



# SHERWOOD PARK CURLING CLUB

## 2024-2028

# STRATEGIC PLAN



APPROVED January 21, 2024





## INTRODUCTION

The Sherwood Park Curling Club typically develops strategic plans in five year cycles. The club has a high-level 2021-26 strategic plan posted on the website, which contains a vision, a mission, guiding principles, and strategic priorities. It was developed during 2020. Due to the onset of COVID-19 and the resulting disruption to club operations that followed, detailed goals and objectives were not produced.

It is important to point out that despite, and to some extent because of, the challenges brought on by the pandemic the club has had many significant accomplishments, for which club management and staff, the board of directors, and club membership from those years should take great pride. Here are just a few: Successful Return to Play, Code of Conduct Policy, New Curling Rocks, Reverse Osmosis System, Elite Women's bonspiel, Banner Wall, Reserve Fund, County Lease Renewal, Strathcona Cup.

## PURPOSE

In July 2023, an SPCC subcommittee consisting of board members Godfrey Huybregts, Michael Semeniuk, Heather Nedohin, and Gerry Salm started the process of developing a new and focused strategic plan, leveraging the earlier efforts. Identifying priorities and linkages to delivered services better enables the SPCC to evaluate our activities using indicators. The cycle of planning and prioritizing, action and measurement is central as we move towards our vision of being recognized as Canada's Premier Community Curling Club and Facility.





Vision > Goals > Priorities > Indicators

Top level Strategic Goals should be constant throughout the five years of the plan. Priorities, however, can and should be revisited during the life of the plan: for instance, topics that were priorities early in the five year plan, once dealt with, may no longer be high priority, and other areas of focus, with their relevant indicators, may need to be identified. Further, due to the three year progression of the president position (president elect > president > past president) and changes in board membership, the board's leadership and management strengths will change in any given year, so priorities can and should be adjusted to take advantage of the strengths of the board in any given year.

## MOTTO

A Curling Club for Life!

## OUR VISION

To be recognized as Canada's Premier Community Curling Club and Facility.

## OUR MISSION

To provide an exceptional experience in all that we offer.





## ENABLERS

Integral to the SPCC is the desire to deliver our services to our standards at the lowest cost and risk to our members, and to that end we recognize and leverage components that provide the club with additional range and flexibility within a structured framework for operations and program delivery. We call these enablers: they are critical pieces to our success as a non-profit curling club.

**As a non-profit entity, SPCC identifies and relies on these enablers:**

- **Partnerships** - we value and nurture our relationships with key partners including Curling Alberta, Curling Canada, Strathcona County, our sponsors, and the contracted lounge management team.
- **Volunteerism** - volunteers are involved heavily in many aspects from program delivery, to leagues, to event coordination, and all the way to the board of directors, significantly reducing the operational costs of almost all club activities.
- **Governance** - Sound policies and procedures, an active Board of Directors, responsible club management, and the club's commitment to put the policies into practice collectively produce an environment that allows our staff, partners, and volunteers to operate effectively.

## GUIDING PRINCIPLES

The Sherwood Park Curling Club's guiding principles establish a framework for expected behavior and for decision-making. They are highly-regarded, informed by member surveys and feedback, and are board-approved.

- **Inclusive** - we embrace all comers and appreciate each person for who they are.
- **Respectful** - we treat everyone with dignity and honesty and recognize individual differences. We exemplify trust and kindness.
- **Community Oriented** - we cultivate relationships and a sense of belonging.
- **Fun Loving** - we embrace the joy and cheer of sport and recreation and the accompanying camaraderie and companionship.
- **Safety Focussed** - we maintain a safe place for the well-being and enjoyment of all participants.
- **Excellence Driven** - we strive for constant improvement in all that we do.







## STRATEGIC GOALS

Goals and priorities were created through an informed and collaborative approach. The subcommittee reviewed the work of the previous strategic planning team, assessed and updated the Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis, grouped and prioritized the SWOT output, and informally consulted membership and the board.

After considering all input the subcommittee created goals and priorities for the 2024-2028 Strategic Plan. A key consideration is that all goals are equally important in moving towards our vision and there are many dependencies between the priority areas. To champion an integrated approach, the goals depicted are consistent between all levels of planning such as those for individual events, club business plan, and our financial plan, the budget.

- **Membership sustainability and growth** - Maintain membership, increase membership.
- **Revenue / income generation** - To sustain financial viability and self-sufficiency.
- **Marketing (promote SPCC & curling)** - To champion the sport of curling on behalf of recreational and competitive curlers alike.
- **Operations** - To deliver outstanding services and programs that are second to none.
- **Future Ready** - To pursue facility enhancements that creates a world class curling facility and curling opportunities matching trends and changes in our sport.





## Goal A: MEMBERSHIP SUSTAINABILITY & GROWTH

Fundamentally, the Sherwood Park Curling Club exists to serve our members. We are always looking for ways to keep our membership involved and excited and coming back each year. And we are focused on growth, increasing the membership regularly with a plan that fills minor gaps occurring every year due to attrition. We also look for opportunities to review current leagues and curling initiatives to increase overall new member growth, with an eye on introducing new curling formats as circumstances or data dictates.

### PRIORITIES

1. Outreach “New to curling” programs.
2. Build in pricing incentives to attract new members.
3. Encourage/support members to participate in new member recruitment.
4. Target market to member prospects that will address demographic/league gaps.
5. Determine / identify non curler attitudes and biases relative to curling participation at SPCC.
6. Provide beginner /intermediate / advanced LTC programs directly related to continuity of learning throughout the membership’s developmental stages.
7. Transitioning new curlers from developmental programs to league play.
8. Membership only rewards programs / activities to enhance membership experiences.

### INDICATORS

Understanding how our membership is changing is important for determining how our planned activities are sustaining our current membership and where the opportunities may exist to attract new members. To evaluate our progress, we use timely and relevant information to form a complete picture and better tell the story of our progress. To tell this story, we examine our:

1. Membership trends and demographics.
2. Entry and exit interviews/data collection.
3. Membership surveys.
4. Community surveys - SPCC’s profile in the community.





## Goal B: REVENUE / INCOME GENERATION

The Sherwood Park Curling Club's primary revenue sources are memberships, sponsors, events, proshop sales, lounge, and grants and fundraising. These sources are used to pay for all of the club's operations. It is therefore critical to ensure that we continue to maintain these revenue streams. Additionally, the club must focus on generating new revenue to fund growth opportunities such as upgrades and changes to infrastructure, education, training and development of players and coaches, and new programs.

### PRIORITIES

1. Work with the lounge vendor to harness underutilized lounge opportunities.
2. Investigate new club-wide, member-focused fundraising opportunities such as Chase the Ace.
3. Develop a sponsorship plan that recognizes existing sponsors, identifies prospective new ones and blueprints how to enhance sponsor numbers and levels of giving.
4. Consider and evaluate "working partnership" fundraising opportunities with similarly focused organizations.

### INDICATORS

1. Lounge utilization.
2. Lounge revenue.
3. Grant and Fundraising dollar growth.
4. Sponsor growth, both in dollars and number of sponsors.
5. Predictable and measurable funding year over year.





## Goal C: MARKETING (PROMOTION OF SPCC & PROMOTION OF CURLING)

Marketing builds awareness, helping to promote the sport of curling and raising the profile of the Sherwood Park Curling Club. It is necessary to keep curling relevant in the changing landscape of activities that battle for the attention of community members. Our challenge begins within the County of Strathcona as we compete for funds with other clubs, sports, activities, and initiatives. And it extends broadly across Alberta and across Canada as the SPCC looks to distinguish itself as a top tier organization capable of hosting major curling events either within our facility or at larger venues within our area.

There are two streams leading from this – the Club (SPCC) , and the game (curling). We look for plans to promote each either individually or together depending on the situation at hand with a mid-level continuing promotion so everyone knows who SPCC is and what curling is about, and its effect on the community at large.

### PRIORITIES

1. Enhance awareness of SPCC and involvement in SPCC events of key government and community stakeholders.
2. Host or joint participate in at least one event per month that showcases SPCC and/or curling to external audiences.
3. Continue to seek out and book curling events which attract curlers and the attention of one or more media or communication formats.
4. Invite local politicians, businesses, and “partners” to meet with SPCC to share our vision of the future and working partnerships.
5. Be visible and involved in seasonal community events (community and school outreach events, golf tournaments, community events - puck drop, fundraisers, food bank drives, highland gatherings, ringette tournaments, etc).
6. Be community partners and advocates with local / GARC sport user groups (Crusaders, Ringette, Figure skating, 55 plus club, etc).







## **INDICATORS**

1. Annual assessment of information flow/contact between SPCC and key external stakeholders.
2. Traditional and social media monitoring/analysis.
3. Local officials become regular attendees in SPCC future focus.

## **Goal D: OPERATIONS**

In order to be recognized as Canada's Premier Community Curling Club and Facility we are committed to excelling in all aspects of club operations including ice quality, coaching and mentoring, development of the next generation of curlers, supporting our seniors, programs that work for the community and for the club, outreach, fun and competitive leagues, successful bonspiels and events, flexibility to respond to new opportunities, recognition, scheduling, budgeting, planning, policies and procedures, staff planning, management, and oversight.

## **PRIORITIES**

1. SPCC Event Management checklist.
2. SPCC Policy review, update, and compliance assessment.
3. Risk Management Plan.
4. Formalize a Board orientation and succession program.
5. Staff succession planning for key positions including Head Ice Maker and Manager.

## **INDICATORS**

1. Increase in the number of SPCC events.
2. Number of certified coaches increases.
3. Exit and entry interviews with Board members; satisfaction survey.
4. Increased participation in curling programs (juniors, skills courses, coaching courses).
5. Metrics indicating successful results from operations initiatives year over year.
6. Competitive curler use of SPCC as a practice facility.





## Goal E: FUTURE READY

The quality of the facility itself is essential to keeping our club vibrant and growing. Making significant changes can require years of preparation and significant capital expenditures. It is essential for our club to involve ourselves in the county's plans for curling, and to scan the landscape for opportunities that will continue to ensure long-term success for the club.

We will develop and maintain relationships with the County (politicians, administration and staff), other rinks, key stakeholders beyond the County including other politicians, news media, and other sports organizations that share the same challenges we do. Generally, set up relationships with anyone and everyone where such relationships are mutually beneficial, and/or have the ability to provide help and support when we need it.

### PRIORITIES

1. In cooperation with other curling clubs, develop and communicate a long-term vision for curling in Strathcona County.
2. Develop a long range growth plan for SPCC, including recommendations for facility enhancements or replacement.
3. SPCC is always visible in the sports and county functions.

### INDICATORS

1. Long-term vision signed off by SPCC, Ardrossan and Strathcona curling clubs. County Council and administration briefed.
2. Ten year growth plan approved by SPCC Board.
3. Surrounding curling clubs view SPCC as an ally and partner.

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