

WILLOW RIDGE COMMUNITY ASSOCIATION



Business Plan

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Willow Ridge Community Association

Willow Ridge Community Association provides community support by providing programs and services designed to enhance community life. The Association is a not for profit society incorporated in 1967 and has operated continuously since that time. The vision, mission, and principles of Willow Ridge Community Association are summarized below.

Vision

Our vision is to be a complete community that is proud of its parks, tree-lined streets, golf courses, community programs and other amenities that create a safe, family oriented, low density environment.

Mission

Our mission is to maintain and foster the Community Vision by providing social and recreational programs and facilities, while advocating the interests of our residents.

Guiding Principles

The Board has developed the following articles as guiding principles for our Community Association.

1. **Commitment** – The Board is committed to serving the community, its projects and people. Members of the board are committed to the organization's vision, principles and goals.
2. **Respect** - Mutual respect and appreciation of fellow Board Members time, opinions, experience and perspectives are required from all Community Board Members.
3. **Honesty/Integrity** - Board members shall work together with honesty and integrity.
4. **Responsiveness** - The Board strives to provide a multi-faceted group of programs and activities designed to respond to the needs of the community.
5. **Enjoyment** - Enjoyment is an essential part of all meetings, projects and activities and successes are celebrated together.
6. **Communication** - Board members will make every effort to ensure there is accurate, timely, factual and clear information that is communicated within the Board and outwardly to members of the community.
7. **Representative** - The Board will make every effort to understand and represent the needs, wants and desires of the community.
8. **Leadership** - The Board is expected to provide leadership and mentorship within the Community.
9. **Accessible & Transparent** - The processes used and employed by the Board in their decision-making and interactions with stakeholders shall be clearly defined, delineated, and readily understood.
10. **Reciprocity** - The dictum of “giving back” to the community should guide the Board’s decisions and actions.
11. **Sustainability** - The financial stability and longevity our Association is also important to us.

The above principles are quite generic and wide ranging. Our vision speaks principally to our area but not to our people, and we offer minimal programs. The kind of guiding principles may help with decision making could include:

- Creating conditions that inspire all family members to contribute to the wellness of our community
- Engaging youth, seniors...
- Providing a forum for local issues and creating an environment to solicit community opinions
- Contributing to a safe, healthy, productive community
- Ensuring inclusivity ...
- Maintaining a respectful, collaborative, problem solving relationship between the WRCA association and its members, and the City of Calgary

We should make our vision and mission reflective of who we are and what we want to be vs. where we live. Our vision could be more broadly reflective about who we are – so to include aspects such as ... “our desire to be (or remain) a diverse, sustainable and viable community” ” take personal and collective responsibility for the well-being of the community”, and “foster a sense of community”.

We should consider a mission that is a more reflective. Preliminary suggestions include:

The mission of Willow Ridge is to

- encourage, educate, and inspire children and their families to fully participate within our community, and
- be an inspirational model of living and working together to create social change and community amongst ourselves and with the people of the City of Calgary..

Guiding Principles Goals

Goal 1: REVIEW AND CLARIFY GUIDING PRINCIPLES					
Objectives:	Actions:	When:	Who:	Resources:	Success:
Guiding principles should assist Board and Community members in making decisions	Develop more “person based” guiding principles with narrative to assist in decision making.	2017-2018	President	FCC and other Communities	Board approved documented Principles by March 2018
Objectives:	Actions:	When:	Who:	Resources:	Success:
Create mission and vision that resonates with community	Develop by next year	2017-2018	President and Directors	Other communities	Board approved documented mission and vision by March 2018

Community Profile

The map below indicates the area served by our Community Association.

MAP: GEOGRAPHIC BOUNDARIES OF WRCA



Willow Ridge is comprised of the communities of Willow Park and Maple Ridge, with the community boundaries of Southland Drive to the north, Deerfoot Trail to the east, Anderson Road to the south, and Macleod Trail to the west. The neighbourhoods were built in the late 1960s.

Following is some pertinent demographic information:

- Approximately 7300 residents live in the combined communities of Willow Park and Maple Ridge.
- In 2014 the median age was 45. We have fewer people below the age of 44 than the Calgary average, meaning we are an older than average community.
- According to Census Canada, in 2011 there were 1,505 seniors (65+ years) living in our association, with 250 (17%) of them living alone.
- Family sizes are small. The average family does not exceed 3 individuals and has less than 1 child. However, over 50% of families still had children living at home (In 2014, the average number of children in each family was 0.9 with an average family size of 2.8 persons).
- Incomes in the community are approximately 18% higher than the Calgary average and the number of low income households is below average and falling over time.
- There is a low level of population diversity, especially among visible minorities. Recent immigration to the community is low with this immigration being from a small subset of locations.
- The overwhelming majority of residents live in single family detached dwellings, and the vast majority of residents own the dwelling they occupy.

Other relevant observed community demographic factors include the following:

- Recent years have shown an increase in new younger aged residents and families.
- There is a perception that real estate prices in parts of our communities are quite high, which may limit influx of young families.
- Our aging common property resources within the community need updating and refurbishment to keep up with the updating and renovations of many of our community residences and businesses.

Facilities

The lands and building comprising our facilities are owned by the City of Calgary, and are subject to a 15 year License of Occupation with the City of Calgary, commencing January 1, 2015, with a right to seek renewal of the License at the end of the term.

Community Building

Our community building was originally built in 1967, and we have completed several expansions and renovations to the original building in 1974, 1987 and 2003. The building has approximately 6,000 square feet of space over two floors, with one medium sized hall, a separate upstairs meeting room, a lower floor office, pre-school area, skate room, music room and storage areas (formerly hockey dressing rooms).

The community's needs have changed over time, and the current facility is viewed as not meeting the needs of many of our current user groups and newer residents. Several of our user groups have left for other facilities with more amenities, and our main hall is no longer viewed as an attractive space for residents to use for small to medium sized functions.

Some of our residents have never used the Community Centre, with reasons cited including lack of programs that they would be interested in, the building's general lack of attractiveness and amenities, insufficient meeting space, and building noise when the main hall is being used.

Our facilities are used principally by our community residents, with users including, from time to time, residents of neighboring communities of Acadia, Fairview, Southwood and Lake Bonavista, as our hall has the affordability and capacity (approximately 100 people) that some of the neighboring associations do not offer.

We rent our Community Centre to both long and short-term renters. Short-term rentals are those that use the facility for one time use, including art shows, retirement and birthday parties, celebrations of life, hockey fundraisers, family celebrations, weddings, special events or sport camps. There are also 12 long-term renters that use the Community Centre to run their own programs, principally, but not exclusively, for community residents.

Long-term users provide a wide range of social, health and artistic programs for our community, with activities ranging from leisure activities, performance and visual arts (e.g. dance lessons, art lessons for children) to specialized physical activities. Significant users are pre-school and summer programs. Providing affordable day-care facilities to help working parents in our community is an important part of our facility.

The following table provides more details about the organizations that currently use our facilities on a long-term basis.

TABLE 1: Current Long-term Facility Users

Renter	Program / Activity	Usage Days	Duration	Period
Artistic Endeavours	Art classes	Tue.	3 hours	Sept. - June
PC Association	Meetings	Periodic	2 hours	Sept. - June
Bible Studies	Bible study	Sun.	2 hours	Sept. - June
Community Karate	Karate	Mon./Wed.	2 hours	Jan. - Dec.
FLC Seniors Line Dancing	Line Dancing	Tue./Fri. (6x/week)	1 hour	4x/year
Foxy Kickboxing	Kickboxing	Thurs.	1 hour	Sept. - July
Taoist Tai Chi	Tai Chi	Thurs.	2 hours	Sept. - July
TTMAC - Children's Playgroup	Playgroup	Mon.	2 hours	Sept. - June
Bliss Yoga	Yoga	Wed.	3 hours	Sept. - May
Roli Mack's Music	Music Lessons	Tue./Wed.	-	Jan. - Dec.
Willow Park Preschool	Preschool	Mon. - Fri.	-	Sept. - June
Girl Guides (rent-free)				
Sparks		Mon.	1 hour	Sept. - Apr.
Brownies		Tue.	1.5 hours	Sept. - May
Guides		Wed.	2 hours	Sept. - June
Pathfinders		Mon.	2 hours	Sept. - June
Axemen Lacrosse	Lacrosse	Mon./Fri./Sun.	2 hours	Apr. - July

Outdoor Facilities

In addition to the Community Centre, there are two outdoor tennis courts that also double as six pickleball courts, and an outdoor hockey rink that is also used as a lacrosse box in summer. The rink has also been used by a summer bike camp for their program needs and as a skateboard park. There is also a basketball/sport court that has four basketball hoops and painted lines for basketball and asphalt soccer.

There is one large soccer field and two smaller fields located close to the Community Centre, as well as a baseball diamond. The junior high school adjacent to the Community Centre uses our outdoor facilities during the school year for many activities. The following table provides a summary of all of our facilities.

TABLE 2: Community Facilities

Facility	Capacity/Amount	Use(s)
Main Hall	135 occupants	Parties, Dances, Meetings, Memorials, Weddings
Meeting Room	20 occupants	Meetings, Overflow from Main Hall
Tennis courts	2 courts	Tennis and Pickleball games
Soccer fields	1 big field, 2 small fields	Soccer
Baseball diamond	1 diamond	Baseball
Outdoor hockey rink	1 rink and pleasure rink	Hockey, Skating, Lacrosse
Community garden	40 plots	Gardening
Sport court	4 basketball hoops	Basketball, soccer

Over the last several years, we have completed the development of a community garden, the repair and resurfacing of our skating rink/lacrosse box and tennis courts and the maintenance of our soccer fields

Facility Enhancement Project

Due to the loss of functional open space in our community around 2011 (because of a City of Calgary land transaction), the City agreed to provide us \$2,000,000 toward the construction of an upgraded Community Centre. A funding agreement was entered into in 2012 and the Board began considering its options and alternatives to upgrade our aging building.

In 2014, we undertook a comprehensive community engagement process, including open houses, surveys, meetings with residents, and interviews with current and former rental groups. Through the engagement and consultation process, residents expressed interest and support for renovating and expanding our Community Centre.

As a result of the engagement process, we determined that the Community Centre should be redeveloped to increase the functionality of the structure and make it more accessible, self-sustaining and environmentally responsible. We also determined that a separate hall and multi-purpose rooms (e.g. classroom area, meeting space, and studio) are the types of primary spaces to be considered in redeveloping the Community Centre.

Schematic Design (including costing of all major construction items) is now fundamentally complete, and we are now moving forward on the Project with the next steps being completion of financing, detailed design, project planning and engagement with the City of Calgary engineers, planning and finance department.

The Project encompasses an addition to the current building, being a new 290 m² main pavilion hall, and renovations to the existing building to provide for additional meeting spaces, multipurpose rooms and improved facilities on both floors.

Upon completion of the Project in 2018 the Community Centre will provide significantly improved functional space for our current programs and we will be able to provide additional programs for our community residents and neighbors. We plan to invite a number of our user groups back that have left due to our old building not meeting their needs, and expect that a wider range of activities and social and recreational programs will be made available to our community and others.

With affordable and varied activities ranging from programs for new families, youths, and seniors, and a new home for existing programs, the new facility will once again become the “gathering place” and social hub for our community, for the next 50 years of our Community’s life.

We have identified several key risk factors for the Project up to, during and following completion. Risk mitigation strategies have also been identified and reviewed. Our Building Committee will be discussing further risk factors and mitigation strategies during the next phase of the Project.

Facility Enhancement Project Goals

Goal 1: IDENTIFY AND MANAGE PROJECT RISKS					
Objectives:	Actions:	When:	Who:	Resources:	Success:

Ensure that risks are understood and managed throughout project	Review Project Risks and mitigation plans.	2017-2018	Building Committee	Building Committee members, Architect and Project Manager	Project Completion
Goal 2: COMPLETE THE PROJECT BEFORE DECEMBER 31, 2018					
Objectives:	Actions:	When:	Who:	Resources:	Success:
Complete the Project on time and on budget	Actively manage project timetable	2017-2018	Building Committee	Building Committee members, Architect and Project Manager	Project Completion
Goal 3: DEVELOP POST PROJECT BUSINESS PLAN					
Objectives:	Actions:	When:	Who:	Resources:	Success:
Ensure that Project is sustainable	Complete and Review Feasibility Study and determine if further action is needed	2018-2019	Board	Board members and Consultants	Post-Project plan documented.

Members

We currently have approximately 541 paid members. Membership and associated membership revenues for the past several years are set out below:

Year	2016	2015	2014	2013	2012	2011	2010
Members	541	528	538	356	389	464	590
Membership Revenue	13290	14310	12445	10685	12425	8634	13795

Our annual membership dues are \$30 per family and \$15 per senior and have not changed in recent memory.

We have 3 categories of Membership, being Regular, Honorary and Associate Members.

Under our By-laws, Membership entitles a Member to:

- participate in any and all programs of the Association if eligibility and space allow;
- access to the activities of the Association and the use of the Facility for a discounted fee relative to persons who are not Members;
- the right to attend meetings of the Board,
- the right to participate and vote at any duly constituted General Meeting; and

- e. stand for nomination or appointment as a Director, provided that any such Regular Member must have paid the applicable Membership fee.

Stated benefits of a Community Membership are:

- Memberships help to pay for the upkeep of the Community Centre and its amenities, including tennis and sports courts, hockey/lacrosse rink and the soccer fields.
- Membership entitles you to a discount (approximately 10%) on hall rental fees.

We have not had a door to door “Membership Drive” since 2012.

There is a perception that we do not have an appropriate membership base for our population, meaning not enough community residents are paid Members. There is also a perception that membership benefits are not well defined and are not of tangible value to our residents.

Improving our Membership experience is an area where we could improve. We have secured a Membership Director for 2017. This role will revisit the membership strategy and approach, all in an effort to increase membership numbers within the community.

Membership Goals

Goal 1: RECRUIT MEMBERSHIP DIRECTOR					
Objectives:	Actions:	When:	Who:	Resources:	Success:
Membership Director recruited	Contact prospective Directors Social Media Postings Advertising in Newsletters	2017	Board and Staff	Volunteer Hours	Position Filled
Goal 2: DEFINE AND IMPROVE MEMBER BENEFITS					
Objectives:	Actions:	When:	Who:	Resources:	Success:
Develop written Membership Policy	Review FCC resources and other community policies and develop one for WRCA	2017	Membership Director	Volunteer hours, FCC and other Communities	Written Policy
Goal 3: INCREASE PAID MEMBERSHIPS TO 1,000 BY YEAR END 2018					
Objectives:	Actions:	When:	Who:	Resources:	Success:

Improve our membership numbers and community involvement	Re-initiate membership drive	2017-2018	Membership Director	FCC resources, Volunteer Hours, Girl Guides, other communities	1,000 Members by Year end 2018
Create marketing drive around membership drive -membership or associate membership to use facilities and services (i.e. guides, soccer, preschool, tennis/pickleball)	Create guidelines on membership requirements for services	2018	Membership director and sub committee	volunteer hours	Guidelines and Membership package developed

Partners and Competitors

Neighbouring Community Associations are not viewed as direct competitors for our programs and services as we do not, for the most part, have competitive facilities. Lake Bonavista and Acadia have much larger facilities (including hockey arenas, curling, the new Tennis Center, gymnasias and larger rental halls) , and our target market is perceived to be much smaller than theirs.

Trico Centre for Family Wellness is a well-established organization which provides our residents with a wide variety of fitness options, including a gymnasium, wave pool ice arenas, fitness facilities, and a broad range of health and wellness programs.

Our residents comprise the second largest community users of Trico's membership base, with 490 of Trico's 3700 members living in Willow Ridge.

Trico provides some competitive services (Pre-School, seniors drop-in) to our services.

Willow Park Golf Club is a private golf club in our Community. Many of our residents are members of the golf club. We have no formal or structured relationship with the club.

There is one very large shopping Centre - Southcentre Mall, in our Community, and two smaller malls (Fairmount Plaza and Willow Park Village), and other smaller businesses in the community providing goods and services to our residents. We have no established relationships with the businesses in our community.

Three elementary schools, one middle school and one French school operate in our community. We have supported fundraising initiatives that the schools have promoted and we provide facilities to the junior high school athletic programs. Other than ad hoc relationships, we have no established or structured relationships with the schools in our community.

Our Community is home to three churches. We have no established relationships with the churches in our community.

Partners and Competitors Goals

Goal 1: EXPAND AND IMPROVE RELATIONSHIPS WITH COMMUNITY PARTNERS					
Objectives:	Actions:	When:	Who:	Resources:	Success:
Create Contact list for Community Partners	Contact various Partners for relevant contact information	2017	Staff	Staff	Documented List
Initiate contact with various Partners (businesses, schools and churches)	Meet with partners, discuss relationship and ways to improve	2017-2018	President VP and other Directors	Volunteer Hours	Contacts made, documented and discussed and initiatives considered
Goal 2: UNDERSTAND AND IDENTIFY TRICO SYNERGIES					
Objectives:	Actions:	When:	Who:	Resources:	Success:
Provide better and complementary services to our Member and residents	Contact Trico Management and discuss opportunities for mutual benefit	2017	Trico Director	Volunteer Hours	Report to Board with potential action items
Goal 3: IDENTIFY OPPORTUNITIES, INCLUDING DONATIONS, WITH PARTNERS					
Objectives:	Actions:	When:	Who:	Resources:	Success:
Increase revenue and community engagement with partners	Seek Donations for 50 th Anniversary Seek Annual Rink Advertising	2017-2018	Fundraising Director Social Director	Non-profit Relationship Toolkit (AB), FCC	Create marketing package

Programs and Services

Our Community Centre is principally a volunteer managed facility, other than our part time staff who co-ordinate bookings, maintenance and operations. As such, outside organizations or groups that rent space at the facility deliver the majority of programs and services currently being provided.

The residents of Willow Ridge are the primary market for programs and services offered at the Community Centre, but residents of neighboring communities often participate in user programs and facilities, and rent our facilities as they are affordable and convenient. We also provide our facilities rent- free from time to various non-profit community user groups, such as the Girl Guides; as such groups provide volunteer services to many of our community events. Our paid community members receive subsidized rental rates.

We facilitate year-round activities for all ages, both outdoor (including gardening clubs, ice skating, tennis, pickleball, skateboarding, baseball, soccer, box lacrosse and other field sports) and indoor (pre-school,

summer youth programs, senior's clubs, yoga, dance, art classes, martial arts, music lessons, craft fairs, meetings and social functions).

Our Association plans and organizes numerous functions for our residents and members. Our volunteers provide and maintain ice skating rinks in winter and a community garden in spring and summer. We organize and host semi-annual family dances (Spring and Halloween), and an annual family barbecue and children's movie night in the fall.

We also organize annual volunteer appreciation nights, family skating parties and other functions for our residents from time to time. We organize and facilitate other community activities such as spring and fall clean-up and recycling drives.

Our sports programs include tennis, pickleball, and house league soccer for youths and children.

We provide a monthly newsletter to our residents and our monthly meetings provide a forum for residents to raise their community concerns. Our Association interacts with local authorities to promote the interests of our residents.

We have not considered offering our own programming in recent years, although there has been some offered programming in the past.

Our soccer program was a significant part of our Association for several years, with revenues (and associated expenses) constituting approximately \$150,000, or over 60% of our annual budget. In 2014-2015 our community soccer program shrunk dramatically for a number of reasons, principally due to the expansion and proliferation of "club" teams, so our programs were cancelled. We offer soccer programs to youths 8 and under, which are very well attended and received in our communities.

In 2016 we undertook an analysis of our demographics and considered various alternatives to increase our sports programming. *We have not acted on any recommendations in the analysis due to lack of volunteer involvement.*

While the soccer fields are only used for soccer, it may be advantageous to allow rental of the fields to local sport organizations such as football, ultimate frisbee, flag football, or other related field sports for practices or games.

We have not undertaken any recent analysis of our programs and services and how they may be prioritized and align with our vision.

An updated current program and services analysis would be a worthwhile undertaking. This would require either extensive volunteer time and/or obtaining external funding and hiring an Executive/Program Director to undertake this initiative.

Questions to consider in this analysis would include:

Do "third party" programs provide a benefit to our neighbourhood and/or our membership?

Where are the gaps?

Can we/should we fill those gaps?

Do we have the resources?

Should we partner with another organization?

Have we maximized partnerships and collaborations (including third party delivery of programs)?
 What are our priority programs and services?
 Are programs and services meeting a need?
 Are programs and services prioritized based on need?
 Do they align with our vision and mission?
 Where are our strengths?
 Where are we having the most impact?
 How might the need for our programs and services change over the next three to five years?
 If we offered our own programs, could we break even given the cost of delivery including equipment, facility, promotions, administration, staff, volunteers and overhead?
 What information do we need to make a decision and how we get it?

Programs and Services Goals

Goal 1: RECRUIT AND/OR HIRE PROGRAM and SERVICES DIRECTOR					
Objectives:	Actions:	When:	Who:	Resources:	Success:
Analyze our programs and services to determine what services and programs we can and should offer	Seek Community Initiatives Program (CIP) Operating Grant for analysis and recommendations of actions and implementation	Sept 15, 2017	Funding Director	Volunteer Hours	CIP Grant Award and Hiring of Program and Services Director
Hire Program and Services Director	Depending on CIP Funding, post position and hire candidate	Fall to Winter 2017	Board	Volunteer Hours	Hiring of Program and Services Director
Goal 2: UNDERTAKE PROGRAMS AND SERVICES ANALYSIS					
Objectives:	Actions:	When:	Who:	Resources:	Success:
In conjunction with Facility Project Completion, complete Program Review and make	Undertake Analysis and Business case for Sustainable programming	2017-2018	Program and Services Director	FCC, Feasibility Study	Recommendations to Board on Programs and Services and accompanying Business Case
Goal 3: SUCCESSION PLAN FOR SOCCER COORDINATOR					
Objective	Actions	When	Who	Resources	Success
Identify succession plan for Soccer Coordinator	Discuss needs with current coordinator and strategies to fill the position	2017	TBD	Board	Replacement found or coordinator agrees to continue

People

Growing our membership base, as well as finding and keeping qualified directors and

volunteers are among our biggest challenges and opportunities.

Board of Directors

Our Association is governed by a Board of Directors that provides strategic direction to the organization. The main responsibilities of the Board are to:

- Act as the legal authority of the Association
- Be responsible for the management of its funds
- Establish the policies and goals of the Association
- Assess the programs and services provided
- Ensure that the Association maintains good community relations

The members on the Board of Directors are community volunteers. Current roles include president, vice-president, secretary, treasurer, civic affairs, funding, casino, Trico Center, facilities, social, communications, membership and various members-at-large.

Our By-laws contain itemized responsibilities for our principal officers (President, Vice-president, Secretary, and Treasurer)

The following weaknesses in our Board have been identified and we plan to address them as part of our long term planning:

- We continually have vacancies in key Board positions and no clear succession plan to fill pending vacancies
- Other than ad hoc efforts, we do not have a comprehensive strategy to fill vacant Board positions. This was a goal identified in 2013 and some efforts were undertaken (including preparation of posters and pamphlets) but we still remain challenged in filling Board positions
- We have a “new Board member package” but have not had a formal orientation session since 2014
- We have not undertaken any strategic planning sessions since 2013-2014
- We do not communicate well what the Board does to our stakeholders

Committees

Board Committees are established as required. The Board may appoint standing or ad hoc committees to assist the Board in its decisions. We have established a Building Committee with a formal Board approved Terms of Reference to oversee the Facilities Enhancement Project.

Staff

We have a part time staff of two persons who manage our bookings and facility operations, a part-time bookkeeper and a part-time person to co-ordinate our summer sports programs.

Staff attend our regular Board meetings and provide assistance to Board members as required.

Formal position descriptions of our part-time staff have been prepared by staff and will be reviewed by the Executive.

Regular annual performance reviews have not been historically undertaken.

Volunteers

We do not track our volunteers or volunteer hours.

We do not have an extensive volunteer database.

A group of approximately 15 individuals maintain our outdoor rinks over winter. These individuals operate autonomously from the Board (doing their own scheduling, recruiting and training) with expenses (fuel and repair costs) reimbursed by office staff.

Volunteers have also been recruited by staff to lock up the skating room on evenings when the ice crews are not working.

Volunteers are solicited for the various community events (movie night, clean up, etc.) on a case by case basis.

There is no formal volunteer appreciation recognition, other than an annual ad hoc “beer and wings” night to reflect appreciation to the ice flooding crews. An annual “volunteer of the year” plaque is awarded at the annual meeting. The Board has in the past struggled to nominate an appropriate candidate.

We have no volunteer management strategy/policy. As we provide no programming, we have no formal board policy on screening volunteers.

Recruitment and Succession Planning

We have no formal recruitment or succession plan for Executives, Directors or staff. We also have no Director performance reviews or exit interviews when directors resign or choose not to run again.

People Goals:

Goal 1: VOLUNTEER DATABASE					
Objectives:	Actions:	When:	Who:	Resources:	Success Metric:
Build and Populate a Volunteer Database	With Newsletter, Social Media, handouts and calls, build a volunteer list	2017-2018	Staff		Volunteer Database Complete
Goal 2: POSITION TERMS OF REFERENCE					
Objectives:	Actions:	When:	Who:	Resources:	Success Metric:
Clarify the roles of Positions	Review Terms of Reference for all Positions Develop Position Descriptions for missing Roles	2017	President	FCC	All Documented Positions by March 2018
Goal 3: RECRUITMENT & SUCCESSION WORKSHOPS					
Objectives:	Actions:	When:	Who:	Resources:	Success Metric:
Improve board recruitment, retention and	Discuss board recruitment and succession planning annually at special Board	2017	President	Volunteer hours	Discussion and brochure

succession	meeting Develop a recruitment brochure (update as necessary) Identify venues to promote Board recruitment (Annual BBQ in Sept)				
Goal 4: STRATEGIC PLANNING SESSION					
Objectives:	Actions:	When:	Who:	Resources:	Success Metric:
Undertake a Strategic Planning Session in 2018	Post AGM establish a date and organize a Strategic Planning Session with full Board	2018	Board	Volunteer times	Session held
Goal 5: PERFORMANCE REVIEWS					
Objectives:	Actions:	When:	Who:	Resources:	Success Metric:
Complete Staff Performance Reviews	Undertake staff performance reviews	2017-18	Executive		Performance Reviews Complete

Marketing and Communications

Internal Communication

We communicate internally via email and telephone. We update our Board contact lists regularly. Our Board meetings are held monthly (except in summer) and are generally well attended. Our Board minutes are prepared promptly and circulated to give all members an opportunity to comment.

External Communication

Our staff communicates to our community via website, Facebook posts and twitter feed. We have an external sign on our building to advise members of events and use third party signs to announce specific events as well.

We have a monthly newsletter that is distributed to all our households, which includes messages from our Communications Director, Presidents, as well as community messages such as sports programs, annual meetings and other items of interest.

We have no information as to what modes of communication are most effective. We have no budget but make advertising expenditure decisions depending on the event and outreach desired.

Communication Goals

Goal 1: WEBSITE AND SOCIAL MEDIA UPDATES					
Objectives:	Actions:	When:	Who:	Resources:	Success:
Update website and Social Media to reflect	Identify and budget Resource person to	2017-2018	Communication Director	Staff, Communications Director	Engage website manager

changes in community site	maintain site				
Goal 2: ADVERTISEMENT SIGNS					
Objectives:	Actions:	When:	Who:	Resources:	Success:
Raise purchase of advertising signs to	Analyze and recommend options	2017	Communications Director, Board	Board, staff	Decision made
Goal 3: COORDINATE WITH COMMUNITY BUSINESS PARTNERS					
Objectives:	Actions:	When:	Who:	Resources:	Success:
Reach out to top five community business partners (Schools,	Engage community business partners. Create information package	2017	President	President, Communication Director	Report out on 5 successful meetings
Goal 4: CREATE TWO e-NEWSLETTERS PER YEAR					
Objectives:	Actions:	When:	Who:	Resources:	Success:
Create and distribute two e-newsletters per year	Use <i>MailChimp</i> to email addresses on file	2017	Communications director, staff	Communications director, staff	e-newsletters distributed and posted to website

Asset Management

Lifecycle

In 2015 we completed a lifecycle plan. Several of our directors have reviewed the plan and we have made grant applications in 2015 (work completed in 2016) to resurface or lacrosse box. As part of our Facility Renovation members of our Building Committee we will be actively reviewing the plan in the next 12-24 months to determine the CCG Program grants which may be available.

Maintenance

We do not have a formal monthly/annual maintenance plan.
We may need to consider fundraising for operational items.

Insurance

Our insurance coverage is provided by Toole Peete. We have not undertaken a recent review of our assets and business and if our insurance coverage is adequate for our facility, our services, and our

renters. We do not have a clear policy or guidelines for renters to obtain for our staff to follow.

Rentals

Most of our rentals are earning revenue.

We have not evaluated if there is an appropriate balance of rentals and program use based on our mission.

We have not evaluated if our long-term renters are strategic in relationship to our organizational/membership needs

We should review to ensure that we have appropriate policies and procedures in place regarding rentals.

Asset Management Goals

Goal 1: MAINTENANCE & CLEANING PLAN					
Objectives:	Actions:	When:	Who:	Resources:	Success Metric:
Clarify Responsibilities for Facility	Create and Document a Facilities Maintenance Plan Create yearly maintenance schedule	2017-2018	Facilities Director	FCC Jason Poole	Plan Complete
Goal 2: LIFE CYCLE REVIEW					
Objectives:	Actions:	When:	Who:	Resources:	Success Metric:
Formalize annual Lifecycle Review	Review Lifecycle Plan and discuss Identify replacement needs Apply for grants as available Liaise with Board for prioritization of replacement needs	2017	Facilities Director, Funding Director and Board	Lifecycle Plan	Annual Review Report
Goal 3: INSURANCE REVIEW					
Objectives:	Actions:	When:	Who:	Resources:	Success Metric:
Be comfortable with our insurance coverage	Undertake a risk management assessment/review with insurers	2017-2018	Facilities Director, President	Toole Peete	Review complete
Goal 4: DEVELOP INSURANCE POLICY FOR RENTERS					
Objective	Actions	When	Who	Resources	Success Metric
Have a written insurance factsheet or guideline for long term and short term renters	Write a policy or checklist / guideline	2017-2018	Board or Facilities Director	FCC and Toole Peete	Policy complete
Goal 5: REVIEW TECHNOLOGY STRATEGY					
Objective	Actions	When	Who	Resources	Success Metric

Make sure technology needs are current and up to date	Review current technology and hire experts if required	2017	President	Third party vendor and volunteer	Report provided and recommendations implemented as necessary
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Finances

Our Annual audited Financial Statements are attached as [Appendix A](#). A 2018-2021 budget is attached as [Appendix B](#). Upon completion of the Facilities Enhancement Project we will require a revised budget to account for likely changes in both revenues and operating expenses.

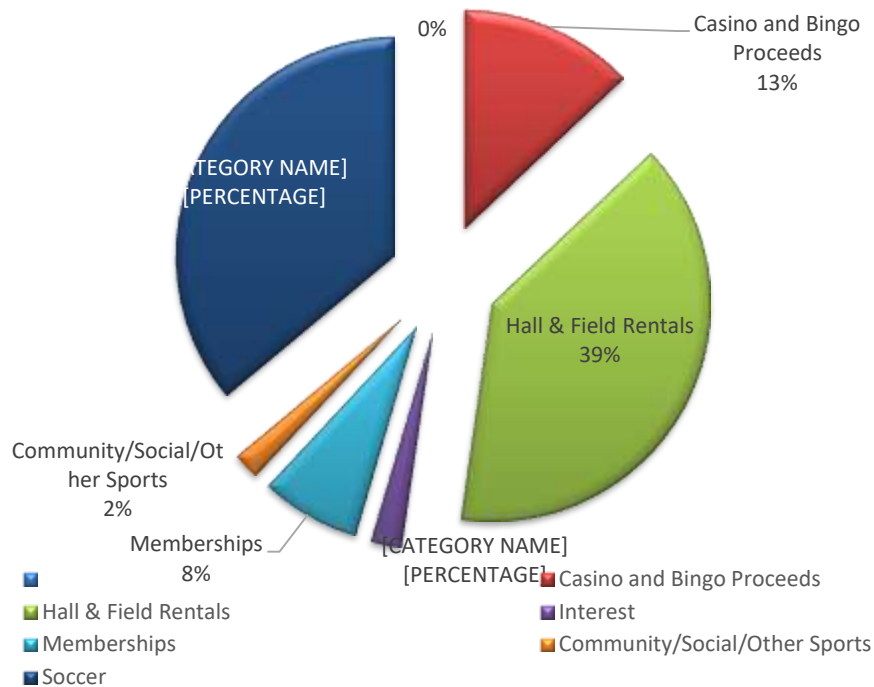
The following table provides a 4 year history of our significant revenue sources and expense items as well as 3 and 4 year averages.

Table 3 - Selected Operating Results

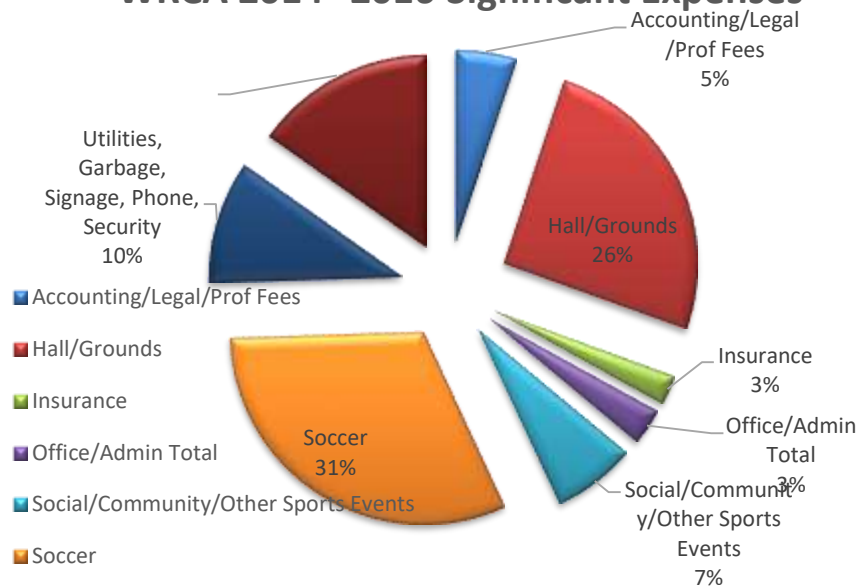
REVENUE	3 year Average	4 Year Average	2016	2015	2014	2013
Casino and Bingo Proceeds	\$23,333	\$34,573	\$70,000	\$0	\$0	\$68,292
Hall & Field Rentals	\$70,937	\$70,048	\$66,014	\$75,928	\$70,870	\$67,379
Interest	\$4,096	\$4,438	\$2,397	\$2,722	\$7,170	\$5,463
Memberships	\$13,348	\$12,683	\$13,290	\$14,310	\$12,445	\$10,685
Community/Social/Other Sports	\$3,567	\$3,000	\$6,000	\$2,200	\$2,500	\$1,300
Soccer	\$65,068	\$86,301	\$61,654	\$54,848	\$78,702	\$150,000
Miscellaneous	\$5,667	\$4,750	\$5,000	\$8,000	\$4,000	\$2,000
TOTAL REVENUE	\$186,017	\$215,792	\$224,355	\$158,008	\$175,687	\$305,119
EXPENSE						
Accounting/Legal/Prof Fees	\$9,716	\$10,186	\$9,125	\$10,264	\$9,758	\$11,597
Hall/Grounds	\$49,204	\$47,542	\$49,234	\$47,822	\$50,557	\$42,554
Insurance	\$4,775	\$4,634	\$5,025	\$4,826	\$4,475	\$4,210
Office/Admin Total	\$5,951	\$5,708	\$5,808	\$5,664	\$6,381	\$4,980
Social/Community/Other Sports Events	\$13,538	\$12,617	\$15,000	\$9,760	\$15,854	\$9,854
Soccer	\$60,678	\$81,895	\$55,759	\$52,370	\$73,906	\$145,544
Utilities, Garbage, Signage, Phone, Security	\$19,919	\$19,240	\$18,000	\$21,000	\$20,758	\$17,200
Wages & Benefits	\$29,315	\$28,163	\$29,020	\$29,523	\$29,401	\$24,707
TOTAL EXPENDITURES	\$193,096	\$209,984	\$186,970	\$181,228	\$211,090	\$260,646
NET INCOME	-\$7,079	\$5,809	\$37,384	-\$23,220	-\$35,403	\$44,473

Below is a visual breakdown of our significant revenues and expenses over the past 3 years.

WRCA 2014--2016 Significant Revenue Sources



WRCA 2014--2016 Significant Expenses



Certain items in our financial statements have been combined or not included in the above table and charts so we can focus on our biggest line items. The individual items not included in were in amounts less than \$2,000.

Important factors for us to understand about our business include the following:

- These results reflect results from results of operations only. Annual Amortization of our assets is approximately \$60,000 per annum and is **NOT** included above.
- Casinos are an important part of our revenue stream. Casino revenues are lumpy (we are only awarded casinos every 18 months or so), and are not guaranteed. Our Audited Financial Statements account for casinos on an accrued/deferred basis. The above tables simply reflect cash received.
- Due to a missed application deadline we missed one casino window (in 2014) which has negatively affected our business by approximately \$60,000 over the past 2 years.
- The significant decline in Soccer Revenues (and associated expenses) will not rebound as we no longer offer (i) an indoor soccer program or (ii) youth and teenager programs.
- Smaller Items such as Tennis, Pickleball, Community Gardens, etc. are more or less revenue neutral. We should ensure that we earn sufficient revenues from such programs to pay for associated upkeep of those operations and any long term capital costs.

Financial Practices

We have a part time bookkeeper who has been keeping our books for several years. She works closely with our Treasurer and staff to ensure that our various filings and financial statements are properly maintained. We are satisfied with her work, but we will need to commence succession planning in the near future.

We have to replace our Treasurer this year as he is stepping down and have commenced efforts to recruit a replacement.

Our board reviews our annual budget and annual financial statements at board meetings. Our directors are reasonably informed about our financial position but more scrutiny of our financial position and a deeper understanding of our business would be beneficial.

We review the auditor's recommendations annually regarding internal controls and other matters.

We believe we have appropriate policies and procedures and sufficient internal controls (e.g. cash handling, cheque writing, and reconciliation spending approvals).

Revenues

At 2016 year end we had a strong cash position (\$300,000).

Principally due to the missed casino in 2014, we had negative Cash Flow of \$21,000 in 2016 and \$38,000 in 2015.

Our sports programs (principally soccer) run on a break even basis.

We have not increased our rents since 2014 and our rents may be below market rates.

Until we complete our facility expansion we do not expect to be able to increase our rental revenue materially. Depending on the timing of our renovations, on a worst case scenario we may lose up to \$5,000 per month of rental revenue for up to 6 months.

Although we have a good cash position, we will need to seek out alternative revenue sources, as running an annual operating deficit is not sustainable.

What are these other revenue sources (donations, field rentals, sponsorships, etc.) and how will we access them?

Our membership revenue has been stable but we should be able to increase it.

Other questions for us to consider:

Are you making money where you are supposed to be making money (for example, rentals)?

Are we able to support the programs that are subsidized or run for free?

How are we paying for these subsidies?

Expenses

Our staff is perceived to be very diligent in managing our annual expenses.

We have not undertaken a comparative analysis with other communities to determine if our expenses are reasonable based on our organization's priorities.

Fundraising

Our Fundraising Director will be resigning in 2017 so it will be a priority to find a replacement

We have no defined fundraising strategy or capital program, but consider funding alternatives when a capital program is proposed by a director or .Community member. We apply for grants on an ad hoc basis when certain projects or programs have been proposed. Historically the proponent of the project, with assistance from the Funding Director, has applied for CCG funding and provincial or federal funding if applicable.

We have successfully applied for and received CCG grants, Canada 150 grants, ENMAX energy efficiency grants in the past 2 years.

We have received CFEP grants in prior years for capital projects and are presently applying for a CFEP Grant for our Facility Expansion. We also expect to apply for other community based grants for capital and operations in the coming year.

We are not certain if we are accessing all the funds that are available to us.

Our grants and fundraising priorities for this year are as follows:

- 1 – CFEP Large Project Application (\$350,000 awarded – application success)
- 3 – CIP Operating Grant - To meet some goals in our business plan, we should apply for an operating grant to hire an Executive/Project Director over the next year or two.

Given our cash position we expect to be able to meet our Capital Conservation Fund requirements as required in our LOC/Lease with The City.

Our Bookkeeper, Staff, Treasurer, Casino Director and individual grant proponent are all accountable for ensuring the appropriate reports are filed with Alberta Gaming and other funders

Finance Goals:

Goal 1: IDENTIFY OTHER REVENUE SOURCES					
Objectives:	Actions:	When:	Who:	Resources:	Success Metric:
Earn Additional Revenue	Identify and review other potential revenue sources, prioritize and pursue	2017-2018	Executive and Board	FCC, Staff, Volunteer hours, Board	Identify 5 or 6 revenue lines to pursue. Create an Action Plan for incremental revenue for 2018.
Goal 2: REVIEW EXPENSES					
Objectives:	Actions:	When:	Who:	Resources:	Success Metric:
Ensure expenses are reasonable	Review major expenses and compare with peers	2017	Treasurer	FCC, Staff	Expense review report by March 2018
Goal 3: IDENTIFY AND APPLY FOR ALL AVAILABLE GRANTS					
Objectives:	Actions:	When:	Who:	Resources:	Success Metric:
Actively seek out other potential grants	Review and Apply for grants when available	2017	President, Treasurer and Funding Director	FCC, Grant Websites, City Liaison	Quarterly Reporting to the Board
Goal 4: PREPARE FOR REVISED FISCAL YEAR 2018 BUDGET PROCESS					
Objectives:	Actions:	When:	Who:	Resources:	Success Metric:
Develop a robust and repeatable budget process	Create a 2018-2019 budget template, process and team	Sept 2017	Treasurer	Staff, Bookkeeper, FCC	Budget Plan and Team completed by Sept 2017
Goal 5: ACCOUNTING SUCCESSION PLANNING					
Objectives:	Actions:	When:	Who:	Resources:	Success Metric:
Develop accounting/booking succession plan	Discuss current booking process and plan potential replacement	March 2018	Treasurer	Treasurer	Plan presented to the Board

APPENDIX B – 4 YEAR BUDGET

	2018	2019	2020	2021
	Preliminary	Preliminary	Preliminary	Preliminary
Revenue				
Hall Field Rentals	66,400	69,562	72,724	75,886
Sports & Recreation	29,400	30,800	32,200	33,600
Membership	17,500	21,000	24,500	28,000
Social Events	2,250	2,250	2,250	2,250
Interest	2,500	2,500	2,500	2,500
Community Garden	1,182	1,182	1,182	1,182
	119,232	127,294	135,356	143,418
Expenses				
Sports & Recreation	10,000	10,000	10,000	10,000
Repair & Maintenance	50,000	50,000	50,000	50,000
Wages & Benefits	30,000	30,000	30,000	30,000
Utilities	16,000	16,000	16,000	16,000
Social Functions	12,000	12,000	12,000	12,000
Professional Fees	9,000	12,000	9,000	12,000
Administrative expenses	6,000	6,000	6,000	6,000
Insurance	5,000	5,000	5,000	5,000
Telephone	1,800	1,800	1,800	1,800
Donations				
Community Garden	400	400	400	400
Casino Expenses				
	140,200	143,200	140,200	143,200
Net Income/Loss	-20,968	-15,906	-4,844	218

Key Assumptions:

- 1) Grow memberships by 25% annually (using 2017 as a base)
- 2) Grow Hall/Field Rentals by 5% (using 2017 as a base)
- 3) Grow sports recreation income by 5% (using 2017 as a base)

APPENDIX C - GOALS SUMMARY

Guiding Principles Goals

Goal 1: REVIEW AND CLARIFY GUIDING PRINCIPLES					
Objectives:	Actions:	When:	Who:	Resources:	Success:
Guiding principles should assist Board and Community members in making decisions	Develop more “person based” guiding principles with narrative to assist in decision making.	2017-2018	President	FCC and other Communities	Board approved documented Principles by March 2018
Objectives:	Actions:	When:	Who:	Resources:	Success:
Create mission and vision that resonates with community	Develop by next year	2017-2018	President and Directors	Other communities	Board approved documented mission and vision by March 2018

Facility Enhancement Project Goals

Goal 1: IDENTIFY AND MANAGE PROJECT RISKS					
Objectives:	Actions:	When:	Who:	Resources:	Success:
Ensure that risks are understood and managed throughout project	Review Project Risks and mitigation plans.	2017-2018	Building Committee	Building Committee members, Architect and Project Manager	Project Completion
Goal 2: COMPLETE THE PROJECT BEFORE DECEMBER 31, 2018					
Objectives:	Actions:	When:	Who:	Resources:	Success:
Complete the Project on time and on budget	Actively manage project timetable	2017-2018	Building Committee	Building Committee members, Architect and Project Manager	Project Completion
Goal 3: DEVELOP POST PROJECT BUSINESS PLAN					
Objectives:	Actions:	When:	Who:	Resources:	Success:

Ensure that Project is sustainable	Complete and Review Feasibility Study and determine if further action is needed	2018-2019	Board	Board members and Consultants	Post-Project plan documented.
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Membership Goals

Goal 1: RECRUIT MEMBERSHIP DIRECTOR					
Objectives:	Actions:	When:	Who:	Resources:	Success:
Membership Director recruited	Contact prospective Directors Social Media Postings Advertising in Newsletters	2017	Board and Staff	Volunteer Hours	Position Filled
Goal 2: DEFINE AND IMPROVE MEMBER BENEFITS					
Objectives:	Actions:	When:	Who:	Resources:	Success:
Develop written Membership Policy	Review FCC resources and other community policies and develop one for WRCA	2017	Membership Director	Volunteer hours, FCC and other Communities	Written Policy
Goal 3: INCREASE PAID MEMBERSHIPS TO 1,000 BY YEAR END 2018					
Objectives:	Actions:	When:	Who:	Resources:	Success:
Improve our membership numbers and community involvement	Re-initiate membership drive	2017-2018	Membership Director	FCC resources, Volunteer Hours, Girl Guides, other communities	1,000 Members by Year end 2018

Create marketing drive around membership drive -membership or associate membership to use facilities and services (i.e. guides, soccer, preschool, tennis/pickleball)	Create guidelines on membership requirements for services	2018	Membership director and sub committee	volunteer hours	Guidelines and Membership package developed
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Partners and Competitors Goals

Goal 1: EXPAND AND IMPROVE RELATIONSHIPS WITH COMMUNITY PARTNERS					
Objectives:	Actions:	When:	Who:	Resources:	Success:
Create Contact list for Community Partners	Contact various Partners for relevant contact information	2017	Staff	Staff	Documented List
Initiate contact with various Partners (businesses, schools and churches)	Meet with partners, discuss relationship and ways to improve	2017-2018	President VP and other Directors	Volunteer Hours	Contacts made, documented and discussed and initiatives considered
Goal 2: UNDERSTAND AND IDENTIFY TRICO SYNERGIES					
Objectives:	Actions:	When:	Who:	Resources:	Success:
Provide better and complementary services to our Member and residents	Contact Trico Management and discuss opportunities for mutual benefit	2017	Trico Director	Volunteer Hours	Report to Board with potential action items
Goal 3: IDENTIFY OPPORTUNITIES, INCLUDING DONATIONS, WITH PARTNERS					
Objectives:	Actions:	When:	Who:	Resources:	Success:
Increase revenue and community engagement with partners	Seek Donations for 50 th Anniversary Seek Annual Rink Advertising	2017-2018	Fundraising Director Social Director	Non-profit Relationship Toolkit (AB), FCC	Create marketing package

Programs and Services Goals

Goal 1: RECRUIT AND/OR HIRE PROGRAM and SERVICES DIRECTOR					
Objectives:	Actions:	When:	Who:	Resources:	Success:
Analyze our programs and	Seek Community Initiatives Program	Sept 15, 2017	Funding Director	Volunteer Hours	CIP Grant Award and Hiring of Program

services to determine what services and programs we can and should offer	(CIP) Operating Grant for analysis and recommendations of actions and implementation				and Services Director
Hire Program and Services Director	Depending on CIP Funding, post position and hire candidate	Fall to Winter 2017	Board	Volunteer Hours	Hiring of Program and Services Director
Goal 2: UNDERTAKE PROGRAMS AND SERVICES ANALYSIS					
Objectives:	Actions:	When:	Who:	Resources:	Success:
In conjunction with Facility Project Completion, complete Program Review and make	Undertake Analysis and Business case for Sustainable programming	2017-2018	Program and Services Director	FCC, Feasibility Study	Recommendations to Board on Programs and Services and accompanying Business Case
Goal 3: SUCCESSION PLAN FOR SOCCER COORDINATOR					
Objective	Actions	When	Who	Resources	Success
Identify succession plan for Soccer Coordinator	Discuss needs with current coordinator and strategies to fill the position	2017	TBD	Board	Replacement found or coordinator agrees to continue

People Goals:

Goal 1: VOLUNTEER DATABASE					
Objectives:	Actions:	When:	Who:	Resources:	Success Metric:
Build and Populate a Volunteer Database	With Newsletter, Social Media, handouts and calls, build a volunteer list	2017-2018	Staff		Volunteer Database Complete
Goal 2: POSITION TERMS OF REFERENCE					
Objectives:	Actions:	When:	Who:	Resources:	Success Metric:
Clarify the roles of Positions	Review Terms of Reference for all Positions Develop Position Descriptions for missing Roles	2017	President	FCC	All Documented Positions by March 2018
Goal 3: RECRUITMENT & SUCCESSION WORKSHOPS					
Objectives:	Actions:	When:	Who:	Resources:	Success Metric:
Improve board recruitment, retention and succession	Discuss board recruitment and succession planning annually at special Board meeting Develop a recruitment brochure (update as necessary) Identify venues to promote	2017	President	Volunteer hours	Discussion and brochure

	Board recruitment (Annual BBQ in Sept)				
Goal 4: STRATEGIC PLANNING SESSION					
Objectives:	Actions:	When:	Who:	Resources:	Success Metric:
Undertake a Strategic Planning Session in 2018	Post AGM establish a date and organize a Strategic Planning Session with full Board	2018	Board	Volunteer times	Session held
Goal 5: PERFORMANCE REVIEWS					
Objectives:	Actions:	When:	Who:	Resources:	Success Metric:
Complete Staff Performance Reviews	Undertake staff performance reviews	2017-18	Executive		Performance Reviews Complete

Communication Goals

Goal 1: WEBSITE AND SOCIAL MEDIA UPDATES					
Objectives:	Actions:	When:	Who:	Resources:	Success:
Update website and Social Media to reflect changes in community	Identify and budget Resource person to maintain site	2017-2018	Communication Director	Staff, Communications Director	Engage website manager
Goal 2: ADVERTISEMENT SIGNS					
Objectives:	Actions:	When:	Who:	Resources:	Success:
Raise purchase of advertising signs to	Analyze and recommend options	2017	Communications Director, Board	Board, staff	Decision made
Goal 3: COORDINATE WITH COMMUNITY BUSINESS PARTNERS					
Objectives:	Actions:	When:	Who:	Resources:	Success:
Reach out to top five community business partners (Schools,	Engage community business partners. Create information package	2017	President	President, Communication Director	Report out on 5 successful meetings
Goal 4: CREATE TWO e-NEWSLETTERS PER YEAR					
Objectives:	Actions:	When:	Who:	Resources:	Success:

Create and distribute two e-newsletters per year	Use <i>MailChimp</i> to email addresses on file	2017	Communications director, staff	Communications director, staff	e-newsletters distributed and posted to website
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Asset Management Goals

Goal 1: MAINTENANCE & CLEANING PLAN					
Objectives:	Actions:	When:	Who:	Resources:	Success Metric:
Clarify Responsibilities for Facility	Create and Document a Facilities Maintenance Plan Create yearly maintenance schedule	2017-2018	Facilities Director	FCC Jason Poole	Plan Complete
Goal 2: LIFE CYCLE REVIEW					
Objectives:	Actions:	When:	Who:	Resources:	Success Metric:
Formalize annual Lifecycle Review	Review Lifecycle Plan and discuss Identify replacement needs Apply for grants as available Liaise with Board for prioritization of replacement needs	2017	Facilities Director, Funding Director and Board	Lifecycle Plan	Annual Review Report
Goal 3: INSURANCE REVIEW					
Objectives:	Actions:	When:	Who:	Resources:	Success Metric:
Be comfortable with our insurance coverage	Undertake a risk management assessment/review with insurers	2017-2018	Facilities Director, President	Toole Peete	Review complete
Goal 4: DEVELOP INSURANCE POLICY FOR RENTERS					
Objective	Actions	When	Who	Resources	Success Metric
Have a written insurance factsheet or guideline for long term and short term renters	Write a policy or checklist / guideline	2017-2018	Board or Facilities Director	FCC and Toole Peete	Policy complete
Goal 5: REVIEW TECHNOLOGY STRATEGY					
Objective	Actions	When	Who	Resources	Success Metric
Make sure technology needs are current and up to date	Review current technology and hire experts if required	2017	President	Third party vendor and volunteer	Report provided and recommendations implemented as necessary

Finance Goals:

Goal 1: IDENTIFY OTHER REVENUE SOURCES
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Objectives:	Actions:	When:	Who:	Resources:	Success Metric:
Earn Additional Revenue	Identify and review other potential revenue sources, prioritize and pursue	2017-2018	Executive and Board	FCC, Staff, Volunteer hours, Board	Identify 5 or 6 revenue lines to pursue. Create an Action Plan for incremental revenue for 2018.
Goal 2: REVIEW EXPENSES					
Objectives:	Actions:	When:	Who:	Resources:	Success Metric:
Ensure expenses are reasonable	Review major expenses and compare with peers	2017	Treasurer	FCC, Staff	Expense review report by March 2018
Goal 3: IDENTIFY AND APPLY FOR ALL AVAILABLE GRANTS					
Objectives:	Actions:	When:	Who:	Resources:	Success Metric:
Actively seek out other potential grants	Review and Apply for grants when available	2017	President, Treasurer and Funding Director	FCC, Grant Websites, City Liaison	Quarterly Reporting to the Board
Goal 4: PREPARE FOR REVISED FISCAL YEAR 2018 BUDGET PROCESS					
Objectives:	Actions:	When:	Who:	Resources:	Success Metric:
Develop a robust and repeatable budget process	Create a 2018-2019 budget template, process and team	Sept 2017	Treasurer	Staff, Bookkeeper, FCC	Budget Plan and Team completed by Sept 2017
Goal 5: ACCOUNTING SUCCESSION PLANNING					
Objectives:	Actions:	When:	Who:	Resources:	Success Metric:
Develop accounting/booking succession plan	Discuss current booking process and plan potential replacement	March 2018	Treasurer	Treasurer	Plan presented to the Board