



Review of Achievements
Strategic Business Plan
2017 - 2020

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Message from the President

In 2017 the SPCC Board developed a Strategic Business Plan to map out the operation of the Club for future Executives to follow. It is important to complete a Strategic Business Plan for the Club's operation and it is equally important to review whether the Club was able to achieve the goals and objectives that were set out. In the past few years much has been accomplished to improve the club members' experience both socially and curling related. A concerted effort was placed on improving the curling experience with the hiring of a highly qualified head ice tech and providing him with a conscientious ice maintenance crew. Improvements have been made to the ice making equipment that provide more effective control of the ice making process. A great deal of effort has been placed on the social experience as well. The lounge has received a great deal of attention in the past three to four years. Although the lounge's operation has seen some positive gains, there have been some difficulties experienced recently which tended to reverse the progress somewhat. Although there will be some challenges in 2020-21 with COVID 19 restrictions I am positive that with the memberships' patience and understanding we will all come out on top.

Doug Kroetsch, President SPCC

Message from the Club Manager

Our club strived to meet many of the goals set forward in the 3 year business plan and I am very proud of the efforts put forward by the Board, staff, members and volunteers to meet these aspirations. Through the hard work and dedication to the sport of curling locally, provincially and nationally, we were selected as Curling Alberta's Curling Club of the Year in the 2018/19 season! Each season we achieved great milestones and strived for excellence on and off the ice.

In reflection of the new reality of the post - COVID-19 world, the SPCC will seek new ways to remain a prominent safe sport choice of recreation. We will pursue means to deliver quality programs, events and services safely. There is no limit to what we can do together through these challenging times. #keepcurling

Curling is our passion and we will keep pursuing every means to make it a special experience.

Heather Nedohin, SPCC Manager

Executive Summary

The Sherwood Park Curling Club set out its goals and objectives for 2017-2020 in a Strategic Business Plan ([see Strategic Plan](#)). This document reports on the achievements of the Club over this 3 year period and identifies areas where further investments are needed.

The SPCC was extremely active over the past 3 years and made great strides in achieving or progressing on the majority of the goals set out in the 2017-2020 Strategic Business Plan. Of the 25 objectives set out, the Club achieved 14, has made good progress on 8, postponed 2 and was unable to achieve 1. Below is a list of some of the highlights:

- A 5 year Lease agreement for use of facilities within GARC, was signed with Strathcona County.
- Hired a highly qualified Head Ice technician and raised the level of training of our assistant ice technicians.
- Obtained grants from the Government of Alberta for improvements to the ice making equipment.
- Purchased and installed new equipment to improve ice quality.
- As indicated in the SPCC March 2020 membership survey, 94% of those surveyed replied that the curling ice was good or excellent.
- Maintained a successful, ongoing program of curling training and clinics.
- Ran a successful Junior Curling program.
- Hosted a range of successful bonspiels and 'elite' curling events.
- Strengthened efforts to sustain and improve the food and beverage service provided in the SPCC lounge area.
- Provided a Pro-shop service for the convenience of members and other curlers.
- Optimized ice and facility rental opportunities.
- Continued improvements of the governance and management of SPCC through the review of structures, procedures, and documents as well as the development of new policies and procedures.
- Ensured competitive curling fees and financial sustainability of the Club.
- Staffed at sufficient levels on the administrative team to ensure high service levels.
- Improved information management with the Implementation of ' Curling Club Manager ' registration system, including a personal risk waiver as part of registration process.

- Continued efforts made to improve Member's safety and awareness of risks. (Decision made in March 2020 to end the season earlier, to protect Members in light of the COVID virus.)
- Continued improvements being made in Human Resource Management documentation and procedures.
- Awarded Curling Alberta's ' Club of the Year ' for the 2018/2019 curling season.

SPCC Executive
June 19, 2020

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Note: All text in italics is taken directly from the 2017-2020 Strategic Business Plan.

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).*

Results: Achieved

A 5-year lease for the period 2017-2022 was signed Nov 27, 2018 by then SPCC President, Ralph MacLean.

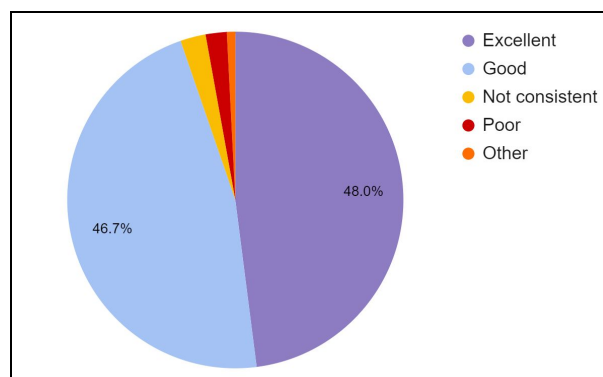
SPCC Annual Rental Costs		
Operating Period September - April	Annual Increase (3%)	Annual Total (plus GST) – paid in 2 installments
2017-2018	\$2,410	\$82,732
2018-2019	\$2,482	\$85,214
2019-2020	\$2,556	\$87,770
2020-2021	\$2,633	\$90,403
2021-2022	\$2,712	\$93,115

1.2 *Improve ice maintenance services to ensure high quality curling ice for all leagues, programs, special curling events, and visiting curlers.*

Results: Achieved

The quality of the ice has been very good and consistent over the past years which is clearly demonstrated in the SPCC 2020 Membership Survey, conducted in March 2020, where over 94% of those surveyed said the ice was good or excellent.

Members Opinions on Ice Conditions from SPCC 2020 League Survey



Respondents from the 2020 Member survey acknowledged the work of the Ice Tech team with comments like “great ice”, “top notch ice conditions”, and “fantastic ice conditions”.

The high quality ice conditions were achieved through 3 major changes: the hiring of new ice maintenance staff, the installation of new types of equipment and the allocation of more time to ice maintenance.

1.2.1 Changes made to the Ice Technician team

During the 2016-18 seasons we had a Level 3 Head Ice Technician, 1 or 2 Assistant Ice Technicians (Level 1&2) along with a crew of part time Ice Technicians.

For the 2018-20 seasons a new Head Ice Technician (Level 4), with more experience and training, was hired. We also increased the number of hours for the Assistant Ice Technicians going from 2 part time Assistant Techs to 1 full time and 1 part time position. These Assistants also had a higher level of training than staff in previous years and were provided with ongoing training from the new Head Ice Technician during the scheduled weekend ice maintenance time slot. The total number of hours for the crew of the part time Ice Technicians varied from year to year. The staffing levels ensured that the club demands and that the Head Ice Technician hours were reasonable.

1.2.2 Improvements in ice equipment.

In 2018 the SPCC received a Government of Alberta funding (CFEP) Grant # 063556 – 78. Funds from the grant and SPCC were used to purchase two new pieces of equipment. The purchases were:

- Curling cold brine 3-way mixing valve: The installation of the new valve ensured a more consistent ice quality and floor temperature control. The upgrade included a bypass (of the chiller) control valve to mix warmer and cold brine allowing the Ice Tech team to have a more constant temperature throughout the cooling floor and constant circulation of brine. This valve has allowed SPCC to deliver world-class ice conditions.
- DDC system upgrade & infrared cameras: The installation of a new refrigeration control system (DDC system) with the infrared cameras has allowed the Ice Tech team to have ongoing measures of the ice surface temperature and has helped the plant run more efficiently overall by eliminating thermal lag. The key benefit of this new system is better plant control which saves in energy costs and provides more consistent ice quality.

In 2019 SPCC hosted the National U18 event where we raised funds, a portion of which was used to purchase a new ice scraper. The new scraper allowed the Ice Technician team to more effectively and efficiently prepare higher quality ice for members.

1.2.3 More time allocated for ice maintenance

In 2018 the number of hours per week were increased for ice maintenance by reducing the number of sheets of ice available for practice, adjusting the junior program schedule and adding ice preparation time on Saturday mornings.

1.3 *Purchase a reverse osmosis water system to eliminate the need to rent the current system.*

Results: Postponed

SPCC received a Government of Alberta CFEP Grant (# 063556 – 78) which included a request for funds for a reverse osmosis system & storage tank for making curling ice.

However, in the 2018/19 curling season, the club recruited a new Head Ice Technician who was given the objective to improve the quality of the ice conditions at SPCC. To be able to achieve the goal the new Head Ice Technician recommended that the scope of the grant be changed to allow for the procurement and installation of new technology and equipment. The funds were used to purchase the equipment discussed in 1.2.

In the future SPCC plans to apply for funds to purchase a reverse osmosis system to reduce ongoing operational costs for the rental of a reverse osmosis system as these costs are increasing each year.

1.4 *Develop a long-term capital equipment maintenance and replacement plan.*

Results: Ongoing

The SPCC Manager is working with the Head Ice Tech, the Board of Directors and the County of Strathcona to create an equipment maintenance and capital replacement plan. This plan will be fully developed in 2020-2021 and will be reviewed annually.

1.5 *Allocate annual funding to a capital equipment fund for use as needed.*

Results: Ongoing

The Board is currently developing a Capital and Operations Reserves Policy. The development of a Reserves Policy in conjunction with the Long Term Capital Equipment Plan will be key to developing an annual Capital Fundraising and Expenditure Plan.

1.6 *Seek external grant funding to support purchase of capital equipment as needed.*

Results: Achieved

SPCC successfully obtained 2 grants during the 2017-2020 period for equipment improvement and has applied for a third grant in May, 2020.

- a. In 2018, SPCC was awarded a Government of Alberta CFEP Grant (# 063556 – 78) for \$28,800. A curling cold brine 3-way mixing valve and a DDC system upgrade & infrared cameras (See 1.2 for a description) were purchased with Grant and SPCC matching funds.

- b. In January, 2019 SPCC was awarded a Community Initiatives Program (CIP) Major Cultural & Sport Events Grant (\$75,000) to host the 2019 U18 Junior Canadian Championships. The event raised \$41,814.69 and with a portion of these funds SPCC purchased a 2019 BOSS Direct Drive Curling Ice Scraper with Blade Guard, Weight Set, Blade Bridal and Lead Acid Batteries & Ice Blade Assembly.
- c. In May, 2020 SPCC applied for a Community Facility Enhancement Program Grant (\$54,182.50) to provide matching funds for the replacement of 128 curling stones, rubber bumpers, a security gate for the lounge, several duress buttons and security cameras for the lounge.

In addition, SPCC has raised funds from various sources to support events and operations.

- d. In February, 2017, SPCC was awarded a \$950 grant from NACA to host the EICS Bantam (U15) Spiel qualifier for Provincial. Funds were used to offset the ice technician costs and to purchase “Curling Rocks” t-shirts for the participants. Unfortunately this funding source is no longer available after the amalgamation and the onset of Curling Alberta in the 2018/19 season.
- e. In June, 2019, SPCC was awarded \$1200 from Northern Alberta Curling Championship Society (NACCS) to support an SPCC Staff member and Business Manager in attending the Business of Curling symposium in Canmore, AB.
- f. SPCC also has raised funds through a casino in 2019, raffles and draws (See revenue table in section 4.3). These funds have been used to pay for a portion of the Strathcona County lease and/or were used to offset the costs of club operations. Some of the individual leagues run 50/50 draws to offset ice and other costs.

1.7 *Install audio-visual equipment to support live Web-casts from the SPCC.*

Results: Postponed

The Board has put this project on hold and will assess the necessity of the investment as a component of future proposals for new events.

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.*

Results: Achieved

Learn-to-curl and outreach opportunities have taken many forms at SPCC during 2017-2020 and their reach has been extensive. While most of the programs have remained fairly stable there has been some decline, in part, due to the departure of the key member of the coaching staff in the fall of 2019 and the change in the ice maintenance schedule. The training opportunities included: in-club learn-to-curl programs, in-club clinics, school age groups, private lessons, family league, outreach to rural communities and junior programs (see 2.2).

- a. Learn-to-curl adult programs: Registration numbers vary from year to year but have remained relatively stable over the past 3 years. The learn-to-curl program in the Fall 2019 kept the ratios relatively low as new coaching staff were being trained.

Registration for Learn to Curl Programs/leagues			
Leagues	2019-2020	2018-19	2017-18
Sunday Rookie	14 teams	14 teams	16 teams
Adult Learn to Curl - Fall	10	19	NA
Adult Learn to Curl - Winter	16	11	NA

- b. In-Club Clinics: Over the years SPCC has offered a range of clinics to its members. The number and types of clinics offered varied from year to year. The focus of the clinics has been on throwing, sweeping, timing of rocks, rock management, communication, line of delivery, equipment, strategy, technical and mental skills (pre shot routines). Additionally, clinics for competitive curling coaches have been held and each year the Club provided training for the junior program coaches. As the demographics of our members change, demand has increased for clinics on how to use a stick. Typically clinics occur at the beginning of each season.

SPCC Club Clinics			
	2020-2019	2019-2018	2018-2017
Coaching	1	1	2
Curling skills	2		1
Stick skills	1		1

One of the many benefits of having a world class curler as the Club manager is that she is able to provide expert level coaching. She provided one-on-one coaching to our teams that advanced to represent SPCC in Provincial Qualifiers and in the Spring 2020 she offered biweekly online strategy sessions for any interested curlers.

- c. Local School Age Groups: SPCC has offered learn-to-curl opportunities to a number of elementary, junior high and senior high school groups. The offerings have included access to ice and coaching for athletic classes during the day and an afterschool program for one junior high.

The level of engagement for the daytime coaching has seen a decline in terms of the numbers of schools, students and sessions over the 3 year period. The two key reasons for the decline in school usage were: first, the increased growth of day time leagues which limited availability of ice times; and, second, the decrease in available funds to pay for the school group instructor position. In 2016, SPCC received a donation to support LTC programs for school age children from the Strathcona County area. These funds eventually ran out and schools were unable to pay for these “extra” recreational activities due to their schools’ planning and budgetary constraints.

School Age Groups				
	Number of Sessions	Number of Students	Hours of Sessions	Number of Schools
2017-18	152	3129	160	12
2018-19	105	2518	114	9
2019-20	28	653	35	6
Lost usage due to COVID19	44	1002	52.5	6

Since 2015, the St. Theresa School has been running a 7 week after school curling program. The school staff oversaw the supervision of the students at all times on ice while the SPCC staff / leaders provided coaching for the first two weeks. Due to the increased interest in 2019/20 the program expanded to run on two days.

St. Theresa's After School Program			
	2017	2018	2019
Number of Participants	24	24	32

- d. Family League: In 2017-18 SPCC attempted to create a Family League, unfortunately, there were not many teams enrolled. In 2018-20 a Family Drop-in program was implemented which had participants each week though the numbers fluctuated. Trainers were available for these drop-in sessions to teach the participants basic curling skills.

- e. Outreach- Private lessons: One of the services available to club members is private lessons provided by the Club Manager and the Head Instructor in 2017-18. The decline in the more recent years is in part due to the reduction in qualified instructional staff.

Outreach - Private Lessons			
	2019-2020	2018-2019	2017-2018
Hours of training	16	12	50
Revenue	\$1,270	\$945	\$3,945

- f. Rural Outreach: In partnership with Federation of Alberta Gas Co-op, SPCC provided rural outreach to learn-to-curl programs across Alberta. Typically there would be 2 hour coaching sessions in the morning & afternoon to local school children aging from grade 7 - 12. The group sizes varied depending on the facility (3 - 5 sheets) with the target of 8 kids per sheet. The key to the program's success was the professional and enthusiastic instruction and the provision of proper equipment (step on sliders, grippers and brooms). The sponsor paid for the provision of the equipment, the instruction and travel time, as well as a complimentary lunch for the participants. The following communities had sessions during the past 3 seasons:

- 2017 - Drayton Valley, Gem, & Olds
- 2018 - Olds, Debolt, Falher
- 2019 - Crossfield, Standard.

These sessions were highly successful based on the comments received, as exemplified by the message below from the organizer, Carol Callaghan from Standard, Alberta:

“ ... the day was a great success and so happy to have been able to help make it happen! Thank you Heather, for your excellent instruction and interaction with the kids and curling club members...your enthusiasm is infectious and I loved watching you share your love of the sport.
All in all, a huge success today! ... Wish we could make it an annual event!”

2.2 *Develop high-level junior curlers through the Junior Curling program for school age children, youth and young adults.*

Results: Achieved

Registration numbers for the Junior Program, which ran during after school hours, vary from year to year but have remained relatively stable over the past 3 years. The exception was the Junior Plus program which has been designed to provide young curlers with elite level training. The Junior Plus program was introduced in the 2017/18 season and attracted over 35 registrants. After an assessment of the first year it was determined that the ratio of students to instructor (8 to 1) was too high and in subsequent years the ratio was reduced (4 to 1) in order to provide a higher quality program. Due to ice time limitations (allowing for ice maintenance & other junior programs scheduled) the program could not be expanded with the addition of instructors or other time slots.

Enrollment in Junior programs			
Programs	2019-20	2018-19	2017-18
U12 Juniors - Monday*	65	60	53
U15 / U18 Juniors - Wednesday	64	71	62
Junior Plus	16	24	37

*Note: U12 register for fall and winter sessions. Numbers presented are the annual totals.

One measure of our success are the comments that we have received for the Junior programs. For the U12 program the comments were very positive and often expressed a wish for more practice time and bonspiels. One of the strengths of the program is that there is something for both the recreational and competitive curler, as illustrated in the feedback:

“Thank you for doing such an outstanding job with this program and providing additional opportunities while leaving it up to the curlers just how competitive they want to be.”

A second measure of the strength of our Junior programs is the success of the SPCC athletes who have qualified and/or placed at a number of competitive venues over the last 3 years. Below is a list of some of the successes:

Alberta (AWG) and Canada Winter Games (CWG)

2017

- 8 SPCC teams (16 athletes) - AWG U15 Mixed Doubles Curling
- SPCC Mixed Doubles- AWG GOLD Medallist

2018

- SPCC - Female (second) Team Alberta - CWG
- 5 SPCC teams (13 athletes) - AWG U15 Female & Male

2019

- SPCC Female Team: AWG SILVER Medallist
- SPCC Male Teams: AWG SILVER & BRONZE medallist

High School Provincials

- 2017 - Provincial Female team - Silver Medallist - Bev Facey
- 2018 - Provincial Mixed team - Silver Medallist - Archbishop Jordan
- 2019 - Metro Champions - Male & Mixed - Archbishop Jordan

SPCC has also been an active member of the Edmonton Youth Curling Association (EYCA) league and has hosted the league 1-2 times each season.

It is recognized that SPCC has a gap in our training programs for junior athletes between the ages of 16 - 18 years. Alumni SPCC athletes were connected with the Saville, Ellersile or St. Albert clubs where they joined competitive teams. We are now seeing some of these alumni athletes competing in provincial qualifiers.

If the junior programs continue to grow SPCC may wish to consider addressing this training gap within the club.

2.3 Expand opportunities for occasional and social curling events to attract new curlers and visitors, and support recreational curling in Strathcona County.

Results: Partially Achieved

The SPCC plays an integral role in the community providing an option for corporate, government and community events. The number of events per year has declined from 16 to 11 (with four cancellations due to the COVID19). Three factors that contributed to the decline included an increase in the number of SPCC hosted events (see 2.4), more time was allocated to ice maintenance limiting ice availability for external events and staff put our focus on the event facility set up for the U18 event in 2018/19 season during the end of the season time when rentals typically occur.

Occasional and social curling events			
	2019-20	2018-19	2017-18
Number of events	11*	13	16
Revenue Generated	\$6,670	\$8,065	\$7,755

Note: Four events were cancelled due to COVID19.

The SPCC aims to connect with and be a member of the larger County and curling community and to this end has organized a number of community drives and events such as being a location for a Flu Immunization Clinic, Curlers CARE campaign collecting food for the local food bank, and Curl Canada calendar signings. These types of activities have created a stronger SPCC community and connected us to the broader community.

2.4 Host successful curling bonspiel events for the benefit of SPCC leagues and visiting curlers.

Results: Achieved

SPCC has hosted many bonspiels that meet the needs of a wide range of their members and outside curlers. For Juniors there was at least one Junior bonspiel each year as well as a Elk Island Catholic Schools bonspiel for grades 6-8. In at least 2 years there were elite Junior curling events (listed in 2.5). In addition, there were bonspiels for men and women each year in traditional and doubles format. There have been years when both mixed and ladies bonspiels have not been held as a designated coordinator did not step forward.

Curling Bonspiels Hosted by SPCC			
Events	2019-20	2018-19	2017-18
Juniors/School age	3	4	4
Adult	3	4	3
Elite	3	2	2

These events have been successful and appreciated as illustrated by comments from participants:

“Thanks for everything this weekend. I know it was a lot of work. You guys did a great job.”

“Thanks for an enjoyable weekend, the bonspiel was a ton of fun”.

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.*

Results: Achieved

SPCC hosted a range of elite events between 2018-2020 including regional qualifiers, provincial and national events at 3 age levels: Juniors, Mens and Seniors. The events included:

2019 - 2020

- Curling Alberta Senior Ladies/Men's Qualifier
- U18 Junior Canadian Championship
- SPCC Doubles Classics

2018 - 2019

- NACA Men's Northerns
- SPCC Doubles Classics

In addition to hosting events, the SPCC club has hosted a number of high caliber teams in their preparation for elite events. Teams included the Team Alberta Special Olympics who held a training day session and the Junior Korean teams in 2019.

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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.*

Results: Achieved

In the years preceding the period of this Strategic Plan the operations of the SPCC lounge posed a number of challenges. To address the challenges, the Board hired a new caterer, in fact, the SPCC Lounge was managed by two different catering companies during this period. In 2017-19 BG&CC was engaged, in addition to the operations of food services, they were responsible for the booking of the use of the lounge for banquets and other non-curling events. In their first year, BG&CC attracted more clients resulting in higher revenues than the following years. Even with an extra event (U18 Championship) in 2018-19 the season, there was only a small decline in revenue. In 2019-20 a new caterer was hired, The Hat. Their revenue was lower than the 2 previous years for two reasons: this caterer was no longer responsible for booking non-curling events and did not receive the associated revenue; and, revenue opportunities ended several weeks early due to COVID19.

Lounge Revenue and Club Impact			
	Gross Revenue	SPCC Rent	% Profit (Revenue less cost of goods sold)
2017-2018	\$327,943	\$19,000	N/A
2018-2019	\$301,327	\$12,500	3.75% = \$6333.75
2019-2020	\$221,466*	\$9166.67*	3.75% = \$5,406.77

Note: Due to early closures there was an approximate loss of revenue of \$55,000. The final compensation payment of \$1,833.33 was waived due to COVID.

Both caterers introduced changes to the food and beverage menus as well as to the delivery of service and specials offered. The 2020 Member's Survey responses ranged from satisfaction with the service to requests for different beer and variety on the food menu, as well as, more timely service. This range of opinions is typical given the size of the club. Our long term goal continues to be sustaining and improving the food and beverage service provided.

3.2 Increase the volume and scope of Pro-Shop products sold.

Results: Partially Achieved

The Pro-shop has provided an important service of convenience for members and curlers from the surrounding rural areas. According to the 2020 Member’s Survey over 85% of the respondents purchase equipment from the pro shop and nearly 8% purchase all their equipment from the proshop. Key products for the shop have been brooms, broom heads and in the past 2 years there has been an increase in the sales of accessories like the stop watches. The two key product lines are Asham and Hardline, especially for broom sales. Comments from the 2020 survey indicated that members appreciate the opportunity to get what they need prior to the commencement of the season as well as throughout the year.

Pro-shop: Revenue and Profits			
	2017-18	2018-19	2019-20
Expenses* (COGS**)	\$21,739.54	\$33,637.04	\$18,595.09
Gross Revenue	\$38,489.66	\$44,683.59	\$35,595.09
Net profit	\$16,750.12	\$11,046.55	\$17,000.00

Note: *Employees in the pro shop have several roles within the club so the staff costs are not included in these calculations.

**COGS = Cost of Goods Sold

Net Profit was lower in 2018-19 as a result of extra inventory purchased for the U18 event which was carried over to the 2019-20 season. The volume of sales in proshop did not increase and the net profit has remained relatively stable.

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.

Results: Achieved

- a. Social Media: Growth in the number of followers of SPCC on all social media platforms has been substantial since 2017. All 13 Edmonton based curling clubs are using these social media platforms. SPCC is ranked 4th in terms of the number of total followers.

Increase in Social Media Followers						
	October 2017	June 2018	YR over YR Growth	April 2019	YR over YR Growth	Growth since 2017
Twitter	408	449	10%	557	19%	37%
Instagram	101	198	96%	347	43%	244%
Facebook	123	175	43%	331	47%	169%
Total Followers	632	821	30%	1453	43%	130%

- b. Website: The website is continually undergoing improvements, in part, due to the fact that the administrative team now has full access to the content management system allowing them to make changes in a more time effective manner. In addition, the Executive has been actively reviewing and updating the content in the section about the history, board, SPCC rules and policies. More visits have resulted from the new registration system implemented 3 years ago which is fully integrated with the website providing information on the schedule and standings for members.

We have only started to collect analytics of the use of the website; only information for the past year from June 1, 2019-May 31, 2020 is available. The website activity aligns closely with the curling season with its highest use early in the season, consistent activity throughout the season with very little activity in the summer months. There are approximately 23,570 users with just under 50% of these being new users (11,590). The number of new users next year will likely be much smaller as most of the number of new users this year was due to the implementation of the new registration system. Over the year the users have had 38,050 sessions and have viewed 214,993 pages with 16% of the activity on the main page followed by 10% on the members' page and then 8.5% of the activity on the standings page.

The website plays an important role for club members but is also serving a broader purpose as visitors spend more than 4 minutes on a website and visit 5.65 pages per session. The visitors are primarily from Alberta (90%) but interestingly 3.8% of visitors are from British Columbia and 3.2% are from Ontario.

- c. Other media: SPCC has also benefited from media coverage of the U19 National Event and the Club Manager was featured in a online article, in the YEG Fitness Magazine Sept/ Oct 2019, entitled "Come Try Curling YEG event" and can be found at (<https://yegfitness.ca/curling-canadas-winter-passion-try-it/>).

Over the next 2 years a clear communication plan will be developed which will include a social media strategy.

3.4 Increase the volume of rental ice sales for occasional curling events and as practice ice for visiting curlers.

Results: Partially Achieved

The revenue from the casual and corporate ice rentals declined over the 3 year period. In 2017-18 we saw a higher level of rentals which included several international teams and a wheelchair team. In the following years practice ice time was reduced as more time was allocated for more ice maintenance as improving the quality of the ice was a priority and there were fewer instructional staff to support the corporate rentals.

Revenue from Casual and Corporate Ice Rentals			
	2017-18	2018-19	2019-20
Casual	\$3,945	\$945	\$1,270
Corporate	\$7,755	\$8,065	\$6,700

3.5 *Increase the volume of facility rental sales for community events and visitors.*

Results: Achieved

The upstairs lounge and meeting room area were used by many community sport groups, as well as, the County of Strathcona for meetings and programs. During 2017-19 the BG&CC was responsible for managing the rentals of the non-curling events. The revenue for these events went directly to BG&CC making comparisons year over year impossible. During 2019-20 SPCC became responsible for the booking responsibilities.

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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.*

Results: Partially Achieved

Over 2018-20 myriad steps were taken to review the governance and management structures and documents. Specifically, the following reviews were conducted:

- Awards Policy: Reviewed October 2018
<https://sherwoodparkcurling.com/index.php/13-club-info/409-awards-policy>
- Refund Policy: June 2019
<https://sherwoodparkcurling.com/index.php/13-club-info/406-spcc-refund-policy>
- SPCC League Rules and Playoff Procedures: Reviewed and approved December, 2019
https://sherwoodparkcurling.com/images/files/SPCC_League_Rules_2020.pdf
- SPCC Bylaws: Reviewed May, 2020, to be presented to AGM in June, 2020

A number of documents are currently under development or on the upcoming workplan and they include:

- Capital and Operational Reserves Policy
- Succession Plan
- Review of roles and responsibility for board roles
- Communication Plan
- Risk management assessment
- Relaunch plan: Covid19

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).*

Results: Not Achieved

The SPCC Board has not completed a planning and budgeting related to the strategic priorities for this 3 year strategic plan. In the absence of a 3 year budget plan, a number of capital projects were identified and financial sources sought (see 1.2 for capital projects and 4.3 for a summary of supplemental funding sources).

4.3 Fiscal sustainability: Increase revenue streams and expand market share through competitive pricing of league fees, programs, products and services.

Results: Achieved

The goal of the Board set the curling fees based on projections of other revenue and funding sources ensuring that operational costs of the club are covered. The Club has been able to achieve the goal of financial sustainability over the past 3 years through increased registration revenue resulting from both higher registration numbers and slightly higher fees, as well as, higher sponsorship levels and more fundraising through grants and casinos.

Fiscal Sustainability (Revenue streams and net profit)			
Revenue streams	2017-18	2018-19	2019-20
Registration	\$319,409.71	\$361,573.03	\$374,331.57
Sponsorship	\$19,974.28	\$18,660.00	\$24,308.33
Events	\$8,101.46	\$39,906.56 *	\$8,766.44
Rentals	\$28,929.44	\$29,800.69	\$16,913.42
Proshop	\$16,750.00	\$11,047.00	\$17,000.00
Grants	\$500.00	\$20,691.50	\$27,488.06 **
Fundraising (casino, draws)	\$6335.25	\$8,056.15	\$26,251.36***
Total Revenues	\$400,000.14	\$489,734.93	\$495,059.18
Net Profit	\$39,537.25	\$16,284	\$27,791 ****

* Includes U18 Championship

** Includes Covid19 assistance of \$26,363.06

*** Includes Casino \$19,779.92

**** Before financial review by accountants

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.

Results: Achieved

In 2017-18 the Curling Club Manager, the new registration system, was implemented to improve the management of members' information. The new database has numerous benefits which have allowed the club to better manage:

- members' contact information enabling more effective and efficient mass emailing
- financial control by allowing individual payments
- league waiting lists, spare lists, and free agents
- communication between teams.

The Curling Club Manager has enabled league reps to be more engaged with schedule creation and provides an extensive reporting system with new reports and features are being developed often at the request of the users.

In the spring of 2020 the administration team worked extensively to organize documents in Google Drive.

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.

Results: Achieved

The SPCC implemented a personal risk waiver in the 'Club Manager' online registration system, and on forms for new members and spares.

The management team also made numerous efforts to improve the safety of members and their awareness of the safety risks. The steps included:

- raising members' awareness of safety protocols through regular announcements (3 times per year)
- the creation of video signage with safety awareness messages
- the posting of signs in the rink that included the County staff's phone numbers
- Proshop staff were trained on all safety procedures
- the addition of two-way radio in the Proshop to enable urgent communication with the GARC building staff.

The SPCC put the members' health and safety first with their decision to end the season 2 weeks early in light of the COVID19 pandemic. Starting April 2020, biweekly meetings have been occurring with the GARC Facility Operator and the Strathcona County, Parks and Recreation Community Liaison Officer to discuss COVID issues and relaunch. The members' waiver form will be updated to address COVID related risks.

In 2020-21 the Club and the County of Strathcona will install duress buttons and security cameras upstairs. Staff safety training will be updated to ensure that all staff are aware of these additions.

4.6 Physical facility management:

Results: Achieved

A number of capital improvements were planned and completed to improve the quality of the ice over the past 3 years and details of the work undertaken are outlined in section 1.2.

There have not been any other major or minor facility improvements to the locker room, proshop or lounge. We are currently in discussions with the County of Strathcona to make some small improvements to the security in the lounge. SPCC, with support from the County, has applied for some provincial funding to support the project.

Discussions are ongoing between SPCC and the County for larger longer term projects. The two teams meet regularly to discuss both these development projects and ongoing operational issues.

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.

Results: Partially Achieved

The SPCC Club Manager and the Executive/Board made great strides to improve the management of HR and staff training. Job descriptions for all staff positions were reviewed and updated April, 2020. These descriptions will be reviewed by the Executive within the next year.

Currently, orientations are conducted in one-on-one sessions by supervisors and colleagues. Position specific training was provided to staff. The Ice Technician team have been instructed on ice making, daily on scraping and pebbling techniques, while the administrative staff have been provided training on procedures and on the systems for information management, registration, pay and sales.

SPCC has financially supported SPCC staff with technical and professional training. Members of the ice maintenance team attended technical training and the Club Manager and her assistant attended business of curling conferences.

The SPCC Manager and Executive are working on two documents: an employee handbook and a succession plan which should be done in the next year.

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.

Results: Partially Achieved

Volunteers played instrumental roles in the SPCC that benefit all club members and the community. Specifically, league reps kept members up to date on club happenings, every bonspiel had a volunteer organizing committee, learn-to-curl programs utilized volunteer assistants, and every special event would not have occurred without many volunteers.

The SPCC management and Board used many communication channels to recruit volunteers which included signage on the SPCC Board, announcements on the website, in emails and newsletters. The Club Manager and event coordinator have drawn from the SPCC registration database.

Depending on the volunteer position training has been provided. A key example was the training for instructors in the learn-to-curl programs and ice technicians for special events. SPCC demonstrated to the volunteers their value through volunteer appreciation events, listing volunteers and sponsors on websites, newsletter, banners and signage, and, by nominating a volunteer of the year.

The Board is currently reviewing all the job descriptions for Board positions and will be creating an orientation package.

Performance reviews of the staff are conducted by the Club Manager. Typically, she meets with staff on a regular basis to address areas of improvement or areas that are excellent. Issues are addressed quickly when identified. The President and Past president conducted annual performance reviews and set the terms for the Manager's contract.

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