

**CANADIAN  
CURLING  
ASSOCIATION  
CANADIENNE  
DE CURLING**



**A Business Plan and Organizational Strategy for Curling in Canada  
2010 – 2014  
(Updated – May, 2013)**

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



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## Canadian Curling Association

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## **Business Plan and Organizational Strategy 2010 -2014**

### **A Message from the CCA Chief Executive Officer**

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#### **The Opportunity is Ours**

Over the last several years, the Canadian Curling Association has worked incredibly hard to implement a new corporate governance structure following the key principles established by John Carver for what is known as Policy Governance. The CCA Board and management have been successful in this major transition and way in which the Association has operated.

As part of this overall governance restructuring, the CCA Board has now 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 have provided definition of the Association's vision. This process was extremely comprehensive and involved unprecedented consultation with numerous stakeholders, especially the CCA's fourteen Member Associations. Thus, the CCA's Ends are the outcomes that are desired in five critical areas. With these important components now in place, the organization needs a business plan and operational strategy which would be 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.

The overall timing of this planning process and detailed implementation of Policy Governance could not come at a more exciting time for curling. Fresh on the heels of several of the CCA's most successful years in its history, this document will allow the Association to stay grounded in an effort to build and maintain such momentum. As this plan unfolds, the CCA will be building a new quadrennial business plan for 2015-2018, which will be published in September, 2013 as we 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 seize the opportunity which now exists and to work together in a collaborative and positive manner for the ultimate success of curling.

Sincerely,

Greg StremLaw  
Chief Executive Officer  
Canadian Curling Association

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## OUR VISION

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In the year 2010 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.

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## OUR MISSION

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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.

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## OUR OPERATIONAL VALUES

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



**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-2010 era.	End – Global	<ul style="list-style-type: none"> <li>• The 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 tied to the membership identification and 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>• Upon the conclusion of the NSO review, MA review, and Task Force (MITF) work – the CCA will look to implement a new way to identify members that fulfills the requirements of Sport Canada.</li> <li>• Implement a comprehensive affinity program that is targeted to the Season of Champions and its extensive fan base.</li> <li>• Engage expertise in the philanthropic area, including consultation with national organizations utilizing philanthropic endeavours, to activate a philanthropic strategic plan for the CCA that will produce multiple options to fundraise and target a few key national priorities.</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>



**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>• Provide a collaborative planning process and accessible options for a national symposium that creates an atmosphere of learning and growth opportunities for the sport (i.e.: National Curling Congress)</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>• Continue to activate and utilize the “Leveraging 2010” 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-2010 components from the “Leveraging 2010” 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> <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> </ul>

<p>Create a new membership identification system 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>• 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>• Participate in ongoing Task Force to produce potential 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.</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 championship properties will allow exceptional entertainment for curling spectators.	E-2 (1)	<ul style="list-style-type: none"> <li>• Continue Season of Champions proprietary trademark protection with Canadian Intellectual Property Office (CIPO).</li> <li>• Use television spot time to cross-promote each of the SoC championships.</li> </ul>



Facilitate the delivery of information, programs and services using technology based solutions.	E-2 (2)	<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> </ul>
Expand the Association's official language information resources and overall capacity to bring curling information in both official languages.	E-2 (2) E-2 (3)	<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>
Rebrand and modernize our consumer facing brand(s) under the CCA umbrella.	E-2 (3)	<ul style="list-style-type: none"> <li>• Establish focus groups to review CCA branded products and services to gain feedback on image.</li> <li>• Conduct national image survey.</li> <li>• Utilize the services of a third party professional to present strategic branding options for the CCA which are aimed at appealing to new stakeholders and generating interest in what the CCA is all about.</li> </ul>
Leverage the relationship with a national broadcast partner for the long-term stability of the sport.	E-2 (4)	<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>
Maintain reliable and secure internal and external	E-2 (5)	<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.</li> </ul>

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communication solutions.		<p>(intranet / extranet).</p> <ul style="list-style-type: none"><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></ul>
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## 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
By 2013, all Canadian Championships will have an approved system which will ensure all 14 Member Associations have an equitable opportunity to access the event. This system will start with the equitable opportunity for all Member Association's affiliated curlers to access the 2012 Mixed and 2012 Men's and Women's Seniors.	E-3 (1)	<ul style="list-style-type: none"> <li>• Senior Staff to research other sport models and performance based accessibility to championships.</li> <li>• In alignment with End #3 (E3), implement 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 this modification to the system will be occurring.</li> <li>• Plan and budget for the ability to help facilitate any necessary playoff pool, relegation round or other means that enable equitable access in a fiscally responsible manner.</li> </ul>
To ensure teams from Member Associations represented at Canadian Championships or within the equitable opportunity to access system, are treated in a like manner.	E-3 (1) (b)	<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. Equitability should be seen in transportation offerings, accommodation, and field of play 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>
Under the equitable access system, the applicable Canadian Championship will include a team from the Host Member Association.	E-3 (2) (a)	<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> <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> </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>
Actively seek championship host sites across all regions of the country.	E-4 (3)	<ul style="list-style-type: none"> <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 CCA national event grid.</li> <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 championship in a minimum of 12 of the 14 Member Associations' jurisdictions by the end of the quadrennial (2014), with the ultimate goal of hosting a CCA-operated championship in all 14 by the end of 2018.</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>
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**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 Canadian sport system to systematically achieve world class results at the highest international competitions.	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.</li> <li>• Work with Own The Podium to achieve maximum potential towards excellence.</li> <li>• Ongoing scouting of international Olympic 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 contribute to the provision of technical sport leadership within the Canadian sport system.	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 provide professional development opportunities to coaches on a regional basis.</li> <li>• The implementation of the LTAD within our Member Associations and regionally based strategies required to facilitate timely and ongoing progress.</li> </ul>
CCA sanctioned teams that represent Canada internationally will be determined based on competition or performance based criteria that provide Canada with the best chance for podium success.	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 confirm 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 system and results of formal performance evaluation results.</li> <li>• Continue to coordinate existing national championships which enable the CCA to provide value laden events that determine Canadian curling representation 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>Strengths</u></b></p> <ul style="list-style-type: none"> <li>• Established governance model</li> <li>• Professional and highly experienced management team committed for next quadrennial</li> <li>• LTAD (Long Term Athlete Development Plan)</li> <li>• High performance excellence / consistent podium results</li> <li>• Sponsorship support (national &amp; local)</li> <li>• Championship and event management model / world class events</li> <li>• Long-term television stability with premium sport exposure</li> <li>• General fan support</li> <li>• Well respected national sport organization (NSO) with tradition</li> <li>• Extensive volunteer network</li> <li>• Leadership in gender representation (governance, staffing, coaching) via equity and access for women</li> <li>• Long-term planning initiatives</li> </ul>	<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>Opportunities</u></b></p> <ul style="list-style-type: none"> <li>• Post Olympic growth and education of sport</li> <li>• The ability to strengthen grassroots efforts and build capacity</li> <li>• Revenue diversification with priority to self generated revenue sources</li> <li>• Enhanced participation, especially in major urban centres and with visible minorities</li> <li>• New affiliation model / membership identification</li> <li>• Investment into new media to reach a growing audience in their “comfort zone”</li> <li>• New sites and unprecedented interest in hosting events.</li> <li>• Information Technology and mass media.</li> </ul>	<p><b><u>Threats</u></b></p> <ul style="list-style-type: none"> <li>• Competition from other recreational products, services, and events</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
<p>1. Lack of interest by the general population in Canada which adversely impacts reputation, participation or support for curling.</p>	<ul style="list-style-type: none"> <li>• Major broadcast agreement in place with TSN and RDS thru until 2020, with 260+ hours of television on each.</li> <li>• Leveraging 2010 Campaign took place for Olympic year and to boost 2010 Olympic profile. Committee work ensured heightened exposure post-2010.</li> <li>• Value added sponsorship model that delivers guaranteed impressions and exposure to national partners, clients and sponsors.</li> <li>• Prolific championships event model and integrated Season of Champions branding to promote marquee events such as Brier, Scotties, etc.</li> </ul>	<p>Low - Moderate</p>	<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>
<p>2. Viability and stability of Member Associations.</p>	<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 of National Curling Congress to facilitate knowledge, information sharing, etc.</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>	<p>Moderate</p>	<ul style="list-style-type: none"> <li>• A new membership identification and affiliation process that may further enhance qualitative member information as approved at 2011 NCC.</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>
<p>3. Aging facilities and curling infrastructure.</p>	<ul style="list-style-type: none"> <li>• Have a curling club fund 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 with the Sport Matters group which lobbies for sport funding and infrastructure capital on the municipal, provincial / territorial, and national level.</li> <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</li> </ul>	<p>Moderate</p>	<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>• Creation of a philanthropic revenue generation framework that will include potential fundraising towards curling facilities.</li> </ul>



	<p>long-term sustainability.</p> <ul style="list-style-type: none"> <li>• “Leveraging 2010” campaign provided a turnkey promotion package to all affiliated curling centres which will continue to be activated this coming year.</li> </ul>		
<p>4. Funding provisions to the CCA are eliminated or significantly change due to uncontrollable circumstances.</p>	<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. M&amp;M Meat Shops, Kruger, Tim Hortons, Bell, Dominion, 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>• 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>
<p>5. Limited demographic diversity adversely impacts curling participation, involvement and general fan base.</p>	<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. Goal is to grow the program to 100,000 children each year by end of 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>

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## Planning Notes

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### **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 ENDs, the plan was based on END #1 being the top priority, followed by END #2 and then END #3, #4 and #5.
- In alignment with the stated priorities, the plan has expanded the scope and breadth of END #1 and END #2 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**

- At the time of building this initial document, it was acknowledged and understood that both the ENDs PLUG and Global Executive Limitation have not been removed by the CCA Board. Having said that, 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.

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## APPENDIX

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### Board of Governors Policies

#### ENDS Global & ENDS 1 – 5

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Policy Type: ENDS  
Policy # / Name: **Global End Statement**  
Date of Board Approval: 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.

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Policy Type: ENDS  
Policy # / Name: **END – 1 (Members)**  
Date of Board Approval: January 21, 2010

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.

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Policy Type: ENDS  
Policy # / Name: **END – 2 (Curling Enthusiasts)**  
Date of Board Approval: January 21, 2010

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.

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Policy Type: ENDS

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

Date of Board Approval: May 20, 2010

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.

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- 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.

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Policy Type: ENDS  
Policy # / Name: **END – 4 (Host Communities)**  
Date of Board Approval: January 21, 2010

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.



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Policy Type: ENDS  
Policy # / Name: **END – 5 (International/High Performance)**  
Date of Board Approval: May 20, 2010

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.