

CURLSASK

Strategic Plan

2015/2016 to 2017/2018

A large, light green decorative swirl that starts from the top left and curves around the central text, ending at the bottom right. It consists of several concentric, overlapping arcs.

Our Vision

That Saskatchewan Residents have the Opportunity to Participate in the Province's Official Sport of Curling

Our Mission

To Promote and Develop the Future of Curling in Saskatchewan by providing Leadership, Services and Programs for the Curling Community

Our Values

CURLSASK is committed to the following values...

Leadership

We are proud of curling in Saskatchewan and strive to continually improve our performance in all areas of our organization.

Teamwork

We believe that we can accomplish more by working collaboratively and cooperatively and that everyone shares the responsibility for the success of our sport.

Accessible/ Approachable

We listen to our members and partners with an open-mind. We believe that everyone should have access to our programs and services.

Innovation

We are a dynamic organization that grows through the adoption of innovative ideas.

Integrity

Our decision-making processes are fair, ethical and transparent and are based on our extensive knowledge of sport development and curling.

Responsible/ Accountable

Our operations are based on responsible administrative practices and sound fiscal policy to meet the needs of our members.

Our Mandate

CURLSASK is the collective voice for curling in Saskatchewan. CURLSASK provides programs and consultative services to...

Interaction

Develop and maintain relationships with members, the public, stakeholders and partners.

Capacity

Facilitate and support a sustainable delivery system to meet the needs of communities.

Participation

Provide leadership and resources to support all levels of community curling.

Excellence

Build and support a high performance curling program.

Our Strategic Focus

In the next 3 years CURLSASK will target the development of our sport in both the recreational and competitive areas. We will focus on supporting our member clubs to be successful and grow the official provincial sport of curling through the following goals and objectives.

Interaction

We will maintain and enhance our relationships with our governing partners the Curling Canada and SaskSport. Stewarding the relationships with our sponsors has been identified as an area of focus. Finally we intend to communicate the services and value of CURLSASK with our member clubs and players.

Capacity

CURLSASK will ensure that our operational procedures are current and implemented as designed. We will ensure that our board members have the appropriate qualifications and have been trained and oriented. We will endeavour to sustain the number of curling centres in Saskatchewan and develop tools to assist those curling centres to be successful.

Participation

To raise the profile of curling in Saskatchewan a Provincial Day of Curling will be developed and implemented. We will promote and encourage participation in our competitions to our member clubs and players. To assist in the development of our support we will increase the number of programs and program instructors.

Excellence

We will provide for athlete and coach development through camp opportunities. We will develop an identification process for the selection of athletes for the high performance and Canada Games programs. We will establish a permanent provincial training centre.

Our Goals

Interaction

- I - 1 To maintain positive and effective relationships with the Curling Canada.
- I - 2 To contribute to and benefit from our membership in Sask Sport.
- I - 3 To develop relationships within the corporate community and with other organizations for mutually beneficial outcomes.
- I - 4 To market the sport of curling to increase participation, recognize high performance programs and athletes and to reinforce public and stakeholder support.

Capacity

- C - 1 To develop and maintain policies and operational practices to effectively manage CURLSASK.
- C - 2 To ensure governance processes of CURLSASK are appropriate to provide ongoing leadership to curling in Saskatchewan.
- C - 3 To promote and support the development of curling centres in Saskatchewan communities with the focus on enhancing programs and increasing overall participation.
- C - 4 To recruit, train and maintain professional staff and resources required to execute CURLSASK strategic plan.
- C - 5 To recruit, train and maintain Board Members to Strengthen the CURLSASK Board of Directors

Participation

- P - 1 To develop and assist communities to deliver participation based programs
- P - 2 To promote, coordinate and support provincial competitions for all age categories including those competitions leading to national championships.
- P - 3 To develop programs and facilitators/instructors to support participation-based programming at the club level.

Excellence

- E - 1 To facilitate athlete and coach services and assistance through effective relationships with support service providers and internal programs to enable high performance athletes.
- E - 2 To facilitate participation in high performance level competitions.
- E - 3 To develop and deliver high performance programs for athletes and coaches.
- E - 4 To develop officials qualified to officiate at national/international events.

Pillar: Interaction						
I - 1						
Goal: To maintain positive and effective relationships with the Curling Canada and its respective members.						
Priority	#	Objective	Governance Responsibility	Operational Responsibility	Timeline: To be completed:	Measurement / Targets:
***	1.0	Ensure representation at National Curling Congress meetings	Executive Committee	Executive Director	Annually	Full attendance as per policy
***	2.0	Maintain monthly MA/CC liaison conference calls	Executive Committee/ President	Executive Director	Bi-Monthly	Represented on 100% of calls
***	3.0	Be a member in good standing of the CC	Board	Staff	Ongoing	Pay dues on time, align with membership reporting, follow bylaws/policies
***	4.0	Participate in National Operations Council.	n/a	Executive Director	Bi-Annually	100% attendance at meetings/calls
***	5.0	Facilitate CURLSASK members to pursue board positions on the CC	Board	n/a	Ongoing Nominations finalized before deadline of 7 days prior to NCC	2 candidates over strategic plan term
***	6.0	Support and promote CC programs	n/a	Staff	Ongoing	Timely review of new programs.

Pillar: Interaction						
I - 2						
Goal: To contribute to and benefit from our membership in Sask Sport						
Priority	#	Objective	Governance Responsibility	Operational Responsibility	Timeline: To be completed:	Measurement / Targets:
**	1.0	Facilitate CURLSASK members to pursue board positions on the Sask Sport Board of Directors or a major committee.	Board	n/a	Ongoing Nominations finalized by June 1	1 candidate over strategic plan term
***	2.0	Ensure that CURLSASK is in compliance with the membership and funding requirements of Sask Sport.	Executive Committee / Finance and Audit Committee	Executive Director	Ongoing Application – Feb 15 Follow-up - July 1	- Deadlines met - Money received - Maintain or improve assessment Grade B
**	3.0	Submit nominations to the Sask Sport Awards programs	Legends/Awards Committee	Office Manager	Ongoing Nominations confirmed a week prior to SaskSport AGM	1 nomination per year

Pillar: Interaction						
I - 3						
Goal: To develop relationships within the corporate community and with other organizations for mutually beneficial outcomes						
Priority	#	Objective	Governance Responsibility	Operational Responsibility	Timeline: To be completed:	Measurement / Targets:
***	1.0	To review current and potential sponsorship opportunities for CURLSASK.	Finance and Audit Committee	Executive Director / Development and Marketing Manager	May 30 th Annually	Report to Board outlining review
**	2.0	To develop and implement a sponsorship strategy to increase resources to curling in Saskatchewan	n/a	Executive Director / Development and Marketing Manager	June 30 th Annually	Target to 10% increase annually Ensure all events, programs outlined in strategy are sponsored
*	3.0	To identify and pursue relationships with other organizations that may benefit from a partnership with CURLSASK (e.g., Saskatchewan Golf Association, Sask Curling Players Assoc, SWCT)	Board	Staff	May 30 th Annually	Approached 5 organizations

Pillar: Interaction						
I - 4						
Goal: To market the sport of curling to increase participation, recognize high performance programs and athletes and to reinforce public and stakeholder support.						
Priority	#	Objective	Governance Responsibility	Operational Responsibility	Timeline: To be completed:	Measurement / Targets:
*	1.0	To continue to maintain relationships and communication with provincial media to ensure ongoing coverage of curling.	Strategic Planning Committee	Executive Director / Development and Marketing Manager	Ongoing	Continued media coverage on TV & print
**	2.0	Review current and potential CURLSASK marketing program.	Strategic Planning Committee	Development and Marketing Manager	May 30 th Annually	Report to Board outlining review
**	3.0	To develop and implement a comprehensive marketing strategy.	Strategic Planning Committee	Development and Marketing Manager	June 30 th Annually	Target to 10% increase annually Ensure all events, programs outlined in strategy are sponsored
***	4.0	To communicate information about CURLSASK to our members and non-members.	Strategic Planning Committee	Staff / Board / Region Coordinators / Competition Liaison	Ongoing	Yearbook, Poster, Newsletters, Website, Personal Site Visits

Pillar: Capacity						
C - 1						
Goal: To develop and maintain policies and operational practices to effectively manage CURLSASK.						
Priority	#	Objective	Governance Responsibility	Operational Responsibility	Timeline: To be completed:	Measurement / Targets:
*	1.0	Review and update the policy manual	Board / Staff	Board / Staff	Annually	Each committee reports at June meeting
***	2.0	Ensure existing operational practices are implemented	Board / Staff	Board / Staff	Ongoing	Operational reports at regular board meetings
**	3.0	To document operational practices to ensure a corporate memory for future operations.	Staff / Board	Staff / Board	Ongoing	Regular updates to policy and staff reports and minutes

Pillar: Capacity						
C - 2						
Goal: To ensure governance processes of CURLSASK are appropriate to provide ongoing leadership to curling in Saskatchewan						
Priority	#	Objective	Governance Responsibility	Operational Responsibility	Timeline: To be completed:	Measurement / Targets:
*	1.0	Review and implement improvements to the governance structure	G & P / Board	Board	Annually	Reports to board at meetings throughout the year
***	2.0	Provide a comprehensive board orientation and training for all new board members.	Executive Committee / Executive Director	Executive Committee / Executive Director	Annually	Presented June annually New Board Members feel information provided is useful and prepares them
**	3.0	Provide annual training programs and opportunities for volunteer training.	Executive Director/ Staff	Executive Director	Annually	Annual volunteer sessions at AGM
*	4.0	To annually evaluate board and executive committee performance in providing effective governance to the organization.	Board / Executive Committee	Board / Executive Committee	Annually	Report to April meeting

Pillar: Capacity						
C - 3						
Goal: To promote and support the development of curling centres in Saskatchewan communities with the focus on enhancing programs and increasing overall participation.						
Priority	#	Objective	Governance Responsibility	Operational Responsibility	Timeline: To be completed:	Measurement / Targets:
***	1.0	Sustain the number of curling centres in Saskatchewan	Executive Committee	Staff	Annually	No clubs lost over the strategic plan term
**	2.0	Provide support to curling centers by administering the "business curling program" workshop or sessions annually. (Webinar, Taped Sessions)	Participation Development Committee	Executive Director / Development and Marketing Manager	Annually	One Business of Curling offering provided each year
*	3.0	To continue to participate in provincial initiatives to reduce the cost of facility operations and encourage rink subsidies and/or loans.	Executive Committee	Executive Director	Ongoing	No clubs lost over the strategic plan term
***	4.0	To continue to develop tools to assist curling centres in Saskatchewan	Executive Director	Staff	Ongoing	2 new effective tools per year
**	5.0	Assist Club Development and Engagement via MAP Grant program	n/a	Staff	Ongoing	80% of affiliated curling clubs are applying and using MAP funds each year
**	6.0	Grow Curling Membership in Saskatchewan	Board	Staff	Ongoing	Determine base membership number in 2014-2015 season, then increase by 1% each year

	Pillar: Capacity					
	C - 4					
	Goal: To recruit, train and maintain professional staff and resources required to execute CURLSASK strategic plan.					
Priority	#	Objective	Governance Responsibility	Operational Responsibility	Timeline: To be completed:	Measurement / Targets:
***	1.0	Annually evaluate CURLSASK staffing needs and recruit/contract as required.	Executive Committee	Executive Director	Annually	Staff complement assessed each year by March 31 and appropriate actions taken
*	2.0	Provide ongoing opportunities for professional development.	Executive Committee	Executive Director/President	Ongoing	Each staff member has at least two professional development opportunities each year
***	3.0	Ensure annual performance evaluations of all staff.	Executive Committee	Executive Director/President	Annually	Performance of all staff including Executive Director are evaluated each year by April 30

	Pillar: Capacity					
	C - 5					
	Goal: To recruit, train and maintain Board Members to Strengthen the CURLSASK Board of Directors.					
Priority	#	Objective	Governance Responsibility	Operational Responsibility	Timeline: To be completed:	Measurement / Targets:
***	1.0	Annually evaluate composition, size and skill sets of the CURLSASK Board of Directors.	Executive Committee	Executive Committee	Annually October 31	Diverse Board of Directors with excellent Skill Sets

Pillar: Participation						
P – 1 (Community)						
Goal: To develop programs and assist communities to deliver participation based programs.						
Priority	#	Objective	Governance Responsibility	Operational Responsibility	Timeline: To be completed:	Measurement / Targets:
*	1.0	Provide education to Board of Directors and Region Coordinators regarding methods to increase participation and promote curling in their communities.	Participation Development Committee	Board/ Executive Director/ Participation Development Committee	Ongoing	The Participation Development Committee provide one education session per year to the Board of Directors/Region Coordinators annually
**	2.0	Develop and facilitate implementation of an introductory curling programs to target younger age groups	Development and Marketing Manager	Development and Marketing Manager	Ongoing	FunCurl Tim Bits Tour
**	3.0	Develop and facilitate a strategy to encourage Aboriginal participation in curling.	Participation Development Committee / Development and Marketing Manager	Participation Development Committee / Development and Marketing Manager	Fall 2017	Implement 1 strategy with 1 Band by Fall 2017
**	4.0	Develop and facilitate a strategy to engage teachers and schools in the sport or curling.	Participation Development Committee / Development and Marketing Manager	Participation Development Committee / Development and Marketing Manager	Fall 2018	Implement 1 strategy with 1 School Division by Fall 2018 Continue with Rocks and Rings Programming from 2014 to 2017
***	5.0	Develop and promote an annual provincial day of curling	Participation Development Committee	Participation Development Committee Staff	Third Wednesday in January	Implementation year – 5 clubs engaged Increase 5 per year if clubs engaged

Pillar: Participation						
P – 2 (Competition)						
Goal: To promote, coordinate and support provincial competitions for all age categories including those competitions leading to national championships.						
Priority	#	Objective	Governance Responsibility	Operational Responsibility	Timeline: To be completed:	Measurement / Targets:
*	1.0	Facilitate collaborative relationship with host communities	Board	Staff / Competition Liaison	Ongoing	Competition Liaison to meet with host in person at least once prior to event. Survey/follow-up report
***	2.0	Promote and encourage participation in competitions to potential teams and clubs	Board	Staff / Region Coordinators	Ongoing	Create annual material to provide to clubs Maintain and update website competition pages annually Social Media usage to promote & engage potential teams
**	3.0	Evaluate competitions format and model annually to ensure the effectiveness in competitive continuum.	Competition Committee	Staff	By April 1 each year	Competitors and Host provided with Surveys post competition Competition Committee provides their annual report and recommendations to the board
**	4.0	To increase number of trained/certified coaches to work with teams where coaching is mandatory.	Competition Committee	High Performance Coach	Ongoing	Track # of certified coaches Reduce number of exemptions provided each year
*	5.0	Provide officials training annually - CC level 1 and 2 programs	Competition Committee	Executive Director	Ongoing	Hold three Level 1 Officials Clinics per year. Hold one Level 2 Officials Clinic bi-annually

Pillar: Participation						
P – 3 (Club Recreation)						
Goal: To develop programs and facilitators/instructors to support participation-based programming at the club level.						
Priority	#	Objective	Governance Responsibility	Operational Responsibility	Timeline: To be completed:	Measurement / Targets:
*	1.0	Investigate alternative delivery mechanisms for coaches training programs in order to increase participation in training programs.	Competition Committee / Participation Development Committee	High Performance Coach / Development and Marketing Manager	Ongoing	Create additional programs delivered at camps/clinics
***	2.0	To increase number of certified instructors to deliver programs in curling clubs through CURLSASK organized NCCP offerings or training sessions.	Participation Development Committee	Development and Marketing Manager	Ongoing	Track # of instructors Hold minimum 2 Club Youth Workshops per season Hold minimum 4 Club Coach Workshops per season
**	3.0	To recruit and train facilitators for NCCP community coach stream, curling development programs (ie. Adult Learn to Curl, FunCurl) and Ice Technicians programs.	Participation Development Committee	Development and Marketing Manager	Ongoing	Maintain current list of facilitators and ensure minimums set by staff are met
***	4.0	To increase number of CURLSASK programs provided in Clubs	Participation Development Committee	Development and Marketing Manager	Ongoing	Track programs and number of clubs utilized to report annual at AGM to members
*	5.0	Increase administrative focus on ice technician development through CURLSASK organized clinics, education sessions and mentorship programs.	Participation Development Committee	Development and Marketing Manager	Ongoing	Ensure minimum 3 Level 1 Clinic provided each season Host Level 2 Clinic once every 2 years.

	Pillar: Excellence					
	E - 1					
	Goal: To facilitate athlete and coach services through effective relationships with support service providers and internal programs to enable high performance athletes.					
<u>Priority</u>	#	Objective	Governance Responsibility	Operational Responsibility	Timeline: To be completed:	Measurement / Targets:
**	1.0	Maintain and enhance relationships with sport science providers.	n/a	High Performance Coach	Annually	Include sport science in all High Performance Camps/Sessions
**	2.0	Develop and maintain a pool of high performance consultants to support the program	Competition Committee	High Performance Coach	Ongoing or as required	Maintain pool of minimum 6 active High Performance Consultants

Pillar: Excellence						
E - 2						
Goal: To facilitate participation in high performance level competitions.						
Priority	#	Objective	Governance Responsibility	Operational Responsibility	Timeline: To be completed:	Measurement / Targets:
**	1.0	Develop and implement annual competition plans in collaboration with teams.	n/a	High Performance Coach	Annually – team session with High Performance Coach	Competition Plans submitted by teams to High Performance Coach
**	2.0	Ensure Provincial winning teams are annually required to meet with and have a session with the Provincial Coach.	n/a	High Performance Coach	Within 1 week of provincial being completed	Mandatory for Men & Women – completed Track meetings with all other provincial champs
**	3.0	Support and assist of the Sask Curling Tours for Men and Women	Competition Committee	Executive Director SWCT Committee SCPA Board	Annually	Provide website space and on-line results

Pillar: Excellence						
E - 3						
Goal: To develop and deliver high performance programs for athletes and coaches.						
Priority	#	Objective	Governance Responsibility	Operational Responsibility	Timeline: To be completed:	Measurement / Targets:
***	1.0	To provide opportunity for athlete and coach development through camp atmosphere.	n/a	High Performance Coach	Refer to High Performance Planning Initiative (HPPI)	Refer to HPPI
**	2.0	Coach NCCP workshops in the Competition Coach and Competition Development area yearly workshop.	n/a	High Performance Coach	Annually	Minimum 2 Competition Coach Workshops per year. Minimum 1 Competition Development Workshop per year
***	3.0	To develop an ID process for selection of athletes to be considered for funding/support for High Performance programs. (High Performance Training Group)	Competition Committee	High Performance Coach	Refer to HPPI	Refer to HPPI
***	4.0	To develop and implement an ID process for Canada Winter Games teams that then provides a training program leading up to final team selection.	Competition Committee	High Performance Coach	Refer to HPPI	Refer to HPPI
**	5.0	To recruit and train NCCP facilitators in the competition coach and competition development streams.	n/a	High Performance Coach	As required, annually	Maintain a minimum of 6 active Learning Facilitators per season
**	6.0	To continue development and implementation of the Long Term Athlete Development in collaboration with the Curling Canada	Competition Committee	High Performance Coach	Refer to HPPI	Refer to HPPI
**	7.0	To determine acquisition and distribution of funding/support for individual athletes/team to train at the National/Provincial training centers.	Competition Committee	High Performance Coach	Refer to HPPI	Refer to HPPI
**	8.0	To enhance athlete/team performance necessary to maintain resource allocation by providing guidelines, standards and a yearly training/competition template.	n/a	High Performance Coach	Refer to HPPI	Refer to HPPI
***	9.0	To establish a permanent Provincial Training Center	Competition Committee	High Performance Coach	Refer to HPPI	Refer to HPPI
*	10.0	To develop a Provincial Curling Coaches Association to support coaches in their endeavors to assist athletes/teams	Competition Committee	High Performance Coach	Refer to HPPI	Refer to HPPI

Pillar: Excellence						
E - 4						
Goal: To develop officials qualified to officiate at national/international events.						
Priority	#	Objective	Governance Responsibility	Operational Responsibility	Timeline: To be completed:	Measurement / Targets:
*	1.0	Upgrade provincial officials to level 3 certification based on criteria developed.	Competition Committee	Executive Director	Ongoing	New Level 3 Official once every three years
*	2.0	Provide access and means to training officials at provincial competitions with existing national officials	Competition Committee	Head Officials	Annually	Schedule of assignments verifies