VISION 2026
STRATEGIC PLAN

About:

The Curl BC Strategic Plan was designed to promote curling and adaptive curling in BC and to ensure the plan is implemented and evaluated on an annual basis. In order to do so, SMART (Specific, Measurable, Attainable, Realistic, Tangible) goal statements were created under the structure of the three pillars of Curl BC's strategic ENDs statements. This plan has been updated annually since June 2009 on a rolling 4-year cycle.

Our Vision:

"Every British Columbian has the opportunity to experience curling."

Our Mission (Global "10th" END):

"Curl BC continuously advances participation, competition and performance in curling as a diverse, active, fun and social sport for life."

Our Mantra:

"Our house is your house"

Our Values:

Integrity – We are fair, consistent and forthright.
Respect – We show respect by communicating, cooperating and collaborating with all of our members, partners and stakeholders.
Transparency – We act openly, professionally and inclusively.
Excellence – We are committed to meeting or exceeding the highest standards at all times.
Family – We are a community that acts like a family; connected and passionate about the sport of curling.
Commitment – We align personal and corporate goals so that the Curl BC community will successfully serve all curlers.

PILLAR 1: ENHANCING MEMBER SERVICES & ENGAGEMENT

END 1 – Elevation of governance and operational standards at member facilities

Key Performance Indicators (KPIs) by 2026:

- Increase the number of member facility curlers by 5% and visitor group participants by 10% annually
- Achieve a 70% rate of member facilities engaging in business of curling programs and services.
- Achieve a 10% annual increase in the number of member facilities adopting risk management and safety in sport practices.

QUANTITATIVE MEASURE	FROM 2023/24	TO 2025/26	QUALITATIVE MEASURE
Reported # of Member Facility Curlers	23,431	25,850	# of clubs submitting multiple affiliation reports with **required** data from 68% to 75% annually.
Reported # of Visitor participants	33,625	40,350	# of clubs submitting a minimum of 1 visitor group activity from 65% to 75% annually.
Business of Curling Programs – 70% engagement of members overall			
Member Service	**# of Member facilities participating**		**Engagement**
2025 Symposium	52 = 60% at 2023 Symposium	58	65% of members represented **in-person**
Strategic Planning Program	11	23	25% of members have a strategic plan
Coffee Chat/Zone meeting/Dev. Webinar	20+ attending live per session	30+ attending live per session	10% increase in live attendance
Risk management	5	22	# of clubs with best practices Implemented
Safety in Sport	3	20	# of clubs with S in S policies implemented

END 2 – Leadership in curling education

KPIs:

- Grow the number of individuals completing introductory education courses by 5% for coaches, officials and ice technicians.
- Grow the number of trained individuals engaging in professional development coaching, officiating, or ice technician opportunities by an average of 10% annually.
- Grow the number of individuals upgrading qualifications for coaches, officials and ice technicians by 5% annually.

QUANTITATIVE MEASURE	FROM 2023/24	TO 2024/25	QUALITATIVE MEASURE
Number of Coaches Trained in the Competition Coach Pathway	71 newly trained (29 the previous season	75 Actual:	Growing the accessibility of competition coaches throughout BC for teams, individuals, and programs to access.
Number of coaches trained in the club coach pathway	90	99	Helping our member facilities by providing access to an increased number of coaches who meet our standards for instructing at a local level
Number of ice technicians participating in Curl BC courses	28	31	Improve our member facilities ice conditions by providing better access to more trained ice technicians
Number of officials participating in educational courses	17	20	Allowing more clubs to consider hosting championships by ensuring there are trained officials throughout the province.

END 3 – Greater engagement through brand-based communications

KPIs:

- Reach 10 per cent annual growth in subscriptions to the Curling Connections E-newsletter through 2026.
- Achieve 5 per cent growth per annum in the number of website visits, page views and time spent on-site through 2026.
- Increase social media followers (i.e. YouTube, Facebook, Instagram, X, etc.) by an average of 10 per cent per annum.

NOTE: As part of the Vision 2026 strategic plan, Curl BC is committed to a comprehensive and robust approach to data management across the organization, including but not limited to leading indicators of brand awareness, perception and engagement such as open rates on e-mails, annual surveys (Survey Monkey and other tools) and net favourability scores related to social media interactions.

QUANTITATIVE MEASURE	FROM 2023/24	TO 2025/26	QUALITATIVE MEASURE
Number of subscribers to The Curling Connection (measured on July 31)	4667	5646	Average open rate and click rate (reflection of quality and engagement of content)
Website traffic (12-month total number of users)	73K	88k	Average engagement time per session (reflection of website content quality)
Page views (12-month total)	451k	545k	Website User Experience Surveys
Facebook followers (measured on July 31)	4592	5556	Average engagement – Post reactions, comments and shares (reflection of quality of content)
Instagram followers (measured on July 31)	2122	2567	Average engagement – Post reactions, comments and shares (reflection of quality of content)
YouTube views (measured on July 31)	184k	222k	Average view duration (reflection of content quality)

PILLAR 2: LEADING LONG-TERM CURLER DEVELOPMENT (LTCD)

END 4 – Growth in diverse and inclusive try-learn-play programs with member facilities throughout BC

KPIs:

- Achieve a 25% increase in youth program participation and utilization by 2026
- Increase adult curling development events and activities to 10 annually
- Expand implementation of Try-Learn adaptive programs to 10 member facilities per annum

QUANTITATIVE MEASURE	FROM 2023/24	TO 2024/25	QUALITATIVE MEASURE
Number of youths participating in Curl BC camps (both summer camps and in season camps)	115	120	Expanding youth participation in a camp atmosphere where a long-lasting fun, social, and skill development impression is left
Participation in Curl BC Youth programming at a multi-week club level (eg. BC Skills awards, BC Youth Development, Blizzard programs).	20 Member Facilities	25 Member Facilities	Support and train member facilities to advance youth development through structured programs.
Number of individuals participating in Curl BC Youth Events in season (Hit Draw Tap, RockFest Qualifiers)	40	42	Growing the number of opportunities for youth to challenge their skills (who may or may not be on a team)
Support or run 10 adult curling development events	6	10	Increase and enhance adult curling development throughout BC
Adaptive Try-Learn-Play	2	10	Clubs piloting the program with Curl BC in year one, and sustaining the program in year 2.

END 5 – Professionally-run, inclusive competitions

KPIs

- Work with our facilities, volunteers and communities across BC to ensure that all stakeholders benefit from the 19 BC Championship events, as reflected in net positive host committee survey scores.
- Achieve 10% growth per year in the number of participants/competitors in our Youth and Curl for Life categories of events.
- Increase the awareness and profile of our events through a comprehensive marketing and communications plan that targets all levels of participation and exposure to curling and results in a pro-rated growth of media impressions generated at Curl BC events throughout the year.

QUANTITATIVE MEASURE	FROM 2023/24	TO 2024/25	QUALITATIVE MEASURE
Comprehensive Marketing and Communications plan for competitions. • Total # of Social Media posts/promotions/story-telling • Curling Connection articles • Total # of clubs to which promotional competition posters and materials are distributed	Develop and establish plan to include measurables	At least two targeted Social Media posts/month At least one article on competitions in each issue of "The Curling Connection" Dissemination of a minimum of three promotional posters to each club	Greater awareness of competitive opportunities as measured by post season survey of competitors Enhanced competitive experience at BC Championships as measured by survey of those competing.
Number of competitors in Youth categories	185	203	Number of youth competitors providing positive feedback on their championships and planning to compete in the future.
Number of competitors in Curl for Life categories	180	198	Number of Curl for Life competitors providing positive feedback on their championships and planning to compete in the future.

END 6 – Excellence in high performance

KPIs by 2026:

- Provide resources, coaching and training plans (i.e. technical excellence, strength and conditioning) for all athletes in the Long-term Curler Development model (LTCD) including all 65 HP athletes being assigned a mentor coach to work with them throughout the season.
    - Podium Pathway (Learn to Excel (U25), Train to Excel (25+)
    - Competitive Pathway (Learn to Compete (U18), Train to Compete (U21))
    - Wheelchair Curling – Provide educational training on coaching for wheelchair curling to 5 mentor coaches and recruit 1 mentor coach to lead a wheelchair curling high performance development pathway
- Recruit and develop 8 High Performance coaches who influence the daily training and competitive environment of U18, U21, U25 and 25+ curlers on the Podium and Competitive Pathway
    - Provide educational support to program team coaches, striving to reach a high standard of technical knowledge across the program coaching team
    - Recruit a minimum of 5 athletes who have excelled at the national level to coach with the HP Program.
- Create 3 Regional Training Centres across BC (Lower Mainland, Interior, Vancouver Island). This will create space for daily training environments for all LTCD athletes.
    - Equip all 3 Regional regional training centres with video analysis equipment, smart brooms, adaptive delivery sticks and wheelchairs.
    - Provide education training opportunities for the ice makers and ice staff at these facilities to enhance knowledge and skills.
    - Assign mentor coaches to facilities within their locations to provide meaningful hands-on training and assessment to all high performance athletes.

QUANTITATIVE MEASURE	FROM 2023/24	TO 2024/25	QUALITATIVE MEASURE
Number of High Performance Regional Training Centres	0	3	Providing High Performance athletes in BC access to dedicated training facilities, including championship ice conditions and technical training equipment
Number of Mentor Coaches	0	8	Provide High Performance athletes with highly trained mentor coaches to guide and facilitate yearly training plans
Number of High Performance coaches trained on wheelchair coaching	0	5	Further education and enhance knowledge on wheelchair technical coaching, providing increased access to resources for both athletes and coaches
Number of U18 athletes	12	26	Strengthen and increase our U18 talent pool, providing more junior aged athletes access to resources to strengthen our future BC development

PILLAR 3: BUILDING PARTNERSHIPS & CAPACITY

END 7 – Sustainability through effective revenue generation & good corporate governance

KPIs

- Revenue Generation
    - Continue to rebuild provincial sponsorship levels in 2024-25, with a view to achieving 7.5% growth in cash and Value-in-Kind year-over-year.
    - Continue to sustain a pro-rated share of provincial funding levels in 2024-25 (with a view towards protecting and maintaining absolute dollar amounts through 2026).
    - Achieve growth in fund-raising initiatives through the BC Amateur Sport Fund by establishing five (5) additional club projects by 2026 (while ensuring new projects are well publicized and promoted).
- Ensure Board policies and procedures are up-to-date and fully implemented.
- Ensure Operational policies and procedure, including the Curl BC Human Resources manual, are up-to-date and full implemented.

QUANTITATIVE MEASURE	FROM 2023/24	TO 2024/25	QUALITATIVE MEASURE
Revenue Generation			
Prov./Fed. Government	31%	26%	MOU with Invictus Games 2025 to maximize adaptive grants received. Collaboration with BC Tour host clubs to max. Hosting BC grants.
Membership Fees	26%	26%	See END 1
Fundraising	14%	21%	Collaborate with Kelowna CC and Curling Canada on the 2025 Montana's Brier 50/50
Member Programs	15%	15%	See ENDs 1, 2 & 4
Sponsorship	13%	11%	Increased corporate support for BC Men's & Women's Champs. Successful RFP process for Official Apparel Supplier including Fan Gear.
Interest & Endowment	01%	01%	
TOTAL in $	**$1,664K**	**$1,955K**	**$100K increase in unrestricted fund**
BC Amateur Sport Fund curling projects	13	15	Number of projects active and successful
Corporate Governance & Human Resources			
Migration of residual operational policies out of Governance policies	95%	100%	Board policies all related to Governance of the association
Curl BC HR manual reviewed and updated	90%	100%	Policy references in HR manual all updated.

END 8 – Growth through strategic partnerships & new infrastructure

KPIs by 2026

- Facility Renewal and Development
    - Collaborate with Curling Canada and member facilities on developing a comprehensive assessment of the status of the 104 curling facilities in BC
    - Increase municipal level points of contact (by digital, virtual or in-person) by an average of 10 communities each year. (In particular, enhance relationship with the City of Burnaby as the landlord of the Curl BC head office).

    NOTE: Curl BC will strive to be of service and support on the strength of information-sharing for all member facilities that are in construction, renovation and replacement modes, including but not limited to architecture & facility design, sources of funding and sponsorship marketing.

- Attain a short list of at least three (3) candidate sites for regional curling hubs (in partnership with municipal governments, First Nations and private sector organizations).
- Maintain active points of contact and enhance partnerships with Canadian and BC MSOs, BC PSOs and DSOs, Curling Canada and other curling PSOs across Canada.

QUANTITATIVE MEASURE	FROM 2023/24	TO 2024/25	QUALITATIVE MEASURE
New national club survey developed by Curling Canada (CC) with the assistance of Member Associations (MAs) subject matter experts.	Club survey developed which covers: Participation Operations Governance MAs Ice and Facilities Competitions & Events Sport Safety	May 2024 • CC presents plan June 2024 • MA feedback September 2024 • Survey circulated April 2024 • Deadline • Report released	More information about the state of curling at the community level. Collecting and tracking key indicators of curling system health.
Increase in the # of facility discussions with municipalities	5	10	Enhancement of current facilities and commitment to build new facilities
Establish 3 Regional Curling Hubs	0	3	See END 6
Maintain active engagement in MSO and PSO Committees	CC – operations Sport BC – advocacy viaSport – advisory SportMedBC – govern. Sport Branch – funding	CC – operations Sport BC – advocacy viaSport – advisory SportMedBC – govern. Sport Branch – funding	Enhanced relations with partners and funding agents. Network of support.

END 9 – Heightened profile through community representation & recognition

KPIs

- Increase nominations and applications for awards, scholarships and bursaries to celebrate and support excellence in BC curling by 5% annually.
- Finalize plan for BC Curling Hall of Fame (including virtual) by spring 2025.
- As part of a decentralized approach to the curation of curling artifacts, photographs, apparel and other historic documents, establish a core network of BC curling clubs hosting and featuring permanent BC Curling Hall of Fame displays

QUANTITATIVE MEASURE	FROM 2023/24	TO 2024/25	QUALITATIVE MEASURE
Increase in social media engagement on awards, scholarship, bursaries and club milestones.	Facebook • Reach: 2,000 • Interactions: 60 • Link Clicks: 9 Instagram • Reach: 580 • Impressions: 700 • Interactions: 38	Facebook • Reach: 2,400 • Interactions: 72 • Link clicks: 11 Instagram • Reach: 700 • Impressions: 840 • Interactions: 45	Submissions and applications represent 6 of 8 Zones annually. Individuals feel they are supported and recognized by the organization as measured through award recipient surveys
Implementation of BC Curling Hall of Fame plan	Plan conceptualized	Virtual and physical BC Curling Hall of Fame launched	All Curl BC member facilities wishing to participate are included.
Decentralized approach		10 member-facilities commit to physical and virtual exhibits as part of the launch of the Hall of Fame	Both physical and virtual exhibits are professionally presented with a consistent “look and feel”