



STRATEGIC PLAN 2019 - 2022

NANAIMO CURLING CLUB
NANAIMO, B.C.

November 2019 Revision

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Updated Document

Upon review of the previous 2016-2019 Strategic Plan document, it was agreed that a full strategic plan workshop to review and redesign the existing strategic plan goals was not required. The previous review was so extensive and well done, that it was determined the existing goals still met our curling club's needs. A committee was formed to review the strategic plan and update the document with any required adjustments.

EXECUTIVE SUMMARY

Economic and demographic challenges continue to impact our curling centre. Maintaining facilities and equipment, responding to an aging membership and managing financial constraints due to rising costs are not new concerns to NCC. They have been critical issues for many years. Since 2007 NCC has taken an affirmative stance in directing its future using the strategic planning process. The documents created are meant to be fluid, dynamic, and responsive to changing needs. This latest Strategic Plan Review ensures that NCC is responsive to managing risks, developing positive plans and remaining current.

BACKGROUND AND INTRODUCTION

History of the Nanaimo Curling Club (NCC)

NCC was established from the vision and drive of members many years ago. The following paragraph from the previous Strategic Plans succinctly details its foundation.

“The NCC started in 1947 at the Nanaimo Civic Arena. The Club had 43 members in 1948. Curling started on a regular basis in 1949 on one sheet of ice during public skating at the Civic Arena. After two years of searching and negotiating for a rink site, an area was selected immediately north of the present rink. A lease with the City of Nanaimo was acquired, the NCC was duly registered as a not-for-profit society, and construction of a four-sheet rink began in 1950 on the site of what is now the parking lot. The rink was completed in 1951, a fifth sheet was installed in 1953, clubrooms were added in 1958 and a liquor license was obtained in 1961. The Ladies Club and the Hangover League started in 1953 and by 1960 the Men's Senior League started. The club ran at full capacity and it became apparent that a larger facility was needed. After a fund-raising drive, construction of a new eight-sheet facility began in the spring of 1969, which opened its doors later that December. The original rink was built at a cost of \$60,000, with money raised by sale of memberships and debentures. The current facility cost \$300,000 to build, with funds raised in the same fashion. There were hundreds of hours of volunteer labour involved in both projects.”

NCC was renamed the Nanaimo Curling Centre to solidify its commitment of openness to the community. A new logo was adopted and a resigning was done on the front of the building.

Strategic Plan History

In 2007 NCC was facing imminent challenges with membership and revenue decline. In order to support clubs in similar circumstances across the country, the CCA (Canadian Curling Association) and Curl BC created a Business of Curling program. The Board at the time decided to adopt this package and proceed with the Strategic Planning process. The first plan was created in during a weekend-long workshop in September 2007. To keep the plan relevant and current, reviews were undertaken every 2-3 years. During the review process previous goals were assessed and discarded or revised and relevant new ones were created. Subsequent reviews of the plan were done in 2011, 2013 and 2016. The 2019 review is now the fourth revision of the original plan. It is a testament to the vision and commitment of the membership that the Strategic Plan continues to be a viable force in shaping the direction of NCC.

Where We Are Now

As with most curling clubs in the country, NCC is challenged with a declining membership base. Many of our senior members choose to spend their winter months in warmer climates or face physical challenges to participating in the game. Economic downturns have shaped a different lifestyle than the previous generation. Our younger members are often working more than one job or are travelling to other provinces for work. The Junior program competes with other higher profile youth sports such as hockey and year-round soccer. Costs continue to rise not only for commodities such as hydro, but also for ongoing safety upgrade regulations. With more responsibilities shifting to the office due to a decrease in volunteer manpower and knowledge, wages have increased. However, NCC has an excellent Manager and a core, dedicated group of volunteers. New marketing initiatives undertaken this season have resulted in an increase of new curlers. Our new lease with the City of Nanaimo has created the opportunity for cost-sharing future projects. Sponsors have remained loyal and our community use remains high. Despite the challenges, it is evident by its commitment to the Strategic Plan that the Nanaimo Curling Club has retained a positive perspective.

STRATEGIC PLAN STRUCTURE AND CONTENT

1 WHAT WE HAVE

S.W.O.T. Analysis

2 WHY WE ARE HERE

Vision Statement

Mission Statement

3 WHERE WE WANT TO GO

Our Visions

4 HOW TO GET THERE

Goal Areas
Objectives
Strategies

5 ARE WE THERE YET?

Performance Measures
Outcomes

STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS

Strengths

- Welcoming atmosphere
- Excellent ice techs/ice
- Size of facility and amenities
- Viewing visibility
- Overhead House Cameras
- Board member commitment
- Core base (small) of solid volunteers
- Accessibility
- Community profile
- Rolling sponsor/photo screens/TVs
- Solid fiscal base
- Innovative programs
- Opportunities for skill development
- Good food services
- Excellent trainers
- Great Pro Shop
- New outreaches with marketing
- Extensive full-service bar and games area
- Sense of community pride in membership

Weaknesses

- Aging infrastructure
- Empty sheets
- Communicating curling to the community
- Contingency fund inadequate
- Communicating league structures to beginners
- Bonspiel participation/promotion
- Lack of membership involvement in Division meetings
- Cleanliness of ice with frequent outside group use
- Recruitment of new curlers
- Shrinking volunteer/coaching base
- Staff education
- Higher fees than neighboring clubs

Threats

- Rising costs
- More responsibility shifting to office as volunteer base/knowledge declines = increased wages
- Chiller and plant
- H2O quality
- Parking lot issues-conflicts with other events
- Declining membership
- Aging membership
- Changing demographics
- Volunteer burnout
- New safety regulations-expenses
- Finding qualified ice tech-new regulations
- Board/management/staff turnover
- Competing activities-hockey, yoga, soccer etc.

Opportunities

- Upgrade facility
- Corporate involvement/training-VIHA, Ferries, City, R.C.M.P etc.
- Fellowship with others
- Outings for health and welfare
- Size of club allows us to host big events
- Keeping up with technology and social media
- Facility rentals
- Involve people in a life changing sport
- Mixed curling leagues
- Ice tech training institute
- Higher level curling
- Community involvement
- Build on relationship with the city
- Make curling visible in Nanaimo
- Junior curling growth
- Fun and friendship
- Learn a new skill
- Diversify programs
- Seasonal leagues for snowbirds
- Shorter leagues for less committed curlers

VISION STATEMENT

“Connecting the community through our curling centre.”

MISSION STATEMENT

“The Nanaimo Curling Centre provides a welcoming, accessible environment for people of all ages and abilities to build friendships, sportsmanship and skill development through the sport of curling. The Centre operates as a year-round facility responsive to the needs of the community.”

VALUES

Integrity and Honour

- Our primary focus and function will be curling.
- We will take responsibility for our actions, on and off the ice.
- We will strive at all times to demonstrate the highest ethical manner in our business activities.
- We will represent our club at all levels (local, provincial and national) with pride, professionalism and integrity.
- We will only host functions which will enhance the centre's good reputation and well-being.

Equality

- We will develop and provide accessible programs in the club to all.
- We will treat everyone with fairness and respect on and off the ice.

Excellence

- We will be the very best we can in everything we do and offer high quality, affordable programs.
- We will maximize the use of our facility to generate revenue, while taking care not to compromise our members or the game of curling.

Fellowship

- We will encourage volunteerism.
- We will encourage sportsmanship.
- We will encourage positive social interaction in all aspects of the use of our facility.
- We will encourage member loyalty and teamwork.

GOALS AND OBJECTIVES

Core Goals

To enhance our building and facility

To improve management structure and communications

To develop membership recruitment and retention

To increase revenue generation and maintain cost control

To enhance our programs and services

To improve volunteer retention and recruitment

Goal: To Enhance Our Building and Facility

- Maintain Communications with the City of Nanaimo
- Continue Energy Efficiency Assessments and Install Feasible Upgrades
- Enhance Building Exterior
- Enhance Building Interior-All Levels
- Improve Ice Area
- Maintain Depreciated Inventory of Assets

Goal: To Improve Management Structure and Communications

- Raise Profile of Board Members
- Create higher personal visibility of Board members
- Maintain Organizational Chart
- Create and Maintain Policies and Procedures Manual
- Maintain Visibility of Strategic Plan to Members
- Review/Define/Amend Staff Requirements and Responsibilities
- Bring staff position job descriptions (Ice Maker, Ice Techs, Pro Shop) up to date
- Develop Board Recruiting/Mentoring Strategies
- Clarify/Simplify Terms of Reference for Board Positions
- Internal Communication: Develop Timely Communication Methods to Club Members
- External Communications: Develop/Maintain Communication Methods With Community Groups and Parent Groups (i.e. Curl BC)

Goal: To Develop Membership Retention and Recruitment

- Continue to Market Curling to the Community
- Continue to Maximize Use of Available Ice Time
- Continue to Provide Opportunities for New/Novice League Players
- Continue the Expansion of Skill Development

Goal: To Increase Revenue Generation and Maintain Cost Control

- Assist the Manager in Investigating and Applying For Applicable Grants
- Promote Facility Rentals
- Develop a Club-Wide Coordinated System for Approaching Sponsors
- Maintain Cost Effective Dues Structure
- Continue to Promote Cost Effective Organizational Structure

Goal: To Enhance Our Programs and Services

- Increase Year-Round Facility Usage
- Continue To Increase Bonspiel Participation For All Curlers
- Maintain An On-Going Assessment of League Viability

Goal: To Improve Volunteer Retention and Recruitment

- Develop Volunteer Recruitment and Succession Plan
- Monitor and Revise Volunteer Coordination Efforts

STRATEGIES

The Board of Directors determined the following strategies in an extra Strategic Plan meeting in April 2019 and during subsequent Board meetings. Responsibilities were assigned as best as possible, however, it was acknowledged that outcomes would be dependent on the strengths and vision of the Board and individual Board members. The following chart shows Objectives, Action Plans, Measurable Outcomes, Person(s) to Implement and Target Dates

STRATEGIC PLAN CHART

Goal Area: Building and Facility Enhancement				
Objectives	Action Plans	Measurable Outcomes	Person(s) to Implement	Target Date
Maintain Communications With the City of Nanaimo	Consult regarding short and long term planning	Maintain open and current communication with the City of Nanaimo	Director of Facilities & Manager	Ongoing
Continue Energy Efficiency Assessments and Install Feasible Upgrades	Ongoing attention to maintaining an energy efficient operation	Conduct formal 'walk through' of building once each year to identify energy saving projects	Director of Facilities & Manager	Ongoing. Walk through to take place in July annually
Enhance Building Interior-All Levels	Projects will be identified each July (and also on an as-needed basis) during the annual facilities walk through	Ensure interior is clean and aesthetically pleasing	Director of Facilities/Manager with input from the NCC Board of Directors	Ongoing
Improve Ice Area	Through identification of enhancement projects	Determine ice area improvement projects	Director of Facilities/Manager/Ice Maker	Ongoing
Maintain Depreciated Inventory of Assets	Preparation of a long-term asset management plan	Create long-term asset management plan	Director of Facilities/Manager & input from Board/ stakeholder	Ongoing
Goal Area: Improve Management Structure and Communication				
Objectives	Action Plans	Measurable Outcomes	Person(s) to Implement	Completion or Target Date
Raise Profile of Board Members	Create higher Board visibility	Add a Board section on NCC webpage.	Director of Communications	Update yearly in September

		Add a Board section within the NCC lobby with Board pictures and names.		
Create higher personal visibility of Board members	Order identification name tags labeled Board Member. Post photo of new Board	Encourage Board Members to wear tags identifying them as Board members/role while in the club	Director of Communication	Update yearly in September
Maintain Organizational Chart	No revision needed at this time	Ensure Organizational structure is as outlined in organizational chart	Manager	Ongoing
Create and Maintain Policies and Procedures Manual	Review past minutes to isolate policies. Store policies electronically and in a binder.	Collate all policies in a binder and electronic format	Secretary/ All Board Members	Ongoing
Maintain Visibility of Strategic Plan to Members	Post new Strategic Plan on website Post updated SP information on bulletin board	Display report on Strategic Plan in lobby	President	Update yearly in April
Review/Define/ Amend Staff Requirements and Responsibilities	Review/revise current Manager job description with Manager	Update Manager job description	President/Manager	Update yearly in February
Bring staff position job descriptions (Ice Maker, Ice Techs, Pro Shop) up to date	Identify/make changes necessary to current staff position job descriptions	Update Ice Maker, Ice Techs, Pro Shop and other staff job descriptions	President/VP/Past President/Manager	Update yearly in May

Develop Board Recruiting/ Mentoring Strategies	Each Board member will seek to identify a person to mentor as his/her successor	Ensure successors are in place for Board positions before each AGM	Past President/All Board Members	Ongoing
Clarify/Simplify Terms of Reference for Board Positions	Meet with each Director to review/update Terms of Reference	Update Terms of Reference and post on website	President/ Board members	Update yearly in May
Internal Communication: Develop Timely Communication Methods to Club Members	-Continue member-wide information emails -Continue and extend social media presence	Frequently inform members about current events/needs etc.	Manager currently sends email updates/info VP issues Newsletter/ input from all Board Members Communications Director updates Facebook/Twitter/Instagrm	Ongoing
External Communications: Develop/ Maintain Communication Methods With Community Groups and Parent Groups (i.e. Curl BC)	Manager and or Board members will maintain contact with current and possible future community user groups. Past President attends local Curl BC meetings. Board members/staff attend Curl BC Symposiums/ AGMs	Create Partnerships with new community groups Maintain direct contact/ connections with Curl BC	Board members/ Manager	Ongoing
Goal Area: Develop Membership Recruitment and Retention				
Objectives	Action Plans	Measurable Outcomes	Person(s) to Implement	Completion or Target Date
Continue to Market	Seek out marketing	Discussion and vote at the	Director of Marketing	Update yearly in May

Curling to the Community	opportunities/ form and oversee a Marketing Committee	Board of Directors April/May 2019 Board		
Continue to Maximize Use of Available Ice Time	Encourage growth of new leagues through the development of new marketing strategies to target the larger Nanaimo community -Adapt leagues to demographic and economic realities (I.e. Stick curling growth, 5-6 person teams, corporate teams)	Fully utilize ice time	Directors of Marketing, Curling, & Manager/ Marketing Committee	Ongoing
Continue to Provide Opportunities for New/Novice League Players	Provide detailed league and curling centre information for new/novice players	- “Road Map” of leagues completed. (Information pamphlet for new players about other leagues) Ensure league reps personally invite novices to their leagues Ensure novices are aware of incentives to bring in new curlers	Director of Curling /League reps/Manager/Adult Novice Lead Coach	Ongoing
Continue the Expansion of Skill Development	Offer Novice, Intermediate and Coaching Clinics throughout the season	Increase curling and coaching skills of members Encourage NCC teams and/or Individual members compete in local, Provincial and National events	Manager/ Director of Curling	Ongoing

Goal Area: Increase Revenue Generation and Maintain Cost Control				
Objectives	Action Plans	Measurable Outcomes	Person(s) to Implement	Completion or Target Date
Assist the Manager in Investigating and Applying For Applicable Grants	Research avenues beyond Community and Curling grants to find grants	Receipt of grants outside of Community	Board	Ongoing
Promote Facility Rentals	Increase promotion of our unique facility (i.e. ice surface-winter, large cement space-summer) Note: Sensitivity to competing businesses must be considered	Increase facility rentals	Director of Marketing	Ongoing
Develop a Club-Wide Coordinated System for Approaching Sponsors	Establish a Committee that will create a Sponsorship Request plan to coordinate sponsorship request	Committee/ Sponsorship Request Plan created Ensure membership and event organizers use Sponsorship Request plan	Manager Director of Fundraising	Update yearly in September
Maintain Cost Effective Dues Structure	Yearly review of dues structure	Ensure review is completed and reported to Board	Vice President and Treasurer	Update yearly in February
Continue to Promote Cost Effective Organizational Structure	Yearly review of capital plan to identify upcoming expenses and evaluate capital reserve	Present Capital Plan to Board yearly	Director of Facilities/ Vice President/Treasurer	Update yearly in May
Goal Area: Enhance Programs and Services				
Objectives	Action Plans	Measurable Outcomes	Person(s) to Implement	Target Date

Increase Year-Round Facility Usage	Continue to develop community programs Support charity events Host a Provincial or National event every 2 years	Increase community use of NCC Hold Charity events at NCC throughout the year Host Provincial and/or National events at NCC once every 2 years	Manager Coordinated through office Committees that are struck to apply for events/Manager	Ongoing
Continue To Increase Bonspiel Participation For All Curlers	Research, promote and present alternate bonspiel formats and scoring systems to bonspiel chairs and leagues	Increase bonspiel participation Increase number of alternate format bonspiels	Director of Bonspiels/ Board Members/ League Reps/ Bonspiel Chairs	Update yearly in September
Maintain An On-Going Assessment of League Viability	Annually monitor and review league participation numbers	Review league statistics annually	Director of Curling	Update yearly in April
Goal Area: Improve Volunteer Retention and Recruitment				
Objectives	Action Plans	Measurable Outcomes	Person(s) to Implement	Target Date
Develop Volunteer Recruitment and Succession Plan	Develop volunteer recruitment form to be handed out with registration Clearly define and enhance information in the Volunteers section on NCC website	Increase number of curlers volunteering throughout NCC	Director of Communications /Manager	Update yearly in September
Monitor and Revise Volunteer Coordination Efforts	Create and maintain a data base of volunteer names, skill sets and hours of volunteering	Ensure data on volunteer names and skill sets is easily accessible by Director of Volunteers and organizers	Manager/Lead Coach/ Program Coordinator	Ongoing

SUMMARY

Each incoming President will monitor and guide the 2019-2022 Strategic Plan. Directors, the Board and the Strategic Planning Committee will evaluate progress. Some timelines are specific, while others are fluid or repetitive. Other goals may be accomplished before the completion of this report. As mentioned earlier, the success of this plan is dependent on the commitment of individuals to further the collective vision of a successful Nanaimo Curling Club

APPENDIX 1: PARTICIPANTS LIST

STRATEGIC PLANNING COMMITTEE

Mark Duffell
Mary Ellen Konyer
Vic Brice
Brian McRory