



Recommendations from the BYS Membership Committee to Members Regarding Proposed Changes to Membership Categories

1. INTRODUCTION

The BYS Membership Committee (**MC**) has been discussing current membership categories and where changes or improvements may be needed.

In terms of its main goals in the membership space, the MC has focused on the following:

- Family membership - with the emphasis on getting kids into Sail Training, including making it appealing for older kids/teens to participate (e.g. Out There Sailing program).
- “Participating” members – how do we attract active members to the club?
- New members who have no sailing background or experience – how do we better engage with them and give them opportunities to get involved?
- Current members who aren’t sailing – what can we do to encourage them to sail?
- Retention of youth members.

Following an extensive review, a number of recommendations were made to the Executive Committee, which has determined the following proposed changes ought be put to Members for consideration and, if thought fit, approval.

2. SUMMARY OF RECOMMENDATIONS

In summary, the MC proposes the following changes in respect of membership categories:

- (a) Rename Senior membership to Full membership.
- (b) Delete the Subsequent Senior membership category altogether. All current Sub-Senior members will become Full members.
- (c) Reduce the fee for an additional Full member residing at the same permanent address as a Full member (i.e. a current Sub-Senior) from 50% to 40% of the Full member fee.
- (d) Remove ‘Restricted’ from Full and Family Unit membership categories and the 10 sails criteria, but still emphasise that Full or Family Unit memberships are active sailing memberships, with on-water or volunteering participation expected.
- (e) Create a new category called Restricted membership. Restricted membership would be available only to former Junior or Student members aged between 18 and 39 years on 1 May of the membership year. Restricted members would be limited to 4 sailing events per year. The fee for Restricted membership would be set at 15% of the rate for a Full member. It would not be able to be used as part of a Family Unit membership. It would not carry voting rights, an entitlement to a car park pass or a locker.



- (f) Re-design the current Intermediate membership category. Intermediate membership would be available to persons who are aged between 18 and 35 years on 1 May of the membership year. Those currently in the Student membership category will become Intermediate members. Intermediate members would be entitled to unlimited sailing, and to store an OTB boat, but not entitled to a car park pass or a locker. They would have full voting rights. Intermediate membership would be able to be used as part of a Family membership, but only when the member is under 25 years at 1 May of the membership year and living at the same permanent address as the first Full member. The annual fee would be set at 15% of the Full rate for a new Intermediate member under the age of 25 at 1 May of the membership year and 40% of the Full rate if over 25. Applicants for Intermediate membership do not need to have been a Junior or Student member of the club.
- (g) Remove the Student membership category.
- (h) The qualifying rules for a Family Unit change to be:
- at least one Full member; and
 - at least one Junior member; or
 - at least one Intermediate member under the age of 25 on 1 May of the membership year,
- all residing at the same address.
- (i) Members on Leave of Absence to have access to the Club for up to 7 consecutive days per annum as nominated by them. (This proposal does not require a change to the BYS Rules and has already been approved by the EC).
- (j) The fee payable by a Special member be reduced to 40% of a Full member.

3. SENIOR MEMBERSHIP

The MC considers that the word "Senior" is outdated. The MC proposes that this category description should be changed to "Full" member.

4. SUBSEQUENT SENIOR MEMBERSHIP

The MC proposes that the Subsequent Senior membership category be deleted. Such members are in all relevant respects identical to Senior members in entitlements. The Subsequent Senior categorisation is a fee difference and no more, which can be dealt with by a differential fee only rather than a different membership description.

Additionally, given that the overwhelming number of Subsequent Senior members are non-sailing or infrequent sailing partners/spouses of Senior members, the MC considers that there ought to be a modest incentive for Senior members to have their partners/spouses join the Club in an effort to increase membership diversity and the sociability of the Club. To this end, it is proposed that the fee for a second (or more) Full member residing at the same address be reduced to 40% of a Full member's fee. One important impact of this change would be to have the fee for a couple being around 10% less than the fee for a Family.



The current practice in relation to having a reduced annual fee for a Sub-Senior member whose Senior member partner has died will not change, save that it will now be set at 40%, not 50%.

5. FULL MEMBERS/FAMILY UNITS

Since 2015, new Senior and Family Unit members have been subject to certain activity conditions, principally an obligation to sail 10 times per year (whether as crew or skipper). The MC noted the original reasons for introducing a restricted condition applicable to new Senior and Family Unit members, including the following:

- to maintain the sailing integrity of the Club;
- to prevent BYS becoming a nautically-themed restaurant;
- to force / encourage sailing engagement;
- as a check on the strong demand for new membership following completion of the new clubhouse.

Experience in relation to monitoring and enforcement of the restrictions, and the changed environment since they were introduced, suggests that the restrictions were problematic and are no longer warranted. The MC therefore proposes that the restrictions introduced in 2015 on existing and new Senior/Family Unit members be removed.

The MC remains of the view that all new Full or Family Unit members should be engaged in a certain level of on-water participation and that the Full category / Family Unit remain active sailing memberships. To that end, the MC is considering a number of initiatives to incentivise new members to sail, including rewards for participation in club activities and the implementation of a follow up system to encourage new members to get involved.

6. INTERMEDIATE MEMBERSHIP

Currently, Intermediate membership is limited to persons aged under 40 years on 1 May of the membership year who have previously been a Junior or Student member. There is a limit of sailing in 4 races per year. The reason for the introduction of this category was primarily to aid retention of younger adult members when they reached the age of 25 and fell out of the Family Unit membership category. Many had spent a good part of their childhood at the Club and the Intermediate category gave them the opportunity to remain connected without having to become a Senior member at a time when they had little interest in regular sailing and competing demands for their time and money.

However, although there are many who no longer want to sail having reached this stage of their life, the fact that this category limits the amount of sailing conflicts with a broader goal of getting younger adult members who want to sail to join the Club. We should be encouraging a younger adult demographic to remain as members of the club, or to join and sail.

As well, analysis of our membership shows that there is a dearth of members in the 25 – 40 age group. While Intermediate membership numbers have increased with the new clubhouse, there are only 59 members in the category as at May 2020. Most have transferred to the category from either Junior or Student memberships. Few join as new BYS members. This is confirmed by Yachting Victoria data showing that sailing participation is very low amongst people in their 20's and 30's.



In short, we (and sailing generally) have difficulty retaining current young adult members and attracting new young adult members.

The conclusion to be drawn from the above is that we ought to be doing whatever we reasonably can to:

- keep existing young adult members with little or no interest in sailing for the foreseeable future connected as members;
- keep existing young adult members who wish to remain active sailing members after they fall out of a Family Unit membership; and
- attract new members with an interest in regular sailing but who are also not ready to become Full members but will hopefully become so enmeshed in the club while establishing their career and family that when the time is right, they progress to Family membership.

To attract the existing young adult member who is not much interested in sailing, we need to have a relatively low fee. One way of justifying the relatively low fee compared to other categories of membership is to limit the amount of sailing participation, a factor that probably wouldn't affect too many in this category. Conversely, although a relatively low fee would be attractive to a new incoming member wanting to sail, it seems unlikely that a person would seek to join a yacht club for the first time if they were thinking of only sailing 4 times per year.

The overriding desire of the MC is to keep/get members into the club in their 20's and 30's in the interests of developing a strong pipeline of members suitable for Full and Family Unit membership once they reach their late 30's/early 40's.

The MC considers it is not reasonably possible to develop a 'once size fits all' category to the persons we are targeting. The MC has determined that the appropriate solution is to offer two membership options differentiated by fee level and sailing participation rights, as follows:

- we establish a new membership category called 'Restricted' for existing young adult members who want only limited sailing rights; and
- we revamp the current 'Intermediate' membership category to cover new and existing young adult members who want more than minimal sailing.

Restricted membership would be available only to former Junior or Student members aged between 18 and 39 years on 1 May of the membership year. There would be a limit of 4 sailing events per year. The fee for Restricted membership would be set at 15% of the rate for a Full member. It would not be able to be used as part of a Family Unit membership. It would not carry voting rights, an entitlement to a car park pass or a locker. It would be available to former Junior or Student members who have left the Club but now wish to return, or who are about to fall out of a Family group membership. Because this category is open only to current or former members, no entrance fee is payable, including when upgrading to Intermediate or Full membership.

Intermediate membership would be available to persons who are aged between 18 and 35 years on 1 May of the membership year. They would be entitled to unlimited sailing and to store an OTB boat, but not entitled to a car park pass or a locker. They would have full voting rights. Intermediate membership would be able to be used as part of a Family membership, but only when the member is under 25 years



at 1 May of the membership year. The annual fee would be set at 15% of the Full rate for a new Intermediate member under the age of 25 at 1 May of the membership year, and 40% of the Full rate if over 25. Once they reach 36 as at 1 May of the membership year, they would be expected to become a Full member. They do not need to have been a Junior or Student member of the club, although it is envisioned that (with the removal of the Student membership category discussed below) members reaching the age of 18 who are still studying and wish to actively sail would progress to this category.

7. STUDENT MEMBERSHIP

In light of the above recommended changes to the Intermediate category, the MC proposes that the current Student 18-24 membership be deleted. If the above proposal in relation to Intermediate membership is approved, the Student 18-24 category would be redundant as after a Junior member turned 18, they would then qualify to become an Intermediate member (either within or outside a Family Unit).

8. FAMILY UNITS

If the above category changes are approved, there will be a consequential change to the qualifying rules for a Family Unit to be:

- at least one Full member; and
- at least one Junior member; or
- at least one Intermediate member under the age of 25 on 1 May of the membership year,

all residing at the same address. Once the youngest Intermediate member reached the age of 25 or moved out of home they would no longer qualify to be counted as a Family Unit membership.

9. CREW MEMBERSHIP

The MC has considered the requirement that Crew category members must upgrade to Senior membership after 3 years. There is some evidence that it is leading to Crew members to resign rather than move to Senior. Anecdotal feedback from keelboat sailors is that this is an issue with keeping crews involved. Analysis of other Clubs suggests that BYS is alone in having this requirement placed on Crew members.

The MC considers that Crew members should be able to remain in this category on a permanent basis, with the same limited entitlements that they currently enjoy. To prevent use of Crew membership as a cheap full membership, Crew members will need to be active crew members, meaning a person who is regularly involved in the activities of BYS by sailing competitively as a crew on a keelboat or other multi-handed boat belonging to a Full Member. While it is not expected to be formally monitored, it is expected that Crew members who are not actively participating as crew will be asked to upgrade to Full membership or leave the Club.

The current fee for a Crew member is set at 45% of a Senior member. Crew membership gives such members access to the two most important features of club membership – being able to sail and use the club. The entitlements excluded are relatively minor. The original idea for the 3-year limitation on Crew membership was to create a pathway for such persons to move to Senior membership. While transition



to Senior membership by a Crew member is to be encouraged, if the category is to move away from a pathway model to a permanent situation then there is a strong argument that the fee for such membership ought to be increased. The MC therefore considers that the fee for a Crew membership should be increased to 60% of a Senior membership. The increase reflects both the extent of the benefits associated with this class of membership and the removal of its 'pathway' nature. Review of the fees charged for crew membership by a number of comparable clubs around the Bay show fees ranging between 55 – 65% of the full fee.

No change is proposed to the Entrance fee payable by a Crew member.

10. LEAVE OF ABSENCE (LOA)

The MC considered in detail entitlements for members on LOA and is concerned that LOA members seem to have less rights than guests.

It has also been noted that there is a reluctance to enforce the requirement for "no presence at BYS" while members are on LOA, particularly in late December/early January.

The MC concluded that although there should be some access allowed to the Club while members are on LOA, it should be minimal. The MC therefore proposed that LOA members be entitled to attend the Club for up to 7 consecutive days per annum, OR for such longer period and on such conditions as the Executive Committee may otherwise approve. Member cards will be deactivated for the season and duration of LOA until such time as the member notifies the Club that they will be returning to the Club and the relevant dates. Their cards would be reinstated for that 7-day (or longer approved) period only.

This change does not require a change to the BYS Rules, although it does require a change to the By-Law in relation to LOA. In view of the forthcoming 2020-2021 season, the proposal was put to the EC in September 2020 and has been approved.

11. SPECIAL MEMBERSHIP

As a consequence of the proposed reduction in the fee payable by a second Full (currently a Subsequent Senior) member, the fee paid by a Special member should be similarly reduced to 40% of a Full member. To qualify for Special membership members must be a Full member:

- aged 65 years or over and have served 20 years; or
- aged 80 years or over and served 15 years.