



Golden Ears Winter Club

2026 – 2028 Strategic Plan

Approved by GEWC Board of Directors

14 April 2026

Who We Are

Golden Ears Winter Club (GEWC) is a not-for-profit organization dedicated to enriching our community through the sport of curling. In partnership with the City of Maple Ridge, GEWC delivers a wide range of programs and services designed to foster engagement, skill development, and social connection. During the winter season, the club provides league curling opportunities for members and offers youth-focused learn-to-curl initiatives in collaboration with local schools, supporting the next generation of athletes. GEWC also facilitates team-building events for corporate groups, strengthening local business ties.

Throughout the curling season, GEWC hosts multiple bonspiels and major competitions at both provincial and national levels, raising the profile of the sport and the community. In the off-season, the facility transitions to serve a local ball hockey association, maximizing community use year-round. The club's uniquely designed lounge is available for private and corporate event rentals, further positioning GEWC as a vibrant hub for community activities.

Our Mission

Golden Ears Winter Club exists to serve and inspire the curling community by providing exceptional facilities, expert coaching, and a welcoming environment for all skill levels. Our mission is to nurture passion for curling, foster personal growth, and build a vibrant, inclusive community where every member can thrive and achieve their goals.

Our Vision

Golden Ears Winter Club aspires to be a leading hub for curling, where passion meets excellence. We welcome and nurture curlers of all backgrounds, providing expert coaching, outstanding facilities, and a supportive community. Our vision is to inspire personal achievement, foster lifelong connections, and elevate the sport by delivering exceptional experiences for every member.

Our Values

At Golden Ears Winter Club, we are dedicated to fostering a safe and inclusive environment where every individual is valued and respected. We celebrate the unique backgrounds and perspectives of our community, ensuring that everyone who enters our facility feels welcomed, supported, and empowered to thrive.

THREE YEAR ROADMAP

This three-year strategic plan identifies five key lines of operations, which are as follows:

1. League Curling. Our club's primary focus is to offer well-organized league curling, creating opportunities for members to fully experience the sport while building lasting friendships and a strong sense of community among fellow curlers.
2. Curler Development. We welcome individuals of all ages to discover curling and offer tailored coaching, development programs and competitive play events designed to nurture skills at every level. Our goal is to empower new curlers to grow, excel, and enjoy the sport within a supportive community.
3. Volunteer Program. The success of our club relies on the dedication of our passionate volunteers. Our Volunteer Program is designed to actively recruit and train individuals who contribute to the club's daily operations and special events. We are committed to recognizing and celebrating the invaluable efforts of our volunteers, ensuring they feel appreciated and empowered as essential members of our community.
4. Asset and Facility Management. We are committed to the timely and financially responsible renewal of club-owned assets. In collaboration with the City of Maple Ridge, we will ensure that our equipment and facilities remain modern, safe, and sustainable, supporting the long-term viability and success of our club.
5. Strategic Revenue Enhancement. We are dedicated to maintaining a competitive and accessible fee structure, ensuring our club remains attractive within the local curling community. To strengthen our financial foundation, we will actively pursue supplemental revenue streams through facility rentals, targeted advertising, and the acquisition of funding grants.

The following pages describe the club's yearly objectives and define measures of effectiveness (MOE) to help determine when each objective has been achieved. This plan intentionally does not prescribe specific methods for achieving these objectives, allowing those responsible the flexibility to choose the approaches that work best for them.

Objectives and Measures of Effectiveness (MOE) Year by Year

Line of Operation 1 – League Curling		
2026	2027	2028
Objective 1.1 Maintain or increase the number of registered curlers playing in organized leagues over previous year. MOE 1.1 Number of registered curlers 2026 ≥ 2025	Objective 1.1 Maintain or increase the number of registered curlers playing in organized leagues over previous year. MOE 1.1 Number of registered curlers 2027 ≥ 2026	Objective 1.1 Maintain or increase the number of registered curlers playing in organized leagues over previous year. MOE 1.1 Number of registered curlers 2028 ≥ 2027
Objective 1.2 Conduct analysis to determine the optimal amount of ice time that should be allotted to league play and other activities. MOE 1.2.1 Delivery of report on analysis of ice time utilization with recommendations on allocations to be made to each league and to other activities.	Objective 1.2 Review 2026 report to confirm continued accuracy and update as required. MOE 1.2.1 Delivery of report on review/update of ice allocation.	Objective 1.2 Review 2026 report to confirm continued accuracy and update as required. MOE 1.2.1 Delivery of report on review/update of ice allocation.
Objective 1.3 Increase the year-to-year utilization of ice time available/allocated for league play. MOE 1.3.1 Increase of % of ice time used vs. allocated over 2025.	Objective 1.3 Increase the year-to-year utilization of ice time available/allocated for league play. MOE 1.3.1 Increase of % of ice time used vs. allocated over 2026.	Objective 1.3 Increase the year-to-year utilization of ice time available/allocated for league play. MOE 1.3.1 Increase of % of ice time used vs. allocated over 2027.

Line of Operation 2 – Curler Development		
2026	2027	2028
Objective 2.1 Deliver <i>Little Rockers</i> clinics with the aim of sustaining or increasing student participation annually. MOE 2.1. Number of participants 2026 ≥ number of participants in 2025.	Objective 2.1 Deliver <i>Little Rockers</i> clinics with the aim of sustaining or increasing student participation annually. MOE 2.1. Number of participants 2027 ≥ number of participants in 2026.	Objective 2.1 Deliver <i>Little Rockers</i> clinics with the aim of sustaining or increasing student participation annually. MOE 2.1. Number of participants 2028 ≥ number of participants in 2027.
Objective 2.2. Deliver <i>Discover Curling School Program</i> clinics with the aim of sustaining or increasing student participation annually. MOE 2.2 # participants ≥ # in previous year	Objective 2.2. Deliver <i>Discover Curling School Program</i> clinics with the aim of sustaining or increasing student participation annually. MOE 2.2 # participants ≥ # in previous year	Objective 2.2. Deliver <i>Discover Curling School Program</i> clinics with the aim of sustaining or increasing student participation annually. MOE 2.2 # participants ≥ # in previous year
Objective 2.3 Institute a pilot after-school program as a follow-up to Discover Curling. MOE 2.3 Sufficient sessions are delivered to assess viability of after-school programs in future years.		
Objective 2.4 Deliver two adult Learn to Curl sessions early to mid-September as lead-in to fall Beginners/Novice league play. MOE 2.4 Two sessions conducted	Objective 2.4 Deliver two adult Learn to Curl sessions early to mid-September as lead-in to fall Beginners/Novice league play. MOE 2.4 Two sessions conducted	Objective 2.4 Deliver two adult Learn to Curl sessions early to mid-September as lead-in to fall Beginners/Novice league play. MOE 2.4 Two sessions conducted
Objective 2.5 Develop a cadre of Curl BC accredited coaches by paying the registration fees for up to two GEWC members. MOE 2.5 At least one GEWC member achieves Curl BC Club Coach Youth Course or Club Coach or Competition Coach certification.	Objective 2.5 Develop a cadre of Curl BC accredited coaches by paying the registration fees for up to two GEWC members. MOE 2.5 At least one GEWC member achieves Curl BC Club Coach Youth Course or Club Coach or Competition Coach certification.	Objective 2.5 Develop a cadre of Curl BC accredited coaches by paying the registration fees for up to two GEWC members. MOE 2.5 At least one GEWC member achieves Curl BC Club Coach Youth Course or Club Coach or Competition Coach certification.
	Objective 2.6 Host a Curl BC Club Coach certification workshop at GEWC. MOE 2.5 Certification workshop conducted.	
Objective 2.7 Host a WCT Men's and WCT women's competition (King Cash) MOE 2.7 Tournament successfully conducted	Objective 2.7 Host a WCT Men's and WCT women's competition (King Cash) MOE 2.7 Tournament successfully conducted	Objective 2.7 Host a WCT Men's and WCT women's competition (King Cash) MOE 2.7 Tournament successfully conducted
Objective 2.8 Host GEWC BCJCT for both Boys and Girls. MOE 2.8 Events successfully completed	Objective 2.8 Host GEWC BCJCT for both Boys and Girls. MOE 2.8 Events successfully completed	Objective 2.8 Host GEWC BCJCT for both Boys and Girls. MOE 2.8 Events successfully completed

Line of Operation 2 – Curler Development (continued)		
2026	2027	2028
Objective 2.9 Conduct club bonspiels. MOE 2.9 Summer Open, Men's, Ladies, Doubles, Open Bonspiels conducted	Objective 2.9 Conduct club bonspiels. MOE 2.9 Summer Open, Men's, Ladies, Doubles, Open Bonspiels conducted	Objective 2.9 Conduct club bonspiels. MOE 2.9 Summer Open, Men's, Ladies, Doubles, Open Bonspiels conducted
Objective 2.10 Working with Curl BC, explore the business case for hosting future provincial curling events. MOE 2.10 Production of option analysis with recommendations.		

Line of Operation 3 – Volunteer Program		
2026	2027	2028
Objective 3.1 Deliver refundable volunteer deposit management program. MOE 3.1.1 Collect annual volunteer refundable deposit (amount set by Board of Directors) MOE 3.1.2 Refund volunteer deposit to members delivering the minimum volunteer hours (as determined by the Board of Directors)	Objective 3.1 Deliver refundable volunteer deposit management program. MOE 3.1.1 Collect annual volunteer refundable deposit (amount set by Board of Directors) MOE 3.1.2 Refund volunteer deposit to members delivering the minimum volunteer hours (as determined by the Board of Directors)	Objective 3.1 Deliver refundable volunteer deposit management program. MOE 3.1.1 Collect annual volunteer refundable deposit (amount set by Board of Directors) MOE 3.1.2 Refund volunteer deposit to members delivering the minimum volunteer hours (as determined by the Board of Directors)
Objective 3.2 Deliver volunteer tracking and management program MOE 3.2 Deliver program that: - Notifies members of volunteer positions that need to be filled, and - Tracks the volunteer hours delivered by each club member	Objective 3.2 Deliver volunteer tracking and management program MOE 3.2 Deliver program that: - Notifies members of volunteer positions that need to be filled, and - Tracks the volunteer hours delivered by each club member	Objective 3.2 Deliver volunteer tracking and management program MOE 3.2 Deliver program that: - Notifies members of volunteer positions that need to be filled, and - Tracks the volunteer hours delivered by each club member
Objective 3.3 Identify tasks that can be shifted from management to volunteers to enhance club operations. MOE 3.3 Delivery of report on analysis	Objective 3.3 Review 2026 analysis and update as required. MOE 3.3 Deliver report on review.	Objective 3.3 Review 2027 analysis and update as required. MOE 3.3 Deliver report on review.
Objective 3.4 Develop a comprehensive volunteer recognition program. MOE 3.4 Produce a plan that will guide recognition of all volunteers and the identification and recognition of those volunteers who made extraordinary contributions to club operations.	Objective 3.4 Recognize volunteer contribution to club operations. MOE 3.4 Conduct planned volunteer recognition events/activities.	Objective 3.4 Recognize volunteer contribution to club operations. MOE 3.4 Conduct planned volunteer recognition events/activities.

Line of Operation 4 – Asset and Facility Management		
2026	2027	2028
Objective 4.1 Identify the critical assets and equipment that are required to operate the seasonal activities within the facility. MOE 4.1 Deliver report listing critical assets	Update as required	
Objective 4.2 Determine the End of Life (EOL) timelines for critical equipment owned by either the Club or the City of Maple Ridge. MOE 4.2 Delivery of report	Update as required	
Objective 4.3 Develop a rolling 3-year Capital Investment List (CIL) outlining potential/required capital projects with recommended timings. MOE 4.3 Production/delivery of list	Update as required	
Objective 4.4 Annual plan/execute replacement of equipment identified at EOL that is owned by the City of Maple Ridge and operated by the GEWC MOE 4.4 Replacement of city-owned EOL items included in city’s works plan on an ongoing basis.		
Objective 4.5 Enhance the cleanliness and overall presentation of the lounges, locker rooms, and common areas to provide a welcoming and hygienic environment for all club members and guests. MOE 4.5 Visual inspections confirm that all areas are consistently tidy, well-maintained, and free of clutter.		

Line of Operation 5 – Strategic Revenue Enhancement		
Objective 5.1 Conduct an environmental scan to understand what other financial models and opportunities exist within the curling community. This assessment will determine how GEWC aligns with other curling clubs and will provide clarity optimal fee structure MOE 5.1 Production of a report that details how GEWC services, programs, costs and fees align within the curling community.		
Objective 5.2 Research and apply for grant funding to enhance club revenue MOE 5.3 Potential grant funding identified and applications prepared and submitted	Objective 5.2 Research and apply for grant funding to enhance club revenue MOE 5.3 Potential grant funding identified and applications prepared and submitted	Objective 5.2 Research and apply for grant funding to enhance club revenue MOE 5.3 Potential grant funding identified and applications prepared and submitted
Objective 5.2 Develop a plan to increase rental of club facilities to include identification of business case for any capital investments required to improve rentals. MOE 5.2 Production of plan for Board consideration		