



STRATEGIC PLAN

Red Deer Curling Centre

2024-2028





A MESSAGE TO OUR COMMUNITY

We are excited to share with you the outcome of our recent strategic planning efforts. The Red Deer Curling Centre, in collaboration with Curling Canada, has developed a comprehensive plan to steer our organization forward until 2028.

This plan is the culmination of a productive Strategic Planning workshop held on April 24-25, 2024, where our Board of Directors and management worked closely with Curling Canada professionals. Together, we analyzed our current standing, delved into operational trends, and charted strategic steps to reach our long-term objectives.

Through this process, we have crafted a roadmap to success, guiding us from our present state to our envisioned future. Our participation in Curling Canada's Business of Curling program has proven invaluable, prompting us to reassess our operations, grasp the needs of our members and patrons, and outline a written plan to enhance our club's performance and sustainability.

We invite you to join us on this journey as we implement our strategic plan. Your ongoing support and engagement will be instrumental in achieving our goals and ensuring the continued success of the Red Deer Curling Centre.

Thank you for your commitment to our community and our shared passion for curling.

Board of Directors

OUR PROCESS

Bridges our long-term aspirations with short-term practical actions



Key elements of our strategic plan include:

- 1. Mission, Vision, and Values:** Defining our core purpose, long-term aspirations, and guiding principles.
- 2. Situation Analysis:** Conducting a SWOT analysis to understand our strengths, weaknesses, opportunities, and threats.
- 3. Strategic Objectives and Goals:** Setting clear, measurable goals for the short and long term.
- 4. Action Plans and Initiatives:** Outlining the specific steps and strategies to achieve our objectives.
- 5. Performance Metrics:** Establishing key performance indicators to track our progress and success.

As we embark on this strategic journey, we are committed to fostering an inclusive, vibrant, and competitive curling environment. Our plan is not just a document; it is a dynamic tool that will evolve as we progress and adapt to new challenges and opportunities. We invite all members, partners, and stakeholders to join us in this exciting journey towards a prosperous future for the Red Deer Curling Centre.

Together, we will build on our strong foundation, embrace innovation, and ensure that our club remains a cornerstone of the Red Deer community and a leader in the sport of curling.



Vision

Our inspirational future state

**The premier destination for
curling, events & social
experiences**



Mission

What we do in pursuit of the future state that we aspire to

**To provide a dynamic and inclusive
environment where curling and diverse
events cultivate community, foster
competition, and provide enriching
experiences.**

OUR VALUES

Guide the way we behave and the decisions that we make

Sustainability

We are committed to sustainable growth and long-term viability of curling while maximizing resources to deliver expectational experiences for participants.

Quality

We differentiate ourselves by investing in the quality of our products, services, experiences, facilities, and people.

Innovation

We are in a constant state of evolution. We embrace change and design experiences that match the realities of the present and future.

Integrity

We are honest, fair, respectful, transparent, and consistent in the application of our values.

Inclusivity

We offer spaces and experiences where people, regardless of age, ability, race, ethnicity, gender, economic status and other diverse background can feel like they belong.

Collaboration

We are a team. We work cooperatively with other clubs, associations, members, volunteers, and among ourselves to achieve our mission.

SWOT ANALYSIS

Is an analysis of our internal environment.



- **Strengths**

Internal positive attributes: These are the characteristics and capabilities that give the organization an advantage over others. Examples might include a strong brand reputation, loyal membership base, experienced staff, excellent facilities, or financial stability.

- **Weaknesses**

Internal negative attributes: These are the characteristics and limitations that put the organization at a disadvantage relative to others. Examples might include limited funding, outdated facilities, insufficient marketing, lack of diversity in programs, or high member turnover.

- **Opportunities**

External positive factors: These are the external conditions that the organization could exploit to its advantage. Examples might include trends in sports participation, potential partnerships, new funding sources, technological advancements, or favorable changes in regulations.

- **Threats**

External negative factors: These are the external conditions that could cause trouble for the organization. Examples might include economic downturns, increased competition, changing demographic trends, negative public perception, or regulatory changes.

STRENGTHS

State-of-the-Art Facility: The club's modern and well-equipped facility enhances the curling experience, providing comfort and safety which can attract and retain members.

High-Quality Ice: Superior ice maintenance ensures optimal playing conditions, making the club a preferred choice for both amateur and professional curlers.

12 Sheets of Ice: The large number of sheets allows the club to host multiple events simultaneously, catering to diverse groups and increasing its usage and revenue.

Affordability: Competitive pricing opens up curling to a wider audience, promoting inclusivity and increasing membership.

Exceptional Customer Service: A strong emphasis on customer satisfaction helps in building a loyal membership and a positive reputation.

Experienced Staff and Leadership: Knowledgeable and dedicated staff ensure efficient club operations and strategic growth.

Joint Facilities with Servus Arena: Sharing facilities with Servus Arena provides additional amenities and opportunities for synergies, enhancing member experiences.

Concession and Bar: These facilities serve as social hubs, helping to strengthen community bonds and enhance the club's appeal.

Large, Stable Membership: A robust membership provides financial stability and a continuous community presence.

Strategic Partnerships: Collaborations with local businesses and organizations extend resources and community engagement.

Event Hosting Capability: The ability to host major curling events raises the club's profile and attracts significant visitor traffic.

Daytime Curling Options: Catering to retirees and others available during the day helps maximize facility use and diversify the club's demographic.

Physical Accessibility: Ensuring accessibility for individuals with disabilities promotes inclusivity and broadens the club's appeal.

Junior Program and Adult Learning Opportunities: These programs nurture future talent and provide entry points for new players, ensuring the sustainability of the sport.

Build on
them!

WEAKNESSES

Limited Social Bonspiels: There is a need for more diverse and frequent social curling events to engage a wider range of participants and enhance community involvement.

Proximity to Schools: The club's distance from local schools makes it difficult to organize transportation for students, limiting opportunities for youth engagement and growth in junior curling programs.

External Communication Issues: Improving external communication strategies is essential to better inform and attract potential members, sponsors, and community partners about the club's activities and events.

Lack of Financial Reserves: The club lacks sufficient financial reserves, which poses a risk to long-term stability and the ability to undertake large projects or handle unexpected expenses.

Enhancing Enjoyment: There is a need to create more fun and engaging experiences for all members, making curling more appealing to a broader audience.

Limited Volunteer Engagement: The same individuals frequently volunteer, leading to burnout. More effective recruitment & engagement strategies are needed to involve a larger portion of the membership.

Limited Number of Coaches: There is a shortage of trained coaches for junior programs and learn-to-curl sessions, impacting the quality and reach of these programs.

Mentorship Programs: Developing more structured mentorship programs would support new curlers and junior members, fostering skill development and retention.

Entrenched Culture: An entrenched culture resistant to change can hinder innovation and the adoption of new ideas that could benefit the club.

Diversity, Equity, and Inclusion (DEI): There is a need for improved DEI initiatives to ensure the club is welcoming and accessible to all members of the community.

Limited Fundraising: The club's fundraising efforts need enhancement to secure additional financial support for operations and special projects.

Inadequate Documentation: Policies and procedures need better documentation to ensure consistency, clarity, and ease of reference for staff and members.

Social Media Presence: Improving the club's social media presence would enhance visibility, engagement, and communication with current and potential members.

Digitization of History: Efforts to digitize and preserve the club's history are lacking, risking the loss of valuable records and heritage.

Address
them!



OPPORTUNITIES

Take
advantage
of them!

Extended Curling Seasons: Offering spring and fall curling to increase facility utilization and attract members seeking flexibility outside the traditional winter season.

Flexible Playing Formats: Introducing less commitment-intensive formats such as triples, doubles, and stick curling to cater to beginners, casual players, and those unable to commit to a full season.

Open Curling and Low-barrier Programs: Increasing open curling sessions and programs like floor curling and street curling to provide easy entry points for new participants and enhance community engagement.

Facility and Resource Optimization: Utilizing joint facilities with Servus Arena for energy efficiencies, and pursuing grants for enhancements to improve the quality and appeal of the club.

Targeted Outreach and Inclusive Programs: Focusing on the aging population with tailored programs, and embracing increasing diversity through initiatives that cater to new cultural perspectives and abilities.

Safety and Professional Development: Promoting head protection and other safety initiatives, hiring a professional instructor, and leveraging Curling Alberta's training programs to raise coaching quality and safety awareness.

Youth Engagement: Implementing Curling Alberta's Ready to Rock Junior Program to attract and nurture young players, ensuring the sport's future growth.

Community and Corporate Engagement: Developing strategic local sponsorships and promoting curling as a team-building activity to foster community ties and open new revenue streams.

Digital and Media Expansion: Enhancing digital presence through improved online content, social media, and streaming more events to raise the club's profile and attract a diverse audience.

Recognition and Volunteer Support: Creating a robust volunteer engagement program, including detailed profiles and recognition initiatives to sustain a dedicated volunteer base.

Health and Wellness Initiatives: Offering programs that cater to a healthier, more active senior population and promoting curling as a part of a healthy lifestyle.

Geographical Advantages and Event Hosting: Leveraging the club's central location for regional events to boost local tourism and economic activity, enhancing the club's visibility and attractiveness.

WEAKNESSES

Economic Downturns: Financial hardships could reduce discretionary spending on sports and leisure activities, affecting membership renewals and club revenue.

Increased Competition: The popularity of other sports or leisure activities could draw potential members away from curling.

Aging Facilities: The need for maintenance and updates could become financially burdensome without adequate planning and investment.

Shifting Demographics: Changes in the local population could alter demand for curling and necessitate adjustments in programming.

Volunteer Burnout: Heavy reliance on a limited volunteer base can lead to inefficiency and decreased event quality.

Technological Advances: Staying current with technological improvements is necessary to maintain operational efficiency and member engagement.

Perception of Difficulty: Curling can be perceived as a difficult sport to learn, which may deter potential new members. More accessible and beginner-friendly programs could help address this.

Decline in Corporate Sponsorship: Reduced investment in recreational activities.

Safeguard
against
them!

OUR STRATEGIC PILLARS

Are the key areas within which we have chosen to set goals



BRAND

Our organization grows when it offers experiences that people want and communicates effectively with internal and external audiences



ECONOMIC DEVELOPMENT

Diversified sources of commercial revenue enable our organization to maintain financial health while delivering on its social mission.



OPERATIONAL SUSTAINABILITY

Our organization is sustained by a dynamic planning process, the efficient use of resources, and optimization of profit.



PEOPLE

Our organization is only as strong as our volunteers, staff, leaders, and advocates



PARTICIPATION

Our organization is better when more people, and more diverse people engage in the experiences that we offer.



BRAND

Objective: Establish and enhance the Red Deer Curling Centre’s brand identity to increase visibility, attract new members and sponsors, and foster a sense of pride and community among existing members. Achieve this through consistent branding, targeted marketing efforts, community engagement, and a strong digital presence.

A. Enhance Brand Awareness

- Increase visibility and recognition of the Red Deer Curling Centre locally, provincially, and nationally.
- Promote the unique aspects and strengths of our club to differentiate it from other sports and recreation options.

B. Strengthen Brand Identity

- Develop and consistently communicate a clear and compelling brand message that reflects our mission, vision, and values.
- Ensure all club communications, marketing materials, and events align with and reinforce our brand identity.

C. Attract Sponsors and Partners

- Leverage the club’s strong brand to attract sponsorships, partnerships, and funding opportunities.
- Create and promote sponsorship packages that align with the values and goals of potential partners.

D. Increase Member and Community Engagement

- Foster a sense of pride and connection among members through branded merchandise, club events, and communications.
- Engage with the local community to build strong relationships and a positive perception of the club.

E. Digital and Social Media Presence

- Expand and enhance the club’s digital presence through effective use of social media, a user-friendly website, and other online platforms.
- Use digital marketing strategies to reach new audiences and engage with current member



ECONOMIC DEVELOPMENT

Objective: Drive the growth and sustainability of the Red Deer Curling Centre by increasing revenue through diverse events, enhancing community engagement, and promoting the sport of curling. Achieve this by hosting a variety of bonspiels, social activities, and community events, while fostering strategic partnerships and maximizing facility utilization.

A. Revenue Generation through Events

- Host a range of events, including local, regional, and national curling tournaments, social gatherings, and special activities to attract participants, spectators, and sponsors.
- Increase facility rentals for non-curling events to maximize usage and income.

B. Promotion of Curling

- Organize clinics, workshops, leagues, and promotional events to introduce curling to new audiences and retain current members.
- Partner with schools and community organizations to expand the reach and popularity of curling.

C. Community Engagement

- Foster strong partnerships with local businesses, schools, and community groups to support and co-host events.
- Plan and execute community-focused events, such as open houses, and charity events, to build stronger ties with the local community.

D. Economic Development Initiatives

- Develop strategic alliances with local businesses and sponsors to create mutually beneficial opportunities and secure financial support.
- Seek grants and funding opportunities from local government and economic development agencies to support club activities and growth.



OPERATIONAL SUSTAINABILITY

Objective: Ensure the long-term financial sustainability and operational excellence of the Red Deer Curling Centre by establishing a strong financial foundation and streamlined operations, ensuring the club's ability to provide exceptional services and facilities to its members and community well into the future.

A. Strategic Budgeting

- Develop and implement an annual budget that aligns with the strategic goals of the club.
- Conduct quarterly budget reviews to ensure financial performance is on track and make adjustments as necessary to respond to unforeseen challenges or opportunities.

B. Risk Management

- Identify, assess, and mitigate financial and operational risks through proactive strategies and regular risk assessments.
- Mitigating risks associated with facility breakdowns or safety hazards due to poor maintenance.

C. Developing Reserve Fund

- Establish and grow a reserve fund to support future capital improvements, emergency needs, and enhance financial stability against risks.
- Define clear policies regarding the contribution levels and usage criteria of the reserve fund to ensure it supports the strategic objectives and provides a buffer against unforeseen financial challenges.

D. Operational Safety

- Implement and maintain safety protocols to manage risks related to health and safety of all members, staff, and visitors.
- Regularly review and update safety procedures to comply with the latest health and safety regulations and best practices.

E. Transparent Reporting

- Enhance reporting mechanisms to ensure all stakeholders are regularly informed about the club's financial status, operational performance, and risk management efforts.
- Prepare and present detailed quarterly and annual financial reports to the Board of Directors and club members.

F. Financial Management

- Utilize best practices in financial management to optimize costs, increase revenue streams, and manage financial risks effectively.
- Explore new funding opportunities, including grants, sponsorships, and partnerships, to diversify income sources and mitigate financial risks.



PEOPLE

Objective: Cultivate a supportive and engaging environment that prioritizes the development and well-being of members, volunteers, staff, and board members at the Red Deer Curling Centre. This will be achieved by enhancing customer service, strengthening volunteer management, promoting effective governance, improving communication, and supporting active committees.

A. Enhance Customer Service

- Deliver exceptional service experiences to all members and guests to ensure satisfaction and foster a welcoming club atmosphere.
- Implement ongoing training programs for all staff and volunteers focusing on customer service excellence.

B. Strengthen Volunteer Engagement and Management

- Develop and maintain a robust volunteer program that includes recruitment, training, retention, and recognition strategies.
- Increase volunteer satisfaction and commitment through regular recognition and rewarding contributions.

C. Promote Effective Governance

- Ensure the Board of Directors and committees operate with transparency, accountability, and a clear strategic focus.
- Provide comprehensive governance training and development opportunities for all board members to enhance their leadership and decision-making capabilities.

D. Improve Communication and Collaboration

- Foster open, effective, and timely communication across all levels of the organization, ensuring that all stakeholders are informed, engaged, and valued.
- Establish and utilize multiple communication channels to receive and act on feedback from the club community.

E. Support Active Committees

- Empower committees with clear roles, responsibilities, and resources to effectively contribute to the club's strategic goals.
- Monitor and evaluate committee performance to ensure alignment with overall objectives and continuous improvement.



PARTICIPATION

Objective: Enhance the growth and engagement of the Red Deer Curling Centre’s membership by attracting new members, retaining existing ones, and fostering an inclusive and accessible environment. Achieve this through targeted recruitment, comprehensive engagement programs, and strong community outreach efforts.

A. Membership Growth

- Attract new members through targeted recruitment efforts and outreach initiatives.
- Develop programs and incentives that appeal to diverse demographics, including youth, adults, and seniors.

B. Member Engagement and Retention

- Enhance the member experience through engaging activities, events, and communication.
- Provide opportunities for skill development, social interaction, and competitive play to retain existing members.

C. Inclusivity and Accessibility

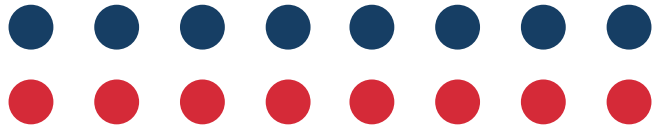
- Promote curling as an inclusive sport, welcoming participants from all backgrounds and abilities.
- Implement programs and initiatives to make curling accessible to underrepresented and underserved groups.

D. Youth and Development Programs

- Create and expand programs specifically designed for youth, including school partnerships, junior leagues, and introductory clinics.
- Develop pathways for young curlers to progress from beginner to competitive levels.

E. Community Outreach and Engagement

- Increase the visibility of curling in the community through outreach events, demonstrations, and partnerships with local organizations.
- Engage with community groups to promote curling as a fun and beneficial activity for health and social well-being



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