



# Strategic Plan Action Plan

2018/19– 2020/21

**CRITICAL ISSUE:** Aging building and equipment

**GOAL:** To undertake capital planning to improve the infrastructure and equipment through annual budgets and dedicated capital funds

**INTENDED OUTCOMES / RESULTS:**

- 1.) A prioritized, Board–approved 3 year capital expenditure and forecast plan that addresses only the most critical building and equipment components to avoid catastrophic failure of the Club’s building and ice-making systems;
- 2.) A process for annual plan review, updating and recommendations for annual budgeting and 3 year forecasting purposes; and
- 3.) The establishment of a dedicated Capital Reserve account distinct from the annual operating budget.

ACTIVITY & DESCRIPTION	ACTION STEPS	PEOPLE (Lead, Supports, Involved)	TIMELINES (Start / End)	RESOURCES (add in Spring annually)		STATUS / PROGRESS TOWARDS RESULTS
				Financial	Other	
1. Identify by priority ranking those building components whose failure would lead to inability to utilize the building for curling.	1.2 Discussion amongst sub-committee members to reach consensus on the most critical building components and establish rank priority. Utilize Section 4 (Building and Equipment Life Expectancy Matrix) from February 2017 Strategic Planning Information Package as basis for initial component identification.	LEAD: Wayne Millward  SUPPORTED (Sub-Committee): Rick Ferris Allen Henry Don Radford  INVOLVED: On-going sub-committee to be involved in all phases of capital budget	YEAR: 2018  START: June 2018  END: October 2018	None	None	Sub-committee established most critical building components by priority are: 1) Ice shed roof replacement 2) Ice shed building envelope (air/water penetration, insulation, cladding) 3) Sanitary Sewer drainage 4) Ice making plant components (chiller system components and compressor)  Grants committee have used this information to make grant applications. A Trillium Grant has been awarded to replace the roof & eavestrough and provide for future exterior wall air/water



# Strategic Plan Action Plan

2018/19– 2020/21

ACTIVITY & DESCRIPTION	ACTION STEPS	PEOPLE (Lead, Supports, Involved)	TIMELINES (Start / End)	RESOURCES (add in Spring annually)		STATUS / PROGRESS TOWARDS RESULTS
				Financial	Other	
		planning recommendations.				vapour barrier, insulation and cladding in 2019. Grant applications are being prepared for mortar re-pointing of ice shed walls.
2. For each identified critical component establish general scope of the minimum work required to lessen potential of catastrophic failure.	2.1. Discussion amongst sub-committee members to reach consensus on the minimum scope of work required for each critical building component identified. 2.2. Prepare written scope of work for each identified critical component	LEAD: same  SUPPORTED (Committee): same  INVOLVED: Consult Club members with expertise in relevant areas.	YEAR: 2018  START: June 2018  END: Dec. 2019	None	None	In 2018 the Sub-committee established scope of for roof replacement .
3. Obtain at least 1 estimate for budget purposes from qualified contractors of costs to carry out work necessary to address the scope of work required for each identified critical building component.	3.1 Identify qualified contractors for each identified component 3.2 Provide written scope of work to each contractor and request a written budget estimate of the costs required to complete the scope of work. 3.3 Compile information showing results for all estimates received.	LEAD: same  SUPPORTED (Committee): same  INVOLVED: Outside contractors/A	YEAR: 2018  START: July 2018  END: Ongoing	None	None	In 2018 the Sub-committee issued Request for Quotes for roof replacement that was used as part of successful Trillium Grant application by the Grants Committee.
4. Prepare draft capital budget for 2019 and annual capital forecasts for 2020 and 2021	4.1 Consult with the grants committee for possible funding sources for priority projects. 4.2 Identify one critical building	LEAD: same  SUPPORTED	YEAR: 2018 START: October 2018	None	None	Ongoing



## Strategic Plan Action Plan

2018/19– 2020/21

ACTIVITY & DESCRIPTION	ACTION STEPS	PEOPLE (Lead, Supports, Involved)	TIMELINES (Start / End)	RESOURCES (add in Spring annually)		STATUS / PROGRESS TOWARDS RESULTS
				Financial	Other	
addressing the minimum scope of work and costs required to avoid catastrophic failure of critical building systems only.	<p>component with the highest priority requirement and lowest associated cost estimate for the recommended 2019 capital project together with possible funding sources.</p> <p>4.3 Recommend placing remaining critical building component replacement/repair projects in forecast for each of the next two years based on higher priority item(s) in 2020 and a roughly equal dollar value in each year.</p> <p>4.3. Identify potential sources of funding for Capital Forecast project components.</p> <p>4.4. Prepare Committee report for submission to Board</p> <p>4.5 Present &amp; recommend 2019 Capital Budget and 2020-2021 capital forecast at November 2018 Board meeting.</p>	(Committee): same	END: April 2019 Board Meeting			
<b>5.</b> Board consideration & adoption of Capital Budget as part of 2019 Club budget	<p>1...Board to receive and discuss Capital Budget &amp; Forecast Report and recommendation at November Board meeting.</p> <p>2.. Board to incorporate a capital plan component in 2019</p>	<p>LEAD: Board President</p> <p>SUPPORTED: All</p>	<p>YEAR: 2019</p> <p>START: April 2019</p>	None	None	Not initiated



## Strategic Plan Action Plan

2018/19– 2020/21

ACTIVITY & DESCRIPTION	ACTION STEPS	PEOPLE (Lead, Supports, Involved)	TIMELINES (Start / End)	RESOURCES (add in Spring annually)		STATUS / PROGRESS TOWARDS RESULTS
				Financial	Other	
	budget, establish appropriate funding sources; and establish a Capital Reserve Fund Account to fund approved future annual capital budget projects.	Board members  INVOLVED : Capital Plan Sub-committee in an advisory capacity.	END: Spring 2019			
6. Board adoption of an annual process for budget input into the capital budget capital forecast	6.1 prepare and recommend to the Board an annual process based on the above steps. 6.2 board to adopt budget processes to be used annually in the future	LEAD: Board President  SUPPORTED: All Board members  INVOLVED : Capital Plan Sub-committee in an advisory capacity.	YEAR: 2019  START: Winter 2019  END: Spring 2019			
7. Creation of Capital Reserve Account	7.1 Board to establish a dedicated Capital Reserve Account distinct from the annual operating budget	LEAD: Board Treasurer  SUPPORTED: All Board members  INVOLVED : Book Keeper & Auditors	YEAR: 2019  START: Winter 2019  END: Spring 2019			