



2014-2018 USA Curling Strategic Plan

Vision:

The United States Curling Association is committed to the sustained growth of the sport through competitive excellence.

Mission:

The mission of the USCA will be to enable the United States athletes to achieve sustained competitive excellence in Olympic, Pan American or Paralympic competition and to promote and grow the sport of curling in the United States.

As the **National Governing Body** for the sport of curling, the USCA strives to grow the sport and to win medals in world championships and Olympic Games.

Values:

USA Curling is inspired by the following ideals in all sport contexts. Our values guide our behaviors.

- **Integrity** through honesty and respect for fair play
- **Teamwork** through coordinated effort to utilize individual capabilities
- **Tradition** through respect for the history of the sport
- **Relationships** through sustained personal interactions and social engagements
- **Spirit** through embracing the village like community aspect of curling

Strategic Areas/Primary Goals:

USA Curling will concentrate its efforts in the following strategic areas:

1. **Financial Sustainability:** Increase substantially on an annual basis the gross revenue of USCA and materially diversify the funding sources of the USCA.
2. **High Performance:** Achieve consistent international competitive success and maintain and strengthen the depth of talent in the USA.
3. **Public Relations/Communication:** Achieve timely, effective and sustained communication and public relations with Members and the public through various mediums about the mission, the programs and services, and the successes and initiatives of the USCA.
4. **Club and Membership Development:** Facilitate the growth and development of membership, development of new clubs, transition of existing arenas to dedicated ice facilities, and sustained viability and growth of existing dedicated ice facilities.
5. **Program Development:** Refine and promote programs and services which are recognized by the Members of the USCA to enhance the value of membership in the USCA.

Initiatives for Each Strategic Area/Primary Goal:

1. **Financial Sustainability**
 - A. Create and implement a marketing plan that establishes the parameters of a corporate sponsorship program that optimizes USA Curling commercial assets.
 - B. Create working models for fundraising events that improve financial resources for USA Curling and which also promote ongoing participation in the sport.

- C. Create and implement a development plan that establishes a viable charitable giving program which supports and reinforces the USA Curling mission.
- D. Ensure that fees for membership, participation in championships and for programmatic services are commensurate with actual costs, value provided and with industry standards.

2. **High Performance**

- A. Secure opportunities for development of current High Performance Program athletes through improved competitive opportunities, on and off ice training and financial support.
- B. Create and apply objective based evaluations of the High Performance Program (Athletes and Staff) which support increased competitive success through accountability.
- C. Provide for and secure world-class leadership and innovative technology for the High Performance Program.
- D. Develop program to systematically identify and develop future High Performance Program athletes from youth through aspiring competitive athletes jointly supported by the Members and the USCA.
- E. Host international events, national championships, and the Trials events in a manner that simulates Olympic competition.

3. **Public Relations/Communication**

- A. Provide and broaden the scope and frequency of exposure of the sport of curling on national television, webstreaming and social media platforms.
- B. Create and implement a purposeful strategic method of timely and effectively communicating with the Members and the public about the mission, programs and services and the successes and initiatives of USA Curling.
- C. Improve and enhance the website of the USCA as to its ease of use and the value it provides to the Members.
- D. Create and implement a purposeful strategic method of timely and effectively communicating with the Members and the public about the High Performance Program and the athletes in the program.

4. **Club and Membership Development**

- A. Provide purposefully focused club services that emphasize utilization of best practices for club sustainability.
- B. Provide leadership and resources to assist start-up efforts, as well as facilitating the sharing of best-practices between Members.
- C. Promote curling nationwide to strengthen awareness of club programs and opportunities for sport involvement.
- D. Continue to organize and promote grass root championships and programs, in addition to high performance focused championships, and thereby encourage social connections amongst curlers, promote ties to the USCA, and give curlers a chance to test and improve themselves through national competition.
- E. Provide opportunities to expand USA Curling into diverse demographic and geographic areas and with new and diverse constituencies.

5. **Program Development**
 - A. Measure relevance of programs and services to Members based upon whether they support and assist club vitality and integration into the USCA family.
 - B. Promote development programs for young and progressing athletes based upon systematic and skill-appropriate progression.
 - C. Eliminate, improve, or expand existing USA Curling programs based upon a comprehensive evaluation of their effectiveness and financial viability.

FOOTNOTES TO STRATEGIC PLAN

The ranking of the initiatives within each goal are based upon the collective responses of the directors, standing committee members and staff.

Financial Sustainability:

For **Financial Sustainability**, the initiative addressing "create and implement a marketing plan" had a clear number one priority. The initiative "create working models for fundraising events" and the initiative "create and implement a development plan for viable charitable giving" were a close second and third with each other.

1.A. What is meant by "commercial assets" is intended to include the digital media/webstreaming capabilities of USCA and television broadcast opportunities, including without limitation, with NBC, ESPN or other media companies. Over time it's also anticipated that the passion to which individual curlers bring to the sport may be translated into a heightened level of support for USA Curling in the form of goodwill.

High Performance:

For **High Performance**, the initiative "create and apply objective evaluations" and the initiative "secure opportunities for development of current H/P athletes" were a close first and second priorities.

2.C. The point is not to micro-manage who the CEO may select as leadership of the High Performance Program or the technology. Rather, the point is to identify that it is a strategic initiative of USA Curling that we seek the best in the world and not be limited by a perception of "what we think we can afford."

2.D. What is meant by "jointly supported by the Members and the USCA," is based upon the premise that by combining the time, talents and treasure of both the USCA and its Members, this provides greater depth of support for the developmental program. In addition, it is intended that by having joint support by the Members to the program, that there will be greater participation in and "ownership" of the developmental program by the Members. It is contemplated that an Ad Hoc Task Force populated by the CEO or designee, staff and volunteers, would work out the details of this developmental program incorporating those programs and services already existent and implemented by USCA in the various skill building areas.

Public Relations/Communications:

For **Public Relations/Communications**, the initiative "provide and broaden scope and frequency of exposure of sport" and the initiative "create and implement purposeful strategic method of timely and effectively communicating with members and public" were a close first and second priorities.

3.C. This initiative was included based upon the 2012 survey results from the clubs and continuing anecdotal reports from the individual curlers.

3.B. The goal is to encourage individual curlers and the public throughout USA to be "fans" of our High Performance athletes which, in turn, gives heightened support to the program and its athletes.

Club and Membership Development:

For **Club and Membership Development**, the initiative "provide purposefully focused club services" was a clear number one priority. The initiative "provide leadership and resources to assist start-up efforts" was a clear number two priority.

4.A. Identifies one of the several initiatives aimed at creating greater relevance of the programs/services offered by the USCA to the Clubs, States and Regions. See, also Initiatives 5.a. and 5.b.

4.C. The promotion of curling nationwide is inclusive of initiative 3.a. regarding exposure of the sport.

4.D. This is to recognize explicitly one of the founding purposes of the USCA and to recommit to fulfilling that purpose by both maintaining and expanding those championships sanctioned by the USCA.

Program Development:

For **Program Development**, all three initiatives were close in priorities. The initiative "measure relevance of program and services" and the initiative of "evaluating USA Curling programs" lend themselves to being immediately addressed. The initiative of "promote development program for youth and progressing athletes" is implementable over a longer term but will incorporate elements already existent.

5.A. The measurements of "club vitality" and "integration into the USA" are multifaceted. These measures would include both objective and harder to quantify subjective elements. As for the execution of this initiative, there is the choice of engaging in a time intensive research study or in continuing with the current on-line surveying conducted following the event or course. The choice has a direct impact on staff work load and influences what are realistic expectations.

5.B. A "progressing athlete" is an all-encompassing term meaning to include those individuals who are seeking to improve their skill level, who are neither youth nor junior curlers. This initiative has a broader application to the curling population than initiative at 2.e. However, it is expected that there will be joint use of many of the systems and techniques used in implementing initiative 2.e. with the initiative at 5.c. It is anticipated that one area of significant focus is the continued development and strengthening of the coaching program and increasing the number of qualified coaches at all levels.

5.C. It is assumed that each local club will have the ultimate responsibility for its development and sustainability. The USCA's focus is to identify and provide relevant programming and services as a resource for the clubs to apply to their local situation.