



CURLING CANADA

Our Plan for Curling in Canada
2022-2027



Introduction

Curling Canada is the national governing body for the sport of Curling in Canada. The Board of Governors and the CEO are pleased to provide our members -- the provincial and territorial curling organizations -- as well as curlers and fans everywhere in Canada, our strategic plan.

The strategic plan is meant to guide our organization through the quadrennial.

In a post pandemic sport world, where recovery seems to be job #1, Curling Canada sees potential not only for recovery, but for growth of our sport.





Introduction

Curling Canada is an organization that enables activity in our curling community. Our communities benefit from our presence at our national events and we will continue to provide partnership and opportunity for cities and towns and curling communities to gain sustained economic benefit through hosting. Our events bring joy and interest to millions of Canadians, they inspire participation at the club level, and they raise the profile of our sport and our organization.

We bring events, technology and engaging content to Canadians who enjoy from home or in our venues.

Canada has contributed much to curling internationally and our intent is to continue to be partners in the growth of the game outside our borders. With aspirations for the podium in every international event in which we compete, we continue to improve and evolve national team programs that consider both our international results and the lives and aspirations of those athletes who represent and inspire Canadians.

An athlete council of those who have represented us internationally will be trusted advisors on where we take our international programs.





Introduction

Our members benefit from the programs and services we offer. Our curlers benefit from investments in curling development, curling programming and services, and curling education and safety to deliver a lifetime of fulfilling curling experiences. We will continue to invest in creating places and welcoming spaces for all who want to participate in the curling community.

A focus on volunteerism, coaching, technical support and ice making, officiating and curling development creates sustainability and capacity for growth. Our financial model and built-in resilience were tested over the pandemic years and Curling Canada can proudly say that, in partnership with our funders, our marketing partners, and our broadcaster, we have emerged intact and ready to invest in growth and the future of curling.

We continue to lead our sport through a governance and risk management lens. Our board and staff continue to grow through education, experience, training, and evaluation.

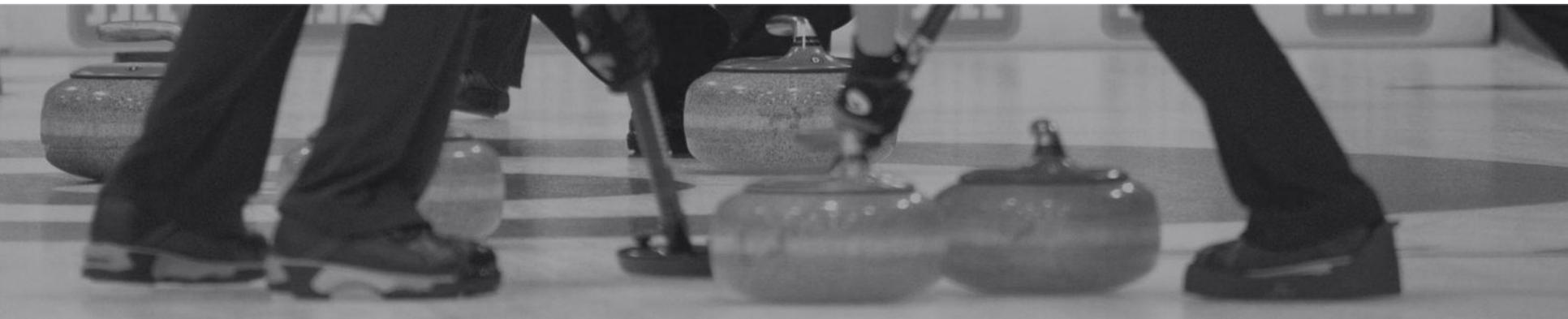
We are optimistic that this strategic plan will meet our vision, mission, and purpose. We look forward to working with you.





Purpose, Vision, Mission

| | |
|-----------------|--|
| Purpose: | To create more Canadian Curlers, more Canadian Curlers curling better, and more Canadian Curling fans. |
| Vision: | Curling Canada is the leading expert and growth engine for curling excellence in Canada |
| Mission: | We inspire and lead all Canadians, from playground to podium, to make curling a part of their lives in the way they enjoy it most by fostering an environment and system that allows them to achieve their personal goals. |

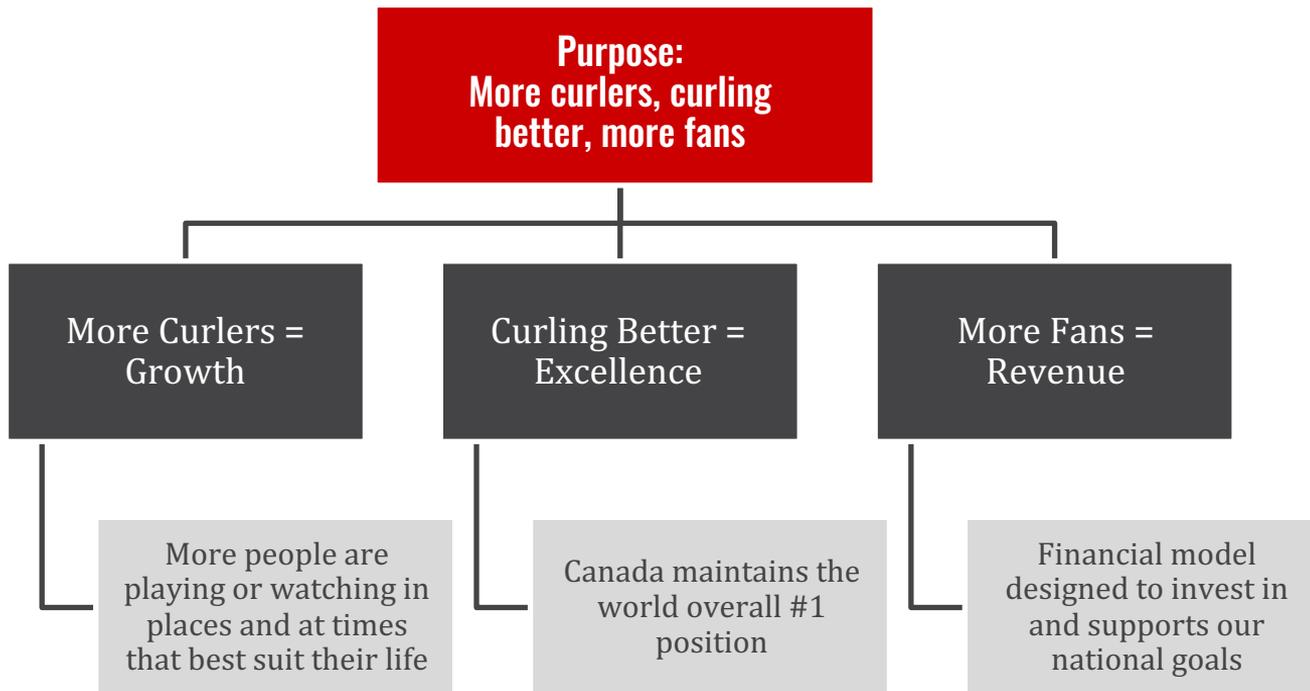




Our Values

Curling Canada's values underpin the approach we take to fulfill its responsibilities to the organization. These values guide our decision-making, the way we work together, and the way we treat each other.

| | |
|---|---|
| Inclusivity through Curling | We must reflect and consider Canada's heterogeneous population. We invite all to share their experiences and expertise in a way that works for them so we can more effectively govern and deliver the sport. |
| Excellence in Performance | We commit to adopting best practices in curling performance delivery, operations and governance. We consistently review our performance with an aim to identify actions for improvement. We aspire to be world leading in our sport on and off the field of play. |
| Authenticity in Stakeholder Engagement | We seek out opportunities to listen to the viewpoints of our diverse set of stakeholders. We consider feedback when making decisions and share our rationale with stakeholder groups. |
| Fairness in Play | We structure curling event, program, and fan delivery and organization processes to ensure all can participate. We are fair when we are open and honest and share information. |
| Personal Growth | We invest time and effort into our sport and roles that correlates with development. We provide opportunities for personal and professional development. |
| Genuine Enjoyment | We enjoy curling delivery, oversight and the sport itself. We provide meaningful work and experiences that matches the interests and passions of those whom we touch. |





Strategic Pillars – Curling Canada

| Financial Health and Stability | Healthy Participation in Curling | Exceptional Curling Experiences | Strong Brand of Curling | Organizational Excellence | Consistent Podium Results |
|--|--|---|--|--|---|
| Sustain reserve and investment posture that reflects the inherent risks in our business model. | Invest in youth and new Canadians to capture next generation of curlers. World class feeder system for all entering the sport. | Strategy to foster consistent high quality club experiences | Brand architecture to develop unique & compelling engagement platform. | Leader in Canada's sport system in both sport delivery and risk management | Invest to achieve world leading results across disciplines |
| Data-driven, strategic investments in curling system health and decisions based on same. | National future-facing infrastructure strategy. | Event revenue growth based on delivery of exceptional entertainment and sport value | Marketing strategy to drive both playing the game and attending events reaching new targets. | Skills based board to develop strategy and manage risk | Integrated partnerships with World Curling Federation, Canadian Olympic and Paralympic Committees, and Own the Podium |
| Diversify revenue base to protect from changes in curling broadcast consumption and sponsorship trends | Competition structure supporting healthy participation across all disciplines | Broadcast strategy that delivers curling experiences to fans when and where they want to have them. | Create safe, inclusive and positive environment of every curler | Employer of Choice | Athlete Voice Integration into High Performance decisions. |



Strategic Pillar #1 – Financial Health and Stability

Sustain reserve and investment posture that reflects the inherent risks in our business model.

- Board approved investment strategy to create risk tolerance and ethical considerations.
- Review reserve amount vs. risks being managed and make recommendation to board future reserve.
- Deploy reserve funding to further benefit system excellence through board based initiatives identified in reserve policy
- Identify financial investment partner to balance reserve goals with risk posture.

Data-driven strategic investments in the curling system health and decisions based on same

- Deliver investments in the areas of club development, revenue generation, marketing to new audiences, and data collection/usage for benefit of Curling Canada and its partner members and clubs.
- Build data warehouse and create interconnections for appropriate dashboards related to desired outcomes.

Diversify revenue base to protect from changes in curling broadcast consumption and sponsorship trends

- Continue to evolve tourism and regional partnership strategy related to event grants.
- Revitalize momentum in sponsorship and marketing strategy through new assets and approaches.
- Continue to advocate with government and excellence funders for increased support.

How will we know we are successful?

- Reserve reflects risk position.
- Investment strategy benefits curling system and our values.
- Revenue growth for Curling Canada and system stakeholders.
- Data being utilizing to improve curler and financial performance for those who contribute.



Strategic Pillar #2 – Healthy Participation in Curling

Invest in youth and new Canadians to capture next generation of curlers. World class feeder system

- National and, in partnership with Member Associations (MAs), local marketing programs targeting new curlers and underserved communities.
- Expand reach of schools programs to engage new youth audiences in non-curling settings. Deliver bridging conversion programs in partnership with local clubs and MAs
- Continue to invest in pilots and roll out success stories for DEI focused initiatives for youth. Create national programming.
- Introduce extended competition structure to reach U15 to U25 in critical train to compete stage of LTAD.
- Continue feeder system development with additions of badging and formats designed to cultivate multiple skills (e.g. triples, singles, hit-draw-tap)

National future-facing infrastructure strategy

- Continued advocacy for government support and funding and deliver education modules for clubs on self advocacy.
- Club experience inclusion audit and redesign with strategic foresight lens.
- Centre of Excellence and “test kitchen” feasibility study and business model recommendations

Competition structure supporting healthy participation across all disciplines

- Test and deliver better formats, new broadcast events, and fan experiences in SOC and non SOC events to create incremental fans.

How will we know we are successful?

- Curling participation growth in youth and underrepresented groups.
- Club experience greater retention of new curlers.
- Increased participation in competition.



Strategic Pillar #3 – Exceptional Curling Experiences

Strategy to foster consistent high quality club experiences

- Club standards and best practices developed. Resources added to foster improved club access and assistance in delivery of club education, marketing and business practices.
- New curler attraction and inclusion initiatives embedded into strategy with additional skilled resources assigned.

Event revenue growth based on exceptional entertainment and sport value

- Test-market new format concepts at local and international level designed to increase audience and engagement.
- Work with TSN to increase broadcast technology and engage and educate new users.
- Create athlete marketing platforms that help athletes build their brands and value.

Broadcast strategy that delivers curling experiences to fans when and where they want to have them.

- Launch OTT Platform and build out audiences, content, and extended curling experiences related to enjoyment, education, fandom, gaming and community
- Work with Member Associations and athletes to provide them with a easily accessed and known platform to build on their strategic initiatives.

How will we know we are successful?

- Club standards/practices adopted nationally
- Increased participation of community in events as event fans, volunteers, or participants in curling related experiences
- Increased broadcast audiences amongst youth, new fans
- Growth in broadcast audiences across platforms



Strategic Pillar #4 – Strong Brand of Curling

Brand architecture to develop unique & compelling engagement platform

- Solidify and deliver brand marketing promise and briefing document for curling.
- Utilize the stories of the tremendous work we do with our philanthropic program to tell our story.
- Develop unified marketing strategy for the sport of curling that can be adapted for clubs and members.

Marketing strategy to drive both playing the game and attending events reaching new targets

- Fall Return to curl campaigns developed nationally, as well as locally, through our Member Associations.
- New creative to drive event ticket sales and attract new fans. Develop specific creative for those less familiar with sport.
- Develop Curling Day in Canada into national festival that celebrates our sport and the diversity in it.

Create safe, inclusive and positive environment of every curler

- Leader in club education, policy delivery, and partnership in all aspects of safe and abuse free sport.
- Research “what good looks like” through the lens of equity and inclusion. Integrate equity inclusion audit recommended design changes into club practices
- Dedicate resources to working with clubs to create and share best experiences based on their best practices

How will we know we are successful?

- Engagement and action related to national and local marketing
- Greater participation in CDIC
- National adoption of safesport policy and training
- Lowest quartile of OSIC usage



Strategic Pillar #5 – Organizational Excellence

Leader in Canada's sport system in both sport delivery and risk management

- Inclusion of codified athlete voice in risk management and sport delivery through direct linkages with athlete council.
- Strong policy and education structure around safe and abuse free sport with appropriate board oversight.
- Activate standing board risk committee with reporting tools

Skills based board to develop strategy and manage risk

- Adopt best governance practices as nominations committee evolved to the candidate search committee
- Ongoing board development and training program
- Create specific annual goals related to the board mandate to hold the board accountable.

Employer of Choice

- Values led organization with strong understanding of purpose.
- Performance management system based on corporate goal alignment.
- Ongoing measurement of employee engagement and satisfaction with concomitant continuous improvement
- Competitive compensation, salaries, and benefits and growth opportunities.

How will we know we are successful?

- Fully functioning athlete council
- Risk Committee and careful oversight and mitigation of risk
- Improving Board evaluation scores
- Strengthen employee engagement



Strategic Pillar #6 – Consistent Podium Results

Invest to achieve consistent podium results across disciplines

- High Performance (HP) Review – technical and cultural with recommendations for change and measurements.
- Ensure world leading technical, coaching, and HP curling management staff and programming.
- Athlete Assistance Program and National Team recommended investment changes to increase chance to medal in international competition.
- Athlete voice integrated into decisions related to international performance to gain perspective on risk and reward.

Integrated partnerships with World Curling Federation/ Canadian Olympic and Paralympic Committees and Own the Podium

- Continue to cultivate relationships with subject matter experts, stakeholders in high performance.
- Athletes as voice into the High Performance team

How will we know we are successful?

- Podium finishes at Worlds/Olympics across 5 Olympic/Paralympic Disciplines
- Maintain and grow excellence funding and investment in our athletes
- Highly engaged and productive Athlete Council and HP team



Risk Framework and Reporting



2022-2023 Risk Profile

| System Health | Business Model | Financial Stability | On-Ice | International Results | Compliance |
|---|---|---|--|--|---|
| <ul style="list-style-type: none"> • Captures risks that affect the ability of Curling Canada and stakeholders within the Curling Canada ecosystem to contribute to the ongoing delivery of curling. • Risks within this business area include: Board Succession, Access to Data, and Club Viability. | <ul style="list-style-type: none"> • Focuses on the ongoing ability of Curling Canada to deliver, grow, and benefit from its core business model - running major events which generate financial returns for investment into sport development and high performance. • Risks include: COVID-19, Operational Complexity, and People (skills and succession) and Process. | <ul style="list-style-type: none"> • Success of Curling Canada requires financial stability, predictability, and growth to deliver on the aspirations of the organization. • Risks include: Financial Reserves, Annual Surplus /Deficit, and Philanthropic Sustainability | <ul style="list-style-type: none"> • Without curlers, there is no reason for Curling Canada to exist. Curling Canada has limited direct interaction with the majority of on-ice participants. • Risks include: Safe and Abuse-Free Sport and Participation | <ul style="list-style-type: none"> • Curling Canada's High Performance funding, large events, and reputation are directly linked to international podium results • Risks include: Decreased funding, lost value of events, contracted marketing, reputation. | <ul style="list-style-type: none"> • Curling Canada operates in a highly regulated and increasingly complex compliance and legal environment. • Risks include: Dispute Resolution, Legal Challenges, Changes to Legislation or Government Policy, Lobbying Requirements, and Compliance Agreements. |



Risk Activity 2022-2023

| Risk Committee Activity | Staff Support Required Prior to Committee Meeting |
|---|---|
| <p>Meeting One (Oct/Nov 2022)</p> <ul style="list-style-type: none"> Review the Risk Appetite Statement. Submit changes to the board for discussion and approval Identify Board Education needs regarding risk. Engage the Athlete Council to review High Performance Risk | <ul style="list-style-type: none"> CC Senior Leadership Team (SLT) to prepare reports for the committee to consider. These reports include: <ul style="list-style-type: none"> A review of the Risk Appetite Statement with suggested changes identified and justified A list of suggested board education topics An evaluation of HP risk based on the Straad Work. |
| <p>Meeting Two (Jan/Feb 2023)</p> <ul style="list-style-type: none"> Review the Risk Oversight Framework (Snapshot, Registry, and Mitigation Reports) Prepare for presenting the Risk Oversight Framework to the board | <ul style="list-style-type: none"> SLT to prepare the Risk Oversight Framework for Committee Review. This includes the Risk Snapshot, Registry, and Mitigation reports. Should focus on reporting the status of previously identified risks as opposed to revising the list of risks. |
| <p>Meeting Three (Apr/May 2023)</p> <ul style="list-style-type: none"> Work with management to conduct an in-depth review of key risks Review existing risks and their underlying metrics and evaluation Identify changes required to the Risk Oversight Framework | <ul style="list-style-type: none"> Review the existing risks and identify proposed changes to the key risks Engage in a working session with the Risk Committee to review: <ul style="list-style-type: none"> Suitability of currently identified risks Methodology of evaluating risks Appropriateness of the Oversight Framework as a reporting tool |
| <p>Meeting Four (Jul/Aug 2023)</p> <ul style="list-style-type: none"> Review the updated Risk Oversight Framework Prepare for presenting the Risk Oversight Framework to the board | <ul style="list-style-type: none"> Update the Oversight Framework to reflect the outcomes of the previous committee meeting. <ul style="list-style-type: none"> List of key risks Risk assessments Oversight framework structure and format |



Environmental, Social, Governance *Framework and Reporting*



Our Approach is Rooted in Global Values.

Our Framework? Curling Canada has been active in aligning with Goal #3 of the World Health Organization's Health-Related Sustainable Development Goals for Sport.

- **Raising awareness:** Reach people through advocacy and communication through sports events and athletes to impact on increased knowledge and behavior change for healthy lifestyles. Stimulate sports environments to promote the health and well-being of visitors, fans, players, employees, and communities, globally, nationally and locally.
- **Mainstreaming health:** Promotion of health and its benefits through physical activity and educational health promotion programs.
- **Keeping sports safe:** Strengthen health security of high visibility sports events in countries where major sports events take place are well prepared for health or safety issues related to sports events and mass gatherings. Assist in making sports safe by preventing injuries, social exclusion and violence.



The importance of working within an ESG (Environment, Social, Governance) Framework

At Curling Canada we recognize that ESG is:

- A framework for understanding the impacts Curling Canada has in the world.
- A description of the expectations society has of the organization
- A tool potential partners may use when choosing whether to invest.
- Documenting and improving ESG impact can help ensure Curling Canada maintains a social license to operate by aligning with expectations of the community and society that we operate in.
- ESG goals are not a substitute or replacement for the Vision and Mission of Curling Canada. Rather, ESG helps inform how Curling Canada achieves its objectives—as opposed to ESG defining what those objectives are.

For Curling we define ESG:

Environmental: The impact of Curling Canada on the environment and how we use and manage resources.

Social: How Curling Canada can have a material and positive impact across a range of societal factors.

Governance: How Curling Canada ensures it achieves its ESG commitments and how we ensure we act with integrity.



Our ESG Strategy

For Curling, our ESG strategy is to understand, define, create goals, measurements and accountabilities around three pillars:

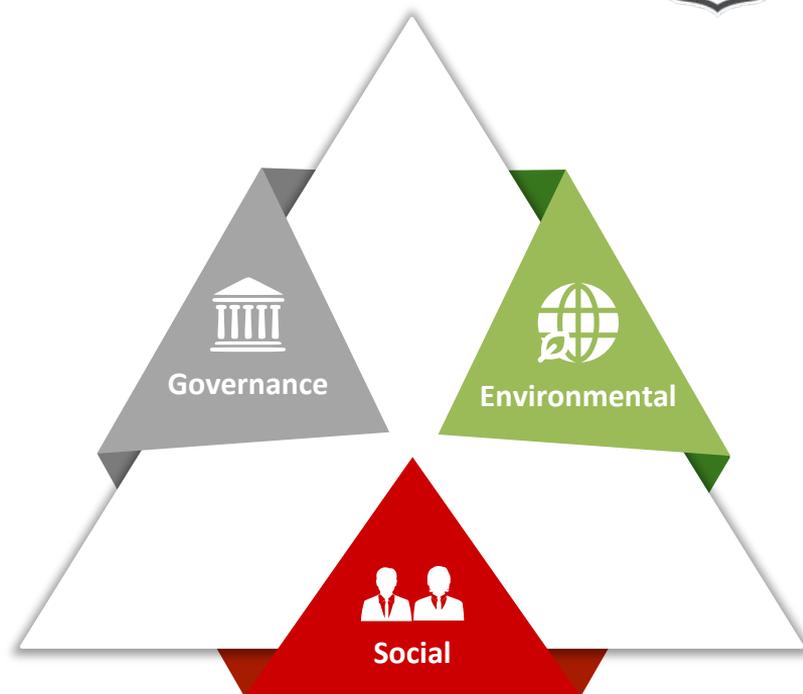
- **Environmental:** The impact of Curling Canada on the environment and how we use and manage resources.
 - Audit events, workplace, and “ice” making impact (clubs and venues) and deliver impact plan in 2023
- **Social:** How Curling Canada can have a material and positive impact across a range of societal factors.
 - Use inclusion lens to understand variety of diverse needs of community
 - Use Truth and Reconciliation principles to ensure Indigenous lands and their caretakers are honoured in our delivery.
- **Governance:** How Curling Canada ensures it achieves its ESG commitments and how we ensure we act with integrity.
 - Ensure ESG Goals are incorporated into measurements and are reported on for Board and Operations.



Curling Canada ESG Outputs

Curling Canada staff identified five commitments:

- Establishing an ESG oversight and reporting mechanism
- Continue to reduce the environmental impact of our events
- Integrating ESG practices into the club standards program
- Ensuring our Safe and Abuse-free Sport program sets and meets best practices
- Better sharing of the impact of our current initiatives

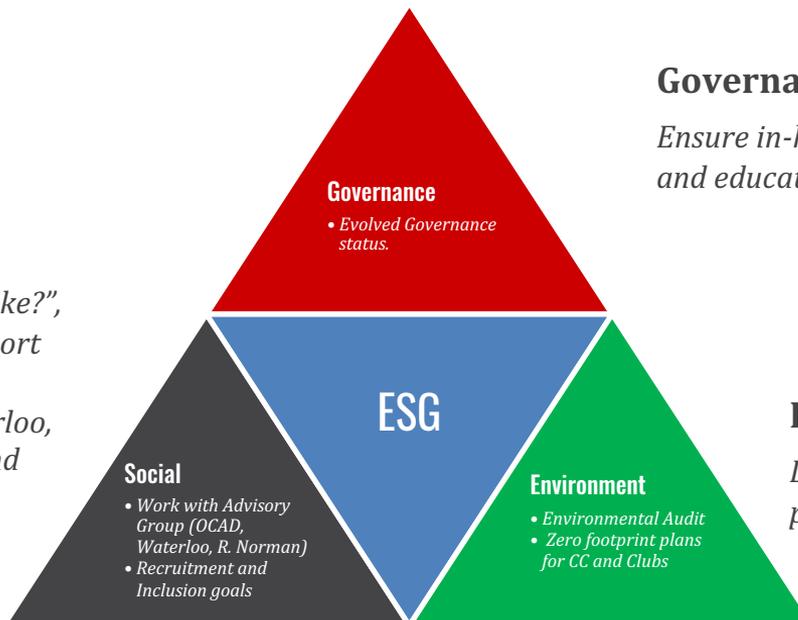




ESG Expertise and Advice

Social:

*Club audit "What does good look like?",
System project with R. Norman, Sport
Canada and OCAD/Toronto Met.,
Marketing programs with U Waterloo,
On-going DEI outreach projects and
pilots roll out.*



Governance:

*Ensure in-house governance expertise
and education for Board and MAs*

Baseline Audit:

*Deliver Environmental impact
plan for CC/Events/Clubs*