

Strategic Plan

Report



Introduction

Strategic planning is a process that a Provincial Sport Organization (PSO) undertakes to set priorities, allocate resources, focus energy, and ensure that stakeholders are working towards common goals. It provides a framework for making decisions on how a PSO can achieve its objectives and fulfill its mission in a challenging and changing amateur sport landscape. Nova Scotia Curling worked closely with the Sport Nova Scotia Organizational Effectiveness (OE) department to facilitate this process to ensure outcomes align with the Sport Nova Scotia Sport Development Tool (SDT) to capitalize on performance and funding opportunities.

Key Components:

Environmental Scan & SWOT Analysis: Strategic planning requires a thorough understanding of both internal factors (such as strengths and weaknesses) and external factors (such as opportunities and threats). Techniques like **SWOT Analysis** (Strengths, Weaknesses, Opportunities, Threats) and **Environmental Scans** (inter provincial PSO's & National Sport Organization's) are essential and were followed as part of the framework in creating this plan.

Goal Setting: Clear and specific goals are established, aligning with the PSO's budget and operational capacity. These goals must be Specific, Measurable, Achievable, Realistic and Time Bound (**SMART**), and were followed as part of creating this plan.

Implementation: The finalized strategic plan needs to be implemented with the appropriate resources assigned. Once the plan is approved, Sport Nova Scotia's OE department will connect the PSO to each of the SDT Pillar Leads to ensure support is provided such that progress can be monitored.

Progress & Evaluation: Continuous monitoring of the plan by the PSO is essential. Updates at board meetings and AGM's will be required. Regular evaluations allow PSO's to adapt to changing circumstances and make necessary adjustments to their plans.

Conclusion:

Strategic planning is a critical roadmap that ensures that PSO's are working towards clear and strategically aligned goals to maximize their development in between funding cycles. For reference, SDT 2.0 Funding Allocation for NS Curling is detailed below:

2024-2027 Funding Allocations: Nova Scotia Curling Association

Source	YEAR 1 2023-2024	YEAR 2 2024-2025	YEAR 3 2025-2026	YEAR 4 2026-2027
Core	\$ 36,500.00	\$ 28,000.00	\$ 28,000.00	\$ 28,000.00
Participation	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00
Excellence	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00
Total	\$ 101,500.00	\$ 93,000.00	\$ 93,000.00	\$ 93,000.00



STRATEGIC PLAN

ORGANIZATIONAL EFFECTIVENESS

Initiative	Description
1.1 Multiyear Budget	Specific: Establish a multi-year budget that aligns with the Sport Development Tool funding cycle (quadrennial) to guide long-term financial planning for Nova Scotia Curling Measurable: Provide financial statements to the board of directors on a quarterly basis Achievable: The budget will be prepared by NS Curling Treasurer in conjunction with the Executive Director and other staff Relevant: Direct alignment with Sport Development Tool & SWOT analysis Timeline: The proposed multiyear budget to be presented at 2026 Annual General Meeting
1.2 Financial Management – Revenue Sources	Specific: Diversify NS Curling's non-government income by identifying and implementing new revenue streams such as pay-per-view streaming, an online merchandise store, at-event retail & sponsorship bundles, additional programming, and other revenue generating projects Measurable: Increase non-government revenue by \$50,000 in the current year (April 1st, 2025-March 31st, 2026), \$75,000 in the following year, and \$100,000 annually thereafter Achievable: The NS Curling Finance Committee, in collaboration with the board and staff, will evaluate and present revenue diversification options to the board of directors Relevant: Direct alignment with Sport Development Tool & SWOT analysis Timeline: Revenue targets are to be set annually with full implementation achieved by the end of the 2030/2031 funding cycle



STRATEGIC PLAN

ORGANIZATIONAL EFFECTIVENESS

Initiative	Description
1.3 Club Organizational Effectiveness	Specific: Provide additional support for member club boards, including training and governance best practices; bylaw reviews, board member projections, financial reviews Measurable: Host free dedicated online sessions monthly for clubs Achievable: The NS Curling Executive Director and Regional Directors will work with the Sport Nova Scotia Regional Sport Consultants to develop and deliver training resources as required Relevant: Direct alignment with Sport Development Tool Timeline: Monthly sessions to take place between May 2025 – May 2026



STRATEGIC PLAN

PARTICIPATION & OFFICIATING

Initiative	Description
2.1 Programming	Specific: Nova Scotia Curling will launch clinics (including Stick Curling, Wheelchair Curling, etc) across the province focused on strategy and sweeping, targeting novice to intermediate curlers. Measurable: Clinics will engage at least 80 participants in the first year (April 1st, 2025-March 31st, 2026) and will be delivered in partnership with member clubs. These clinics will support recreational development under the “Curl for Life” stage of the Long-Term Curler Development framework, with growth tracked annually Achievable: NS Curling staff, in collaboration with trained facilitators and local clubs, will develop and deliver clinic content Relevant: Direct alignment with Sport Development Tool Timeline: Initial clinics will start in the 2025-2026 season, with the programming scaled annually to reach over 1000 opportunities by March 31st, 2031
2.2 Programming	Specific: Nova Scotia Curling will continue to support and expand Curling Canada's Hit Draw Tap youth program by increasing participating clubs from 13 to 14 by the 2026/2027 season. Starting with 6 clubs in 2022, the program provides skill-based development opportunities aligned with LTAD Stage 2: Learn to Train. Junior Directors at each participating club will receive updated program materials annually. NS Curling will also maintain its year-end celebration event, bringing together the top 15 scorers for a fun shootout that recognizes achievement and promote continues engagement Measurable: Ideally adding 1 additional club per season while the program's growth and impact will be assessed annually through club feedback and registration data to evaluate success and opportunities Achievable: NS Curling will support clubs through resource development, centralized coordination and direct communication with Junior Directors Relevant: Direct alignment with Sport Development Tool Timeline: Increase club participation to 14 member clubs by the end of the 2026-2027 season

PARTICIPATION & OFFICIATING

Initiative	Description
2.3 Programming	Specific: In collaboration with Curling Canada, NS Curling will deliver a wheelchair curling clinic for athletes with disabilities and coaches. This initiative will aim to increase participation throughout the province. Other Atlantic Curling PSO's will be invited to take part as well. Staff will continue to move forward to support the committed leaders we now have within the wheelchair curling community Measurable: Our goal is to increase athlete representation by 50% (4 total teams) at the 2026 Provincial Wheelchair Curling Championship. In 2023-2024 there was no provincial representative due to lack of players. In the 2024-2025 season the provincial championship grew to having 2 teams compete and sending an NS team to Nationals. Achievable: Nova Scotia Curling Technical Director will lead project Relevant: Direct alignment with Sport Development Tool Timeline: March 2026
2.4 Officials' Education Program	Specific: NS Curling will adopt the Curling Canada Official's Training Program that delivers at least two distinct course levels in multiple different regions per season. Timer Training (Level 1): Offered at each provincial championship utilizing time clocks (up to 21 events). Game Umpire Review: Delivered as a stand-alone clinic or conducted during an NS Curling championship Measurable: A minimum of 9 total courses, delivered in 3 different regions (Metro, South Shore, Valley) Achievable: The program will be delivered through collaboration between the Lead Umpire at each event, NS curling staff and the participating host club Relevant: Direct alignment with Sport Development Tool Timeline: The officials-training program will be implemented during the 2025/2026 season



STRATEGIC PLAN

PARTICIPATION & OFFICIATING

Initiative	Description
2.5 Targeted Groups Programming	Specific: Increase participation of Black Nova Scotians (Priority #1 targeted group) through the development and implementation of a 'Black Rock Initiative'. This initiative will deliver community-informed, culturally relevant curling programming, beginning with a pilot in HRM and designed to be scalable province-wide. The Technical Director will lead program development and delivery, supported by the Executive Director. A Community Steering and Delivery Panel will be formed to help shape and support program delivery. Measurable: Successful launch of the Black Rock Initiative pilot in HRM. Measurement will include number of participants engaged, consistency of participation within the pilot region, number of program sessions delivered, and establishment of at least one sustainable regional program model. Achievable: Delivered collaboratively by the Executive Director and Technical Director, community panel members, and participating clubs. NSCA to receive funds earmarked for EDI initiatives. Relevant: Direct alignment with Sport Development Tool Timeline: End of Fiscal year 2026-2028
2.6 Targeted Groups Programming	Specific: NS Curling will be focusing on Youth Programming through the U12 Hit/Draw/Tap program, the U15 NS Curling Shootout, U15 Rockfest, Regional Development Camps, Girls Rock (ages 9-16) Measurable: Objective to achieve a gender distribution of 50/50 across all youth programs Achievable: Programming is attainable through collaboration with Curling Canada, NS Curling and Local Curling Clubs Relevant: Direct alignment with Sport Development Tool Timeline: All Youth programming will be continued and supported throughout 2026/2027 – 2030/2031 funding cycle



STRATEGIC PLAN

PARTICIPATION & OFFICIATING

2.7 Targeted Groups Programming	Specific: Collaborate with the NSSCA to deliver Stick Curling specific programming. Offer at least one new program this year, with a target of 2 the following year Measurable: Registration numbers, new member numbers and retention after 2 years Achievable: The NSSCA has an appetite to collaborate to deliver Stick Curling Programming Relevant: Stick Curlers are generally 50+. Stick Curling offers participants a pathway to continue curling both recreationally and competitively when they may not be able to compete in traditional curling Timeline: Implement one new program in 2025-26 and 3 in 2026-27
2.8 Targeted Groups Programming	Specific: Curling Day in NS will be an annual event beginning in the 2025 season, inviting member clubs across the province to open their doors to non-curlers. Clubs are encouraged to celebrate the day in ways that are meaningful and reflective of their club culture and local community. Measurable: Registration numbers, new member numbers and retention after 3 years Achievable: ED/TD/VP Relevant: It is essential that NS Curling supports its member clubs through this program by providing centralized resources and guidance. This includes a centralized registration system hosted on the NS Curling website, the delivery of the <i>Walk on Ice (Curling 101)</i> programming, and access to key documents that outline how to organize Curling Day in NS at the club level. Curling Day in NS will serve as an open house, welcoming new and prospective members into local curling clubs. Timeline: NS Curling will communicate the Curling Day in NS date to member clubs early in the New Year, allowing ample time for clubs to add the event to their calendars and plan during the off-season. The Executive Director will begin collecting registrations for the event in September.

COACHING

Initiative	Description
3.1 Women in Curling Development	Specific: Nova Scotia Curling will continue to offer courses and collaborative initiatives focused on Women in Curling. Each year, both new and ongoing opportunities will be provided to support the development of women in the sport. In 2024, female coaches participated in a full day of professional development featuring multiple presenters from across the province. In 2025, NS Curling partnered with Curling Canada’s Women in Curling program to provide learning opportunities to 50 women, supported by more than 15 presenters and instructors. Each season, additional opportunities will be offered to further develop, support, and grow the community of women in curling. Measurable: Registration numbers, growth of female involvement in coaching, umpiring & participation Achievable: Technical Director will address gaps and seek out opportunities to support the group Relevant: Direct alignment with Sport Development Tool Timeline: March 2026
3.2 Database Management	Specific: By the end of the 2025–2026 season, Nova Scotia Curling will ensure that at least 70% of active coaches and umpires are registered and active on the Sideline Learning platform, which tracks the completion of mandatory Safe Sport education modules—including CAC Safe Sport Training and NS Curling’s own coaching-specific Safe Sport criteria. Measurable: 70% of active coaches and officials are trained and registered within the Sideline portal Achievable: Technical Director & Executive Director will lead database management and communication processes Relevant: Direct alignment with Sport Development Tool Timeline: By the end of the 2026–2027 season, NS Curling aims to increase platform adoption to 90% or more of active coaches and umpires, ensuring province-wide alignment with national and PSO safe sport standards

COACHING

3.3 Coach Learning Facilitators	Specific: Nova Scotia Curling will certify two NCCP Coach Learning Facilitators (one Club Coach and one Competition Coach) who entered the LF training pathway between 2023 and 2025. This initiative address the previously limited capacity (only two active facilitators as of the 2022/2023 season) and strengthens NS Curling’s ability to better support the delivery of NCCP coaching programs throughout the province. Measurable: Progress will be monitored annually through professional development milestones and evaluation feedback, ensuring all facilitators remain on track within the 3–5 year certification timeline Achievable: The Technical Director will coordinate opportunities for facilitation training in collaboration with Curling Canada Relevant: Direct alignment with Sport Development Tool Timeline: Both Learning Facilitators will be full certified by the end of the 2027-2028 season
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