



2024 - 2027 STRATEGIC PLAN

Sustaining ↗ Bolstering ↗ Growing



2024 - 2027 STRATEGIC PLAN

(Draft as of November 2, 2024)

VISION

An outstanding program of enjoyable and safe curling provided in an inclusive and positive atmosphere for 2SLGBTQIA+ people and allies of all skill levels in the National Capital Region.

VALUES

- **Fair and Safe Play.** Curling is at the core of our activities. We value fair play that includes respect for curling, league rules and play etiquette, and that promotes safe practice of the game.
- **Inclusive and Respectful Space.** We embrace all those from the 2SLGBTQIA+ community and allies, and aim to give equal access and opportunities to all people irrespective of race, gender, ability, medical or other need. We aim to treat everyone with respect, fairness, and understanding regardless of gender, sexual orientation, gender identity, ethnicity, or ability, and we aim to create a space free of discrimination.
- **Camaraderie and Friendliness.** Be it during on-ice or off-ice activities, we value social interaction that includes mutual trust and friendship between members on their team, between teams, and among all members. We aim to see members mix and intermingle and enjoy the social aspects of curling and the league in a fun, friendly and considerate manner.
- **Stewardship and Transparency.** Our executive committee endeavors to be excellent stewards of the league and to ensure the league is managed and administered in a responsible, effective and sustainable manner. We strive to be available to and engage with members, to be open, honest and transparent in conducting league business, and forthcoming with information about league direction, executive decisions, and financial status.

STRATEGIES (2024-2027)

- **Sustain**. By many measures, the league continues to operate very well, and members and key stakeholders are largely satisfied with the league. Membership continues to be full, with low turnover, and there is a steady demand to join. Over the next three years, the league will continue to deliver on the many facets of its curling and social activities that have proven to be strong parts of its fabric for many years.
- **Bolster**. With high satisfaction levels and continued demand for membership, there still is room to refine aspects of the league to add further value to the members. Over the next three years, the league will explore and introduce changes and new activities, both on and off-ice, in an effort to further strengthen the league and to sustain it for years to come. This may include refinements to how the league is structured, managed and administered.
- **Grow**. Demand to join the league continues to be steady, even with a limited attraction campaign in place. Over the next three years, the league will further explore options to expand the size of the league, if expansion is possible and desirable. The league will also explore ways of diversifying its membership to ensure that we are achieving our vision of being an inclusive league for 2SLGBTQIA+ people and allies of all skill levels.

THREE FOUNDATIONAL PILLARS

The 2024 - 2027 Strategic Plan is built on three foundational pillars that align to how the league currently operates and to the strategic plan's goals and objectives.

Pillar 1

On-ice Program
and Activities

Pillar 2

Off-ice Program
and Activities

Pillar 3

League Management
and Administration

MAJOR GOALS AND OBJECTIVES

<u>GOALS</u>	<u>OBJECTIVES</u>	<u>POSITIONS RESPONSIBLE</u>	<u>TIMELINE</u>
<p>1. <u>Sustain What Works Well</u> <i>Maintain key facets of the past and current on-ice activities.</i></p>	<p>1.1 <u>League Configuration</u>. Continue in the short term with 42 teams, six divisions, three rounds, two teams up/down per round, third round results for season winners.</p>	<ul style="list-style-type: none"> ● Membership Coord ● Drawmaster 	<ul style="list-style-type: none"> ● 2024-2025 ● 2025-2026
	<p>1.2 <u>Annual Schedule</u>. Adjust annual and round schedules to limit the number of games falling on long weekends.</p>	<ul style="list-style-type: none"> ● Drawmaster 	<ul style="list-style-type: none"> ● 2024-2025
	<p>1.3 <u>Scoring/Standings</u>. Continue with the current scoring approach for games and each round and use the third-round standings for recognition awards at the end of the season. This includes the ladder approach to two teams going up or down in each round.</p>	<ul style="list-style-type: none"> ● Drawmaster ● Webmaster 	<ul style="list-style-type: none"> ● 2024-2025 ● 2025-2026
	<p>1.4 <u>Funspiels</u>. Starting in 2024-2025, explore reintroducing one to two funspiels each year to allow interchange of play among curlers and skill levels, and for the fun and camaraderie.</p>	<ul style="list-style-type: none"> ● Social/Promo Coord(s) ● Player Dev Coord ● Executive Volunteers 	<ul style="list-style-type: none"> ● 2024-2025
<p>2. <u>Changes and Improvements</u> <i>Change and improve some existing on-ice activities and introduce new on-ice activities.</i></p>	<p>2.1 <u>Aggregate Scoring</u>. Refine the aggregate scoring approach trialed in 2023-2024 and pilot it again for 2024-2025 with a view to adding more recognition awards at the end of the season.</p>	<ul style="list-style-type: none"> ● Drawmaster ● Webmaster 	<ul style="list-style-type: none"> ● 2024-2025
	<p>2.2 <u>Play-offs</u>. Explore ways to revise the three-round approach to include end-of-season plays-offs starting in 2025-2026.</p>	<ul style="list-style-type: none"> ● Drawmaster ● Executive Volunteers 	<ul style="list-style-type: none"> ● 2024-2025 (Explore) ● 2025-2026 (Implement)

<u>GOALS</u>	<u>OBJECTIVES</u>	<u>POSITIONS RESPONSIBLE</u>	<u>TIMELINE</u>
	2.3 <u>Drop-in Pick Up Games</u> . For 2024-2025, pilot two to three drop-in pickup games on a different day than Sunday, targeted at members on the spares' list and regular members seeking to play more to develop their skills.	<ul style="list-style-type: none"> ● Executive Volunteer ● Drawmaster ● President 	<ul style="list-style-type: none"> ● 2024-2025 ● 2025-2026
	2.4 <u>Try Curling Event</u> . For 2025-2026, introduce a "try curling event" targeted at prospective members on the waiting list and the wider community. Couple the try curling event with a league social event so prospective members have an off-ice opportunity to mix with league members.	<ul style="list-style-type: none"> ● Player Dev Coord ● Social/Promo Coord(s) ● Communications Coord 	<ul style="list-style-type: none"> ● 2025-2026 ● 2026-2027
3. <u>Player Development</u> <i>Rationalize and expand player development activities.</i>	3.1 <u>Beginner Clinic</u> . Continue offering the start-of-season beginner's clinic each year.	<ul style="list-style-type: none"> ● Player Dev Coord ● Communications Coord ● League Volunteers 	<ul style="list-style-type: none"> ● 2024-2025
	3.2 <u>Beginner/Intermediate Training</u> . Formalize an approach to offer a beginner and intermediate training session in-season each year.	<ul style="list-style-type: none"> ● Player Dev Coord ● Communications Coord ● League Volunteers 	<ul style="list-style-type: none"> ● 2024-2025
	3.3 <u>Advanced Training</u> . Starting in 2024-2025, introduce an annual or biennial training clinic aimed at developing game strategy skills.	<ul style="list-style-type: none"> ● Player Dev Coord ● Communications Coord ● League Volunteers 	<ul style="list-style-type: none"> ● 2024-2025
4. <u>Bonspiel</u> <i>Continue with and review the Over the Rainbow Bonspiel (OTRB).</i>	4.1 <u>For 2025</u> . Continue with the bonspiel in late January 2025 in a similar approach to 2024.	<ul style="list-style-type: none"> ● Bonspiel Chair(s) 	<ul style="list-style-type: none"> ● 2024-2025
	4.2 <u>Beyond 2025</u> . Conduct a deeper review in March-April 2025 to determine the nature of the OTRB in the years ahead given the OTRB turns 25 years old in 2027 and the RRCL would host nationals in 2030.	<ul style="list-style-type: none"> ● Bonspiel Chair(s) ● Communications Coord 	<ul style="list-style-type: none"> ● 2025-2026

<u>GOALS</u>	<u>OBJECTIVES</u>	<u>POSITIONS RESPONSIBLE</u>	<u>TIMELINE</u>
5. <u>Nationals</u> <i>Clarify process of and support for Nationals' Playdowns.</i>	5.1 <u>Process Clarification</u> . Starting in 2024-2025, solidify and document in the by-laws the annual process used to identify teams for the nationals.	<ul style="list-style-type: none"> ● President ● Drawmaster ● Executive Volunteer 	● 2024-2025
	5.2 <u>Team Support</u> . Determine the best option(s) to support teams attending the nationals and provide decided support to those teams (e.g. financial, equipment, sponsorship).	<ul style="list-style-type: none"> ● President ● Drawmaster ● Executive Volunteer 	● 2024-2025
6. <u>Social Events</u> <i>Review and re-balance the mix of annual social activities, maintaining some activities and introducing others.</i>	6.1 <u>Key Social Events</u> . Maintain the summer event, holiday and year-end banquets, and continue to provide two to three social events during the in-season rounds.	<ul style="list-style-type: none"> ● Social/Promo Coord(s) ● Communications Coord ● League Volunteers 	<ul style="list-style-type: none"> ● 2024-2025 ● 2025-2026 ● 2026-2027
	6.2 <u>Social Night Options</u> . Maintain some of the game night options such as euchre, trivia and bingo, while exploring other options such as karaoke, live music, wine/beer tasting, etc.	<ul style="list-style-type: none"> ● Social/Promo Coord(s) 	<ul style="list-style-type: none"> ● 2025-2026 ● 2026-2027
7. <u>Outreach</u> <i>Strengthen the league's outreach to show the league's presence in and contribution to the 2SLGBTQIA+ community.</i>	7.1 <u>Capital Pride</u> . Endeavour to have a presence at Capital Pride each year.	<ul style="list-style-type: none"> ● Social/Promo Coord(s) ● Communications Coord ● League Volunteers 	● 2024-2025
	7.2 <u>Winter Pride</u> . For 2024-2025, examine the option to participate in Winter Pride.	<ul style="list-style-type: none"> ● Social/Promo Coord(s) ● Communications Coord ● League Volunteers 	● 2024-2025
	7.3 <u>Stakeholder and Community Engagement</u> . Over 2024-2025, identify which stakeholders and community groups the league needs to actively engage with and lay out a three-year view of which groups to engage with during the season and in what manner.	<ul style="list-style-type: none"> ● Social/Promo Coord(s) ● Communications Coord ● President ● Executive Volunteer 	● 2024-2025

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	7.4 <u>Other Outreach</u> . Be prepared annually to participate in a few outreach activities as they arise on an impromptu basis, such as 2SLGBTQIA+ days with local professional sports teams, invites to help school students with curling, etc.	<ul style="list-style-type: none"> ● Social/Promo Coord(s) ● Communications Coord ● League Volunteer 	<ul style="list-style-type: none"> ● 2024-2025 ● 2025-2026 ● 2026-2027
	7.5 <u>Link Outreach to In-reach</u> . Linked to the league's player development and social activities, plan for which activities the league can invite targeted stakeholders and community groups to experience curling and/or socialize with league members. (See 2.4)	<ul style="list-style-type: none"> ● Social/Promo Coord(s) ● Player Dev Coord ● Membership Coord ● Communications Coord 	<ul style="list-style-type: none"> ● 2025-2026
	7.6 <u>Membership Attraction</u> . Through 2024-2025, continue to raise awareness about the league, attract members, accept registrations, maintain a waiting list and promote participation through the spares list when the league is full.	<ul style="list-style-type: none"> ● Membership Coord ● Communications Coord 	<ul style="list-style-type: none"> ● 2024-2025
	7.7 <u>Membership Growth</u> . Develop a more detailed and targeted attraction campaign for 2025-2026 and 2026-2027, if needed, as possible league expansion options are explored.	<ul style="list-style-type: none"> ● Membership Coord ● Communications Coord ● President 	<ul style="list-style-type: none"> ● 2025-2026 ● 2026-2027
8. <u>League Operations</u> <i>Review and update facets of the league's</i>	8.1 <u>Update Bylaws</u> . Review and update the league's bylaws and put the revised bylaws forward to the members to ratify.	<ul style="list-style-type: none"> ● Secretary ● Executive Volunteer 	<ul style="list-style-type: none"> ● 2024-2025

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<p><i>management and administration to further strengthen and sustain the league.</i></p>	<p>8.2 <u>Executive Positions</u>. Review and potentially revise the executive committee positions, with specific consideration to:</p> <p>a. Breaking the social events and promotions position apart to better cover social events planning and internal communications (in-reach) and external events and promotions (outreach).</p> <p>b. Better align and consolidate work to cover communications content for emails, website and social media platforms.</p> <p>c. Establishing a position for player development activities.</p>	<ul style="list-style-type: none"> ● President ● Secretary ● Executive Coord 	<ul style="list-style-type: none"> ● 2024-2025
	<p>8.3 <u>Liability Coverage</u>. In 2024-2025, undertake measures to secure directors' liability coverage for the executive committee.</p>	<ul style="list-style-type: none"> ● President ● Treasurer ● Executive Volunteer 	<ul style="list-style-type: none"> ● 2024-2025
	<p>8.4 <u>Membership Waiver</u>. For 2024-2025, review and update the membership waiver form.</p>	<ul style="list-style-type: none"> ● Membership Coord 	<ul style="list-style-type: none"> ● 2024-2025
	<p>8.5 <u>League Incorporation</u>. Towards 2026-2027, re-examine the option to incorporate the league.</p>	<ul style="list-style-type: none"> ● President ● Treasurer ● Executive Volunteer 	<ul style="list-style-type: none"> ● 2026-2027

<u>GOALS</u>	<u>OBJECTIVES</u>	<u>POSITIONS RESPONSIBLE</u>	<u>TIMELINE</u>
	<p>8.6 <u>Transparency</u>. Continue to increase transparency of the league's operation, management and administration so it is better understood by the members by:</p> <p>a. Increasing members' knowledge of who are the executive members.</p> <p>b. Continuing to post executive committee meeting minutes, that include financial reports, on the league's website.</p> <p>c. Continuing with an end-of-year survey for members each year.</p> <p>d. Continuing with the publication of an annual report.</p> <p>e. Starting in 2024-2025, hold an annual general meeting (AGM) of members.</p>	<ul style="list-style-type: none"> ● President ● Secretary ● Membership Coord ● Communications Coord 	<ul style="list-style-type: none"> ● 2024-2025
<p>9. <u>League Expansion</u> <i>Continue to explore league expansion beyond 42 teams, if possible and begin laying the groundwork for expansion over 2025-2026.</i></p>	<p>9.1 <u>League Expansion</u>. Towards 2026-2027, re-examine the option to expand the league.</p>	<ul style="list-style-type: none"> ● President ● Membership Coord ● Treasurer ● Drawmaster 	<ul style="list-style-type: none"> ● 2025-2026 ● 2026-2027