

Proposed
Implementation Details
for the
New
Nanaimo Curling Club

Prepared by the Strategic Planning Committee Jan 24th, 2008

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1. Introduction

Now that we have alerted the NCC curlers to the initiatives of the strategic plan, we need to start filling in the details as much as we can, some of which we have already started. While the presentations have been generally positive they are still general in nature. There seems to be general support for the first three key objectives of the plan, ie, one club, universal membership and extended financial planning. There remains considerable apprehension particularly with respect to speed of change, disposition of independent club resources, and a true renewal of the Management of the club to ensure uniform representation.

We have received several comments, e-mails and letters from curlers throughout the club and are grateful to those who have offered their opinions and concerns. Many concerns were probably a result of the lack of details that we had presented. There were comments not only on the major initiatives of a unified club but also on the need and cost of specific objectives in the strategic plan, as one would expect. The former are very helpful for us to design a club that the curlers wish to see. The latter demonstrate an overall desire to

improve our facilities and recognize the limitation of funds available to do this. Obviously, none of these specific objectives for upgrading the facilities can be done unless funding sources are found.

Here-in are a number of suggestions in several areas of the club renewal. There are, no doubt, some suggestions that some may find difficult to accept, but these are provided to stimulate some debate in these areas. We hope everyone will take the time to understand our objectives and the reason why we are doing this and reflect carefully on what is described below. **We have attempted to make as little change for the average curler as possible. The changes happen where we are managing things.**

One of the key activities as we proceed is communications. It is suggested that we meet with and keep all clubs informed of what is happening as we go along for the next month - i.e., no secrets and continued consultation.

If we wish to achieve our goals this curling year so that we can start the new year with a new club, we have little time but with concentrated effort, this can be done. Otherwise, it will be delayed another year. We should point out that we have been working on this since the end of September.

2. Criteria for Forming New Club

We need to discuss what might be the criteria for changing the status quo. Right now we feel the Sr. Ladies and Ladies clubs recognize the benefits of one club and are generally supportive. The Sr. Men's club is currently supportive at the board level and looks forward to the members being more fully informed of the details. The Hangover league still questions what's in it for them. Loss of autonomy has to be out-weighted by the longer term interests of the club and we need to convince everyone that what we are proposing will improve our club for the long term and make it the club of all our curlers. We think and hope development and promulgating details may alleviate these concerns but we should consider how to proceed if we do not get full support. Is it all or nothing?

3. Schedule

As was pointed out by several people at the presentations, the schedule published in the presentation will not work. Except for the main club, all the AGM's are occurring at the end of the curling season, i.e., late March. These meetings will be expected to make a major decision on the dissolution of their clubs and therefore completing our work by March 30th is not adequate. We need to provide a complete package to each club a week or two in advance of their meetings and that presupposes that we have kept them informed all along as we plan the new club. Generally, surprises will be rejected. We cannot expect the meetings to be delayed as once they go beyond the curling season, no one attends. We have therefore developed another tighter schedule that should have our plans ready for the first of the AGM's this spring, that being the Sr. Ladies on Mar 17th. We think this tighter schedule is doable. Included in this schedule will be meetings of the presidents of the clubs as a follow-up to the presentations to hear concerns, to develop

and agree on details, as well as to agree on how to proceed and how to keep people informed.

4. Management Transition

We have considered two possible ways to transition into a new club. Both have the goal of achieving this for operations next curling season. Both are described below and will be discussed with all of the club Boards. For both, should we decide to proceed, the intention is to continue to manage curling operations by a subset of the boards of the former clubs. Many of these clubs had several leagues running within them and we wish this to continue. For want of a better term, we will refer to them below, as “former clubs”.

Option 1:

We will not know if we have one overall club until after the last AGM, which, I believe, is that of the main club. Consequently, we will need to plan for the two possibilities, that is, an integrated club, or the status quo. Therefore, until the final meeting, each club will need a resolution to move to a new club, if they so decide, conditional on the others adopting all the principles we develop. We could not have decisions made for a new club, and then have the main club at their later AGM rejecting some of the principles. As these are independent clubs each with their own management structures and resources, each has to agree.

The implication of this is that each club will need to develop two scenarios for their AGM. If status quo is decided, then they need a nomination slate for candidates to fill their current boards. If change is accepted, then a reduced organization team needs to be staffed, perhaps as a subset from their planned board. Both scenarios will need to be developed and approved for the independent clubs. The nominating committee for the new club will need to identify candidates for both their existing NCC club and for the new Board, including the key committee members.

Option 2:

As an alternative, depending upon how preparations proceed, a different process for transition could be adopted. The process described above requires that the first Board of the new club be set by the current NCC at their AGM. As long as they adopt the recommendations of the nominating committee and they change the current NCC By-laws to open membership this would likely be okay even though the first Board may not be selected by the open membership. A second concern is that of timing. We need to make sure we can meet our schedule to provide sufficient information to everyone before the AGM's start.

The Sr. Ladies have shown a possible way to proceed. They have decided to recommend to their membership that should they decide to proceed with a new club, they would maintain their current Board and have a new election for their new operating group at the start of the new season, should all the clubs decide to proceed. We could possibly do this for the new club.

Hence, here is a different process to consider:

- At the AGM of each club vote to initiate a new club and wind down the independent clubs currently in existence, effective upon a new club being formed. Should this vote not pass – game over or at least deferred to another time.
- The boards of each club seek authority from their AGM's to maintain current Boards until fall of 2008.
- Elections for each club can be held at their fall meeting whether they are selecting a Board for status Quo or selecting a committee for league operations in a new club.
- During the summer, modify the NCC by-laws to change membership regime.
- Have an inaugural meeting of the new club in the fall to adopt new by-laws and elect new officers. Note this could be done in parallel with the registration in order to ensure we get a good turn-out.

This has the result of having a new club in place for next year, allowing all new members in the club to have a vote and to have the apparent and real look of a new entity. This also may give a bit further time to iron out all the details.

5. Forming a New Board

Hopefully, with consultation with all the clubs, we can quickly decide on the organization that we want as we transition into the new regime. We have suggested two possibilities and have prepared a rationale for each, which are attached for your reference. It would be really useful to have written job descriptions for each of the Director positions. You will note that every Director has specific duties. It was intended that at each Board meeting each Director would be required to make a report. This brings them in as a full participant of the Board and requires regular attendance.

We will comment here only on the Board for the new club. In the event we do not proceed, status quo will prevail.

We propose to set up a nominating committee as soon as we can, chaired by the current NCC President, Tracey Newlands, as she would not (presumably) be a candidate for the new President and she is most familiar with the sensitivities and objectives we are trying to achieve in a new club. Normally, the org charts show this committee reporting to the Past President which we can do for the following year once the new organization charts are approved (if Tracey is agreeable to doing it twice). For this first year, this nominating

committee could be made up of the Presidents of each Club. This could be a topic for agreement at an all-President's meeting to be held in the next week or two.

There needs to be a balance of retaining some continuity on the Board with an assurance of looking and being an entirely new entity, i.e., something that would be seen as a break from the past. This has been a stated view of many following the presentations. Our proposal then would be to have the Directors of Curling as indicated on the organization chart nominated by the corresponding former clubs, with agreement by all on the committee. Secondly, we think enough continuity can be provided by the General Manager, the Past President position and perhaps the 1st Vice President position of the NCC as they would normally have been selected for the next year. (note the person currently occupying the 2nd VP would move from 2nd VP to 1st VP and could represent both NCC and Hangover) Because of the five clubs coming together and the high level visibility of this position, it is important to consider candidates throughout the club for the President's position – preferably someone who is not now a president of a club and who is acceptable to all clubs – perhaps a tall order for the nominating committee. We might also consider a true election with two or more candidates nominated. If we proceed with option 1 above, this, however, is a bit dangerous at an AGM where only members of the NCC can vote. Is there a way we can select our president by vote of members of all clubs regardless of whether they are a member of the NCC? It would mean the NCC passing the membership by-law amendment prior to voting in the new Board. (needs some thought to make sure the process is fair to all members of the new club.) Note the second option for transition described above would do this, however we will need to consider the legal requirements for this. We believe most would prefer the nominating committee recommendations as they have an opportunity to obtain a firm commitment of candidates and to select individuals having the necessary skill sets.

There needs to be a balance of members from other clubs on the executive as well as the overall Board. We would therefore propose that the 2nd VP, Treasurer and Secretary positions be staffed from other clubs to ensure this representation. The remaining Director positions can then be staffed on a representative basis.

The nominating committee could also suggest names for committee members. Each committee would be chaired by the appropriate Director as per the Org chart. Once again we should strive for representation on these committees but interests, commitments and skill sets may be more important here.

We need to ensure we have a viable transition into the management of the kitchen as this is a key profit centre for the club and also demands considerable volunteer support. You will note under the new organization, this would report into the General Manager and it is hoped that it can continued to be managed by volunteers in order not to impact our operational costs.

Terms of Reference Nominating Committee

- Accountable to the Past President

- Committee to have a representatives from each regular league
- Identify and recruit candidates for both board positions and key position on the management committees
- Select candidates based on appropriate skill sets, commitment to duties for position being considered, available time to complete duties and commitment to attend meetings
- Ensure representation for all leagues both on the overall board and the executive committee of the board.

6. Membership

Modifying the membership of the new club should hopefully not be a big issue. We have stated in our presentations that the current membership structure would be retained and that we would add a new category (regular member) to encompass all those who are not currently certificate holders. The regular member would have voting rights and rights to serve on the Board or committees of the Board but not have the priorities or discounts offered to the current certificate members. Discounts and priorities currently enjoyed by certificate holders would be continued. Creating this new membership category and adjusting the number of directors are perhaps the only change we need to make to the NCC by-laws to make them compatible with the new club. The question then remains how we would set the fees.

In setting fees, we suggest that for the first year or two, nothing needs to change from what we would have done if we remained separate clubs, i.e., status quo. Currently the fees are made up of a base rate, and then augmented for membership, league social programs, BCCA fees, etc, with the social component of each league being different. In addition, our strategic plan suggests we would add a fee to each member for contribution to the capital reserve, at least until we build this up to respectable amount, say \$50K to \$80K. It should be noted that certificate member and daytime fees are discounted from the base rate (not the same amount). However, it should also be noted that day-time rates do not offer the membership certificate holder discount. We would envisage registration having each curler sign up for the appropriate league as they do now with each league assigning their fees at registration and each curler taking the list, if they curl in more than one league, to the treasurer's table to pay accumulated fees. After registration, funding for each league's social programs would be forwarded to the leagues. The leagues would be responsible for setting the social program fees.

A review of the fee structure might be appropriate in future years but we would avoid this for the first year. This would not preclude, however, setting a cost-of-living increase if necessary.

There are a couple of ways that fees can be assessed to incorporate the non-NCC members. Currently these new members pay non-discounted fees for whatever league in which they play. We propose that this remains the same. What they would have though is a membership with full voting rights, i.e., their own club! To provide an avenue for these members to gain discount/priority status they could do this by either buying a "250"

membership for an immediate benefit, or paying the higher rate for 5 years before they obtain this status. This creates something like a two tier new member/long term member rate structure.

An alternative would be to charge everyone the same discounted base rate with a premium for the “regular member” for a period of, say, five years. As this seems to have the same effect we think the former would be more palatable as it would be considered status quo for fees.

One other aspect to consider is that of charging for the casual curler who may wish to come in to try curling without being a member of a club. An example of this is our Wed. night training league. This should be regarded as a recruitment initiative and charged, if necessary, without the need for membership or membership fees.

There is a significant workload for the Membership committee and we have developed the following Terms of Reference:

Membership Committee Terms of Reference

- Chaired by and responsible to the Director of Membership and staffed with representation from each league in the club
- Develop membership recruitment strategies for all ages and skill levels
- Identify where recruitment efforts should be focused to best grow and retain our membership for the longer term health of the club
- In a future year, review and rationalize the fee structure ensuring fairness to all, keeping in mind the daytime vs. night time rates, the applications of “250” member discounts, etc, with a recommendation to the Board if changes are contemplated. Note if we adopt the 5 year period to discounted fees, a step function may occur here. However if we continue the no discount to day-time curlers, this may be minimized.
- Clean up our membership list in a way that can avoid liability to the club where there are many members who no longer curl. (I understand there are more than 300 non-curling certificate members.)

There is one more consideration for membership that should be mentioned, although a finer detail. Currently, the by-laws give the Board the right to accept, reject or expel members. This is important to continue so that if ever the club has a problem with a member, we have exercised our processes as defined by the by-laws and someone could not claim discrimination if the club chose not to accept his/her application. The sign-up form should indicate this is an application for membership. The approval could simply be done by the Membership Director bringing the list to the board for blanket approval – a minute detail, but there have been cases where law suits have arisen from this.

7. Financial Management

We have proposed in our presentations that the duties of the Treasurer be augmented by a Financial Planning function which would be more concerned about planning than the day- to-day operations and reporting provided by the Treasurer. As this is a business function it should report to the 1st VP. If we are to achieve most of the objectives of the Strategic plan, particularly upgrading and maintaining our facilities, we need to plan for the source of funding. Here is a suggested Terms of Reference for this Finance Committee:

Finance Committee Terms of Reference

- Accountable to the 1st VP
- Staffed by representatives providing broad representation throughout the club
- Develop the annual budget for the coming year by the November Board meeting
- Develop and update the 5 year capital spending and maintenance plan
- Develop the policies for the management of a capital reserve including establishing and funding the reserve, criteria for accessing the reserve and who has authority to authorize expenditures, investment, and reporting
- Establish policies for spending authorities for the various aspects of the club, including transfers of funds to and from league management groups, operational activities such as bar, pro shop, cafeteria, kitchen, etc., and spending authority of the General Manager, keeping in mind the requirements for audit
- Develop procurement policies for the club, e.g., multiple bids for major projects, sole sourcing, and how we might favor sponsors and advertisers in the club
- Establish policies on investment of funds
- Review budget at end of year to recommend fees for next year

By contrast, the treasurer's duties would be:

- undertake and/or supervise all financial transactions
- ensure accurate and auditable records are maintained for the club
- track and report to the Board at each meeting , actual vs. budget and perhaps past year expenses to report date
- provide inputs to budgeting process
- monitor all bank account records and investment records
- provide inputs for grants applications

Another duty to those of the treasurer is to establish a depreciation accounting regime for our assets. Hopefully this would aid in the development of our 5 year capital expenditure plan. We propose to seek the advice of a chartered accountant and until such time these comments are speculative. First of all, we need to understand whether there is a legal requirement for depreciation accounting for a not-for-profit organization such as ours. If we wish to use this process to obtain a meaningful estimate of lifetime of our assets, this will be a difficult process to acquire meaningful data. While there are Revenue Canada standard rates of allowable depreciations for capital equipment of various types, these do not necessarily relate to life of assets. A careful assessment is required. The lifetime of each item on the list needs to be assessed by a review of specifications, augmented by an

opinion by experienced people. In the meantime, our 5 year plan should identify possible expenditures. Given that many assets last much beyond 5 years, this should be extended to, say, 20 years, acknowledging that as time goes out accuracy is decreased.

Developing the annual budget should include at least the following activities;

- Obtaining from the treasurer past year records of budgeted and actuals
- Obtaining from the General Manager and each Director responsible for acquiring or spending funds, their estimates for the coming year (revenue includes fees, bonspiels, bar, kitchen, pro shop, advertising, grants, sponsorships, etc.)
- Obtaining from the Director – Membership estimates of revenue from fees
- Input from the 5 year capital expenditure plan
- Allocation, as a line item in the budget, a contribution to the capital reserve

As an aside, our club does not use advertising adequately. For example, Parksville in their short history, already has more than 40 advertisers displaying signs in their club at an annual rate of \$500 each - an easy \$20,000! Nanaimo, serving a much larger community, should have no problem doing this. All we need is policy on advertising, a specification for the signs, a couple of quotes for making them and a sales campaign. (sponsorship/advertising committee)

A draft budget should be then presented to the Board for final prioritization in order to ensure a balanced budget.

8. Former Club Operations

For league operations, which were operating within the former clubs, there should be little change. We propose to use a subset of the current executives of the former clubs to run the day-to-day operations. Setting the fees for the coming year should be a collaboration between the club and the former club representatives to ensure all programs are funded as desired by the membership of each league. We would expect the fee for each league to be different because they would be paying an amount to the club for overall operations, referred to as the base rate, plus an amount for their league operations where each league is unique. There should also be provision for partial payment if curlers do not curl all the squares, i.e., no change from current procedure. We would foresee after registration, a transfer of all funds identified by the leagues and former club managers for their operations and social programs. Former club managers should continue to set policies and rules for their own operations as long as they are within the overall club policies.

With this in mind, We expect each former club to have a subset of the current management team, namely, for want of better terms, a President or Manager (for overall responsibility), Vice (for bonspiels and programs), treasurer and a draw master. For additional support it could be left to them to decide. The “President” would report to

their director on the board and, indeed, it could be the same person, which would probably be preferable.

Each former club would be responsible for day-to-day operations of their curling, and for any bonspiels in their leagues. These, however, should be coordinated through their rep on the Board to ensure they have full club support.

Volunteers and sponsors for league operations, in our view, are best obtained at the league level. We would also need volunteers and sponsors for broader club activities, for example, regional, provincial or national events or other special events, which would be arranged by the sponsorship and volunteer committee. It is important though to keep the volunteer committee fully informed of all sponsorship and volunteers so they can be properly acknowledged by the club. Also, the committee should provide a coordination role so that we don't accidentally approach the same sponsor from different areas of the club.

A question remains to discuss with the leagues about the maintenance and display of trophies. It should probably be done at the league level but we could let them decide.

9. Volunteers and Sponsors

We have already dealt with this above. Some of the key areas for volunteers at the club level include Kitchen support and training support. We need to build on the excellent success we have already established. For general support to the club it would be appropriate to take advantage of the registration process to recruit volunteers.

10. Communications

We have dealt with much of this in previous discussions and have agreed on the importance of wide use of all means of communications as well as be as open as we can with our members. Some members have expressed a desire to better publish announcements of winning teams, for example, in the Nanaimo News Bulletin.

11. Registration Process

As we will be one club we would strongly encourage a single registration event under the responsibility of the Director - Membership, even if it is held over a couple of days. This will give a sense of unity and belonging to all curlers. For the first registration of the new club, it would be great to make this a special welcoming event and perhaps a bit of a social event could be hosted with this (e.g., wine tasting for the bar selection, wine and cheese, etc.)

Tables could be set up in the hall, one for each former club, where curlers would sign up. In many cases curlers will wish to curl on several leagues and they can go to each table. They could then go to a treasurer's table with a form containing their registrations where

they would pay their total fees. It would be great if Ron Kaneen's program was available at each table. This is an excellent resource. In due course this could be networked into the treasurer's computer for final payment.

A special table could be set up for sign-up for volunteers for club events, training, etc.

APPENDIX A

Organization Options

----- Original Message -----

From: [Bob Huck](#)

To: [Rhys Harrison](#)

Cc: [Patricia Merkel](#) ; [Tracey Newlands](#) ; [Bob Franklin](#) ; [Kevin Weinreich](#) ; [Debbie Pulak](#) ; [Ken Albrecht](#)

Sent: Friday, November 09, 2007 5:33 PM

Subject: Possible Org Charts

Strategy Committee Members,

Here are the org charts with titles as discussed. I thought I would provide some comments here by email which will probably serve my request to have an opportunity to present my thoughts to you. I would be happy to discuss these in more detail with you in whatever way you wish.

I have developed these for discussion purposes as different clubs manage their affairs in different ways. Our club is proposing to take on a difficult job of integration of all the clubs in the NCC. This has to be acceptable to both the NCC as it exists now as well as to each of the independent clubs. Therefore I thought a transitional organization was necessary which provides a combination of representation as well as functional positions on the board. I think each of these independent clubs has to see their representative on the board to be comfortable with the amalgamation. However, if we were to have one from each league we would have too many directors so I grouped them to some extent and categorized them to day time mens, daytime ladies, night time mens and night time ladies. If we need more I suppose it would not hurt as long as we move towards a more efficient organization once amalgamation is complete and we have a couple of years under our belt. If we could convince the independent clubs to go directly to the long term - great, but I wouldn't push this. I would regard the daytime and nighttime directors not only representatives for their groups but as club drawmasters, with responsibilities for resolving ice assignment issues, conflicts between groups, communicating between the leagues and the management, and basically using ice to the maximum benefit of the club and in as fair a manner as possible.

This organization is meant to allow the club to run as a midsized business. Some of the key considerations involve the process for revenue generation and financial management/policy setting. As we had discussed at our strategy week-end a number of committees would be very useful to assist the directors in meeting their obligations. Five of these committees are Membership, Finance, Communications, Revenue Generation, and Volunteers. Having Membership reporting to and accountable to the Director of Membership is obvious. The others are a bit more flexible. As you can see I assigned Finance and Communications to the 1st VP and Revenue Generation and Volunteers to the 2nd VP. This recognizes the ladder progression from 2nd VP to the President's position. I felt this provided specific deliverables to these VP positions as well as an opportunity to gain experience with these key elements of the club business. Terms of reference(TOR) are needed for each committee.

The terms of reference for the finance committee should include developing policies on financial management, developing and presenting to the Board an annual Budget along with a tracking

process, which could be implemented by the treasurer, developing a five year (and beyond) capital expenditure plan, and developing a capital reserve and the associated policies with respect to generation, management, investment, use, and reporting of the reserve. This committee could also address any other broad policy issues with respect to finances (could include procurement policies, spending authorities, advances to operational activities in the club (e.g., bar, kitchen, pro shop, leagues, etc.), investing general accounts, and any other broader issues. In my view these are all business issues as opposed to accounting issues and therefore belongs more appropriately to one of the VP's. Some might prefer the treasurer to lead this but I think this would not be wise for a couple of reasons:

1. The treasurer's job is onerous, very detailed, and very much part of club operations. In addition, these records need to be maintained to standards required for auditing. I understand we use Simply Accounting, which is good for this purpose. The treasurer should also be providing a monthly report to the board which tracks revenue and expenses against the budget. In my experience, it was very difficult to find a qualified person to do this because of the work load.
2. There is a potential conflict of interest between the finance committee and the treasurer as one would not wish to put the onus on the treasurer to develop his/her own reporting policies.

The TOR of the communications committee should include both internal and external communications (publicity). Our club already has a number of good vehicles for the former and our strategy plan addresses this.

The revenue generation is another large responsibility and the degree of success here will determine how much of the building renovations we may be able to undertake. For this reason I assigned this to the 2nd VP.

Also key to keeping our fees down is the utilization of volunteers and I felt this important enough to also report to a VP.

Hence once a person enters the ladder to president, they will be exposed to most of the key business elements of the club.

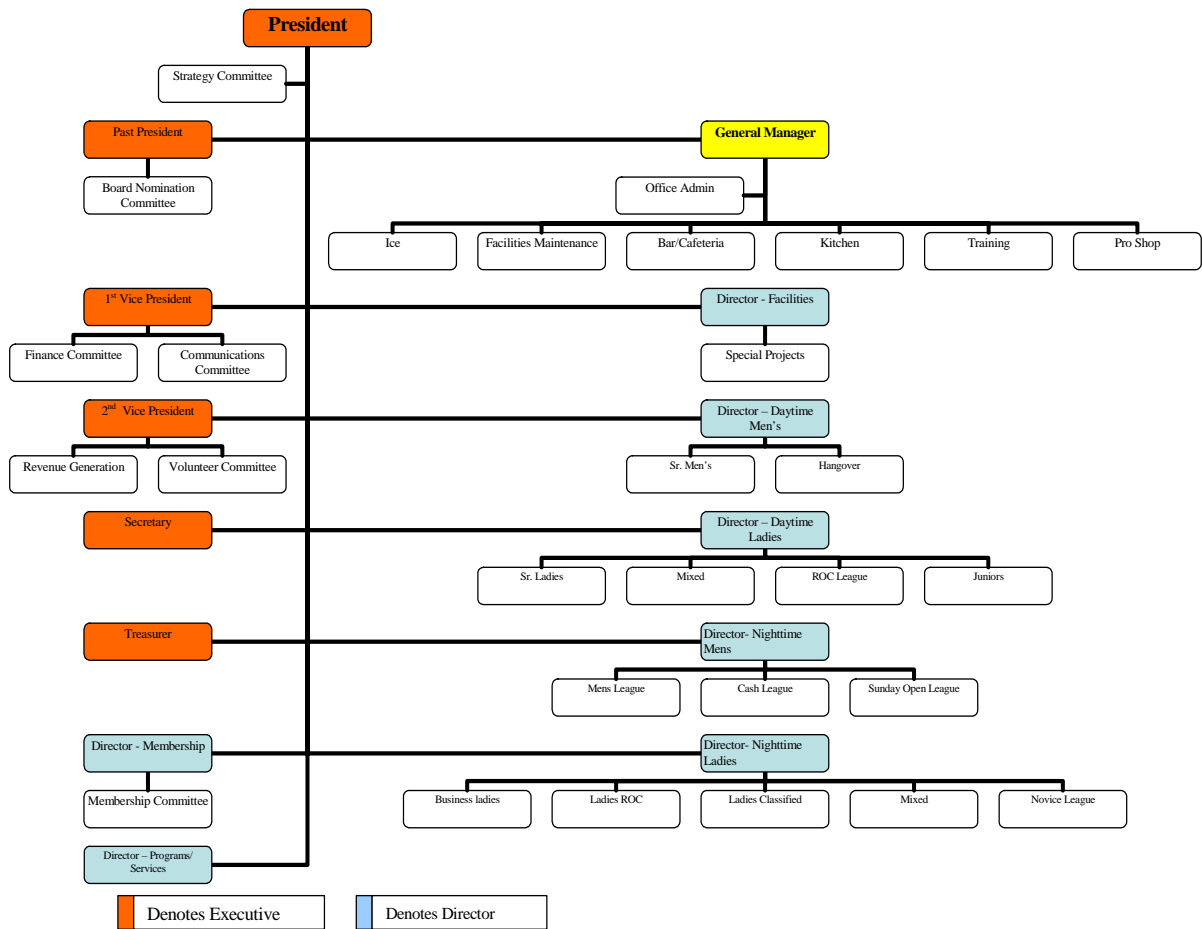
In this proposed org chart I assumed the Director - Programs and services is essentially the social director of the club.

I assumed unique and successful initiatives associated with handicapped curling (special O, blind, etc.) would be encompassed under the general manager - training. This could easily go elsewhere.

I did not show all the separate leagues, for example, Sr men's includes the 55+, 68+ and the team of choice.

The only change I have suggested for the long term organization is to consolidate the representation positions into one Director - Curling where this person would be the club "Drawmaster" responsible for ice allocation, conflict resolution between leagues, ensuring fairness and making maximum use of our ice facilities. However, you may wish this job split into two, say Daytime and Night time, depending on work load. Don't know how busy this would be as it is essentially a policy position. This leaves one or two director positions (to take us to 12 as indicated in the strategy plan) to provide some flexibility when you get to this point. You could also use one of the director positions for important functions like revenue generation or Juniors.

Possible Transitional Organization to Facilitate Club Integration



Possible Long Term Organization

