

# CURLING

A STRATEGIC PLAN FOR ONTARIO | 2022-2026



# Welcome



The Ontario Curling Council (OCC), recognized Provincial Sport Organization for curling in Ontario, with its members and sport governing bodies - CurlION (Ontario Curling Association) and Northern Ontario Curling Association (NOCA) are pleased to present this joint strategic plan, intended to guide the direction of our three organizations through the next quadrennial.

We are proud of the accomplishments we have achieved from our last strategic plan, but our plans were interrupted by the global pandemic. Managing our operations and assisting our member curling facilities through the last two years has been our primary focus. We are hopeful that the 2022-2023 season will operate more normally and that we can get back to working closely with our member curling facilities and partner organizations to recover and grow even stronger.

We're excited for the future - never before have the three curling organizations in Ontario been more aligned. We're committed to working efficiently together to maximize our impact and motivate member curling facilities to engage in our proven programs and services. Together we can attract new curlers of all backgrounds, ages and abilities, retain our current curlers and get them curling more! We want to support our curling athletes and help them reach whatever their personal aspirations may be, while proving that Ontario and Northern Ontario teams are forces to be reckoned with on the national stage. We know we need to build capacity - volunteers, officials, coaches, ice technicians, boards and facility managers - we are committed to training and connecting these important people.

We will continue to lead the sport of curling with strong governance, fiscal responsibility, programs, training and attention to creating a safe and positive environment for all of our participants.

The OCC, CurlION and NOCA will execute these strategic objectives in the way that best suits each of their organizations, member curling facilities and regional challenges. Our Strategic Plan will be supported with annual operational plans for each organization.

We're optimistic that our plan will inspire and energize Ontarians to be involved in this great sport we all love.

Good Curling.



**The Ontario Curling Council, CurlION and Northern Ontario Curling Association appreciate the ongoing support of the Government of Ontario and our National Sport Organization, Curling Canada.**



Elaine Brimicombe, Chair  
CurlION



Gerry Sundwall, Chair  
Ontario Curling Council



Hayley Smith, President  
Northern Ontario Curling Association





## Vision

Be the standard of excellence for sport development and participation in Ontario.

## Mission

To inspire and energize Ontarians to be involved in curling.





## Values

### Inclusiveness

We will support and create positive, safe and rewarding experiences for EVERYONE!

### Integrity

We will do the right thing, be fair, respectful and transparent.

### Accountability

We will take responsibility for our actions.

### Synergistic

We will work collaboratively with our partners, participants, stakeholders, and staff.

### Progressiveness

We will continuously evolve; ensuring a healthy future and innovate the sport of curling for all current and future participants

### Excellence

We will deliver quality, value-added programming for our members to assist ALL curling participants to achieve their personal goals.





## Strategic Objectives

### PARTICIPATION

More curlers, curling more often.

### PERFORMANCE

World class development for athletes, coaches, officials, ice technicians and facility managers.

### ACTIVE PARTNERSHIPS

Work with our member curling facilities, as well as our provincial and national curling partners to grow and develop the sport of curling together.

### ORGANIZATIONAL SUSTAINABILITY

Continual strengthening of sport governing bodies in Ontario.



# PARTICIPATION

More curlers, curling more often.

We will achieve this by:

Activating member recruitment pathway TRY | LEARN | PLAY with our member facilities.

Attracting younger curlers - encouraging youth participation.

Creating diverse and inclusive environments.

- marginalized and racialized communities
- parasport athletes
- females

Competitions and events - a wide range of competition/events for all skills levels, ages, gender and abilities.

We will measure success by:

Increasing the number of TRY | LEARN | PLAY programs being delivered with and by member curling facilities.

Increasing the number of curling facilities offering Long Term Curler Development youth programming.

Growing participation in our competitions and events.





# PERFORMANCE

World class development for athletes, coaches, officials, ice technicians, and facility managers.

We will achieve this by:

**Athlete pathway** - provide athletes with a clear development pathway and programs to support advancement.

**Coach development** - develop best in class coaches, instructors, and integrated support personnel.

**Playing environment** - train and support ice technicians to create the best ice conditions.

**Officials** - ensure fair game play by recruiting and developing officials.

**Facility Managers** - support the training of facility managers and foster networking amongst the community.

We will measure success by:

Progression of Ontario and Northern Ontario athletes at national championships and within the sport's ranking systems.

Building on the number of trained/certified curling coaches, officials, and ice technicians.

Increasing the number of curling facilities with dedicated curling professionals.



# ACTIVE PARTNERSHIPS

Work with our member curling facilities, our provincial and national curling partners to grow and develop the sport of curling together.

We will achieve this by:

**Building stronger relationships with curling partners (member curling facilities, curling and multi-sport organizations, government)** - create alignment, clear organizational roles and responsibilities, work together to achieve more.

**Encourage member curling facility engagement** - interactions resulting in measured improvement in common goals and interests (like membership growth).

**Leverage shared passion** - work with member facilities, provincial and national curling partners to efficiently provide more and better curling opportunities for both current and potential curlers.

**Brand and marketing** - build an inspirational brand that enhances the benefits and image of curling for use by member facilities. Gather and share data.

**Build capacity** - help invigorate volunteers, provide education to staff and boards, and provide networking opportunities for all to learn and share with each other.

**Facility support** - continue to offer programs and services which support the business of curling.

We will measure success by:

Increasing the number of reported curlers in Ontario.

Improving the member facility engagement in our programs and services.

Track social media, website, and marketing content impact.





# ORGANIZATIONAL SUSTAINABILITY

Continual strengthening of sport governing bodies (CurlON, Northern Ontario Curling Association, and Ontario Curling Council) in Ontario.

We will achieve this by:

**Curling professionals** - establish standards for member facilities to use as guidelines.

**Strong financial position** - ensure continued financial health of organizations - growing more diversified and stable revenue streams with financial controls in place.

**Strong policies and governance** - set the highest standards to yield organizational sustainability.

**Communication** - continued efforts to improve communication with our stakeholders and each other.

**Create efficiencies** - work closely to collaborate and avoid duplication in our daily operations.

We will measure success by:

Increasing the number of facilities adopting "Safe Sport" policy suite.

100% of board members, officials, coaches, contractors, and athletes advancing to a national championship participate in "Safe Sport" education.

Growing a more diversified net revenue stream.

Ensuring strong retention rates with staff and volunteers.

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2022-2026



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