



NANAIMO CURLING CLUB
NANAIMO, B.C.

STRATEGIC PLAN
2007 - 2012

Draft 3, November 17, 2007

Draft

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EXECUTIVE SUMMARY

A healthy curling club needs great facilities, strong membership in all age groups, strong finances, and a strong organization of staff and volunteers. The Canadian Curling Association (CCA) and Curl BC have recognized these needs and have developed and promoted their 'Business of Curling' Program to help maintain and grow the sport at the grassroots level. Long range, strategic planning is a key component of this program. The Nanaimo Curling Club (NCC) has historically been more successful than most, due largely to the efforts of a small group of dedicated curlers. However, recent financial, organizational, and membership issues have shown that we are not immune to the general difficulties experienced by others.

The development of this Strategic Plan was made possible by the help and facilitation of Jack Bowman of the CCA and the content was prepared at a weekend workshop in September 2007 by 19 NCC members with representation from all clubs, genders and age groups. It is a draft. The concepts are worked through as best we could but they are by no means cast in stone nor are they complete in enough detail to be able to implement them without further work. First and foremost, the document needs to be communicated and a broad consensus on our direction needs to be reached. Some ideas may change, new ones will be added, time frames will be shortened or extended. **But ultimately, without the support of a large majority in our club, nothing will get done.**

No decisions have yet been reached on priorities. However, it is already clear that a few key issues are so critical that they will have to be resolved very soon.

- **The management structure of the club needs to change to a unified and integrated organization to cover all curlers with representation from all groups.**
The current structure with multiple clubs confuses new curlers, duplicates volunteer efforts, results in inconsistent operating practices and makes it difficult to align priorities, budgets and objectives.
- **We need to become a full membership club providing all regular curlers with equitable and worthwhile benefits.**
The current membership scheme has evolved over the years to meet the needs of the times. It has become difficult to manage, confusing and, the priority system is a barrier to attracting and placing new curlers. The benefits of membership are not readily apparent.
- **We need a longer term Financial Plan that is regularly updated.**
Our current budget process works year to year and causes us to think in the short term. Our considerable assets are aging; we need to account properly for depreciation and to create a capital reserve for replacements and improvements. The changes outlined in

the Strategic Plan will cost a lot of money and we will have to plan and prioritize our activities accordingly over a number of years.

There are a few other key changes suggested in the Strategic Plan. Examples are:

- Nanaimo Curling Club to operate the Nanaimo Curling Centre;
- Open year round for non-curling rentals and longer curling season;
- Building interiors to be updated;
- Organize volunteers into teams and coordinate their activities;
- Expand curling programs into non-traditional areas like skins, doubles & stick curling;
- Hold targeted recruitment and retention campaigns initially focused on younger age groups; and,
- Install larger, more energy efficient compressors.

The Strategic Plan document contains:

- o A list of Strengths, Weaknesses, Opportunities and Threats
- o A Mission Statement
- o A set of Values by which we will operate our club
- o Visions of what we ultimately would like to see in:
 - Building & Facility Enhancement
 - Management Structure & Communication
 - Revenue Generation
 - Programs & Services
 - Membership Recruitment & retention
 - Volunteer Coordination
- o Goals and Objectives that will move NCC towards the Visions
- o Strategies, providing details of how to get there

The next step in the strategic planning process is to present this Strategic Plan Draft 3, to the NCC Board of Directors for them to discuss and decide on a course of action. Once the document has been communicated to our curlers and revisions made based on their input a Transition Plan will be required. The organization and membership structure cannot be changed overnight and current members and clubs need to be satisfied that their interests are protected. Legal advice will be obtained for any necessary constitutional changes and key proposals will be voted on at the 2008 NCC Annual General Meeting (AGM).

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BACKGROUND AND INTRODUCTION

History of the Nanaimo Curling Club (NCC)

The NCC started in 1947 at the Nanaimo Civic Arena. The Club had 43 members in 1948. Curling started on a regular basis in 1949 on one sheet of ice during public skating at the Civic Arena. After two years of searching and negotiating for a rink site, an area was selected immediately north of the present rink. A lease with the City of Nanaimo was acquired, the NCC was duly registered as a not-for-profit society, and construction of a four-sheet rink began in 1950 on the site of what is now the parking lot. The rink was completed in 1951, a fifth sheet was installed in 1953, clubrooms were added in 1958 and a liquor license was obtained in 1961. The Ladies Club and the Hangover League started in 1953 and by 1960 the Men's Senior League started. The club ran at full capacity and it became apparent that a larger facility was needed. After a fund-raising drive, construction of a new eight-sheet facility began in the spring of 1969, which opened its doors later that December. The original rink was built at a cost of \$60,000, with money raised by sale of memberships and debentures. The current facility cost \$300,000 to build, with funds raised in the same fashion. There were hundreds of hours of volunteer labour involved in both projects.

Context for the Strategic Plan

Although some curling clubs are doing quite well, many are experiencing declines in participation, revenue and morale. The CCA Business of Curling Program has been established to address these issues and encourage continuous improvement among clubs across the country. Although our NCC is doing better than most clubs, we are not immune to the general difficulties. We have only recently emerged from a spate of financial problems. We have declining bonspiel participation. We have difficulty coordinating large projects like the elevator, and operating practices among our various clubs and leagues are confusing. Over half our regular curlers are not club members and see no benefit to it. Our demographics do not match those of the City of Nanaimo, as indicated by the following population data. Neither do they match the type of curling watched on TV by an ever-increasing audience.

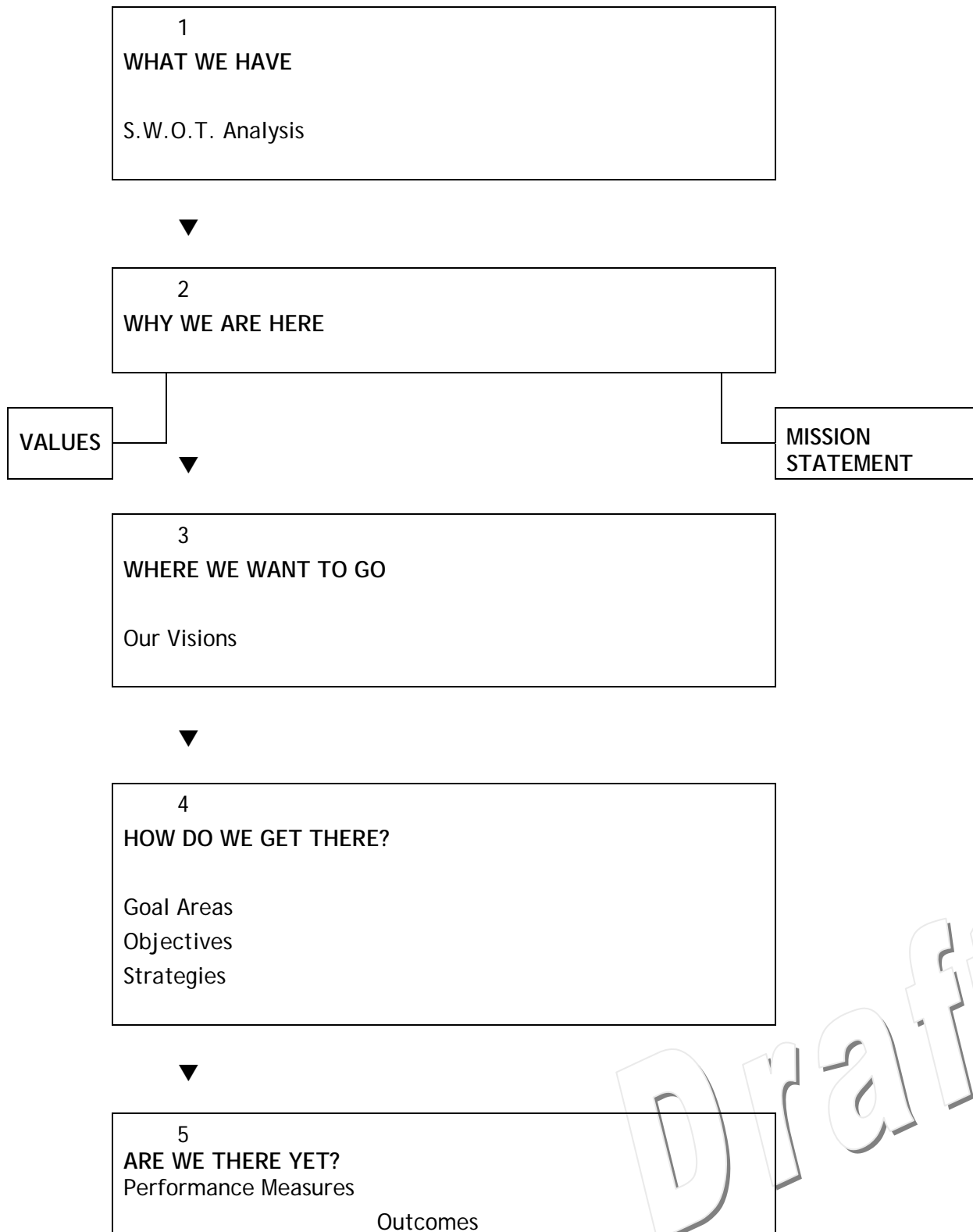
	<u>City</u>	<u>Club</u>
18 - 34 years	25%	8%
35 - 54 years	40%	36%
55 - 74 years	25%	43%
75 and over	10%	13%

In April 2007, six members of the NCC attended a symposium held by the CCA and Curl BC in Richmond to support the development of curling by sharing information and offering networking opportunities. As a direct result, the NCC Board of Directors decided to develop a Strategic Plan with a 3 to 5 year horizon. They also determined to take advantage of the CCA Business of Curling planning process.

The Strategic Plan was developed by 19 club members at a workshop September 28 to 30, 2007. Some of the concepts in the document were developed by the entire group, while others came from individuals or sub-teams. The Strategic Planning Team circulated the first draft for review, a second draft for comments from the NCC Board of Directors, and now this third draft for approval to communicate it to all curlers.

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STRATEGIC PLAN STRUCTURE AND CONTENT



STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS

****There was no attempt to prioritize the following issues and the numbers are used only to make it easier to reference them****

Our Strengths:

1. Vibrant and busy club with a core of loyal and hardworking volunteers.
2. Revenue recovery in the past three years to initiate building upgrades.
3. Implementation of Novice Training League to retain new curlers and increase the number of experienced curlers willing to instruct.
4. Restarted Friday Night Late Draw Mixed League.
5. Successful bid to host the 2008 National Masters.
6. Competitive Excellence: 4 teams to provincials in 2006-2007 season.
7. Well-respected and knowledgeable Club Manager.
8. Experienced Ice Technician and very good ice.
9. Training plans for Novice and Intermediate Adult Curlers and progressive services for curlers of all ages.
10. Wide range of communication methods and activities.
11. Have a good member database with historical information.
12. Large off ice area with meeting and banquet space, 2 kitchens and pro shop.
13. Good relationship with several local business sponsors and with the City of Nanaimo.
14. Board is representative of all the membership and is passionate about the club, have a wide range of backgrounds and are balanced in age and gender.
15. Curl BC Sponsor of the Year - Howard Jeglum-Christensen Mazda.
16. Curl BC Volunteer of the Year - Isabel Albrecht.
17. Ample free parking.
18. Good locker room with basement space for further development.
19. Central location in City.
20. Loyal facility renters encouraged by the Manager.
21. Diversity of programming offered (i.e., Special O).

Our Weaknesses:

1. Need to clarify responsibilities and authority between staff and volunteers.
2. Need to enhance notice board usage and content.
3. Need more volunteer instructors to become certified coaches.
4. Need to orient and train league representatives to develop consistency.
5. Need to co-ordinate club and curling information to improve accessibility.
6. Volunteer job descriptions are not available and there is no recruiting program.
7. Our volunteer recognition is inconsistent.
8. Do not have a member skills inventory to match with volunteer opportunities.
9. Aging and burn out of volunteers reducing ability to add services.
10. Lack of targeted member recruitment and retention plan.
11. Difficult to integrate new curlers into leagues and experienced teams and for members to change teams.
12. Need to monitor satisfaction level of newer curlers.
13. Too much reliance on government grants for maintenance and improvements

14. Reluctance by many boards to raise rates causing us to lack what is needed to maintain the facilities.
15. Board is disconnected from the membership because of poor visibility and communications.
16. Organization structure with separate clubs within the club that confuses new curlers, duplicates some volunteer efforts, results in some inconsistent operating policies, and prevents alignment of priorities, budgets, objectives, and communications.
17. Need for board member orientation including role clarification, responsibilities and legal implications.
18. Upstairs bar ambience and inventory needs updating.
19. Coffee shop fare needs updating.
20. Lighting in parking lot is inadequate and contributes to vandalism and vehicle theft.
21. Clarification of member curling categories and benefits is necessary.
22. Youth perception of curling "boring to watch" without any communication between spectator area and on ice area
23. New ideas take a long time to introduce, especially with a summer slowdown, a reluctance of some members to change and a lack of funding.
24. Tendency of Board Members to micromanage staff - they need to focus on policy, not operations.
25. Limited ice plant capability prevented us hosting Senior Summer Games and jeopardized our relationship with the City of Nanaimo.
26. Difficulty coordinating a large project to secure funding and install our elevator.

Our Opportunities:

1. Larger number of retirees seeking an active lifestyle should increase membership and may cause us to reexamine operating practices.
2. Build on the 2010 Olympics momentum.
3. Centrally located on Vancouver Island and easily accessed from the mainland serving an increasing population base of approximately 100,000.
4. Need to present curling as a cool and welcoming sport - especially to youth.
5. Capitalize on excellent corporate image and explore relationships with service clubs.
6. Only curling facility between Duncan and Parksville.
7. Expansion of league options and alternative styles of play.
8. High Schools and Malaspina College students are a potential source of new curlers.
9. Local First Nations population - many are active in softball and lacrosse - explore crossover opportunities in these areas, and others.
10. Expand our efforts with regard to grant applications.
11. Expand our website content, usage and revenue generation.
12. Need to promote the connection between fitness and competitive success in the sport.
13. Take advantage of the large number of TV viewers for "Season of Champions" events with a recruitment drive.

Our Threats:

1. Decreased local newspaper coverage in recent years.
2. Competition for leisure dollar: golf, skiing, boating, hockey, swimming, fishing, fitness clubs, lacrosse and soccer.
3. Image of curling in the community is of an unfashionable and outdated activity.

4. Image of restrictive “club” versus more inclusive “centre”.
5. Building is located on a quite low profile site with no noticeable signage.
6. Ongoing land lease renewals every five years with the City of Nanaimo.
7. Permissive exemption for property taxes may not last.
8. Lifestyles of young adults have changed to pursuits that are more technology based and adventurous, both indoor and out.
9. Our building is aging and will need expensive upgrades, e.g. to heating and ventilations systems.
10. Declining bonspiel participation.
11. Changes to drinking and driving attitudes and lifestyle changes have resulted in lower bar revenue.
12. Perception among some members that Nanaimo Curling Club wants to integrate all current, separate clubs in order to control their financial accounts and eliminate their autonomy.
13. Availability of volunteers may affect proposals and their timing and priority.
14. Ability to raise funds for some high cost proposals may affect their timing and priority.

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MISSION STATEMENT

The Nanaimo Curling Centre provides a welcoming, accessible environment for people of all ages and abilities to build friendships, sportsmanship and skill development through the sport of curling. The Centre operates as a year-round facility responsive to the needs of the community.

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VALUES

Integrity and Honour

1. Our primary focus and function will be curling.
2. We will take responsibility for our actions, on and off the ice.
3. We will strive at all times to demonstrate the highest ethical manner in our business activities.
4. We will represent our club at all levels (local, provincial and national) with pride, professionalism and integrity.
5. We will only host functions which will enhance the centre's good reputation and well-being.

Equality

1. We will develop and provide accessible programs in the club to all.
2. We will treat everyone with fairness and respect on and off the ice.

Excellence

1. We will be the very best we can in everything we do and offer high quality, affordable programs.
2. We will maximize the use of our facility to generate revenue, while taking care not to compromise our members or the game of curling.

Fellowship

1. We will encourage volunteerism.
2. We will encourage sportsmanship.
3. We will encourage positive social interaction in all aspects of the use of our facility.
4. We will encourage member loyalty and teamwork.

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VISION

- Building and Facility Enhancement
- Management Structure and Communication
- Revenue Generation
- Programs and Services
- Membership Recruitment and Retention
- Volunteer Coordination

Building and Facility Enhancement:

1. Enhance exterior of building.
 - a) Signage - Nanaimo Curling Centre - Visible from roadways
 - b) Enhance walls - mural
 - c) Covered entries
 - d) Landscaping
 - e) Repave parking area and improve lighting
 - f) Provide facilities for RV's for bonspiels and off season events
 - g) Roof replacement when necessary
2. Enhance interior of building.
 - a) Refurbish upstairs bar area, lounge area, banquet area and bathrooms
 - b) Improve look of main floor area - modernize coffee shop, seating and viewing area, end walls, building entrances, front desk area.
3. Enhance basement area - improve unfinished area for use, improve bathrooms.
4. Move towards more efficient equipment in ice making, heating & ventilation - Goal is to reduce carbon footprint by 50%.
 - a) Upgrade compressors
 - b) Insulate outside walls
 - c) Replace floor in ice area
 - d) Incorporate efficient heating/cooling system throughout building
 - e) Upgrade interior lighting
 - f) Replace ice plant for more efficiency to make possible 8 month curling season.
 - g) Investigate possibility of solar energy
5. Improve technology with data terminals to enhance rental opportunities and closed circuit TV on the ice.
6. Improve visual image of pro shop.
7. Provide a better office and administrative facility.
8. Improve accessibility with elevator in building, and handicapped access to ice.
9. Maintain a list of all our assets with their replacement cost and date.

Management Structure and Communications:

1. Have representation of all user groups, including Juniors on the Board of Directors
2. Reduce size of Board to 12 members with Past President, President, 1st Vice President, 2nd Vice President, Secretary, Treasurer and six directors. Define length of term for directors and set maximum term. Each director would have a specific portfolio with detailed responsibilities, including representation of user groups.
3. The meaning of membership is to be redefined. The following model has been proposed: The Nanaimo Curling Club will operate a facility called the Nanaimo Curling Centre. There will be one membership in one club. There will be club leagues and rental leagues. To become a member, a curler would have to join at least one club league. A small membership fee would be added to club league dues.
4. Staffing to include General Manager, an ice team, an office team, Facilities and Maintenance Team, Food and Beverage Team, Pro-shop, Skills Development Team. All employees would be accountable to the General Manager, and the General Manager reports to the Board of Directors.
5. Communications will be facilitated by the clear delineation of responsibilities indicated in the Board Portfolios. Tools used will include the NCC website, Newsletter, email distribution lists, and bulletin boards. Processes for communicating with internal membership and external publicity will be streamlined. The Board of Directors will determine the message, the General Manager & staff executes the message along with the volunteer teams.

Revenue Generation:

1. Ensure all grants, Federal, Provincial, Municipal are applied for.
2. Have a coordinated advertising package for sponsors and advertisers, so that there is only one approach from the curling club.
3. Have a catering team to provide quality banquets to rental customers.
4. Increase year round rentals of the centre for various private and community events.
5. Utilize the basement unfinished area so that it can be maximized in terms of a rental area.
6. Look at league fees, re-evaluate prime time, and revise league fees to include a building improvement contingency fund.
7. Implement a social member category with fee.
8. Hold fundraising events or offer the facility for fund raising events for sports teams (i.e. beer and burger nights).
9. Hold Sponsor Appreciation events.

Programs and Services

1. Establish progressive skill development opportunities for all levels throughout the year.
2. Break down age/sex barriers for leagues.
3. Provide recreational and competitive opportunities at all age levels, for example a Sat. a.m. challenge when ice is open.
4. Establish bar/food services to promote regular year round usage with "perks" for members.

5. Host/Sponsor events during playoffs with prominent TV Coverage. Could possibly include a skills competition, lunch, watch game, mini game, dinner, etc. Pull everyone into centre including curlers and non-curlers.
6. Host corporate event yearly, concentrating on those that may bring in youth and media, such as Clippers vs. curlers/VI Raiders, Pirates.
7. Host a charity event yearly - Special Olympics, Blind curlers with CNIB, Salvation Army, Nanaimo Hospital as example - perhaps partnering with service clubs.
8. Increase operating hours of building from 6:00 am to midnight with social opportunities early in the morning i.e. breakfast meeting place, not necessarily curling.
9. Theme week at the centre, rather than theme night - curling, food, decorations, cultural activities.
10. Capitalize on 2010 Olympics - host an international team(s) to use our facilities.
11. Club wide turkey shoot (or variations of this) over a weekend.
12. Host a summer spiel (perhaps pair up with a golf course)
13. Fun Theme nights, Sat night specials - battle of the sexes, with fun curling games.
14. Full insurance to cover all staff and volunteers.
15. Interclub challenges with, for example, Duncan, Lake Cowichan, Port Alberni, with various competitions such as board, junior or club team challenges.
16. Floor curling.
17. Try out couples or doubles curling.

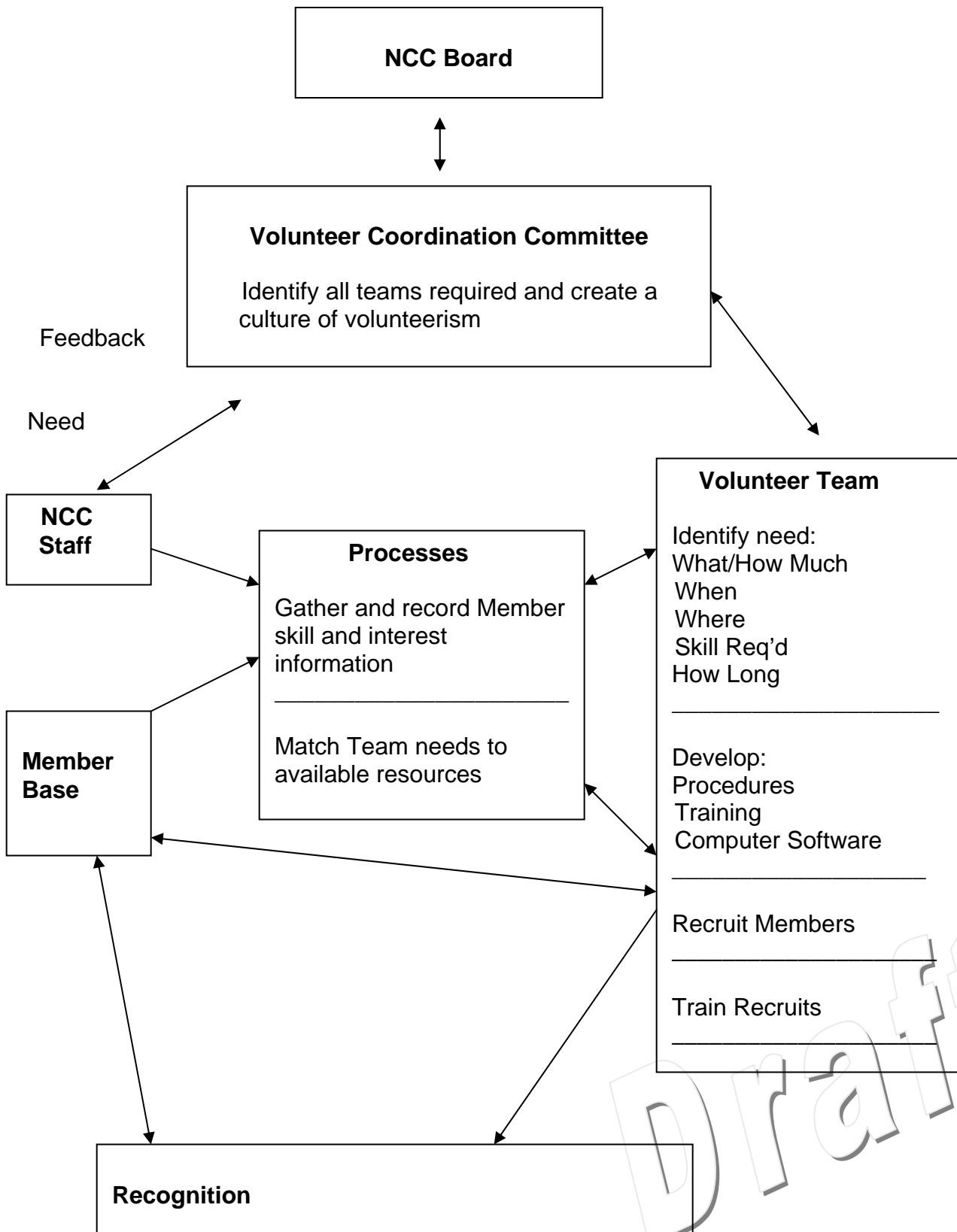
Membership Recruitment and Retention:

1. A transition plan will be developed to ensure current members do not lose any key benefits if the membership structure is changed.
2. There will be much more emphasis on orientation and follow up of new members.
3. There will be targeted membership recruitment and retention drives each year including "member recruit a member".
4. There will be a Membership Committee of volunteers reporting to the NCC Board.
5. The Membership Committee will utilize a membership database gathered from registrations.
6. The Membership Committee will also utilize data from frequent targeted surveys and personal interviews of members and non-members (rental and social users) including exit interviews.
7. The Membership Committee will also help to put curling teams together.
8. The league reps will work closely with the membership team.
9. The only curling priority will be given to people who have curled in a league for the previous year. It will be date limited.

Volunteer Coordination (Recruit, Train, Recognize and Retain):

The following page is a representation of the Volunteer Coordination processes. Some actions are already underway in anticipation of the needs but that does not mean they are fixed in stone.

VISION – VOLUNTEER COORDINATION



GOALS AND OBJECTIVES

Our Goals

1. To enhance our building and facility.
2. To improve management structure and communications.
3. To increase revenue generation.
4. To enhance our programs and services.
5. To improve membership recruitment and retention.
6. To enhance and improve volunteer coordination.

Goal: TO ENHANCE OUR BUILDING AND FACILITY

Objectives:

1. Conduct an energy efficiency assessment and implement efficiency measures where possible.
2. Enhance the building exterior.
3. Enhance the building interior - all levels.
4. Improve technology utilization.
5. Improve accessibility.
6. Improve ice area.
7. Develop a depreciation inventory of assets.

Goal: TO IMPROVE MANAGEMENT STRUCTURE AND COMMUNICATIONS

Objectives:

Management Structure

1. Develop performance measures for club.
2. Document Board portfolio descriptions (roles) and define support teams i.e. strategic planning, finance, volunteer coordination etc.
3. Define user group representation.
4. Develop transition plan to move from current structure to new structure.
5. Develop organizational chart that clearly defines lines of accountability and reporting.
6. Develop multi-year budgetary plan including capital expenditures.
7. Clarify membership definition, categories and benefit package.

Staff Teams

8. Define Staff teams required, with clear definitions of roles and responsibilities (job descriptions) and measure with annual reviews.
9. Develop recruitment/retention strategy.

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Communications

10. Develop Communications Committee.
11. Develop communication strategy for transition plan.
12. Renovate and streamline current bulletin boards.
13. Ensure we utilize all media available to communicate messages.
14. Clearly communicate management structure and raise the profile of Board Members.

Goal: TO INCREASE REVENUE GENERATION

Objectives:

1. Investigate and apply for all relevant grants.
2. Establish advertising/sponsorship team to develop coordinated advertising program.
3. Identify and contact potential users of the facility with a view to increase rental revenue at least 10%.
4. Add category of social member with small fee, and identify and separate building improvement fee component of current league fees.
5. Implement curling club dollars to be used as league prizes, volunteer recognition and may be included as mandatory purchase as part of league fees.
6. Partner with service groups, charities for fundraising events.

Goal: TO ENHANCE OUR PROGRAMS AND SERVICES

Objectives:

1. Determine team structures necessary to develop and deliver programs and services.
2. Continue to develop our Youth Programs.
3. Continue to develop progressive skill development opportunities for all levels throughout the year.
4. Initiate creative ways to utilize the facility during down times, with both curling and non-curling activities. Ideas include stick curling, singles, challenge games, interclub, theme nights, breakfast specials, restaurant and food promotions, lounge rentals.
5. Establish an annual charity event with corporate sponsor to increase visibility for both organizations.
6. Regularly host Provincial and National play down events.
7. Upgrade bar/restaurant inventory and availability.
8. Reassess current league viability with regard to structure, scheduling, and a variety of games.
9. Investigate alternative play structures, e.g. Couples/doubles curling to attract new curlers.

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Goal: TO IMPROVE MEMBERSHIP RECRUITMENT AND RETENTION

Objectives:

1. Conduct interviews with new curlers, seasonal surveys, exit interviews and have a buddy or mentor for new curlers.
2. Develop a member recruit a member program with an established reward and clear description of responsibilities.
3. Conduct recruitment drive in March and April with advertising of events and clinics on exterior signage.
4. Establish membership targets for leagues and age groups, particularly teens and the 20 - 40 age group. Speak to high schools, college, and other clubs.
5. Target other sports or clubs for partnerships - softball, baseball, and lacrosse.
6. Take advantage 2010 Olympics to promote curling in our club.

Goal: TO ENHANCE AND IMPROVE VOLUNTEER COORDINATION

Objectives:

1. Have the Volunteer Co-ordination Committee create specific teams for special areas - e.g. Bonspiels, Skill Development, along with clearly defined responsibilities for each team, including publicity, decorating, entertainment etc. These roles to be documented and publicized to members.
2. Create a database for all members listing skills and preferences.
3. Develop a system to track volunteer contributions and recognize volunteers.
4. Develop procedure manuals, technical data and a storage and retrieval system.

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STRATEGIES

The following details of what needs to be done and how to do it were developed as an attempt to clarify the objectives established in the previous section. They were done quickly and without the benefit of much discussion. It is assumed that all proposals will require the approval of the Board of Directors and will only proceed according to priorities set by them and as funds allow. It is understood that strategies may be re-organized and more detail added when they are re-evaluated by the Committees responsible.

OUR GOAL: Building and Facility Enhancement					
OBJECTIVE: Improve Accessibility					
STRATEGIES:					
#	WHAT	HOW	WHO	TARGET DATE	OUTCOME
1	Investigate elevator access ground to 2 nd floor	Re-constitute committee and develop schedule (Elevator Acquisition Task Force - EATF)	Tracey Newlands & Warren Keller	Nov. 2007	
2	Obtain broad consensus to proceed	Communication of feasibility study with drawings, quotes, benefits, and funding plan	E.A.T.F. Chair	Feb. 2008	
3	Assemble Funding	Obtain government grants, sponsor donations, club monies	E.A.T.F. Chair	April 2008	
4	Let Contract	Select contractor and establish project plan	E.A.T.F. Chair	May 2008	
5	Coordinate work to completion	Physical and document audit throughout	E.A.T.F. Chair	Aug. 2009	

OUR GOAL: Building and Facility Enhancement					
OBJECTIVE: Conduct an Energy Efficiency Assessment and install feasible upgrades					
STRATEGIES:					
#	WHAT	HOW	WHO	TARGET DATE	OUTCOME
1	Upgrade interior lighting to reduce carbon footprint	Prepare costs & benefits, gain approvals, install and apply for rebates	Ken Albrecht	Feb 2008	
2	Insulate outside walls	a) Prepare feasibility, costs and benefits and gain approval b) Complete the installation	Warren Keller	Sept 2008	
3	Incorporate heating/cooling system throughout the building	Analyze historical assessments and prepare a feasibility study	Warren Keller	Oct 2008	
4	Upgrade or replace Ice Plant and related equipment	Prepare feasibility, costs and benefits, gain approval, set priority and install	Warren Keller	Sept 2009	
5	Install solar panels	Investigate potential	Warren Keller	Oct 2012	

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OUR GOAL: Building and Facility Enhancement					
OBJECTIVE: Develop Depreciated Inventory of Assets					
STRATEGIES:					
#	WHAT	HOW	WHO	TARGET DATE	OUTCOME
1	List assets	Establish criteria and build a database	Warren Keller	Feb 2008	
2	List replacement cost and estimated date	Gather experts, including insurers, and develop data	Warren Keller	Apr 2008	
3	Identify priorities and funding needed	Review list annually	Finance Committee	May 2008	

OUR GOAL: Building and Facility Enhancement					
OBJECTIVE: Improve technology with computers and cameras					
STRATEGIES:					
#	WHAT	HOW	WHO	TARGET DATE	OUTCOME
1	Investigate data terminals and video cameras/monitors	Communication of feasibility study with benefits, obtain quotes and schedule	Warren (Building Coordinator)	Nov 2008	
2	Get approvals and let contracts	Board Approval and signed contracts	Warren Keller	Feb 2009	
3	Coordination of installation and start up	Audit installation and review of equipment and uses	Building Coordinator	Sept 2009	

OUR GOAL: Building and Facility Enhancement					
OBJECTIVE: Enhancing Building Interior					
STRATEGIES:					
#	WHAT	HOW	WHO	TARGET DATE	OUTCOME
1	Modernize and brighten top floor to increase usage and improve satisfaction levels	a) Identify partners, develop plans, gather input, present and select alternative, prepare costs & benefits, gain approval b) Prioritize, fund and install	Isabel Albrecht	a) Dec 2007 b) Sep 2008	
2	Re-organize and modernize main level to improve space utilization and first impressions	a) Identify partners, develop plans, gather input, present and select alternative, prepare costs & benefits, gain approval b) Prioritize, fund and install	Isabel Albrecht	a) Nov 2008 b) Sep 2009	
3	Develop lower level to provide additional rental opportunities and meeting spaces	a) Identify partners, develop plans, gather input, present and select alternative, prepare costs & benefits, gain approval b) Prioritize, fund and install	Isabel Albrecht	a) Nov 2009 b) Sep 2010	
4	Install new floor in ice area	a) Prepare feasibility, costs and benefits, gain approvals b) Prioritize, fund and install	Warren Keller	a) Nov 2009 b) Sep 2010	

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OUR GOAL: Building and Facility Enhancement					
OBJECTIVE: Enhance Building Exterior					
STRATEGIES:					
#	WHAT	HOW	WHO	TARGET DATE	OUTCOME
1	Improve exterior lighting	a) Prepare feasibility, costs & benefits and gain approval b) Install exterior lighting	Warren Keller	a) Nov 2007 b) Jan 2008	
2	Improve exterior signage including electronics board for current events	Prepare feasibility, costs & benefits and gain approval	Warren Keller	Feb 2008	
3	Install exterior Mural	a) Identify partner such as Malaspina U. develop plans, costs, benefits, gain approvals b) Install exterior mural	Isabel Albrecht	a) May 2008 b) Oct 2008	
4	Improve lamp post lighting	Discuss with City of Nanaimo	Isabel Albrecht	March 2008	
5	Pave Parking lot	Discuss with City of Nanaimo	Isabel Albrecht	March 2008	
6	Investigate roof replacement	Prepare assessment, costs & benefits, gain approvals and establish funding plan	Warren Keller	June 2009	

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OUR GOAL: Management Structure					
OBJECTIVE: Define Representation for the NCC Board					
STRATEGIES:					
#	WHAT	HOW	WHO	TARGET DATE	OUTCOME
1	Define user groups	Review current user groups and leagues currently operating within the NCC	President and Vice President	Oct 2007	
2	Determine if proposed change in board structure is within existing by-laws	Seek legal counsel	President	Nov 2007	
3	Determine length of director and executive terms	Put this as a discussion topic for the Board agenda	President	Jan 2008	
4	Define and document director and executive roles and responsibilities	Review existing descriptions (internal and external) and draft "best of" descriptions	Board & Executive	Feb 2008	
5	Circulate draft roles and responsibilities documents to directors and executive	Circulate by email in advance	President & Executive	Mar 2008	
6	Raise the profile of Board Members	Regular face to face and other communications to ensure 2 way understanding	President	Mar 2008	

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OUR GOAL: Management Structure					
OBJECTIVE: Define and Document Functional Committees & Portfolios					
STRATEGIES:					
#	WHAT	HOW	WHO	TARGET DATE	OUTCOME
1	Divide operational areas into logical categories	Circulate suggested committees to include: financial policy, revenue generation, strategic planning, building/facilities, membership, communications, volunteers and programs and services	President and Vice President in consultation with the board	Dec 2007	
2	Assign Chairs and assemble committees	Review CCA resources & utilize broad user group representation to form committees	Board and Chairs	Feb 2008	
3	Develop committee Terms of Reference	Review existing materials and operational needs, then write and catalogue roles, responsibilities and reporting	Committee Chairs	Mar 2008	

OUR GOAL: Management Structure					
OBJECTIVE: Develop Organizational Chart (lines of accountability/reporting)					
STRATEGIES:					
#	WHAT	HOW	WHO	TARGET DATE	OUTCOME
1	Draw organizational chart	a) Review existing materials, consult with executive and prepare draft b) Gain approval	Bob Huck	a) Nov 2007 b) Dec 2007	

OUR GOAL: Management Structure					
OBJECTIVE: Create and Maintain Policies and Procedures Manual					
STRATEGIES:					
#	WHAT	HOW	WHO	TARGET DATE	OUTCOME
1	Gather existing policies and procedures	Review files and external resources - i.e. CCA materials	2 nd Vice with helper	Feb 2008	
2	Develop list of required policies and procedures	Review current club needs and examples from other clubs	2 nd Vice with helper	Mar 2008	
3	Document required policies and procedures	Write them	2 nd Vice in consultation with executive	Jun 2008	
4	Implement Annual Review process	Assign task into the incoming 2 nd Vice President's job description	2 nd Vice	Jun 2009	

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OUR GOAL: Management Structure					
OBJECTIVE: Develop Transition Plan to move from current structure to new structure					
STRATEGIES:					
#	WHAT	HOW	WHO	TARGET DATE	OUTCOME
1	Define desired future state	Develop list of benefits for the change and limitations of current structure. Use strategic plan to outline the road map	Strategic Planning Chair	Nov 2007	
2	Consult with user groups and core NCC membership	Conduct focus group with representatives from each user group, NCC membership and committee leaders	Strategic Planning Chair	Dec 2007	
3	Incorporate feedback from focus group into transition plan	Make required amendments	Strategic Planning Chair	Jan 2008	
4	Publish Transition Plan	Utilize brochures, posters, web site	Strategic Planning Chair	Feb 2008	

OUR GOAL: Management Structure					
OBJECTIVE: Develop multi-year Budgetary Plan for Capital Expenditures					
STRATEGIES:					
#	WHAT	HOW	WHO	TARGET DATE	OUTCOME
1	Budget future capital needs	Review state of capital assets and timeline for anticipated replacement and estimated replacement/repair costs	Finance & Building Committee Chairs	Apr 2008	
2	Establish annual performance measures and targets	Develop a balanced set of success factors	President	Apr 2008	

OUR GOAL: Management Structure/Communications					
OBJECTIVE: Develop Communication Strategy for the Strategic Plan					
STRATEGIES:					
#	WHAT	HOW	WHO	TARGET DATE	OUTCOME
1	Refer the strategic plan to the Board of Directors for approval	Board Meeting	President	Nov 2007	
2	Develop communication plan	Review content and strategy and select best method	Strategic Planning Chair	Nov, 2007	
3	Current directors and executive to solicit support of key people within the club	Use meetings and communication plan	Strategic Planning Chair	Jan 2008	
4	Get support of club membership	Brochures, information sessions, web site, Chronicle	Strategic Planning Chair	Mar 2008	

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OUR GOAL: Management Structure/Communications					
OBJECTIVE: Renovate/streamline current Bulletin Boards to highlight Strategic Plan and progress					
STRATEGIES:					
#	WHAT	HOW	WHO	TARGET DATE	OUTCOME
1	Clarify the purpose of the bulletin boards and who our target audience is	Contact users	Manager	Dec 2007	
2	Consult with user groups/leagues for their input re: needs/requirements	Contact users	Manager	Feb 2008	
3	Utilize feedback to devise plan and implement	Write policy and guidelines and communicate to users	Manager	Sep 2008	

OUR GOAL: Management Structure/Communications					
OBJECTIVE: Develop Communication Committee & Portfolio					
STRATEGIES:					
#	WHAT	HOW	WHO	TARGET DATE	OUTCOME
1	Develop Committee	Board discussion as to which director/executive to be assigned this portfolio responsibility	President	Dec 2007	
2	Develop terms of reference	Utilize CCA resources and other clubs examples to draft terms of reference	Communication Chair	Jan 2008	
3	Develop external contacts and internal methods of communication	List and establish protocols, select best methods	Communication Chair	Mar 2008	

OUR GOAL: Management Structure/ Staff Teams					
OBJECTIVE: Define the Staff Teams needed					
STRATEGIES:					
#	WHAT	HOW	WHO	TARGET DATE	OUTCOME
1	Define requirements for operations teams	Review operations, requirements, workloads - immediate and long term	Denise	Jan 2008	

OUR GOAL: Management Structure/Staff Teams					
OBJECTIVE: Define Roles and Responsibilities of staff teams.					
STRATEGIES:					
#	WHAT	HOW	WHO	TARGET DATE	OUTCOME
1	Document job descriptions for team leaders and terms of references for teams where applicable	Review centre operations and requirements. Utilize sample job descriptions from CCA. Discuss job duties with team leaders to validate duties required	Gen. Manager	Feb 2008	
2	Establish performance expectations for team leaders	Meet with team leaders to agree on performance measures	Gen. Manager	Mar 2008	
3	Conduct annual performance reviews	Review complete at the end of the curling season	Gen. Manager	April 30 th annually	

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OUR GOAL: REVENUE GENERATION					
OBJECTIVE: Identify and Apply for all Grants					
STRATEGIES:					
#	WHAT	HOW	WHO	TARGET DATE	OUTCOME
1	Identify grants and make data base	Use info from Canadian Curling Association & other sources	Revenue Generation Committee Chair	Jan 2008	
2	Apply for grants	Identify timelines and document requirements	Revenue Generation Committee Chair	Apr 2008	

OUR GOAL: REVENUE GENERATION					
OBJECTIVE: Identify Current Sponsors & Advertisers at Nanaimo Curling Centre					
STRATEGIES:					
#	WHAT	HOW	WHO	TARGET DATE	OUTCOME
1	Identify Advertisers and Sponsors	Obtain lists from office, League reps and event committees who have advertisers and sponsors	Denise & Revenue Generation Chair	Dec 2007	
2	Create Data Base	Combine information from all sources	Revenue Generation Chair	Jan 2008	
3	Plan sponsor appreciation event	Review CCA materials, discuss with sponsors, develop details	Revenue Generation Chair	Mar 2008	

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OUR GOAL: REVENUE GENERATION					
OBJECTIVE: Identify and contact all potential & current Facility Rental Users					
STRATEGIES:					
#	WHAT	HOW	WHO	TARGET DATE	OUTCOME
1	Create data base of current users	Past rental records	Revenue Generation Chair	Nov 2007	
2	Create list of potential facility users	Ask current members, consult Parks & Rec. guide, Service Clubs, Sports Clubs, and Charities	Revenue Generation Chair	Jan 2008	
4	Increase off season facility rentals	Document services & advise curling club members & advertisers	Revenue Generation Chair	Mar 2008	
5	Increase banquet revenue	Contact Howard Johnson Motel for previous client list	Revenue Generation Chair	Sep 2008	
6	Develop fundraising events with partners	Identify partner organizations and plan events	Revenue Generation Chair	Dec 2008	

OUR GOAL: REVENUE GENERATION					
OBJECTIVE: Design Curling Club Dollars and policies					
STRATEGIES:					
#	WHAT	HOW	WHO	TARGET DATE	OUTCOME
1	Design dollars	Combine information from all sources	Revenue Generation Chair	Mar 2008	
2	Decide on policies of curling club dollars	Combine information from all sources	Revenue Generation Chair	Mar 2008	
3	Implement Curling Club dollars	Use as league prizes or Volunteer Appreciation	Revenue Generation Chair	Sep 2008	

OUR GOAL: REVENUE GENERATION

OBJECTIVE: Develop Coordinated Advertising Program

STRATEGIES:

#	WHAT	HOW	WHO	TARGET DATE	OUTCOME
1	Communicate advertising packages to be developed	Informational meeting	Revenue Generation Chair	Jan 2008	
2	Develop advertising packages	Research other clubs	Revenue Generation Chair	May 2008	
3	Identify possible new advertisers and sponsors	Review current database and identify opportunities	Revenue Generation Chair	Jun 2008	
4	Communicate advertising packages available and contact person	Informational meeting	Revenue Generation Chair	Jun 2008	
5	Deliver advertising packages to possible sponsors & advertisers	Personal meetings or mail	Revenue Generation Chair	Aug 08	

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OUR GOAL: REVENUE GENERATION					
OBJECTIVE: Investigate Building Improvement Fee					
STRATEGIES:					
#	WHAT	HOW	WHO	TARGET DATE	OUTCOME
1	Investigate fee amount and administration	Consult Bldg & maintenance team, membership team and finance team	Revenue Generation and Finance Chairs	Jan 2008	
2	Obtain consensus	Communicate proposals and alternatives	Revenue Generation Chair	Mar 2008	
3	Advise curlers of plan	Chronicle, email, hard copy, website	Revenue Generation Chair	Mar 2008	
4	Implement fee if approved	Collect with league dues	Revenue Generation Chair	Sep 2008	

OUR GOAL: REVENUE GENERATION					
OBJECTIVE: Develop Social Member Program for non active curlers or friends of curlers					
STRATEGIES:					
#	WHAT	HOW	WHO	TARGET DATE	OUTCOME
1	Social member Benefits	Consult with Sr. Ladies	Revenue Generation Chair	Jan 2008	
2	Decide cost of Social Membership	Determine cost of benefits and if any amt will go towards bldg maintenance program	Revenue Generation Chair	Feb 2008	
3	Advise membership And implement	Collect fee and give membership as requested	Revenue Generation Chair	Sep 2008	

OUR GOAL: Programs and Services					
OBJECTIVE: Continue to develop Youth Programs					
STRATEGIES:					
#	WHAT	HOW	WHO	TARGET DATE	OUTCOME
1	Establish a Committee Chair for youth programs	Appoint a youth program leader at Board Meeting	President	Feb 2008	
2	Recruit Committee Members	Recruit from NCC curlers volunteer base	Ron Kaneen	Mar 2008	

OUR GOAL: Programs and Services					
OBJECTIVE: Continue to develop Progressive Skill Development Opportunities for all levels throughout the year					
STRATEGIES:					
#	WHAT	HOW	WHO	TARGET DATE	OUTCOME
1	Name Program Coordinator	Appoint a skill development leader at Board Meeting	President	Jan 2008	
2	Identify Training Needs	Survey current league members for needs	President	Feb 2008	
3	Implement Training Program	Find dates from Program coordinator	Program Coordinator	Mar 2008	

OUR GOAL: Programs and Services					
OBJECTIVE: Regularly Host Regional/Provincial/National Playdown Events					
STRATEGIES:					
#	WHAT	HOW	WHO	TARGET DATE	OUTCOME
1	Name program coordinator	Recruit from NCC curlers	NCC Board	Feb 2008	
2	Masters 2008 Championships	In progress	Judy Roberts	Mar 2008	
3	Liaise with Region 9, Curl BC and CCA	Through Curl BC liaison team	Coordinator	Nov 2008	
4	Establish an Events Committee	Recruit from NCC curlers	Coordinator	Oct 2008	

OUR GOAL: Programs and Services					
OBJECTIVE: Reassess current League Viability, Timing & Scheduling					
STRATEGIES:					
#	WHAT	HOW	WHO	TARGET DATE	OUTCOME
1	Establish a committee chair for league coordination	Appoint a league coordination leader at Board Meeting	President	Jan 2008	
2	Recruit members to the committee	Recruit a representative from each league	Committee Chair	Feb 2008	
3	Review current scheduling and issues	Meeting with manager and League Coordination committee	League and Membership Chairs	Mar 2008	
4	Review alternate play: Example: Doubles/ skins, shorter games	Review CCA Materials and gather feedback from curlers	League and Membership Chairs	May 2008	
5	Make recommendations to NCC Board and implement results	Get Board and AGM approval	League Chair	Aug 2008	

OUR GOAL: Programs and Services					
OBJECTIVE: Establish Social Activities (Social Events)					
STRATEGIES:					
#	WHAT	HOW	WHO	TARGET DATE	OUTCOME
1	Establish a Social Activities Committee	Recruit from NCC curlers data base	President	Feb 2008	
2	Identify new & exciting events and dates	Get open ice dates from manager and feedback from members	Social Activities Chair	Mar 2008	
3	Schedule, plan, communicate event (i.e. New Years Eve Party)	Book date, develop content, recruit participants	SA Chair	May 2008	
4	Hold event (i.e. Battle of Sexes, I-stick curling)	Book date, develop content, recruit participants	SA Chair	Sep 2008	

OUR GOAL: Programs and Services					
OBJECTIVE: Find creative ways to utilize facility (Community Events)					
STRATEGIES:					
#	WHAT	HOW	WHO	TARGET DATE	OUTCOME
1	Name Special Events Coordinator	Appoint a special events coordinator at NCC Board meeting	President	Feb 2008	
2	Recruit members to SE team	Recruit members with aid of skills list	SE coordinator	Mar 2008	
3	Identify special events for 08/09 season (corporate challenge, inter club, charity event)	Get dates and times from manager and feedback from all members	SE coordinator	Apr 2008	
4	Implement Events	Identify tasks to be done and assign jobs to volunteers	SE coordinator	May - Sep 2008	

OUR GOAL: Programs and Services					
OBJECTIVE: Upgrade Bar/Restaurant Inventory and Availability					
STRATEGIES:					
#	WHAT	HOW	WHO	TARGET DATE	OUTCOME
1	Improve bar inventory	Meet with bar manager with suggestions from the needs assessment team	General Manager	Jan. 2008	
2	Implement changes	Make purchases through the manager	General Manager	Sept. 2008	
3	Improve restaurant inventory	Meet with food and beverage manager with suggestions from the needs assessment team	General Manager	Jan. 2008	
4	Implement changes	Make purchases through manager	General Manager	Sept. 2008	

OUR GOAL: Membership					
OBJECTIVE: Develop Mentoring or Buddy System for New Curlers					
STRATEGIES:					
#	WHAT	HOW	WHO	TARGET DATE	OUTCOME
1	Develop plan	Look at other clubs and select alternatives	Membership Chair	Jan 2008	
2	Recruit members	Communicate and hold a clinic	Membership Chair	Sep 2008	

OUR GOAL: Membership					
OBJECTIVE: Define and Clarify Membership					
STRATEGIES:					
#	WHAT	HOW	WHO	TARGET DATE	OUTCOME
1	Create membership proposal	Meet with invested parties and draft proposal including fee structures	Membership team Leader	Dec 2007	
2	Develop membership benefits package	Meet with invested parties and draft proposal	Membership Leader	Dec 2007	
3	Develop Constitutional Amendments	Legal consultations to identify impact on By-laws	Membership Leader	Jan 2008	
4	Develop transition plan for clubs and leagues	Meet with invested parties and draft proposal	Membership Leader	Jan 2008	
5	Obtain validation from Board	Take proposal to board meeting	Membership Leader	Mar 2008	
6	Obtain validation from current members	Take proposal to AGM	Membership Leader	May 2008	

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OUR GOAL: Membership					
OBJECTIVE: Get more Feedback from new members and non-returning curlers					
STRATEGIES:					
#	WHAT	HOW	WHO	TARGET DATE	OUTCOME
1	Create survey	Ask new curlers to complete survey, and phone non-returning curlers	Membership Chair	Sep 2008	
2	Analyze and develop Action Plan	Put information from surveys into data base and analyze	Membership Chair	Dec 2008	

OUR GOAL: Membership					
OBJECTIVE: Recruit New Members during "Season of Champions"					
STRATEGIES:					
#	WHAT	HOW	WHO	TARGET DATE	OUTCOME
1	Create Champions Team	From current members with interest in recruiting	Membership Leader	Feb 2008	
2	Create an event	Choose Champion event, plan activities for the day/week of event	Membership Leader	Feb 2008	
3	Advertise event	Plan signage and advertising	Membership Leader	Feb 2008	
4	Create Novice April League	Recruit coaches and solicit interested novices from Champions event	Membership Leader	Apr 2008	
5	Evaluate	Follow up on results of event and April Novice League	Membership Leader	Jun 2008	

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OUR GOAL: Membership					
OBJECTIVE: Develop "Member Recruit a Member" campaign					
STRATEGIES:					
#	WHAT	HOW	WHO	TARGET DATE	OUTCOME
1	Develop campaign	Brainstorm with membership team	Membership Leader	Jan 2008	
2	Have plan approved	Take to board	Membership Leader	Mar 2008	
3	Communicate plan	Market plan with all means of communication available	Membership Leader	May 2008	
4	Plan integration of new recruits	Determine ability of recruits and see where they might fit into current leagues	Membership Leader	Sep 2008	

OUR GOAL: Membership					
OBJECTIVE: Increase number of Junior Curlers					
STRATEGIES:					
#	WHAT	HOW	WHO	TARGET DATE	OUTCOME
1	Plan special events	Ask other clubs, CCA information, member ideas	Membership Leader	Jan 2008	
2	Have plan approved	Take to board	Membership Leader	Mar 2008	
3	Communicate plan	Market plans to all school levels, using appropriate communication tools	Membership Leader	May to Aug 2008	
4	Implement special event	Determine availability of ice time with manager and get commitments from schools	Membership Leader	Sep 2008	

OUR GOAL: Membership					
OBJECTIVE: Increase Number of Curlers aged between 20 and 40 years					
STRATEGIES:					
#	WHAT	HOW	WHO	TARGET DATE	OUTCOME
1	Create a plan to target Malaspina students, softball and other sporting associations	Ask other clubs, CCA information, member ideas	Membership Leader	Jan 2009	
2	Have plan approved	Take to board	Membership Leader	Mar 2009	
3	Communicate plan	Market plans to all colleges, using appropriate communication tools	Membership Leader	May 2009	
4	Implement special event	Determine availability of ice time with manager and get commitments from students	Membership Leader	Oct 2009	
5	Review targets and special events	Look at success of plan and adjust with new ideas	Membership Leader	Dec 2009	

OUR GOAL: Membership					
OBJECTIVE: Take advantage of 2010 Winter Olympics					
STRATEGIES:					
#	WHAT	HOW	WHO	TARGET DATE	OUTCOME
1	Ride the 2010 wave	Plan events to coincide with Olympics	Membership Leader	Apr 2009	

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OUR GOAL: Volunteer Coordination					
OBJECTIVE: Create Specific Volunteer Teams Required					
STRATEGIES:					
#	WHAT	HOW	WHO	TARGET DATE	OUTCOME
1	Identify areas where required	Contact existing committees and review existing documentation	Volunteer Coordination Chair	Dec 2007	
2	Appoint volunteer team leaders	Personal contact, advertise, recruit	Volunteer Coordination Chair	Jan 2008	
3	Recruit volunteers for each team	Database, advertise, personal contact, knowledge	Team Leaders	Feb 2008	

OUR GOAL: Volunteer Coordination					
OBJECTIVE: Develop Duties and Responsibilities for each specific team					
STRATEGIES:					
#	WHAT	HOW	WHO	TARGET DATE	OUTCOME
1	Create list of tasks/duties	Review existing documents and consult existing committees	Volunteer Chair	Mar 2008	
2	Create and identify skill sets required	Review existing documents and consult existing committees	Volunteer Chair	Mar 2008	
3	Develop terms of reference and Procedures Manual	Survey existing documentation & contact members of existing committees	Volunteer Chair	Mar 2008	
4	Obtain insurance coverage for volunteers	Review current insurance and amend as needed	Manager, President & Volunteer Chair	Sep 2008	

OUR GOAL: Volunteer Coordination					
OBJECTIVE: Develop Volunteer Skills needed					
STRATEGIES:					
#	WHAT	HOW	WHO	TARGET DATE	OUTCOME
1	Develop skills list identified from Volunteer teams	From each of the Terms of Reference & Procedures Manuals	Volunteer Coordination Chair	Mar 2008	
2	Integrate into the member database	Enter standard terms (used for searching) into the existing table in the database	Manager	Mar 2008	

OUR GOAL: Volunteer Coordination					
OBJECTIVE: Develop and execute a Recruitment Drive for Volunteers					
STRATEGIES:					
#	WHAT	HOW	WHO	TARGET DATE	OUTCOME
1	Develop a club wide skills collection process	Develop a form that can be completed easily by any member	Volunteer Coordination Chair	Mar 2008	
2	An integrated club-wide recruiting plan	Meet and discuss. Review success in other organizations	Volunteer Coordination Chair	Mar 2008	
3	Recruit Volunteers	Advertise, personal contact, Database, sign-up sessions	Volunteer Coordination Chair	Oct 2008	
4	Capture skills for every member	Enter information collected into the members database	Manager	Oct 2008	

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OUR GOAL: Volunteer Coordination					
OBJECTIVE: Develop Volunteers Recognition Programs and Rewards					
STRATEGIES:					
#	WHAT	HOW	WHO	TARGET DATE	OUTCOME
1	Create Criteria	Review CCA list of suggestions, brainstorm, and use past history	Volunteer Coordination Chair	Sep 2008	
2	Build inventory of gifts and thank you cards	Purchase and list	General Manager	Sep 2008	
3	Incorporate into club	Write guidelines and communicate them	Volunteer Coordination Committee	Sep 2008	

OUR GOAL: Volunteer Coordination					
OBJECTIVE: Volunteer Succession Planning					
STRATEGIES:					
#	WHAT	HOW	WHO	TARGET DATE	OUTCOME
1	Identify potential replacements -all Volunteers	Review skills base, recruit backup volunteers	Volunteer Coordination Chair	Oct 2008	
2	Capture skills for every member	Enter information collected into the members database	Manager	Jan 2009	

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OUR GOAL: Volunteer Coordination					
OBJECTIVE: Monitor and Revise Volunteer Coordination Efforts					
STRATEGIES:					
#	WHAT	HOW	WHO	TARGET DATE	OUTCOME
1	Assess success for each team	Face to face meetings & reports	Volunteer Coordination Chair	Apr 2009	
2	Assess success of Volunteer Coordination Program	Meeting and report	President	Apr 2009	
3	Amend manuals and procedures	Revise reports based on recommendations of the Board	Volunteer Coordination Chair	May 2009	
4	Develop a tracking and recording system for volunteer time	Review system in other clubs, select alternative and implement	Volunteer Coordination Chair	Feb 2010	

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PERFORMANCE MEASURES

We will need to systematically and regularly measure our performance once we start to implement our Strategic Plan.

The results can be used to determine when an activity is complete, whether we need to stop or change an activity and our overall level of success.

Measures may also be used to prioritize proposals or activities by assessing how much a desired result might be influenced by the proposal. This would create a comparison of potential benefits.

A suggestion has been put forward to start with a blend of four critical aspects of Nanaimo Curling Centre success: Membership, Satisfaction, Assets, and Income. These can be organized into four quadrants forming a "Balanced Scorecard".

Specifically, the measures could be: Number of Curlers, Members and Hours Curled, Level of Curler Satisfaction by Survey, Updated Value of Assets including Maintenance, Depreciation and Improvements and lastly, Income over Expenses.

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APPENDIX 1: PARTICIPANTS LIST

STRATEGIC PLAN WORKSHOP

Jack Bowman, CCA, Facilitator
Isabel Albrecht
Ken Albrecht
Bob Davies
Marj Fenske
Bob Franklin
Rhys Harrison
Ann-Marie Hore
Bob Huck
Ron Kaneen
Warren Keller
Pat Merkel
Tracey Newlands
Teri Palynchuk
Debbie Pulak
Dianne Smith
Garry Smith
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Marj Fenske
Rhys Harrison
Bob Huck
Pat Merkel
Tracey Newlands
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