



## **Strategic & Business Plan**

January, 2013

### **PreAmble**

On January 13, 2013, seven of the nine members of the **Bouchie Lake Recreation Commission /BLRC** and the Electoral Area Director met to develop a plan for the BLRC which (i) provides a summary of the BLRC responsibilities as per the governing bylaw, (ii) identifies the group's priorities and (iii) sets some goals for 2013 which are based upon the approved BLRC budget from the Cariboo Regional District. Prior to this meeting, commissioners of the BLRC were asked to complete a Questionnaire which involved a SWOT (Strength / Weaknesses / Opportunities / Threats) analysis and four questions. The answers to this Questionnaire were the base of this meeting. The compiled answers to the Questionnaire and SWOT analysis has been included with this Plan as an "Appendix".

One concern worth noting is that more weakness and threats were identified by BLRC commissioners than strengths and opportunities. Overall, the commission does not have clear plan with reasonable goals outlining where the group should allocate its resources. Additionally, the BLRC does not have access to the resources it needs to fully meet the responsibilities allocated to it by the Cariboo Regional District under Bylaw 4751.

Another challenge is that individuals have different expectations of what it entails to be a commissioner. As volunteers, commissioners are only expected to attend BLRC meetings and dedicate as much time to BLRC business as they are able. There are 2 ways to get things completed – "DIY" or "someone else does it". If the BLRC is not going to function as a "DIY Board" perhaps it is time to allocate resources to hiring on persons to undertake specific tasks or to partner with organisations / agencies to complete the task (e.g. local community based groups, Quesnel Leisure Services / City of Quesnel under the municipal management contract for the NCRP Service). In order to meet the former option of hiring persons on to undertake specific tasks, the BLRC would need to allocate funds within the budget specifically for this.

The intent of this meeting was for the BLRC to identify the group's priorities, state the action, and allocate some resources. The objective of this is for successful implementation of the goals set. It is anticipated that this plan will evolve over the upcoming year.

At the January 21, 2013 meeting of the BLRC it was decided that this plan should be released to the community with copies going to the North Cariboo Recreation and Parks Commission, Quesnel Leisure Services, North Cariboo Joint Planning Committee, and the Cariboo Regional District.

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### **Bouchie Lake Recreation Commission**

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## **Strategic & Business Plan**

This plan includes the following sections:

<b>Page</b>	<b>Topic</b>
2	Mission Statement of the BLRC
2	BLRC Responsibilities (as per Bylaw 4751)
3	Administrative Priorities
5	Facility Maintenance / Improvement Priorities
7	How Quesnel Leisure Services can assist the BLRC (as per the 2013 Business Plan for the NCRP Service Function)
10	Summary of Strategic Planning Questionnaire / SWOT Analysis

### **Mission Statement of the BLRC**

It is suggested that the Mission Statement of the BLRC be revised to:

***The mission of the Bouchie Lake Recreation Commission is to manage the facilities to ensure their use and enjoyment by the public.***

### **BLRC Responsibilities**

**As per Section 7(a) of CRD Bylaw 4751, the BLRC responsibilities are as follows:**

- *Authority to manage and operation the property consistent with policies and procedures established by the CRD.*
- *Maintain property in safe & satisfactory condition*
- *Provide adequate security to property*
- *To establish a Risk Management program*
- *To inform the CRD of serious matters (vandalism, damage, injury, death)*
- *Recommend a Schedule of Fees and Charges and Hrs. of Operation to CRD*
- *Rent property to other parties (not for exclusive use)*
- *To ensure that rental organizations abide by all applicable regulations established by all gov't. levels*
- *To ensure rental organizations have public liability insurance and to provide a list of renters to CRD*
- *To deliver those recreational activities as approved by the CRD*
- *To retain all revenues, donations & fundraising procured by the BLRC*
- *To prepare, and manage, the BLRC Budget and submit to NCJPC & CRD*
- *To pay all applicable costs associated with the mgmt. and operation of the property (excluding insurance) and as per the budget*

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As per Schedule A of the Bylaw, the CRD through the NCRP Service shall reimburse the BLRC for

- (i) approved operating costs; and
- (ii) approved capital costs

The priorities set by the BLRC were divided into **Administrative** and **Facility Improvement / Maintenance**. The tables that follow are the priorities that were identified and how action will be implemented.

### **ADMINISTRATIVE PRIORITIES**

<b>Priority</b>	<b>Description</b>
1	<p><b>Contract Development</b>            Inside Hall – Janitorial, Booking Agent            Outside Grounds – Grounds Maintenance            Snow Removal            Other: job Specific</p>
	<p><b>Implementation / ACTION (in the order stated)</b>  <b>#1: The BLRC shall form a Contract Development Committee.</b>  <b>#2: The Committee will contact Quesnel Leisure Services &amp; CRD and request that they draft up the necessary contracts and /or provide support in contract development;</b>  <b>#2 The BLRC will hire a professional to assist the BLRC committee with Contract Development</b>  <u>Committee Responsibilities:</u>            The committee will undertake research, and associated tasks, deemed necessary, to achieve this goal; All DRAFT Contracts will be distributed to the BLRC members for review and comment for a period of 1 week. The committee will have the authority to finalise, and implement, contracts.            Committee Members: Bruce, Liz, and Jenn            Budget (NCRP / CRD): \$2000.00</p>
2	<p><b>RENTAL FEE STRUCTURE</b>            Private Rentals, Affiliate Rentals, Inside vs. Outside, Large vs. Small Groups, Admission vs. Non-Admission Rates, Commercial vs. Non-Commercial, Rental Terms, Kitchen</p>
	<p><b>Implementation / ACTION (in the order stated)</b>  <b>#1: Update Fee Schedule based upon decisions in 2012</b>  <b>#2: Assess Fee Schedule at a later date</b>            Committee: Bruce, Jenn, and Lisa C.</p>

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3	<p><b>Website Development</b> The BLRC needs a website. In 2012, the BLRC contacted 4 professional website designers and requested RFP's.</p> <p><b>Implementation / ACTION:</b>  <b>#1: The BLRC shall form a Website Committee.</b>  <b>#2: The BLRC shall enter into a contract with a website designer to have website for the BLRC designed and hosted on the web.</b></p> <p><u>Committee Responsibilities:</u> The committee has authorization to choose contractor based upon RFP's received and enter into a contract on behalf of the BLRC; The rationale for the website designer chosen will be shared with the BLRC. The template for the website will be distributed to all BLRC members for review and comment for a period of 1 week. The committee shall keep the BLRC informed on the timeline for website completion. Committee: Liz, Angela, Heloise Budget (NCRP / CRD): \$2000.00</p>
4	<p><b>Managing Budget &amp; Financials</b> BLRC Reserve Funds – how much should be released for a capital project to leverage other funds vs. a “rainy day” fund (\$43,000 - \$45,000) Submittal of Operating / Capital Expenses (after June 30<sup>th</sup> and Dec. 31<sup>st</sup> of each year) 2014 Budget (to be proposed in June / July, 2013 for submittal to Quesnel Leisure Services)</p> <p><b>Implementation / ACTION:</b>  <b>#1: The BLRC shall create a Budget Committee</b>  <b>#2: BLRC will hire Barb van Halderen to set up a set of books which clearly defines the BLRC income and expense categories</b>  <b>#3: Quickbooks program is to be installed onto the BLRC computer at the BL Hall; books should be backed up onto the BLRC computer</b>  <b>#4: The Treasurer (currently Bruce) will contact Barb and set up a time to meet</b>  <b>#5: The Treasurer (currently Bruce) will provide a forecast of reserve needs for next meeting</b></p> <p>Committee: BLRC Commission Budget: \$300.00</p>
5	<p><b>Volunteer Retention / Recruitment</b> Community Groups / Good will / Partnerships / Affiliates / Highschool Students</p> <p><b>Implementation / ACTION:</b>  <b>#1: The BLRC shall form a Volunteer Retention / Recruitment Committee</b>  <b>#2: The BLRC shall host a Volunteer Appreciation Event prior to April, 2013.</b></p> <p><u>Committee Responsibilities:</u> The committee will review options available to recognize volunteers – e.g. incentives / benefits (monthly draws, compensation for volunteers – mileage, gas cards, training). The committee will also assess options for involving community groups, students, and /or other individuals in the management and operation of the BLRC. Projects requiring volunteer hours will be identified (e.g. painting, beautification, administrative – filing, computer organizing, promoting, event set up, management plans – Pioneer Park, Claymine Trails, etc. Committee: Angela, Lisa S., Heloise, Maria, Liz Budget: \$2000.00 (Incentive Budget)</p>

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## FACILITY MAINTENANCE / IMPROVEMENTS - PRIORITIES

Priority	Description
1	<p><b>PUMP HOUSE</b> Repair / Replacement</p>
	<p><b>Implementation / ACTION (in the order stated)</b>  <b>#1: The BLRC contact will Quesnel Leisure Services to have a staff person assess pump house whether it should be repaired or replaced. Concerns regarding health &amp; safety as the pump house is infested with mice droppings and is being used by squirrels. The pumphouse also houses some electrical equipment. It is requested that Quesnel Leisure Services makes recommendations regarding the pump house. Replacement and /or repairs to the pumphouse has not been included in the approved budget of the BLRC. Under what situation could the pumphouse be replaced by the CRD under Section 8(a)(ii) of Bylaw 4751?</b>  <b>#2: If the pumphouse needs to be replaced, the BLRC will obtain 3 quotes</b>            Action: Heloise will contact Diane Rogers and Jeff Norburn</p>
2	<p><b>UPSTAIRS RENOVATION / MEDIA ROOM</b></p>
	<p><b>Implementation / ACTION</b>  <b>#1: The BLRC shall form a Renovation Committee to make recommendations to the BLRC</b>            Budget for full renovation: ~\$22,000.00 (kitchen area, cabinets, flooring, lounge area, powerpoint, etc. Project may need to be phased into over several years. Upstairs room currently being used every Sat. for Children's Dance            Committee: Heloise, Jenn, Angela</p>
3	<p><b>KITCHEN</b> Needs to be fully equipped</p>
	<p><b>Implementation / ACTION</b>  <b>#1: The BLRC form a committee</b>  <b>#2: Committee to present a proposal to the BLRC</b>            Committee Responsibilities            To asses the kitchen, and the needs, so it is fully functional for catering, rentals and community use and make recommendations to the BLRC            Committee: Jenn, Lisa C., Angela            Budget: TBA</p>

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### **Other Priorities – TO BE DISCUSSED AT A LATER**

2	<b>Policies &amp; Procedures</b> Rental - Affiliates, Groups, Community, Cans and Cannot, No Charge Rentals BLRC Structure (affiliate commissioners on BLRC) Other: Email, Remuneration, Conflict of Interest, Communication, Mileage, etc.
	<b>Implementation / ACTION:</b> <i>#1: The BLRC identifies which policies are required and priorities them as to when and how they should be implemented</i> <i>#2: The BLRC contacts Quesnel Leisure Services to discuss how QLS could support the BLRC in the development of policies.</i>

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## HOW QUESNEL LEISURE SERVICES CAN ASSIST THE BLRC

*At the October 9, 2012 NCJPC / North Cariboo Joint Planning Committee meeting, the 2013 Business Plan for the North Cariboo Recreation & Parks / NCRP Service was presented. This was the same meeting at which time the NCRP Budget was approved by NCJPC (with the exception of a part time manager for BLRC). The following goals are in this plan that are directly aimed at the rural Recreation Commissions funded through the NCRP Service. The entire plan can be viewed online at <https://quesnel.civicweb.net/Documents/DocumentList.aspx?ID=31740>*

**Goal 7: The Leisure Services Department to work with the rural commissions to provide Leisure Services programs where feasible in rural facilities.**

**Rationale:** It is not within the mandate of the rural commissions to directly deliver recreation programs however the Commissions have identified a need for these programs in their areas. Providing recreation programs through the Leisure Services Department, where feasible at rural sites will provide an improved service to rural residents.

**Strategy:** Staff to work with the Commissions to explore program opportunities and implement programs where feasible.

**Goal 8: The Leisure Services Department to explore options related to facility booking at the rural sites with the rural recreation commissions to determine the feasibility of having the Leisure Services Department administer these bookings.**

**Rationale:** Booking facilities is a challenge for volunteers involved with the rural recreation commissions. The Leisure Services Department has staff and computer software specifically designed for facility bookings and may be able to administer bookings at the rural sites with existing resources, allowing the rural commissions to allocate volunteer resources to other areas.

**Strategy:** Staff to work with the Commissions to explore options and determine whether or not it is feasible to transfer facility booking administration over to Leisure Services staff.

**Goal 9 : The Leisure Services Department staff to participate in an annual tour of rural recreation sites with the rural commission members to provide advice related to maintenance of assets.**

**Rationale:** The rural commission volunteers may lack expertise related to building and park maintenance making it difficult for them to identify and budget for necessary capital maintenance.

**Strategy:** Staff to schedule an annual tour with the Commission members prior to the budget deadlines and provide advice where appropriate to assist the Commissions in preparing their annual capital plans.

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## **SUMMARY OF STRATEGIC PLANNING QUESTIONNAIRE**

**Compiled by Heloise Dixon-Warren, Area B Director  
January 13, 2013**

Firstly, thank you to all the commissioners who took the time to complete the SWOT Analysis and 4 questions all which focused on the operation of the Bouchie Lake Recreation Commission in terms of plans for 2013. Answers to the questions are attached. I appreciate the frankness and honesty of the all those who responded. As you will note, commissioners have identified challenges that need to be addressed in order for the BLRC to fully, and successfully, achieve its mandate described under CRD Bylaw 4751. As volunteers, we will have to prioritise goals and be realistic in what will get done. It is recognised that this may be challenging and not all commissioners will agree with the goals decided upon by the BLRC for 2013. The structure and function of the BLRC did not happen overnight; as such it will take time and energy for change to occur.

Here is a brief summary of the SWOT and 4 Questions:

*The BLRC needs to revise its Mission Statement to reflect the purpose of the BLRC as per Bylaw 4751.*

*One concern worth noting is that more weaknesses and threats have been identified than strengths and opportunities. Overall, commissioners are not on the same page and working towards the same goals; as such, the BLRC is not functioning as a unified group. Part of the issue is that goals have not been clearly identified.*

*Individuals have different expectations of what it entails to be a commissioner. As volunteers, commissioners are only expected to attend BLRC meetings and dedicate as much time as they are able to BLRC basis. There are 2 ways to get things completed – “DIY” or “someone else does it”. If the BLRC is not going to function as a “working board” perhaps it is time to allocate resources to hiring on persons to undertake specific tasks or to partner with organisations / agencies to complete the task (e.g. Quesnel Leisure Services / City of Quesnel under the municipal management contract for the NCRP Service). Perhaps Quesnel Leisure Services is able to assist in a greater capacity than they currently do.*

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## **Bouchie Lake Recreation Commission**

It is worth noting that at the November 22, 2012 meeting of the North Cariboo Recreation Parks Commission Meeting (Section 5b), the following recommendation was made. The Minutes for this meeting can be viewed online at

<https://quesnel.civicweb.net/Documents/DocumentList.aspx?ID=34298>

**MOVED by J. Massier, Seconded by H. Dixon Warren and resolved:  
THAT the North Cariboo Recreation and Parks Commission recommend to the North Cariboo Joint Planning Committee that providing funding for a manager for the Bouchie Lake Recreation Commission be reconsidered as an expenditure for the 2014 Budget.  
CARRIED**

*For 2013, I recommend that the following:*

- i. The focus of the BLRC be a combination of Administrative and Facility Improvement / Maintenance Tasks with a focus on Administrative. Commissioners have identified some administrative tasks that must be completed in order for the BLRC to function well. This includes policies (rental, email, conflict of interest, remuneration, affiliate members), facility audit, contract development (facility booking, custodian, outdoor maintenance), and rental rates (community, affiliate, business, small groups vs. large groups, etc.). There are options as to how these should or will be implemented. This will be laid out in the Business Plan.*
- ii. Once the BLRC Business Plan for 2013 is adopted by the BLRC, it is this plan that the BLRC follows with an understanding to not deviate from the plan.*
- iii. Once the BLRC Business Plan for 2013 is adopted, the plan (with excerpts from this document) be (I) released to the community, and (II) be submitted to the North Cariboo Parks and Recreation Commission and subsequently the North Cariboo Joint Planning Committee and CRD. It is critical that the community, at large, and elected officials understand the priorities of the BLRC and the challenges it faces in achieving these goals.*
- iv. Goals which have been identified but are not included in the 2013 Business Plan due to inadequate resources (time / financial) become set priorities for 2014 and /or 2015.*

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## **Bouchie Lake Recreation Commission**

### **STRATEGIC PLANNING**

#### **Strategic Planning Meeting**

**Sunday, Jan. 13<sup>th</sup> from 11am – 3 pm**

- 1) The Mission Statement of the BLRC is included in the BLRC Policy #3, Recreation Facility use Policy. It reads as follows:

*It is the mission of the Bouchie Lake Recreation Commission to create outstanding recreational opportunities for the members of our community.*

**Note:**

*The purpose of the Bouchie Lake Recreation Commission as per Bylaw 4751 is to manage the land and buildings as described in Schedule A of the Bylaw (Bouchie Lake Community Hall and Grounds, Claymine Property, and Bouchie Lake Pioneer Park) . Management of the property will ensure its use and enjoyment by the public. The lands shall be utilised to conduct public recreation and other community activities.*

**Do you agree with this Mission Statement? Is there anything you would like to see changed about this Mission Statement? If yes, please suggest those changes.**

- The mission could have bringing community together in there as well??
- Omit the word create, this is in contradiction to the commissions mandate----insert encourage.
- Not anymore, I don't believe we need a tagline just a purpose, why we do what we do "providing a safe place for the community to gather, and to improve facility as the needs of the community"
- I disagree. The commission's job is to run the facilities...so that the community can create recreational opportunities within our properties.
- Firstly, I'm confused by this statement as I understand that the Commission was limited by what they offer, this thinking was reinforced in the January newsletter by this statement – BLRC is limited to facility management and operation.

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## **Bouchie Lake Recreation Commission**

- This appears to be a very lofty goal (and broad/vague) given that it is volunteers that run/oversee the opportunities and there has been a decline in their #'s and hrs donated. Commission members/community may feel set up or be set up by a mission statement that wasn't realistic or doable.
- Here is another version for consideration  
***It is the mission of the BLRC to manage the BL Hall & grds, Claymine Trails & Pioneer Park so that they are well managed, safely maintained, open year round and available for social, recreational, art & cultural opportunities for members of our community.***
- I feel the statement vague in its meaning. The mandate of the commission is: To maintain the facilities in which it has been entrusted, this means keeping it up and running 12 months out of the year. The management of hall rentals, affiliate uses, and group uses; it also has the ability to develop new recreational facilities or renovate the existing facilities for the CRD. I believe it is in the best interest to the commission to be clear as possible to what we can and cannot do.

***"It is the mission of the Bouchie Lake Commission to manage, maintain and develop our multi-use recreational sites for the enjoyment of the members of our community."***

- Based upon the purpose of the BLRC as outlined in Bylaw 74751, the main function of the BLRC is to manage the land and buildings as outlined in the Bylaw (see Note below). As such, the Mission Statement for the BLRC could be amended to:

***The mission of the BLRC is to manage the Bouchie Lake Hall and Recreation Grounds, Claymine Trails, and Pioneer Park so that they are available for the public use and enjoyment, to be fiscally responsible, and to partner with local not for profit groups to aid in the delivering of recreational activities.***

- **NOT AGREE.** The mission of the BLRC is to manage facilities entrusted to so that OTHERS can create recreational opportunities. The Commissions business is as a landlord. WE DO NOT OFFER OR CREATE THE OPPORTUNITIES.

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**2) SWOT Analysis – Strengths, Weaknesses, Opportunities and Threats**

**Please state what you feel are the Strengths, Weakness, Opportunities and Threats of and to the BLRC. Please keep in mind the purpose of the BLRC when considering these.**

**STRENGTHS**

**VOLUNTEERS**

Commission has lots of heart and we want the best for our community.

Strong commitment to the area and the community.

Some very strong and dedicated volunteers

Passionate volunteers & Area B Director that give of their time & energy to ensure that the BLRC is functioning and that all responsibilities/duties required are completed with due diligence.

Associated groups in waiting

100's of volunteers in waiting

Working with individuals has always turned into positive relationship of understanding strengths

Respect for others builds, when working one on one, even if we agree to disagree on issues.

When working with another volunteer I become Inspired to continue to volunteer and I hope I've done the same.

**FACILITIES**

Rural community

A full functional complex

Close to home , central in community, green space, multi-purpose

Fantastic facilities – BL Hall & Rec. Grounds, Pioneer Park, Claymine Trails

**BLRC STRUCTURE**

Commission has affiliates under it

**NCRP SERVICE FUNCTION**

Potential to work closer with other rural Rec. Commissions and Quesnel Leisure Services could create a stronger voice

**NONE**

I cannot think of any. The Commission in the past year has shown nothing that could be judged as a strength. There are INDIVIDUALS who have worked to further the purpose but NOTHING the Commission has done group wise has had a positive impact.

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## **Bouchie Lake Recreation Commission**

We have no group strength, and I say this because we have not achieved what I would consider group strength. A baseball team has group strength, all working for the same end goal, each has their individual strength, and by working together it will take the entire team to win a game.

### **WEAKNESSES**

#### **VOLUNTEERS**

BLRC relies heavily on Volunteer base – challenges engaging members of the public to be involved;  
Volunteers getting burnt out (x2)

Volunteer turnover of Rec. Commission can be high

No paid Manager / Staff for “day to day” activities – e.g. Calendar of Events, filing, Planning, Policies / Procedures, overseeing contractos; conflict resolution, etc. (quite unlike the centrally located facilities funded through NCRP)

Aging population (median age of Area B is 47)

Resigning of commission members before term ending

Volunteers that don't volunteer between meetings, leaving individuals that always do frustrated as the “always the go to volunteer”

We have a small nearly non-existent volunteer base, and the few volunteers we do have are over worked and we are in danger of losing if we keep wasting their time.

There are far too few bodies willing to spend personal time dealing with critical business issues that face the Commission.

There are far too many commissioners that are unwilling to spend serious thought time considering whether there are serious issues facing the Commission.

There are far too many Commissioners that see their responsibility to the Commission start at 7pm on meeting night and end two and a half hours later.

We do not have enough commissioners actually working on commission business.

We think attending a meeting once a month and chit chatting that we are accomplishing our goals.

#### **PLANNING**

No Short Term / Long Term Plan;

No current strategic plan in place;

#### **COMMUNICATION / CONSULTATION**

Inappropriate emails

We need to learn to communicate properly, direct and to the point.

Understanding of confidentiality in relation to the commission – need to keep BLRC

business/actions/decisions to self and allow for them to be released through correct process. In mtg

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## **Bouchie Lake Recreation Commission**

minutes, announcements or only to those determined to have a need to know.

Not listening to recreational users and the opportunities that they bring to the table, it gets lost in the paperwork shuffle, that's disappointing

### **MEETINGS**

Too many meetings

Rotating chair, lengthy meetings

Too many committees

We do not come prepared to meetings, to discuss real issues.

### **BLRC STRUCTURE**

Uncertainty of role and responsibilities by members on the commission – need clear job desc,

Poor communication within commission;

Lack of organization within the commission, as well as with staff and outside groups

Lack of proper protocol in doing business

Lack of respect in doing business

Too many bosses not enough workers (myself included)

There is no leader that has an on-going interest in the nitty-gritty details of being a landlord.

There is no leader in any sense.

The commission needs to be restructured so that we are all on the same page.

### **PROMOTION**

No Website / Little online presence (social media – facebook);

Challenges with promoting events

### **NCRP FUNCTION**

Funding for BLRC is through the CRD via NC Joint Planning Committee – not all elected officials understand connection of Rec. Commissions with the N. Cariboo Rec. & Parks (NCRP) Service Function;

Rural recreation in Bouchie Lake not a priority for some City of Quesnel and /or other CRD elected official (who also have a vote on BL funding);

Small percentage of Rec. funds which BL residents contribute to NCRP are returned to BL to manage facilities

Some residents within the BL area do not contribute to the NCRP function as they are outside of the Rec. taxation boundary

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### **OTHER**

Not following thru on projects (myself included)

Rehashing issues to a point that there is no vote on the issue at hand, long & frustrating and nothing is resolved

Not over-complicating or becoming emotional about issues, either it is or it is not, no negating on any commission votes (like the pantry) what a waste of time of discussion & voting if someone outside the commission can veto a vote before the next meeting.

The Commission does not show any interest in the actual nitty-gritty details of being a landlord.

We need our entire commission working in the same direction with their individual talents in order for the Bouchie Lake Rec. Commission to fulfill our mandate.

We as a group are all responsible for the failures as well as our successes. I take disharmony in a group very seriously because it is telling us we are not one, that we are disjointed.

We have tackled a few items as a group and it has all come fallen apart due to public pressure. Yes, debate is good, however there comes a time when we have to stand united and say this is what we as a group have decided. The debate is over....just like the appeal process in court if you find new evidence in which we can relook at the issue we will until than our decision stands firm.

We are unable to work towards a common goal

We have too many commissioners working on personal agendas.

We are not focused or understand our own mandate.

We lack the fundamental knowledge of running a facility.

We are too busy rehashing the past to see our future.

### **OPPORTUNITIES**

#### **ENVIRONMENTAL**

People wish to recreate closer to home. Build community

High fuel prices / winter roads / 15 km. to town

Green movement

#### **GRANTS / ACCESS TO FUNDS**

Access to funds (infrastructure, improvements, etc.) by working closely with BL Community Assoc.

Grants

#### **FACILITIES**

Heats on at the Hall... let's use it!

Develop programs which appeal to range of demographics that make BL their home

For uses of the hall, grds & other properties attached to the BLRC are endless, multiple can go in

whatever direction with prging that is desired and there is a champion/leader, to organize and market.

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## **Bouchie Lake Recreation Commission**

### **NCRP SERVICE**

Encourage groups to partner with the BLRC to put on activities / events that use the BLRC insurance  
Work closely with other rural Rec. Commissions (e.g. Parkland, Barlow Creek, Kersley)  
Take advantage of resources and skill set that Quesnel Leisure Services can provide

### **ECONOMIC DEVELOPMENT PLAN**

An Economic development plan for the area is a critical piece of success, if the energy/desire is within the members – this can be a step by step process with the goal being attained in 3 – 5 yrs. Moving forward and looking at the “HOW” must be done strategically, jointly keeping in mind that although the way business has been done seems not to be desired any longer it is in place & a new way will need to be introduced and those involved brought on board for it’s success

### **OTHER**

Listening to active recreational users to their needs and opportunity and what they can bring to our community recreational facility  
Getting support from the community as a facility management team  
Endless  
End less with cooperation  
Since the Commission has done nothing, the opportunities are endless.  
The major opportunity is for the Commission to start regarding its obligation to manage the facilities seriously and stop hiding their heads in the sand.

### **THREATS**

#### **NCRP SERVICE**

Centralisation of resources and services into Quesnel centre  
Funding shortfalls - Bouchie Lake RC competes for funding from a single pot with central facilities and other facilities funded via the NCRP  
Funding/resources not being made available for BLRC to carry out their mission.  
Access to fundraising dollars compete with facilities and activities in downtown Quesnel and perhaps elsewhere

#### **FACILITIES**

Aging infrastructure while priority of some elected officials is seeing the construction of new facilities

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## **Bouchie Lake Recreation Commission**

### **VOLUNTEER**

Volunteer burn out

2 person working families – parents are working fulltime, raising families, and huge commitment to volunteer for organisations throughout the community

Conflict resolution – BLRC has inadequate resources available to it to resolve conflict between community members (not fair to volunteers)

### **BLRC STRUCTURE**

The only threat to the commission is our inability to work as a highly functioning group.

The commission is the greatest threat to itself

Without change--- lack of community respect towards the commission will continue

By the book reformist, only interested into dismantling the commission by continually disheartening the volunteer's efforts.

Losing focus as a facility management team

Emails that focus on individual volunteer that negates their efforts

Continuing do-nothing attitudes. Continuing genuflecting to the complaints of the community without actually doing anything. Continual ignoring the Commissions decisions and expecting them to be endlessly subject to revision.

People within making rules that have not gone before the commission.

The elders of the community not letting go of the past so this commission can move forward.

Members in the community who make negative comments and/or are misinformed on matters being dealt with by the BLRC.

Contracts/rental agreements which are unclear/insufficient as duties/responsibilities aren't carried out as desired/required which results in loss of revenue or greater cost/volunteers time& energy being utilised in order for standards set to be met.

### **3. BLRC Objectives / priorities / projects for 2013**

**Please state what you feel are the BLRC's 3-5 top main objectives / priorities / projects for 2013. Once identified, please prioritise them with one being the most important. Suggestions on implementations in brackets following priority.**

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## **Bouchie Lake Recreation Commission**

### **PRIORITY 1**

#### **ADMINISTRATIVE**

**Website:** for Bouchie Lake Recreation (to include link to BL Community Assoc.) or Area B Rec. (in partnership with Parkland RC) ***(Implementation: Contractor; RFP's received in 2012)***

**Rentals:** Increase usage of the Hall and its property so that we earn more in rentals ***(HOW??)***

**Structure:** organize house, with full executive, using parliamentary procedure, a planned organized agenda, proper minutes that reflect the course of business. ***(Implementation: by the commission, assistance from Jeff Norburn in writing policies)***

**Plan:** Creating a draft strategic/business plan for BLRC for 2013 & post/disseminate to community at large for input. Review & accept plan & post where applicable so is available for community at large to view ***(Implementation: BLRC members, Area B Director, key partners – other CRD Directors, Diane Rogers (or designate). A hired facilitator or CRD/City staff with facilitation skills – this will assist with the focus being maintained, the planning session being successful and a report with actions stated being generated for BLRC to work from to move forward.***

**Contracts:** for inside and outside workers ***(Implementation: Whatever it takes to achieve)***

**Contracts:** Prepare contract documents for our contract employees that are fair and complete; that specify all we want done, when we want it done and how that work will be evaluated. Review and revise these documents exhaustively to make sure all needs are met. Conduct an evaluative hiring process to re-establish current contract employees or hire new ones. Do not use the absurd bid process for this largest of our spending. ***(Implementation: Working group. First draft, second draft, third draft distributed until discussion is satisfied. Or hire a specialist to draft these documents).***

**Chair:** We need a chair, whether it's appointed per month, or by term.

**Management Team:** Becoming a management team, that ensures the safe use of the facility for the community. Communication by email needs to be black and white (Problem/solution based giving no opportunities for discussion). The treasurer & contract manager should be involved in the management with the monthly appointed chair (or by term) between meetings including hiring contractors/employees and with not for profit groups. The commission should only communicate and oversee its affiliates and partners. Undertaking any facility projects should involve at least 2 commissioners outside the treasurer & contract manager.

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## Bouchie Lake Recreation Commission

### FACILITY MAINTENANCE / REPAIRS / IMPROVEMENT

**Upstairs Room Reno. / Media / Meeting Room** (Internet Café / Movie Nights) – to include reduced office area, paint, power point projector, lounge area (furniture); closets for supplies; kitchen (fridge, cutlery, etc.); (project may need to be done over multiple years); **(Implementation: Contractor; volunteers may be available to paint – contact high school so projects can be done with assistance from local high school students requiring volunteer hours)**

**Skating Arena** (including removing some trees so rink is noticeable from highway)

**Ice Arena:** Fix and or repair and improve the ice arena, making the project simple (no roof)

### **PRIORITY 2**

#### ADMINISTRATIVE

**Budget:** assign capital funding to projects annually; educate community at large about funding availability & process to solicit funding for affiliate grps, community prgs etc. Set deadline to receive appl & ensure selection process is clear, transparent and all applications are completed as required. **(Implementation: Area B Director in partnership with BLRC. Create a subcommittee within the Commission (3 – 4 members) who meet with Director to create a plan (get input from other boards/CRD/city staff), have it approved then complete this task. Purpose and roles would need to be clearly defined so there is knowledge re: responsibilities).**

**Policies and procedures** **(Implementation: Whatever it takes to achieve)**

**MOU / Policies:** adopt M O U in writing, update policies for user groups as they move forward **(Implementation: by the commission, assistance from Jeff Norburn in writing policies)**

**Facility Management Group:** Establish a management group for the facilities that will jointly deal with the day-to-day issues. This group would be three or more commissioners willing to spend ten to twenty hours per month discussing, researching, reading, responding, writing. This group would, in addition to jointly dealing with minor spending on local management issues, would receive and respond to complaints, resolve rental use, employee and other contractor issues, help establish the agenda for the next Commission meeting and generally act on issues that cannot or need not be taken to the next

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## **Bouchie Lake Recreation Commission**

Commission meeting. The group would include the functions of inside and outside contract management, maintenance and security and any other narrow management function we face. The treasurer (and the chair, if we ever designate one) would be a member of the group. This group would try to cover the problems we face by having no accepted leader and no designated chair. Other commissioners would defer to the group and refer communications from the public to them.

***(Implementation: Propose it, agree to it, accept it, support it).***

### **FACILITY MAINTENANCE / REPAIRS / IMPROVEMENT**

**Pantry:** as some wine who rents the hall 2-3 times per year; it really sucks to have to pack up my whole kitchen:)

**Concessions:** Fix and or repair concessions

## **PRIORITY 3**

### **ADMINISTRATIVE**

**Contract Development:** Develop well worded and accurate contracts for contractors – e.g. custodian, booking agent / manager, grounds maintenance; determine true cost of managing the facilities (tractor usage, labour, # hours, etc.); ***(Implementation: request assistance from Quesnel Leisure Services; if not possible, hire on contractor to assist)***

**Contracts:** custodian, outside maintenance--negotiate new agreement, set policies and a full outline of duties ***(Implementation: by the commission, assistance from Jeff Norburn in writing policies)***

**Rental Policy Guide:** Establish a realistic rental policy to guide who we will rent to and what we will charge them. Establish a realistic Affiliate policy that will guide who we can accept, under what conditions and what the privileges and obligations of an affiliate are. ***(Implementation: proposal will be forwarded. Amend it, agree to it, accept it, support it).***

**Volunteer Recruitment:** Create a process to recruit/retain volunteers for the commission/community Association, so there is a strong base for each to draw on so commission functions, programming and community activities occur. i.e. – to attract volunteers offer stipend or offer free registration to those willing to lead activities, host annual appreciation event to recognize contributions of volunteers.

***(Implementation: Area B Director in partnership with BLRC & BLCA. Create a subcommittee within the***

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## **Bouchie Lake Recreation Commission**

***Commission/association ( 3 – 4 members) who meet with Director to create a plan (get ideas from other organizations BB & Sisters/Cancer Society, other boards/commissions), have it approved then launch a campaign however be aware that it will be an ongoing need as people’s needs/availabilities change. It is Key to remember when working in a group or leading one, that each individual in it is unique but also have the common need of acceptance, security, recognition, a sense of belonging and feeling of self worth . When this tone is set and members feel satisfaction from the work they are doing and they hear they are appreciated – they will do good. A group leader who thinks that his group is ‘GREAT’ will have a great group!!! )***

**Rental fees schedules** *((Implementation: Whatever it takes to achieve)*

### **FACILITY MAINTENANCE / REPAIRS / IMPROVEMENT**

**Bike Park** – to get kids active; people from Bouchie Lake drive kids and bikes to town to use theirs

**Pump House:** Replace

## **PRIORITY 4**

### **ADMINISTRATIVE**

**Rental Fee Schedule / Policies Review / Affiliate Member Review** – e.g. rental rates based upon occupancy & event; “wear & tear” vs. damage; alternate ways to hang decorations / pictures; access to kitchen & supplies; Email Policy; Conflict of Interest Policy, Commissioner Remuneration Policy, etc. ***(Implementation: review other similar policies; request assistance from Quesnel leisure services)***

**Policy for Hall Rental** (decorations in the hall??, etc.)

**Fee Schedule:** Prepare an exhaustive fee schedule for all facilities that reflects the rental policy. ***(Implementation: Get a volunteer to draft it. Amend it, agree to it, accept it, support it).***

**Affiliates and user group polices** *(Implementation: Whatever it takes to achieve)*

### **FACILITY MAINTENANCE / REPAIRS / IMPROVEMENT**

**Renovation of Kitchen / Pantry** – inventory of what supplies / equipment are available to include in rent; purchase supplies for a fully stocked kitchen; install new electric stoves ***(Implementation: volunteers / contractor)***

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## **Bouchie Lake Recreation Commission**

**Mapping:** establish a professional detailed plot plan of the entire complex, no alterations or expansions to be done without it (**Implementation: hire a land surveyor, theirs 2 in B L for the plot plan**)

**Air conditioner for the Hall** (will put us in favour for summer rentals)

### **PRIORITY 5**

#### **ADMINISTRATIVE**

**Define Management??** Define exactly what we mean by "Manage the ..." For example what exactly do we mean by "manage Claymine trails?" What are our responsibilities and obligations? Pioneer Park? The Ball field? I feel that the top and overarching priority is to get the business of the Commission, being a landlord, on a sound footing with backing policies and documents that will let repeatable decisions be made in the future. Failing this, we will be stuck with whim-of-the-moment decisions by the few individuals willing to think a bit and spend time reacting. (**Implementation: Ask the principals to draft it. Amend it, agree to it, accept it, support it**).

**Website** (**Implementation: Whatever it takes to achieve**)

With this done all else will fall in place (Implementation: if there is little or no movement to move in this direction, then we may as well all stay home. those who wish to stay and play in the sandbox are welcome to do so).

#### **FACILITY MAINTENANCE / REPAIRS / IMPROVEMENT**

**Bleachers** (for the ice arena (with roof))

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## Bouchie Lake Recreation Commission

### **PRIORITY 6**

#### **ADMINISTRATIVE**

**Capital Budget Allocation:** Establish the procedures we want to follow to spend our built-up Capital allowance; do not choose a project before these procedures are established. ***(Implementation: Get a volunteer to draft it. Amend it, agree to it, accept it, support it).***

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