



Curling Canada Strategic Review and Forward Planning

Goal: To have Curling be the #1 sport of choice in Canada



Overall Strategy: Ensure that Curling is a healthy, growing inclusive sport in which Canada remains leaders in the curling world

Strategic Pillars
Of Achievement

Financial
Health and
Sustainability

Healthy
Participation
in Curling

Deliver
Exceptional
Curling
Experiences

Strengthen
the Brand of
Curling

Become the
#1 NSO in
Canada

Deliver
Exceptional
Podium
Results

Curling Canada and its employees must deliver: Respectful and harassment-free workplace, valuing diversity, integrity and accountability in what we do, high-performance teamwork, ongoing pursuit of excellence

Goal #1 – Financial Health and Sustainability



- **Strategies:**
- Robust and diversified revenue stream
- Long term investment strategy focused on risk management and sustainable growth
- Clear, simple and accountable financial picture for business planning
- Culture focused on cost management
- Grow a sport brand worth investing in

Goal #1 – Financial Health and Sustainability



- **Tactics:**
- Robust and diversified revenue stream
 - Implement Event Model Review recommendations.
 - Objectives driven partnerships with funders and strong reporting management
 - Focus on long term renewals for sponsors and develop new sponsor assets
 - Develop innovation pipeline for new revenue sources and funding plan
- Long term investment strategy focused on risk management and sustainable growth.
 - Reserve growth
 - Capital requirements planning over long term
 - Maintain strong governance practices and develop stronger reporting tools
 - Solid foundation planning for sustainable youth systems

Goal #1 – Financial Health and Sustainability



- **Tactics:**
- Clear, simple and accountable financial picture for business planning
 - Integrate P&L
 - Upgrade accounting system and simplify
 - Staff training to manage functional budgets – compliance to PO system.
 - Clarity in reporting around risk and finances
- Culture focused on cost management
 - Move to zero-based budgeting
 - Expense policy review/reform and education
 - Rebid all services (contractual notwithstanding) over next 2-3 years

Goal #1 – Financial Health and Sustainability



- **Tactics:**
- Grow a sport brand worth investing in
 - Protection audit on all Curling Canada intellectual property
 - Completion of brand promise work in 2017-2018
 - Continue to implement brand recommendations and build out brand architecture
 - Research new target groups and pilot test curling affinity
 - Invest in Foundation brand story and utilize for fundraising and understanding of the sport.
 - Differentiate Season of Champions brands and implement marketing plans
 - Investment in sport presentation and technology to enhance viewer and fan experience.
 - Increase broadcast coverage of all events

Goal #2 – Healthy Participation in Curling

- **Strategy:**
- Target new users
- Retain current users
- Create feeder system to drive performance growth
- Maintain high-quality curling environment



Goal #2 – Healthy Participation in Curling



- **Tactics**
- Target New users, fans, and contributors
 - Deliver Olympic marketing tools to members for interest spikes during and post-Olympics.
 - Develop PSAs for national recruitment with club directory reference, Foundation and youth feeder system
 - Introduce curling in schools through Rocks and Rings partnership & improve social media presence for R&R programs
 - Deliver proven media tools for club recruitment to member associations
 - Pilot-test introduction to groups/cultures unfamiliar with curling and develop tools
 - Deliver 32 more curling 101 programs. Ensure work with members to deliver conditions positive for trial (i.e. coordinate with MA and club contact that has Junior Learn to Curl)
 - Plan for Curling Day in Canada in 2019

Goal #2 – Healthy Participation in Curling



- **Tactics:**
- Retain Current users.
 - Implement Curling I/O and better understand current population
 - Review competition strategy
 - Test and deliver club retention program
 - Explore and recommend member services coordinator position
- Create feeder system to drive performance growth
 - Pilot projects in MAs this year with full roll out in years 2-3
- Maintain high-quality curling environment
 - Continue to deliver Business of Curling with updated material
 - Updated training materials for ice technicians
 - Concussion protocol and helmet recommendation
 - Explore concept of national insurance

Goal #3 – Deliver Exceptional Curling Experiences



- **Strategy:**
- Fans: Invest in creating stronger fan experience at SOC events and create loyalty and buzz. Extend broadcast experience with enhancements and broaden coverage.
- Members and Partners: Leverage business partners and members in creating first class event experiences that extend their brands further
- Donors: Create opportunities for great interactions with Foundation to demonstrate cause and stewardship
- Players: Create positive experiences that translate into fan engagement.
- Employees: Work environment creates workplace of choice.

Goal #3 – Deliver Exceptional Curling Experiences



- **Tactics:**
- Fans: Invest in creating stronger fan experience at SOC events and create loyalty and buzz. Extend broadcast experience with enhancements and broaden coverage.
 - Implement recommendations from event model review
 - Develop stronger sport presentation
 - Differentiate events and employ relevant variety in event delivery and entertainment that is location specific.
 - Expand broadcast across new events, deepen coverage, develop concept for Curling Day in Canada, explore broadcast innovations
 - Research non-event goers and test new ways of bringing into events
 - Test new concepts on “Wild Card Friday” to bring in new fans.

Goal #3 – Deliver Exceptional Curling Experiences



- **Tactics:**
- **Members and Partners:** Leverage business partners and members in creating first-class event experiences that extend their brands further
 - Create new assets for partners to leverage – sport presentation and hosting
 - Complete research on new sponsor engagement activities
- **Donors:** Create opportunities for great interactions with Foundation to demonstrate cause and stewardship.
 - Strengthen marketing and outreach plans for Foundation
 - Create consistent touchpoint plan for potential and current donors
 - Test new events and fund-raising techniques

Goal #3 – Deliver Exceptional Curling Experiences



- **Tactics:**
- **Players:** Create positive experiences that translate into fan engagement.
 - Continue work with Athlete Advisory Council to determine how to best leverage athlete experience into strong fan engagement. Example is Wild Card Friday.
- **Employees:** Work environment creates workplace of choice.
 - Complete employee engagement survey and then plan against this.

Goal #4 – Strengthen the Brand of Curling



- **Strategy:**
- Define unique brand characteristics of the sport and its affinities
- Provide greater exposure to the brand of curling
- Maintain position of excellence in high performance
- Invest in areas that strengthen brand

Goal #4 – Strengthen the Brand of Curling



- **Tactics:**
- Define unique brand characteristics of the sport and its affinities.
 - Finalize research position on curling brand – determine meaning to non-users as well (i.e. inclusivity, Canadian-ness)
 - Develop brand architecture
 - Understand differences in brand of sport, events, Foundation, etc.
 - Better understand the unique symbols and heritage notes that are part of the fabric of the brand
- Provide greater consistent exposure to the brand of curling
 - Complete roll out of brand refresh
 - Develop greater social media, video, and communication around story-telling
 - Ensure greater exposure to Foundation
 - Expand brand presence through cross-branded products
 - Implement recommendations from event model review and GBE audit
 - Test creative messages

Goal #4 – Strengthen the Brand of Curling



- **Tactics:**
- Maintain position of excellence in high performance
 - Continue to focus on a deliver world-class results and leverage these in story telling.
 - Utilize athlete excellence as part of brand delivery
 - Maintain athlete advisory council to ensure athletes are engaged
 - Continue to strengthen presence in World Curling and in National sports system
 - Tie-in of events to Canada 150 and Olympics year.
- Invest in areas that strengthen brand.
 - Invest in exposure to sub-brands – Foundation, Hall of Fame, etc.
 - Provide consistent delivery to first exposure to curling e.g. R&R, Curling 101, improved broadcast delivery
 - Deliver new increased merchandising strategy.

Goal #5 – Become the #1 NSO in Canada



- **Strategies:**
- Invest time and resources in strong governance model that is aligned to operations
- Develop strong leaders throughout functions and become workplace of choice
- Ensure strong partnerships and consultation with members to strengthen entire network
- Deliver best in class support systems to ensure and enable delivery or programs and services
- Focus on innovation in delivery

Goal #5 – Become #1 NSO in Canada



- **Tactics:**
- Invest time and resources in strong governance model that is aligned to operations
 - Ensure business planning and goals aligned with board planning and goals by going through strategic planning process
 - Complete policy and legislation audit to ensure consistency with board policy
- Develop strong leaders throughout functions and become workplace of choice
 - Clarity in roles and focus on development of subject matter expertise
 - Engagement of outside experts if required
 - Ongoing staff and senior leaders meetings to share best practices and understand case studies
 - Employee engagement survey and plan against this

Goal #5 – Become #1 NSO in Canada



- **Tactics:**
- Ensure strong partnerships and consultation with members to strengthen entire network
 - Involvement in senior national sport system and international system by staff to share best practices
 - Use NCC and Operations Council to define consultation needs
 - Deliver an OC set of priorities and discuss meeting schedule format and timing
 - Deliver plenary sessions to ensure best practices and learning being delivered.
 - Define priorities with members for continued advocacy work.
- Deliver best in class support systems to ensure and enable delivery of programs and services
 - Administrative and accounting systems to monitor risk and results
 - Leverage Olympic and Paralympic funding for IT, legal and HR services

Goal #5 – Become #1 NSO in Canada



- **Tactics:**
- Focus on innovation in delivery
 - Utilize technology and data to make decisions
 - Develop innovation pipeline for future betterment of sport and possible revenue streams

Goal #6 – Exceptional Podium Results



- **Strategy:**
- Invest in feeder system/LTAD for players and for coaches/IST/other support staff
- Develop innovative techniques for playing, coaching, measuring performance
- Continue to work with funders and subject matter experts to develop programs, services, and competition framework that deliver podium results
- Ensure data-driven decision making

Goal #6 – Exceptional Podium Results



- **Tactics:**
- Invest in feeder system/LTAD for players and for coaches/IST/other support staff
 - Investment strategy that supports talent identification
 - Continued advocacy for Next Generation funding
 - Strengthen role of PSO/TSO in talent development and work with their systems and experts.
 - Execute U18 national and explore U15 regional tournaments
 - Test U SPORTS/CCAA/Wheelchair concept
- Develop innovative techniques for playing, coaching, measuring performance
 - Increase investment behind mixed doubles
 - Development of performance metrics

Goal #6 – Exceptional Podium Results



- **Tactics:**
- Continue to work with subject-matter experts to develop programs, services, and competition framework that deliver podium results
 - Continue to liaise with outside partners and maintain strong relations with Own the Podium, Sport Canada, World Curling Federation
- Ensure data driven decision making
 - Investigate innovative techniques to deliver more data across all aspects of high performance

Measurements: Success will be achieved by:



<u>Goal</u>	<u>Measurement</u>	<u>How</u>
Financial Health and sustainability	<ul style="list-style-type: none"> • Surplus delivered in 2017-2018 • Event Model review recommendations implemented • Investment strategy 	<ul style="list-style-type: none"> • P&L • Reserve • Event Profitability and revenue
Healthy Participation in Curling	<ul style="list-style-type: none"> • Increase of curlers by > 2% • Deliver R&R/101 200K + 	<ul style="list-style-type: none"> • Vividata • R&R Reporting
Exceptional Curling Experiences	<ul style="list-style-type: none"> • New sport presentation, Patch, broadcast strategy • Increased foundation giving • Employee engagement 	<ul style="list-style-type: none"> • Ticket sales, patch sales, ratings • Foundation revenue • Employee Survey

Measurements: Success will be achieved by:



<u>Goal</u>	<u>Measurement</u>	<u>How</u>
Invest in strong and healthy brand	<ul style="list-style-type: none"> • Brand story delivered • Brand architecture completed • Implement Sport Presentation • Invest in Broadcast innovation 	<ul style="list-style-type: none"> • Fall research • Merchandise RFP in market Q2. • December implementation at Trials • Test graphics delivery
#1 NSO	<ul style="list-style-type: none"> • Board strategy and risk assessment • Policy audit • Consultation priorities identified and plan 	<ul style="list-style-type: none"> • Complete strategic workshop in 2017 board retreat • Updated employee handbook • Minutes from Operations Advisory Council
Exceptional Podium Results	<ul style="list-style-type: none"> • Canada remains #1 nation in Curling 	<ul style="list-style-type: none"> • Podium results in Korea