



WORLD CURLING FEDERATION

The Way Forward 2020



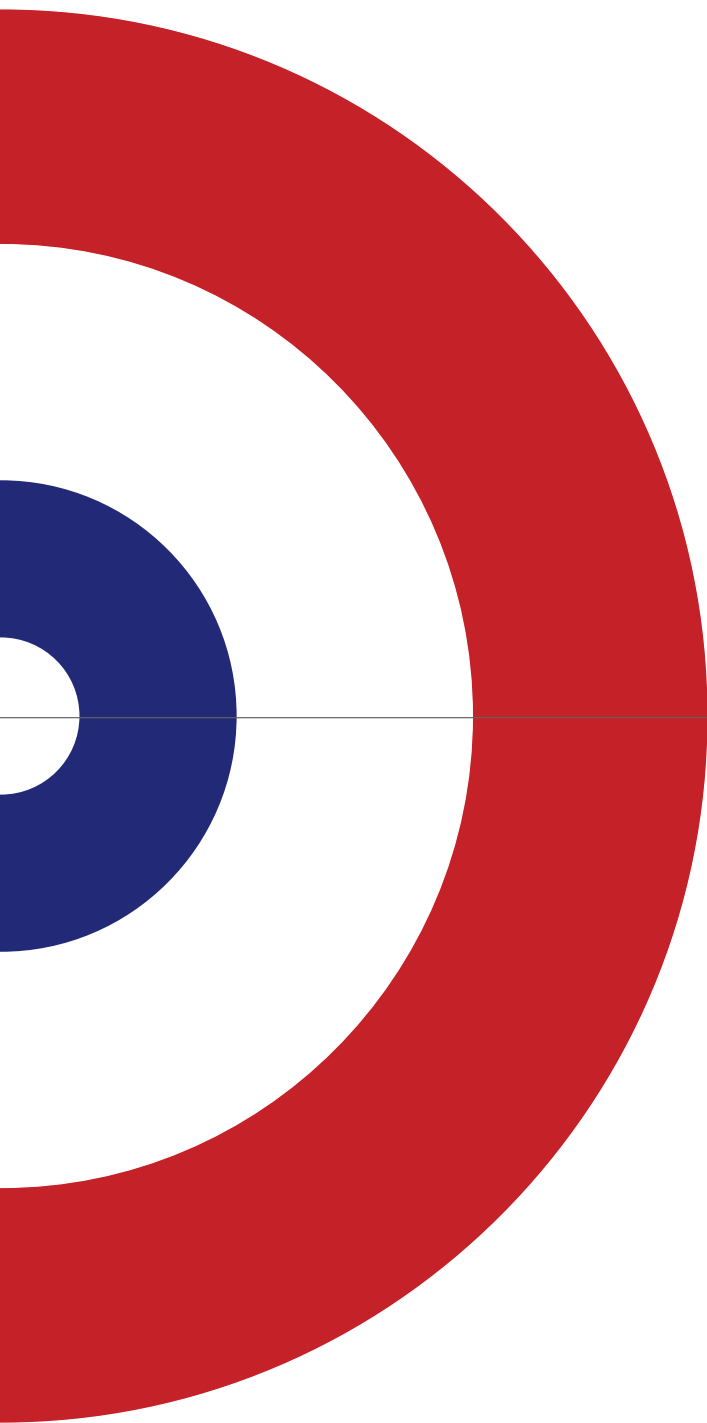


MISSION

To lead the worldwide curling community through the promotion and development of our sport, our culture and our values.

VISION

To make the world a better place by growing our sport and expanding our culture and values around the globe.

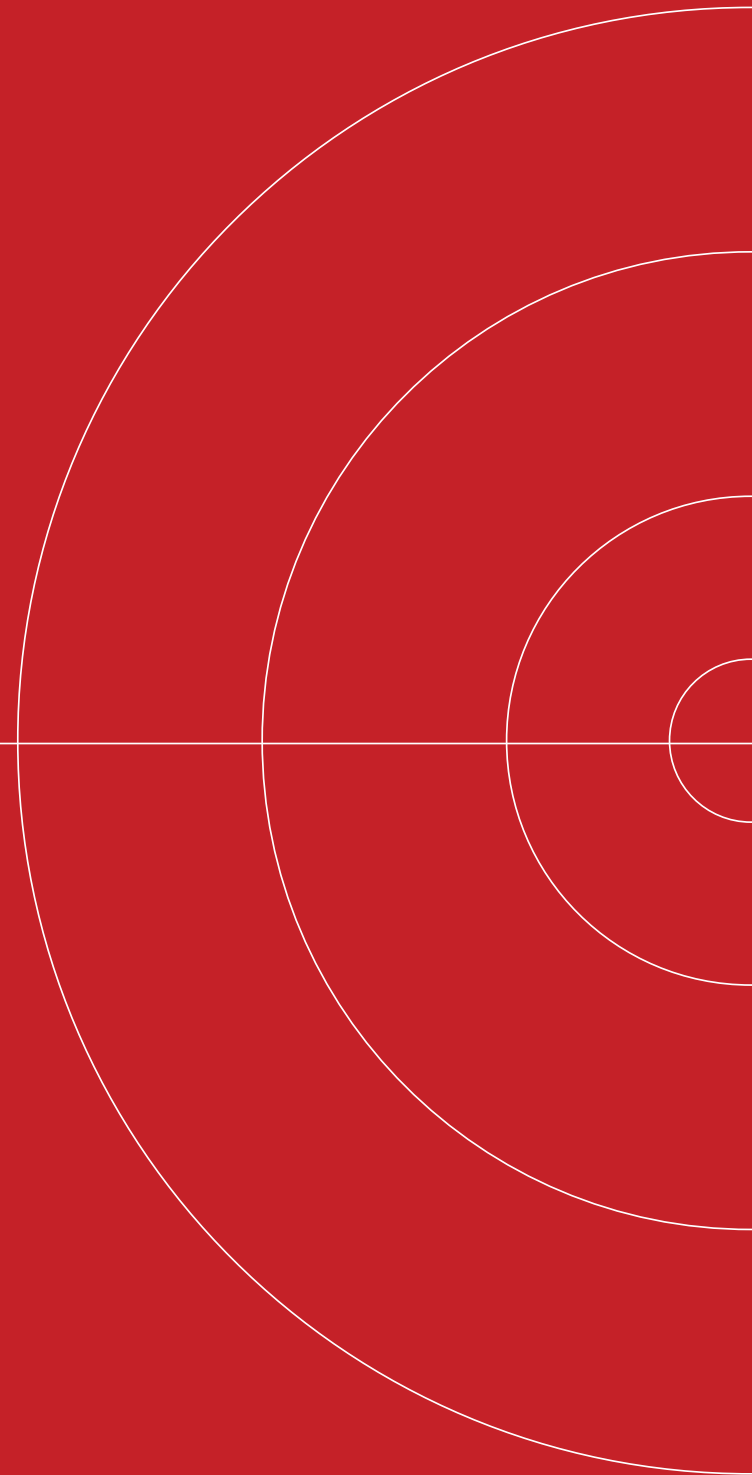


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CULTURE AND VALUES



CULTURE AND VALUES

We are the World Curling Federation and we work together to promote our culture and values.

We are Governed by the Spirit of Curling.

While we play our sport to win, the Spirit of our game demands good sportsmanship, kindly feeling and honourable conduct. This spirit influences our conduct both on and off the ice. We are truthful and honest and continually strive to uphold the trust of the worldwide curling community.

We are Inclusive.

We respect differences of thought, opinion and world-view. As such, we are comprised of Member Associations of differing sizes and levels of development. We want our sport to grow around the world. We will achieve this through the development of existing Member Associations and the addition of new members. Together we are stronger because of our differences.

We are Open.

We cultivate an organisation where we can share different opinions and ideas without fear of criticism or judgment. We are committed to collaboration, accountability and mutual respect in our work together.

We are Stewards of our Sport.

We care for and protect the traditions and culture of curling. Yet, we recognise the world is an ever-changing place. As such, we welcome innovation and discovery, all while prioritising our resources, to enhance and preserve our unique sport.

We Strive for Excellence.

We strive for exceptional results in all that we do. We do not rest on our successes – we continually seek improvement and advancement as an organisation.

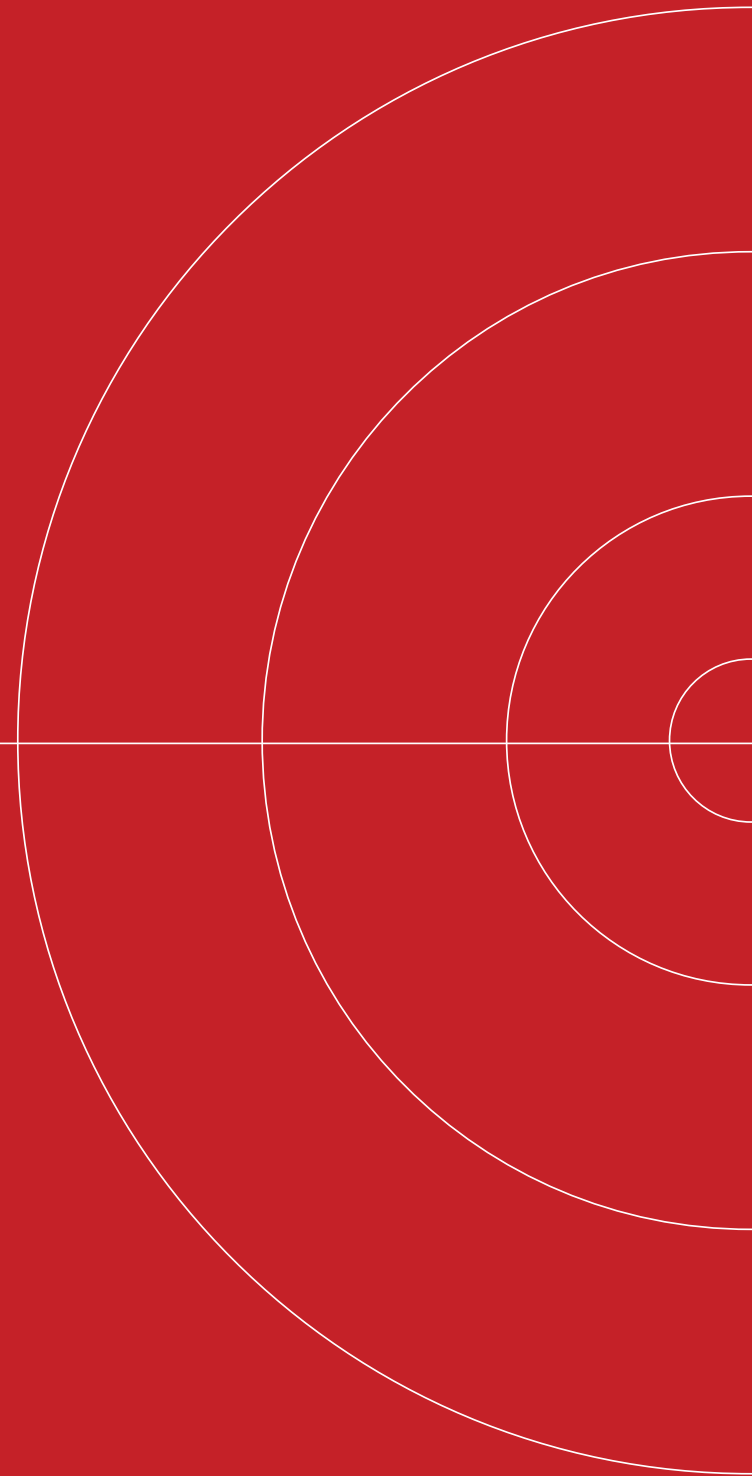
Together, we are the World Curling Federation.

Together, we are the World Curling Family.



STRATEGIC AREAS OF FOCUS

Organisational Sustainability



Organisational Sustainability

Primary goal:

To constantly seek improvement as an organisation.

In order to pursue our Mission and realise our Vision, we must ensure that we have adequate leadership, expertise, knowledge and resources to sustain the organisation.

Identified needs:

Board to become less operational.

Create a robust structure for President succession.

Address knowledge transfer at Board level.

Increase diversity on the Board – gender, athletes, Member Association size representation.

Address single points of failure at the staff level.

Recruit and retain the best staff.

Help develop Member Associations.

Define and communicate the fundamental responsibilities for Member Association representatives.

Improve communication between Board and Member Associations.

Address oversight of rules changes.

Diversify revenue outside of the Olympic Winter Games.

Manage key stakeholder relationships – International Olympic and Paralympic Committees, local organising committees, Kays of Scotland and others.

Address gender equality.

Address environmental sustainability.

Organisational Sustainability

Actions:

Year One outcomes

- Develop a succession plan for our President.
- Review the decision-making process for rules.
- Develop a Gender Equality Action Plan.
- Review the roles and responsibilities of Board, Commissions and Member Associations.
- Develop business model for the stand-alone arms-length management of any commercial projects.

Year Two outcomes

- Incorporate outcomes from Year One reviews in an update for the World Curling Federation Constitution.
- Implement new roles and responsibilities.
- Create a group to establish Environmental Sustainability goals for the World Curling Federation.
- Develop staff succession planning structure.

Future actions and outcomes

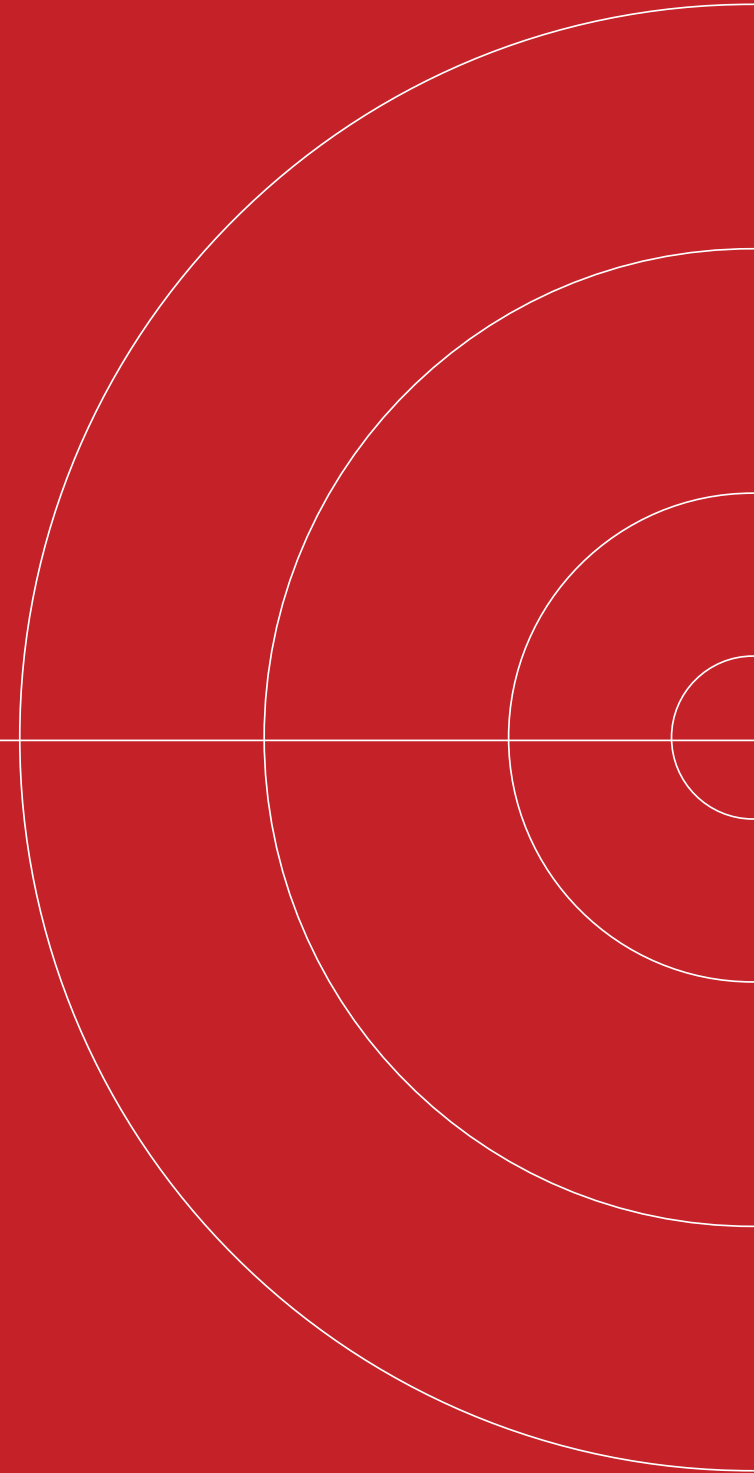
- Increase promotion of Member Associations activity through available communications channels.
- Based on the review of roles and responsibilities, ensure there is no single point of failure for relationships with key stakeholders.
- Develop an Environmental Sustainability Policy.

We address these needs to SURVIVE.



STRATEGIC AREAS OF FOCUS

Engagement



Engagement

Primary goal:

To promote our identity, our culture and our values to an ever-increasing audience.

In order to pursue our Mission and realise our Vision, we should look to engage with our community, of curlers and stakeholders, and the non-curling population.

Identified needs:

Transform the perception of curling.

Create a mechanism to unite curlers and non-curlers, interested in the sport, worldwide.

Increase traditional and non-traditional media coverage.

Develop and communicate organisational key messages and brand guidelines.

Build awareness of community and values.

Engagement

Actions:

Year One outcomes

- Review the establishment of a membership club, the World Curling Family. Consideration for the costs and benefits of membership.
- Review Communications Strategy in-line with the Forward Plan.
- Examine opportunities for reducing costs on broadcast events without reducing quality or breadth of coverage.
- Assess the pros and cons of a World Curling Federation Over-the-top (OTT) platform as an alternative to YouTube.

Year Two outcomes

- Conduct a review of the World Curling Federation brand.
- Implement new Communications Strategy.
- Continue to review Broadcast model to deliver increasing levels of content at a lower cost per hour of production.

Future actions and outcomes

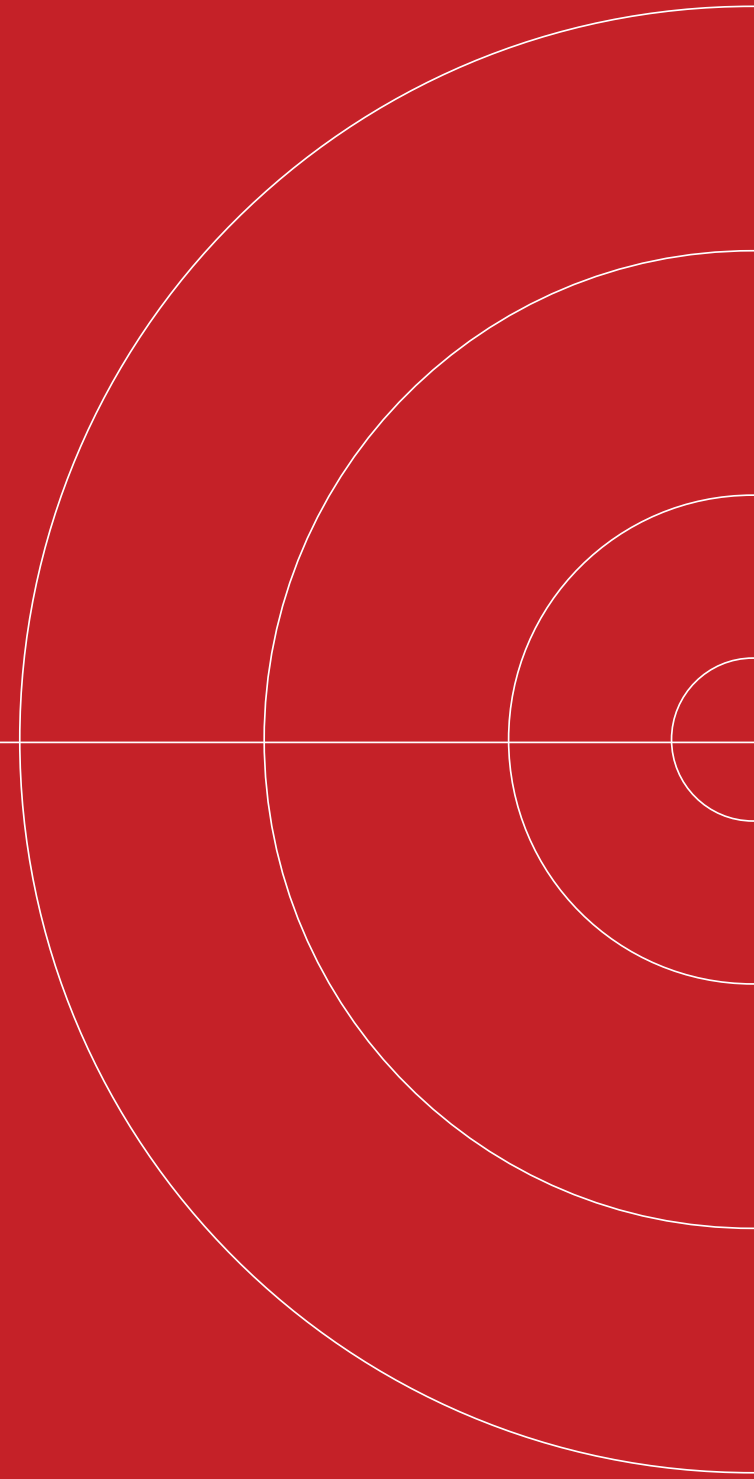
- Implement brand review and Communications Strategy for our Mission and new image.
- Grow the World Curling Family membership club, as an initiative to unite curlers globally.

We address these needs to FLOURISH.



STRATEGIC AREAS OF FOCUS

Development



Development

Primary goal:

To expand our community.

In order to pursue our Mission and realise our Vision, we should look to expand our community in terms of the number of curlers and Member Associations, as well as the number of facilities.

Identified needs:

Increase the global footprint of curling – new Member Associations.

Help Member Associations to develop more curlers.

Help developing Member Associations become self-sufficient – training, coaching, progressing from Floor Curling to on-ice.

Make significant and proactive progress in facilities developments.

Create environment for knowledge sharing and partnerships.

Development

Actions:

Year One outcomes

- Develop World Curling Academy programmes for First Stone, Learn2Curl and for ice makers.
- Deliver World Curling Academy pathway programme to six Member Associations.
- Produce comprehensive documentation to assist those wanting to build a dedicated curling rink.
- Review the outcomes of the Swedish and Hungarian Mentoring Programme and assess the potential for wider-scale roll-out.
- Investigate systems for delivering training webinars to appropriate audiences.

Year Two outcomes

- Develop World Curling Academy programmes for coaches and officials.
- Deliver World Curling Academy pathway programme for another six Member Associations.
- Depending on the outcomes of a review roll-out the Mentoring Programme.
- Assess opportunity for a case study for a proactive facility development intervention.
- Create a series of online training webinars on appropriate subjects.

Future actions and outcomes

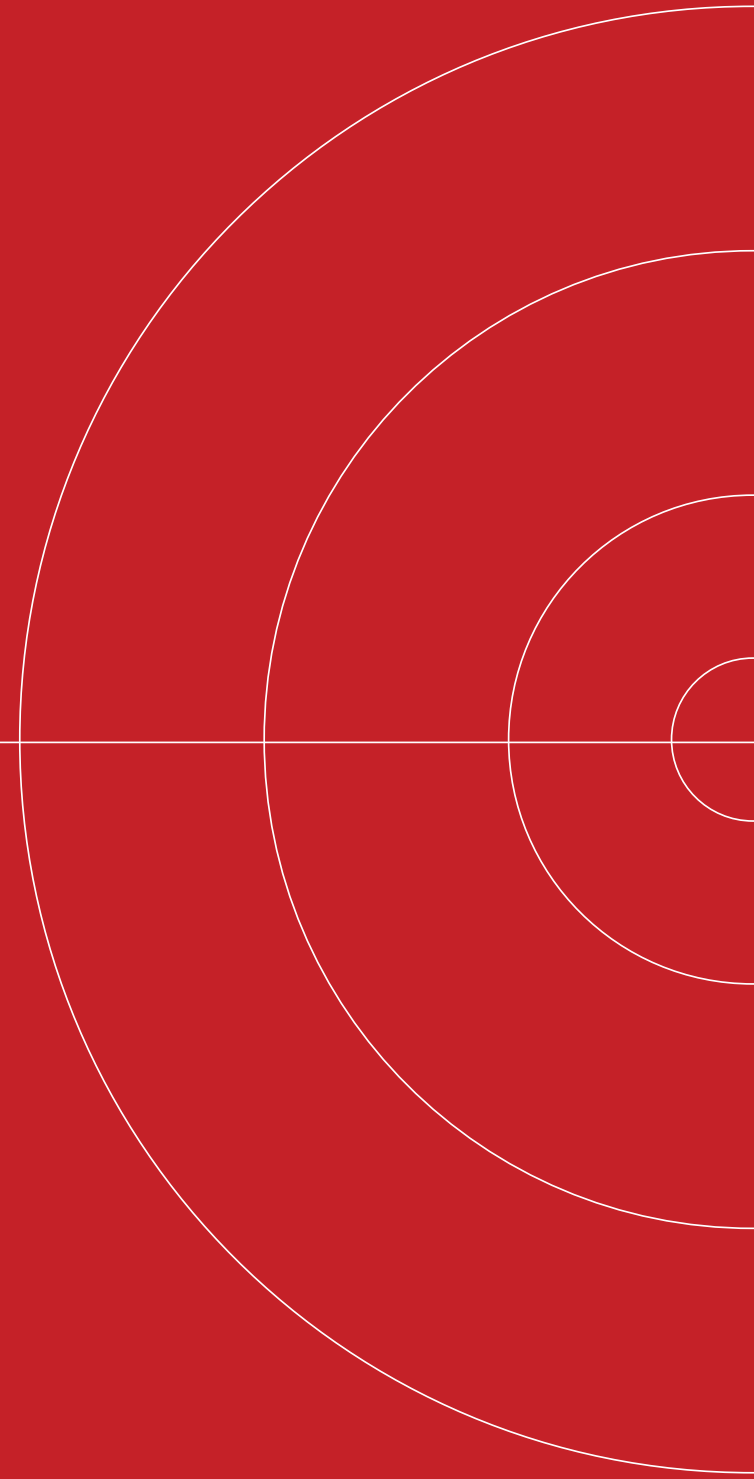
- Review the work of the Technical Commission and consider proactive investment in any facility development.
- Develop a process for targeting the appropriate people within Member Associations to deliver programmes and services.

We address these needs to GROW.



STRATEGIC AREAS OF FOCUS

Competitions



Competitions

Primary goal:

To run and showcase the best events.

In order to pursue our Mission and realise our Vision, we should showcase the best athletes in the world as the ultimate ambassadors of our culture and values.

Identified needs:

Prioritise resources for our biggest events.

Develop and pursue partnerships with event stakeholders.

Control Olympic and Paralympic access through appropriate qualification systems.

Assume responsibility of the World Team Ranking System.

Improve financial results from events.

Guarantee event hosting is beneficial for the World Curling Federation, athletes and host stakeholders.

Look to adapt curling for the future.

Innovate with technology.

Competitions

Actions:

Year One outcomes

- Complete the 'Maximizing the Value' project.
- Consult on potential changes to the World Curling Federation World Team Ranking System.
- Develop a process for assessing the delivery of events.
- Ensure decisions are taken in-line with the agreed event priorities.

Year Two outcomes

- Implement the outcomes of the 'Maximizing the Value' project.
- Implement the changes from World Curling Federation World Team Ranking System consultations.
- Develop support tools for athletes to maximise their promotion on social media.
- Ensure the inclusion of athletes within the Communications Strategy.
- Create a group to review the opportunities presented by new technology.

Future actions and outcomes

- Create a working group to review event performance and delivery.

We address these needs to PURSUE EXCELLENCE.

