

# **Strategic Plan**

## **May 1, 2022**

**to**

## **April 30, 2025**

### **Introduction**

Founded in 2009, Curl Moncton was created as part of the amalgamation of Moncton's three existing curling clubs: Curling Beausejour, the Beaver curling Club and the Moncton's Curling Association. The partnership allowed the sport of curling to thrive in the city of Moncton. Curl Moncton, currently houses ten sheets of ice for leagues of all levels, is one of the most well-known clubs in Atlantic Canada. We embrace all levels of curling from beginners to competitive. In January 2019 Curl Moncton completed its expansion from five to ten sheets of ice and opened its doors to welcome the community. During its first full year of operating the expanded facility Curl Moncton fell significantly short of its revenue targets and was without the means to service its long-term debt to the City of Moncton for which the first payment was due in October 2020. The financial situation was exacerbated by the COVID-19 pandemic which forced the facility to close its doors six weeks before the end of the season and to cancel all summer activities including curling camps, summer bonspiels and social events

Curl Moncton re-opened its doors in October 2020 not knowing the full implications of the COVID-19 pandemic but hopeful for the coming season. Unfortunately, only 40% of members returned for the season, Wedgewood Hall (the catering arm) was unable to open cost-effectively, all but one special curling event was cancelled and bar sales plummeted 87%. Curl Moncton was forced to close for the remainder of the season in January 2021. With virtually no revenues, Curl Moncton accumulated over \$100,000 in outstanding accounts payables by year end despite having applied for and receiving several COVID-related government grants, loans and subsidies. Curl Moncton and the City of Moncton Working Group collaborated to develop a strategic plan to ensure Curl Moncton's success in being a successful community curling facility that is financially successful.

This strategic plan sets out objectives and targets structured in accordance with the four key areas addressed by the City working group.

The continuing uncertainty of the COVID pandemic renders planning for the 2021-22 curling season difficult: not knowing whether members will return, whether Curl Moncton will be forced

to close if the fourth wave of COVID takes hold and whether the planned special events will be able to take place. Furthermore, Curl Moncton is beginning 2021-22 in a deficit position: (1) it is carrying-over outstanding accounts payable of approximately \$30,000 and (2) it has lost net revenues of approximately \$50,000 from being unable to host events between May 1, 2021 and October 12, 2021. While Curl Moncton will strive to increase its revenue base in the current fiscal year, **this strategic plan and its targets will come into force on May 1, 2022**. However, Appendix I is an action plan for what must be done in 2021-22 in order to be positioned to implement the plan on May 1, 2022. This action plan will be monitored closely by the Board so that corrective action is taken when it appears that targets are not going to be met.

## Financial Viability

**Strategic Objective:** Achieve and maintain financial viability for Curl Moncton.

**Target:** Increase net revenues by \$100,000 in year one, \$125,000 in year two and \$150,000 in year three over the baseline year of 2019-20.

### Sub-Objectives:

#### Curling:

**Objective:** Develop multi-year curling plans with clear objectives, timeframes and targets for league play, youth league, ice rentals and special events.

#### Target:

	Base Year	2022-23	2023-24	2024-25
<b>Membership fees</b>	\$131,730	\$156,700	\$174,400	\$178,900
<b>Corporate Rentals</b>	\$ 10,700	\$ 20,700	\$ 25,700	\$ 30,700
<b>Special Events</b>	\$ 25,900	\$ 30,900	\$ 30,900	\$ 35,900
<b>Total</b>	\$168,330	\$208,300	\$231,000	\$245,500

### Activities:

- Approve a new membership fee structure for the upcoming curling season and each year thereafter (Aug. 15, 2021 and ongoing). An increase of \$150 for a full daytime membership will generate an additional \$6,000 in each of the next three years; an increase of \$200 for mixed doubles will generate an additional \$6,000 per year.
- Increase the number of full adult memberships by 5% in year one, from 450 to 472 (\$14,300), by 10% year two, from 472 to 519 (\$32,000) and by 10% in year three, from 519 to 570 (\$36,500), assuming a 5% increase in fees year over year.
- Grow the leagues by making them more accessible to all skill levels through the introduction of new leagues and finding/creating teams for new members. (April 2022)
- Create incentives for new members to join and for members to recruit new members. (Oct. 2021)
- Expand the youth program through school outreach in all three communities and reaching out to youth organizations such as Boys & Girls clubs, YMCA and after-school programs (April 2023 and ongoing).
- Increase the number of corporate ice rentals to generate new revenues of \$10,000 in year

one, \$15,000 in year two and \$20,000 in year three by promoting/marketing Curl Moncton through the Chamber of Commerce membership (Oct. 2021), by joining Eventective (Oct. 2021), by running a social media marketing campaign (Nov. to Dec. 2021 and ongoing) and by creating business/community contacts through the membership.

- Review the corporate rental fee structure in September 2021 and annually thereafter.
- Increase the number of special events hosted each year to generate new revenues of \$5000 in years one and two (host an LGBTQ event in July 2022 and each July thereafter), and \$10,000 in year three (host a national event: determine City’s interest in hosting the Brier, the Scotties or a World event).

**Bar/Food Services**

**Objective:** Increase the profitability of the curling bar and its contribution to the financial viability of Curl Moncton.

**Target:** increase revenues by \$4,000 in year one, \$5,000 in year two and \$6,000 in year three

	<b>Base Year</b>	<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>
<b>Premium offerings</b>		\$1,000	\$1,000	\$1,000
<b>Standard pricing</b>		\$2,000	\$2,000	\$2,000
<b>Special Events</b>		\$1,000	\$1,000	\$2,000
<b>Food service</b>			\$1,000	\$1,000
<b>Total</b>	\$39,220	\$43,220	\$44,220	\$45,220

**Activities:**

- Review product offering and bar pricing to increase profitability and to ensure that the bar can sustain necessary capital improvements (Oct. 21, 2021 and ongoing). Ensure that appropriate margins are in place. (See Appendix II for revised pricing.)
- Add new premium offerings at the bar at premium prices (Oct. 2021) and generate \$1000 per year.
- Eliminate club prices; one standard price for each product sold (Oct. 2021) and generate additional \$2000 per year.
- Modify product offerings on an on-going basis to better satisfy customer demand and to eliminate poor-selling products (Oct. 2021 and ongoing).
- Addition of special events (as above) will generate \$1000 new revenue in years one and two and \$2000 of revenue in year three.
- Develop list of necessary improvements that will enhance the bar experience (April 2022),
- Food service available at the bar (April 2024) increasing revenues by \$1000 per year, ongoing.

**Wedgewood Hall**

**Objective:** Improve the efficiency of operations, enhance the facilities through capital improvements and increase the contribution to the financial viability of Curl Moncton.

**Target:**

	<b>Base Year</b>	<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>
<b>Kitchen Rental &amp; Food Markup</b>	\$23,565	\$30,000	\$30,000	\$30,000
<b>Wedgewood Hall</b>	\$ 8,795	\$13,795	\$18,795	\$23,795
<b>New Curl Moncton Functions</b>				\$15,000
<b>New Employee</b>				(15,000)
<b>Total</b>	\$32,360	\$43,795	\$48,795	\$53,795

#### **Activities:**

- Rent the commercial kitchen to an on-site caterer to provide food services to Curl Moncton (RFP issued September 20, close on Oct. 8, 2021, selection by October 24, 2021). (NB: the revenues generated through this rental, along with a Curl Moncton mark-up on food services, will offset the loss of revenues to Curl Moncton from operating Wedgewood Hall itself.)
- Apply for government grants to fund capital improvements (see Government Grants below)
- Solicit in-kind donations for capital repairs (Dec 31, 2021: to be requested: Kent Building supplies \$10,000, ceiling tiles; Home Hardware \$10,000 building supplies for the new bar and re-fitted proshop; Wilsons Security \$10,000 for new cameras).
- Increase the number of functions hosted by Wedgewood Hall by creating a committee (Oct. 1, 2021) to develop ideas for new community functions such as Trivia night, Bingo night, Bridge parties, members' dances and events such as a Christmas party, Valentine's dance, St. Paddy's festivities, etc. (Dec. 31, 2021) and an action plan to ensure implementation by Sept. 1, 2022.
- Employee in place to manage rentals (April 2023 and ongoing) with mandate to increase Curl Moncton hosted functions, such as Christmas and other social parties, corporate rentals etc. with the goal to replace their salary (\$15,000). (April 2025)
- Join Eventective (Oct. 2021)

#### **Room Rentals**

**Objective:** Rent the dance studio and accounting office to long-term tenants to generate revenues that contribute to the financial viability of Curl Moncton.

#### **Target:**

	<b>Base Year</b>	<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>
<b>Wedgewood Hall</b>	\$11,000	\$ 9,000	\$ 9,000	\$ 9,000
<b>Dance studio</b>	\$ 1,575	\$ 7,200	\$ 7,200	\$ 7,200
<b>Accounting Office</b>	n/a	\$ 4,800	\$ 4,800	\$ 4,800
<b>Total</b>	\$12,575	\$21,000	\$21,000	\$21,000

**Activities:**

- Seek long-term tenants by establishing contact with the Chamber of Commerce and advertising via various on-line marketplaces (Nov. 30, 2021)
- Approach the church to determine whether they plan to rent Wedgewood Hall on a weekly basis (\$7,200 per year) or find another tenant
- Have tenants in place by January 1, 2022.
- Review rental rates annually (ongoing each year-end)

**Pro-shop**

**Objective:** Create an inviting shopping experience to increase the volume of sales.

**Target:**

	<b>Base Year</b>	<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>
<b>Proshop</b>	\$23,000	\$28,000	\$30,000	\$33,000

**Activities:**

- Increase volume of sales by creating an inviting space for the pro-shop (April 2022)
- Clear old stock by offering reduced prices
- Increase volume of sales by replacing dated stock with the latest product offerings (April 30, 2022)
- Increase volume by creating an on-line store that encourages other curling clubs in the region to shop at Curl Moncton for their curling supplies (April 2022)

**Fundraising**

**Objective:** Generate revenues for Curl Moncton while increasing visibility in the community.

**Target:**

	<b>Base Year</b>	<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>
<b>Annual Dinner</b>	\$10,000	\$10,000	\$10,000	\$10,000
<b>Members</b>	\$20,000	\$20,000	\$20,000	\$20,000
<b>Community Event</b>		\$20,000	\$20,000	\$20,000
<b>2<sup>nd</sup> Community Event</b>			\$10,000	\$30,000
<b>Total</b>	\$30,000	\$50,000	\$60,000	\$80,000

**Activities:**

- Create a fund-raising committee (Oct. 2021) with the mandate to develop fund-raising ideas and a plan for their implementation (February 2022 and ongoing)
- Reach out to members through sale of rock handles and a Chase the Ace draw (Oct. 2021 and ongoing).
- Develop community partnerships with charitable organizations who may share in the proceeds (April 2022 and ongoing) and who will help to diversify Curl Moncton's reach into the community.

- Establish membership connections to leverage community contacts. (April 2022 and ongoing)
- Implement plan developed by Fundraising Committee (October 2022 and ongoing)
- Host a community fund-raising event in partnership with one or more charitable organizations (eg cancer research, ALS research [in memory of a member], Special Olympics) that combines a curling event with a dinner, dance and silent auction. (February 2023 and 2024)
- Host a second community fund-raising event, in accordance with the plans developed by the Fundraising Committee (2023-24 and 2024-25).
- Fundraising a standing item at each Board meeting (January 2022).

### Sponsorship

**Objective:** Develop corporate contacts within the community in order to attract sponsorship funds.

**Target:**

	<b>Base Year</b>	<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>
<b>Signage</b>	12,600	\$15,700	\$18,900	\$25,200
<b>Local Businesses with Affinity to Curl Moncton</b>		\$ 5,000	\$10,000	\$15,000
<b>Local Businesses with ties to curling community</b>		\$ 5,000	\$10,000	\$15,000
<b>Title Sponsor</b>		\$20,000	\$20,000	\$20,000
<b>Total</b>	\$12,600	\$45,700	\$58,900	\$75,200

### Activities:

- Create a Sponsorship Committee (Oct. 31, 2021) with the mandate to develop a sponsorship plan with goals and targets (Dec. 31, 2021 and ongoing).
- Develop and maintain community contacts (April 30, 2022 and ongoing)
- Maintain and increase the signage program by attracting local businesses to display their company's logo/information on a sign in either of the two ice sheds or in the corridor between the ice sheds. Increase by 25% in year one, 50% in year two and 100% in year three.
- Target local businesses with which Curl Moncton has an affinity such as hotels (room rentals for out-of-town events), restaurants (out-of-town events, Pizza-in-the-house), businesses catering to youth (braces, specialized food services) (April 2022).
- Target businesses that already have a relationship with the curling industry (Tim Horton's, Jet Ice, OK Tire, Princess Auto) (April 2022).
- Attract a Title Sponsor (\$20,000 per year for five years, October 2022)
- Sponsorship a standing item at each Board meeting (Jan. 2022).

## Government Grants

**Objectives:** To apply for government grants for which Curl Moncton qualifies.

**Target:** Generate \$200,000 in each year.

### Activities:

- Develop ongoing relationships at the municipal, provincial and federal levels (April 2022 and ongoing).
- Research grant opportunities (April 2022 and ongoing).
- Apply for grants as they arise (April 2022 and ongoing).
  - o ACOA grant: applied July 23, 2021 for funds to repair the roof and replace the flooring \$362,300
  - o City of Moncton major grant: applied June 2021 for capital maintenance funds, \$30,000 in each of years one to three and for loan forgiveness for 2020, 2021 and 2022 (\$100,000 per year)
  - o City of Dieppe grant: applied June 2021 for \$10,000 to increase reach with youth through a school program and to train-the-trainer. Will apply for similar grants in each of years two and three.
  - o Town of Riverview: apply for grant to assist with capital improvements (\$10,000 in each of the three years.
  - o Provincial Grants: Community Investment Fund (Dec. 31, 2021) to supplement the ACOA grant (balance which ACOA does not fund, less 10% [which must be funded by Curl Moncton])
  - o Provincial Constituents Grants: annually, up to \$5,000 per year, to be discussed with MLA
  - o Other government grants as determined through research (ongoing)

### Contingency:

Curl Moncton has established a target to generate increased revenues of \$100,000 in 2022-23, \$125,000 in 2023-24 and \$150,000 in 2024-25. Recognizing that not all plans will come to fruition, Curl Moncton realizes that it must have a contingency plan in effect to ensure that it is able to service its long-term debt and become, and remain, financially viable.

Curl Moncton does not have revenues that it can divert into a contingency plan. Consideration was given to diverting funds set aside for capital improvement should the need arise. However, Curl Moncton is an aging facility and its need for capital improvements will only increase with the passing of time. This option was not deemed to be financially prudent.

To create a contingency fund, Curl Moncton has established revenue targets that exceed the targets in each of the three years of this plan. These funds, if not required to service the long-term debt owing to the City of Moncton, will be set aside as a contingency against the next year's plan.

### Target Summary

	Base	2022-23	2023-24	2024-25
<b>Curling</b>	\$168,330	\$208,300	\$231,000	\$245,500
<b>Bar/Food Services</b>	\$39,220	\$43,220	\$44,220	\$45,220

<b>Wedgewood Hall</b>	\$32,360	\$43,795	\$48,795	\$53,795
<b>Room Rentals</b>	\$12,575	\$21,000	\$21,000	\$21,000
<b>Pro Shop</b>	\$23,000	\$28,000	\$30,000	\$33,000
<b>Fundraising</b>	\$30,000	\$50,000	\$60,000	\$80,000
<b>Sponsorship</b>	\$12,600	\$45,700	\$58,900	\$75,200
<b>Total</b>	<b>\$318,085</b>	<b>\$440,015</b>	<b>\$493,915</b>	<b>\$553,715</b>
<b>Increase over base year</b>		<b>\$121,930</b>	<b>\$175,830</b>	<b>\$235,630</b>
<b>Government Grants</b>		\$200,000	\$200,000	\$200,000

## Marketing

**Strategic Objective:** Promote Curl Moncton throughout the Greater Moncton Region to increase recognition in the community that will lead to increased revenues.

**Target:** Increase memberships, corporate rentals and Wedgewood Hall functions *in accordance with targets set in the Finance section.*

**Activities:**

**Deadline: April 2022 and on-going**

- Increase membership at Curl Moncton through the Learn to Curl Program (offered twice annually from October to December and January to April, for both adults and youth curlers), open houses for the community (welcome back members and new curlers at the beginning of each season and another in February of each year in conjunction with the City of Moncton), a membership incentive program for new members and for members who recruit new members (a gift card for the pro-shop in the amount of \$40.00, instituted September 2021, under review each year to assess whether the incentive needs to be increased), and, a marketing campaign through social media (Nov. – Dec. 2021, contingent upon receipt of a provincial grant, ongoing each year).
- Increase the number of corporate events through social media advertising (Nov. – Dec. 2021, contingent upon provincial grant, and ongoing thereafter), through opportunities afforded by membership in the Chamber of Commerce (join by Oct. 2021 and explore options with the Chamber, including an introductory article about Curl Moncton and Curl Moncton hosting a Chamber of Commerce event (by April 2022), by reaching out to Curl Moncton members for business contacts and create a database of contacts (by April 2022), and by subscribing to Eventective (join by October 2021).
- Increase the number of functions hosted at Wedgewood Hall by advertising through social media (Nov. – Dec. 2021, contingent upon receipt of provincial grant, ongoing each year), promoting the facility through the Chamber of Commerce (by April 2022) and by subscribing to Eventective (by October 2021).
- Marketing success monitored by the Board monthly by evaluating achievements against revenue targets.

## Community Involvement



**Strategic Objective:** To be recognized as a community curling center.

**Target:** Host one community-focused event in year one and two in years two and three.

**Activities:**

**Deadline: September 30, 2021**

- Launch new Curl Moncton website
- Join the Chamber of Commerce.

**Deadline: April 30, 2022**

- Increase the number of community functions hosted by Curl Moncton by creating a committee (Oct. 1, 2021) to develop ideas for new community functions such as Trivia night, Bingo night, Bridge parties, etc. (Dec. 31, 2021) and an action plan to ensure implementation by Sept. 1, 2022.
- Host a Chamber of Commerce event or another community event.

**Deadline: April 30, 2023 and ongoing**

- Develop a school program to introduce the sport of curling to potential youth curlers.
- Host a community fund-raising event in partnership with one or more charitable organizations (eg cancer research, ALS research [in memory of a member], Special Olympics) that combines a curling event with a dinner, dance and silent auction.
- Host a second community fund-raising event, in accordance with the plans developed by the Fundraising Committee.

**Deadline: April 2025**

- Engage the community by hosting special events at the national and international level.

## **Governance**

**Strategic Objective:** Transition to a governance structure that better serves Curl Moncton and complies with all of the obligations and responsibilities of a not-for-profit organization.

**Target:** Operational issues become the responsibility of committees in year one, Board focus is on governance issues by year two and a new, fully staffed organization chart is in place by year three.

**Activities:**

- Create committees with defined mandates in each of the following areas:
  - Sponsorship (Oct. 2021)
  - Fundraising (Oct. 2021)
  - curling leagues (April 2022)
  - youth leagues (June 2021)
  - corporate rentals (Oct. 2021)
  - curling events (club, regional, national and international level) (established in 2019)
  - pro-shop (April 2022)
  - bar/food service (Aug. 2021)
  - membership (April 2022, implementation of ideas beginning Fall 2022)
  - Wedgewood Hall/community engagement (Oct. 2021)

- volunteer galvanization (Oct. 2021)
- Undertake formal governance training for all Board members (Dec. 2021)
- Board education regarding the roles and responsibilities of a not-for-profit organization. (Dec. 2021)
- Establish revenue targets and report on them at each Board meeting (Appendix III), evaluate achievements against the plan, including whether marketing initiatives are generating additional revenues. (Dec. 2021)
- Create a volunteer database from which to recruit the volunteers required to fulfill the strategic plan. (April 2022)

**Deadline: April 30, 2022**

- Operational issues delegated to committees with Executive Director reporting to the Board as appropriate.
- Board focus is on governance issues

**Deadline: April 30, 2023**

- New organizational chart approved by the Board

**Deadline: April 30, 2024**

- Complete Phase 1 and Phase 2 of the Business of Curling Program being developed by Curling Canada.
- Staff recruited in accordance with new organizational chart.

## **Operations**

**Strategic Objective:** Develop and enhance operational processes and policies to increase their efficiency and effectiveness.

**Target:** meet established targets and deadlines.

**Sub-objectives:**

- **Accounts Receivables:** establish accounts receivable process for membership fees (Aug. 31, 2021) and for ice rentals (Sept. 30, 2021)
- **Inventories:** establish in Square for pro-shop, bar/food services and ice rentals (April 30, 2022 and on-going).
- **Cash management:** develop processes and train staff/volunteers to better control cash handling operations (Dec 31, 2021).
- **Maintenance:**
  - o develop a long-term Capital Repair and Maintenance plan with established priorities (Dec. 31, 2021 and ongoing);
  - o establish a Capital levy to be paid by all members, excluding youth (Aug. 31, 2021 and ongoing). \$100 will be added to the membership fee but members will be able to sell raffle tickets with a prize package worth \$4000 to recoup their money. Prizes will be drawn at a club-event in December. Target: \$47,000 (2022-23), \$52,000 (2023-24) and \$57,000 (2024-25).
  - o solicit in-kind donations under the rubric of the sponsorship program (Dec. 2021)
- **Member Engagement and Development:**
  - o Improve communications with membership via social media (Sept. 30, 2021 and ongoing)
  - o host membership appreciation events (April 2022 and ongoing)
  - o increase membership through Learn to Curl, school programs, open houses for the community and social media advertising (April 2022 and ongoing)

- o offer incentives for members who recruit new members (Sept. 2021 and ongoing)
- o welcome members back to the start of the new season (Oct. 2021 and ongoing)
- o encourage members to be actively involved with their club by volunteering for various events and functions (Oct. 2021 and ongoing)