



Curling Canada Business Plan

2016 – 2018

Key issues identified 2016-2018



1. We require renewed strength in our partnerships with our members and a commitment to dialogue and solution oriented problem solving with the best information available for both parties.
2. Our current event model is not sustainable. We need thorough review of financial, operational, format and promotion of Curling Canada events.
3. We need to re-orient our resources in time, people, skills or dollars to create some of the change we need to make in 2016-2018.
4. There are significant broadcast and player championship conflicts that sub-optimize field of play delivery of high performance.
5. We have new Olympic and podium events and high expectations around performance given our 2014 results. Many other winter sports are competing for same dollars.
6. Clubs continue to struggle with costs and membership recruitment

Key issues identified 2016-2018 continued



7. We have a number of stakeholders with shifting priorities and they create uncertainty in future relationships. We need to be nimble.
8. Our youth pathway is evolving and is not as robust as other sports. We are missing a piece of LTAD
9. We have a large number of contractors, remote and temporary employees and makes things difficult for employee engagement. .
10. We don't fully understand the power of our brand and its promise to the community. We do not market the sport of curling but we market events and broadcast.
11. Grassroots programming has limited funding stymieing success.

2016-2018 Opportunities Identified



1. A change in culture that can be led by a commitment to a formalized work plan to foster open dialogue and two way information sharing with our member associations can unlock some powerful partnership results.
2. An audit of the organization to ensure that we focus on priorities and acquire or develop the skills needed for the objectives we have set for ourselves. Ensure all employees are engaged and aligned to objectives through performance management.
3. Opportunity to work with the players, broadcasters and federations to deliver a schedule of events that maximizes event success, fan engagement and performance and satisfaction of our athletes.
4. Opportunities in sponsorship to work with National Team Program assets.
5. Develop a robust LTAD program with focus on youth pathway to curling for life and podium.

2016-2018 Opportunities Identified continued



6. Begin partner contract renewal early to lay groundwork for future objective setting.
7. Full event model review balancing need for revenue, depth of field of play and competition opportunities and ability to promote and grow the game to a wider audience.
8. Strengthen operationalization plan to ensure qualification in Mixed Doubles to 2018 and deliver podium results.
9. Deliver more club programs through LTAD, Business of Curling, and new programs that can be driven by technology including Membership Registration and e:commerce.
10. Have curlers make a difference to the sport through the Curling Canada Foundation. Increase youth participation.



2016 – 2018 Plan

Sponsorship Revenue



Objective

- Maximize revenue and fully sold out program.

Goals

- Sell Juniors Title & Official Partner Sponsorship positions
- Retain existing clients
- Develop package and assets for U18 tournament

Strategy

- Set the stage for long-term renewals utilizing updated event research
- Provide maximum activation and customer engagement opportunities

Measurement

- Revenue vs. Budget
- Client retention

Broadcast



Objective

- Maximize promotion and exposure of sport through high quality and high reach broadcast.

Goals

- Increase reach through new audience to game
- Increase frequency through new product and promotional vehicles

Strategy

- Expand audience through introduction of digital media in new properties
- Deliver greater hours across more tournaments
- Develop and test 1-2 "big ideas" with broadcaster – develop during broadcast summit.

Measurement

- Gross Rating Points and audience size.

Events



Objective

- Maximize exposure and revenue for events
- Increase value of property for CC and communities

Goals

- Increase local audience participation through ticket purchase, event attendance and volunteer hours
- Develop stronger event profile and compete against other live entertainment and sporting events
- Increase profitability and manage risk more closely

Strategy

- Thorough event model review
- Strong community engagement platforms in planning periods
- Dynamic and exciting marketing to maximize attendance
- Create “sport-ertainment” and festival atmosphere to extend stay and create fan loyalty

Measurement

- Ticket sales
- Exit Surveys on satisfaction
- Digital and media participation
- Food and Beverage, merchandise sales
- Bottom Line profitability

Merchandising



Objective

- Maximize Revenue
- Maximize ambassadorship and event promotion through community purchase of iconic brand-wear.

Goals

- Double revenue versus previous year
- Create visible presence with event merchandise pre/during/post event

Strategy

- Create and market teaser merchandise before event on-line and event office
- Develop unique event pieces that are iconic and collectable
- Strong promotion and marketing of event wear.

Measurement

- Double revenue sales
- Increase amount sold

Brand Foundation Plan



Objective

- Articulate the persuasive brand promise that curling can deliver upon

Goals

- An engaging brand platform that keeps loyal curlers satisfied but engages a larger audience in the sport.
- A consistent message that can be delivered across touch-points

Strategy

- Create research program and engage stakeholders to understand and articulate what make curling better and more unique than any other sport.

Measurement

- Completion of research and validation study that identifies the brand foundations

Curling Foundation Plan



Objective

- Create greater awareness of how donors can make a difference to the sport through the Curling Canada Foundation.

Goals

- Create engaging stories that are shared across all mediums
- Create more opportunities to give

Strategy

- Create partnership with TSN and sponsors to deliver engaging content to tv audience.
- Redesign and host all grassroots stories on Curling Canada Foundation website/ French/strong call to action
- Develop relationships with athletes to uncover engaging stories
- Create events that have strong engagement opportunities for curlers across the country

Measurement

- Increase in number of new donors (tracked by unique links)
- Increase in social media metrics
- Increased revenue from all mediums including events

National and Regional Marketing Plan



Objective

- Create significant increases in interest and engagement in curling in Canada.

Goals

- Increases in awareness and trial amongst target groups

Strategy

- Create a national marketing campaign(s) to create interest amongst targets
- Create platform that can be easily adapted for regional and member use with a strong call to action
- Leverage partner assets (COC/CPC/Broadcaster/sponsor) for extended distribution

Measurement

- Increases in curling awareness and willingness to try by key target groups
- Increases in event attendance and broadcast consumption by key target groups
- Increases in membership enrolment by key target groups by 2018

Feeder System Plan - Trial



Objective

- Increase the number of Youth involved in curling

Goals

- Develop and implement new Curling Canada youth programs

Strategy

- Pilot Curling 101 in 30 communities
- Create U18 championship
- Create new learn to curl program for youth that will be more FUN, interesting, age and stage appropriate.
- Create new partnerships with MAs and curlers to establish best practices and benchmarks.

Measurement

- Through Member registration- increase in number of youth enrolled
- Number of families participating in Curling 101
- Number of families/youth who enroll in a program following Curling 101

Feeder System Plan - Retention



Objective

- Using current best practices, create a recruitment and retention program for children in the sport of curling.

Goals

- Creation of a Learn to Curl Program
- Creation of a standard recruitment tool/event for club use.
- Design Youth Ambassador Program

Strategy

- Create templates for “try curling” clinic, including program, marketing, and email
- Lead design and implementation of a universal Learn to Curl program (L2C) that is adaptable and easy to implement in any club with any group of youth participants.
- Introduce and utilize a regional champion who will work in the schools, rinks and with the Member Associations, to implement youth programming.

Measurement

- A written event/clinic plan for all clubs and report of the outcomes
- A written Pilot report with recommended changes & next steps for 6/2017.
- A written “Youth Ambassador” program including job description for a Youth Champion Professional 6/2017

Membership Club Plan



Objective

- Ensure all clubs have membership that is representative of the local catchment area, while encouraging diversity.
- The customer base is representative of the Canadian population overall.

Goals

- Create Curling Day in Canada in 2018
- Increase diversity by 5% in 2017

Strategy

- Determine accurate profile of curlers in Canada through member registration
- Develop strategies to increase parent involvement at clubs
- Identify new demographics in pilot locales
- Create new trial opportunities to service local catchment areas

Measurement

- Increases detailed via information sourced from Membership Registration
- Curling Day happens in Jan/Feb 2018

Communications Plan



Objective

- To engage with fans & curlers esp. younger through website content & social media channels.
- Raise our social media profile and build audience, leading to increased ticket sales at events

Goals

- Provide content that appeals to as broad of an audience as possible — making inroads with younger people
- Continue offering fresh, vibrant and unique stories on curling across the country, from grassroots all the way up to our championship events.

Strategy

- Increase video content,
- Use a broad spectrum of writers and content providers to produce fresh, interesting and engaging stories, on our website, on social media and in event programs.

Measurement

- Increased video content on digital/social
- Increase FB, Twitter by 25-30%

Media Relations



Objective

- To continue to build a positive, mutually beneficial relationship with print, broadcast and online media.

Goals

- To provide timely, meaningful and interesting story leads to media outlets, in addition to being responsive to their needs and inquiries as quickly as possible.
- Continue to build a positive relationship with our broadcast partner TSN by providing story ideas to enhance their SoC broadcasts.

Strategy

- Use relationship with athletes to find out interesting stories that paints them in a positive light, and then pass those tips strategically to media outlets
- Monitor all forms of media for stories that may cause problems, and act quickly to get on top of the story and make sure it does not have lasting negative effects.

Measurement

- Continuing positive coverage in media outlets across Canada.

Season of Champions Events



Objective

- Increase profile and engagement with SOC Events and build value
- Increase Revenue
- Manage Costs and risk

Goals

- High demand events that actively engage a local and broadcast audience
- Events that consistently deliver high performance, promotion of curling and effective revenue generation

Strategy

- Complete Event Model review with cross functional team
- Test hypotheses in 2016-2017 for recommendation
- Make recommendations that benefit the sport, the member associations and CC

Measurement

- highly attended and profitable events.
- All parties – MAs, Curling Canada, and Host Committees receive benefit.

Non SOC Events



Objective

- Raise hosting standards.

Goals

- Prepare tools for non Season of Champions committees to allow them to stage world class events and similar legacies for more niche appeal events.
- Enhance the customer and athlete off-ice experience at our feature events

Strategy

- Develop comprehensive hosting manual
- Deliver more fan experience for ticket buyers and 'rock star' experience for athletes

Measurement

- Increased per draw tickets sales
- Online survey satisfaction

Create Member opportunities through bidding.



Objective

- Ensure that each MA that bids on an event has high chance delivering successful event.

Goals

- Continue open bidding process for Curling Canada events.
- Expressions of Interest are accepted for every Curling Canada event (13 per year)
- Continue to build and define bid criteria that are key event success factors

Strategy

- Standardize bid process document criteria to reflect event management requirements.
- Deliver more STEAM model economic impact numbers

Measurement

- Events are contractually booked 2 years in advance
- Events are successful for all parties based on their individual goals

High Performance Plan



Objective

- Maintain the dominant international position of Team Canada across multiple curling disciplines

Goals

- Top 3 in the world in all four Olympic/Paralympic disciplines
- Top 5 in all World Championships.

Strategy

- Develop and operate Gold Medal Profile, enhance LTAD, enhance NCCP, enhance collaboration with key funding partners and Member Associations, improve tracking performance capabilities

Measurement

- Medals, Order of Merit rankings, World Cup results, level of support of funding partners, conversion rate of identified athletes to International podium athletes

Partner Plan



Objective

- Unleash the power that strong working partnership with membership can bring to sport and business success

Goals

- Collaborative working relationships with benefits to both parties
- Strengthen both parties' assets and capabilities and grow the sport of curling together

Strategy

- Develop a framework for strong communication and idea and information exchange that is developed and endorsed by both parties
- Develop clarity around parties' roles and responsibilities to avoid duplication of effort and gain efficiencies in delivery.

Measurement

- Mechanism for information , idea exchange, and solutions delivery in 2016 and endorsed by both parties.
- Process delivery around communications and information requirements in, 2016
- EDOAC meetings co-chaired by ED and CC CEO. Significant projects worked on and completed as a team.

National feeder system collaboration



Objective

- Create partnerships with the MAs to design a BIC feeder system program

Goals

- Identify high quality grassroots programming that meet the needs of the MAs and curlers

Strategy

- Outline Framework for Feeders System at 2016 NCC
- Gain input and mechanism to study and identify best practices in us.
- Share plans and tools at regular intervals and on a youth curling website
- Create taskforces and working groups with MAs to ensure their input and BIC programs are shared

Measurement

- Plan Two face to face meetings with the MAs
- 8 planned discussions through the ED council
- 100% buy in and support of the feeder system and programs

Organization Development Plan



Objective

- Ensure highest performing staff by ensuring alignment of capabilities, resources and organization design that support success in the aspirations we have and the challenges we face

Goals

- Organization designed to deliver maximum performance
- Healthy organizational culture that is focused on winning & achievement.
- Alignment of work and organization goals so that we create strength for one another.

Strategy

- Review policies and employment practices that support high functioning team.
- Ensure performance goals are clear by position and support corporate goals
- Create organizational development goals that support our success

Measurement

- Employee engagement survey
- Involuntary staff turnover less than 10%
- Every staff member has a personal development plan that they are responsible for.

Financial and Audit Plan



Objective

- Ensure the established schedule of financial reporting is adhered to and remains relevant to the needs of our partners.

Goals

- Provide all audited and unaudited financial reports by dates to various stakeholders and partners.

Strategy

- Consult with F&A Committee to confirm the effectiveness and timing of reports meets needs.
- Continue external audit firm and ensure producing relevant reports for financial stakeholders.
- Use auditing firm on-going on issues to ensure a smooth audit process at year end.

Measurement

- Audited statements produced and distributed to Member Associations a minimum of 28 days prior to the conclusion of the AGM on September 30.
- Receive a 'no issues' management letter from the auditors.

Operations plan



Objective

- Minimize financial and reputational risk to organization

Goals

- High performing organization that has adequate risk protection and policies for people and assets
- Ensure external face of organization recognizes partners and protects our reputation

Strategy

- Risk Management framework updated for asset and people protection
- Internal policy review to ensure compliance with employee standards for BIC not-for-profit organizations
- Improve dual language capacity.

Measurement

- Risk management tools in place and reviewed annually
- Employment policies and salary surveys completed bi-annually
- Improved dual language compliance

Membership Management System Pilot and Technology Plan



Objective

- Provide MA's and Member Curling Clubs with membership management system
- Obtain usable information to support the growth of our sport.

Goals

- Develop web-based Membership Management System
- Integrate online payment system
- Meet the member registration needs of varied and diverse curling clubs

Strategy

- Through a Pilot, develop and modify an in-house web application
- Create a value proposition for Curling Clubs
- Develop a suite of technology-driven product/services for member needs

Measurement

- Pilot MMS project and report on results in March 2017
- Milestones through web application development
- Onboarding of Member Associations and Curling Clubs