



# STRATEGIC PLAN

2024-2028



NORTH BAY  
**GRANITE  
CLUB**





## A Message To Our Community

We are delighted to present to you our organization's Strategic Plan, a roadmap that charts our course for the future and aligns our efforts toward a shared vision of success.

In an era of rapid change and evolving landscapes, strategic planning is not just a nice-to-have but a cornerstone for sustainable growth and adaptability. Our Strategic Plan is a product of analysis, collaboration, and an understanding of both internal and external factors influencing our organization. It serves as a guide to harness our strengths, address our challenges, and seize opportunities that lie ahead.

As you peruse the contents of this plan, you will find a clear articulation of the vision, mission, and values that we have chosen to guide our decisions and actions. Furthermore, the plan outlines our strategic priorities and goals, each crafted to enhance our overall impact.

Implementing this plan will require a shared commitment from all members of our organization. It is a living document that will evolve in response to changing circumstances, and your ongoing involvement and feedback will be crucial to its success.

Thank you for your continued support and dedication to sport in North Bay. We are confident that, with your participation, we will achieve the ambitious goals set forth in our Strategic Plan and propel our organization to new heights.

**Board of Directors**

# Our Process

*bridges our long-term aspirations with short-term practical actions.*

A in-person **Strategic Planning Workshop** was held on March 2-3, 2024 with the following participants:

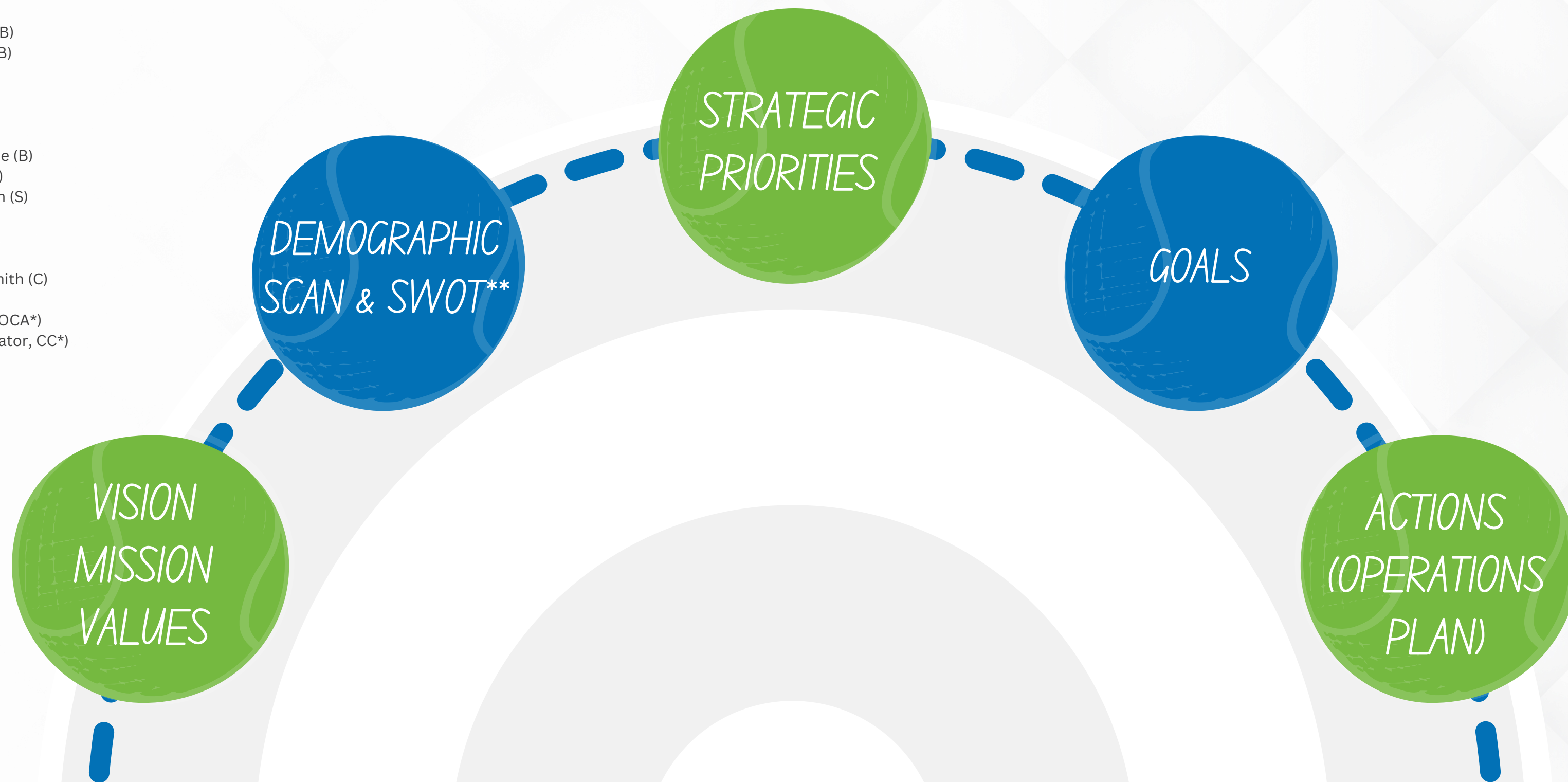
- Natasha Gribbon (B)
- Mackenzie Daley (B)
- Jeffrey King (B)
- Butch Blair (B)
- Kendra Clarke (B)
- John Palko (B)
- Steve Featherstone (B)
- Laura Johnston (S)
- Fransua Rachmann (S)
- Jordan Willms (T)
- Justin Perron (T)
- Cheryl Vainio (C)
- Lindsay Smylie-Smith (C)
- Sara Lake (C)
- Laura Forget (C, NOCA\*)
- Bobby Ray (Facilitator, CC\*)

(B) = Board Member  
(S) = Staff Member  
(T) = Tennis Member  
(C) = Curling Member

\*NOCA = Northern  
Ontario Curling  
Association

\*CC = Curling Canada

**\*\*SWOT:** Strengths, Weaknesses,  
Opportunities, Threats







## Vision

*our aspirational future state*

To be an inclusive and welcoming space where everyone feels empowered to participate and thrive in sport.



## Mission

*what we do every day in pursuit of the future state that we aspire to*

To promote inclusive participation in sport, fostering social connections and enriching experiences for our community.



# Our Values

*guide the way we behave and the decisions that we make.*

## Collaboration

*We are a team. We work cooperatively with other clubs, associations, members, volunteers, and among ourselves to achieve our mission.*

## Inclusivity

*We offer spaces and experiences where people, regardless of age, ability, race, ethnicity, gender, economic status and other diverse backgrounds can feel like they belong.*

## Excellence

*We differentiate ourselves by investing in the quality of our products, services, experiences, facilities, and people.*

## Integrity

*We are honest, fair, respectful, transparent, and consistent in the application of our values.*

## Progressivism

*We are constantly evolving. As we learn new information, we respond by designing experiences that match the realities of the present and the future.*

## Accountability

*We honour our commitments to our community and to each other. We own the decisions that we make and their outcomes. When we make mistakes, we learn from them.*



# Our SWOT *is an analysis of our internal environment.*

## STRENGTHS

*Build on them!*

- Membership is engaged and cares
- Programs are accessible to teams and individuals
- Experience can be personalized
- Youth tennis programs
- Tennis coaching
- Curling ice conditions
- Own facility (independent, autonomous)
- Quality of leagues and programs
- Sponsorship support
- Reputation (locally, provincially, and nationally)
- Bonspiel and major event hosting
- Volunteer quality
- Financial health
- Number of members / amount of participation
- Progressive
- Price and price structure
- Live-streaming ability
- Flexibility of use
- League participation

## WEAKNESSES

*Address them!*

- Diversity of stakeholder representation in governance
- Youth curling programs
- Volunteer engagement, support, and experience
- Employee retention
- Employee compensation
- Seasonality of employment
- Succession planning
- Dependence on summer staff funding grants
- Lack of practice curling ice
- Non-prime time ice and court usage
- Storytelling
- Documentation (policies, procedures, budget, strategic plan, etc.)
- Aging infrastructure
- Physical accessibility
- Awareness of volunteer opportunities
- Post-curling social activity
- Celebrating success (club champions, competitive athletes, etc.)
- Intermingling of members between different leagues, divisions, and activities
- Capture of institutional knowledge



# Our SWOT is an analysis of our external environment.

## OPPORTUNITIES

*Take advantage of them!*

- Climate (longer racquet season, less competition from outdoor winter activities)
- Popularity of food delivery services
- Flexible rental spaces
- Facilities to generate diversified sources or revenue
- Prime location for outdoor advertising
- Numerous other curling clubs in close proximity
- Positive relationship with municipality
- Close relationships with governing sport bodies
- Popularity of stick curling
- Adoption of curling head protection
- Popularity of pickleball
- Technology to improve communications
- Post-covid craving for human interaction
- Tennis Canada / Rogers support of indoor tennis facility development
- Access to charities such as JumpStart and KidSport
- Experience economy

## THREATS

*Safeguard against them!*

- Inflation and increase cost of major expenses (utilities, insurance, etc.)
- Multi-career culture, key person departures
- Decreasing popularity of sponsorship and fundraising platforms (bingo)
- Increasing liability
- Volunteer burnout and shifts in volunteer culture
- Weather (undependable for outdoor programming)
- Increasing competition for attention / leisure dollar
- Increasing public health crises (e.g. COVID-19)
- Aging demographic
- Stigma of stereotypical audience (older, affluent, etc.)



# Our Strategic Priorities

*are the key areas within which we have chosen to set goals.*



## Community & Partnerships

Our organization operates within a larger ecosystem. Our impact is felt beyond our facilities and there is additional support to be leveraged here.

## Facilities

Our organization depends on an inviting, safe, and well-maintained physical space to carry out its objectives.

## Financial Sustainability

Our organization is sustained by a dynamic planning process, the efficient use of resources, and the optimization of profit.

## Marketing & Communication

Our organization grows when it offers experiences that people want and communicates effectively with internal and external audiences.

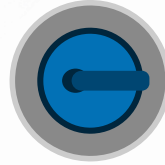
## Organizational Excellence

Our organization is only as strong as the systems that we put in place and the quality of the people that we engage to champion our mission.

## Participation

Our organization is better when more people, and more diverse people engage more often in the experiences that we offer.

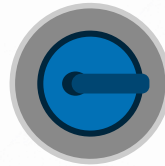




**Stronger Relationships With Strategic Partners**



**More Demonstrable Community Impact**



**More Support From Community Partners**

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*How will we know that we are achieving success?*

- Our organization has a growing number of strategic partners that believe in our mission and experience a mutual benefit from regularly engaging in one another's activities.
- Our organization is becoming increasingly more proficient at demonstrating value as a partner in addressing key challenges facing the North Bay community.
- As a result of improved relationships and demonstrable community impact, our organization is experiencing greater investment from sponsors, donors, and funding agencies that are passionate about what we do.







**Become Barrier  
Free By 2028**



**Elevate The Aesthetic  
Appeal Of Our Facility**



**Expand And Optimize  
Space Utilization**

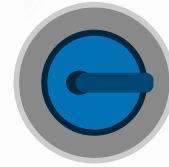
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*How will we know that we are achieving success?*

- Improvements to physical infrastructure are enabling more people to fully engage and enjoy the benefits of our facility.
- The modernization of our public spaces is attracting new participation and inspiring investment in peripheral business opportunities.
- Our facilities are being used more often and for expanded purposes that support our mission and add value to membership.



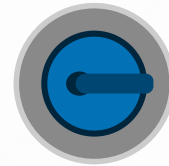




**Robust Financial  
Planning Framework**



**Increased Annual  
Net Income**



**Strategic Investments In  
Long-Term Growth**

*How will we know that we are achieving success?*

- Our organization better understands our financial obligations and is proactively planning to fund our activities in a sustainable manner over the long-term.
- Our organization is generating increasingly more revenue over expenses.
- Our organization is investing money into systems, strategies, people, technology, and infrastructure that generates a return greater than the initial outlay, creates value for members, and amplifies our impact.







**Improved Communication  
With Membership**



**Increased Engagement With  
New Audiences**



**Strengthen Brand Of  
Multi-Sport Facility**

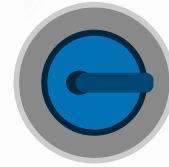
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*How will we know that we are achieving success?*

- Our members are more aware of goals, our progress towards our goals, and the opportunities available to become more involved in our organization.
- Our organization reaches more prospective new customers with our offerings and converts more leads into sales.
- Our community more fully understands the range of products, services, and experiences offered by our organization.



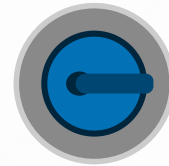




**Establish Practices To Capture Institutional Knowledge**



**Improve Satisfaction & Retention Of Employees**



**Invest In Training Of Board, Staff & Volunteers**

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*How will we know that we are achieving success?*

- Implementation of new processes, tools, and systems is expanding our repository of knowledge and allowing us to build on prior success.
- Our employees are more skilled, more productive, more innovative, more loyal, and are more driven by a strong sense of purpose.
- Our people are more confident in their roles and are creating more positive experiences for our participants.







**An Improved  
Volunteer Experience**



**More Members, Participants,  
& Customers**



**More & Diversified  
Programs & Events**

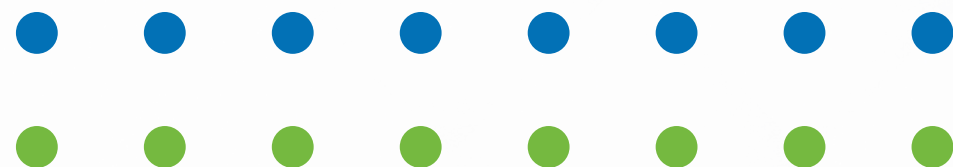
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*How will we know that we are achieving success?*

- More people are choosing to volunteer their time, skills, and passion towards helping us achieve our goals, and they are developing a stronger affinity to the organization and its community in the process.
- Our organization's membership is growing, our events are more well attended, and our programs are experiencing greater registration.
- Our organization is offering more opportunities, and a greater variety of experiences in which to become more active in sport and social activity.







**North Bay Granite Club**

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this plan was created with the support of:

