

STRATEGIC PLAN ON A PAGE - ***MANY PASSIONS, ONE LOVE OF SAILING***

Our Vision	For Sailing is to be an iconic Australian endeavour that is welcoming, sociable and exciting.				
Our Purpose	<p>Through our clubs and volunteers, we will grow, advance and advocate sailing as a sport and recreational activity.</p> <p>We (the sailing community) strive to deliver dynamic, time efficient and exciting activities.</p> <p>We are committed to leveraging technology to ensure sailing is a contemporary, inclusive and competitive sport that engages many Australians.</p>				
Our Targets	By focusing on our purpose, we will achieve 4% growth per year (300,000 participants by 2020), increase to 35,000 the number of regular competitive sailors, 100,000 registered Club members per annum (up from 80,000) through increased diversity of age and gender as near-term priorities.				
Our Goals	Build Sailing's Profile	Growing Participation	Ensuring Sailing's Sustainability	Maintaining High Performance	Enhancing our People, Structure and Culture
Key Strategies	<ul style="list-style-type: none"> Develop and implement an Ambassador program for sailing Build the profile of a wide range of sailors across our community – e.g. <i>Everyday Sailing Heroes</i> Program Market Australian Sailing programs (e.g. Safety & Sea Survival Course) through industry channels, cruising networks etc. Build a sailing community fund to underpin expansion of marketing activity 	<ul style="list-style-type: none"> Expand sharing of innovations and successes between clubs/programs nationally Leverage current membership base to help recruit new participants Develop new programs that address the needs of the current recreational user that are accessible, quick, safe, flexible, & social Expand communication channels to support easy participation e.g. Day Pass Grow initiatives to increase female participation in the sport 	<ul style="list-style-type: none"> Expand our revenue streams through new sponsors & partners Seek and obtain additional grants for initiatives and programs that grow the sport especially in areas of inclusion Achieve financial security by generating modest operating surpluses from activities to reinvest in the sport and improve our cash reserves 	<ul style="list-style-type: none"> Showcase our performance capabilities in skills, systems and technology through the Australian Sailing Team. Enhance the performance pathway for all (athletes, coaches and sports professionals) to ensure excellence in our programs. Clarify and communicate the different performance pathways in our sport – Olympic, Class World Championships, VOLVO Ocean Race, Americas Cup, etc. 	<ul style="list-style-type: none"> Develop strong and positive relationships and clear roles and purpose throughout the sailing community Develop and deliver quality training and education programs for instructors, coaches, volunteers and race officials Grow our human resources & develop them to ensure the good people are working in the appropriate roles.

	Build Sailing's Profile	Growing Participation	Ensuring Sailing's Sustainability	Maintaining High Performance	Enhancing our People, Structure and Culture
Key Performance Indicators	<ul style="list-style-type: none"> • <i>Everyday Sailing Heroes</i> Program operating • Ambassador Program operating • Expanded marketing toolkits and services available to whole sailing community • Improved presence on social media to grow followers and supporters 	<ul style="list-style-type: none"> • Increase the number of registered Club members and volunteer officials • Increase in Tackers and other Learn to Sail Program participants • Good sailing and membership outcomes being replicated across the sailing community • Develop entry level aquatic programs for Clubs including activities such as, integrating boards, kites and paddling 	<ul style="list-style-type: none"> • Growth in financial strength (Balance Sheet and Profit & Loss) • Maintain and grow government funding for high performance, participation and development activities • Sponsors and partners attracted to support strategic priorities, activities and events including High Performance programs 	<ul style="list-style-type: none"> • Maintain our Olympic success winning gold medals • Continued success in Olympic Classes winning World Championships in multiple classes • Growth in numbers in Pathways to Professional programs • Ensure the re-instatement of Paralympic Sailing by 2024 and funding the pathway 	<ul style="list-style-type: none"> • The Sailing Community built on respect and collective strengths working together to drive a passion for sailing

ROADMAP FOR THE STRATEGIC PLAN 2018-2020

Goal	December 2018	December 2019	December 2020
Building Sailing's Profile across Australia	<ul style="list-style-type: none"> Establish and implement an Ambassador Program and appoint 10 ambassadors. Run a competition (video) <i>Everyday Sailing Heroes</i> and have five videos completed by Sept 2018 Selling Sailing plan in place by end of 2018 	<ul style="list-style-type: none"> Have 30 ambassadors in place Establish our marketing plan for <i>Everyday Sailing Heroes</i> Program 	<ul style="list-style-type: none"> Have 50 ambassadors in place
Building Sailing's Participation	<ul style="list-style-type: none"> Discover Sailing days are relaunched, better understood and create a buzz Promote and market good activities – e.g. new technology via Sail Connect app, Establish a reward and recognition system for best yacht club /beach club – league tables/ share successful clubs Agree an events strategy that considers the best timing and location of key events to maximise participation and reduce associated costs to participants and their families 	<ul style="list-style-type: none"> Success stories to be shared widely and on various mediums (social especially) Call to action program operating: members to new members Develop a 'Tacker like' program for secondary school aged children Increase in female participation, membership and leadership nationally 	<ul style="list-style-type: none"> Develop a New Entry program for clubs (aquatic) Develop a New Parent friendly program
Building Sailing's Sustainability	<ul style="list-style-type: none"> Club Fees are harmonised nationally in line with a consistent model Create National Day Pass Scheme (similar to the Sandringham YC model) Sponsorship offering/model established, and targets identified 	<ul style="list-style-type: none"> Establish a 3-year rollout program for the new Affiliation Fees model \$100K from contributions Day Pass Scheme rolled out targeting the top 50 clubs Implement the Ambassadors program and target \$100k Discussion with potential name sponsors 	<ul style="list-style-type: none"> \$1M from contributions Patrons Program target \$500K Sign up Sponsors - \$1M Sponsor x1, \$500K Sponsor x2, \$200K Sponsor x5

Building Sailing's Performance	<p><i>Talent ID Phase</i></p> <ul style="list-style-type: none"> • Stream line events to assist parents via the Events Strategy • Review progress of the high performance system • Implement new youth development/pathway model 	<p><i>Shaping the Athlete Phase</i></p> <ul style="list-style-type: none"> • Enhance the Pathway structures • Develop technology • Build support structure for Athlete's Program <ul style="list-style-type: none"> • Race schedule • Training • Physiology • Coaches • Funding 	<p><i>Developing the Athlete Phase</i></p> <ul style="list-style-type: none"> • Review the program post Tokyo 2020 • Undertake enhancements as required
Building Sailing's People, Structure and Culture	<ul style="list-style-type: none"> • Ensure the National Office is focused on supporting the delivery of Club services and not bogged down in bureaucracy • Confirm unified intent and funding programs into the future • Undertake a health check on diversity and decision makers • Grow our human resources and develop to be world's best in their area of operation 	<ul style="list-style-type: none"> • Affect any structural /constitutional operational changes • Engage to agree on actions to achieve diversity objectives in decision makers • Enhance the safety function in our sport by implementing a series of safety initiatives to improve sailor safety behaviours. 	<ul style="list-style-type: none"> • People work/deliver towards the outcomes of their respective role • Develop or exercise People Succession plan