



**CURLING
ALBERTA**

STRATEGIC PLAN





VISION

We believe in spreading the power of sport through curling. We are committed to protecting the health and happiness of future generations while honoring our rich history. For all ages and abilities, Curling Alberta will provide equitable and quality opportunities to participate in our sport, striving to make curling the first sport of choice for all within our boundaries.

MISSION

We exist to inspire the curlers of today and tomorrow.

VALUES

Fearless Leadership

- We set bold aspirations focused on growth, forward momentum, and action, and we work hard to achieve them.
- We take some risks – not foolish ones, but ones that stretch us and inspire innovation.
- We are not afraid to be the first to forge new paths.
- We learn from our failures and refuse to be paralyzed by uncertainty.
- We are role models and remain resilient through hard times.

Trusted Professionals

- We strive to continuously develop our knowledge and expertise, and we are generous to share it.

- We not only deliver on commitments, but work to exceed expectations, and we are responsible and accountable for our actions.
- We have a strong work ethic and strive to produce high-quality work consistently.
- We show respect by collaborating, communicating openly, and showing due regard for the opinions, rights, and traditions of others.
- We are resourceful and make sound decisions, even under high-stress situations.
- We behave ethically and do the right thing, even behind closed doors.

Part of a Community

- We recognize that we have a larger obligation to make a positive impact on our communities that extends beyond sport.
- We provide a high level of support for all our people including focus on personal health, well-being, and safety.
- We aim to assist in addressing physical, psychological, and social issues so that more Albertans can learn and practice lifelong healthy habits.
- We encourage diversity, equity, and inclusion.
- We strive to understand and effectively manage our impacts on our environment and stakeholders.
- We are orchestrators, and connectors, serving to grow and strengthen our network of people, information, and resources.

Excellence by Design

- We set and communicate clear goals and strategies.
- We strive to implement and set sustainable and modern best practices, and act responsibly with respect to planning and the management of resources.
- We value data-based decision-making.
- We stay aware of our environment and invest in the planning process to think through opportunities, risks, and hurdles.
- We strive to orchestrate a coordinated and aligned sport system to increase effectiveness.
- We connect every-day efforts and decisions and to longer-term goals and strategies.

STRATEGIC PILLAR #1 FINANCIAL HEALTH & STABILITY

OBJECTIVE: To become a financially sustainable and self-sufficient organization able to direct resources to developing and growing the game in Alberta.

Data-driven investments to improve the health of the curling system

- Deliver investments in the areas of club development, revenue generation, marketing to new audiences, and data collection/usage for the benefit of Curling Alberta and its member curling centres.
- Investigate potential for longer-term, large-scale investments (e.g., such as capital projects) and create strategy to build appropriate funding/reserves

Diversify revenue base to protect from emerging risks

- Maintain membership revenue (ensure a compelling value proposition)
- Increase government funding (grants and gaming)
- Evaluate and establish financial targets for identified project centres
- Continue to strengthen relationships with tourism organizations and evolve large event strategy
- Revitalize momentum in sponsorship and marketing strategy through new assets and approaches
- Continue to advocate with government and other funding partners for increased support

How will we know we are successful?

- Regular operations will not rely on large event and raffle revenue
- Investment strategy benefits the curling system (participation and revenue growth for Curling Alberta, clubs, and other stakeholders)
- Alberta will continue to attract large events
- Reserve reflects risk position and future, long-term priorities.

STRATEGIC PILLAR #2 HEALTHY PARTICIPATION IN CURLING

OBJECTIVE: To provide and support relevant programs and services for members and leaders to increase and retain participation for all.

Foster consistent, high-quality club experiences by strengthening and supporting member curling clubs.

- Resources added to foster improved club engagement and access to education, marketing, and best business practices (BOC and progress economic model)
- Invest in youth and new Canadians, continue to develop the youth feeder system
- Continue to participate in pilot national projects with Curling Canada
- Develop future-facing infrastructure strategy to ensure curling centres are well-maintained and sustainable community hubs, located where curlers are, with enough capacity to satisfy current and future demand

Build the next generation of leaders and experts (club coaches, ice techs, officials, staff, and volunteers) through innovative and accessible programs and opportunities.

- Promote participation in courses and professional development opportunities
- Develop and communicate clear points of entry and development pathways

Develop our next generation of elite athletes

- Develop programs to ensure appropriate opportunities for training and competition with focus on U25 and younger.
- Establish relationships with secondary and post-secondary education institutions

Provide relevant competitive opportunities for all curlers at a provincial and interprovincial level

- Review provincial structure, develop business case for expansion interprovincially (or regionally) and into new categories and tiers.

How will we know if we are successful?

- Increased participation in youth and underrepresented groups
- Increased participation in competitions
- Increased engagement from leaders and better, more consistent competitive results
- Increased, stable membership in clubs

STRATEGIC PILLAR #3 STRONG BRAND OF CURLING

OBJECTIVE: To establish and maintain appropriate methods for communication with stakeholders and strengthen the perceived value of curling and the Curling Alberta brand.

Brand architecture to develop unique and compelling engagement platforms

- Align with the unified marketing strategy for the sport of curling in Canada that can be adapted for clubs and members
- Utilize the stories of the tremendous work we do with our programs and clubs to tell our story

Marketing strategy to drive increased participation and fan engagement

- Deliver fall Return to Curl campaigns developed nationally
- Utilize creatives for those less familiar with curling
- Activate Curling Day in Canada as a national festival that celebrates our sport and the diversity in it

Strive to create safe, inclusive, and positive environments for all

- Continuously explore and evolve “what good looks like” through the lens of equity and inclusion and be a leader in policy delivery, and integration of positive practices
- Dedicate resources to educate and support clubs, and share best experiences

How will we know if we are successful?

- Engagement related to national and local marketing with greater participation in CDIC
- Provincial adoption of safe sport policy and training at the club level
- No violations of the UCCMS

STRATEGIC PILLAR #4 ORGANIZATIONAL EXCELLENCE

OBJECTIVE: To establish systems, policies, and Board procedures to effectively set the strategic direction of the organization. To monitor the achievement of results, and ensure consistency with values, needs and aspirations of the collective membership.

Be a leader in both sport delivery and risk management.

- Continue evolution to a skill-based, governance style Board by evolving policies, bylaws, succession, recruitment (skill matrix), and orientation strategies, and by providing ongoing education and training.
- Identify Key Performance Indicators and develop a scorecard for evaluating success
- Strong consultation practices with athlete and youth voices.
- Strengthen partnerships with Curling Canada and other MAs toward implementing best practices and striving for increased alignment.
- Understand, define, create goals, measurements and accountabilities around environmental, social, and governance (ESG) commitments.

Be an employer of choice.

- Values led organization with a strong understanding of purpose.
- Ongoing measurement of employee engagement and satisfaction with competitive compensation and growth opportunities.

How will we know if we are successful?

- Improving Board evaluation scores
- Fully functional Board committees and careful oversight and mitigation of risk
- Strong employee satisfaction and engagement

ENVIRONMENTAL, SOCIAL, GOVERNANCE FRAMEWORK & REPORTING

Curling Alberta is committed to developing an ESG framework that will help the organization understand, define, create goals, measurements and accountabilities around three pillars:

ENVIRONMENTAL: The impact of Curling Alberta on the environment and how we use and manage resources.

SOCIAL: How Curling Alberta can have a material and positive impact across a range of societal factors.

GOVERNANCE: How Curling Alberta ensures it achieves its ESG commitments and how we ensure we act with integrity.

Curling Alberta has identified five commitments:

- Establishing an ESG oversight and reporting mechanism
- Continue to reduce the environmental impact of our events and operations
- Integrating ESG and DEI practices into club development initiatives
- Ensuring our Safe and Abuse-free Sport program sets and meets best practices
- Better sharing of the impact of our current initiatives



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