

**SWOT ANALYSIS – 2012-2017**

**STRENGTHS – (from SWOT 2012-2017)**

1. UNIQUE SETTING IN A CENTRAL LOCATION ON A MAIN ROAD, PAVED PARKING,
  - SOLAR – Environmental
  - FINANCIALLY STABLE, DEBT OFFSET BY INVESTMENT IN SOLAR
2. BUILDING WITH STRUCTURAL INTEGRITY, WHEELCHAIR ACCESSIBLE
3. WEEKLY ACTIVITIES FOR EVERYONE FROM TODDLERS TO SENIORS
4. HISTORY OF SUCCESSFUL EVENTS, FIVE MAJOR SHOWS & DINNER THEATRES, ABILITY TO CATER EVENTS
5. STAFF & VOLUNTEERS ARE AWESOME
6. AVAILABILITY TO OTHER NOT FOR PROFIT GROUPS
7. STRONG BRAND
8. GOOD CATERING
9. FUNDING & SUPPORT BY GCH TOWNSHIP

**WEAKNESSES– (from SWOT 2012-2017)**

1. LOCATION IS NOT NEAR A LARGE URBAN CENTRE
2. BUILDING HAS MAINTENANCE ISSUES, RISING UTILITY COSTS, RURAL WELL & SEPTIC SYSTEMS
3. AGING VOLUNTEER BASE
4. OVER-DEPENDENCE ON RETAIL SALES: ALL OF OUR SHOWS ARE AFFECTED BY WEATHER, THE COST OF GASOLINE, ETC AND ATTENDANCE
5. OVER-DEPENDENCE ON A FEW PEOPLE TO ORGANIZE EVENTS
6. COMMUNICATIONS ISSUES – WITH OUR COMMUNITY
7. DEPENDANCE ON TOWNSHIP GRANT TO OFFSET TAXES
8. EARLY DEVELOPMENT PHASE OF SUCCESSION PLAN FOR LONG-TERM STAFFING OF THE BCC
9. COMMUNICATIONS WITH BDTA, VOLUNTEERS & MEMBERS
10. FISCALLY CHALLENGED – INCOME vs COSTS, STAFFING
11. LACK OF SPONSORSHIP, NEW REVENUE SOURCES
12. MEMBERSHIP BASE STATIC

## **OPPORTUNITIES– (from SWOT 2012-2017)**

1. MORE NOT-FOR-PROFIT GRANTS
2. TIME TO BROADEN OUR KITCHEN CATERING SCOPE AND TO REASSESS OUR COMPETITIVE EDGE IN ATTRACTING CONFERENCES, WORKSHOPS DURING THE WEEK
3. OFFER MORE “FREEBIE” ACTIVITIES TO YOUTH, SENIORS - ONGOING
4. HOW TO ATTRACT MORE MEMBERS & VOLUNTEERS & HOW TO REWARD THEM
5. EMERGENCY DESIGNATION – AN OPPORTUNITY TO IMPROVE
6. WEBSITE – ONGOING IMPROVEMENTS, IMPLEMENT SOCIAL MEDIA TO ENGAGE YOUTH
7. DEVELOP SPONSORSHIP PROGRAM, CONTINUE TO EXPLORE GRANT OPPORTUNITIES
8. FACT SHEET – FACILITIES DEVELOPMENT (TOOLS-EG: ROOM DIVIDERS, SOUND SYSTEM, CORDLESS MIC’S)
9. MARKETING SURVEY- RESIDENTS, VISITORS, AS GENERIC QUESTIONS(SAME), FOR ALL EVENTS/ACTIVITIES (FORM), BUILD MEMBERSHIP/VOLUNTEER BASE>MASS PROMOTION – SEMI-ANNUALLY
10. WORK WITH BUSINESSES RE: PACKAGE TO GIVE TO VISITORS ALL ABOUT BCC
11. COOLING CENTRE
12. COLLABORATIVE EVENTS IN/AROUND COMMUNITY EG: ROCK THE LOCKS & QUILT SHOW + BUS SERVICE  
>SHARE COSTS – ADVERTISING, BUS

## **THREATS– (from SWOT 2012-2017)**

1. ONGOING POTENTIAL BUILDING THREATS
2. POTENTIAL LIABILITY (Public)
3. OTHER VESTED COMMUNITY GROUPS GRABBING THE SPOTLIGHT
4. VOLUNTEER BASE AGING
5. UNDER PRESSURE TO MAXIMIZE RETAIL SALES EDGE AT MANY OF OUR EVENTS (BUYING PUBLIC IS CHANGING)
6. INCLEMENT WEATHER & NUMEROUS POWER OUTAGES IN THE AREA CAN GREATLY IMPACT SHOW ATTENDANCE – BOTH OF WHICH ARE BEYOND OUR CONTROL
7. ECONOMY, TECHNOLOGY, TRANSPORTATION

## **SWOT IDENTIFIED TOP PRIORITIES**

### **STRENGTHS**

- #1. UNIQUE SETTING IN A CENTRAL LOCATION ON A MAIN ROAD, PAVED PARKING,
  - SOLAR – Environmental
  - FINANCIALLY STABLE, DEBT OFFSET BY INVESTMENT IN SOLAR
- #2. STAFF & VOLUNTEERS ARE AWESOME
- #3 STRONG BRAND

### **WEAKNESSES**

- #1.LACK OF SPONSORSHIP, NEW REVENUE SOURCES
- #2 OVER-DEPENDENCE ON A FEW PEOPLE TO ORGANIZE EVENTS
- #3 FISCALLY CHALLENGED – INCOME vs COSTS, STAFFING
- #4 NO SUCCESSION PLAN FOR LONG-TERM STAFFING OF THE BCC

### **OPPORTUNITIES**

- #1 DEVELOP SPONSORSHIP PROGRAM, CONTINUE TO EXPLORE GRANT OPPORTUNITIES
- #2 FACT SHEET & MARKETING SURVEY
- #3 Collaborative Events in/around community eg: Rock the Locks & Quilt show + bus service
  - >share costs – advertising, bus

### **THREATS**

- #1 ECONOMY, TECHNOLOGY, TRANSPORTATION
- #2 VOLUNTEER BASE AGING

<b>Tactics</b>	<b>Actions</b>	<b>Responsibility</b>	<b>Timing###</b>
Grow membership/volunteers	Create, publish survey Handouts, mail, online	Comm Committee IT Comm (Sumac)	semi-annual 2013-2017
	Membership campaign	Comm Committee	semi-annual 2013-2017
Fact Sheet	develop sheet for For all marketing/promotions	Comm Committee IT Comm (Sumac)	2013 – annual review
Maximize use of all available volunteers	leverage SUMAC task scheduling	ALL	2012-2017ongoing
Collaboration events	revenue/cost sharing Collaboration	Comm committee. +partners	2012-2017
Sponsorship	Develop BCC Sponsorship Program-BFAF,solar	Exec comm.	2012-2017 – annual review
Succession plan	Develop/execute plan	HR/Resource comm.	2012-2013 – annual review
Infrastructure -Building & IT	maintain/enhance as needed	Build Comm IT Comm	2012-2017
Build on strengths	use strengths in all activities	ALL	2012-2017 ongoing

NOTES:

###

**Assigned Committees and/or sub-committees, for given ACTIONS are to identify KEY DELIVERABLES and associated TARGET TIMEFRAMES – Month or Quarter of calendar year.**

THEMES

- Grow Membership/Volunteer base (including Youth)
- Funding Sources, Revenue/Cost Sharing, Sponsorship
- Succession plan for staff
- Leverage / build on brand strengths

Infrastructure – building, septic, roof, water, heating/cooling, IT infrastructure, - generator, sound system, sound-proof Hall sliding door,etc