



2026-2030 STRATEGIC PLAN





CONTENTS

Executive Summary	3
Glossary	4
Vision/Mission	5
Values	6
Our Ambitions & Commitments	7
Our 4 Strategic Pillars	8
Participation	9
Sustainability	10
Insights	11
Foundation	12



EXECUTIVE SUMMARY

From 2026–2030, Curling Ontario will focus on purposeful growth, club sustainability, evidence-led decision making and a strong organizational foundation to ensure the sport is accessible, vibrant and resilient across the province. Our strategy is organized around four interdependent pillars: ***Participation, Sustainability, Insights and Foundation*** — each with clear priorities, initiatives and measurable outcomes.

This plan builds on a major milestone: the successful merger of three provincial organizations into a single, unified Curling Ontario. That consolidation provides the backbone for greater consistency, capacity and long-term sustainability across the sport — enabling us to deliver more aligned services, better support to clubs, and a stronger voice for curling in Ontario.

The strategy was developed collaboratively and informed directly by our community. Between February and April 2026 we gathered input from more than 340 survey respondents and held three facilitated focus groups (Operations; Athletes & Coaches; Programs), each with about 8–15 participants. We then ran drafting workshops with the Transition Board and staff and opened a short feedback window (April 13–17) before finalizing the plan in late April. This inclusive, evidence-based process ensured the strategy reflects the real perspectives and needs of clubs, athletes, coaches, volunteers and partners.

Together, these pillars and the collaborative process position Curling Ontario to support thriving clubs, grow participation, and deliver programs and services that meet the needs of today’s and tomorrow’s curlers.

GLOSSARY

LTCD — Curling Canada's Long-Term Curler Development (LTCD) model is a nationwide training and development framework. It provides age-and stage-appropriate pathways for curlers of all ages and skill levels, whether they are learning the basics as young children or training for elite competitive events.

[View the Guide](#)

Member Organization — This is to define Curling Ontario's members within the Bylaws of the Organization. In an effort to be inclusive to those members who no longer refer to themselves as clubs and others who are rental groups or not necessarily a club or facility, Member Organization is used to refer to those who are members of Curling Ontario.

Member — As defined in the Bylaws, a curling club or centre, in good standing, that has qualified to be a member as per these Bylaws, has paid a fee to be a member of the Corporation and of Curling Canada, is located in the Province of Ontario and has fulfilled the membership/affiliation requirements as set out by the Board's membership policy.

Podium Success — Refers to athletes, teams or programs that reach medal positions at National Championships and demonstrate excellence on the highest competitive stages.

Sport System — The network of organizations, programs, policies and people that deliver, govern and support all sport at all levels (at a local, provincial/territorial, national, and international level).

Stakeholder — Any individual, group or organization with an interest in or influence on curling. Stakeholders include athletes, coaches, club leaders, volunteers, officials, staff, member associations, funders, sponsors, government bodies, community partners and fans.



WHAT WE ASPIRE TO BE.

OUR VISION

Enriching lives through curling.

WHO WE ARE. WHAT WE DO.

OUR MISSION

We equip Ontario's curling community with programs, resources and support to empower the delivery of safe, inclusive and high-quality curling experiences.



VALUES



INCLUSIVE

We create accessible, safe, and welcoming curling communities where everyone feels they belong.

ACCOUNTABLE

We earn trust by being clear, responsible, and responsive to our members and partners.

INNOVATIVE

We adapt and evolve to meet the future of curling head-on.

COLLABORATIVE

We respect and appreciate differences across the curling community, embracing ideas from a variety of sources.

EXCELLENCE

We commit to consistently high standards, continuous improvement, and to deliver superior quality.



OUR AMBITIONS & COMMITMENTS

BY 2030, WE PLAN TO ACHIEVE THE FOLLOWING

PARTICIPATION

Creating accessible, inclusive opportunities that welcome more people into curling and support their growth, aspirations and enjoyment at every stage.

INSIGHTS

Using high-quality data to guide decisions, demonstrate impact, and drive meaningful, sustainable growth.

SUSTAINABILITY

Strengthening our member organizations to be vibrant, sustainable hubs that foster participation, connection, and long-term success in their communities.

FOUNDATION

Building a strong, trusted organization with the leadership, people, and systems needed to effectively support and grow the sport communities.

OUR FOUR STRATEGIC PILLARS



1

PARTICIPATION

- 1.1 Increased and sustained participation across all stages of Long-Term Curler Development
- 1.2 Enhanced performance across all levels, including podium success
- 1.3 Strengthened development of coaches, officials, and ice technicians

2

SUSTAINABILITY

- 2.1 Supported growth of stable and operationally strong member organizations
- 2.2 Increased membership and volunteerism
- 2.3 Enhanced member engagement, satisfaction, and alignment
- 2.4 Expanded community presence and partnerships

3

INSIGHTS

- 3.1 Improved high-quality, consistent, and accessible data across the system
- 3.2 Increased use of data to inform decision-making at all levels
- 3.3 Improved transparency and understanding of decisions and impact
- 3.4 Enhanced ability to demonstrate impact and secure funding

4

FOUNDATION

- 4.1 Developed strong, diverse, and effective leadership
- 4.2 Established a high-performing and accountable team and organizational culture
- 4.3 Delivered effective, efficient, and sustainable operations
- 4.4 Built and maintained trust as a respected leader within the sport system



1

PARTICIPATION

1.1 Increased and sustained participation across all stages of Long-Term Curler Development

- 1.1.1** Provincial Participation Growth Strategy
- 1.1.2** Youth & School Engagement Program
- 1.1.3** Recreational Curling Growth Initiatives
- 1.1.4** Inclusive Participation & Access Strategy
- 1.1.5** Curler pathway development (“active for life”)
- 1.1.6** Regional and community-based programming expansion

1.2 Enhanced performance across all levels, including podium success

- 1.2.1** Podium Pathway Enhancement Initiative
- 1.2.2** Competition structure and experience improvements
- 1.2.3** Increased participation in competitive pathways

1.3 Strengthened development of coaches, officials, and ice technicians

- 1.3.1** Coaching, Officiating & Ice Technician Development Strategy
- 1.3.2** Expanded training and certification programs
- 1.3.3** Workforce recruitment and retention initiatives



2 SUSTAINABILITY

2.1 Supported growth of stable and operationally strong member organizations

- 2.1.1 Member Sustainability & Support Framework
- 2.1.2 Infrastructure & Facility Support Strategy
- 2.1.3 Risk Management & Financial Sustainability Framework

2.2 Increased membership and volunteerism

- 2.2.1 Volunteer and workforce development programs
- 2.2.2 Support Member Services Modernization Initiatives
- 2.2.3 Membership growth and retention strategies
- 2.2.4 Awareness and utilization of member services

2.3 Enhanced member engagement, satisfaction, and alignment

- 2.3.1 Member engagement and communication strategies
- 2.3.2 Provide support and advisory services

2.4 Expanded community presence and partnerships

- 2.4.1 Community Partnership & Outreach Strategy including local and regional engagement initiatives



3 INSIGHTS

3.1 Improved high-quality, consistent, and accessible data across the system

- 3.1.1** Provincial Data & Insights Strategy
- 3.1.2** Centralized Data Platform Implementation
- 3.1.3** Data Governance & Standards Framework

3.2 Increased use of data to inform decision-making at all levels

- 3.2.1** Development of reporting tools and dashboards
- 3.2.2** Integration of data into planning, funding, and program design
- 3.2.3** Data literacy and capacity-building initiatives

3.3 Improved transparency and understanding of decisions and impact

- 3.3.1** Regular reporting and communication of insights
- 3.3.2** Stakeholder-facing data summaries and updates

3.4 Enhanced ability to demonstrate impact and secure funding

- 3.4.1** Club and participant profile development initiatives
- 3.4.2** Measurement of participation, outcomes, and economic impact
- 3.4.3** Evidence-based funding and advocacy strategies



4 FOUNDATION

4.1 Developed strong, diverse, and effective leadership

- 4.1.1** Governance Excellence & Board Development Program
- 4.1.2** Board recruitment aligned to skills matrix
- 4.1.3** Succession planning for board and staff

4.2 Established a high-performing and accountable team and organizational culture

- 4.2.1** Organizational Capacity & Culture Initiative
- 4.2.2** Staff professional development programs
- 4.2.3** Performance alignment and goal setting

4.3 Delivered effective, efficient, and sustainable operations

- 4.3.1** Development of policies, processes, and operational standards
- 4.3.2** Continuous improvement initiatives
- 4.3.3** Risk management matrix and mitigation strategies
- 4.3.4** Integrated diversified revenue streams and financial models

4.4 Built and maintained trust as a respected leader within the sport system

- 4.4.1** Marketing & Communications Strategy
- 4.4.2** Stakeholder Engagement & Partnership Strategy
- 4.4.3** Strengthened relationships with provincial, national, and community partners