

Our Path Forward

Niagara Falls Curling Club

Strategic Plan 2021-2025



President's Message

Strategic planning is the 'ongoing organizational process of using available knowledge to document an organization's intended direction. This process is used to prioritize efforts, effectively allocate resources, align shareholders, members and employees on the organization's goals, and ensure those goals are backed by data and sound reasoning.'

I have been privileged to be a member of the Board of Directors of the Niagara Falls Curling Club (NFCC) since 2015. And although we have experienced many wonderful developments over the years, our Club has been operating without a Strategic Plan. For this reason, a committee of four was appointed to facilitate the development of a strategic plan to help secure the future of our curling club.

It is my privilege to recognize Rob Walters, Schelley Hiebert, Sean Ford and Steve Fish for their dedication to the future of the Niagara Falls Curling Club through the development of our Strategic Plan: Our Path Forward.

Over the past 10 months, this team mapped out a strategic planning process, solicited involvement from membership, facilitated on-line membership meetings, redeveloped our website, created a newsletter, developed a social network platform, and much more.

With these developments, our beloved Club has nowhere but "UP" to go!

Congratulations to our Strategic Planning Committee. Job well done!

Jackie Lynch, President NFCC




Niagara Falls Curling Club's Strategic Plan 2021-2025

While COVID-19 halted on-ice activities earlier this year, it did not stop the Board of Directors from communicating with members to determine our priorities for the coming years.

The process started with the Board's creation of the Strategic Planning Committee. A consultative plan was developed in order to create a draft Strategic Plan that included:

- **An online membership survey gathered insight from over 130 members. Results provided detailed information on what members like about the NFCC and what they want to see improved or changed.**
- **Zoom discussion sessions were facilitated to further explore the survey results and comments.**
- **Input from the membership was used to develop a strategy that includes a Vision Statement, a Mission Statement, Core Operating Values, and Organizational Goals for the Club; and**
- **A Plan that includes Club priorities, goals and objectives was made.**

Our Strategic Plan is not expected to flow effortlessly from one decision to the next, and it will not uncover all the answers to enhance the NFCC. Instead, it is a 'road map' that will help us sustain the existence of our Club in effective and efficient ways. As COVID-19 has shown us, we need to expect the unexpected and be prepared to pivot and adapt but also recognize the unique values that make our Club exceptional.

The background of the slide is a blurred photograph of curling stones on an ice rink. The stones are arranged in a line, with a yellow stone in the foreground, followed by a red stone, and then a grey stone. The ice surface is white, and the background is slightly out of focus, showing more of the rink and possibly some spectators or equipment.

With priority infrastructure matters complete including the installation of a new ice-making system and repair of the roof, we have the unique opportunity to explore ways to expand membership, offer opportunities and experiences that members want both on and off the ice, enhance and upgrade the facilities, safeguard financial sustainability and inform our members and community on what is happening at the Niagara Falls Curling Club!

As we move forward, progress on the Plan will be provided on the Club's website: <https://niagaracurling.com/strategic-plan> We hope you will find a meaningful way to participate in the realization of our Goals. If you see an area in the Strategic Plan that interests you or have a new idea that will help reach a Goal, contact a member of the Board. The key to achieving our Objectives and Goals is through membership participation.

Thank you to everyone who provided feedback and assisted in the development of this Strategic Plan.

Sincerely,

The NFCC Strategic Planning Committee

Our Vision

To be a safe and welcoming place where everyone has the opportunity to socialize and celebrate the sport of curling.

NIAGARA FALLS

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CURLING CLUB

Our Mission

To serve our growing and diverse curling community through social engagement, skill development and competitive opportunities at an outstanding venue.

Our Core Values

PEOPLE

People are our greatest asset

Promoting:

- Fun
- Social Activity
- Community Connections
- Engagement & Participation

Commitment is our strength

Through:

- Skill Development
- Competitive Curling Opportunities
- Transparency



Our Core Values

GROWTH

Growth is our objective

Through:

- Expanding Membership
- New Programs
- Adaptive Endeavours
- Facility Enhancement
- Volunteerism

Responsibility is our duty

Integrity through:

- Financial Care
- Safety
- Sustainability
- Respect & 'Good Curling'



Our Goals:

1. Infrastructure
Sustainability
2. Financial Stability
3. Club Services
4. Communication



Goal One

Infrastructure Sustainability

- Ice Pads
- Compressor Room
- Lobby
- Downstairs & Lounge
- Parking Lot
- Roof





Goal Two

Financial Stability

- Membership
- Sponsorship
- Community Rentals
- Bar Sales
- Off Season Revenue
- Auxiliary Sales





Goal Three

Club Services

- Leagues (new/regular)
- Events
- Bonspiels
- Locker Rentals
- Pro Shop
- Third Party Food Services





TRAILER PROVIDED BY SACCO CONSTRUCTION

SINCE 1891
NIAGARA FALLS CURLING CLUB
niagarafallescurling.ca

Fun for all ages
CANADA 150

Goal Four

Communication

- Website
- Newsletter
- Social Media
- Emails
- Club Postings





Infrastructure Sustainability

Priority:

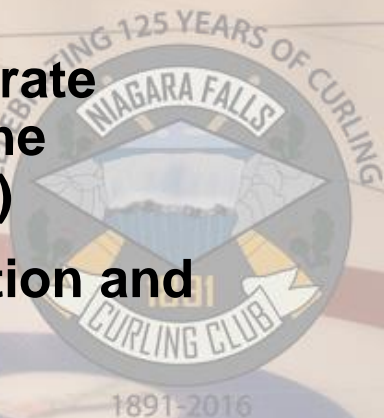
Sustainable infrastructure management plan

Goal:

Reduce infrastructure costs by updating, improving and maintaining the fundamental facilities and systems needed to operate the Club for many years

Objectives:

- **Develop a working group to establish the goals and objectives for a sustainable plan**
- **Conduct an infrastructure audit to establish priorities and timelines**
- **Develop a comprehensive master plan with implementation dates and strategies**
- **Manage the plan and incorporate consultants and skills from the membership (where possible)**
- **Collaborate with communication and marketing team**



Financial Stability

Priority:

Financially stable and balanced revenue plan

Goal:

Drive the membership campaign and other revenue generating opportunities in collaboration with other committee work

Objectives:

- Create a working group to shape the goals and objectives for the organizational revenue
- Develop a volunteer skill registry and engage members with projects
- Enhance membership and sponsorship drives, increase community rentals, maintain bar sales, develop off-season revenue opportunities and promote auxiliary sales
- Seek opportunities to recognize Club members and sponsors (in collaboration with other working groups)



Club Services

Priority:

Services and events plan

Goal:

Increase the availability of curling opportunities, services and supports, and events (on/off season) for members

Objectives:

- Create a Social Committee to organize and run in-season and off season events for members
- Prepare a Club Services Plan that includes survey recommendations
- Identify opportunities for diversification of social and competitive curling leagues
- Create a range of service options including the pro shop, bonspiels, and locker rentals
- Research food services options that meet membership interests and remain affordable



Communication

Priority:

Communication and marketing plan

Goal:

Deliver a communication system that is accessible to the membership and raises the profile of the Club with potential members and the surrounding community

Objectives:

- Create a committee to develop goals and objectives for a communication and marketing plan
- Use Club website and newsletter as comprehensive communication tools for members, sponsors, potential members and the community
- Develop a database to expand the use of email communications
- Use opportunities to 'showcase' sponsors, community connections and parties who support the Club
- Enhance social media presence





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JOHNSTON

Next Steps in 'Our Path Forward'

- The Strategic Plan will be used to guide the Board of Directors when prioritizing activities, allocating resources, aligning membership interests with Club activities and ensuring decisions are backed by data and made in the best interest of the future of the organization.
- The Board of Directors will follow a goal management performance plan. Progress will be reviewed, goals will be adjusted to reflect progress and new opportunities, and an end of year plan will be used to establish the expectation for the coming year.
- Progress and updates will be posted on the Club's website at: <https://niagaracurling.com/strategic-plan>

