



**Northern Ontario**  
CURLING ASSOCIATION



# STRATEGIC PLAN



**2018-2021**

"MADE IN NORTHERN ONTARIO FOR NORTHERN ONTARIO"

Version 1.0 June 26, 2018

## **MANDATE:**

Act as the Member Association responsible for curling in Northern Ontario.

## **MISSION:**

To promote and develop curling as a recreational and competitive sport in Northern Ontario.

## **VISION:**

Provide opportunities for curlers of all abilities in partnership with strong, vibrant clubs across Northern Ontario.

## **VALUES**

**Accountability:** We will honour our commitments, accept responsibility for our actions and ensure sustainability of the organization.

**Equity:** We will ensure equal access to all programs and services.

**Excellence:** We will strive for excellence in all aspects of our sport and business.

**Integrity:** Our actions will be fair, transparent and ethical.

**Respect:** We will foster and maintain respectful relationships with our partners and stakeholders.

**Responsive:** We will be responsive to adapt to the changing needs of our stakeholders.

## OBJECTIVES:

- a) Organize, promote and develop interest and participation in curling in Northern Ontario and to regulate and govern amateur curling competitions under its jurisdiction;
- b) Establish rules and regulations for curling competitions in Northern Ontario;
- c) Maintain affiliation with Curling Canada and to seek support from and work cooperatively with other organizations, groups and individuals whose aims or objectives are consistent with those of the Corporation;
- d) To uphold and promote the articles and objectives of the Curling Canada or such national sport governing body that is affiliated with the World Curling Federation, with emphasis on safety, health and amateur sportsmanship;
- e) Assist members in providing quality services and programs, and to provide technical, coaching, officiating and athlete development support to its members;
- f) Provide opportunities for all amateur curling players and to encourage and promote proficiency and excellence by Northern Ontarians in all aspects of amateur curling;
- g) To encourage and support curling events and competitions leading to participation in Provincial, National and International competition;
- h) To seek and accept donations, gifts, legacies and bequests for the purpose of furthering its objectives;
- i) Invest any profits in the development of curling in Northern Ontario. Govern the sport of amateur curling as the recognized Member Association in Northern Ontario

## 2021 ASPIRATIONS:

1. Recruit and retain clubs and curlers.
2. Offer development opportunities for athletes, coaches, ice technicians, and officials.
3. Grow and develop revenue streams for NOCA.
4. Provide clubs tools to address infrastructure and operational challenges.

## STRATEGIC PRIORITIES for 2019-2021

| Participation  | Development   | Excellence   | Operations   | Engagement   |
|--|---|--|--|--|
| <ul style="list-style-type: none"><li>• Recruitment</li><li>• Retention</li><li>• Growth</li></ul> | <ul style="list-style-type: none"><li>• Athlete</li><li>• Coach</li><li>• Officials</li><li>• Ice Technicians</li><li>• Curling Club</li><li>• Competitions</li></ul> | <ul style="list-style-type: none"><li>• Athlete Training and Performance</li><li>• Hosting</li><li>• Competitions</li><li>• Celebrating Excellence</li></ul> | <ul style="list-style-type: none"><li>• Financial Strength</li><li>• Communications</li><li>• Effective Organizational Structure</li><li>• Human Resources</li></ul> | <ul style="list-style-type: none"><li>• Club and Member Engagement</li><li>• Sharing of Best Practices</li><li>• Awards</li><li>• Education and Training</li></ul> |

## **PARTICIPATION:**

**Goal:** 6,500 members and 43 affiliated clubs by 2021.

### 1. Recruitment:

- Develop and distribute a Curling Recruitment Program to assist clubs with recruitment of new members through innovative programs and league structures.
- Continue to promote NOCA programs and services to affiliated and non-affiliated clubs, and increase the number of affiliated clubs.

### 2. Retention:

- Provide clubs with tools to retain members and continue to promote NOCA programs and services to affiliated clubs.

### 3. Growth:

- Investigate and promote opportunities for growth in membership, programing, and operations at the association and club level.

## DEVELOPMENT:

**Goal:** Train 75 Club Coach/Club Coach Youth coaches, Train 30 Competition coaches, Certify 15 Competition coaches, 20 Ice Technicians, 20 Officials; provide ongoing quality training and development for athletes; provide clubs tools for successful business operations.

1. Athlete:

- Enhance development component at Youth Challenges and promote programming and training as per the Long Term Athlete Development Plan

2. Coach:

- Continue to deliver NCCP coach training opportunities; provide ongoing education opportunities; provide coach resource information; and assist with linking coaches and teams.

3. Officials:

- Continue to provide ongoing training and practical opportunities for new and current officials and create a succession plan for officials.

4. Ice Technicians:

- Continue to provide professional development opportunities for Ice Technicians and continue to build Provincial Ice Technician Team.

5. Curling Club:

- Collaborate to create innovative business and operating models for curling clubs to remain sustainable.

6. Competitions:

- All competitions are aligned with the Long Term Athlete Development Plan.

## EXCELLENCE:

**Goal:** Podium finishes by 3 teams annually at the national events; 10 teams finish in the top half of the field at national events, continue to provide a quality experience for host communities and all participants; achievements are celebrated.

1. Athlete Training and Performance:

- Through support of the PSO, provide athletes with competitive development and training opportunities and access to the latest high performance programs and training equipment.

2. Hosting:

- Work with member clubs to host provincial, national, and international events which ensure positive impact on the club and community.

3. Competitions:

- Ensure that all NOCA competitions offer a quality competitive experience for athletes, coaches, officials, and volunteers.

4. Celebrating Excellence:

- Publicly recognize the achievements of NOCA teams and coaches and hosts communities.

## **OPERATIONS:**

**Goal:** Successful business operations which provide financial viability and future sustainability for NOCA.

1. Financial Strength:

- Create a financial plan to grow and develop revenue streams.

2. Communications:

- Develop and implement a communications plan which enhances the relationship between NOCA and its stakeholders.

3. Effective Organizational Structure:

- Improve Board efficiency through the use of committees and planning; review the governance structure and documentation and commit to a culture of accountability.
- Create Standard Operating Practice Manuals for all aspects of the organization.

4. Human Resources:

- Ensure staff have clear directives and policies, and develop a succession plan which includes a review of staff functions.



## **ENGAGEMENT:**

**Goal:** Curling Clubs and curlers in Northern Ontario are engaged and value membership in the organization.

1. Club and Member Engagement:

- Through a Club Development Committee, continually assess and update an engagement plan to promote to clubs and curlers and create a broader awareness of NOCA programs, services, and benefits of membership.

2. Sharing of Best Practices:

- Share, through social media and other communications, best practices and success stories from curling clubs and associations.

3. Awards:

- Continue to provide recognition to athletes, coaches, volunteers, and clubs for their successes and contributions to curling in Northern Ontario.

4. Education and Training:

- Continue to provide learning opportunities and programs for curling club board members and staff.
- Hold a Business of Curling Symposium in each of the 6 regions.