

**CANADIAN  
CURLING  
ASSOCIATION  
CANADIENNE  
DE CURLING**



**A Business Plan and Organizational Strategy for  
Curling in Canada  
2015 – 2018**

**(Updated – July, 2014)**

**Helping to shape the future of curling.**

---



---

## Canadian Curling Association

### TABLE OF CONTENTS

Message from the CEO .....	3
Mission, Vision & Values .....	4
CCA Operational Objective Categories	
Global .....	5
Member Associations .....	7
Curling Enthusiasts .....	9
Teams of CCA Championships, Competitions & Events.....	12
Host Communities .....	14
Teams Sanctioned by CCA – International / High Performance.....	16
SWOT Analysis .....	18
Risk Assessment & Mitigation Strategy .....	19
Planning Notes .....	21
Appendix – Ends (E1 – E5) .....	22

---

**Business Plan and Organizational Strategy 2015 -2018**  
**A Message from the CCA Chief Executive Officer**

---

**Building a sustainable future**

With the Winter Olympic Games in Sochi completed and the Canadian Curling Association (CCA) now looking to build on the momentum of a triple gold performance on the world's largest stage, the timing of a new business plan for the next quadrennial is ideally suited. The fundamental theme throughout this plan is to build a sustainable future such that the organization and sport of curling in Canada can strategically grow, prosper and evolve well into the future.

The CCA has well entrenched its corporate governance structure which continue to follow the key principles established by John Carver for what is known as Policy Governance. As part of the overall governance structure, the CCA Board approved the CCA's Ends that were unanimously passed and are captured in the Association's Policy Registry. These Ends policies (E1 thru E5) taken collaboratively provide definition of the Association's vision. The process to achieve these Ends was extremely comprehensive and involved unprecedented consultation with numerous stakeholders, especially the CCA's fourteen Member Associations. Our membership was again recently surveyed as to their feedback on these Ends and the priorities each End should be allotted. With the Ends reconfirmed and priorities now established, the CCA's Ends are the outcomes that are desired in five critical areas. This business plan and operational strategy are aligned with achieving the outcomes (Ends).

The following document is to act as a high level plan that defines, in operational terms, how the CCA will achieve the vision and Ends priorities. The forthcoming pages will attempt to hold such vision against the current reality of where we sit today. External dynamics, such as competition and trends, and internal capabilities, often in terms of skills and abilities or strengths and weaknesses, are considered in order to understand the influences on which particular strategies and actions will most likely get us from where we are today to where we want to be in the future. Of course, if the organization is already where it wants to be in specific domains, such a plan will reinforce actions to enable the CCA to continue to be successful.

Due to the aforementioned, this document is heavily aligned with the Board's Ends and in turn, the CEO has interpreted the meaning of the selected Ends Policies in operational terms, and built a set of operational objectives and strategic actions that are most likely to achieve the vision within the operational parameters that have been set.

As aforementioned, the timing of this new plan comes at a very important time in our evolution. The CCA has built a business as one of Canada's largest national sport organizations with significant television inventory and major corporate partnerships. But, there are changes occurring within the sport and considerable effort needs to be taken to manage the sport's future such that the CCA aligns with best practices and builds a new culture based on value and passion for the sport. AS this plan unfolds, the CCA will be building a new quadrennial business plan for 2019-2022, which will be published in 2018 as we evolve the sport of curling and segway towards new opportunities.

Through regular review and annual realignment of such planning documents, the Canadian Curling Association will have continual opportunities to strategically align the financial and human resources of the Association to respond to potential changing internal and/or external circumstances and hence ensure that the needs of our stakeholders will continue to be met. We welcome your comments and we encourage you to participate with us, to ensure we build the sport of curling for a long-term sustainable future.

Sincerely,

Greg Stremlaw  
Chief Executive Officer, Canadian Curling Association

---

## OUR VISION

---

In the year 2014 and beyond, curling in Canada – from the grassroots to the highest levels of competitive play – will be strong and vibrant. Curling clubs and Associations in Canada will offer a wide variety of participation opportunities for all residents of their communities. Opportunities to participate will reflect the changing needs of the cultural mosaic and lifestyles of Canadians, and allow for a healthy cross section of recreational through competitive play. Furthermore, the management practices of clubs, Member Associations and the CCA will parallel those of successful businesses by always keeping the best interest of curlers in mind.

---

## OUR MISSION

---

The mission of the Canadian Curling Association is to encourage and facilitate the growth and development of curling in cooperation with our network of affiliates.

---

## OUR OPERATIONAL VALUES

---

- Family**      *We are a community of individuals that acts like a family that is connected and passionate about the sport of curling.*
- Excellence**      *We are committed to do our very best at all times and achieve high standards.*
- Commitment**      *The alignment of both personal and corporate goals to enable a commitment to succeed so that the organization will be successful for all.*
- Integrity**      *We act in a fair, consistent and forthright manner which enables honorable delivery of our programs and services.*
- Respect**      *We show respect by collaborating, communicating and cooperating with all of our partners and stakeholders.*
- Transparency**      *We act in an open manner.*

## END GLOBAL

### GLOBAL END STATEMENT

The Canadian Curling Association exists so that people in Canada realize a positive curling experience where the results merit the investment.

Operational Objectives	Ends Link	Strategic Actions
To increase CCA self-generated revenue in the post-2014 era.	End – Global	<ul style="list-style-type: none"> <li>The continued goal of this objective is to move the CCA's self-generated revenue towards 75% by the end of the quadrennial. This is a longer-term objective as a best practice for an NSO related to long-term sustainability.</li> <li>Self generated revenue will incorporate the growth of existing revenue sources such as licensing and rights, but also will be connected to an enhanced affiliation model, membership rewards program and competitor fee system affiliation model which is also intended to grow revenues in the support of sustaining long term programs and services for CCA stakeholders.</li> </ul>
Diversify the revenue base of the Canadian Curling Association.	End – Global	<ul style="list-style-type: none"> <li>Engage a third party professional to assess other NSO affiliation models, recommend best practices, and help transition the CCA to an appropriate system to identify all of its members in a comprehensive manner for both demographic knowledge, but also federal membership identification requirements.</li> <li>Facilitate a comprehensive affinity program that is targeted to the CCA's membership and extensive fan base.</li> <li>Build strategic RFPs to access hosting grants and tourism dollars.</li> <li>Work with the CCA national sponsors and TSN to create new initiatives aimed at driving awareness to the sport in every region of the country.</li> <li>Partner with other third parties to create further revenue streams for the organization in unique realms.</li> </ul>
Make efforts to maintain and protect the traditions of the game.	End - Global	<ul style="list-style-type: none"> <li>Incorporate values and traditions of the sport into the CCA rulebook and each competitors guide for all participants at national championships.</li> <li>Through event hosting models, the CCA will incorporate long-standing traditions in host communities and within the event sites as a way to preserve and showcase curling traditions.</li> </ul>
Create and foster a national philanthropic program aimed at making a difference to curlers across Canada.	End-Global	<ul style="list-style-type: none"> <li>Establish a formal committee of "champions", including community volunteers and athletes, to assist in the promotion and endorsement of the philanthropic program.</li> <li>Create brand awareness through effective communications with various constituent groups by using mail, email, events, broadcast and web.</li> <li>Establish a loyal base of donors from a wide variety of constituents. Use various means to identify and cultivate donors so that they are loyal, committed and engaged.</li> </ul>

<p>Conceptualize, develop and build a National Centre of Excellence to act as an epicentre for curling in Canada.</p>	<p>End-Global</p>	<ul style="list-style-type: none"> <li>• Build the concept of a central venue to benefit the CCA and the sport in a myriad of ways including, but not limited to high performance, administration, research, communications, historical archiving, etc.</li> <li>• Liaise with other sport organizations to find best practices related to such a venue.</li> <li>• Align the CCA's philanthropic program to a Centre of Excellence funding pillar.</li> <li>• Facilitate partnerships with potential funding agents with an objective of building a funding model that will enable construction of a national Centre of Excellence.</li> </ul>
---	-------------------	---

**END #1**

**MEMBER ASSOCIATIONS**

**Members including Association Members and Affiliate Members have conditions conducive for mutually-beneficial collaboration and for enhanced participation in curling where Members satisfaction with the results merit their investment.**

Operational Objectives	Ends Link	Strategic Actions
Enhance the reputation of the CCA amongst its stakeholders creating "win/win" relationships.	E-1	<ul style="list-style-type: none"> <li>• Create a new symposium style national event that allows best practices to be shared, provides educational opportunities, networking, and creates an atmosphere for growth opportunities. (e.g.: National Curling Summit)</li> <li>• Facilitate an annual national congress and annual general meeting which enables Member Associations the opportunity to review and debate critical issues to the sport.</li> <li>• Cultivate new ideas that are mutually beneficial to both the national and provincial / territorial associations that can help align the respective business processes.</li> <li>• Maintain and further enhance the communication process and consultation opportunities for all Member Associations.</li> <li>• Create unique opportunities to enhance the sport of curling to communities across Canada.</li> </ul>
To assist the Member Associations to increase the opportunities to participate in quality sport activities for all Canadians, including under-represented groups.	E-1	<ul style="list-style-type: none"> <li>• Continue to deliver "Getting Started" national campaign as well as partnership with Rocks and Rings (see 'youth participation').</li> <li>• Initiate the development of regional events for high school, college and university curling.</li> <li>• Activate and utilize the "Leveraging 2014" campaign and the startcurling.ca platform.</li> <li>• Create new national spot advertisements to be broadcast on TSN.</li> <li>• Continue to implement regional Business of Curling Symposiums to assist with the post-2014 components from the "Leveraging 2014" campaign.</li> <li>• Coordinate Adult Instruction Program at curling centres across the country.</li> </ul>
Increase the CCA's affiliate membership network over the next quadrennial.	E-1 (1)	<ul style="list-style-type: none"> <li>• Engage stakeholders to investigate other viable curling entities that may benefit from being CCA affiliated.</li> <li>• Within membership identification, establish a respectable affiliate package which is convenient, reasonably priced, and generates value.</li> </ul>
To ensure the rules of the game and its overall values as a sport continue to be preserved.	E-1 (1) (a)	<ul style="list-style-type: none"> <li>• Ensure 'Code of Ethics' for curling is a mainstay within CCA rulebooks for both officiated and general play.</li> <li>• Develop competent umpires via mentoring process.</li> <li>• Maintain and enforce code of conduct for players, umpires, and coaches such that the rules of the game are upheld and enforced.</li> </ul>

<p>Create a new affiliation model which allows for data analysis, the ability to increase capacity, and creates enhanced revenue for the CCA and involved Member Associations.</p>	<p>E-1 (2)</p>	<ul style="list-style-type: none"> <li>• Publish all pertinent rules and parameters in each competitor guide for every CCA-operated event. These rules are to also include the athletes' ability to appeal any decision reached.</li> <li>• Work closely with national sponsors and national broadcast partner to promote qualitative and appropriate content for television purposes. This content and the sports values are to be showcased in a mass medium.</li> <li>• Engage a third party professional to investigate what other NSOs are doing to identify their members and the affiliation systems in place.</li> <li>• Work with Member Associations to see what membership models they utilize within their jurisdictions.</li> <li>• Produce recommendations of a membership identification system that fulfills Sport Canada requirements while also potentially increasing revenue for the CCA and involved MAs.</li> <li>• Analyze existing membership benefits and look to overhaul package to produce comprehensive benefits based on membership levels. This will include branded benefits package that can be used with MA benefits in a collaborative effort (e.g.: video or vignette for web-based platforms and high gloss digital use).</li> <li>• Educate membership on recommended options and promote implementation strategy.</li> </ul>
<p>Assist the Member Associations' affiliated curling clubs / centres towards a business operations philosophy and long-term sustainability which will enhance and build capacity.</p>	<p>E-1 (3)</p>	<ul style="list-style-type: none"> <li>• Create and maintain "Best Practices" and "Club Operations" information modules for distribution via the web and Business of Curling Magazine.</li> <li>• Produce regular blogging post and social networking information that is aimed to provide guidance and educational tools for the benefit of affiliated curling clubs.</li> <li>• Develop energy savings program for curling facilities.</li> <li>• Grow the communication and consultation system between the national body, provincial / territorial associations, and affiliated curling clubs.</li> <li>• Enhance the Business of Curling program and deliver to curling clubs via regional symposiums, online planning and strategic planning sessions.</li> <li>• Investigate, develop, and facilitate awareness campaigns.</li> </ul>



## END #2

### CURLING ENTHUSIASTS

Current and future curling enthusiasts including curlers, volunteers and spectators experience benefits where their satisfaction merits ongoing support.

Operational Objectives	Ends Link	Strategic Actions
Grow the sport of curling for Canadians with disabilities.	E-2	<ul style="list-style-type: none"> <li>Design, production, delivery of vision impaired and wheelchair brochures for use by all MAs and affiliated curling clubs.</li> <li>Facilitate and enhance online instruction videos for wheelchair and visually impaired curling. Preparation to enable content to be posted on national website.</li> <li>On ice demonstrations at televised events.</li> <li>“Give-it-a-go” sessions to be hosted across Canada to encourage Canadians with disabilities to try curling.</li> <li>Coordinate the recruitment and training of wheelchair, deaf, and visually impaired instructors.</li> <li>Develop coaching manual for the disciplines of wheelchair and visually impaired curling.</li> <li>Work directly with other member nations of the WCF to create an International Vision Impaired curling event which can be used to promote the cause of the discipline.</li> <li>Host a Wheelchair LTAD summit to grow the discipline and promote new opportunities for athletes with a disability.</li> </ul>
Increase youth participation in the sport of curling while also building a younger demographic of curling enthusiasts.	E-2	<ul style="list-style-type: none"> <li>Work very closely with TSN on television content, graphics, contests, and all related broadcast features with the goal of reducing the average age of viewership for the CCA’s event properties.</li> <li>Conduct school awareness trial opportunities at all CCA national championships.</li> <li>Continue and enhance relationships with Rocks and Rings as a national partner. Expansion of program into new jurisdictions and other inner-city schools in major urban areas.</li> <li>Liaise and help facilitate national and local sponsor strategies which focus on attracting younger demographics to CCA championships.</li> <li>Negotiate the expansion of the CCA’s partnership with Tim Hortons to elevate the existing Little Rocks program across Canada.</li> <li>Coordination of comprehensive social networking campaign (Facebook, Twitter, YouTube, etc.) to leverage the CCA’s electronic media platforms.</li> </ul>
Investment in the CCA’s Season of Champions brand and	E-2 (1)	<ul style="list-style-type: none"> <li>Continue Season of Champions proprietary trademark protection with Canadian Intellectual Property Office (CIPO).</li> </ul>

<p>championship properties will allow exceptional entertainment for curling spectators.</p>		<ul style="list-style-type: none"> <li>• Use television spot time to cross-promote each of the SoC championships.</li> </ul>
<p>Facilitate the delivery of information, programs and services using technology based solutions.</p>	<p>E-2 (2)</p>	<ul style="list-style-type: none"> <li>• Utilize social networking and other web-based platforms to elevate exposure of SoC events and accessibility to as many people as possible.</li> <li>• Ensure host communities and venues are capable of providing exceptional entertainment conditions.</li> <li>• Establish and maintain reliable and secure web hosting solutions for the organizations Internet website properties.</li> <li>• Create and maintain the organization's Internet website properties.</li> <li>• Assess existing organizational processes and look to implement technology solutions that enhance their effectiveness.</li> <li>• Develop, maintain, and enhance championship scoring and statistics software and facilitate the delivery of online score and statistics to its audiences.</li> <li>• Develop and maintain web-based applications and communication tools for Member Associations and affiliated curling clubs, including a pilot project which will involve IST assistance and support with a Member Association's website.</li> <li>• Create and maintain the organization's Digital Asset Management (DAM) system of photos and videos.</li> </ul>
<p>Expand the Association's official language information resources and overall capacity to bring curling information in both official languages.</p>	<p>E-2 (2) E-2 (3)</p>	<ul style="list-style-type: none"> <li>• Apply for additional official languages support from Sport Canada and other funding agents in an effort to grow content.</li> <li>• Develop an operational committee to assess current content, areas of prioritization, and what external translation options are available to the CCA.</li> <li>• Grow national website content in both official languages, and use 2014 STOH event website in Montreal as a launch for completely bilingual web-based platform for selected events.</li> <li>• Enhance and foster the CCA's bilingual coaching capacity to produce more level 3 coaches for the CCA to work with, especially in the province of Quebec. Further identification of Quebec based coaches in which the CCA will work with then to bring them up to the National HP standard (i.e. NCCP formal training, mentoring and participation in High Performance Camps).</li> <li>• Identification of further bilingual umpires for the national officiating responsibilities.</li> <li>• Negotiate access to French language television to broadcast championship curling with potential of grassroots spot ads.</li> </ul>
<p>Rebrand and modernize our consumer facing brand(s) under the CCA umbrella with a comprehensive</p>	<p>E-2 (3)</p>	<ul style="list-style-type: none"> <li>• Apply for NSF enhancement funding through the Canadian Olympic Committee's strategic grant process.</li> <li>• Engage a third party professional agency, size and scope subject to the enhancement funding, to conduct a comprehensive review of the brand awareness and current structure with a mandate to improve the overall</li> </ul>

<p>systematic brand campaign.</p>		<p>presence and brand equity of the CCA.</p> <ul style="list-style-type: none"> <li>• Creation of a strong brand foundation to become a catalyst to harness the potential of every touch-point, connect with Canadians, engage youth, generate revenue, and attract new partnerships and strengthen existing ones.</li> <li>• Conduct research of the organization's history, vision for the future to create an overview of the CCA's "brand architecture" and a needs assessment ultimately prove a systematic approach providing results for an overarching brand strategy/platform, primary logo system, secondary logo system, communication design system, identity system, partner/sponsor lock-ups and marks, and brand guidelines.</li> </ul>
<p>Leverage the relationship with a national broadcast partner for the long-term stability of the sport.</p>	<p>E-2 (4)</p>	<ul style="list-style-type: none"> <li>• Long-term stabilization of partnership with CTV/TSN.</li> <li>• Facilitate an enhanced broadcast agreement to allow coverage in the French language market thru RDS.</li> <li>• Create enhanced working relationship with TSN to be mutually beneficial for both partners and includes regular meetings to promote and foster idea generation.</li> </ul>
<p>Maintain reliable and secure internal and external communication solutions.</p>	<p>E-2 (5)</p>	<ul style="list-style-type: none"> <li>• Maintain the organization's electronic mail solution.</li> <li>• Establish and maintain web-based communication tools for the CCA and Member Associations. (intranet / extranet).</li> <li>• Establish and maintain the organization's Championship event volunteer management and accreditation solution.</li> <li>• Implement a new web-based purchasing and expense system providing a more efficient process for purchasing approvals and expense claim processing.</li> <li>• Implement new HR software which enables electronic tracking of attendance and HR elements for the CCA and audit purposes.</li> <li>• Establish and maintain the organization's VoIP telephony solution.</li> <li>• Maintain ongoing vendor and hardware relationships for mobile communications.</li> </ul>

**END #3**

**TEAMS AT CCA CHAMPIONSHIPS, COMPETITIONS & EVENTS**

**Teams competing in CCA-operated championships, competitions and events have conditions for optimum performance, without compromising the principles of fair play or their physical, psychological, or emotional health.**

Operational Objectives	Ends Link	Strategic Actions
<p>All Canadian Championships will have an approved system which will ensure all 14 Member Associations have an equitable opportunity to access the event.</p>	<p>E-3 (1)</p>	<ul style="list-style-type: none"> <li>• Bring a new proposal for consideration to the CCA Board that would modify the Canadian Seniors and Canadian Mixed to still provide access to all Mas, but would reduce the financial needs to host the event.</li> <li>• Senior Staff to review other sport models and performance based accessibility to championships.</li> <li>• In alignment with End #3 (E3), facilitate an equitable system that allows all 14 MAs the opportunity to gain access to national championships. Final implementation to be the Men's and Women's Canadian Curling Championships in 2015.</li> <li>• Educate other stakeholders such as TSN, major sponsors, and curling enthusiasts that modifications to the system continue to occur and how the logistics will work with each respective event.</li> <li>• Plan and budget for the ability to help facilitate any necessary playoff pool, qualification round or other means that enable equitable access in a fiscally responsible manner.</li> </ul>
<p>To ensure teams from Member Associations represented at Canadian Championships or within the equitable opportunity to access system, are treated in a like manner.</p>	<p>E-3 (1) (b)</p>	<ul style="list-style-type: none"> <li>• Budget and ensure teams attending Canadian curling championships are afforded equitable support and benefits for their attendance at the event. Support needs to be within the fiscal means of the CCA in a responsible manner. Equitability should be seen in applicable transportation offerings, accommodation option, and field of play elements such as ice conditions and rules applications, while at the championships, etc.</li> <li>• Distribute competitor information to all teams and associated MAs at the same time.</li> <li>• Hold a team meeting with all players to provide consistent information to all teams.</li> <li>• Hire and employ professional event staff to ensure that teams are treated in a like manner and understand the importance of the conditions for teams competing in CCA-operated championships.</li> </ul>
<p>Under the equitable access system, the applicable Canadian Championship will include a team from the Host Member Association.</p>	<p>E-3 (2) (a)</p>	<ul style="list-style-type: none"> <li>• Director, Event Operations and event personnel will ensure that based on where the applicable championships are being held, that the declared team from the Host Member Association is in the championship.</li> <li>• Depending on format of the championship, the other eligible teams may be impacted if the Host Member Association was not already prequalified. Communication and information will be presented clearly and effectively for all stakeholders.</li> </ul>

<p>The CCA will review its championships on an annual basis and look to propose enhancements and possible new championships where there is value for the sport and a business model allows for a sustainable operational structure.</p>	<p>E-3 (3)</p>	<ul style="list-style-type: none"> <li>• Local and national marketing teams to use this concept as part of their strategy to maximize interest, regional pride and fan interest with a goal to generate revenue opportunities from this objective in conjunction with LOC (local organizing committee).</li> <li>• CCA CEO will work with an Operational Review Team to analyze the non-event management properties based on the related governance motion mandated by the CCA Board of Governors.</li> <li>• Work to sustain the sport by establishing proper business models that will allow for some form of continual contributions to operate and manage so many national events, but at a reduced and manageable financial level.</li> <li>• Liaise with the World Curling Federation to ensure the CCA has a comprehensive working knowledge of new international events which will impact existing national championships or require a new event to be implemented.</li> </ul>
---	----------------	--

**END #4**

**HOST COMMUNITIES**

**Host communities of CCA-operated championships, competitions and events experience positive impacts and an enduring legacy of enthusiasm for curling.**

Operational Objectives	Ends Link	Strategic Actions
Engage the local communities that the CCA awards events to in an effort to enhance community involvement.	E-4	<ul style="list-style-type: none"> <li>Coordinate the establishment of volunteer based Local Organizing Committees in the communities of each of the CCA-operated events.</li> <li>Facilitate community-minded strategies such as “Paint the Town” and the CCA pep rallies that foster local involvement and enthusiasm.</li> <li>Maintain and enhance a comprehensive local sponsorship package that provides various options for local businesses and media outlets to activate their brands in alignment with the applicable CCA-operated events.</li> <li>Provide economic impact information, where available, to entice local / municipal governments to be involved in CCA-operated events from the outset.</li> </ul>
Establish a credible economic impact analysis tool with the ability to know the general economic impact of each of the CCA’s championships by the end of the quadrennial.	E-4 (1)	<ul style="list-style-type: none"> <li>Foster and enhance partnership with the Canadian Sport Tourism Alliance (CSTA).</li> <li>Engage CSTA to use the well respected STEAM model to facilitate a formal economic impact (EI) assessment on at least one CCA-operated event per year with the objective to have an EI on all events by the end of the quadrennial.</li> <li>Utilize EI results to entice municipal and provincial / territorial governments to invest in CCA championships.</li> </ul>
Establish and maintain a working plan, event manual and volunteer model that structures the Local Organizing Committee for each of the CCA-operated events.	E-4 (2)	<ul style="list-style-type: none"> <li>Communicate effective information to the various volunteer levels to enhance the event and promote results.</li> <li>Educate the volunteer base on best practices and intricacies of a professionally managed event.</li> <li>Help promote opportunities that are available to a diverse population in the applicable local communities with the intent to provide a rewarding experience that leaves the community with a volunteer base with enhanced skills and knowledge.</li> </ul>
Provide an RFP process where possible and actively seek championship host sites across all regions of the country.	E-4 (3)	<ul style="list-style-type: none"> <li>Design and circulate a formal Request for Proposal (RFP) for various events based on hosting demand and capacity. RFP process to be disseminated nationally with all Mas aware of specifications.</li> <li>Attend annual Sport Tourism Alliance Congress and be a leader at “Event Exchange” with tourism, sport and government representatives.</li> <li>Ensure Member Associations are aware that the CCA has a genuine interest in hosting events across the country where there is capacity (i.e. financial, infrastructure, human resources), and work within the overall</li> </ul>

		<p>CCA national event grid.</p> <ul style="list-style-type: none"> <li>• Work with past host communities and their volunteer network to identify potential future hosting opportunities that can be mutually beneficial.</li> <li>• Liaise with the CCA's vast network of corporate partners to review other successful business opportunities in various Canadian regions which may be opportunistic for CCA events.</li> </ul>
<p>To have hosted a CCA-operated championships in all 14 Member Associations jurisdictions by the end of this quadrennial (2018) since 2010.</p>	<p>E-4 (3) (a)</p>	<ul style="list-style-type: none"> <li>• Engage all Member Associations to ensure that the CCA is maximizing expressions of interest for CCA operated events.</li> <li>• Attend the annual CSTA Event Exchange enabling the CCA to meet and explore an extensive number of interested and potential venues.</li> <li>• Maintain and enhance the CCA's internal 5 year event grid plan in alignment with this objective and regionalization of the event structure.</li> <li>• Ensure annual assessment of previous year's events and future event sites are monitored closely.</li> </ul>

**END #5**

**TEAMS SANCTIONED BY CCA – INTERNATIONAL / HIGH PERFORMANCE**

**Teams sanctioned by the CCA and representing Canada internationally have the competitive skills, attributes and support to consistently achieve podium results.**

Operational Objectives	Ends Link	Strategic Actions
To increase the capacity of the CCA's high performance athlete development programs to systematically achieve world class results at World Championships, Olympics and Paralympic Games	E-5	<ul style="list-style-type: none"> <li>• Continue to evaluate and enhance National Team Performance standards and work with those teams in the Olympic qualification process.</li> <li>• Continue to invest in all stages of the LTAD with the objective of strengthening talent identification and development.</li> <li>• Monitor NTP and International performances and continue to enhance our HP database.</li> <li>• Work with Own The Podium to develop the programs and services required to achieve maximum results internationally.</li> <li>• Ongoing scouting of international international Olympic teams which will better enable us to prepare Canadian Teams.</li> <li>• Increased coaching contribution to planning, training and competition monitoring.</li> <li>• Increased use of performance evaluation and training technology.</li> <li>• Fine tune the integration of IST into NTP training / competition.</li> </ul>
To recruit and develop the performance expertise required to operationalize the CCA's high performance programs in pursuit of world class international results	E-5	<ul style="list-style-type: none"> <li>• Maintain ambitious efforts within the NCCP and continue to develop the training sessions, evaluation protocols and resources required to produce competent coaches who in turn will support the various contexts with our Long Term Athlete Development (LTAD) plan.</li> <li>• Continue to recruit HP athletes and provide them with professional development opportunities en route to becoming coaches and competitive consultants within our LTAD.</li> <li>• Assist with the implementation of the LTAD within our Member Associations and the ongoing development of LTAD leaders and athlete development experts.</li> </ul>
To ensure the CCA sanctioned teams that represent Canada internationally will be determined based on credible competition formats or performance based criteria that ultimately enable Canada to achieve world class results.	E-5 (1)	<ul style="list-style-type: none"> <li>• Foster exceptional professional working relationships with major high performance stakeholders (Own the Podium, Sport Canada, Canadian Olympic and Paralympic Committees in particular) to review best practices and implement formulas which conform with CCA parameters as well as maximize high performance excellence internationally.</li> <li>• Consult with athletes and members of the National Team Program (NTP) regarding qualification/selection systems and the merit of our performance evaluation protocols.</li> </ul>



---

---

		<ul style="list-style-type: none"><li>• Continue to evaluate existing Canadian/Olympic Trial championship events which enable the CCA to achieve podium results at the international level.</li></ul>
--	--	---

## SWOT Analysis

The SWOT (Strengths, Weaknesses, Opportunities, and Threats) Analysis provides guidance on the problems we face, the shortcomings of our organization, and the areas we should explore if we are to maximize our success.

<p><b><u>Weaknesses</u></b></p> <ul style="list-style-type: none"> <li>• Membership identification (ie: ability to know who every curling member is and demographic information about them)</li> <li>• Visual minority representation and participation within programs, events, etc.</li> <li>• Self-sustainability for development programs and services (i.e. ability to rely solely on membership fees to provide core development services)</li> <li>• Curling has priced itself so low for years that the perceived value has been impacted</li> </ul>	
<p><b><u>Threats</u></b></p> <ul style="list-style-type: none"> <li>• Live entertainment business is volatile</li> <li>• Competition from other recreational products, services, and events unlike ever before</li> <li>• Geographical diversity</li> <li>• Costs and magnitude of event hosting</li> <li>• Number of curlers at top competitive level is decreasing</li> <li>• Demographic changes – baby boomers are moving into later years – need to appeal to Gen X and Gen Y</li> <li>• Aging infrastructure of curling facilities which deliver programs and services for the sport.</li> <li>• Member Association sustainability.</li> </ul>	

## Risk Analysis

RISK	CONTROL MEASURES IN PLACE / MITIGATION	RISK FACTOR	FURTHER MITIGATION STRATEGIES
1. Lack of interest by the general population in Canada which adversely impacts reputation, participation or support for curling.	<ul style="list-style-type: none"> <li>Major broadcast agreement in place with TSN and RDS thru until 2020, with 300+ hours of television on each.</li> <li>Leveraging 2014 Campaign took place for Olympic year and to boost 2014 Olympic profile of three gold medals.</li> <li>Value added sponsorship model that delivers guaranteed impressions and exposure to national partners, clients and sponsors in a current sold out national position.</li> <li>Prolific championships event model and integrated Season of Champions branding to promote marquee events such as Brier, Scotties, etc.</li> </ul>	Low - Moderate	<ul style="list-style-type: none"> <li>Business of Curling Symposiums and magazine to educate curling facilities and administration how to run successful operations to promote and enhance future viability.</li> <li>Efforts to showcase curling and the CCA outside of standardized sport broadcasts have been coordinated with some unique television and publication opportunities.</li> </ul>
2. Viability and stability of Member Associations.	<ul style="list-style-type: none"> <li>Regular communication and consultation (operational and Board Governance) between CCA and MAs to ensure open communication about business affairs and current issues (i.e.: MA President calls, ED/CEO calls, face-to-face meetings, etc.)</li> <li>Hosting first ever National Curling Summit to facilitate knowledge, information sharing, etc. for the growth of sport.</li> <li>Highly subsidized national competitor fee system in comparison to other sports with major athlete support to national events unlike any other NSO.</li> <li>Very inexpensive affiliation system in comparison to other sport systems.</li> </ul>	Moderate	<ul style="list-style-type: none"> <li>A new affiliation model is under review and consideration in an effort to enhance qualitative member information and revenues which may further increase MA support and assistance.</li> <li>May need to review necessity of MA support structure for those which require financial assistance (i.e.: accountable framework for justifiable support to ensure stability). The concept of Member Association sustainability fund has also been discussed.</li> </ul>
3. Aging facilities and curling infrastructure.	<ul style="list-style-type: none"> <li>Have a curling club fund under the For The Love Of Curling umbrella that allows affiliated curling centres the ability to donate funds which are tax deductible and enable special projects to be facilitated.</li> <li>Work closely and financially support the Sport Matters group which lobbies for sport funding and infrastructure capital on the municipal, provincial / territorial, and national level.</li> </ul>	Moderate	<ul style="list-style-type: none"> <li>Built online resource of Best Practices for club development via social media platform for building managers and executives.</li> <li>Created For The Love Of Curling philanthropic program to provide further fundraising initiatives to support curling clubs and</li> </ul>

	<ul style="list-style-type: none"> <li>Facilitate a comprehensive “Business of Curling” symposium series, blogs, and business magazine which help to move curling centres towards a business operations philosophy and promote long-term sustainability.</li> <li>“Leveraging 2014” campaign provided a turnkey promotion package to all affiliated curling centres which will continue to be activated this coming year.</li> </ul>		infrastructure needs.
4. Funding provisions to the CCA are eliminated or significantly change due to uncontrollable circumstances.	<ul style="list-style-type: none"> <li>Core government support in place and confirmed.</li> <li>Most major sponsors have been secured for long term contracts and provide stability to revenues in multiple diverse product categories (i.e. Ford, Kruger, Tim Hortons, Bell, Travellers Insurance, etc.)</li> <li>Long-term sustainability of television exposure and mass media is in place giving sponsors and partners significant exposure opportunity and the value required to stay involved (thru 2020).</li> <li>Fiscal stabilization efforts have enabled CCA to create first ever long-term reserve fund, meeting its funding goals well in advance of what any stakeholders anticipated.</li> </ul>	Moderate	<ul style="list-style-type: none"> <li>A continued primary objective in this quadrennial will be to increase CCA self-generated revenue.</li> <li>Diversify revenue base of the CCA with new initiatives and business ventures.</li> </ul>
5. Limited demographic diversity adversely impacts curling participation, involvement and general fan base.	<ul style="list-style-type: none"> <li>Promote and ensure enduring legacy left in communities in all jurisdictions CCA championships and event are held. Additional host MA revenue is also available as part of event hosting.</li> <li>Established partnership with Rocks and Rings program to go national with curling activity for inner city school children across major urban centres. Program has involved over 228,000 students with goal to reach a quarter of a million kids with programs this quadrennial.</li> <li>Discover Curling program has expanded to include Soldier On Program, Visually Impaired participation, deaf curling, etc.</li> <li>Working with TSN to continue to nurture existing demographic while also appealing and growing younger audiences.</li> </ul>	Moderate - High	<ul style="list-style-type: none"> <li>Looking at longer term strategies which may allow penetration into new markets and/or those which the CCA has not operated in for an extended period of time.</li> <li>Efforts to showcase the sport in non-traditional mediums to be explored and leveraged wherever possible.</li> </ul>

---

## Planning Notes

---

### Budget alignment

- Most of the strategic actions can be attributed to expenditures in multiple budget lines given their scope and the CCA's budget diversity.
- Longer term strategic actions will be seen in future budgets in the quadrennial.
- As some of the key global initiatives materialize, a direct budget impact in the future will be seen.

### ENDs Priorities

- In establishing this plan and in review of the CCA Board of Governors consultation process and survey under BG-8, the plan was based on END #1 being the top priority, followed by END #2 and END #3, and then END #4 and #5.
- In alignment with the stated priorities, the plan has expanded the scope and breadth of END #1, END #2 and END #3, with further objectives at the outset of the plan and increased strategic actions.

### Evolving Document

- One of the major points to be made with this document is it is an evolving document and will be modified, added to, and amended subject to how the CCA Board's ENDs change. With no changes to the ENDs, modifications to the Business Plan will be very minimal. Quarterly and Year-end status updates will be provided to show the progression of work and fulfillment of strategic actions.
- The above will allow a minimum of annual realignment of the business plan and organizational strategy based on knowledge gained from current and prior years' analysis of trends and scans including programs, activities, ad-hoc committees and the environment.
- Consultation will continue to occur with a myriad of stakeholders with it being known that collaborative feedback is always welcomed.

### Planning Assumptions

- Quadrennial planning has been utilized at the desire of the CCA Board of Governors in alignment with the winter Olympic cycle.
- This plan was built with the long-term goals and objectives necessary to help the organization succeed while adhering to the Policy Governance model and staying within the Executive Limitations.
- The SWOT analysis done for the most recent realignment has been done with the understanding that there is still an antiquated method of affiliation compared to most NSOs and one which the CCA continues to try and work to modify, subject to membership approval.

---

---

APPENDIX

---

Board of Governors Policies

ENDS Global & ENDS 1 – 5

---

Policy Type:	ENDS
Policy # / Name:	<b>Global End Statement</b>
Date of Board Approval:	January 21, 2010
Last revision date:	April 18, 2013

**Global End Statement:**

The Canadian Curling Association exists so that people in Canada realize a positive curling experience where the results merit the investment.

Level 1 End Statement:

The traditions of the game of curling are recognized as being important and will be cherished, maintained and preserved.

---

Policy Type: ENDS  
Policy # / Name: **END – 1: Members**  
Date of Board Approval: January 21, 2010  
Last revision date: March 8, 2013

Level 1 End Statement:

**E-1**

**Members including Association Members and Affiliate Members have conditions conducive for mutually-beneficial collaboration and for enhanced participation in curling where Members satisfaction with the results merit their investment.**

Level 2 End Statements:

E-1 (1):

People benefit from viable curling options to enhance the sport

E-1 (1) (a)

Curling values are respected and preserved

E-1 (2):

People benefit from an enhanced curling experience at affiliated curling operations

E-1 (3):

Conditions exist that provide an opportunity for new curlers to actively participate and existing curlers to participate throughout their life as part of a healthy lifestyle.

---

Policy Type: ENDS  
Policy # / Name: **END – 2: Curling Enthusiasts**  
Date of Board Approval: January 21, 2010  
Last revision date: March 8, 2013

Level 1 End Statement:

**E-2:**  
**Current and future curling enthusiasts including curlers, volunteers and spectators experience benefits where their satisfaction merits ongoing support.**

Level 2 End Statements:

E-2 (1):  
CCA-operated championships, competitions and events provide entertainment for curling spectators.

E-2 (2):  
Curling enthusiasts have knowledge and tools for enhanced curling enjoyment.

E-2 (3):  
Conditions exist whereby people and / or organizations with potential curling interest become enthusiasts of the sport.

E-2 (4):  
Conditions exist for funding partners, including governments, corporations, organizations, and individuals to provide support for curling championships, competitions, events and development programs.

E-2 (5):  
Conditions exist whereby volunteers, including coaches, officials and ice technicians have the opportunity to enhance their knowledge and skills.



---

Policy Type: ENDS

Policy # / Name: **END – 3: CCA Championships, Competitions and Events**

Date of Board Approval: May 20, 2010

Last revision date: March 8, 2013

Level 1 End Statement:

**E-3:**  
**Teams competing in CCA-operated championships, competitions and events have conditions for optimum performance, without compromising the principles of fair play or their physical, psychological or emotional health.**

Level 2 End Statements:

E-3 (1):

Member Associations have equitable opportunity for their affiliated curlers to access Canadian Championships, recognizing diverse conditions such as geographical size, proximity and the number of competitors may vary considerably between Member Associations.

E-3 (1) (a)

Teams, once declared by each Member Association, compete without experiencing unreasonable financial hardship to the competitor, to the Member Association or to the CCA.

E-3 (1) (b)

For each championship, all participating teams are treated in a like manner.

E-3 (2)

The purpose(s) and priorities of each championship, competition or event are determined by the CCA Board, in consultation with the Member Associations and stakeholders.

E-3 (2) (a)

Each Canadian Championship includes a team from the Host Member Association to maximize interest, regional pride and revenue.

E-3 (2) (b)

The qualification process and structure for each Canadian Championship may be different based on the defined purpose(s) of the Championship. The Championships are categorized as:

- i. **Elite** championships are the highest level of competition available within CCA-operated events. Athletes competing at this level have the highest potential to achieve podium

---

results for Canada. Teams are the best of the best from either within Canada or within each Member Association, depending on the qualification requirements.

- ii. **Participation** championships provide the opportunity for the player / team to compete; may be a stepping stone towards elite competitions and could be the highest level of competition some players aspire to or choose to attain. The spirit of the competition may be as important as performance.
- iii. **Player / Team Development** championships further refine the skills and abilities of competitors to reach their fullest potential.
- iv. **Positive Exposure / Public Relations** championships provide an opportunity for people in Canada to become interested in curling and help foster growth in the sport.
- v. **Revenue Generating** championships create a financial surplus for the CCA with resulting benefits to Member Associations and stakeholders.

#### E-3 (3)

Any proposed championship, competition or event merits consideration when an acceptable business case supports CCA's ENDS priorities and at least one of the following elements exists for the proposed championship:

- is in alignment with the CCA's long-term athlete development (LTAD) plan;
- a CCA representative is required to participate in a new WCF-sanctioned event;
- a Provincial / Territorial Championship in the same discipline as the proposed championship has existed in at least 75% of the Member Associations for a minimum of 3 consecutive years;
- there is a justifiable marketing value.

---

Policy Type: ENDS

Policy # / Name: **END – 4: Host Communities**

Date of Board Approval: January 21, 2010

Last revision date: February 1, 2014

Level 1 End Statement:

**E-4:**  
**Host communities of CCA-operated championships, competitions, and events experience positive impacts and an enduring legacy of enthusiasm for curling.**

Level 2 End Statements:

E-4 (1)  
Host communities experience an economic impact and increased interest in curling.

E-4 (1) (a)  
Conditions exist to provide an opportunity for increased involvement in curling.

E-4 (2)  
Volunteers have enhanced skills and knowledge as a result of the experience.

E-4 (3)  
Association Members have the opportunity to host CCA-operated championships, competitions and events where appropriate capacity and infrastructure exist in the Host Community.

E-4 (3) (a)  
In every 10 year period, each Association member shall have the opportunity to host at least one CCA-operated championship, competition or event.

---

Policy Type: ENDS

Policy # / Name: **END – 5: International/High Performance**

Date of Board Approval: May 20, 2010

Last revision date: March 8, 2013

Level 1 End Statement:

**E-5:**  
**Teams sanctioned by the CCA and representing Canada internationally have the competitive skills, attributes and support to consistently achieve podium results.**

Level 2 End Statement:

E-5 (1):  
Teams are determined by competition where practical; otherwise, representation is determined using performance-based criteria such as final standings of performance during competition or the results of formal performance evaluation assessment.