



STRATEGIC BUSINESS PLAN

2017 - 2020

Location: Glen Allan Recreation Complex, 199 Georgian Way, Sherwood Park, Alberta.
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Message from the President, Sherwood Park Curling Club

The SPCC plays an important part in our community. This plan sets the direction for achieving our vision of being one of the best curling clubs in the region and gives us a strong framework for moving forward.

This plan is the result of hard work from a small group of individuals with a common goal of identifying how we will achieve our vision, address new and emerging challenges and measure our progress. On behalf of the Executive team, I would like to personally thank those involved in preparing this plan for your efforts and dedication to making the SPCC the best we can be.

Ralph Maclean
President, Sherwood Park Curling Club

Message from the Manager, Sherwood Park Curling Club

From the moment you enter the Glen Allan Recreation Centre and come to the SPCC to curl, your curling experience will be enjoyable. Whether you are curling on our world-class ice, cheering from the comfort of our modernized viewing gallery or enjoying the hospitality of our fine food service in our lounge, our members and staff will go out of their way to make you feel like you belong.

We take great pride in showcasing the wonderful sport of curling to the community of Strathcona County, Canada and the world. It is through our professional delivery of programs and services that our members and guests return with a smile.

Curling is our passion and we will strive to make every experience memorable.

Heather Nedohin
Manager, Sherwood Park Curling Club

THE SHERWOOD PARK CURLING CLUB: WHO WE ARE

The Sherwood Park Curling Club is registered as a corporation under the Societies Act of Alberta.

OUR STRATEGIC BUSINESS PLAN: Identifies our vision, mission, goals, and strategic priorities from 2017 to 2020.

OUR VISION: The SPCC is a recognized and desirable curling club in Alberta that delivers an exceptional curling experience for members and guests through excellence in curling events, leagues, programs, facilities and services.

OUR MISSION: The SPCC strives to develop and promote the sport of curling in our community, nationally and internationally, by providing welcoming, accessible and professional programs for all ages and skill levels. The SPCC promotes good sportsmanship, socialization, skill development and competitive opportunities for the enjoyment of all our members and guests.

OUR VALUES: Our core values include respect, integrity, excellence, good sportsmanship, and accountability. We encourage volunteerism, positive social interactions, and professionalism for the betterment of all.

OUR PEOPLE: As of September 2017, the SPCC has a strong membership base with over 1,200 registered members ranging in age from “eight to eighty”.

The SPCC is very proud to be home to Olympic, World, National, Provincial and Northern Alberta champions in the sport of curling.

The SPCC is governed by a Board of Directors composed of an Executive Committee, League Representatives and Directors-at-Large. Management of the Sherwood Park Curling Club is a joint responsibility of the Board of Directors and the Manager of the SPCC, with the Board providing strategic direction and the Manager responsible for the business operations of the SPCC.

OUR FACILITY: Our curling facility has eight sheets of ice located in the Glen Allan Recreation Complex (GARC), owned and operated by Strathcona County, and located at 199 Georgian Way, Sherwood Park, Alberta, Canada, T8A 1M7.

Fully renovated in 2016, the SPCC facility offers a modern lounge and multiple viewing areas, meeting spaces, a Pro-Shop, and locker facilities.

OUR GOALS

To achieve our VISION of excellence, our strategic GOALS are focused on four key areas:

1. Improvement of curling facilities;
2. Improvement of curling leagues, programs and special curling events;
3. Improvement of curling products and services; and
4. Improvement in management of SPCC resources.

Goal One: To improve **curling facilities** of the Sherwood Park Curling Club in collaboration with Strathcona County, other business partners, sponsors, and suppliers.

Strategic Priorities:

- 1.1 Complete negotiations of a multi-year lease agreement with Strathcona County for the use of facilities within the Glen Allan Recreation Complex (GARC).
- 1.2 Improve ice maintenance services to ensure high quality curling ice for all leagues, programs, special curling events, and visiting curlers.
- 1.3 Purchase a reverse osmosis water system to eliminate the need to rent the current system.
- 1.4 Develop a long-term capital equipment maintenance and replacement plan.
- 1.5 Allocate annual funding to a capital equipment fund for use as needed.
- 1.6 Seek external grant funding to support purchase of capital equipment as needed.
- 1.7 Install audio-visual equipment to support live Web-casts from the SPCC.

Goal Two: To improve the accessibility, quality, reach, and sustainability of curling leagues, programs and special curling events in collaboration with business partners and event sponsors.

Strategic Priorities:

- 2.1 Improve the quality and reach of **curling clinics** and **Learn to Curl** opportunities for the benefit of all SPCC league members, curling coaches, new curlers, and school age children in Strathcona County and outlying communities.
- 2.2 Develop high-level junior curlers through the **Junior Curling program** for school age children, youth and young adults.
- 2.3 Expand opportunities for **occasional and social curling events** to attract new curlers and visitors, and support **recreational curling** in Strathcona County.
- 2.4 Host successful **curling bonspiel events** for the benefit of SPCC leagues and visiting curlers.
- 2.5 Host and promote a successful **world class curling event** in 2018-2019 or 2019-2020 for the benefit of the SPCC, residents of Strathcona County, and the provincial, national and international curling community.

Goal Three: To improve the quality and volume of products and services provided for SPCC members, visiting curlers, and the general public accessing GARC facilities.

Strategic Priorities:

- 3.1 Improve the quality and volume of **food and beverage products and services** sold in the SPCC lounge area.
- 3.2 Increase the volume and scope of **Pro-Shop products** sold.
- 3.3 Increase the reach and impacts of **marketing and media products and services** provided by the SPCC in collaboration with sponsors and media outlets.
- 3.4 Increase the volume of **rental ice sales** for occasional curling events and as practice ice for visiting curlers.
- 3.5 Increase the volume of **facility rental sales** for community events and visitors.

Goal Four: To improve the management of SPCC resources.

Strategic Priorities:

- 4.1 **Board governance and management:** Review Board governance, management structure and committees to support decision-making, effective use of resources, and succession planning.
- 4.2 **Business planning and fiscal management:** Implement a three-year business planning and fiscal planning cycle linked to strategic priorities (priority-based planning and budgeting).
- 4.3 **Fiscal sustainability:** Increase revenue streams and expand market share through competitive pricing of league fees, programs, products and services.
- 4.4 **Information management:** Implement the Curling Club Manager information management system to support registration of curlers, payment of league fees, and management of SPCC information.
- 4.5 **Risk management:** Implement a personal risk waiver agreement as a condition of registration and membership in the SPCC, increase awareness of safety risks, and promote safe curling among SPCC members and guests.
- 4.6 **Physical facility management:** See Goal 1.
- 4.7 **Human resource management:**
 - 4.7.1 Staff: Review and update job descriptions, orientation and training sessions, and performance reviews for all staff positions so that staff are effectively managed, developed, and suitably recognized for work performed.
 - 4.7.2 Volunteers: Develop a volunteer recruitment, retention and recognition plan with position descriptions, orientation and training sessions, and volunteer recognition events to increase the number of volunteers, improve their orientation, the quality of volunteer experiences, and recognition.