



# STRATEGIC PLAN

2016-2018

Board Approved: 06.26.2016

## **Message from the Board**

It is the pleasure of the Ontario Curling Association's Board of Directors to approve this Strategic Plan to guide the direction of the organization for the coming years.

We are confident, that the Strategic direction provided in this plan will allow for our operational team to implement programs and services that will positively impact curling in Ontario for years to come.

Our plan is aligned with our provincial curling delivery partners, the Ontario Curling Council, the Northern Ontario Curling Association and that of the Ministry of Tourism, Culture and Sport as we all work towards a common mission.

We are committed to uphold our mission, vision and values and our decisions made on behalf of the organization will be governed by those guiding principles. This plan will be revisited often by the Board and by management to ensure we remain focused on achieving our goals.

Good Curling.

Ontario Curling Association – Board of Directors

## 2018 Aspirations

- Recognized as the Best Member Association in Canada
- Ensure curling evolves in innovative ways
- Provide opportunities for more people, of all abilities, to curl
- Align and Support all clubs/facilities and stakeholders through an engaged curling community
- Establish an organizational structure to ensure the OCA's success into the future

**Mission:** To promote, develop and grow curling as a recreational and competitive sport in Ontario.

**Vision:** To be a leading Member Association demonstrating excellence in programs and services with an engaged membership.

**Values:** Excellence: We will strive for excellence in all aspects of our sport and business.

Trust/Integrity: Our actions are fair, ethical and transparent.

Equity: We will ensure equal access to all programs and services.

Accountability: We honour our commitments, accept responsibility for our actions and ensure sustainability of the organization

Team: We will work collaboratively with our partners, stakeholders, staff, affiliated clubs and members.

## Strategic Priorities for 2016-2018

### Participation

- Create more opportunities for Ontarians to curl
- Adult Learn to Curl Programs
- Enaging Marketing and Social Media Programs
- Industry Leading Services
- Sharing of Best Practices

### Development

- Athlete Development
- Coach Development
- Officials Development
- Ice Technician's Development
- Competition Structure
- Club Development

### Excellence

- Athlete Performance
- Hosting
- Celebrating Excellence

### Operations

- Rebrand to "Curl ON"
- Build Relationships with Stakeholders
- Human Resources
- Financial Strength

### Engagement

- Engagement Plan
- Foster Community Champions
- Communication
- Sustainability
- Volunteer Engagement

## **Participation**

**Goal:** 60,000 members by 2018

1. Create New Opportunities for Ontarians to Curl
  - Develop and implement a Curling Recruitment Program to attract school age children and their families, new Canadians, or members of the community to the curling club, after a first contact event.
2. Adult Learn to Curl Program
  - Continue province wide implementation of successful Adult Learn to Curl Program to ensure retention of curlers through a positive first experience and age/stage appropriate instruction.
3. Engaging Marketing and Social Media Programs
  - Utilize new and innovative tools to communicate/promote timely, relevant and interesting information on programming and opportunities for the curling community.
4. Industry Leading Services
  - Develop industry leading tools and resources for use by member clubs to recruit and retain curlers.
5. Sharing of Best Practices
  - Leverage relationships with National Sports Organization (Curling Canada) and other Provincial Sport Organizations to share best practice programming.

## **Pillar 2: Development**

**Goal:** National podium finishes by 30% of teams participating at U21 events; Train/Certify 350 new coaches; train/certify 20 new ice technicians; world class competitive structure; and industry leading resources to support club operations by 2018.

### 1. Athlete Development

- Create, deliver or support aligned programming as per the Long Term Athlete Development Model in collaboration with other delivery partners in Ontario (PSO, Clubs).

### 2. Coach Development

- Continue to deliver best in class athlete-centred coach programming by trained and professional Coach Developers, work with NSO to continually improve programming and maximize opportunities for coaches to access Professional Development Opportunities.

### 3. Officials Development

- Create succession plan of officials who are fair, equitable and highly trained; provide opportunities for them to apply their skills.

### 4. Ice Technician's Development

- Provide opportunities for Ice Technicians to improve their skills through mentoring, workshops, consultations and event installations, promoting optimal playing conditions for all recreational and competitive events.

### 5. Competition Structure

- All competitions are aligned with the Long Term Athlete Development Model, are fair, self-sustaining and produce champions for the Province of Ontario where applicable.

### 6. Club Development

- Collaborate to create innovative business and operating models for curling clubs to remain sustainable.

**Pillar 3: Excellence**

**Goals:** National podium Finish by 40% of teams attending Season of Champion Events, continue to host premier events that are economically impactful for clubs and their communities and recognize the achievements of our stakeholders.

1. Athlete Performance

- Through support of the PSO, provide athletes with competitive training and development opportunities, access to the latest high-performance programs, services, facilities and technologies, led by quality coaches and technical leaders.

2. Hosting

- Work with member clubs to host provincial, national and international events ensuring positive economic impact for organization, club and communities, optimal fan, volunteer and athlete experience.

3. Celebrate Excellence

- Enhance our awards program to recognize the achievements of clubs, volunteers, athletes, coaches, officials, and staff.

## **Pillar 4: Operations**

**Goal: Rebrand, build relationships, create effective leadership model, engage our employees and ensure sustainability of our organization**

1. Rebrand to “Curl ON”
  - Rebrand ourselves as “Curl ON” – positively position the brand within the curling community through an awareness campaign focused on the benefits offered by the organization.
2. Build Relationships with Stakeholders
  - Exhibit strong leadership on the national and provincial stage, promote unification and alignment to support the mission
3. Governance
  - Evolve to a smaller, competency-based Board of Directors with new bylaws, clear policies and approved financial and operation plans.
4. Human Resources
  - Invest in our greatest assets; our employees; empower them with clear directives and policies, develop and incent them through clear professional development pathways and evaluations.
5. Financial
  - Develop a comprehensive 3-5 year financial plan, secure long term sponsorship agreements and build financial reserves to ensure financial viability for years to come.



## **Pillar 5: Engagement**

**Goal:** 10 engaged and committed curling communities by 2018.

### 1. Engagement Plan

- In collaboration with stakeholders, set a clear plan for engaging membership, assessing service gaps and developing programming to bridge those gaps.

### 2. Foster Community Champions

- Recruit, develop and support community champions (zone reps), with clear roles and responsibilities, to champion and implement the organization's strategic priorities.

### 3. Communication

- Develop a communications strategy that will engage the members and curlers in Ontario, to promote Brand awareness, programs and services; ensure equal effort is spent listening to stakeholders.

### 4. Sustainability

- Ensure the sport remains viable by working with curling clubs to implement recruitment, retention programming, operational efficiencies and alternative business models.

### 5. Volunteer Engagement

- Develop a volunteer engagement strategy for clubs to ensure continued viability, inclusive of volunteer recruitment, retention and appreciation.