

Brickyard Creek Community Association

Strategic Plan 2020 – 2023

Accepted: 5.19.20

This plan was developed over the past year by the Vision Committee. The timeline, referenced separately, provides an overview of the steps that led to these recommendations.

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**BYC Vision:** We are a unique community of people focused on protecting our environment for future generations.

**BYC Mission:** The citizens of Brickyard Creek are committed to the active stewardship of our environmental community through the promotion of ongoing education, achievement of continued economic stability and being active, good neighbors throughout our Lake Superior communities.

### BYC Core Values & Expectations

- **ENVIRONMENTALLY PROACTIVE**

*Guardians – Resilient – Agents of Change*

We are focused and passionate about protecting, restoring and preserving our unique setting both within BYC and in our surrounding communities. We lead by example.

- **ECONOMICALLY RESPONSIBLE**

*Transparent – Visionary – Accountable*

We are deliberate and thoughtful in decisions and actions leading to community growth and improved infrastructure.

- **SOCIALLY ACCOUNTABLE**

*Responsive – Inclusive – Promoters of Learning & Growing*

We encourage and honor diverse ideas formed through members' unique experiences and backgrounds. We promote a spirit of community.

## Priority Focus Area: **Envisioning BYC Future Development**

### Primary Objectives

- I. **Develop Strategic Goals that guide the development of the remaining sites/lots and commonly held land (i.e. trails, beach, forests, and creek) in BYC. These goals will reflect broad input from residents and will be consistent with the BYC Vision, Mission and Values.\*\***

#### **ACTIONS:**

The Vision Committee recommends that our governance team takes steps to learn more from the members of our association about their view of future development within our community.

1. Solicit feedback on the remaining cottage sites and land, feedback on trails, beach and other common areas.
2. Provide opportunities for community members to share what they see as the future of BYC.

This information is needed to ensure the Board understands the views of the community and can be proactive in defining our collective future. This process will be coordinated by Virginia Graves, Pat Gottfried and Nancy Sandstrom.

#### **Steps to facilitate this effort:**

1. Work with a consultant to create a first-round survey of all residents. Questions on this survey will be developed with the above goals in mind. Follow-up calls will be made by committee members.
2. Information will be compiled with a summary and will be reviewed with the consultant.
3. Follow up calls to a small sampling of community members will be designed and conducted by the consultant. These questions will dive a bit deeper into the issues.
4. A full summary report will be compiled by the consultant and presented to the Board.

This information will provide the Board a basis for the development of long-term strategic goals to guide development.

## Priority Focus Area: **Governance**

### Primary Objectives

- II. **Complete the creation of a Brickyard Creek Master Association serving both condominiums and individually owned homes. This single, legally solid and integrated framework will provide the direction for administrative, financial and operational support and services.**

**ACTION:** CURRENTLY IN PROCESS. HIGHEST PRIORITY.

- III. **Continue to strengthen the Board of Directors and Committee Structures. This includes establishing processes for the Board's ongoing recruitment and education; draft charters for all Committees; review and, if needed, the restructure of Committees to ensure Priority Focus Areas are addressed and are consistent with the BYC Mission, Vision and Values.**

#### **ACTIONS:**

1. Develop a recruitment and orientation process for Board Members.

2. Each existing Committee is to draft an updated charter for their work and submit that to the Board. (Executive Committee, Finance Committee, ACC, Forest & Watershed Committee, Vision Committee - see comments under Community & Communications)

**IV. Develop a charter statement for the Architectural Control Committee (ACC) stating its role, goals, and purpose, and ensuring these are consistent with its duties, responsibilities and authority. The ACC, within this charter, will develop updated ACC guidelines.**

**ACTION:** CURRENTLY IN PROCESS. HIGHEST PRIORITY

**V. Review the growing role and responsibilities of the BYC Manager position to ensure clarity and sustainability.**

**ACTIONS**

1. Create a small task force to review the existing job description and make recommendations.
2. Work through the Executive Committee on Annual Performance Reviews and the development of an Annual Work Plan.

**Priority Focus Area: Community & Communications**

Primary Objectives

**VI. Continue to work on community-building including education, volunteer activities and social gatherings. Our goal is to ensure all BYC residents have an opportunity to learn about and participate in this unique community.**

ACTIONS

1. Create a potential schedule of events and activities for 2021 and 2022 with an emphasis on full-community engagement.
2. Recruit volunteers to coordinate and promote events.

**WHO:** Community & Communications Committee and Forest & Watershed Committee

**VII. Establish a formal communication process with Roy's Point Marina to address both the challenges and the opportunities we face for our "shared space."**

ACTION

1. Upon completion of the marina construction and the associations merger, members of the existing Marina Committee will work to develop their charter and determine priority needs and projects.

**WHO:** Marina Committee

- VIII. Develop an External Partnership Plan to identify and prioritize opportunities for BYC to strengthen its relationship across a broad array of external community organizations. BYC needs to be engaged in building and sustaining the greater Bayfield community.**

**ACTION**

1. Establish a sub-group of the Community & Communications Committee to identify key external partners & develop a communication plan and partnership activities.
2. Establish a basic plan of action for 2021 and 2022.

- IX. Continue to study key issues regarding rental policies to ensure successful coexistence and balance throughout our community.**

**ACTION:**

1. The current Rental Committee will continue to work with the BYC Manager to determine priorities and next steps.

- X. Focus BYC Community Education Efforts on the topic of climate change. This effort should consider the potential environmental and financial impacts of climate change on the BYC community.**

**ACTIONS**

1. The Community & Communication Committee will identify 2-3 resource people who are able to provide guidance to our Governance team on ensuring climate change issues and sustainability are factored into all recommendations and actions.

- XI. Evaluate the BYC website to determine how our target audience is using the site. Part of this initiative will be to secure resources for ongoing improvements and maintenance of the website.**

**ACTIONS**

1. Assign a minimum of 2 experienced volunteers with website management experience to assist the BYC Manager in reviewing the primary and secondary goals of BYC website and assess the current needs for BYC website.
2. Develop a 2-year plan to address defined needs.

- XII. Assess the most effective ways to develop and implement internal and external communications plans.**

**ACTIONS:**

1. Recruit 2 community members to work with the BYC Manager to review current internal and external communications and assess current/future needs.
2. Develop a 2-year communication plan to address defined needs.