



**MINUTES**  
**of the WORLD CURLING Executive Board**  
**Online Meeting #2025-9**  
**on 20 October 2025**

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**Attendees**

**Executive Board**

Beau Welling (BWE)	President
Kim Forge (KFO)	Vice-President
Morten Søgård (MSO)	Vice-President
Helena Lingham (HLI)	Director
Sergio Mitsuo Vilela (SMV)	Director
Rob Niven (RNI)	Director - partly
Jill Officer (JOF)	Director
David Sik (DSI)	Director
Andrew Ryan (ARY)	Independent Director
Tyler George (TGE)	Athlete Commission Chair
Colin Grahamslaw (CGR)	Secretary General
Saskia Müller-Gastell (SMG)	Projects Officer/Minute taker
Apologies:	
Hong Zhang (HZH)	Independent Director

The meeting started at 13:00.

The President welcomed the Board.

**Priorities and Action Planning.**

CGR explained that there are two key documents to review. The first is a spreadsheet that links the four pillars of the existing forward plan with the nine priorities identified by the Board last December. He had added potential actions, cross-referenced them to the pillars, and had proposed an initial prioritization (V = vital, H = high, M = medium, L = low) for discussion. The group may suggest changes or new actions. The second document, prepared by DSI, covers how the Board might manage and monitor the process going forward. CGR suggested

spending 30–45 minutes on the spreadsheet first, then moving on to DSI’s paper and combining the outcomes.

CGR explained the spreadsheet shared on the screen which contained the mission, vision, values, and four pillars—operational sustainability, engagement, development, and competitions—taken directly from the previous forward plan (dated 2020). He said the nine numbered items were the Board’s identified priorities. For each, he had listed actions, priority levels, links to the plan, target dates, and expected outcomes. He also noted that completed actions would be shown in green to indicate progress.

BWE explained that they needed to rebuild the Forward Plan into a new version that combined ongoing work rather than starting over. He said the group should focus on a few key priorities out of the nine identified and direct efforts there. He had asked CGR to list possible actions under each priority for review, noting that the group could add or change items. The goal was to refocus their efforts and repackage everything into an updated strategic plan.

CGR said that he and Chris Hamilton were still defining measurable outcomes for the Olympic content plan, such as followers, engagement, or website traffic, and for AI process integration. He mentioned that updates on competitions and trial rules would come after JFO and RNI’s group finished their work. He noted that the most urgent priorities were the Olympic and Paralympic content plan—since timing was critical—and planning how to broadcast the new event structure for the next year. He planned to review all nine areas, highlight the vital ones, and invite questions or suggestions.

MSO agreed with DSI saying the group needed to decide which of the nine priorities were most important, focus on the top three, and set actions and timelines accordingly. He emphasized being realistic and doing the prioritized tasks well within a three- to four-year plan.

ARY said he found the spreadsheet detailed and ambitious, with too much information to manage easily. He agreed with MSO that the group should focus on three main priorities and set specific goals for 2026–2028. He emphasized the importance of the commercial aspect, suggesting that some headings be adjusted or redefined to reflect it better. He also noted that the plan seemed too large for the current team to deliver and advised narrowing the scope to make it more achievable.

MSO added that the goal of maintaining a balanced budget in the next cycle means limiting priorities and initiatives to match available resources. He said financing the chosen initiatives—through options like subscription and entry fees—was itself an important task. He noted that several commercial aspects, both operational and strategic, also needed consideration when setting priorities.

BWE felt the discussion was going in circles and asked MSO to name his top three priorities. MSO chose the global CRM platform, the coordinated calendar, and new curling events, calling them essential for revenue and growth. HLI agreed but added the need for long-term

event hosting contracts. ARY stressed focusing on Curling's commercial value and suggested making it a clearer priority. JFO noted that commercial development had been a major theme before but was missing from the current plan. CGR and SMV explained that commercial development was meant as an overarching principle guiding all initiatives, not a separate priority. ARY, viewing the plan with fresh eyes, argued that commercial goals should drive all other actions rather than follow them.

CGR suggested and the Board agreed to rename the four pillars now as follows:

1. Organizational Sustainability / Commercial development
2. Engagement
3. Development
4. Competitions

and identify three or four items that are dropped under each of those pillars.

The four general priorities identified by the Board were:

- Global CRM platform
- New Curling Events
- Calendar event structure
- Development

MRO felt that broadcasting (evolve the exposure of the game to the audience) should be the fifth priority.

Some Board Members disagreed with modifying the strategic plan, noting that it had been developed with a specialist in December and followed a formal process. They said key stakeholders, including staff and member associations, had not been consulted. ARY agreed it was a normal process, not a reinvention, but said new budget and forecasting information required adjustments. He emphasized the need to identify priorities and focus on them, warning that without this, progress would be slow.

Beau Welling said the Board had focused too much on semantics and needed to take action. He suggested starting the global CRM platform and new curling events immediately. CGR agreed and added that priorities like the CRM, event calendar, and new events mostly targeted elite curlers, but there was little disagreement on them.

JOF suggested improving the spectator experience at existing events was more important than creating new events. BWE partially agreed but emphasized initiatives should generate revenue. He also noted the priorities focused on elite players and suggested adding broader development initiatives to support more members and help countries grow their curling programs.

CGR was tasked with re-organizing the Forward Plan/Big Ideas structure.

## **DAP**

BWE said he had received feedback about the DAP budget and stressed that development should not be forgotten. He noted DAP lacked clear ROI and needed smart actions as part of the strategy. MSO agreed and suggested including DAP restructuring under development and engagement. CGR confirmed they would add it as an action, and HLI emphasized doing it quickly to address member concerns.

## **Improving Oversight of Projects and Initiatives**

DSI explained that the Board needed an intermediate layer between project management and themselves. He said companies usually start initiatives, the Board approves them, and staff manage them, but the Board often lacked regular updates. He suggested tracking project status, costs, phases, risks, and leaders, with quarterly progress reports. He emphasized reviewing all projects, including lower-priority ones, to ensure the Board could guide, support, and make key decisions without managing daily operations.

JOF supported receiving quarterly project updates and brief updates at each Board meeting, appreciating DSI's Excel spreadsheet showing responsibilities and budgets. MSO agreed but emphasized the Board should focus on high-level project portfolio management, key points, risks, and mitigation, without getting bogged down in details. Other Board members expressed agreement.

DSI suggested including updates on ongoing operational activities, not just projects. He mentioned tracking progress on Curling Channel TV, digital growth, membership increases in floor curling, and certification targets. He also emphasized reviewing spending, such as funds for the SVS project, to ensure returns. He proposed deciding which operational metrics were most important to monitor regularly.

ARY fully supported DSI's proposal for structured project updates and agreed with JOF's idea that department heads could give short quarterly reports on progress and risks. However, he cautioned the Board to stay high-level, focusing on oversight rather than operations, and to address issues like staffing only if operational execution failed.

JOF suggested that staff could submit written reports instead of presenting live, but ARY preferred brief in-person updates to allow questions and interaction. MSO proposed creating a KPI dashboard to track key metrics without overcomplicating reporting. CGR agreed, noting KPIs should align with Board priorities and be integrated into the strategic plan. The group supported high-level quarterly updates from department heads, focused on progress and measurable outcomes.

## **Electronic handles and Global Facility Certification program**

DSI reported that the project had stayed mostly within budget, though some extra testing and logistics costs had been added. There had been delays in receiving handle parts and coating issues that made some handles less sensitive. Tests in Aberdeen had found one coating worked well, but the stronger, more durable one had problems. Due to limited time before the European Championships, they planned to use the working version and review improvements later.

He also explained that the handles required electronic certification costing €3,000 per country. SMV suggested waiting to complete certification until there was confirmed demand and the final product had been fully tested at the European and Olympic events. He noted that certifying now could risk approving a version that might later change.

DSI reported that the unit price for each handle remained around €500–600, with some discounts applied to plastic components. Final invoices from CTU were still pending, though no major issues were expected aside from coating concerns.

He also updated that several facilities had been certified, with Baden Regio in the process of becoming the first certified training center. Additionally, Jet Ice partnered to create branded certification badges for venue owners using the World Curling logo—a design DSI presented for Board feedback and approval. There were no objections from the Board.

The meeting ended at 14:35.