



BUSINESS PLAN

May 1, 2018 to April 30, 2020



Approved: September 14, 2018

TABLE of CONTENTS

<u>Page</u>	<u>Subject</u>
3	Summary
4	Strategic Goals, Organization Chart
5	Ontario Curling: Roles & Responsibilities
6	Strategic Priority: Participation
7	Development
8	Operations
9	Engagement
10	Excellence



A new Business Plan was launched in 2016 that created a “Boots on the Ground” approach to helping Member Clubs develop and grow. The focus was taken away from competitions and emphasis was placed on programs and tools to help our Affiliated Member Clubs advance and succeed.

The governance group initiated a new Strategic Plan with five pillars:



The Operations team designed programs and strategies to help achieve the stated goals within each pillar. In keeping with that design the 2018-2020 Business Plan will work towards continuing growth within these pillars and moving the Association and its Affiliated Member Clubs and their participants who pay a CurlON membership fee towards our collective goal.

The message within this plan will be based on one word:

VALUE

The word value is defined as:

- the regard that something is held to deserve; the importance, worth, or usefulness of something,
- a fair return or equivalent in goods, services, or money for something exchanged.

The business plan will show value to our Board, Affiliated Curling Clubs, fee paying members, sponsors, partners and the Ontario curling community in general.

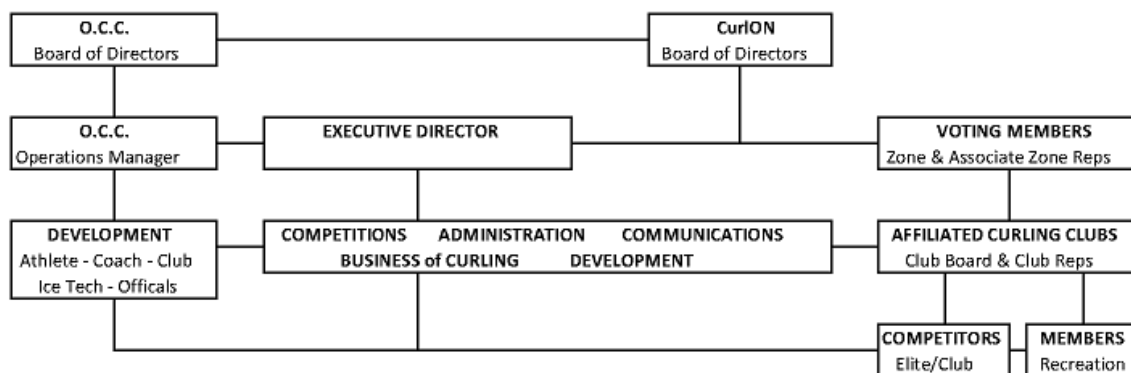
Strategic Goals

- Participation:** Increase overall membership to 60,000 participants across the province
- Development:** Offer industry leading resources to support to support club operations and be recognized for our world class competition structure.
- Excellence:** Finish on podium by 40% of teams attending Season of Champions events, host premier events in Ontario both Provincially and Nationally that are economically impactful for their communities and recognize the achievements of our stakeholders.
- Operations:** Build relationships, create effective leadership model, engage our employees and ensure sustainability of our organization.
- Engagement:** Fully engaged curling community in Ontario
- Aspirations:** By 2020 CurlION aspires to be:
 - Recognized as a leading Member Association in Canada.
 - Ensuring curling evolves in innovative ways.
 - Providing opportunities for more people, of all abilities, to curl.
 - Aligning and supporting all clubs / facilities and stakeholders through an engaged curling community.
 - Establishing an organizational structure to ensure CurlION’s viability into the future.

Keys to success

Continue collaboration with the Board members, key partners – Ontario Curling Association, staff and Affiliated Curling Centres will ensure that opportunities are maximized. The Association’s goals are lofty, and all stakeholders will need to work together to ensure success.

Organization Chart



Ontario Curling Roles and Responsibilities



PROGRAMS and SERVICES	
CurlON (Ontario Curling Association)	Ontario Curling Council
<p><u>Club Development</u></p> <ul style="list-style-type: none"> - Business of Curling (Consultations) - Business of Curling (Seminars Series) - Supplier programs - Programs (TCN, AL2C,) - Member Club Assistance Fund - Awards (Volunteer, Scholarships, 8-ender) - Club Bonspiel Listing & Classified Ads - Resources (Health & Safety, Rowan's Law, Governance) <p><u>Athlete/Participant Development</u></p> <ul style="list-style-type: none"> - Competitions all levels (LTAD Stages) - Clinic Team Program - Hit, Draw & Tap <p><u>Coach Development</u></p> <ul style="list-style-type: none"> - Competitions <p><u>Ice Technicians Development</u></p> <ul style="list-style-type: none"> - Club Consultation Service - Arena Install & Training <p><u>Officials Development</u></p> <ul style="list-style-type: none"> - Competitions 	<p><u>Club Development</u></p> <ul style="list-style-type: none"> - Club Charitable Donations program - Club Infrastructure Funding <p><u>Athlete Development</u></p> <ul style="list-style-type: none"> - Competitions (OWG, CWG, Para) - Own the Podium (Nex Gen) - Quest for Gold - Talent Development Skills - ParaStrong <p><u>Coach Development</u></p> <ul style="list-style-type: none"> - National Coach Certification Training - Coaching Webinars (PD Programs) - Coach Funding & Awards - NexGen Coach Apprenticeship <p><u>Ice Technicians Development</u></p> <ul style="list-style-type: none"> - Certification Program (Level 1-3) <p><u>Officials Development</u></p> <ul style="list-style-type: none"> - Training programs



Strategic Priorities

Strategic Priority	Project	2018 - 2019	2019 - 2020	Ontario Curling Council	Curling Canada
P A R T I C I P A T I O N	Increase membership to 60,000 members		✓		
	Membership Recruitment Program				
	• Grant Application Recruitment (OTF)	✓			
	• Partner with TCA/HACA/OVCA on OTF Seed Grants		✓		
	TryCURLINGnow.ca (TCN)	✓	✓		
	• Beta Testing CurlION provided service	✓			
	• Launch full service to 10 clubs		✓		
	Adult Learn to Curl (AL2C)	✓	✓		
	• Beta Testing CurlION provided service	✓			
	Curling Canada Youth Feeder System				
	• Curling Canada /CurlION Hit, Draw & Tap (HDT)	✓	✓		
	• Youth Programming (U12 - U15)			✓	
• Youth Programming (U18 - U21)	✓	✓			
• Egg Farmers Rocks & Rings Program				✓	
CurlION Clinic Team					
• Operate clinics on demand 2018-19 100+ 2019-2020 150+	✓	✓			
• Train and empower full clinic team to support	✓				
Communications					
• CurlION Chronicle 10,000 + subscribers by 2020	✓	✓			
• Direct Marketing 100% Club Contacts 10,000 + Direct	✓	✓			
• Social Media 10,000+ followers 5,000k Engagements	✓	✓			

PROJECT DESCRIPTION – “TryCURLINGnow.ca”

The new program was launched and tested in 2017-18 with promising results, in 2018-19 the program will enhance the geo-targeted lead generation campaign to support each club that is supporting the program. This model targets prospective curlers and attracts them to an opportunity to come out and try curling. The club then has the opportunity to attract these new prospects to participate in an Adult Learn to Curl program and eventual membership with the club. CurlION will be beta testing two sites with all operations completed by CurlION staff and contractors in a TryCURLINGnow.ca and Adult Learn to Curl delivery.

Key Performance Indicators:

- 2018-19 – 50 TryCURLINGnow.ca registered facilities attracting 5,000 new prospective curlers with an upsell to AL2C or membership of 20%. **77 Facilities hosted a trycurlingnow.ca**
- 2019-20 -- 75 TryCURLINGnow.ca registered facilities attracting 7,500 new prospective curlers.
- 2019-20 – 5-10 Full service program delivery by CurlION staff/contractors **2018-19 CurlION staffed 2 events**

PROJECT DESCRIPTION – “Clinic Team Program”

IN 2017-16 CurlION expanded the Clinic Team Program to offer ‘no charge’ clinics to affiliated curling facilities (Delivery Analysis, Strategy, Video Analysis, Stick delivery, Learn to Deliver and Build your own Clinic). The program will be enhanced and expanded to more facilities over the coming years.

Key Performance Indicators:

- 2018-19 – Offer over 125 Clinics and increase the clinic team to over 60 instructors. **Hosted a total of 132 Clinics**
- 2019-20 – Offer over 150 Clinics and increase the clinic team instructors to fulfill demand.

Strategic Priority	Project	2018 - 2019	2019 - 2020	Ontario Curling Council	Curling Canada
D E V E L O P M E N T	Club Development				
	• Business of Curling consultations 2018-19 50+ 2019-20 100+	✓	✓		
	• Engage Member Clubs (60% in 2019 - 85% in 2020)	✓	✓		
	• Increase corporate value services offered to clubs	✓			
	• Increase participant corporate value services	✓	✓		
	• Develop infrastructure funding plan		✓		
	Athlete Development				
	• Aligned competitions with LTAD model	✓	✓	✓	✓
	• Funding opportunities for Athletes in Competitions	✓	✓		
	• Increased opportunity to compete (non-elite level)	✓	✓		
	• Funding programs for athletes (NexGen, Quest 4 Gold)			✓	
	• Support from programs (CSIO's - OHPSI, COC)			✓	✓
	Coach Development				
	• Aligned competitions with LTAD model	✓	✓	✓	✓
	• Best in class athlete-centred coach programming			✓	
	• Work with NSO to continually improve coach program			✓	✓
	• Maximize opportunities for coaches access to PD			✓	
	• Train more Wheelchair Coaches			✓	
	• Establish a coaches "Network" to engage and develop			✓	
	Official Development				
• Create more opportunities for officials	✓	✓	✓	✓	
• Establish a clear selection policy for officials	✓	✓	✓		
• Establish a officials "Network" to engage and develop			✓		
Ice Technician Development					
• Increase Ice Team 'Consultation' program (75 consults 2020)	✓	✓			
• Ice Technician mentoring program (3 trained by 2020)		✓			
• Establish clear guidelines for Ice Team member selection	✓				
• Train 100 + Facility Operator Assistants by 2020		✓	✓		
• Finalize Ice Technician Certification Program			✓	✓	

PROJECT DESCRIPTION – “Business of Curling – Consultations and Webinar Series”

Both programs are structured to help Affiliated Curling facilities to aid in their education and knowledge. The consultation will help guide the facility to resources in finance, budgeting, governance and grant programs. The Webinar series brings key experts directly to interested facility administrators to educate and inform in select areas. The webinar series is recorded and available for future reference.

Key Performance Indicators:

- 2018-19 -- 125 clinics scheduled
- 2019-20 -- 175 clinics scheduled

PROJECT DESCRIPTION – “Participant/Member Corporate Value Program”

Offer fee paying members corporate discount programs that show value for their return on their membership investment. The program will use a membership card that will allow club members to register online for access to the information and packages available to them. All value proposition agreements must be a win-win for CurlON and the member. NO CONFIDENTIAL MEMBER DATA MAY BE SHARED WITH POTENTIAL CORPORATE PARTNERS.

Key Performance Indicators:

- Build infrastructure program and website portal for registration and information sharing.
- 2018-19 – 10,000 members informed of up to 10 corporate discount programs.

2,250 registered users with 5 corporate programs

Strategic Priority	Project	2018 - 2019	2019 - 2020	Ontario Curling Council	Curling Canada
OPERATIONALS	Governance				
	• Finalize Governance Model and vote on bylaw changes	✓			
	• Create a detailed communications plan to stakeholders	✓			
	• Engage stakeholders in governance process (90% - 2020)		✓		
	Relationships				
	• Liaise with other PSO's for programming & Best in Practice	✓		✓	
	• Be part of at least two Curling Canada Committees annually	✓	✓		
	Human Resources				
	• Create a concise succession plan for key personnel		✓		
	• Expand professional development opportunities for staff	✓	✓		
	• Create a resource sharing document/Org Chart for Ontario	✓		✓	
	Financial				
• Secure long term sponsorship assets \$ 250K by 2020		✓			
• Establish restricted reserve fund and policies for reserves	✓				
• Build reserves to 30% of Annual operational budget by 2020		✓			

PROJECT DESCRIPTION – “Secure Sponsorship Assets”

Utilize the sponsorship assets tool to secure long term sponsorship commitments and bring value to the competitions and membership. Sponsors will bring more than monetary value they will enhance recognition of the Association and its valuable competition assets.

Key Performance Indicators:

- 2018-19 -- \$100,000 secured **Hired consultant Jan, 2019**
- 2019-20 -- \$ 250,000 secured **Excellent prospects currently**

PROJECT DESCRIPTION – “Succession Planning”

In any organization succession planning is required in order to protect the interest of the corporation and its human resources. A detailed review of the current personnel along with a SWOT analysis of each position and a suggested course of action to minimize any damages in case of the loss of key personnel.

Key Performance Indicators:

- 2018-19 Full report to Board with suggested steps for implementation and a clear course of action for 2019-20. **Report due September 2019**
- Create proposal for sharing resource services within Ontario Curling Council, Northern Ontario Curling Association and CurlON (Chief Financial Officer, Accounting clerk, Secretarial, Communications)

PROJECT DESCRIPTION – “Financial Reserves”

The Association requires a strong restricted financial reserve fund that protects the Corporation in case of emergency unplanned issues. The reserve needs to be sufficient to protect the Corporation for a minimum of six months in operating expenditures.

Key Performance Indicators:

- Current fiscal operating budget of \$ 1,500,000 would require a restricted reserve of \$ 750,000. A prospectus plan will be in place to begin the process of advancing to the 50% goal with a plan to reach 30% (\$ 450,000) by 2020.
April 2019 Reserves **Restricted Surplus \$ 252,022, MCAF \$ 500,000, Operating Fund \$ 550,000**

Strategic Priority	Project	2018 - 2019	2019 - 2020	Ontario Curling Council	Curling Canada
E N G A G E M E N T	Engaging Membership				
	• Participant Member Value Package launch 10,000 +	✓			
	• Affiliated Curling Club Value Package	✓	✓		
	Foster Community Champions				
	• Clear Board & Governance roles and responsibilities	✓			
	• Leverage Past Champions in promotion	✓			
	Communications				
	• CurlON Chronicle 10,000 + subscribers by 2020	✓	✓		
	• Direct Marketing 100% Club Contacts 10,000 + Direct	✓	✓		
	• Social Media 10,000+ followers 5,000k Engagements	✓	✓		
Sustainability					
Membership Recruitment Program					
• Grant Application Recruitment (OTF)	✓				
• Partner with TCA/HACA/OVCA on OTF Seed Grants		✓			
Volunteer Engagement					
• Recognize volunteers at all levels (Ontario, Club, Host)	✓				

PROJECT DESCRIPTION – “Affiliated Curling Club Value Package”

In 2016-17 the Association began securing contracts and sponsors who can provide value for membership (BrokerLink, VGM Club) the intent is to grow this package to continuing providing clubs complete value for membership.

Key Performance Indicators:

- 2018-19 – Secure 5 additional contracts

2018-19 Contracts – Connect Hearing, Pepsi, Rocks and Rings

PROJECT DESCRIPTION – “Partner with TCA/HACA/OVCA”

Meet with Toronto Curling Association, Hamilton and Area Curling Association and Ottawa Valley Curling Association in order to offer mutual partnership opportunities to apply for specific Ontario Trillium Funding in either “Seed” or “Grow” grants.

Key Performance Indicators:

- 2018-19 Organize key meetings with the outcome to apply for at least one partnered grant application.

PROJECT DESCRIPTION – “Country Club Symposium”

Organize a symposium with attendees primarily from Country Club facilities. Delegates will be from the curling operations, golf operations, senior management and Board members in order to facilitate a discussion of the continued value that curling brings to a Country Club. The ultimate goal will be to create a full presentation to be distributed across the province to all Country Club facilities with curling as part of their offering.

Key Performance Indicators:

- Late winter 2019 host a symposium with at least 20 country clubs in attendance.

Hosted March 26th with 16 Clubs attending

Strategic Priority	Project	2018 - 2019	2019 - 2020	Ontario Curling Council	Curling Canada
E X C E L L E N C E	Athlete Performance			✓	✓
	• NSO/PSO programs for development and training				
	• Podium Finish by 40% of teams attending SoC Events	✓	✓		
	• Competitions are meaningful and aligned with LTAD	✓	✓		
	• Fiscally balanced competitions with athletes support		✓		
	Hosting				
	• Aid clubs/organizations in CC SoC and World bids (4 bids)		✓		✓
	• Develop Sponsorship and Advertising Sales for events	✓	✓		
	• Bid Package with STEAM support for all SoC Provincials	✓			
	• Clear ROI to clubs for all CurION events	✓			
Celebrate Excellence					
• Create a value package that leverages past champions	✓	✓			
• Increase Club Volunteer Award Participation to 70%		✓			
• Use Chronicle & Social Media to recognize past successes	✓	✓			

PROJECT DESCRIPTION – “Past Champions Recognition”

Organize events that leverage our great ‘Past Champions’ and enhance the value of Competition Events while creating opportunities to showcase the champions and the competition event.

Key Performance Indicators:

- 2019 - Host a “Champions Dinner” the first Saturday of the Men’s & Women’s Championship.
- 2019 - Host a “Pro-Am Event” including Past Champions the first Sunday of the Men’s & Women’s Championship.

PROJECT DESCRIPTION – “Fiscally Balanced Competitions with Athlete support”

Explore options to continue competitions that are breakeven while expanding on the model of prizing for competitors.

Key Performance Indicators:

- 2019 Men’s & Women’s Championship structure with cash spiel entries and event prizing based on wins at Provincials. 2019 Open and Club Challenges with a cash spiel process that rewards winners. **Men’s & Women Cash Spiel implemented**
- Prepare final report at conclusion of both events with financials and overall final synopsis of success and decision on continuing in both events while possibly exploring adding other events.

PROJECT DESCRIPTION – “CurlION Chronicle”

- Expand issues of CurlION Chronicle and use a communication vehicle for the Ontario curling community. Invite more guest input and expand actual readership.

Only two issues released – program revitalized 2019

Key Performance Indicators:

- 10,000 subscribers by 2020

2019-20 Business Plan Update

VALUE

The business plan will show value to our Member Clubs, Participants, Sponsors and the Ontario curling community in general.

MEMBER CLUBS – Continued expansion of services to clubs that benefit clubs and help grow their business model.

Current Programs: Member Club Assistance Fund, Hit-Draw-Tap, TryCURLINGnow.ca, Promotional Products, Business of Curling, Webinar Series, Clinic Team Program, Ice Team Visits, Charitable Donations, Club Volunteer Program.

PARTICIPANTS – Increase the value-added benefits to each participant with an objective of supplying a minimum of \$ 10.00 annually to each registered participant in Ontario. Expand value vendors to a minimum of 20 for 2019-20.

STRATEGIC GOALS

Participation: Increase overall membership to 60,000

With continued support for tryCURLINGnow.ca and Adult Learn to Curl along with the new promotional material our clubs are in the position to increase their memberships with a combined effort of CurlION and the Clubs.

Development: Offer industry leading resources to support club operations and be recognized for our world class competition structure.

Current and expanding programming will showcase our overall resources (promotional material alone in excess of \$ 20,000 available to clubs and growing).

Competition structure is evolving first goal was to bring competitions to a break-even point for CurlION ... now we can focus on the future and how to implement competitions as required.

Excellence: Finish on the podium by 40% of teams attending Season of Champions events, host premier events in Ontario both Provincially and Nationally that are economically impactful for their communities.

In 2018-19 CurlION finished had the following results:

GOLD MEDALS:	2 – U-18 Boys and Mixed
SILVER MEDALS:	4 – U18 Girls, Scotties, Senior Women and Senior Men
BRONZE MEDALS:	3 – Wheelchair, Club Championship Men & Women
WORLD CHAMPIONS:	Senior Men's and Mixed

TOTAL MEDALS 9 of 13 events for 69% Season of Champions events.

The 2018-19 Men's and Women's event was attended by a record 18,000 people and generated in excess of \$ 1,600,000 in economic benefit to the Elmira and local area. In 2019-2020 we are hosting two (2) National events (Tim Horton Brier - Kingston, Continental Cup – London) and the

Men's and Women's Provincials – Cornwall) these events combined should generate between \$ 15-20 million dollars in economic impact for the local economies.

Operations: Build relationships, create effective leadership model, engage our employees and ensure sustainability of the organization.

A renewed focus on employee management and continued growth by the operations team will support the needs of the organization. It is incredible the amount of work that is accomplished by the small team – and to that effect each and everyone should be applauded for their dedication to this organization.

A few new additions will enable the team to continue at a high level and expand some of the opportunities for curling in Ontario.

Engagement: Fully engaged curling communities in Ontario.

With the new engagement report (2017-2019) the operations team is able to identify the clubs who are participating and engaging in CurlION programs. Overall 175 or 185 (94.5%) clubs engage in a minimum of one program with CurlION. A complete report will be presented with details on total use of services.

The objective is to increase each club's overall use of services and engage the ten (10) clubs who have not availed themselves of any services. The five new clubs who will be engaging will be added to the report and personally engaged.

STRATEGIC PRIORITIES

New programs to be initiated in 2019-2020

- Ontario Curling 50-50 Lottery (see attached) ** pending Board approval
- Member Press section added to website – secure portal for member clubs to login and update their club information
- Member Club Value Program – increase participation and available programs to 10.
- Participant Value Program – increase participation to 10,000 and available programs to 20.
- Promotional Program – increase promotional assets and their use in Ontario by our clubs
- TryCURLINGnow.ca – increase % of clubs using this valued service to attract members. Invest additional funds in geo-targeted social media marketing. Increase to 5 or 10 CurlION hosted and organized events.
- Adult Learn to Curl – Increase CurlION hosted and organized events in each Region. Minimum 1 per Region in 2019-2020.
- Hit, Draw & Tap – Increase number of clubs participating in event. Also hosting a special event at the Continental Cup and a Super Championship at the Tim Horton's Brier.
- Clinic Team Program – change the process to 16 weekend hosted events across Ontario to allow our participants access to a 'free' delivery analysis clinic and other costed clinics. Also offer clubs the opportunity to host Clinic Team program in their club at a cost recovery model.
- Communications – establish a complete communications portfolio that details all forms of communications, timeframe and responsible person.

OBJECTIVES: CurlION Chronicle – 6 releases in 2019-2020
Member Club secured thru Member Press website to 100% of clubs
Member Participation Registrations – total of 10,000 registrants
Social Media increased portfolio to 10,000 + followers and 5,000k monthly engagements.