



*Boating Industry Association
of Victoria*

STRATEGIC PLAN

2020 - 2023

Vision

A thriving boating industry

Mission

Drive industry success by taking all possible steps to make boating more attractive, accessible, and the recreational pastime of choice.



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WHY WE EXIST

The Boating Industry Association of Victoria is the Voice of the Marine Industry. Whilst supporting and representing direct members, the BIAV also advocates for the state's 200,000 registered boat owners and 420,000 marine licence holders. This extends to an additional 500,000 people in Victoria who list boating as a past-time of choice. Those numbers are sneaking up toward one million Victorians who are in effect, boaters. So whether they boat for fishing, cruising, houseboating, tow sports, racing, sailing, paddling, jet-skiing, adventuring, or for other reasons, the BIAV exists to take all possible steps to make boating more attractive and accessible.

As an industry body, and as a supporter of almost one million Victorians that list boating as a past-time, BIAV is a highly connected conduit to government. This is primarily the Victorian state government; however, it extends to local government in many instances, and at times to the federal level. Government linked bodies such as Parks Victoria and Marine Safety Victoria are examples of other bodies that BIAV remains closely connected to and works with to take all possible steps to make boating more attractive and accessible.

BIAV works to influence outcomes in many areas however in essence it comes back to supporting industry to maximise its opportunities and to boost boating participation by influencing outcomes to make it more attractive, and accessible. These outcomes often relate to boating related facilities and infrastructure, to making Victorian waterways more accessible and user-friendly, and to there being a balance between environmental and sustainability priorities, along with access and user priorities.

Ensuring regulators find an appropriate level of rulemaking and implementation is another government related BIAV priority. The right level of regulation helps to make boating safer and more attractive, with safety being a clear BIAV objective. Over-regulation puts up barriers to users and can have a negative effect. Influencing for the right balance is therefore a BIAV priority as maximizing participation in boating is not only great for the community, it also results in optimizing growth opportunities for the industry.

Industry enhancement and growth, and the resulting jobs creation is another major BIAV priority. Already a \$4.5b annual state-wide industry with over 17,000 related jobs, there is room for further enhancement, which would be driven by more attractive and accessible boating, and the resulting participation growth.

Participation growth in boating is a priority for BIAV and that will be captured in this plan. Boat shows and other activations are an integral aspect of making boating more visible and profiled and for BIAV a successful boat show and calendar of events is of great importance. The Melbourne Boat Show is set to experience its 60th iteration in the first year of this plan and to set the scene for a series of major and boutique events that will be highly attractive to exhibitors, giving them the required return on investment, as well as for visitors, who we aspire to provide great experiences.

Upholding the BIAV Code of Ethics and Code of Conduct, as well as strengthening the BIAV brand in the community is of great importance. The reputation of members and their association to BIAV is something that is to be further developed during the period of this plan.

BIAV exists to deliver upon its Vision which is for A Thriving Boating Industry, as well as its Mission, which is to Drive industry success by taking all possible steps to make boating more attractive, accessible and the past time of choice. This strategic plan sets out to live up to the Vision and Mission and to provide the maximum possible support to its members and the wider boating community.



KEY INDUSTRY DATA

Industry Value and Economic Impact

Boating and all related aspects is big business in Victoria. Independently sourced data has indicated the annual economic impact of all aspects of the industry as being \$4.5b. (Roy Morgan Research Sep. 2014). This is driven by things including, however not limited to the manufacturing, distribution, and retailing of boats, engines, trailers, electronics, and every other piece of equipment that is a part of boating. This extends to recreation, lifestyle, destination, and tourism factors. Whether it be boat hire, boat club activities, sailing events or the Melbourne Boat Show itself, it all contributes to this massive economic driver in Victoria.

Industry Employment

The above outlined economic impact has been associated with a full-time employee equivalent of over 17,000. (Roy Morgan Research Sep. 2014). Boating industry employment has a huge range of options extending from a marine mechanic working at a boat dealership, to a general manager at a yacht club, to a person that works in a warehouse that supplies parts to an outboard engine distributor. There are hundreds of other roles across this diverse industry. Many have an on-water active interface, others are in events, many are in shopfronts, and many require high levels of technical skill. The most common areas of apprenticeships in the industry are marine mechanic, boat builder (shipwright) and marine trimming, however there are many more options and with technology advancements this is a growing list. In summary the boating industry has roles in just about every discipline, however always with the backdrop of boating and our great Victorian waterways.

Year	#
2009-10	165,459
2010-11	168,712
2011-12	171,527
2012-13	177,744
2013-14	183,272
2014-15	189,440
2015-16	191,341
2016-17	193,282
2017-18	195,338
2018-19	195,682

Boat Registrations

Marine Safety Victoria records for 2020 (Year-in-Review) indicate Victoria as having 198,248 registered vessels. In the past ten years this has grown by 20% from the then total of 165,000. In the past five years this growth has been at a rate of just 5% from the then total of 189,000. The past year saw just 1.31% growth. This slowing of growth, despite high levels of population growth, and a perceived increase in the demand for leisure and lifestyle activities, is something to watch and to address in this plan. Registration growth, as a result of more attractive and accessible boating is crucial for industry and its prosperity, and it is therefore a priority for BIAV and its members. Post-COVID/COVIDnormal conditions are expected to deliver further demand for boats and boating and this will provide the potential for registration growth.

Fleet

2020 Marine Safety Victoria data indicates 67% of Victoria's fleet as Open, with 15% Half-Cabin and 12% PWC (fastest growing type). The remaining 6% are spread across houseboats, sailing yachts and Cabin Cruisers. It is very important to note that Towable/Trailerable boats make up approximately 94% of Victoria's fleet. This emphasizes the importance of boating facilities and access to the water. Boat ramps, therefore, are a major factor for Victorian boaters and for BIAV. When ramps are being reviewed, upgraded, replaced, or newly developed, BIAV looks at location as well as some other significant factors. Most crucial is the number of car trailer units (CTUs), as well as the overflow parking capacity. Safety is always a major consideration, as is traffic flow, overall efficiency, and amenity. This does not diminish from the importance of quality marinas, yacht and boat clubs, moorings, dry-stacks, hardstands, and other boat facilities. Improvements and developments in all of these areas are also of great importance to boaters and BIAV and we strive to make boating more attractive and accessible.

2019-20 Total Fleet and by Vessel Type

Vessel Type	Number	%
Open	132,363	66.7%
Half Cabin	28,844	14.6%
PWC	24,490	12.4%
Cabin Cruiser	5,903	2.90%
Yacht (Keel Boat)	2,791	1.40%
Trailer Sailer	2,117	1.06%
Hovercraft	831	0.41%
Houseboat	734	0.37%
Canoe	175	0.09%
Total	198,248	100%

(MSV Year in Review 2020)



KEY INDUSTRY DATA

Marine Licences

Marine Safety Victoria records for 2020 (Year-in -Review) indicate Victoria as having 422,208 marine licence holders. In terms of gender break up this consists of 80% male and 20 % female. There is an incredibly even spread of ages across marine licence holders however the most common age group, with a 22% share is the 46-55 years group. The age spread otherwise, from 16-80 is rather even. Growth, whilst only at less than 1% for the past year, is another important BIAV measure in terms of the popularity of boating. All efforts to make boating more attractive and accessible will impact on growth in this area.

Endorsement Type		General			PWC Endorsed			Total
Account: Gender		Male	Female	Other	Male	Female	Other	
Type	Age Group							
Restricted	12-15	2198	1000	0	843	447	0	4487
General	16-25	4528	1739	1	32219	14019	4	52510
	26-35	10548	2513	0	42172	13118	1	69351
	36-45	17553	3376	0	42165	11718	1	74813
	46-55	28855	5023	0	46483	13483	0	93844
	56-65	34991	4629	0	29673	6006	0	75299
	66-80	33288	2033	0	11666	1157	0	48144
	Above 80	3397	48	0	305	8	0	3758
Total		135358	20361	1	206526	59956	6	422208

(MSV Year in Review 2020)

BIAV Membership

BIAV has experienced two years of exceptional membership growth and it is a priority for this to continue, notwithstanding the COVID challenges of 2020. Leading into 2020, membership had risen by 25% during those preceding two years. 2020 will see a stabilization of these numbers, rather than the feared drop-off when COVID struck. BIAV identifies that there are several hundred Victorian businesses that are directly or indirectly part of the boating industry and at this stage, they are not BIAV members. Value and benefits have not been demonstrated to them, or they simply are not aware of BIAV, what it does, and how to get involved. This plan sets out for BIAV to become more visible to these businesses, to demonstrate value, and to acquire many of them as members.

Quality Data from Marine Authorities

The pursuit of quality data in relation to boats in the marketplace has long been sought by BIAV. Members would benefit, in terms of their understanding of the market, of trends, and of current and future demand, if quality data were to be provided. At the commencement of this plan, through Marine Safety Victoria, BIAV is able to gather basic data around the number and types of vessels. What is sought is accurate, thorough, and regular data in relation to vessel registrations. This would ideally include the ability to distinguish between new versus transferred registrations, be provided at least quarterly, be charted data over time periods, include the brand, model, type and size details, as well as the post code and local government information.



Boating Infrastructure and Access to the Water

On a national scale, Victoria rates poorly in terms of boating facilities and infrastructure. Victoria therefore 'fights above its weight' in terms of registrations, licences and participation. That said, improvements to facilities and infrastructure, and a strategic approach by government to achieve this, are of great importance. This is seen as a major tool in making boating more attractive and accessible. The 2018 state election outcome promised significant improvement in this area. Promised, was that every cent raised through boat registrations and marine licences would be quarantined and re-invested back into boating. There has been some structural change in the way government approaches boating since, a governance review has commenced, free parking and launching at public boat ramps has been brought in. Better Boating Victoria has been established and a dedicated Minister for Boating appointed. A major priority for BIAV, and a target for the period of this plan, is to see this election promise fulfilled, to see a strategic approach to how boating infrastructure is planned for and managed, and to see every cent raised, invested accordingly.

COVID Normal

There is little doubt that this plan commences with BIAV in a somewhat 're-build' position, following a challenging and COVID impacted 2020. BIAV is not alone in this area. That being the case, BIAV resourcing, staffing and overall budgets will be conservative to begin with, ensuring that all basics are met, and providing a platform for re-building and growth. This rebuilding will be across boat shows, other events, advocacy, education, participation, and member services in general. As activity escalates and financial models grow through sponsorship, government grants or other methods, so too will the resource and staffing base, so as to deliver on this plan.

Strategic Pillars

The six Strategic Pillars have been identified and developed as a result of an engaging and extensive process. This has included a series of one on one and group sessions to gather member and stakeholder advice and expertise, as well as their expectation levels. The BIAV advisory group was consulted regarding priorities, as have been the various staff members and committees. The Board then assessed this input before adding its own oversight and strategic intent, through a detailed series of review sessions. The Strategic Pillars seek to capture and headline what is important to members, to industry, and to BIAV as a whole, in just a few important words.

1. Demonstrate the benefits of boating and boost Participation Growth
2. Deliver outstanding Boat Shows and Events
3. Facilitate meaningful Advocacy outcomes
4. Enhance Education and Industry Skills outcomes
5. Provide strong, stable Governance and revenue generation plans
6. Achieve high levels of Membership satisfaction, retention, and growth



STRATEGIC PILLAR 1

Demonstrate the benefits of boating and boost Participation Growth

Objective

Research shows, that if boating can be made more attractive and accessible there will be an upswing in participation, and as a result, industry will benefit. Whether it be more boats, more parts, more boating trips, or more marina occupancy, then more participation, means a thriving industry, more job creation, and more prosperity. That being the case, optimizing Discover Boating, hosting excellent events and activations, communicating better, and doing everything else possible to build boating's brand, and enhancing the messaging around Victoria's waterways, is of great importance. Appetite for leisure, recreation, outdoors and adventure is growing, as is the population. So too should be boating if we can indeed make it more attractive, and accessible. The aspiration is to make boating the recreational pastime of choice.

Actions

Develop and then communicate a network of BIAV and member led activations and events that are specifically designed to attract people to discover or re-discover boating. These will include, however not be limited to come and try days, dealer open days, factory tours, marina visits, special sales, and other activation-based things to entice people to discover or re-discover boating.	Q2 2021
BIAV in conjunction with BIA has elected to rebrand the Life's Better with a Boat campaign and consolidate this into the Discover Boating branding as a national initiative. There are many elements of the new Discover Boating Campaign which form part of our 2021 action plan and beyond -	
• Promotion of the new Discover Boating website in BIAV marketing platforms.	Q2 2021
• Implement a Victorian social media and PR plan using Discover Boating assets.	Q2 2021
• Secure State funding as a key element of the Discover Boating campaign which will allow a broader marketing penetration through other advertising mediums.	Q3 2021
• Initiate a plan to take the discover boating brand to other markets such as the caravan and camping shows, 4 x 4 shows, home and lifestyle shows.	Q4 2021
• Direct marketing campaign to BIAV's Discover Boating database.	Ongoing
• Provide and encourage members to utilise Discover Boating social media assets.	Ongoing
Research and identify the factors that will entice 'fringe' elements such as lapsed boaters and current non-boating lifestyle enthusiasts to take the first step back to, or to boating. And act on this data accordingly.	Q4 2021
Conduct excellent boat show events with an emphasis on visitor experience and boating lifestyle that engage the public and, in particular, attract people to discover or re-discover boating.	Ongoing

Targets

1. Fleet Registration Growth of 3% per year
2. Marine Licence Growth of 4% per year
3. Discover Boating presence at three non-BIAV events per year
4. Achieve high member satisfaction levels (3.5/5+) regarding boosting boating participation in the annual member satisfaction survey.



STRATEGIC PILLAR 2

Deliver outstanding Boat Shows and event success

Objective

Boat shows have proven to be of great importance to boating associations such as BIAV for a variety of reasons. These reasons include, however are not limited to revenue generation, mainstream promotion of boating, launching new products, supporting industry members, significant industry product sales in a seasonal market, business to business relations, and networking with stakeholders. For BIAV this is very much the case and the Melbourne Boat Show has been, and remains, of great importance for these very reasons. BIAV seeks to build on and improve the Melbourne Boat Show, from the perspective of exhibitors, as well as for visitors. At the same time BIAV aspires to deliver a year-round calendar of boat show events with great exhibitor appeal and enhanced visitor experience.

Actions

Develop a three-year rolling boat show calendar with exhibitor/member input that places the Melbourne Boat Show as the pinnacle, and is complemented by two further 'boutique' events per year. (Indicative rolling calendar below – subject to variation)	Q1 2021
Develop a rolling calendar of member-driven activations and 'mini' events that can be communicated effectively to the BIAV database and beyond, as a successful activation tool.	Q2 2021
Plan for and deliver year on year improvement for the Melbourne Boat Show from an exhibitor's perspective and enhance exhibitor Return on Investment.	Ongoing
Plan for and deliver year on year improvement for the Melbourne Boat Show from a visitor's perspective and enhance their experience.	Ongoing
Plan for and deliver two other boutique events per year with the same attention to Exhibitor Satisfaction and Visitor Experience. These boutique events will have regional spread, coast and inland editions, as well as the support of local agencies/authorities. Exhibitor driven location decisions will consider options such as Martha Cove, Lake Eildon, Wyndham Harbour, Docklands, and Caribbean Gardens.	Ongoing

2021		June Melb. BS MCEC	Oct. Wyndham Harbour Festival
2022	Feb. Lake Eildon B&F Show	July Melb. BS MCEC	Oct. Martha Cove Festival
2023	Feb. Wyndham Harbour Festival	July Melb. BS MCEC	Oct. Lake Eildon B&F Show

Targets

1. Melbourne Boat Show success each year in terms of financial result, exhibitor Return on Investment, and visitor experience, including 10% annual visitor growth.
2. Success of two boutique boat show events per year in terms of financial result, exhibitor satisfaction and visitor experience.
3. Dynamic Activations Calendar established, contributed to by members and generating activations for people to discover or re-discover boating.
4. Achieve high member satisfaction levels (4/5+) with regard to boat show events in the annual member satisfaction survey.



STRATEGIC PILLAR 3

Facilitate meaningful Advocacy outcomes

Objective

On behalf of its members, and the boating community, BIAV will actively engage with government to influence outcomes in the best interests of boating. Government decisions that impact coastal and inland waterway infrastructure are central to this. BIAV is of the view that government decisions that make boating more attractive, accessible, safe and enjoyable, will positively impact on boating participation, and as a direct result, will positively impact on the health of the boating industry. BIAV will therefore advocate for positive outcomes for boating.

Actions

Take all possible steps to influence the Victorian state government to establish a Fund that collects and quarantines every dollar of boat registration and marine licence fees.	Q1 2021
Establish that BIAV has a 'seat at the table', and influences the strategic utilisation of the Better Boating Fund and ensures that industry priorities are met.	Q2 2021
Ensure that this Fund is used exclusively for the prescribed purposes of boating infrastructure improvement, facility enhancement, safety, and promotion.	Q3 2021
Ensure that the Fund is utilised in a strategic manner that explores and then addresses geographic and demographic considerations, as well as supply v demand scenarios.	Ongoing
Influence regulators to apply a balanced approach to boating regulation through good relations and the provision of common-sense information.	Ongoing
Maintain excellent relations and at least monthly formal contact with relevant state government officials, including the Boating Minister, as well as key advisors and staff across the relevant departments.	Ongoing
Maintain excellent relations and at least quarterly formal contact with individuals at local government, Parks Victoria, Marine Safety Victoria, and other agencies.	Ongoing

Targets

1. The Better Boating Fund established, transparent, and strategically utilised in the best interests of boating as prescribed in the 2018 election process.
2. All government policy and regulation that relates to boating and waterways to be contributed to and influenced by BIAV with the best possible outcomes aspired to.
3. Regular meetings established and maintained with senior officials at the Minister level, Department level of State Government (Transport and Better Boating Victoria), Marine Safety Victoria, Parks Victoria, and relevant local councils.
4. BIAV able to demonstrate having impacted positively for boating, on at least three advocacy issues of significance in any given year.
5. Achieve high member satisfaction levels (4/5+) regarding Advocacy in the annual member satisfaction survey.



STRATEGIC PILLAR 4

Enhance Education and Industry Skills outcomes

Objective

The boating industry requires a skilled workforce if it is to thrive as prescribed in this plan. Skill shortages are one of the biggest challenges facing our industry and whilst there are a plethora of industry related professions, trades and roles, the area where BIAV should be able to have the most impact, is in the apprenticeship aspects of the industry. For that reason, this plan will emphasise apprenticeships in the marine mechanic, marine trimming, and boat building as priorities. At the same time, it will be important to build awareness and promote the many and varied roles and lifestyles that can be played out through a marine related career. This can of course range from a CEO of a major marine manufacturing business, to training people how to handle a powerboat, to working at a boat club, to skippering a fishing charter, and through to the various trades, through apprenticeships. There are some shortcomings in terms of course provision as this plan commences, and a skills shortage has been identified in many areas. This plan will aim to address this and better prepare the industry to meet the demand that is expected in the industry in coming years. This is definitely a long-term initiative.

Actions

Develop and implement a three-year rolling plan of Industry Immersion Days providing potential employees (apprentices) with diverse and interesting industry experiences that inspire a percentage of them to enter the industry. This rolling plan will consider host venues including, however not limited to Gippsland Ports, Queenscliff Harbour, Sandringham Yacht Club, Royal Yacht Club Victoria (taking in Seaworks and surrounds), and other venues that have a high density and variety of interesting marine career applications.	Q2 2021
Develop and implement an enhanced awareness campaign that alerts young people to the attractiveness, diversity, and opportunities of the full extent of the boating industry.	Q4 2021
Revise and update the BIAV Careers Guide and ensure it is immersed into all career related portals and platforms through schools, TAFEs and governments.	Q4 2021
Maintain great relations and work with the department of education, and the current course providers (TAFEs), to influence the provision of the required and relevant course offerings.	Ongoing
Enhance and continue to offer the annual industry awards program and build the aspiration level of apprentices to be involved and recognised.	Ongoing
Leverage the BIAV education committee and member expertise to develop and drive these initiatives.	Ongoing
Provide a 'link' service that brings together potential industry employers, course providers (TAFEs), schools, potential employees (apprentices), and government funders.	Ongoing

Targets

1. Four BIAV facilitated forums or immersions per year that bring together course providers, potential employers, schools, and potential apprentices.
2. BIAV presence at a further six non-BIAV industry/ education events per year, deliver well attended Industry Immersion Days, with successful buy-in from BIAV members, schools, Victorian government, and TAFEs.
3. Conduct an annual industry skills survey and member workshop to identify current and future industry needs.
4. Enhance and relaunch the BIAV Careers Guide and ensure it reaches all relevant agencies and schools.
5. 20% year on year growth in Apprentice of the Year Award nominations using 2020 as a benchmark.
6. Apprentice growth at 8% per year.



STRATEGIC PILLAR 5

Provide strong, stable Governance and Revenue Generation Plans

Objective

BIAV strives to be a well-respected and valued organisation across industry, government, other stakeholders, and the boating community. Central to this will be a strong and stable Board providing strategic oversight and direction to a highly professional staff base. This planning period commences with the early stages of 'COVID normal' and the BIAV staffing base will be somewhat limited in this first instance. This will however have the potential and capacity to be enhanced as revenue increases and activity and program levels also rise. This will be complemented by engaged and supportive committees that meet every four to six weeks, providing ideas, guidance, and area expertise. Great relations with the member base will also be central to this with strong attendance at general meetings, industry forums, road-shows, and other BIAV events. BIAV strives for its brand to be well recognised and respected in the industry, by stakeholders and across the boating community. A sound financial base, with well managed assets, and diverse revenue streams is an essential element of this.

Actions

Review the revenue opportunity for advertising on BIAV E-News communications.	Q1 2021
Develop a BIAV industry sponsorship plan.	Q2 2021
Develop one further revenue stream that is not event related.	Q2 2021
Through government relations, leverage the Victorian boat registration database to provide a new revenue stream, build the Boat Owners Club model, and provide quality industry data for improved decision making.	Q3 2021
Fully deliver on the plan to maximise the value and potential financial return of the 24 York St property.	Q4 2022
Ensure the provision of a strong and stable Board, staff and committee structure.	Ongoing
Provide monthly and annual financial reporting of the required high level.	Ongoing

Targets

1. Return BIAV to surplus in 2021 and in subsequent years to deliver \$100k annual surpluses.
2. Deliver on the 24 York St project and start to see a significant annual revenue stream emerge.
3. Establish the BIAV income stream related to Boat Registration and in doing so also establish the Boat Owners Club model with 10,000 members.
4. Provide high quality Board practices with strategic oversight and adherence to all ASIC requirements and member expectations.
5. Achieve high member satisfaction levels regarding Governance in the annual member satisfaction survey.
6. As a result of an effective sponsorship plan, realise 10% annual sponsorship growth per year.



STRATEGIC PILLAR 6

Achieve high levels of Membership satisfaction, retention, and growth

Objective

Strategic pillar six is the sum of all of the above and could be further described as the overall main priority of the association. If all the aspirations above can be achieved, chances are that member satisfaction will be very high. As well as the above, BIAV will seek to have great relations with members. BIAV will seek to understand member needs and how they can be assisted and supported, including in areas such as event delivery, networking opportunities, education, resources, expertise and benefits in general. BIAV will endeavour to provide an optimal level of communications to members, keeping them abreast of boating and industry matters. Losing any member is a huge loss for BIAV who will strive for unprecedented levels of member retention, whilst also striving to make membership attractive to the many marine related businesses in Victoria, that to this point, have not joined.

Actions

Drive new member acquisition through a plan that categorizes potential member groups, communicates effectively to them, and provides them a suitable membership offering.	Q2 2021
Develop and provide a suite of member resources, available on a member only website section. This will include a detailed and valued industry statistics section, template documents sourced through bodies such as VECCI and BIA, as well as other member valued resources.	Q3 2021
Rebuild the membership database to the required modern standards.	Q4 2021
Understand what benefits members truly value and make sure to cater for and provide those.	Ongoing
Review member insurance related offerings and benefits, including travel insurance.	Ongoing
Prepare and implement a member communications program that optimises communication levels and provides the material that members want and need.	Ongoing
Provide member networking, business to business, and education opportunities at an optimal level. The aim being to provide an activity of this nature once per quarter in areas such as business development, exporting, insurance, event maximisation, finance, and other areas.	Ongoing
Maintain a value for money membership fee structure that is attractive to potential new members, including smaller businesses.	Ongoing
Demonstrate value to members such that 10% annual fee increases during this plan will be acceptable to them.	Ongoing
Maximise BIAV communications platforms, including the Products and Services Catalogue to promote members to the wider boating audience.	Ongoing

Targets

1. Annual Retention at 97% + each year
2. Annual New Members at 8% + each year
3. Member attendance at BIAV events growth of 5% per year from 2019 benchmark.
4. Achieve high member satisfaction levels (4.5/5+) regarding Member Servicing in the annual member satisfaction survey.



2021 ACTIONS

Take all possible steps to influence the Victorian state government to establish a Fund that collects and quarantines every dollar of boat registration and marine licence fees.	Q1 2021
Develop a three-year rolling boat show calendar with exhibitor/member input, that places the Melbourne Boat Show as the pinnacle, and is complemented by two further 'boutique' events per year.	Q1 2021
Review the revenue opportunity for advertising on BIAV E-news communications.	Q1 2021
Discover Boating - Promotion of the new Discover Boating website in BIAV marketing platforms.	Q2 2021
Develop and then communicate a network of BIAV and member led activations and events that are specifically designed to attract people to discover or re-discover boating. These will include, however not be limited to come and try days, dealer open days, factory tours, marina visits, special sales, and other activation-based things to entice people to discover or re-discover boating.	Q2 2021
Discover Boating - Implement a Victorian social media and PR plan using Discover Boating assets.	Q2 2021
Establish that BIAV has a 'seat at the table', and influences the strategic utilisation of the Better Boating Fund and ensures that industry priorities are met.	Q2 2021
Develop a rolling calendar of member-driven activations and 'mini' events that can be communicated effectively to the BIAV database and beyond, as a successful activation tool.	Q2 2021
Develop a BIAV industry sponsorship plan.	Q2 2021
Develop one further revenue stream that is not event related.	Q2 2021
Develop and implement a three-year rolling plan of Industry Immersion Days providing potential employees (apprentices) with diverse and interesting industry experiences that inspire a percentage of them to enter the industry. This rolling plan will consider host venues including, however not limited to Gippsland Ports, Queenscliff Harbour, Sandringham Yacht Club, Royal Yacht Club Victoria (taking in Seaworks and surrounds), and other venues that have a high density and variety of interesting marine career applications.	Q2 2021
Drive new member acquisition through a plan that categorizes potential member groups, communicates effectively to them, and provides them a suitable membership offering.	Q2 2021

Discover Boating - Secure State funding as a key element of the Discover Boating campaign which will allow a broader marketing penetration through other advertising mediums.	Q3 2021
Ensure that this Fund is used exclusively for the prescribed purposes of boating infrastructure improvement, facility enhancement, safety, and promotion.	Q3 2021
Through government relations, leverage the Victorian boat registration database to provide a new revenue stream, build the Boat Owners Club model, and provide quality industry data for improved decision making.	Q3 2021
Develop and provide a suite of member resources, available on a member only website section. This will include a detailed and valued industry statistics section, template documents sourced through bodies such as VECCI and BIA, as well as other member valued resources.	Q3 2021
Discover Boating - Initiate a plan to take the discover boating brand to other markets such as the caravan and camping shows, 4 x 4 shows, home and lifestyle shows.	Q4 2021
Research and identify the factors that will entice 'fringe' elements such as lapsed boaters and current non-boating lifestyle enthusiasts to take the first step back to, or to boating. And act on this data accordingly.	Q4 2021
Develop and implement an enhanced awareness campaign that alerts young people to the attractiveness, diversity, and opportunities of the full extent of the boating industry.	Q4 2021
Maintain great relations and work with the department of education, and the current course providers (TAFEs), to influence the provision of the required and relevant course offerings.	Q4 2021
Enhance and continue to offer the annual industry awards program and build the aspiration level of apprentices to be involved and recognised.	Q4 2021
Rebuild the membership database to the required modern standards.	Q4 2021



DASHBOARD

		Traffic Lights
Boating Participation Growth	Fleet Registration Growth @ 3% p.a	
	Marine Licence Growth @ 4% p.a	
	Discover Boating presence at three non-BIAV events per year	
	Member satisfaction survey at 3.5/5	
Boat Shows and Event Success	Melbourne Boat Show 10% annual visitation growth	
	Two Pop-up shows delivered per year	
	Dynamic Activations Calendar with 20 items p.a.	
	Member satisfaction survey at 4/5	
Advocacy and Stakeholder Relations	All fees going into the Better Boating Fund	
	Better Boating Fund Strategically utilised with BIAV influence	
	Three major advocacy issues influenced per year.	
	Member satisfaction survey at 4/5	
Education and Industry Skills Enhancement	Four BIAV facilitated forums or immersions per year.	
	BIAV presence at a further six non-BIAV industry/education events per year	
	BIAV careers guide updated and immersed.	
	Apprenticeships growth of 8% per year.	
Strong, Stable Governance and Revenue Generation plans	2021 return to surplus and \$100k surplus in subsequent years	
	24 York St asset value maximised and future direction decided	
	Boat registration database leveraged for new revenue stream, Boat Owner's Club establishment, and industry data.	
	Five new revenue streams generated.	
Membership - Satisfaction, Retention and Growth	Annual Retention at 97% +	
	Annual New Members at 8% +	
	Member Engagement Levels at BIAV events at 5% growth p.a.	
	Member Satisfaction at 4.5/5	

Summary

Victoria has countless magnificent waterways for Victorians to enjoy and explore. Victorians also can take their Victorian acquired boats and accessories and enjoy them over the borders in other parts of Australia. Boating is good for people. It is great for their health and mental well-being, as well as for community connectedness and family fun. Boating is big business also and is a major economic driver and creator of jobs. Approaching COVID normal, as this plan commences, and post COVID as soon as possible, this plan seeks to capitalise on the increased appetite for recreation and lifestyle close to home, and in particular, boating.

Making boating in Victoria more attractive and accessible, and the pastime of choice is therefore a very good thing and it is what BIAV will be striving for in this plan. Whether it be through a calendar of great boat shows, member-driven boating activations, Discover Boating, influencing government to improve facilities, upskilling the workforce, or through general member support, it all serves to boost participation in boating.

This culminates of course in BIAV's Vision of a Thriving Boating Industry.

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