



**Prince Albert Golf & Curling Club  
Prince Albert, Saskatchewan**

## **STRATEGIC PLAN 2014**

May 4, 2014

# Table of Contents

Background, Introduction and context ..... Page 3

Strategic plan structure ..... Page 4

Mission Statement ..... Page 4

Values..... Page 5

Functional Teams ..... Page 6

Management Structure ..... Page 6

Communication & Marketing..... Page 7

Building & Facility Enhancement ..... Page 8

Membership Recruitment & Retention ..... Page 9

Revenue Generation ..... Page 10

Volunteers: Recruit, Train, Recognize & Retain..... Page 11

Year Round Programs & Services ..... Page 12

# **Prince Albert Golf And Curling Club Inc.**

## **Background Information**

The Prince Albert Golf and Curling Club Inc. was incorporated in 1966 as a non-profit corporation with the Objects, as stated in the by-laws, of advancing and promoting the games of golf and curling as competitive and recreational sports in the City of Prince Albert.

As a non-profit corporation, there are no shares representing ownership issued to any individuals or organizations. The non-profit corporation is directed by a membership base who choose to use and participate in the recreational programs and activities organized by this entity. The membership base provides a group of volunteers who are selected to serve on a 14 member Board of Directors and who are given the responsibility of directing the affairs of the entity on their behalf.

The facilities which are owned and operated by the PAGCC included the main building complex with a capability of housing a 10 sheet curling rink, restaurant and lounge , a number of banquet and meeting rooms, golf pro shop building and a vehicle parking area.

## **Context for the Strategic Plan**

Like many curling centres around the province and across the country, the Prince Albert Golf & Curling Club (PAG&CC) is struggling financially and is hurt by a lack of participation at all levels. The Canadian Curling Association's Business of Curling Program was established to address these issues and to foster a climate of, and commitment to, continued improvement by centres across the country.

The PAG&CC is struggling to find its footing after declining enrolment in curling leagues, less participation in bonspiels. More than half the people participating in curling at the centre are playing in, or qualify to, curl in our senior leagues.

The financial situation of the centre is further complicated by a feeling among curlers that dues are too high and benefits too small. A less than aggressive approach to staffing and promoting the dining/lounge facility has led to the facility to being under-utilized and under-funded by participants.

In June 2013, members of the club attended a symposium held by the CCA and CurlSask to support the development of curling. The symposium offered a number of workshops designed to share information, increase awareness of marketing possibilities and networking opportunities. Individuals presented a report to the board and it was unanimously and enthusiastically decided to take advantage of the CCA Business of Curling Program and develop a Strategic Plan. The Strategic Plan was formulated over three days in a May 2014 workshop facilitated by Jack Bowman, with 24 participants representing, curling and golf. Currently, the Strategic Plan is in its infancy, but the original participants plan to meet again in 2014 to prioritize items which need to be completed prior to and during, the coming curling season.

# Strategic Plan



What do we have?



Why are we here?



Where we want to go?



How do we get there?

- Vision
- Objectives
- Strategies
- Outcomes

## **Mission Statement:**

*The Prince Albert Golf & Curling Club provides a welcoming, accessible, year round environment for people of all ages and abilities to build friendships, sportsmanship and skill development through sports, social and leisure opportunities.*

# Values:

## Overall Operational Values

**Fiscally responsible:** A well managed organization that will provide our users with the best curling experience at the most effective cost.

**Member service and benefits:** are our number one priorities but we are sensitive to and try to cater to others.

**Open and transparent:** in all that we plan and do.

**Engaged;** in two way communication with our members and other stakeholders.

**Promote and protect:** the integrity of the sport of curling.

**Maintain a positive environment:** with staff and others who use our facility, both on and off the ice.

**Pursue operational excellence:** and continually seek ways to improve

## Core Values

**Leadership:** We are proud of curling in Saskatchewan & strive continually to improve our performance in all areas.

**Open – Mindedness:** We are approachable & accessible & listen to our members & stakeholders with an open mind.

**Innovation:** We are a dynamic organization that grows through the adoption of innovative ideas.

**Integrity:** Our decision making processes are fair, ethical & transparent & based on our extensive knowledge of sport development & curling.

**Responsibility:** Our operations are based on responsible administrative practices & sound fiscal policy.

## Core values---- CurlSask

**Family:** We are a community of individuals that acts like a family that is connected and passionate about the sport of curling

**Excellence:** We are committed to do our very best at all times, to achieve high standards

**Commitment:** We align both personal and corporate goals to enable a commitment to succeed so that the organization will be successful for all

**Integrity:** We act in a fair, consistent and forthright manner which enables honorable delivery of our programs and services

**Respect:** We show respect by collaborating, communicating and cooperating with all our members, partners and stakeholders

**Transparency:** We act in an open man

## **Functional Teams:**

- a) Management Structure
- b) Communications & Marketing
- c) Building & Facility Enhancement
- d) Membership Recruitment & Retention
- e) Revenue Generation
- f) Volunteers: Recruit, Train, Recognize & Retain
- g) Year Round Programs & Services

### **a) Management Structure**

#### **Vision**

- Board has policy /direction / handbook
- Roles & Responsibilities of Board of Directors, and teams / committees defined
- Updated constitution / bylaws and they are adhered too
- All board members are qualified
- Succession plan is in place for board members
- Management structure
  - General Manager (overall operations)
  - Food & beverage manager & / or lease
  - Ice Tech
  - Maintenance Manager
  - Curling Co-ordinator / bookkeeper

#### **Objectives**

- Assign a strategic planning team / committee
- Monitoring / review
- Minimum one board member on each of the strategic teams
- Review / develop policy, articles, bylaws and procedure handbook every 2 years
- Develop Board of Directors Responsibilities handbook
- Determine Board structure
  - Number of Board members
  - Length of term / succession plan
  - Number of terms you can serve
  - Develop Board member qualifications
  - Job description for General Manager
  - Hire General Manager
  - Work with GM in developing job descriptions & hiring staff

## **b) Communication & Marketing**

### **Vision**

- SWAG – PAG&CC brooms, hats, lunch kits, water bottles, pins, clothing, name tags
- Media
  - radio – on site promos
  - facebook, twitter, website
  - print – glossy ads, papers
  - CurlSask website
  - Enewsletter
- Signage
  - Digital sign on 22nd Street
  - Mural on building
  - Sign on 2nd Avenue
- Open House
  - Curling
  - Equipment swap / Team Calcutta
  - Parent/child/grandparent
  - User information available re: board, \$, etc.
- My Place
  - Generate a net profit
  - Menu into hotel rooms & phone book
  - Website
- Members
  - E-list, Demographics , Connections to assets
- Pro Shop - Sales world wide & distribution
- Market to service groups & clubs & personal
  - Off season use, Off ice facilities

### **Objectives**

- Establish a communication & marketing committee
- Develop an effective internal communication system – chair, vice chair, committee members
- Utilize external communication services to promote club activities – member list, elist, newsletter, survey monkey
- Create a co-ordinated advertising program – seek professional advice
- Rebrand to Golf & Curling Center
- Create an on & off ice rental package / promos
- Create an off season rental package / promo
- Develop a plan to provide members with promo products – SWAG / purchase
- Attend community events to promote curling – street fair, expos
- Collaborate with programs / services to bid for and promote major events
- Provide stakeholders with transparent information – player members, city, sponsors – budget, staffing, promotions, business plan

## **c) Building & Facility Enhancement**

### **Vision**

- Develop Revenue Committee – team
- Review & establish membership regarding food & beverage up front
- Food & beverage “sponsor” outside sporting bodies – flag football, slopitch, soccer,
- Food & beverage lease
- Review & establish a charitable arm for PAG&CC – legacy foundation
- Grant making review & writing teams ensure all grants applied for
- Naming rights – put a time frame & dollar value
  - Name rooms
  - Name whole complex
- Review fee structure & proper structure & costs
- Review sponsorship & advertising
  - Cost vs value
  - Sign” appeal” – size
- Golf cart sales – food & beverage

### **Objectives:**

- Kitchen - To meet Health Canada Standards by fall 2014
- Meeting facilities – upgrade all facilities
- Ice surface
  - Floor
  - Furnace
  - Lighting
- Interior/Exterior – improve accessibility to building – in / out
- Viewing area – to obtain better use of viewing area
- Lounge / Tee Room – to maintain general upkeep
- Parking lot – improve
- Deck – direct access from building & upgrade furniture/floor
- Storage / mechanical – organize



## **d) Membership Recruitment & Retention**

### **Vision**

- We need more exposure (personal contact) and advertisement to encourage public awareness ex. Print, radio, tv, email
- We need more encouragement & exposure within our club of achievements
- We need outside exposure ex. Signs, murals
- We need an open house – minimal fee with coupon – show methods of delivery include instruction
- We need to expose our facility to other minority groups.
- Obtain membership data
- Retention
- We need to be inclusive & flexible. Communication is a must need.
- We need to understand and find out reasons for leaving curling
- Communicate a need to accommodate their barriers
- We need to identify & validate concerns
- Annual survey
- Total membership to 400+
- Aboriginal opportunities
- Women's leagues filled to capacity

### **Objectives:**

- Create membership team including all leagues
- Create membership data base
- Identify groups to recruit
  - Aboriginal, Immigrant, Adult female, Youth, Shift workers
- Define value for membership
- Orientation for new members – name tags, mentor
- Membership retention
  - Buddy system / personal contact / non returners
  - Email
- Develop strategies to attract members
  - Learn to curl
  - Open house
  - Recreation league
- Network – realtors agencies, facilitate chamber of commerce, welcome wagon
- Encourage carry over from school program to youth curling
- Create a strategy to communicate member concerns
- Have a presence in community events
- Network with outside user groups
- Bi - annual feedback / survey

## **e) Revenue Generation**

### **Vision**

- Finance Committee (Team) – Board of Rep & others with expertise
- Fees
  - Curling fees, Building fees ,Membership fees
- Food & Beverage fee
  - Gold cards - \$1000 on account, Time limit
- Special events
  - Lottery , Spring fling – 20 – 25 year group
  - Dry floor – Cosmo Home Show, Model Trains
  - Golf carts
  - In house – Rib Tickler, Duelling Pianos
- Food & Beverage
  - Sponsor ball teams, soccer, etc. , Beer & pizza – starter
- Legacy Foundation Funds – bequests in estates, wills – local, donor understands
- Grants
  - Grant writer – technique – handbook
  - Sources – provincial, federal, private, foundations, MAP grants, casinos, community service (Jody Boulet)
- Sponsorship
  - Website, on ice, signage (policy)
  - Off ice
- Naming Rights - \$X - \$300,000 - \$900,000
- Rentals
  - Facilities
  - Big events – off –site – ie. Canadian & World Events
  - Work with city – Destiny Marketing

### **Objectives**

- Develop revenue generation team
- Identify all grant opportunities
  - Identify dedicated grant writer
- Investigate if PAG&CC could create own foundation
- Review sponsorships and advertising
- Develop in kind strategies
- Review curling fee structure
  - including ice rental
- Review member privileges
  - Gold cards
  - Tab privileges
  - Gift certificates
- Develop in house social events

## **f) Volunteers: Recruit, Train, Recognize & Retain**

### **Vision**

- □ Well informed group of motivated people co-ordinating events in the centre under Volunteer Management Team
- Establish a list of volunteer needs – based on annual plan
  - Office help
  - Ice cleaning
  - Updating data base / website
  - Clean up – painting / renovations
  - Making ice / taking out ice
  - Special event – Spring Fling
  - Competitions
- Recruiting –
  - Job descriptions for volunteers
  - Mentoring
  - One on one recruitment – with job description including time commitment
- Retention - Recognition for all volunteers – certificates, coupons, thank you's
- “Feel good” atmosphere
- Well organized
- Recognize – in club & outside club
- Nominate some for CurlSask & CCA awards
- Supply training - those doing jobs now write job descriptions i.e. Sr Men's in-service for instructing students
- “why do we volunteer” – financial & members develop a sense of ownership of the club – involvement builds commitment
- Succession plan in place

### **Objectives**

- Compile a list of all members - A
- Create Volunteer Management Team - A
- Create volunteer job description with time frame for each – A
- Develop volunteer handbook & volunteer log book - A
- Develop volunteer recognition program
- Establish mechanism for feedback
- Use volunteers for formatting grant applications, office help, junior instruction,
- Establish chairs for major events
- Establish training practices / handbook
- Establish list of volunteers for centre
- Develop retention & succession plan

## **g) Year Round Programs & Services**

### **Vision**

- All leagues full & weekends
- Fun curl
- LTAD – long term athlete development
- Full junior / high school league
- Skill development clinics – adult learn to curl
- Analyze food & beverage service with end result of profitable service
- Weekends busy with bonspiels, families, kids, first nations, - curlers
- Rocks & Rings
- Communication about programs
- Review insurance yearly to insure best practices
- □ Tournament of Hearts – Art Hauser – bid committee to set 5 year plan – region, provincial, national events,
- Fundraiser fun spiels – support existing groups & expand
- Partnership with hockey & soccer – other sports
- Stick league, Doubles, Six pack – 6 weeks, 6 ends, 6 curlers, 6 beer
- Fun opportunities
- Dry floor rentals
  - Grads
  - Ball practices
  - Garage sales – parking lot
  - Farmers market
  - Trade shows
  - Golf show
  - Virtual golf – 2 sheets, not used – close in
  - Pool hall
  - Over 2 sheets – 2 floors & rent top floor for businesses

### **Objectives**

- Tournament of Hearts hosting application
- Sponsor Recognition
- Leagues Full – men, ladies, sr. men, afternoon ladies, junior/high school, open
- Implement FunCurl – 6 – 8 year olds (LTAD)
- Ensure all weekends are full – cash spiels, etc.
- Skill development clinics / coaching
- Food service meets the needs of members
- Partner with charities, local organizations, businesses & clubs
- New leagues
  - 6 pack, short term, doubles
- Promote dry floor rentals