



**WORLD  
CURLING**

# STRATEGIC PLAN

*CONDENSED VERSION*

*2026*



# INTRODUCTION

The following pages layout the Board's ambitions for World Curling for the coming Olympic cycle.

These plans are built on the previous Forward Plan, the Big Ideas and input and feedback from Member Associations in Congress, Open Meetings and Member Group meetings.

This new Plan is based on evolution not revolution, respecting the traditions of the sport whilst looking to embrace a new reality led by digital and AI solutions.





## **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.





## 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 honorable 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.





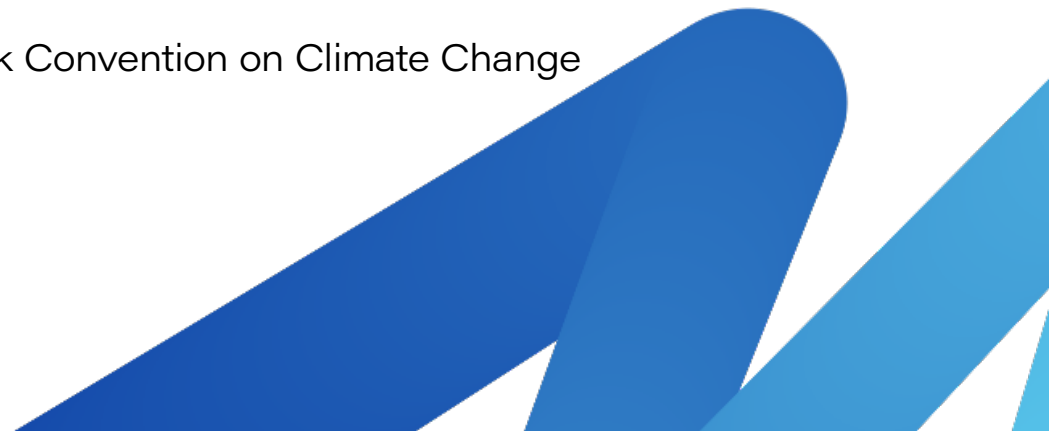
## **SITUATIONAL ANALYSIS (CURRENT STATE OF THE SPORT)**

### **Internal Strengths**

- Growing and increasingly engaged Member Association network
- Strong, flexible/adaptable and committed staff
- Sector leading governance standards
- Established stakeholder engagement relationships

### **External Strengths**

- Established Olympic and Paralympic programme position
- Recognised broadcast product
- Strong, values-led brand with global appeal
- Resilient sport that is inclusive
- Signatory of the United Nations Framework Convention on Climate Change





## **SITUATIONAL ANALYSIS (CURRENT STATE OF THE SPORT)**

### **Internal Challenges**

- Rapid growth in Member Association numbers
- Increasing number of competitions
- Widening demand on finances

### **External Challenges**

- Future of Winter Olympic Programme organisation
- Broadcast segmentation / drop in rights fees
- Sponsorship market pressure
- Inflation pressures
- Geo-political situation



# **LONG TERM PRIORITIES**

## **2026-2030**





# LONG TERM PRIORITIES

To deliver on the long-term Strategic Areas of Focus and following a review by the Board building on the Forward Plan and Big Ideas the following nine priorities have been identified for the next Olympic cycle.

## 1. EVOLVE THE MEDIA PRODUCT

Enhance the viewership experience through interactive and engaging content, including behind-the-scenes footage, athlete interviews, and live analytics.

## 2. GLOBAL CRM PLATFORM

Connect with the global curling community by leveraging a comprehensive CRM registration platform to streamline communication and engagement.

## 3. SUSTAINABLE FACILITIES

Lead the certification and implementation of sustainable curling facilities, promoting best practices and providing resources for facility managers.



# LONG TERM PRIORITIES

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## 4. ATHLETE & COACH PATHWAY

Develop and implement a clear pathway for athlete and coach development, including certification programmes, workshops, and international exchange opportunities.

## 5. CO-ORDINATE CALENDAR

Lead the development of a coherent curling calendar that supports the player pathway and manages the workload on elite players

## 6. NEW CURLING EVENTS

Create and promote new, dynamic curling events to attract and engage audiences, such as urban curling festivals and celebrity charity matches.



# LONG TERM PRIORITIES

To deliver on the long-term Strategic Areas of Focus and following a review by the Board building on the Forward Plan and Big Ideas the following nine priorities have been identified for the next Olympic cycle.

## 7. SPECTATOR EXPERIENCE

Improve the spectator experience both in-venue and at home to create a 'Bucket List' experience, including enhanced amenities, interactive fan zones, and virtual reality experiences.

## 8. ENGAGEMENT & INFORMATION SHARING

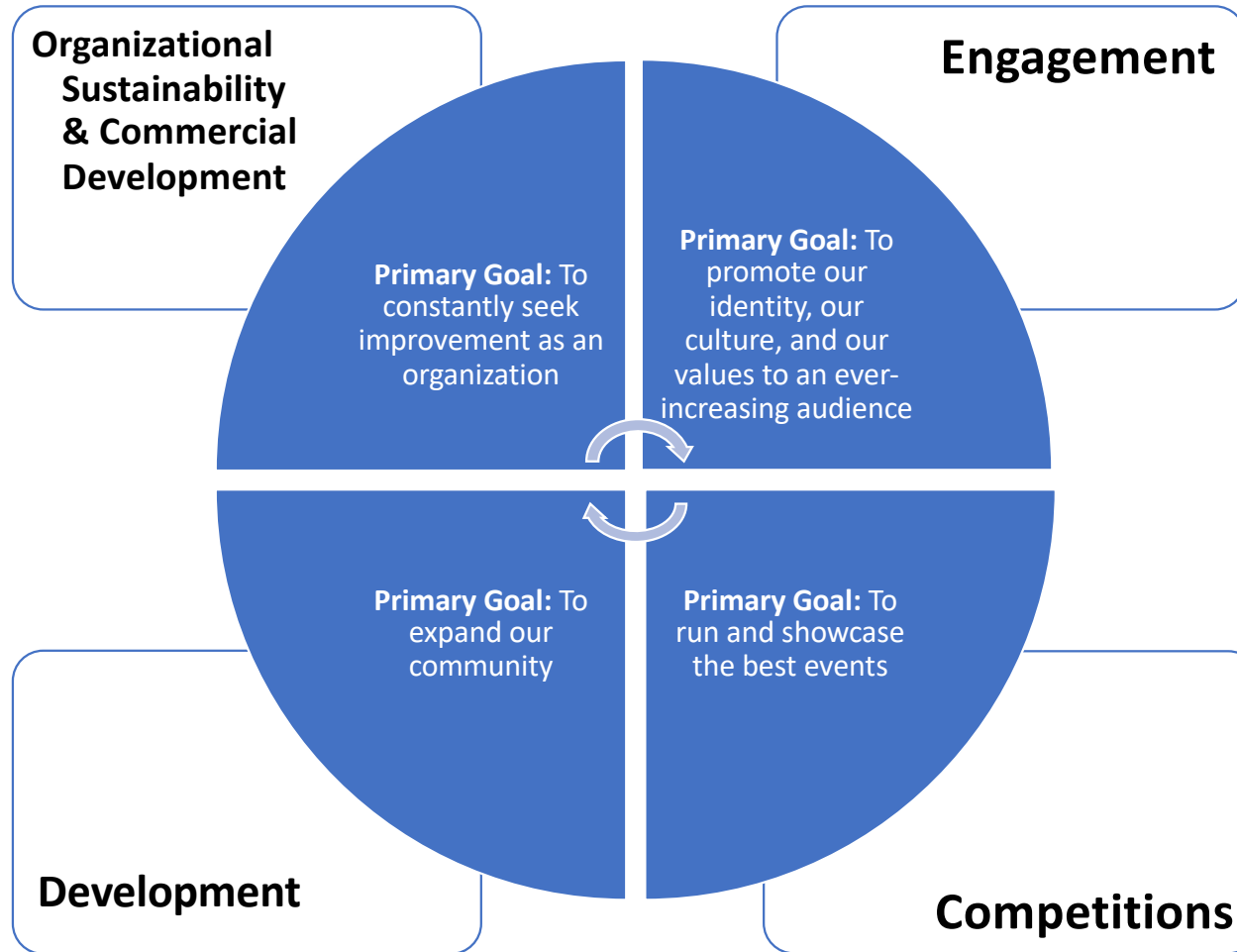
Foster engagement and information sharing within the curling community through regular newsletters, webinars, and an online knowledge hub.

## 9. INNOVATIONS IN THE GAME

Trial and implement game innovations to keep the sport interesting and engaging, such as new scoring systems, rule changes, and technology integration.

# **CURRENT STRATEGIC AREAS OF FOCUS**







# ORGANISATIONAL STABILITY & COMMERCIAL DEVELOPMENT

## PRIMARY GOAL

To constantly seek improvement as an organisation

## PRIORITY ACTION

Create a global CRM to collate all membership data

## SECONDARY ACTION

Develop subscription model linking to new CRM system

*We must ensure that we have the adequate leadership, expertise, knowledge and resources to sustain the organisation*





## **ENGAGEMENT**

### **PRIMARY GOAL**

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

### **PRIORITY ACTION**

Create clear content plan to take advantage of the Olympic Profile

### **SECONDARY ACTION**

Test remote or other broadcast solutions to reduce costs

*We should look to engage with our community, our community of curlers, our stakeholders, and the non-curling population.*





# DEVELOPMENT

## PRIMARY GOAL

To expand our community

## PRIORITY ACTION

Review and revamp Development Assistance Programme (DAP) system

## SECONDARY ACTION

Assess demand for in person development camps at youth and adult level

*We should look to expand our community in terms of number of curlers and member associations as well as number of facilities*





# COMPETITIONS

## PRIMARY GOAL

To run and showcase the best events

## PRIORITY ACTION

Plan for the delivery of the first World Team Championship in January 2027

## SECONDARY ACTION

Extend the competition calendar planning from Global events and Slams to incorporate tour level events

*We should showcase the best athletes in the world as the ultimate representatives of our culture and values.*



# OTHER CONSIDERATIONS





## FINANCIAL CONSIDERATIONS

- Zero-deficit operating budget through the next Olympic cycle
- Invest to develop new revenue sources
- Higher benefits per dollar spent on developing curling globally / partner funding with Member Associations
- Increase the total annual amount spent on development in line with revenue increases
- Long term target is to have a net worth equal to 1–1.5 times annual expenses with current competitions/event structure





## REPORTING AND MONITORING

- An Annual Action Plan will be developed by the Management for Board approval
- The Action Plan will be reviewed annually by the Board with updates reported to the Membership
- Decisions will be based on consultation taking into account the state of the sport and the world around us.





**Together, we are World Curling.**

**Together, we are the World Curling Family.**



