

MINUTES
Strategic Planning Work Group Meeting
Springwater Sports Heritage

1160 Rainbow Valley Rd.

March 4, 2024

1:00-3:00 pm

ATTENDEES

Larry Simpson, Chairperson
Monique Kovacs
*Alanna Kovacs

Faye Stone, Recording Secretary
*Barb Maw
*Nelson Wood

*Regrets

<u>Prep Items</u>	<u>Description/Version</u>	<u>Comment</u>
Document	Highlights Strategic Planning 2024,3,4	Distributed/APPENDIX A
Document	Internal Considerations & Challenges Strategic Planning 2024,3,4	Distributed/APPENDIX B

NOTES:

- [Previous Meeting Minutes](#)
 - Only three work group members were able to attend 2024,3,4 meeting
 - **Meeting Dates**
 - October 30, 2023
 - November 20, 2023
 - December 4, 2023
 - January 17, 2023
 - February 12, 2024
 - March 4, 2024
 - TBD
-

4. STRATEGIC OPPORTUNITIES

- *Meeting commenced at 1:10*
- *Monique shared that she had to leave by 2:40 for an appointment*
- *Larry started the meeting by providing an overview/summary of achievements to date and the distributed documents (APPENDIX A & B)*
- *Larry added that as we are now moving into the actions determination/affirmation phase it is critical that wise and clear-eyed decisions are established*
 - *Emphasis was placed on*
 - *Where we are in the process which underscored the large volume of potential options and opportunities*
 - *What approach would be used to help ensure our desired outcomes would be realistic and on an appropriate path*
 - *The importance of adhering to SSH's "NORMS/PRINCIPLES" (part of APPENDIX A)*
- *"What Why Tasks Resources Worksheets" were distributed and explained*
- *The following is a record of the results discussed and arrived at for each "Internal Consideration" found on APPENDIX B*

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- **A. COMMUNITY HUB**

- **What**

- *Establish a Video Wall and Memorabilia Display Cabinets in Community Hub*

- **Why**

- *Provide a community service*
- *A SSH Purpose (“Bricks & Mortar”)*
- *Promote SSH*
- *Have a visible compelling and charismatic Community presence*
- *Complement virtual website*
- *Inspire and reward Athletes, Builders and Teams*
- *Provide and promote Heritage recognition and preservation*

- **Tasks**

- *Arrange a SSH update and Community Hub interests presentation to Council*
- *Establish a prominent, diverse and resolute Ad Hoc Committee*
- *Prepare for a protracted time frame (five plus years)*
- *Commence preparation of a detailed proposal for project and on-going maintenance*
- *Search out similar and recently completed projects*
 - ◆ *Canadian Association Sports Heritage (CASH)*
 - ◆ *Association of Municipalities of Ontario (AMO)*
 - ◆ *Association of Municipal Managers, Clerks and Treasurers of Ontario (AMCTO)*
 - ◆ *Ontario Municipal Administrators' Association (OMAA)*
 - ◆ *Others when identified*

- **Resources**

- *Canadian Association Sports Heritage (CASH)*
- *Project and SSH's Associability and Marketability*
- *Community's interest in sport*
- *Existing assets (financial & other)*
- *Township's 20 Year Community Based Plan*
- *Funding from Development fees*
- *Township responsible for preparing RFQ*
- *Sponsorship, partnership and legacy funding*
- *All levels of Government funding*

- **B. GOVERNANCE**

- **What**

- *Select and implement SSH's style of Governance to meet current and future expectations*

- **Why**

2024,3,4 Strategic Planning Work Group Meeting adjourned at this point

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5. BOARD PROPOSAL

- *Pending: Present Proposed Strategic Plan to the Board*

6. NEXT MEETING (2024,3,18 TBC)

7. ADJOURNMENT

- *Meeting adjourned at 2:40*

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APPENDIX A

HIGHLIGHTS
STRATEGIC PLANNING
2024,3,4

INTERNAL CONSIDERATIONS

SSH NORMS/PRINCIPLES

- Purpose Importance
- Virtual
- Board Governance
- Autonomous
- Elevated Inductee Criterion
- Memorable Inductions
- Maximize Technology
- Minimize/Emphasize Patrons
- Digitalize Memorabilia

CHALLENGES

- Community Hub
- Governance
- Financial
- Volunteers
- Memorabilia
- Active Elite
- Technology
- Heritage
- Kiosk
- Alumni
- Social Media
- Promotion
- 2024 Inductions
- Website

EXTERNAL CONSIDERATIONS

CHALLENGES

- Township
- Sponsors
- Volunteers
- Stakeholders
- Governments

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APPENDIX B

INTERNAL CONSIDERATIONS & CHALLENGES

STRATEGIC PLANNING

2024,3,4

A. COMMUNITY HUB

- *Massive opportunity and undertaking for SSH*
- *A consideration from SSH's inception*
- *Will transform how SSH is seen and functions*
- *Recent Council Meeting evidence of need to be included in initial design concepts*
- *Meeting pending with Township CAO Jeff Schmidt*

B. GOVERNANCE

- *Currently being considered as part of the 2023 retrospective*
- *Must adjust to accommodate SSH's realities and changes*
- *Balance SSH's independence with Partnership agreements*

C. FINANCIAL

- *Updated procedures approved*
- *Maintaining community financial support and reserves*
- *Need to address funding opportunities*
- *Use technology to increase/improve funding*
- *Firming up 2024 Induction sponsors*
- *Revisit 2024+ Budgets with Strategic Plans*

D. VOLUNTEERS

- *Need to reach out and be creative to increase volunteer support*
- *Seen as more difficult than in the past*
- *May require paid contracts*
- *Use non- Board members for specific jobs/tasks*
- *Explore availability and ways and means to compensate*

E. MEMORABILIA

- *Guidelines, standards and procedures must be developed/approved*
- *Depending on decisions website development may be complete*
- *Current thinking: will not store but will photograph and add to website*
- *Requires a guru/leader/pundit*
- *Interested collectors agreed to support*
- *Need to assemble a work group/ad hoc committee*
- *Consider meeting with Museum and Archives*

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F. ACTIVE ELITE

- *Seen as a positive addition to SSH*
- *Easy to move from Active to Hall of Fame*
- *Currently requiring a volunteer*
- *Consider if it should remain part of SSH*

G. TECHNOLOGY

- *Significant part of SSH's digital centred existence*
- *Expected to continue digital centred existence in the Community Hub*
- *SSH's decisions must include envisioning/predicting technological evolution (e.g., "AI")*
- *Expect growth of targeted expertise contracts*

H. HERITAGE

- *A SSH Purpose*
- *Strategies to improve growth/expansion a desired action*
- *SSH activity continues to expand Heritage as each are documented*

I. KIOSK

- *Currently only in the Elmvale Arena*
- *Recently opened to online users*
- *A forerunner of the Video Wall*
- *Strategic expansion opportunities need to be addressed*

J. ALUMNI

- *Very minimal attention/activity over the last five years*
- *Could become the foundation and strength of SSH*
- *A strong Alumni should be selecting the Inductees*
- *Alanna is the new Alumni Ex Officio*
- *Should be the initial Mailchimp project*

K. SOCIAL MEDIA

- *Currently a pilot project*
- *Detailed examination/ consideration to determine future*
- *Should be part of SSH*

L. PROMOTION

- *Not much planned*
- *SSH has more to promote as it grows/develops*
- *Correct Strategic Plans could be helpful*
- *Role of Mailchimp*

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M. 2024 INDUCTIONS

- *A SSH Purpose*
- *Charismatic, engaging and marketable*
- *Alumni focus*
- *Constant Improvement*

N. WEBSITE

- *Website = SSH*
- *Currently being redesigned*
- *Will require adjustments once live*
- *Main and significant source of content for Community Hub*
- *Synthetization between Website/Kiosks/Community Hub*