

Victoria Curling Club

Board of Directors Meeting

Strategic Planning

June 17th, 2019 6:00-8:30PM

Minutes

Attendees: Neil Campbell, Paul Dixon, Marlene Jeffries, Stu Fraser, Harold Trenchard, Paul Addison, Colin Coughlin, Donna Somer, Andrew Komlodi, Kristine Dobell

Regrets: Mariah Coulombe, Mark Stefanson

- 1) 6:00 to 6:15
 - a) Introduction and Overview - Neil Campbell
 - a) Background - 6 years ago the club was losing money. Needed to formulate a plan to bring the club to a sound financial footing and to bring in a new Ice-maker and General Manager . Since then the club has stabilized and is now in a growth stage. The time is appropriate for the Board to step back and consider how it wants to go forward and to identify its strengths, challenges, and priorities.
 - b) Volunteerism is a big issue now - how to generate more of a volunteer culture at VCC?
 - c) The Board produced a draft strategic plan but has still to fill in the details.
- 2) 6:15 to 6:45
 - a) Board Governance – Paul Addison
 - a) Policies and GM empowerment - A hodgepodge of operational and board activities
 - a) VCC board seems to be a traditional board - need to move the power to the General manager to run the operations
 - b) For example, if there was a curler that was acting inappropriately, why is it the board responsibility on the policy? There should be an operationalization of the policies - empower the GM, with a board liaison.
 - c) GM too busy last year - how does the board ensure that the GM job is well-defined and in scope of what the club needs?
 - b) Strategy - what is the primary focus of the board?
 - a) The board is responsible for overseeing that the club is running and making money.
 - b) Key - what is the fundamental value of the board?
 - a) Is it a working board?
 - a) This needs to be defined. This could be useful to drive volunteerism.
 - c) Evaluation - this should not be ignored. Critical response to a volunteer - if you

- don't care, why should they?
- c) Communication
 - a) The membership needs to know - how can we get a volunteer to do this?
 - d) Governance Committee should be formed.
 - a) Need committee to work on the governance - update policies, update responsibilities of board/general manager and job description
 - a) Separate operations and policy, result-based system.
 - b) Risk-based assessment - create the risk matrices to assess the risk, then identify key risks and formulate mitigation strategies.
- 3) 6:45 to 7:00
- a) Break
- 4) 7:00 to 7:30
- a) Volunteer Management
 - a) Coaches
 - a) Coaches are needed for the following
 - a) School programs
 - b) Rentals
 - c) Junior programs
 - b) Currently there are paid coaches, unpaid coaches
 - a) The paid coaches are not on contract - Informal - hourly wages.
 - b) Can we create a hierarchy of coaching where coaches get paid for certain jobs?
 - c) What if we raised the costs of a rental to always include a coach?
 - c) Coaching clinics
 - a) Course and commitment of a certain amount of hours.
 - d) From Paul - Currently we have 10 people we can draw on a regular basis
 - a) What is the ideal number of coaches we need? If we don't have a goal, then it makes it harder to realize - 10 more would work.
 - b) Needs to be a committee or working group that creates a clear policy on how this will work - who gets paid etc.
 - e) Train the trainer - this is a possibility instead of sending potential coaches to CurlBC clinics.
 - b) Board/committee members
 - a) Send out more notices about elections
 - b) Send out an introduction to what is expected as a board member, time requirements, etc.
 - c) Personally approach members to join committees to get them invested in the club.
 - c) League reps, bonspiels
 - a) Need succession planning for bonspiel and event chairs.

- b) Job descriptions for league reps, bonspiel chairs
 - c) 2 hours mandatory volunteer a possible campaign to get more volunteers for the club
 - d) Consider canvassing for a “volunteer coordinator” with the offer of a free parking pass in return.
- 5) 7:30 to 8:30 Review and revision of VCC Strategic Plan
- a) Change the 3 instances of ‘Victoria Curling Centre’ to ‘Victoria Curling Club’ according to our branding document.
 - b) The Board review the strategic plan and came up with the following specific goals.
 - a) Set up a Governance Committee
 - a) Each committee needs a work plan for the year and report to the board on the work plan.
 - b) Review GM’s job description and evaluation
 - c) Develop policies on board governance
 - b) Set a subcommittee to rationalize coaching, training and development for rentals and club programs.
 - c) Building community relations
 - a) Next season VCC will set aside a couple hours a week for the community to curl, at no charge, and provide a coach and some instruction
 - b) Need coaches to be available, ice time
 - c) Does VCC need a separate community liaison to approach groups to get interest, or is this a function of the General Manager and the President, in tandem with the Membership Committee.
 - d) Volunteer coordinator
 - a) Develop job descriptions, coordinate volunteers
 - e) Communications committee revival
 - a) Review and revise our existing communication strategy
 - b) Forms of communications, what is redundant.
 - c) Website revamp (ask Kathy Sorenson!!)
 - d) Policy on press releases
 - e) Seek assistance on communication strategies and techniques from Curl BC.
 - f) Long term competition hosting - need a plan and a strategy for hosting regional, provincial, national, and international events.
 - g) Risk analysis
 - a) Should be a full board activity
 - h) Food services - follow up to activate the benefits of the new contract with Goodfellows and establish criteria and methodology to evaluate VCC food services before the end of the 2019/2020 curling season.



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In addition, the chair of committees were asked to provide a list of their current priorities with a link to the categories on the strategic plan to go along with these specific goals to complete the strategic plan in time for the VCC AGM on September 10th, 2019. The priorities for the actions will be decided using a “risk assessment approach.”

Next Board Meeting:

Monday, 15th July 6- 7:30 pm.