unique nature of HYC as a picturesque location and cooperative community where volunteerism is respected and embraced.

Values

In our review of the culture and facilities of Hawkestone Yacht Club we recognized the key values which are cherished by our membership.

Sense of Community

We are a community of people who share a common interest and feel a commitment and a willingness to do the work necessary to ensuring the success and viability of our Club.

Self-reliance and Volunteerism

Our members bring a wide array of skills and knowledge that are generously offered to the benefit of the Club in maintaining and developing our facilities, managing the Club's infrastructure and governance, and in developing and running the social activities that support our purpose.

Pride and History

We share a deep pride in the history and development of Hawkestone Yacht Club and are determined to maintain the standards and traditions that have been nurtured by our predecessors. We respect the work that members contribute and take pleasure in the accomplishments of volunteers in improving our facilities.

Safety and Respect for the Environment

We are committed to providing and supporting a culture of safety and environmental awareness in all aspects of our operations and encourage safe boating practices by members at all times.

Sailing Culture and Support

There is a sense of camaraderie and support among members – individuals who share a passion for sailing and who readily share knowledge, information and who support one another both formally and informally.

Vision

Our vision states what kind of club we wish HYC to be and how we want to be viewed by others. In our discussions we analyzed the attributes that we cherish and that make us special. We recognize our purpose from the beginning as promoting the sport of sailing. We also looked at the limitation to our growth as a strength as it helps maintain an inviting and friendly community.

Our Vision

Hawkestone Yacht Club will foster the lifelong adventure of sailing by being the best little sailing club on Lake Simcoe

This is not intended as elitist. We are simply stating that we want this Club to be the best for our members in all facets of our operation. We believe this is achievable and we are committed to attaining it.

Mission

A Mission Statement is considered to be a commitment to the people we serve. It forms the basis for planning and resource allocation.

Our Mission

Hawkestone Yacht Club promotes the sport of sailing and development of sailing skills for the enjoyment of its membership through programs and social activities that foster mentoring and fellowship in a family oriented atmosphere. HYC is committed to providing outstanding value to its membership by maintaining a high quality infrastructure which supports safe and environmentally friendly practices that protect the natural beauty of our harbour and grounds.

Our Mission speaks of our commitment to maintaining good value for the members and a focus on safety and respect for the environment while promoting sailing through social activities. This mission has its roots firmly based in the intentions of the original founders and continues to respect the traditions of the Club.

Long-Range Financial Sustainability

Financial sustainability of HYC is vital to support its future. In 2016, the Board commissioned a Capital Review Study by Ben Engineering to help forecast existing capital funding requirements in the context of aging infrastructure. This report forecasted operating requirements and new initiatives and the creation of a Long-Range Financial Sustainability Forecast. Based upon assumptions made at the time, this document forecasted HYC finances to be sustainable into 2040 with modest increases in fees to offset inflation and maintain a reasonable financial reserve. This forecast included several major capital projects to be completed such as the harbour walls and boardwalk replacement starting in 2035. However, also as discussed at the time, there would be significant variations to that forecast should major capital projects need to be started earlier than the Capital Review Study had forecast.

Subsequent research by the Board in 2019 found that harbour steel walls built similar to HYC have an average life expectancy of 25 – 30 years. Further, there are many factors that degrade the steel and reduce that life span as can be visually noted in front of the clubhouse and in certain island sections.

As of September 2019, the latest forecast includes a major capital project starting in the fall of 2019 to replace the harbour wall and deck in front of the clubhouse. This section starts at the stairs by the pump house and continues approximately to the clubhouse patio. The current replacement estimates can be covered by the available cash held in reserve for Capital Projects and bank account funds at this time.
Completed 2021

Forecasted Major Capital Projects and Expenditures Goals

The maintenance tasks listed below are planned to address functional, safety, aesthetic and convenience concerns. These tasks, introduced initially to the membership in the spring of 2014, have been updated. These are listed because they have higher costs or require a greater commitment from members for volunteer time than the regular routine maintenance. The list will be reviewed and updated annually.

Strategic Plan Goals

Club House and Operations

- *Re-shingle the Clubhouse roof in 2032 \$13,000.00*
- *Set of double doors for upstairs balcony \$1500.00*

Improvement and Maintenance Initiatives

- *Put layer of gravel in back parking lot \$5000*
- *Replace GFI circuit breakers and troubleshoot wiring issues at slips. On-going*
- *Repair harbour wall Estimate given 2021 for wall from slip 46 to 63 roughly 220' includes new boardwalk for \$191,000.00*
- *Dredge the harbour in 2025 \$70,000.00*
- *Purchase a new tractor \$25,000*
- *LED lighting, cameras and extra power and water for back parking lot perimeter \$6000.00*

The improvement initiatives listed below have been identified by members as important to enhance the enjoyment and convenience of the club, reduce costs, and to address threats that may impact the club's operations.

Major Improvement Initiatives

- 2020 - Investigate purchase and installation of emergency generator for water system and tenant heating – estimated \$10,000
- 2020 - Install natural gas in the club and change furnace and water heating to natural gas - estimated cost \$15000 with a less than 5 year ROI(partially completed)

The Board is committed to providing our membership with a safe, comfortable and convenient facility which meets their needs now and into the future. This plan is not carved in stone but gives the Board and HYC members a long range view of the needs as we have assessed them and a view of affordability. The plan will be reviewed regularly and amended as needs and situations change.

Members are encouraged to provide input and to make their suggestions and ideas known to the Board to ensure that the Club continues to serve their needs and remain a vital part of the Lake Simcoe sailing community.