

BCC STRATEGIC PLAN 2019 - 2020

**CURLING ACTIVITIES**

| SERIAL | TARGET  | DIRECTOR RESPONSIBLE | DUE      | METHOD   |
|--------|---|----------------------|----------|--|
| A.1    | Conduct feasibility study to maximize ice-time for 2019/2020 and 2020/2021 ( <i>i.e.</i> is there surplus or under-used ice time; can curlers be added to leagues; can new leagues be introduced; can practice time be added; encourage high school curling; additional rentals). | Leagues              | Nov 2019 | Leagues Director to work with the General Manager to determine the current weekly schedule in order to analyze if additional practice time, rentals and smaller curling activities can be accommodated. Leagues director must address conveners at the September convener meeting to determine if leagues are full; and where additional leagues may be added ( <i>e.g.</i> Monday night alternating; unused sheets during league play). A final report of findings due at the November Board Meeting. |
| A.2    | Pursue hosting opportunities for 2019/2020 and 2020/2021 (once every two years) for Qualifiers, Provincial Qualifiers or Provincial OCA events  | Curling for Life     | Mar 2020 | Curl for Life, CurlON and General Manager to determine possibility of hosting OCA events beyond Zone competitions.   |
| A.3    | Host a major curling event in Barrie within the five years by 2024.   | Curling for Life     | 2024     | Curl for Life Director to bring together a committee to determine what events can be brought to Barrie. If feasible, Curl for Life Director to assign a Chairman to bring an event to Barrie; and organize the event.  |
| A.4    |   |                      |          |  |
| A.5    |   |                      |          |  |
|        |   |                      |          |  |

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**NON-CURLING ACTIVITIES**

| SERIAL | TARGET  | DIRECTOR RESPONSIBLE | DUE       | METHOD  |
|--------|---|----------------------|-----------|---|
| B.1    | Develop a Communications plan by 31 December 2019.                                      | Communications       | Jan 2020  | Communications Director will work with committee to determine communication methods at the BCC; and assign persons to implement the plan.   |
| B2     | Develop a Marketing plan by 31 December 2019.<br>Implement the plan by 31 October 2020. | Marketing            | Sept 2021 | Marketing Director will work with committee to develop the plan in accordance with Terms of Reference for Marketing Director.<br><br>As part of the plan – determine if the building can become a multi-purpose facility. |

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**MEMBERSHIP**

| <b>SERIAL</b> | <b>TARGET</b>  | <b>DIRECTOR RESPONSIBLE</b> | <b>DUE</b> | <b>METHOD</b>   |
|---------------|--|-----------------------------|------------|---|
| C.1           | Survey members on matters of satisfaction by 31 December 2019. | Membership Bar & Kitchen    | Aug 2019   | Include survey questions that specifically address Food and Beverage with the objective of improvements to services provided. |
| C.2           |  |                             |            |   |
| C.3           |  |                             |            |   |

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**FINANCE**

| SERIAL | TARGET   | DIRECTOR RESPONSIBLE                | DUE       | METHOD  |
|--------|--|-------------------------------------|-----------|---|
| D.1    | Complete a five-year financial model by February 2020.                                   | Finance                             | Feb 2020  | Secretary-Treasurer, Property & Infrastructure and committee will breakdown costs into O&M and capital (general and larger capital costs). A reserve fund must be set and approved by the Board to ensure that it can not be spend unless circumstances where a shut down would otherwise arise; and a capital fund for long-term projects must be devised. |
| D.2    | Develop a Disaster Readiness Plan by 31 January 2020.                                    | Risk Management & Health and Safety | Jan 2020  | Risk Management Director will work with a small committee to determine the contents of a Risk Management Plan and develop a draft by 31 January 2019. The Plan shall include a section on Disaster Readiness & Recovery.  |
| D.3    | Maintain a Capital Fund Raising Campaign though an abbreviated plan by 31 December 2019. | Fundraising                         | Sept 2019 | Fundraising Director shall work with Property and Infrastructure to determine what projects cost over \$60,000 and the frequency these must be addressed. The Director will then determine the means to raise the money beyond capital fund alone (or to supplement the Capital Fund).  |
| D.4    |  |                                     |           |   |

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**INFRASTRUCTURE**

| SERIAL | TARGET  | DIRECTOR RESPONSIBLE      | DUE      | METHOD   |
|--------|---|---------------------------|----------|--|
| E.1    | Complete and update the Infrastructure forecasting spreadsheet by 30 September 2019 | Property & Infrastructure | Dec 2019 | P&I Director shall update all works on the spreadsheet by discussing items with past Directors, Presidents, and current Board members. Costs, total lifecycle and time left on the lifecycle must be determined for each item. Previous work since 2014 shall be added to the list to determine accuracy of estimates vs. actual cost. |

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**FOOD & BEVERAGE**

| <b>SERIAL</b> | <b>TARGET</b> | <b>DIRECTOR RESPONSIBLE</b> | <b>DUE</b> | <b>METHOD</b> |
|---------------|---------------|-----------------------------|------------|---------------|
| F.1           |               |                             |            |               |

Note: Nil targets at this time

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**MANAGEMENT AND ADMINISTRATION ACTIVITIES**

| <b>SERIAL</b> | <b>ACTIVITY</b>  | <b>DIRECTOR RESPONSIBLE</b> | <b>DUE</b> | <b>METHOD</b> |
|---------------|--|-----------------------------|------------|---------------|
|               |  |                             |            |               |
| G.1           | Develop a Terms of Reference for each Director Role by 31 July 2019. | President                   | July 2019  |               |
|               |  |                             |            |               |
|               |  |                             |            |               |