

CURLMANITOBA

STRATEGIC PLAN

2014-15

CurlManitoba has always been a strong organization. As the sport has evolved and the environment has changed, including recognition as an Olympic sport, the need for CurlManitoba to change, grow and evolve in our planning process has changed as well. This update of the CurlManitoba Strategic Plan will help provide the organization and its stakeholders with a clear vision for the future and a guiding document that will allow us to reach our vision of being a leader in a premier winter sport.

This plan will:

- Make us accountable to our members
- Provide a framework for measuring our success and failures
- Provide a transparent process for reporting
- Provide a guideline for the allocation of resources (time, human and financial)

About us

The Manitoba Curling Association operating as CurlManitoba is the provincial sport governing body for the sport of curling in Manitoba. We are a non-profit organization governed by a volunteer Board of Directors established to facilitate the promotion, development and growth of the sport of curling in Manitoba. We are guided by our members, their expectations and the trust they place in us to act as stewards of the sport.

Mission

To promote, develop and grow the sport of curling in Manitoba by providing leadership, services and programs for the curling community from grassroots to elite.

CurlManitoba will grow the game through quality, innovative programs and services that retain current participants and attract new ones. We will assist athletes achieve personal excellence. Through these initiatives, we will provide support to help clubs ensure their long-term sustainability. While our primary responsibility lies in serving Manitoba's Curling community, we believe our knowledge and skills can also be a resource to Canadians and the world.

Vision

We are inspired and led by a future where;

We are a recognized leader in one of Manitoba's and Canada's premier and largest winter sports.

In twenty years:

- CurlManitoba will be seen as a leader in developing and implementing programs and services, admired by other organizations for its fiscal stability, leadership, and innovation.
- We are a model for other Provincial Sport Organizations.
- Athletes, clubs and curling enthusiasts work collaboratively to ensure the success of our organization and sport

- Our sport is available and accessible to all Manitobans.
- Our sport is enjoyed by its' participants at all levels to the best of their abilities.
- Our athletes are routinely considered amongst the best in the world achieving success at the highest levels.
- CurlManitoba's programs and services will be recognized by athletes at all levels as significant factors in their enjoyment of the game and/or their competitive success in the sport.

Values

The actions and decisions of CurlManitoba are guided by its core values. Its policies and procedures are also developed in relation to these values. Our values outline to the curling community what is important to our organization. They define our beliefs and are the basis for how we will operate as an organization.

CurlManitoba's core values are as follows:

- We believe that we can accomplish more by working collaboratively and cooperatively with our stakeholders and that everyone shares the responsibility for the success of our sport.
- We believe that the first goal of our sport should be fun and we will promote sportsmanship, fair play, camaraderie and enjoyable activities
- We believe in treating everyone with dignity and honesty and that each decision is respectful of our stakeholders' diversities.
- We believe that everyone should have access to our programs and services
- We will honour our commitments; be honest, forthright, open and transparent in our conduct, and will accept responsibility for our actions.
- We believe in supporting all individuals in their pursuit of personal excellence. We are committed to excellence at every level and in every effort of our organization
- We will be fair in our decisions and will conduct our affairs in an ethical manner.
- We will be leaders in embracing new ideas, technology and business practices

Stakeholders-Curling Community

CurlManitoba is a collaborative organization in a curling community with multiple stakeholders. We encourage and require the input of all of these stakeholders to assist us in achieving our vision. Their support is vital to our long-term success and survival. Each of these stakeholders will have a different role to play in the decisions and actions of CurlManitoba. Stakeholders could expect to have *input* on the decisions we make, they expect to be *informed* about the decisions we make and they may expect to be *involved* in the decision making process.

- **Athletes-competitive and recreation (input, inform, and involve)**
Expect well-organized and developmentally appropriate competitions at all stages, opportunities to improve, opportunities to participate, financial support, rules, information, and to feel important and valued.
- **Curling clubs (input, inform, and involve)**
Expect financial support, opportunity to host competitions, guidance on issues

that pertain to day-to-day operations (make a draw, make ice, run a league), to advocate on their behalf, turn-key programs, and marketing of the game to retain current participants and attract new ones, advice on offering developmentally appropriate programs based on the LTAD model.

- **CurlManitoba Staff (input, inform, and involve)**
Expect fair compensation, adequate tools, to be respected, support to be successful, empowered to make decisions, and opportunities for personal growth. Work with clubs to implement LTAD/CS4L into curling programs
- **CurlManitoba Board and Committee Members (input, inform, and involve)**
Expect to be respected, cooperation, direction, recognition for their time and efforts, support to do their job, adequate tools to do the job, and opportunity for personal growth.
- **Sport Manitoba (inform and input)**
Expect CurlManitoba to operate fiscally responsible, be well organized, be accountable, and to develop and promote the sport.
- **CurlManitoba Sponsors (input and inform)** Expect exposure, value for their money, to use the exposure to increase business, that CurlManitoba will be fiscally responsible, well organized, respect, receive recognition for their support, CurlManitoba will grow and develop the sport.
- **Canadian Curling Association (inform)**
Expect CurlManitoba will follow their rules, operate fiscally responsible, support their decisions, support their partners, we will be an active partner, will grow and develop the sport, will host national and international events. Provide advice on the implementation of LTAD/CS4L
- **Manitoba Media (inform)**
Expect accurate timely information, CurlManitoba will be easily accessible, to be treated with respect, and recognized for their support and efforts.
- **Manitoba Curling Fans (inform)**
Expect accurate and timely information, affordable events, media coverage, and personal interaction with elite athletes.
- **Coaches and officials (involve inform and seek input)**
Expect well-organized events, clear rules, good personal development opportunities, financial support, support for their actions and decisions.
- **Manitoba Communities/Host Committees (involve inform and seek input)**
Expect opportunities to host events, clear hosting guidelines, resources (financial, human, technical) when hosting events, and publicity for events they are hosting.

- **Manitoba Curling Hall of Fame and Museum (inform and seek input)**
Expect support and a collaborative relationship, access to historical data, guidance on issues, and recognition for their time and efforts.
- **Manitoba Curling Volunteers (inform seek input, involve)**
Expect opportunities to participate in the staging of events and development of programs, involvement in decision making at the appropriate level, and recognition for their time and efforts.

Impact of Curling in the Broader Community

CurlManitoba is a provincial sport organization which recognizes a responsibility to work with, and have a positive impact upon, the broader community. We recognize a responsibility to expand the reach of our sport, and to support related agencies in their programming, not only for the benefit of our member clubs but for the greater good of our society.

Two key impacts are recognized.

Health – as with all sport and recreation activity, we recognize that curling can have a positive impact upon individual and community wellness.

Economic – improved levels of individual and community wellness has a positive impact by reducing health care costs. Furthermore, CurlManitoba has a positive economic impact in communities large and small across the province through the staging of numerous individual small events (qualifying bonspiels), larger events (provincial championships) and major events (National and World championships) in communities able to host them.

While not directly stakeholders in the sport, CurlManitoba recognizes a responsibility to seek input from and provide information to:

Health Sector (inform, seek input)

Expect us to seek input into training, nutrition and related programs. Provide information about health benefits.

Education Sector (inform)

Expect information, resources (human, materials), guidance and training

Recreation Sector (inform)

Expect information, provide opportunities

Strategic Areas

To guide and prioritize our actions and decisions CurlManitoba has defined three strategic areas. These draw on the Canadian Sport Policy and the 4 Pillars of Capacity, Interaction, Participation and Excellence. The strategic direction and priorities for CurlManitoba were established through extensive consultation with stakeholders and the curling community (surveys, regional meetings, town hall session, Board planning sessions facilitated by StrategyMakers Consulting Inc.) and will serve as the basis of planning for the next 3-5 years.

Strategic Area #1-PARTICIPATION

- Proactive recruitment of curlers and volunteers will be pursued and promoted at all levels of the sport through a collaborative and coordinated approach

Strategic Area #2-SPORT DEVELOPMENT and ENHANCED PERFORMANCE (Excellence)

- Partner with the curling community to develop programming consistent with the principles of LTAD and Curling for Life to improve retention of participants, while recognizing that different programs will require approaches tailored to the needs and interests of participants.

Strategic Area #3- CAPACITY AND INTERACTION

- Engage the curling community to ensure shared transparency, dialogue and responsibility to move CurlManitoba's programs and activities forward
- Develop a focused plan for strengthening the financial stability of Curl Manitoba and its programs and activities.
- Collaborate with the curling community to look at ways to develop a long-term strategy for curling facilities and infrastructure.

APPENDIX A:

The following items were highlighted in the development of the Strategic Direction Statements and are included here for reference by Board of Directions and management – for consideration in development of work plans.

Strategic Area #1-PARTICIPATION

Proactive recruitment of curlers and volunteers will be pursued and promoted at all levels of the sport through a collaborative and coordinated approach.

** Work with communities and clubs to develop and implement marketing strategies, tools and initiatives that maintains a positive “brand” for the sport throughout the province while recognizing and respecting local program differences and needs.

** Seek opportunities to provide training to clubs in specific areas related to marketing and recruitment

** Young curlers, immigrant populations, aboriginal community, recreational/fun/leisure curlers were identified as opportunities to be explored.

** Community-based approaches were identified as key to success but overall support, leadership and training from CurlManitoba were strongly indicated as well

** Work to communicate that curling is an “open sport” (ex. remove the exclusivity perception of curling “clubs”; instead market curling “programs” and/or “facilities”; bowling replaced the word “club” with “alley”)

** Communicate and coordinate where possible to combine efforts and take advantage of timing of showcase curling events (i.e. curling interest peaks after big events, use that)

Strategic Area #2-SPORT DEVELOPMENT and ENHANCED PERFORMANCE (Excellence)

Partner with the curling community to develop programming consistent with the principles of LTAD and Curling for Life to improve retention of participants, while recognizing that different programs will require approaches tailored to the needs and interests of participants.

** Seek opportunities to provide training to clubs in specific areas related to LTAD, Curling for Life and related activities

The following items have been added subsequent to the final report of StrategyMakers, as an addendum from Board discussions.

** Seek opportunities to develop a dedicated, year-round curling facility in Manitoba to provide all participants, from high-performance to recreational, with a year-round curling opportunity; to provide a controlled location for ice technician, coach and other technical courses; and potentially to provide office, storage, Hall of Fame, and other necessary facilities.

** Seek opportunities to develop an Endowment Fund as a vehicle for members of the curling community to contribute, through direct donation or planned legacy gifts, to CurlManitoba initiatives and to the long-term financial stability of the organization.

Strategic Area #3- CAPACITY AND INTERACTION

Engage the curling community to ensure shared transparency, dialogue and responsibility to move CurlManitoba's programs and activities forward

- ** Communicate the mission and priorities as developed in consultation with curling community
- ** Clarify and outline roles, responsibilities and expectations
- ** Reintroduce "Curling Summit" as an opportunity for regular dialogue, collaboration and training workshops/symposiums

Develop a focused plan for strengthening the financial stability of Curl Manitoba and its programs and activities.

- ** Exploring all avenues for increasing and broadening funding and revenue base
- ** Aim to improve curling's ranking, and associated funding, from Sport Manitoba (back up from number 17 back to number 5-6 as in the past)
- ** Must be done in a way that actually makes sense within the broader mission and health of the sport and its members, clubs
- ** Event-based sponsorship strategy
- ** May consider increasing membership fees – BUT make sure to explain the value/benefits/rationale and have the plan for how the increased revenue will be used to increase value to the curling community
- ** Seek opportunities to provide training in best practices for financial and operational management of clubs

Collaborate with the curling community to look at ways to develop a long-term strategy for curling facilities and infrastructure.

- ** Seek opportunities to provide training to clubs in specific areas related to facility management and operations (ex. ice maintenance)
- ** coordinate and invite clubs to specific meetings with MB Hydro to explore energy demand efficiency/billing; MLCC to discuss liquor licensing issues,
- ** coordinate and invite clubs to workshops on writing grant applications; how to improve/redesign facilities and services to provide maximum accessibility and inclusion of individuals with needs-"barrier free"
- ** coordinate centralization of information that is of value to all clubs including: identifying "preferred" expert builders/equipment vendors, ice/facility availability and trading;

APPENDIX B: Strategic Activities Outline In Development:

(Note: the Strategic Activities outline for the 3 year period 2010-11, 2011-12, 2012-13 has expired. The Strategic Activities outline for the subsequent 3 year period is currently being finalized.)