



World Curling Forward Plan

UPDATE 2024.9 (Sept)



WORLD CURLING MISSION

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

WORLD CURLING VISION

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

NOTE: Each Area has a Primary Goal and Identified Needs to help provide direction. The Year One and Two outcomes are suggested priorities for the Board to consider but the ability to deliver will depend on the available resources. Further Actions and Outcomes are identified for future consideration.

VALUES / CULTURE

We are World Curling 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 are comprised of Member Associations of differing sizes and levels of development. We want our sport to grow around the world through the development of existing Member Associations as well as through the addition of new members. We respect differences of thought, opinions and worldview. We are stronger together 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 a 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 WORLD CURLING.

TOGETHER, WE ARE THE WORLD CURLING FAMILY.

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Strategic Areas of Focus

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 the adequate leadership, expertise, knowledge and resources to sustain the organisation.

Identified Needs:

- Get Board less operational
- Develop succession plan for President
- Address knowledge transfer at Board level
- More diversity in Board (gender, athlete, Member Association level)
- Address single point of failure issues at staff level
- Recruit/retain the best staff
- Help develop Member Associations
- Address Member representatives and responsibilities
- Improve communication between Board and Member Associations
- Address oversight of rule changes
- Diversify revenue outside of Olympics
- Manage key stakeholder relationships (IOC, IPC, LOCs, Kay's, Etc.)
- Address gender equality
- Address sustainability in an environmental sense

ACTIONS:

Ongoing

Develop Gender Equality action plan
Develop staff succession planning model
Develop our Environmental Sustainability Policy
Based on the review of roles and responsibilities ensure no single point of failure for relationships with Key Stakeholders

Completed

Develop succession plan for the President
Review process for decision making for rules
Increase Promotion of Member Associations activity via Social Media and Newsletter
Develop business model for the stand-alone arms-length management of any commercial projects
Review roles and responsibilities of Board, Commissions and Member Associations
Incorporate outcomes from year one reviews in update for World Curling Constitution
Implement new roles and responsibilities
Establish group to create Environmental Sustainability proposals for World Curling

WE ADDRESS THESE NEEDS TO SURVIVE.

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Strategic Areas of Focus

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, our community of curlers, our stakeholders, and the non-curling population.

Identified Needs:

Influence the perception of our sport
Create a mechanism to unite curlers and others worldwide ("World Curling Family")
Increase traditional and non-traditional media coverage
Stay "On Message" for our brand
Build awareness of community and values

ACTIONS:

Ongoing

Develop business plan for the establishment of a World Curling Family Club (WCFC), with emphasis on the costs vs benefits of membership
Assess potential for app either as stand-alone project or as part of the WCFC and/or World Curling OTT platform, the Curling Channel
Continue to review Broadcast model to continue to deliver increasing levels of content at lower cost per hour of production
Implement brand review and PR / Communications Strategy for our mission and "new" image

Review establishment of World Curling Family Club; grow World Curling Family Club as an initiative to unite curlers

Completed Actions

Examine opportunities for reducing costs on broadcast events without reducing quality or breadth of coverage
Update Communications Strategy for the Olympic/Paralympic season
Conduct review of World Curling brand
Assess pros and cons of World Curling OTT Broadcast channel as an alternative to YouTube
Develop business plan for World Curling OTT Broadcast channel either as part of the World Curling Family Project or a stand-alone project
Implement Broadcast cost reduction outcomes where they do not impact on output quality

WE ADDRESS THESE NEEDS TO FLOURISH.

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Strategic Areas of Focus

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 number of curlers and member associations as well as number of facilities.

Identified Needs:

Increase the global footprint of curling (new Member Associations)

Help Member Associations develop more curlers

Help Member Associations develop themselves (training, coaches, no-ice to ice)

Make significant proactive progress in facilities

Create environment for knowledge sharing and partnerships

ACTIONS:

Ongoing

Deliver World Curling Academy Pathway Programme to another five to six Member Associations

Assess opportunity for a case study for a proactive facility development intervention

Develop a process for targeting the appropriate people within Member Associations to deliver programmes and services

Create series of online webinars in appropriate subjects

Review work of Technical Commission and consider proactive investment in facility development

Completed Actions

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 curling rink

Review the outcomes of the Swedish / Hungarian Mentoring Programme and assess potential for wider scale roll out

Investigate appropriate systems for delivery of webinars to appropriate audiences for training purposes

Develop and publish second level online courses

Compile and report data on global, regional and Member specific growth to target programmes and services

WE ADDRESS THESE NEEDS TO GROW.

NOTE: Each Area has a Primary Goal and Identified Needs to help provide direction. The Year One and Two outcomes are suggested priorities for the Board to consider but the ability to deliver will depend on the available resources. Further Actions and Outcomes are identified for future consideration.

Strategic Areas of Focus

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 representatives of our culture and values.

Identified Needs:

Prioritise resources on "Main Events"

Develop/Pursue partnerships

Control Olympic access

Control World Team Ranking

Improve financial results of events

Pursue Win-Win-Win for World Curling, athletes, hosts

Look to adapt game for the future

Innovate with technology

ACTIONS:

Ongoing

- Develop process for assessing delivery of events
- Ensure decisions are taken in line with the agreed event priorities
- Develop support tools for athletes to maximise their promotion on social media
- Ensure the inclusion of athletes within the Communication Strategy
- Create a group to review the opportunities presented by new Technology

Completed

- Complete the 'Maximising the Value' review
- Consult on potential changes to the World Curling World Team Ranking Lists
- Create Working Group to review event performance and delivery
- Implement the outcomes of the 'Maximising the Value' review
- Implement the changes from the World Curling World Team Ranking Lists consultation

WE ADDRESS THESE NEEDS TO PURSUE EXCELLENCE.