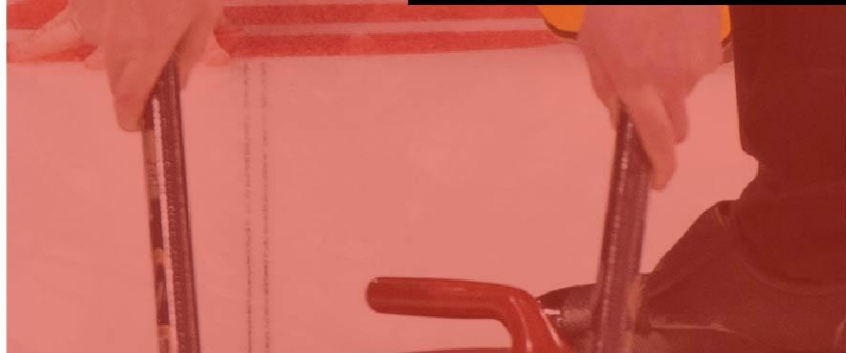


# FUTURE PROOFING CURLING IN ONTARIO

A Pathway to a Vibrant & Sustainable Curling Organization



**CURLING  
ONTARIO**



**Ontario Curling Council**



**NORTHERN  
ONTARIO**



# EXECUTIVE SUMMARY

This business case recommends merging the three existing curling organizations in Ontario — Curling Ontario, the Northern Ontario Curling Association, and the Ontario Curling Council — into a single, unified provincial sport organization.

## The goal of the merger is to:

- Eliminate inefficiencies and duplication of administrative efforts
- Strengthen support for curling across the province
- Improve financial stability and sustainability. Financial stability are key benefits to this merger but are not reasons for why it is needed.

## A unified structure will:

- Simplify operations and enhance service to clubs
- Improve and expand programming
- Foster growth and participation across all regions

This merger respects regional strengths while establishing a modern, accountable governance model that better serves all participants, stakeholders, and communities.



# PURPOSE STATEMENT

*"To create alignment across the curling community in Ontario in order to more efficiently and effectively administer, support, and grow the sport - ensuring consistent standards, enhanced collaboration, and better service to curlers at all levels."*

# STEERING GROUP

## Leading the Way for a Unified Curling Ontario

The Steering Group is a dedicated team of leaders from Curling Ontario, the Northern Ontario Curling Association, and the Ontario Curling Council, tasked with guiding the successful merger of our organizations. This diverse group brings together a wealth of experience and expertise in curling administration, governance, and community engagement.

HAYLEY SMITH



LAURA FORGET



TIM MCCHESENEY



MATT ALLEN



GERRY SUNDWALL

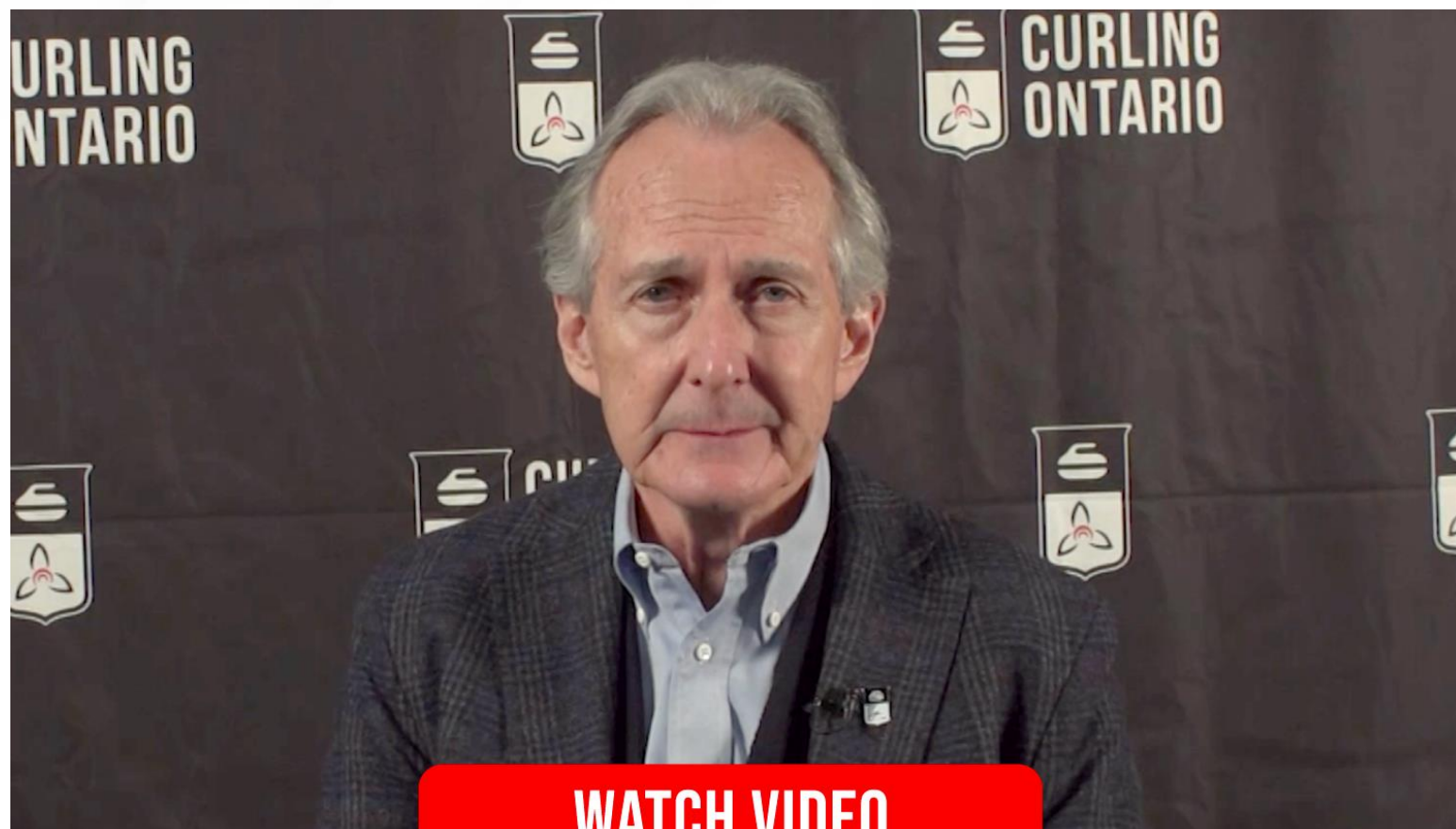


ERIN JARVIS





# HEAR FROM CURLING ONTARIO



**TIM McCHESNEY**

Board Chair  
Curling Ontario



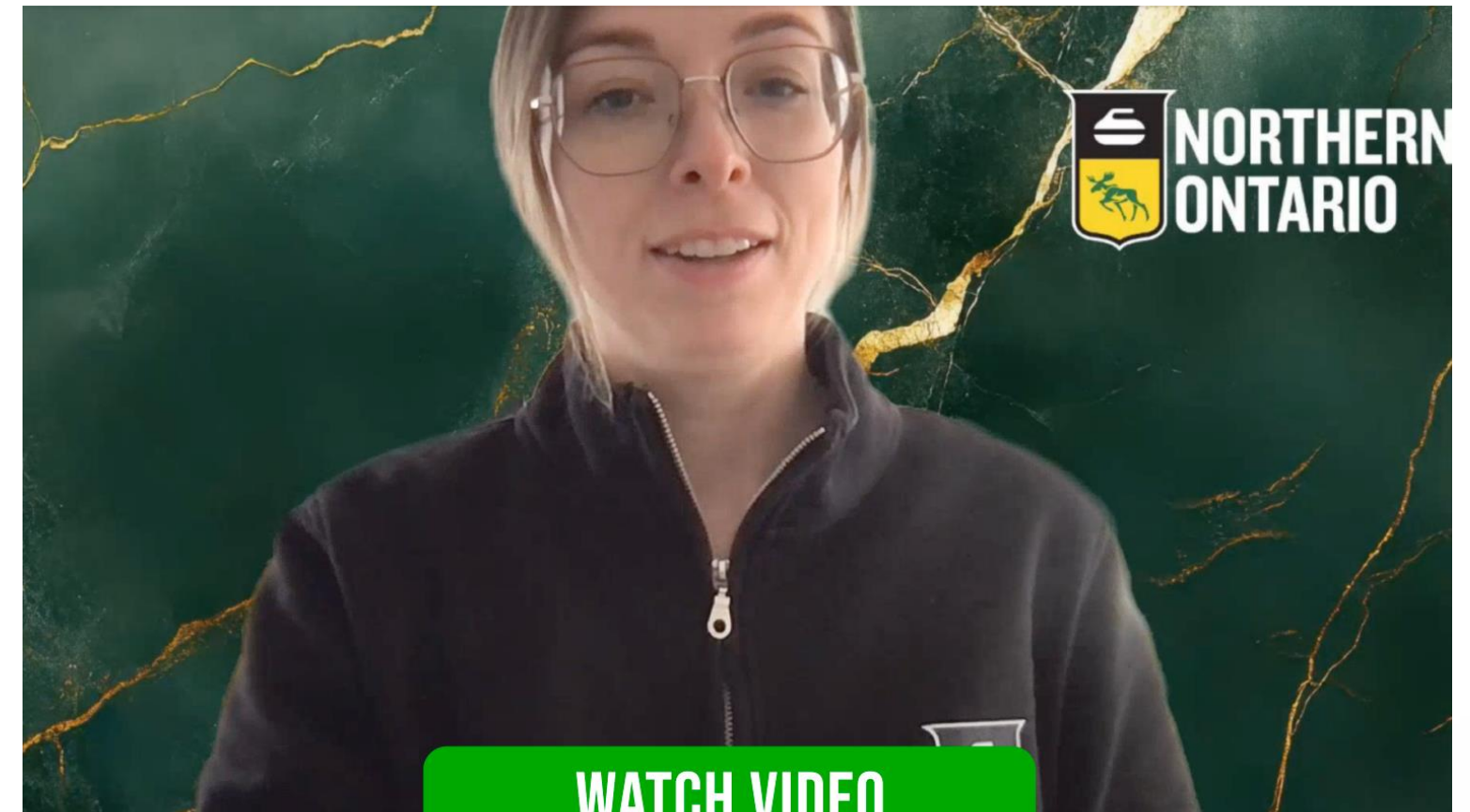
**MATT ALLEN**

Executive Director  
Curling Ontario

# HEAR FROM NORTHERN ONTARIO



[WATCH VIDEO](#)



[WATCH VIDEO](#)



**HAYLEY SMITH**

President  
NOCA

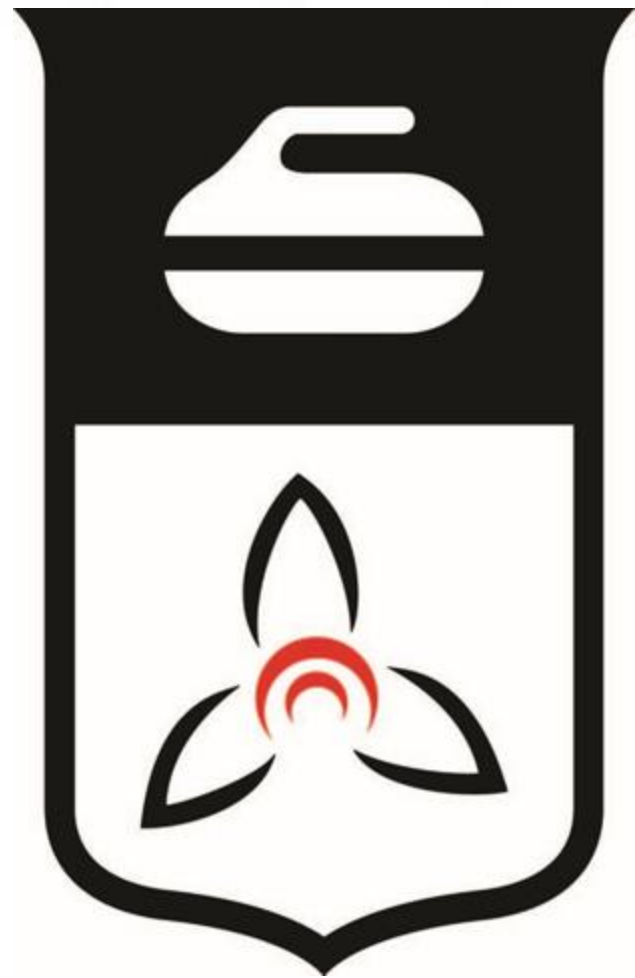


**LAURA FORGET**

Executive Director  
NOCA



# NATIONAL CHAMPIONSHIPS



*"As long as our Championship Events have Provincial / Territorial representation, Northern Ontario and Ontario will be considered unique and valued members, regardless of the corporate structure that will be determined by your boards as you continue down this potential amalgamation path."*



**Nolan Thiessen**  
Chief Executive Officer  
Curling Canada

# OPTIONS INVESTIGATED

1. Maintain the current three-organization council model with shared services (status quo). This scenario has been in operations for several years and is no longer sustainable for any of the three organizations.
2. Create a new organization and merge the existing three organizations into it.
3. **Merge into a single provincial sport organization under one of the existing organizations. (Asset Merger)**

*The 3 organizations are better aligned right now than they have ever been in the past – despite this alignment, there are still significant gaps and untapped opportunities in sport delivery*



*A single merged organization would streamline operations and create capacity to better serve clubs and grow curling across Ontario.*

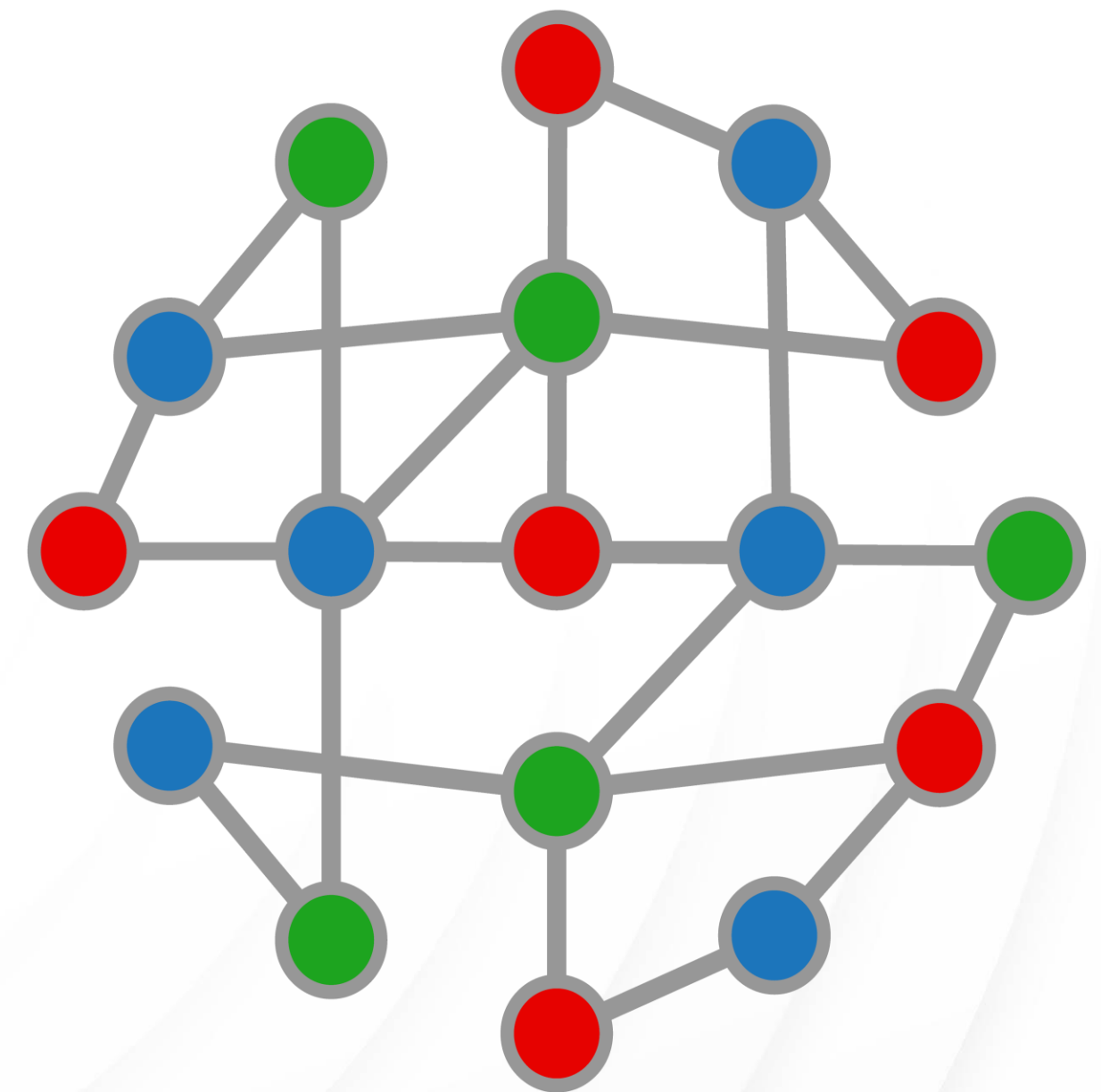


# THE RATIONALE BEHIND THE MERGER

As we evaluate our strategic options, it is important to clearly state the intent behind this merger. This decision is focused on strengthening the administration of the sport in our province while preserving/improving everything that currently works.

The merger is designed to create a more efficient, sustainable, and well-resourced organization. No services, programs, or opportunities will be lost. Clubs, athletes, volunteers, officials, and stakeholders will continue to operate as they do today, with the added benefit of more consistent, proactive, and responsive support.

By working within a unified structure, we can improve coordination, communication, and service delivery, ensuring a stronger and more sustainable future for the sport.



# KEY CHALLENGES IN OUR CURRENT STRUCTURE

## LACK OF UNDERSTANDING OF THE CURRENT STRUCTURE

This confusion often leads to frustration, duplication of inquiries, and inefficiencies in service delivery.

Stakeholders are unsure where to turn for support, who is accountable for specific programs how decisions are made.

## LACK OF DEDICATED YOUTH DEVELOPMENT FOCUS

Unlike other major provinces, Ontario lacks a dedicated youth development staff, resulting in fragmented and inconsistent programming—especially for U15 and younger—currently split across all three organizations.

## LIMITED CLUB DEVELOPMENT IN NORTHERN ONTARIO

Due to resource constraints and geographic challenges, club development in Northern Ontario has been limited and inconsistent. Many northern clubs struggle to access development programs, facility upgrades, and capacity-building opportunities available elsewhere in the province.



# HEAR FROM BOBBY RAY



[WATCH VIDEO](#)



**BOBBY RAY**

Senior Manager, Club Development  
& Member Services  
Curling Canada



# EVALUATING ORGANIZATION INEFFICIENCIES

These overlapping responsibilities strain the capacity of all three organizations, leaving limited time, staff, and financial resources to address critical gaps in the system. As a result, strategic priorities like youth development and club support remain under-resourced or unaddressed.

## TIME

- **Policy work:** 3 sets of policies designed, approved and implemented.
- **Budgets & Operations Plans:** 3 budgets & Operations plans created.
- **Newsletter & Social Media:** Multiple newsletters created and 3 social media platforms maintained.

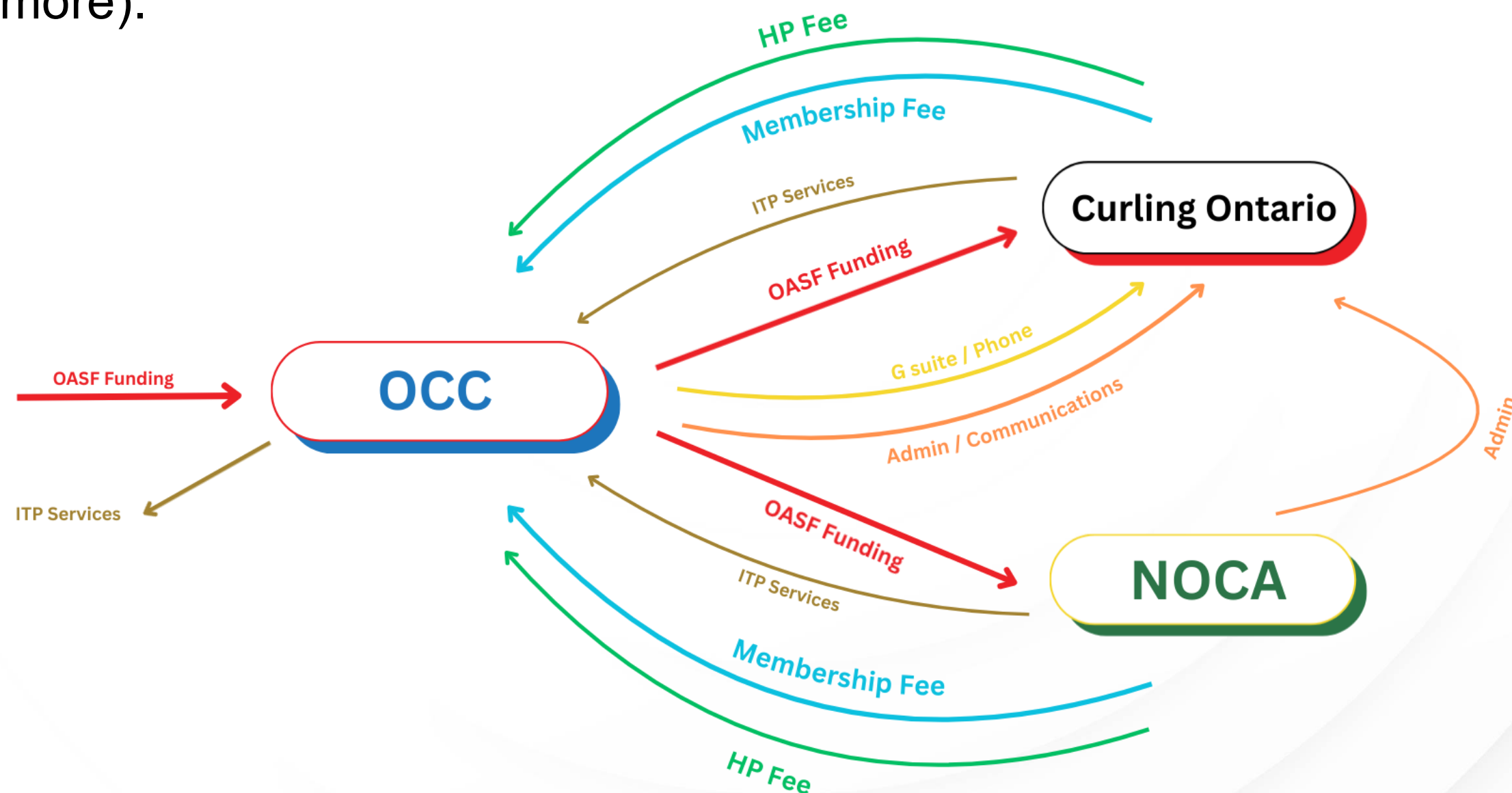
## RESOURCES

- **Websites:** 3 websites maintained.
- **Auditors:** 3 audits / review engagements required.
- **Financial Management Systems:** 3 systems maintained and paid for.
- **Insurance:** Liability & D/O insurance required for each organization



# COMPLEX FINANCIAL FLOW

The current flow of funds between organizations creates administrative complexity with overlapping fees and the processing of fees. This ultimately negatively impacts the capacity to which all three organizations can invest directly into the curling system in Ontario (athletes, clubs, development, programs, and more).



# FINANCIAL SUSTAINABILITY

The current financial model is unsustainable. All three organizations are operating under significant financial strain, putting the future of curling in Ontario at risk.



Financial instability threatens the continued support of clubs, athletes, coaches, and programs.



Budgets are razor-thin, leaving no room to absorb rising costs or unexpected expenses.



There is limited capacity to invest in new initiatives, program and support for our member clubs, or long-term curler development.

***Without action, these pressures will only intensify, jeopardizing the health and sustainability of the sport across the province.***

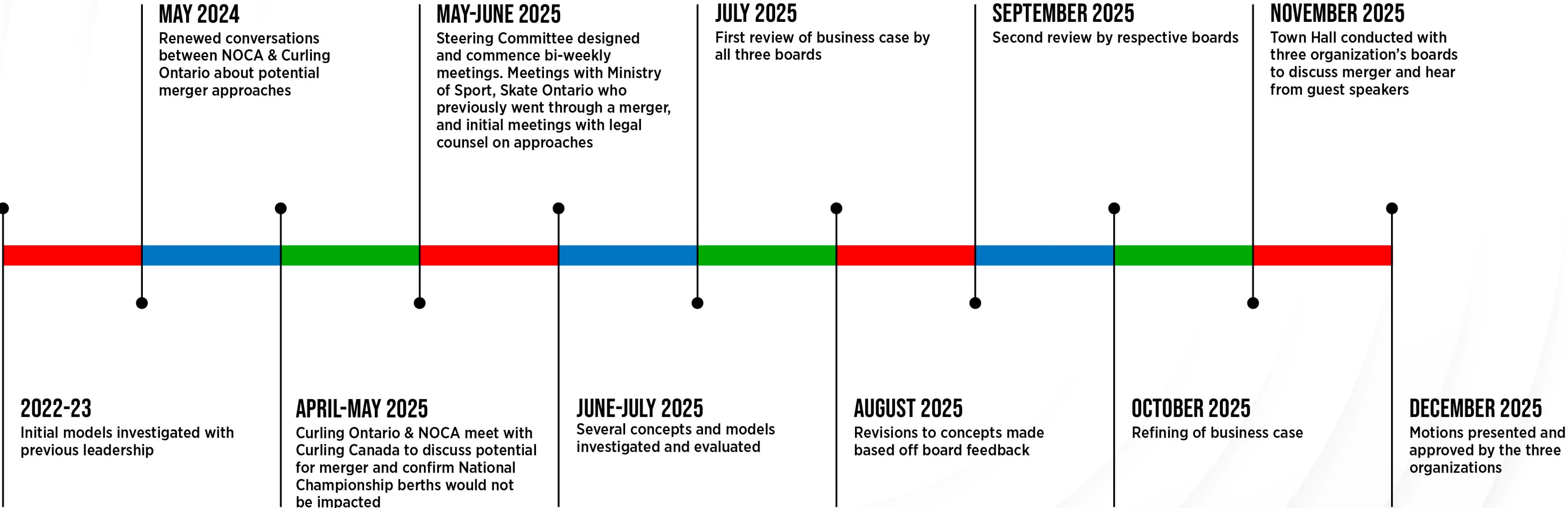


# FROM CHALLENGE TO OPPORTUNITY

This is not a new conversation — for years, leaders across the province have recognized the inefficiencies, duplications, and missed opportunities caused by operating as three separate organizations. What is new is the alignment of leadership, the clarity of vision, and the collective willingness to act. With renewed focus and a shared commitment to the future of curling in Ontario, the time to move from conversation to action has arrived. Additionally, this merger aligns with the Ministry of Sport for Ontario's strong desire to shift to one organization and away from a council structure.



# TIMELINE





# UNLOCKING POTENTIAL FOR A STRONGER ORGANIZATION

- Increased staff support to support both Northern and Southern clubs with elevated services, support, and programs
- Streamlined operations that reduce duplication and administrative overhead
- Improved financial sustainability through shared resources and unified funding strategies
- Clearer staffing structures that reduce burnout and increase efficiency
- Enhanced collaboration between formerly siloed teams and departments
- Modern governance model with increased accountability and balanced regional representation
- Improved influence as a Province in both curling and multi-sport in Ontario





# BENEFITS OF THE MERGER FOR MEMBER CLUBS

- ✓ **Club Accreditation Program:** Implement Safe/Inclusive/Accessible criteria with templates and resources.
- ✓ **Free Webinars:** Access recorded webinars and 10 new ones annually on various topics.
- ✓ **Club Resource Library:** Growing library of resources, templates, and policies.
- ✓ **Club Clinics Program:** Six options available, including Stick Clinic and Skills Analysis.
- ✓ **Curling Ontario Insurance Program:** Access to comprehensive insurance coverage for member clubs.
- ✓ **Business E-Learning Program:** Two courses on leadership and building inclusive curling experiences.
- ✓ **Exclusive Discounts Program:** Special discounts on various services for member clubs.
- ✓ **Street Curl Program:** Promotional kit to boost club visibility in the community.
- ✓ **Ice Team Consultants:** On-site consultations for ice-related challenges.
- ✓ **ORFA Partnerships:** Access to resources and support for operational improvement.



# KEY OPERATIONAL CONSIDERATIONS

<b>Competition Formats and Structure</b>	Maintain status quo - continue to run separate provincial championships  Letter provided by Curling Canada to guarantee a separate spot for Northern Ontario at championships
<b>Board Composition</b>	Nine (9) Directors with skills in governance. Four (4) from Northern Ontario, five (5) from Southern Ontario. Terms of three years, staggered with three vacancies per year.
<b>Membership Dues Structure</b>	Maintain status quo - Curling Ontario = per sheet, NOCA = per member
<b>Staffing – Structure and Benefits</b>	New org chart removes duplication of duties and streamlines reporting with the addition of staff focused on youth programming and club development



# FINANCIAL ANALYSIS

A single PSO will be financially more sustainable, reduce overhead, and improve funding leverage with government and partners.

Combined

**2.12 Mil**  
**Revenue**

Combined

**2.106 Mil**  
**Expenses**

Net

**\$15K+**  
**Profit**



*\*\*these numbers are rounded for presentation purposes*

# GOVERNANCE STRUCTURE

A successful merger requires more than operational alignment — it demands a strong governance structure. To support a unified organization for curling in Ontario, a working group of current Board Chairs and Presidents has recommended a new Board model grounded in best practices, equity, and continuity, with a mandate to serve the entire province.

# CONSTITUTION OF THE BOARD & BYLAW PRINCIPLES

## Board Composition:

- Nine (9) Directors with skills in governance (e.g., finance, legal, HR).
- Four (4) from Northern Ontario, five (5) from Southern Ontario.
- Terms of three years, staggered with three vacancies per year.

## Selection Process:

- Nominations Committee vets candidates using a skills matrix.
- Ensures diverse skill sets and conducts interviews for top candidates.

## Bylaw Principles:

- Gender diversity: No more than 60% from one gender.
- Chair/Vice Chair to alternate between north and south regions.
- Minimum of four standing committees (Executive, Finance, Nominations, Governance).
- Geographic representation limited to ensure provincial diversity.

## Election Process:

- Conducted under new bylaws for consistent governance.



# WHAT WILL HAPPEN IN THE ASSET MERGER?

In a series of transfer agreements Curling Ontario would acquire the assets of NOCA and OCC creating a single PSO with a new governance framework, preserving regional representation but eliminating triplication. NOCA and OCC would be formally dissolved as organizations.



# WHAT'S NEXT?

Curling Ontario and Northern Ontario Curling Association will be hosting two town halls open for all stakeholders. This is an opportunity to learn more about the merger, ask questions, and discover the elevated services and programs that will come as a result.

NOCA will be holding a meeting on March 8th at 4:00pm (eastern) to approve the merger. The Ontario Curling Council will conduct a similar meeting. Curling Ontario will not require a meeting to approve the merger.

Pending this approval, a full meeting of both Northern and Southern clubs will be conducted to approve the Bylaws.

# GET MORE INFORMATION



## FREQUENTLY ASKED QUESTIONS

Find answers to common queries regarding the merger and its impact.

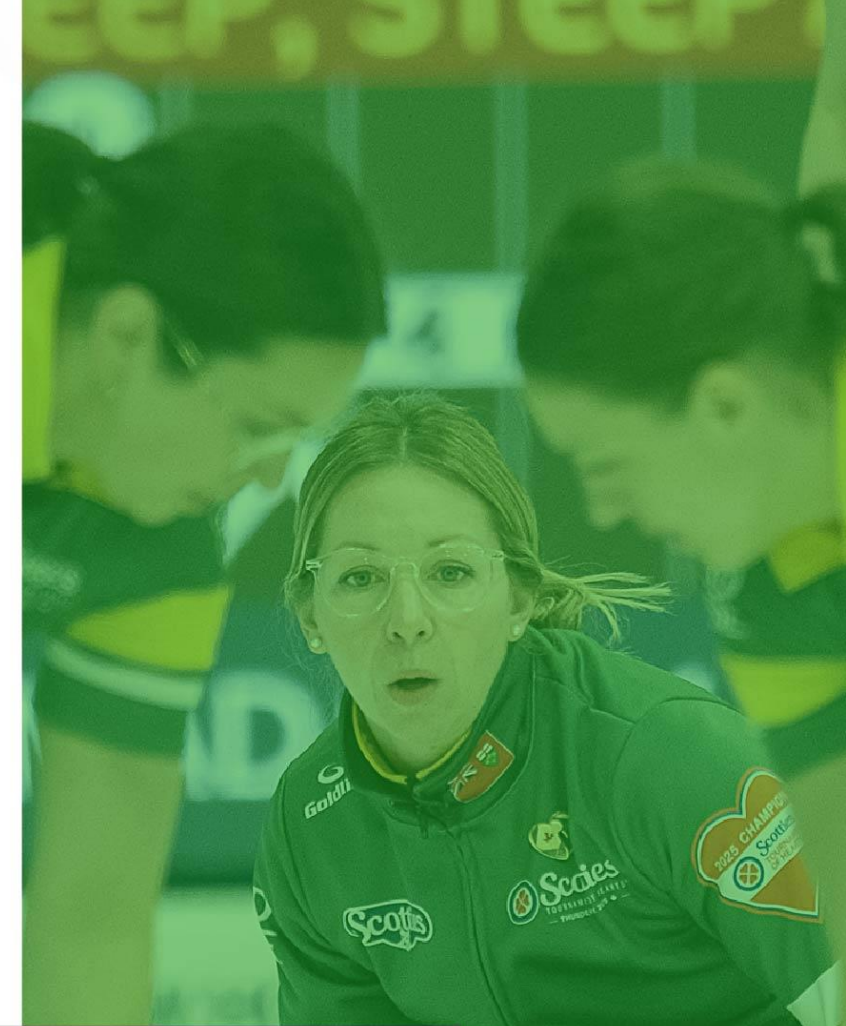
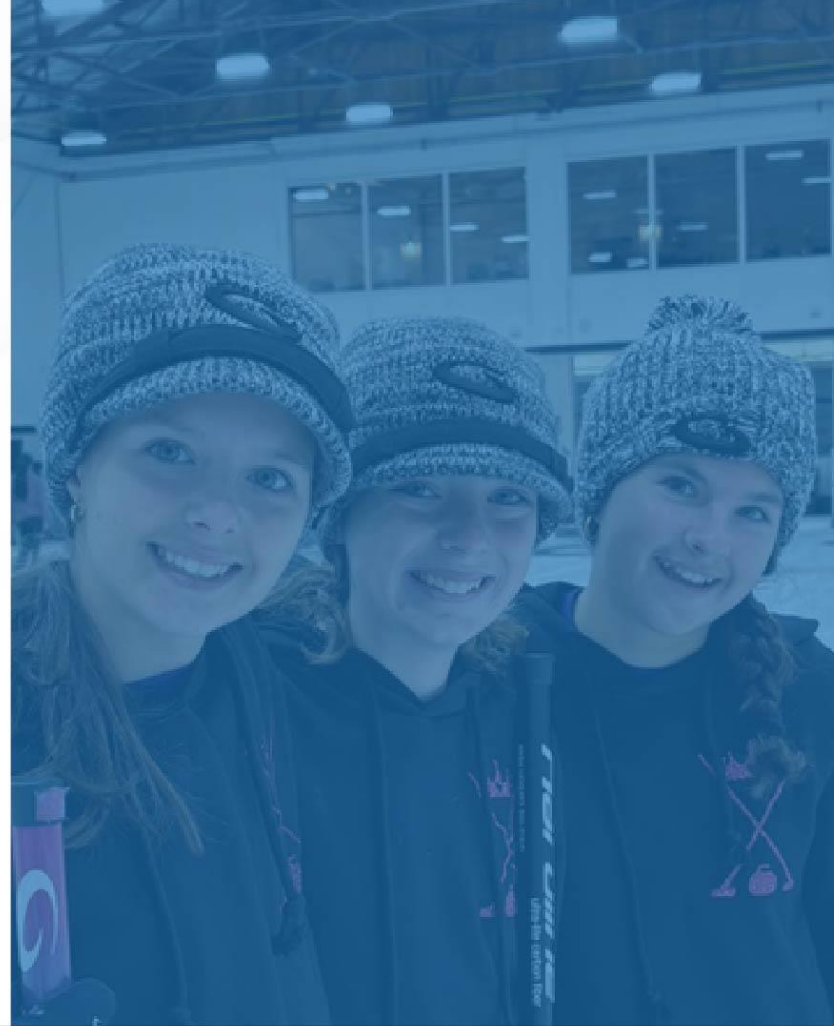
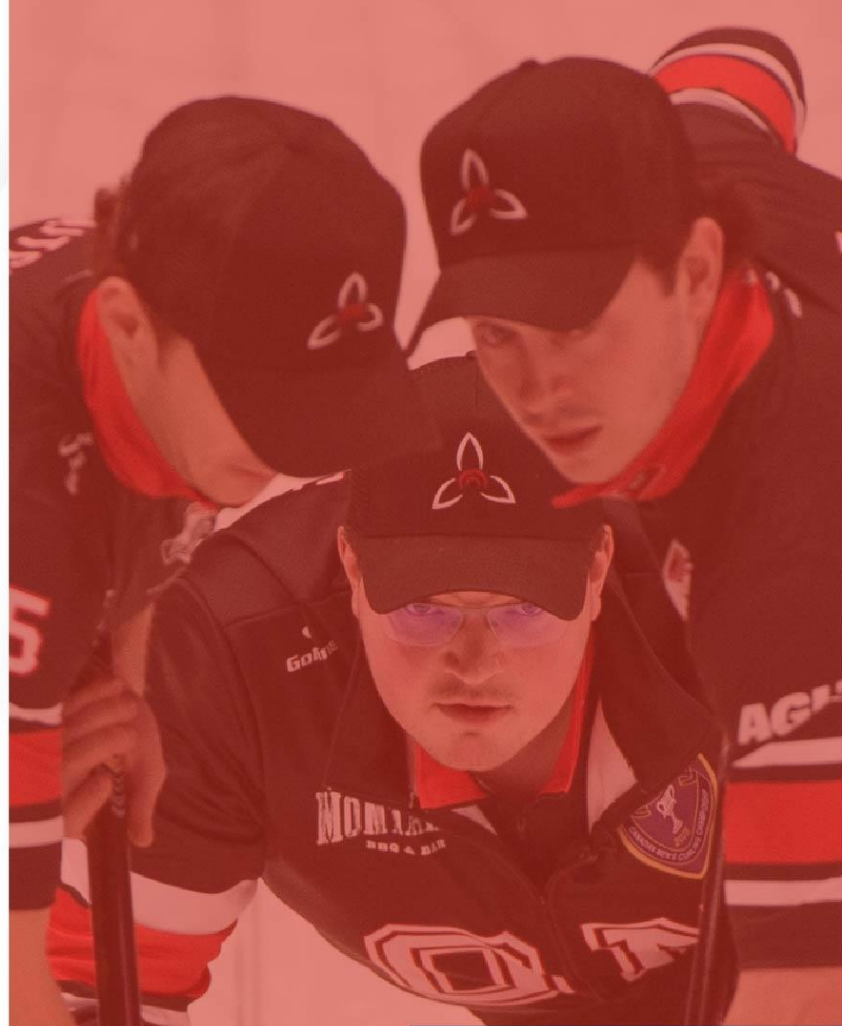


## BYLAWS

Review the bylaws that outline the framework of our organization.

**HEAD TO YOUR ASSOCIATION'S WEBSITE FOR MORE INFORMATION**





# THANK YOU



**CURLING  
ONTARIO**



**Ontario Curling Council**



**NORTHERN  
ONTARIO**