MINUTES
of the Executive Board Meetings
held in Silkeborg, Denmark
on 20 and 21 March 2019

Attendees

Executive Board
Kate Caithness (KCA)   Scotland   President
Graham Prouse (GPR)   Canada   Vice-President (Americas)
Bent Anund Ramsfjell (BRA)   Norway   Vice President (Europe)
Hugh Millikin (HMI)   Australia   Vice-President (Pacific-Asia)
Beau Welling (BWE)   USA   Director
Hew Chalmers (HCH)   Scotland   Director
Toyo Ogawa (TOG)   Japan   Director
Cathrine Lindahl (CLI)   Sweden   Director

Colin Grahamslaw (CGR)   Secretary General
Eeva Röthlisberger (ERO) (partly)   Head of Competitions
Scott Arnold (SAR) (partly)   Head of Development
Richard Harding (RHA) (partly)   Curling Development Officer
Saskia Müller-Gastell (SMG)   Projects Officer/Minute taker
Liz Munro (LMU)   WCF Office Manager

Apologies

None

1. Welcome / Housekeeping

KCA welcomed everyone to Silkeborg. The schedule of the forthcoming days was discussed.

2. Conflict of Interest / Disclosure (CGR)

A summary of relevant Conflicts of Interest of Board members had been compiled and distributed to the Board in advance and this was now discussed.
The following conflicts of interest were added/deleted:

**Toyo Ogawa**
- Deleted: Asian Summer Games: Independent Doping Officer
- Added: JCA : International Affairs Committee

**Cathrine Lindahl**
- Deleted: Sister, Anette Norberg, is a member of the Board of Swedish Curling Association
  - Potential Competitor at WSCC (not old enough yet)
- Added: Sister Anette Norberg playing in WSCC

CLI will check if her sister Anette Norberg is still member of the 2026 Bid Committee for Stockholm.

3. President’s Business (KCA)

a) President’s Report

The President’s report is attached to these minutes.

4. Technical Commission (TOG)

A report on the Technical Commission (TC) had been compiled and distributed to the Board in advance and this was now presented by TOG. The presentation included the following facts:

The two main purposes of the commission are to provide advice and support to achieve the highest level of playing conditions possible at all levels of the game and to assist in the development of curling facilities around the world both new and existing.

The expected outcomes of the Technical Commission are:

- Updated requirements for Competition and Club Ice
- Regulations for Technical Site Visits
- Advice to LOCs to assist them in fulfilling the demands for hosting WCF events
- An update of the CIE (Curling Ice explained) as required
- Produce a manual on how to build a curling rink
- Development of educational programs in technical areas
- Recommendations on potential Research and Development

The current Commission Members are:
TOG explained that the first meeting of the TC would take place in summer 2019 during the camp in Füssen. It was agreed that the terms should only start at that first meeting.

5. Curling World Cup (BRA)

KCA updated the Board on the current payment situation from Kingdomway Sports to WCF. It was confirmed that Chinese Curling is currently backing up any deficits in payments so that the first CWC season is secured.

The Board felt that for future meetings in China the WCF should generally hire a native Chinese translator.

BRA reported that feedback had constantly been collected from different stakeholders (hosts, MA’s, athletes, coaches, broadcaster) throughout the CWC season. An online survey had been carried out during/after the third leg. The survey resulted in 30 responses with an overall satisfaction of 3.9 (based on a scale from 1 (bad) to 5 (good)). However, the survey results are by no means scientifically correct as responses from players/coached with English as their first language is probably overrated. However, the survey provides some guidance towards “what works” and “what does not”

BRA confirmed the following details for the Grand Final participants:

1. The Hosts
2. Winners of leg 1
3. Winners of leg 2
4. Winners of leg 3
5. Highest ranked MA in the CWC Points that had not already got a team qualified
6. 2nd Highest ranked MA in the CWC Points that had not already got a team qualified
7. World Champions
8. Special Invite

Further meetings with Kingdomway Sport and Chinese Curling Association will be held during the WWCC2019.
6. Update on Renewal of Curling Canada Contract (CGR)

CGR explained that Curling Canada are seeking to renew the contract with the WCF for hosting one of the World Men’s or Women’s Curling Championship each year.

The current deal ends in 2020 and they are looking to extend the contract to cover the 2021 and 2023 WMCC and the 2022 and 2024 WWCC.

Currently the net cost of the in-Canada events is still slightly less than the out-of-Canada events so it does make financial sense to prolong the agreement.

The current broadcast model for the events in Canada mean that TSN produce all the Canadian games, where we have a demand, we take that feed and turn it into an international feed for NHK, Eurosport etc. The contract with TSN is now up for renewal and WCF believes that the opportunity should be taken to change the way of working to match the non-Canadian events.

The demand we now have from broadcasters means that it would be more efficient and cost effective all round for us to produce the broadcast as we do for the events outwith Canada and for TSN or whoever takes over as the broadcaster in Canada to pay to take our feed. The amount paid for the feed would need to be negotiated and agreed to ensure that the WCF do not come out of the situation financially worse off.

7. Congress 2020 (CGR)

CGR said that three bids to host the 2020 WCF Congress had been received.

The Board approved the 2020 Congress hosts with the announcement to be made at the 2019 Congress.

The Board also agreed that in future a fee would apply to exhibitors. CGR confirmed that requirements for stands would be added to the bidding specification.

8. World Curling Academy Update (SAR)

Scott Arnold (SAR) – Head of Development joined the meeting. A presentation on the World Curling Academy had been compiled and distributed to the Board in advance and this was now presented by SAR.

SAR explained that the WCF is currently setting up a robust education and development systems and is developing the required global workforce to facilitate the empowerment of the MAs.

SAR elaborated on the various courses that would be offered (some of them will be certified courses) and advised that the technical coach courses will be the first to be rolled out.
SAR also informed the Board of a future development program for WCF Member Association. Using existing DAP, members would attend workshops and learn more effective ways to leverage DAP and external funds for sustainable development projects. These attendance at such a course could in fact become a prerequisite for accessing DAP in the future.

SAR left the meeting.

9. Strategic Plan Discussion (BWE)

a) Forward Plan Thoughts (BWE)

A Forward Plan draft had been compiled and distributed to the Board in advance and this was now discussed, especially the mission/vision of the WCF as well as its values and culture.

b) Presentation to MA's at the Open Meeting (CGR)

The Board agreed to present the draft to the members and ask them for further input. The plan was to divide the delegates present into four groups (they may choose which group they would like to attend) each discussing one of the following four strategic areas and its primary goals:

- **Competition**: To run and showcase the best events
- **Development**: To expand our community
- **Engagement**: To promote our identity, our culture, and our values to an ever increasing audience
- **Organisational Sustainability**: To constantly seek improvement as an organization

Should the groups finish discussing their main pillar then they may get to discuss further pillars until the total time allocated has been used up.

After the breakout sessions each group should come back and report to all delegates and BWE would summarize the comments after Silkeborg.

c) Curling Calendar and Commercial Events

An initial discussion took place on how to deal with commercial Curling event operators worldwide. The Board also discussed the way that the ranking lists are done and reflected on feedback from athletes and MAs that WCF should be in control of that.

It was also stated that the Curling season keeps expanding and is now approx. 9 months long. This gives the top athletes very little time for recovery and will cause more chronic injuries.
The Board agreed that WCF (GPR, BWE, HMI and BRA) should sit down with the commercial event operators to discuss a possible co-operation and way forward.

10. Competition & Rules Report

a) Future Bids (ERO)

Eeva Röthlisberger (ERO) joined the meeting. She presented a chart with the upcoming events for the next seasons. She confirmed that there are hosts assigned for almost all events for the season 2019/2020. The only event still looking for a host is the Mixed Doubles B-event. A Curling club would be appropriate for such an event so bids are very welcome!

The Wheelchair B event will be held once again in Lohja, FIN but the dates are different: These are now 28 Nov – 2 December 2019. And, in order not to clash with YOG, the next WJBCC, which will also be held in Lohja, FIN had to be moved to 10-17 December 2019 (instead of January 2020)

ERO also confirmed that invitations had been sent to the NOCs eligible to participate in the next YOG.

b) Olympic Qualification Points (HMI)

A presentation on the future Olympic Qualification had been compiled and distributed to the Board in advance and this was now discussed.

HMI said that the OQE had been a great success and with the addition of a Pre-Olympic Qualification event for Women and Men and a potential MD OQE, a relook at the structure and qualification process had been undertaken by the C&R at the meeting in Las Vegas January 2019. At that meeting the C&R Commission had to take into consideration various prerequisites, such as:

- IOC desire for qualification to only relate to the previous 18 months prior to the OWG
- Introduction of a Pre-qualifier for Women and Men
- With the introduction of the Pre-qualifier, World Championship participant MAs may have to compete in the Pre-qualifier.
- Recognising a point premium for medal game participation.
- Desire for OQE fixed field size
- Entry to the OWG, OQE and Pre-OQE requires approval of the NOC.
For the future the C&R had defined three options for the Women and Men OQE (keep the status quo / cap the number of teams at 8 / cap the number of teams at 10). Eventually their recommendation was:

- An OQE with 8 teams
  - 5 teams from points + Host + 2 POQE
- Point system modified for 13 WCC
- Qualification system modified to account for 2 years prior to OWG

For the Mixed Doubles Olympic Qualification Event the C&R discussed a number of options. The C&R recommended the following:

- Run immediately prior to or following the W/M OQE at the same venue
- OQE with 16 teams
  - 15 teams from points + Host
- Point system modified for 20 team WMDCC
- Qualification system remains using 2 years results prior to OWG

The Board discussed the C&R recommendations with regard to their consistency. It was also confirmed that medals are only awarded at championships, not at challenges. The Board then agreed to propose both recommendations to the IOC for their approval.

c) World Mixed Doubles format

HMI explained that with the decision of the MAs to have a 20 team WMDCC as of 2020 with 16 teams qualifying directly out of the WMDCC 2019 and finding 4 teams from a qualifying event WCF has to define how to run this qualifying event which has to take place before 31 January 2020.

The following MD World Qualifying Event Format is proposed:

- Group play dependent on the number of MAs entered
- Playoff format is to be determined based on the number of MAs entered.
- If number of entries is 16 or more, 8 teams will qualify for the playoffs
- A double knock-out system will be used to qualify 4 teams for the WMDCC
- If number of entries is less than 16, a playoff will not be required and the 4 qualifying teams will be top 4 teams from a single round robin

The Board discussed the above proposal and also the issue of 8 vs 10 ends and the potential reasons for changing. The President confirmed that NBC repeatedly said that our game is too long. CLI confirmed on behalf of the Athlete Commission that it seemed that the players also would prefer 8 end games but that this would form part of their next Athlete Survey.
HMI was tasked to come back to the Board prior to the WMDCC 2019 in Stavanger with a defined plan including timelines.

d) Wheelchair Mixed Doubles (KCA)

The wheelchair curling athletes are keen on having a second event. Playing a wheelchair mixed doubles game was tested during a trial at the regular world championships. The Board agreed that if there are a minimum of 10 countries playing wheelchair mixed doubles Curling then WCF would consider putting on a world championship as of 2021.

11. Management Accounts and Budget

a) 6 Month Management Accounts (CGR)

CGR said that it had been an extremely busy first 6 months of the season especially with the debut season of the Curling World Cup. A report on the past 6 months management accounts had been compiled and distributed to the Board in advance and this was now presented by CGR.

CGR highlighted the following:

Income

As a matter of principle, the WCF do not budget for income from Rights Fees (account code 4100) which relate to the WCF share of any surplus made from the various international events. A total of $114,832.97 was generated from the WWCC 2018 and the WMCC 2018, both these amounts were unknown at the close of last year’s accounts.

Marketing Income (4400) is above budget as we managed to invoice for some sponsorship revenues earlier than had been budgeted.

Investment Income (4500) is above budget due to unbudgeted gains from sales of investments.

Broadcast income (4600) is lower than budget due to adjustments that had to be made relating to satellite income from last season which had been overestimated, actual income generated this season is in line with expectations. It is hoped that the position can be resolved by the end of the season with additional income expected from the World Championships.

Expenditure

Under programmes and services (5305) there have been two one off investments in new projects. Firstly, the development of replacement electronic handles, the first production models will be available for use at the start of the new season and will also be commercially available at a much lower cost than the previous supplier, the expected retail prices will be around US$300 per handle as opposed to the current price of in excess of US$1000 per
handle. The second project is the development of the World Curling Academy, the WCF’s new online education platform.

In competitions (5400) the ECC (5480) proved to be more expensive than expected in particular increased costs of shipping of equipment had a negative impact on the budget. The WQE (5494) shows an expenditure of $0 against a budget of $40,000 as when the budget was set it was expected to be held earlier in the season.

IOC (5520) currently shows an overspend, however reclaims of travels costs to other organisations are currently under way and this will come back within budget.

Currently the Broadcast budget (5730) is showing a large over spend, there are some recoveries to be made relating to Curling Night in America, but the costs of delivering the PACC in PyeongChang were higher than budgeted. It is expected that some of these can be recovered in the remaining broadcast productions this season.

Curling World Cup

The total expected income as per the contract with Kingdomway Sports for the CWC is US$3.4m, it is estimated that the total costs to deliver the project will be in the same region, although it had been hoped to generate a surplus from the event in year one additional investment was required particularly in relation to the first leg in Suzhou to guarantee a successful launch.

b) 6 Budget 2019/2020

A report on the Budget 2019/2020 had been compiled and distributed to the Board in advance and this was now presented by CGR.

CGR explained that budgeting for the coming season is a challenging exercise given the continuing volatility in the foreign exchange markets. No attempt is made to anticipate potential future trends and budgets are based on exchange rates at this time.

Until the Board approves a new Forward Strategy the budget has been based on the same priorities as previous seasons with some changes that had been highlighted in his report. This has led to a projected deficit of just over US$86,000, further reductions of this could be achieved by dropping projects or by changes in policy.

The initial request from broadcasting was for a significant increase across all events. The overall budget cannot sustain this unless there is a reallocation of resources from other areas and this decision should await the outcome of the new Forward Plan. Therefore, the same budget as the previous year has been proposed and the broadcast team will need to look at how to deliver within those requirements. The one alteration would be to remove the contribution to the WCT events which would provide a further $60,000 to be allocated among the broadcast events. Should Infront secure a significant sponsor for the PACC then this could be reviewed by the Board at their September meeting. The Broadcast budget does continue to allow for $75,000 towards the Curling Night in America project as this continues to provide good coverage in the US market and has encouraged NBC to increase the levels
of coverage of other WCF events. The success or otherwise of the USCA to generate sponsorship income from this event should continue to be monitored with a view to the WCF sharing in any surplus income that is generated. The Board agreed that WCF should be willing to accept a slightly lower quality of broadcasting if broadcasters are happy with it. WCF needs to investigate if the same product can be done with less money.

CGR added that the Board needs to consider the long-term viability of covering the costs of flights for the two World Junior Competitions. Over $200,000 is spent on flights each year and a significant amount of staff time is spent administering the programme. There are a number of options that could be considered:

- Removal of the support for flights – saving $200,000
- Removal of the support for flights except for the teams who qualify from the B to the A division so every Junior team only has to cover one set of flights – we would be covering the cost of 6 teams flights, the savings made against the current budget would depend on the teams that qualify
- Replace the support for flights with a participation grant for any MA that enters a team in the Juniors they would receive a participation grant, currently we have 20 teams in the A Division and 46 played in this season’s B Division, so a grant of $2,000 per team would cost us $132,000 and $3,000 per team $196,000. Perhaps over a period of 4 years the grants could be reduced $3,000, $2,000, $1,000, $0.

The Board agreed that it would not be a popular decision to remove the coverage of the flight costs by WCF for the junior events. It was discussed if the possibility of doing so should be signposted this year. It was also discussed if MAs should be allowed to cover those flight costs with DAP money.

CGR suggested approving the budget showing a loss and having the budget revised as soon as the new Forward Plan is in place. He added that the budget would only be presented at the Congress 2019 in Cancun. The Board approved the current budget.

12. New member for HoF Induction Committee (CGR)

The Board unanimously agreed to adopt Warren Hansen of Canada to the Hall of Fame Induction Committee to replace Mike Haggerty who is due to step down.

CGR was instructed to ask the Induction Committee to have a look at their preferred selection process and criteria and have this proposal forwarded to the WCF Board.

The Board thanked the President for her hard work on behalf of the World Curling Federation.
WCF President Kate Caithness welcomed everyone to the Open Meetings and explained what would take place over the next two days. She then invited everyone to be upstanding for one minute’s silence for the victims of the recent terrorist attacks in New Zealand.

Rikke Jensen from the Danish Curling Federation welcomed all the delegates to Silkeborg.

**Competitions & Rules (ERO & HMI)**

**Update on Competitions (ERO)**

Eeva Röthlisberger (ERO) presented a chart with all NOCs that are qualified for the 3rd Winter Youth Olympic Games in Lausanne, Switzerland from 10-19 January 2020.

Regarding the season 2019/2020 she confirmed that there are hosts assigned for almost all events. However, the WCF is inviting MAs to still bid for the following events:

- WMxCC 2020 and 2021
- POQE 2021
- PACC 2020 and 2021
- ECC-A/B 2021
- WMDQE 2019, 2020 and 2021
- OQE 2021
- WJBCC 2021 and 2022
- WQE 2021 and 2022
- WJCC 2022
- WMCC 2022
- WMDCC/WSCC 2020, 2021 and 2022

The World Wheelchair B 2019 event will be held once again in Lohja, FIN but the dates are different: These are now 28 Nov – 2 December 2019. And, in order not to clash with YOG, the next WJBCC, which will also be held in Lohja, FIN had to be moved to 10-17 December 2019 (instead of January 2020)

**World Mixed Doubles format (HMI)**

HMI presented the members of the C&R Commission as well as the members of the MD Working Group.
HMI explained that at last year’s Congress the MAs had decided to have a 20 team WMDCC as of 2020 with 16 teams qualifying directly out of the WMDCC 2019 and finding 4 teams from a qualifying event.

The future WMDCC format will look as follows:
- 2 pools of 10 with each country playing 9 round robin games
- 45 games per group – 90 games RR total
- 5 sheets – 18 draws
- Bottom 2 countries from each group will be relegated to the MD World Qualifying Event the following season
- The play-off format will be as follows:
  - 6 teams, top 3 from each group
  - Group winners advance directly to the semi-final
  - Single knock out to determine the champion
  - The losers of the qualification games will have a ranking game
  - All other rankings established as per WCF Rules

WCF now has to define how to run the qualifying event which has to take place before 31 January 2020. At this event there will be no medals but the event is purely designed to qualify the 4 remaining teams.

The following MD World Qualifying Event Format is proposed:
- Group play dependent on the number of MAs entered
- Playoff format is to be determined based on the number of MAs entered.
- If number of entries is 16 or more, 8 teams will qualify for the playoffs
- A double knock-out system will be used to qualify 4 teams for the WMDCC
- If number of entries is less than 16, a playoff will not be required and the 4 qualifying teams will be top 4 teams from a single round robin

There were no questions.

Olympic Qualifying Event and Pre-Olympic Qualifying Event for Women and Men (HMI)
HMI said that the OQE had been a great success and with the addition of a Pre-Olympic Qualification event for Women and Men and a potential MD OQE, a relook at the structure and qualification process had been undertaken by the C&R at the meeting in Las Vegas January 2019. At that meeting the C&R Commission had to take into consideration various prerequisites, before proposing the following changes to be made to the current structure:
- The new Pre-OQE requires places to be allocated in the OQE
- No guaranteed places in the OQE for 2018, 2019 WCC participants
- No Pacific-Asia 3rd place in the OQE
- Changes required to the Olympic point allocation
- OWG MD 2022 10 teams, 7 directly qualify through WMDCC points + Host + 2 from OQE

The following format is proposed for the Women and Men Pre-OQE:

- Open to all MAs which have competed in a qualification event for the M/W WCC in the quadrennial.
- MAs would enter if they have not already qualified directly to the WOG or directly to the OQE
- Two teams from the Pre-OQE qualify for the OQE
- System of play is based on number of entries and number of sheets available (could be knock-out or group based system)
- Number of entries could vary from 3-35

For the future the C&R had defined the Women and Men OQE as follows:

- An OQE with 8 teams
  - 5 teams from points + Host + 2 POQE
- Point system modified for 13 WCC
- Qualification system modified to account for 2 years prior to OWG

**Mixed Doubles Olympic Qualification Event (HMI)**

For the Mixed Doubles Olympic Qualification Event the C&R had discussed various options before recommending the following:

- Run immediately prior to or following the W/M OQE at the same venue
- OQE with 16 teams
  - No requirement for a Pre-OQE
  - High quality event for teams and broadcasters
  - Most WMDCC participants qualify for the OQE
  - Draw size certainty
  - Maximum venue options
  - 15 teams from points + Host
- Point system modified for 20 team WMDCC
- Qualification system remains using 2 years results prior to OWG

The following questions were asked / answered:

- How do you do the ranking for those that are not in the top 6 in the Mixed Doubles? / The same formula will be used as for the top six. The ranking in the pool will be used first and then the DSC will be considered.
- What happens if the host nation is not among the top 16 teams that qualify automatically? / In that case 5 teams would be dropped instead of only 4.
- Question regarding MD OQE: the intention is that 2 teams out of 16 teams qualify. Given that 16 teams are quite a lot of teams, was it discussed that 3 teams could go up and have 1 automatic spot less? / Yes, it was discussed. However, if you look at the 10 teams at the Olympics: We have a host and two spots from the qualifiers so only 7 remain. So if you keep diminishing the number that are automatically qualifying you are lessening the impact of the preceding world championship and their performance. CGR added that the IOC need to make a decision on the 2022 qualification system prior to the 2019 Congress. So, the WCF is currently neither making a decision nor a recommendation – WCF is advising the IOC on what the qualification process should be.

**World Curling Academy Update (SAR)**

Scott Arnold (SAR) – Head of Development gave a presentation on the World Curling Academy. SAR explained that the WCF is currently setting up a robust education and development system and is developing the required global workforce to facilitate the empowerment of the MAs.

SAR elaborated on the various courses that would be offered (some of them will be certified courses) and advised that the technical coach courses will be the first to be rolled out followed by courses for officials and then ice techs. It is hoped to be able to do as many courses as possible online and currently online courses for coaches, umpires and ice techs are being developed.

SAR also informed the delegates of a future development program for WCF Member Associations. Using existing DAP, members would attend workshops and learn more effective ways to leverage DAP and external funds for sustainable development projects. The attendance at such a course could in fact become a prerequisite for accessing DAP in the future.

The following questions were asked / answered:

- Will there be a cost involved when attending a course? / Yes, there will be a cost but the amount is yet to be decided. The cost for the career path courses (ice tech and coach) will become more expensive as people lead down the line because they are going to lead to a job. CGR added that all courses do have a value so there should be a price tag attached to them. Whether MAs pay that price tag is another matter. Perhaps these courses might be refundable through DAP. If WCF gave away the courses for free people would not respect them.
- Are the face-to-face assessors being paid? / Right now these will be paid positions. They will have to go through a re-certification every three years in order to do that. Assessments will however be made in groups and not on an individual basis.
- Are the implications for the WCF budget-neutral? / There could be a cost associated with the course that is neutral because of couponing. (People might receive a coupon
because they have signed up for another course). A couple of different models are currently being worked on. CGR added that in the long term the courses have to be cost-neutral for WCF. However, the exact mechanisms still need to be decided.

- Is it possible to challenge the system? Is it mandatory to go through every piece of level? / Right now the certification is not required for anything except for ice technicians and umpires. WCF will recognize that there are opportunities for people to come into it at different levels

**Technical Commission (TOG)**

Toyo Ogawa gave a presentation on the Technical Commission (TC). The presentation included the following facts:

The two main purposes of the commission are to provide advice and support to achieve the highest level of playing conditions possible at all levels of the game and to assist in the development of curling facilities around the world both new and existing.

The expected outcomes of the Technical Commission are:

- Updated requirements for Competition and Club Ice
- Regulations for Technical Site Visits
- Advice to LOCs to assist them in fulfilling the demands for hosting WCF events
- An update of the CIE (Curling Ice explained) as required
- Produce a manual on how to build a curling rink
- Development of educational programs in technical areas
- Recommendations on potential Research and Development

The current Commission Members are:

- **Toyo Ogawa** - Chair
- **Hans Wüthrich** - 2022 Winter Olympic Games Chief Icemaker
- **Marc Callan** - 2022 Winter Paralympic Games Chief Icemaker
- **Tom Brewster** - 4 year term
- **Leif Öhman** - 4 year term
- **Stefan Röthlisberger** - 4 year term
- **Greg Ewasko** - 2 year term
- **György Nagy** - 2 year term

TOG explained that the first meeting of the TC would take place in summer 2019 during the camp in Füssen.

**Curling Ice in Dublin (John Burns)**
CGR explained that the Irish Curling Association had contacted WCF once they had learned that there would be a possibility for Curling ice in Dublin for the first time in many years. They came to the WCF to ask for assistance in order to take best advantage of this to promote Curling.

John Burns gave a presentation on the “Come and Try” Event in Dublin in January 2019. A copy of this presentation is attached to these minutes.

**Update Curling World Cup (BRA)**

Bent Ramsfjell explained that during the first CWC season WCF is making a lot of experiences and is learning constantly to improve the product.

Stefan Lund (SWE) showed a short video and various slides on the CWC event in Jönköping. Rick Patzke (USA) also reported on the CWC event in Omaha, USA.

BRA reported that feedback had constantly been collected from different stakeholders (hosts, MA’s, athletes, coaches, broadcaster) throughout the CWC season. An online survey had been carried out during/after the third leg. The survey resulted in 30 responses with an overall satisfaction of 3,9 (based on a scale from 1 (bad) to 5 (good)). However, the survey results are by no means scientifically correct as responses from players/coached with English as their first language is probably overrated. However, the survey provides some guidance towards “what works” and “what does not”.

Other feedback received included the following comments:

- (Some) MA’s think the WCF should cover the flight costs (… but not reduce the prize purse)
- The distribution of prize money should be more even (… only CWC “Top 2” provides a “decent pay” compared to WCT events)
- The point system should be amended
- Round Robin (7 or 8 teams) instead of two pools double RR
- Lopsided pools
- 1-2 timeouts per game
- Sweden sends same teams to all the events (!)

BRA confirmed the following details for the Grand Final participants:

9. The Hosts
10. Winners of leg 1
11. Winners of leg 2
12. Winners of leg 3
13. Highest ranked MA in the CWC Points that had not already got a team qualified
14. 2nd Highest ranked MA in the CWC Points that had not already got a team qualified
15. World Champions
The following questions were asked / answered:

- **What are the next steps? Is CWC a success and how does WCF measure success?**

  The President explained that the reason behind implementing the CWC was to increase the promotion and awareness for Curling and to add visibility. CGR added that in the first season WCF wanted a proof of the WCF concept. There were 66 million viewers for the first two CWC legs. This had given a coverage to the sponsors in TV equivalence numbers of EUR 31 million. (This is the advertising equivalence that they had from their sponsorship.) The event is giving the WCF 66 million viewers more than we would have had before. The bottom line is that at the end of the day WCF needs to have a product that somebody is willing to pay money for.

- **The feedback from the teams is positive and the CWC is definitely a product that can be developed. Can we expect to have more details about the new rules we are testing at CWC? Are there any thoughts about amending rules at the Congress since we are approaching the deadline for proposing rule amendments? / HMI said that one has to define what type of problem one has to solve. Does WCF need to speed up the pace of play or is it necessary to squeeze the game into a broadcast window? A group of all key partners will be created (e.g. broadcasters, athletes, etc) and then WCF will come back and advise what decision should be taken. HMI also explained that the decision about 8 or 10 ends is not so easy because if all sponsorship is sold and WCF shortens the length of the games then some part of the sponsorship revenue will be lost. CGR added if one takes away 20% of the game time then one also takes away 20% of the aforementioned 31 million.

- **There must be a solid plan in place for the last two years of the CWC (while WCF is out there actively seeking somebody to buy in on the CWC) on how we are going to consult and engage with the members because if the MAs do not send their top teams who will buy in in four years? / CGR agreed and added that this is why CWC is in Europe in January and not in North America in December because that made more sense according to the players. WCF is trying to minimize journeys for the teams.
Update Curling World Cup (BRA) – continued

Bent Ramsfjell advised the delegates that Jorge Vazquez would make an evaluation report on the first CWC season as soon as possible after the CWC Grand Final in Beijing.

Bidding guidelines for the CWC season 2019/2020 had been distributed. The events are currently scheduled as follows:

- Sept 11-15 Leg One China
- Dec 4-8 Leg Two North America
- Jan 29-Feb 2 Leg Three Europe
- May 6-10 Grand Final Beijing, China

The deadline for host city applications is 30 April 2019. BRA stressed that Host City bids must be supported by their WCF Member Association. Host cities for the second CWC season will be decided by the end of May 2019.

It was also confirmed that the WCF world rankings list would be updated by 1 May 2019.

WMCC 2020 Glasgow, Scotland

Bruce Crawford (RCCC) and Rebecca Edser (UK Sport) gave a presentation on the WMCC 2020 in Glasgow. A copy of this presentation is attached to these minutes.

Forward Plan Thoughts (BWE)

Beau Welling explained that he had been tasked by the WCF Board to take the lead on putting together a new WCF Forward Plan. The process had started at the Board Meetings in Omaha, USA where the Board had made a SWOT analysis (Strengths, Weaknesses, Opportunities, and Threats) for the sport of Curling and the WCF itself.

Taking into account the outcome of the discussions in Omaha it was felt that the following should be included in the new Forward Plan:

WCF Mission
To lead the worldwide curling community through the promotion and development of our unique sport and its distinctive culture and values.
WCF Vision
To make the world a better place by expanding the curling community around the world

Values / Culture
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 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 because we believe we are stronger together, regardless of our differences.

We Are Open.

We cultivate an organization 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 Responsible Stewards Of The Sport.

We care for and protect the traditions and culture of curling; yet we recognize the world is a changing place. As such, we welcome innovation and discovery, all while prioritizing 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 success; we continually seek improvement and advancement as an organization.

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

The following comments were made:

- WCF should be leaders not only in Curling but in sports in general
Where does risk get in and how do we discuss it within a strategic plan?

BWE explained that the delegates would now be divided into four groups (everyone may choose which group they would like to attend) each discussing first the mission/vision of the WCF and then one of the following four strategic areas and its primary goals:

- Competition: To run and showcase the best events
- Development: To expand our community
- Engagement: To promote our identity, our culture, and our values to an ever increasing audience
- Organisational Sustainability: To constantly seek improvement as an organization

Should the groups finish discussing their main pillar then they may get to discuss the other pillars until the total time allocated has been used up.

Four Board Members were assigned to the following groups:

Engagement: Bent Ramsfjell
Development: Hugh Chalmers
Organisational Sustainability: Graham Prouse
Competitions: Hugh Millikin

After the breakout sessions each group reported back as follows:

**Group “Engagement”**
**John Burns reported as follows:**

Mission and Vision:
- Should WCF lead or be leaders? Expand or grow?
- Should WCF be governed by spirit of Curling or guide it?

Engagement:
- Engagement is important!

**Group “Development”**
**Jennifer Stannard reported as follows:**

Mission and Vision:
- Define “expansion”! Expansion includes Spirit of Curling values!
- Expansion should be meaningful participation in the sport

Development:
- We have great resources in the MAs and we should optimize those resources within the MAs
- Tie developmental training to different workshops and to different events
- Focus support on the needs level of the MA
- We must reach out to people who are watching but not yet playing Curling
- Share best practices

**Group “Competition”**

**Amy Nixon reported as follows:**

Mission and Vision:
- What does it mean: “WCF is unique?”
- We are inclusive: We should better go with “We are respectful”. Being inclusive is not regardless of difference but it is because of difference.

Competition:
- WCF should not be stuck in traditional box, WCF must think forward
- Should WCF engage in competitions that are not showcasing best athletes (such as WSCC)?
- How many events are difficult on athletes? How do we engage and take care of athletes?
- Rankings should not be owned by third parties

**Group “Organisational Sustainability”**

**Hugh Avery reported as follows:**

Mission and Vision:
- What does it mean: “WCF is unique?”
- What does “expanding” really mean?

Organisational Sustainability:
- If you do not have organisational sustainability you do not have development, competition and engagement
- Board as well as the representatives of the MAs should be more strategic and less operational
- WCF needs a succession plan for the President. We need people on the Board with certain competences/skills, we need people from different perspectives
- Do we have people on the Board who have competences to make good decisions
- MAs have responsibility to tell Board where they want to go
- WCF must come up with a proper structure and must address language problems as MAs must understand what is going on when decisions are made
- We need to have effective engagement: MAs need to engage with the Board and vice versa

The President thanked the delegates for their input. She stressed that she had been taking notes and she stated that this meeting had been one of the best meetings she had ever attended. She thanked both the Board and the hard working staff led by Colin for their excellent work.

She then bid farewell to Mark Swandby who had been a USCA representative for the past 13 years. She stressed that he had done a fantastic job and thanked him for his valuable input over all the years. Mark Swandby was presented with a memento, a Scottish quaich, to remember his time as a representative to the World Curling Federation. He thanked Kate
and his fellow representatives for the great time he had as WCF rep and promised to attend at least one world event per year in the future.

Colin thanked the President for all the efforts that she puts in and stressed that all her personal relationships especially at IOC level are the key that the WCF continues to thrive and to flourish.
Good morning everyone and welcome to our days of meetings!

My business since we last met:

Early January Ron and I were invited to join the teams at the formal dinner of the Perth Masters. – We support the Tour for webcasting $60,000

At the end of January I attended the GAISF Board Meetings in Lausanne.

I left directly from Lausanne to travel to Jönköping for the third leg of the CWC. Really a first class event which everyone enjoyed. The venue was the Curling club which was built with the expertise of Leif Ohman and which is his home club. A video has been produced which we can show.

From there Richard and I drove to Stockholm to meet with their Bid Committee to discuss their plans for curling within their bid for Winter Olympic Games 2026

We spent the night in Stockholm and then travelled to Milan to meet with the Bid Committee Milan/Cortina to discuss their plans for curling within their bid for Winter Olympic Games 2026

The middle of February I travelled to Liverpool Nova Scotia for the World Juniors. The venue, accommodation and transport were first class and all in all an outstanding Championship. Many thanks to Graham for Opening the Championships and indeed for joining me throughout.

Home for 5 days and then I travelled to Stirling for the WWHCC – Great Organising Committee – accommodation and transport so important – everything worked so well. I invited the CEO of Glasgow Life to attend – they are one of the sponsors for next year’s WMCC. Throughout the week our other sponsors EventScotland and UK Sport also attended which gave us the chance to discuss 2020 WMCC.

Thanks to Hew who joined me for a few days which allowed me to attend the IOC Programme Commission Meeting in Lausanne where among other things we discussed the added sports requested for 2024 Paris Olympic Games. This decision will be taken in November 2020 following the Tokyo Olympic Games.

The evening prior to the meeting of the Programme Commission the members had dinner with the IOC President.

I was home for four days before travelling here to Silkeborg.

The Opening Ceremony was excellent during which we had the Hall of Fame presentation to Dordi Norby.