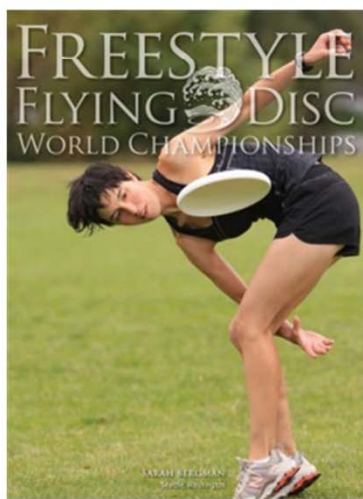




World Flying Disc Federation Strategic Plan 2019-2024





Background and Objectives of this Strategic Plan

Flying Disc (aka frisbee) sports were developed after the introduction of the first plastic flying discs in the 1950s. Guts was developed in 1958, Ultimate in 1968, and Disc Golf and Freestyle in the early 1970s. WFDF's organizing Congress was held in Helsingborg Sweden in July 1985 where the first set of statutes was adopted and a board of directors was elected. The original proposal submitted by Charlie Mead of the UK, who became the first WFDF President, outlined the general governance framework for the new International Federation.

The first strategic inflection point for WFDF took place in 1992-1994. Under President Robert "Nob" Rauch, a new set of Bylaws was adopted, the federation was legally incorporated in the state of Colorado, USA and it obtained its 501(c)(3) not-for-profit status. The applications for membership in the International World Games Association and GAISF were submitted and subsequently approved in 1995.

The next pivotal strategic dialogue took place in 2002 under President Bill Wright, as three alternatives were considered: (a) a devolution of the organization towards the individual disc disciplines; (b) an increase in WFDF's resources and organization to better serve all disc sports; or (c) a lower level of continuing service by WFDF that would preserve some of its benefits while reducing the required expenses and workload. This was a frank admission by the officers and board of WFDF that the limited financial resources of the federation (that at time had a total budget of only around US\$10,000) was a major obstacle for the further development of disc sports and to WFDF as an International Federation serving its athletes. The outcome of that debate resulted in a consensus to augment WFDF's financial resources by increasing dues and players fees at sanctioned events in order for the organization to have the capacity to fulfill the expectations of the Members and athletes.

This document is the third formal strategic plan by WFDF. The first was adopted in 2011 for the period 2012-2014 and was used as a purely internal guide by the Board. It provided a three year roadmap leading up to our quadrennial World Ultimate Club Championship in 2014 with an underlying theme to grow the global Flying Disc Sports family beyond the traditional strongholds and raising the standards of the World Championship events it was hosting. It reflected the move toward having paid staff and broadening the focus to become a full member of the Olympic Movement, culminating in recognition by the International Olympic Committee in May 2013.

Background and Objectives of this Strategic Plan (cont.)

The second strategic plan was developed by the members of the WFDF board during its November 2014 face-to-face meeting in Toronto and outlined the strategy for 2015-2018. Key elements included continuing to improve the quality of our events and the playing experiences for both elite and grass roots athletes, increasing the public face of disc sports and making them more entertaining on the world stage. While pursuing increased professionalism and recognition within the Olympic sports family, we maintained a commitment to the culture that has made flying disc sports unique and allowed them to grow so rapidly.

Our current plan for the period 2019-2024 spells out our vision and values, our core strategies, and the tactics for achieving them, with the goal of building upon the progress made since 2011. We maintained the underlying message of encouraging disc sports as a lifetime pastime and promoting the entire array of disc sports that can be played by people of all ages and abilities. Key strategies are: promoting the “frisbee lifestyle,” pursuing inclusion in the Olympic Programme and Other Multi-Sports Games, supporting member associations in promoting youth development as path to growth, building the audience by increasing the entertainment value of disc sports competitions, showcasing Spirit of the Game as an essential element of disc sports, ensuring the well-being of our athletes and our sport and encouraging gender equality and diversity in all aspects, and optimizing organizational effectiveness and efficiency. We highlight pursuit of inclusion in the Olympic Programme, with a specific target of LA2028, not as a goal unto itself but rather as a important component of our holistic approach. We want to encourage participation and viewing of flying disc sports at all levels, from grass roots participation as a leisure time activity up to the highest levels of elite competition, for both men and women. Olympics participation will provide the visibility and credibility to support our objectives.

The WFDF board and staff will be using this strategic plan to guide our decisions over the next six years. We see it as a document that will help us make explicit decisions about our activities, program investments, and priorities based on strategic considerations within the context of our limited resources. We are hopeful that WFDF and our current Members can continue to flourish and provide the showcase that, in the long term, will benefit everyone in Flying Disc sports.

- Robert “Nob” Rauch, WFDF President

Background – Participation

Nearly everyone in the developed world has probably thrown a frisbee in their life. According to Mattel, 90% of Americans have played with a flying disc at one time or another, translating to 15 million people enjoying the sport in the US every year.

Per the survey results provided in the 2019 Participation Report conducted annually by the Sports and Fitness Industry Association (SFIA), there were 2.71 million people that played Ultimate in the US in 2018. Core participants, defined as those playing 13 or more times per year, were estimated to be 858,000.

This compares with participation in:

Lacrosse:	2.10 million total, 1.06 million core
Rugby:	1.56 million total, 562,000 core
Surfing:	2.87 million total, 904,000 core
Ice hockey:	2.45 million total, 1.34 million core
Wrestling:	1.91 million total, 748,000 core

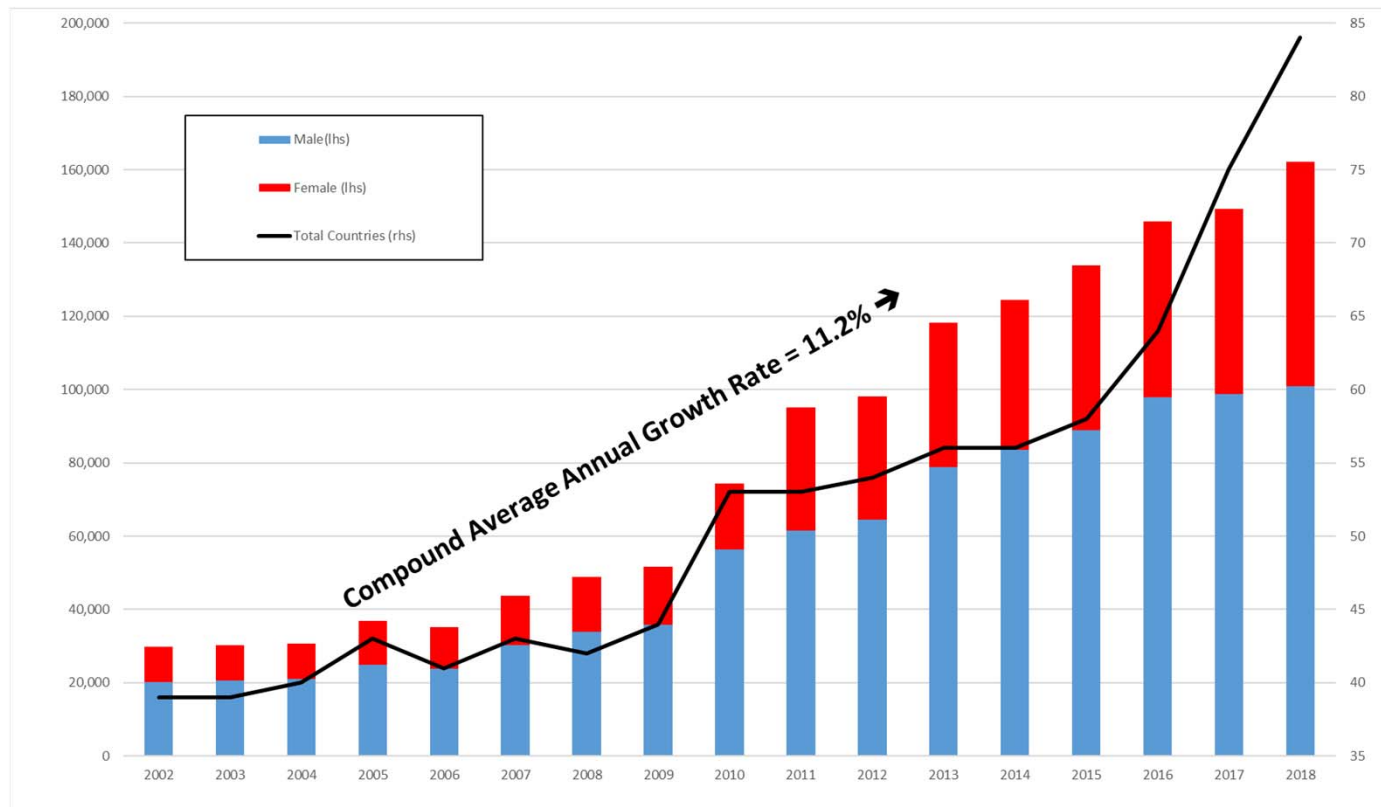
The SFIA survey does not include disc golf, which is also a widely played sport in the US and globally and likely has several million regular players in the US. While there is no similar sports survey conducted on a world-wide basis, WFDF estimates that Ultimate, disc golf, and other flying disc sports are currently played by 10 million people world-wide, of which 4 million athletes play at least 12 times per year.



Background – Participation

WFDF's 84 Member associations reported that they had 162,000 members in our 2018 annual census. The largest national Member is the USA, followed by Canada, Australia, Germany, Great Britain, and Japan. Of the total, 37.8% are women, and 84.0% of such members are 35 years of age or younger. The most significant growth today is being seen out of Latin America and Eastern Europe, as well as with juniors in the USA.

Number of Athletes Represented by WFDF's Member Associations



Mission Statement

To support and promote the global advancement of disc sports and spirit of the game.

Purposes: The World Flying Disc Federation ("WFDF") seeks to:

- Serve as the international governing body of all flying disc sports, with responsibility for sanctioning world championship and other international flying disc events, establishing uniform rules, setting standards for and recording of world records, and representing them within the Olympic sports movement;
- Promote and protect the “spirit of the game” of flying disc sports play;
- Promote flying disc sports play throughout the world and foster the establishment of new national flying disc sports associations, advising them on all flying disc sports activities and general management;
- Promote and raise public awareness of and lobby for official recognition of flying disc play as sport; and
- Provide an international forum for discussion of all aspects of flying disc sports play.



Values of the Organization

Disc sports continuum: A lifetime of the disc sports lifestyle: Flying Disc sports are accessible over an entire lifetime. Moreover, there is a lifestyle aspect and culture that is embraced by participants.

Spirit of the Game: Flying Disc sports rely upon a Spirit of the Game that places the responsibility for fair play on every player. This concept is at the heart of the rules of each disc discipline and our governance structure and incorporates elements of integrity and respect.

Passion: Everyone involved in Flying Disc sports have a passionate enthusiasm for the Game. All of our disciplines generate excitement, emotional attachment and a sense of belonging to the global “frisbee family.”

Community: Flying disc provides a unifying spirit that leads to lifelong friendships, camaraderie, teamwork, and loyalty that transcends cultural, geographic, political, and religious differences.

Inclusiveness: WFDF requires that its Member associations be open to participation without regard to race, color, age, ability, religion, national origin, sex, or sexual orientation, and that there be a democratic process for governance of such associations. Our featured competition in the World Games is Ultimate played with a mixed gender format, highlighting our emphasis of gender equity.



SWOT Analysis: Strengths/Weaknesses/Opportunities/Threats

Strengths (Internal)

- Many possible ways for WFDF to support Member associations
- “Spirit of the Game” incorporates personal responsibility, integrity, and conflict resolution (together with self-officiation)
- Growth of participation, especially with youth
- Inexpensive to play (minimal equipment costs)
- Strong gender balance and mixed gender play in Ultimate
- Recognition by the IOC
- Well-developed international competitions
- Unique flight path of discs makes differentiates viewing disc sports from traditional ball and stick sports
- Attractiveness to young people
- Relatively new sport, with a fun and cool image
- Easy to participate at all ages
- Broad familiarity of most people with the frisbee

Weaknesses (Internal)

- Little commercial effort or public relations presence (sponsors, media)
- Limited financial resources
- Lack of spectators or viewing audience outside the disc community
- A number of WFDF Members have to strengthen their governance institutions
- Struggle to maintain consistent professional management based on limited financial resources
- Disparity of resources between largest and smallest member organizations
- Disparities among disciplines
- Developing nature of member organizations makes it hard to respond to growing need for engaged volunteers at the international level



The World Games

2021 BIRMINGHAM, USA



WFDF Strategic Plan 2019 - 2024

SWOT Analysis: Strengths/Weaknesses/Opportunities/Threats (cont.)



Opportunities (External)

- Many possible ways for WFDF to support Member associations
- WFDF's increasing participation in the Olympic movement structure may open up doors and assist in building credibility
- Commercial aspects of market remain virtually untested
- Position disc sports as an outstanding vehicle for teaching life skills as well as athletic ones
- Highlight recreational aspects of disc sports and make it more accessible
- Growth of participation by both youth as well as more mature athletes

Threats (External)

- Pressure by small internal and external groups to diminish reliance on self-officiating and/or introduce outside officials/referees
- World championship events have grown so large that it is harder to find venues and TOCs cannot maintain high quality
- Pressures on the time and resources of elite athletes due to conflicts/calendar congestion
- Very competitive market for commercial attention makes it difficult to increase resources
- Public perception as a hippie sport
- Increasing fragmentation of sports viewing makes it hard to develop a consistent audience





WFDF's Vision of the Future: 2024



The Vision

- Broad public believes that disc sports are a lifetime pastime and lifestyle across age/geography/skill levels/disciplines
- There are 120+ countries with active disc sports and a stable governance structure
- WFDF participates in the YOG 2022 and is widely viewed as a viable candidate for the Olympic Programme in Los Angeles in 2028
- WFDF hosts popular “Frisbee festivals” or multi-sport “beach festivals” around the globe
- WFDF maintains a popular and established competition schedule
- Disc sports are part of mainstream broadcast media and WFDF has a global sponsor

Obstacles to Realizing the Vision

- Limited resources: time and money
- Hard to quantify metrics of success
- Tough to get buy-in: media, sports authorities, broadcast media, parents, inter-disciplinary, players themselves
- Hard to get organizers/administrators to deal with international issues
- Safety issues
- Institutional inertia of Olympic sports' incumbents defending their turf in Olympic Movement
- Frisbee culture eschews required institutionalization
- Traditional Ultimate focus to the perceived lack of focus on other disciplines
- Practitioners in the smaller disciplines haven't historically taken self-responsibility for the development and global development work they need to do

WFDF's Six Strategic Goals

- 1 Promote the “frisbee lifestyle”
- 2 Pursue inclusion in the Olympic Programme and Other Multi-Sports Games
- 3 Support member associations in promoting youth development as path to growth
- 4 Build the audience by increasing the entertainment value of disc sports competitions
- 5 Showcase Spirit of the Game as an essential element of disc sports
- 6 Ensure the well-being of our athletes and our sport and encourage gender equality and diversity in all aspects
- 7 Optimize organizational effectiveness and efficiency



Strategy 1: Promote the “frisbee lifestyle”

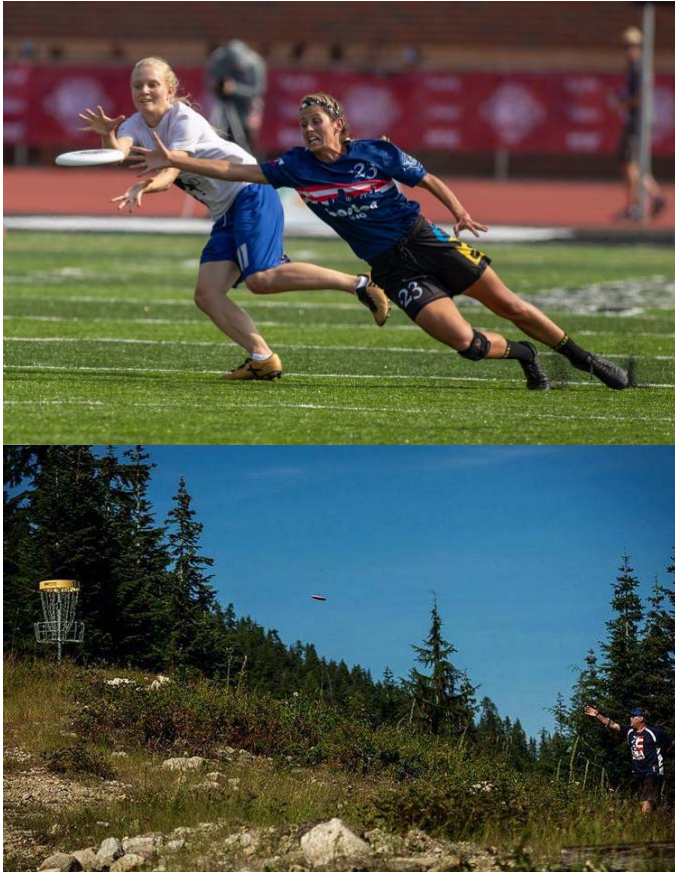
We will seek to highlight the Frisbee lifestyle and culture by promoting participation in Frisbee games and general play to all ages, and throughout one’s entire life.

- Create a marketing tool for general outreach to new communities
- Develop a Frisbee curriculum and packet for use by teachers (lesson plans, video)
- Set up a basic skills online certification program (similar to the IFA certifications from the 1970s)
- Establish a template for “frisbee festivals” and find promoters to host several test events
- Work on the idea of multi-sport beach events and establish a working relationship with other IF partners with a plan to host
- Identify influencers on social media and develop short clips to promote disc play
- Pull together the various coaching programs currently being used and find a way to make these more accessible
- Collate disc golf teaching materials



Strategy 2: Pursue inclusion in the Olympic Programme and Other Multi-Sports Games

WFDF will pursue inclusion in the Olympic Programme in order to showcase disc sports and Spirit of the Game at the pinnacle of world sport on the global stage. Our objectives are to attract more people to the frisbee lifestyle of activity and health, and to provide visibility and credibility to our Member associations and disc athletes to facilitate their activities.



- Maintain the visibility of flying disc activities within the Olympic Movement
- Produce world class video of games, highlights, and personal interest stories for broadcast
- Continue to build the relationship with the Olympic Channel and World Games Channel
- Develop an advertising strategy for 2019 and implement it
- Produce a basic portfolio of video clips and develop a program to tell the stories of the star athletes across the various disc disciplines
- Grow WFDF's membership to 100 countries by the end of 2020 and 120 countries by the end of 2024
- Continue to get various disc sport disciplines involved in global multi-sports games
- Intensify working relations with global partners like GAISF, ANOC, ARISF, FISU, IWGA, IMGA, AIMS etc.
- Establish working relations with role model IFs (Olympic, non-Olympic) to establish transfer of knowledge and sharing of expertise)
- Support WFDF Continental Associations to form relationships with Continental Olympic Organizations to pursue participation in Continental Games – EOC, ANOCA, ONOC, OCA, PanAm Sports)

Strategy 3: Support member associations in promoting youth development as path to growth

We will support and encourage our member associations to develop local programs, teaching curricula, and coaches training to introduce youth to disc sports. Over the long-term, introducing disc sports to youth will result in a broader and deeper program across all ages.

- Have the Youth in Sport Commission encourage member associations to establish a “youth development officer” and prepare a program that can be shared on how to build youth programs
- Develop a Frisbee curriculum and packet for use by teachers (lesson plans, video)
- Create tools to promote Ultimate with teachers and youth administrators as a life skills tool for conflict resolution
- Revitalize Youth and Sport Commission and involve them in development activities
- Establish University and School Sport Commission and involve them in event planning



Strategy 4: Build the audience by increasing the entertainment value of disc sports competitions

WFDF will seek to increase the fan base for disc sports by raising our expectations of what our tournament organizers can do to encourage spectators at our championship events, by improving our media offerings to attract more viewing by those both inside and outside the disc community, and by providing more focus on the narratives that exist around our global activities.



- Identify ambassadors for the sport and get them to promote the sport
- Identify social media influencers and showcase them
- Shift broadcast focus from maximizing total quantity of full-length games to balance of showcase games and highly-produced video highlights and personal interest stories for social media
- Consider Ultimate rules adjustments to make it more entertaining to spectators
- Develop distribution for highly produced video clips to established media
- Promote more “friendly” matches between countries outside of World Championships
- Develop more extensive database of statistics and rankings to increase fan engagement

Strategy 5: Showcase Spirit of the Game as an essential element of disc sports

We will continue to highlight Spirit of the Game as an essential element of disc sports, ensuring that our current athletes better understand what it means, and do better explaining it to the broader sports movement and spectators.

- Clarify the definition of Spirit of the Game
- Work with all disc sports committees to ensure that Spirit of the Game awareness and guidelines are incorporated in rules and practice
- Translate all Spirit of the Game materials into most important languages (Arabic, Chinese, English, French, German, Hindi, Japanese, Portuguese, Russian, Spanish)
- Review WFDF's materials and ensure SOTG is properly included within them
- Take ownership of the International Spirit of the Game Day and consider other spirit events that could be hosted



Strategy 6: Ensure the well-being of our athletes and our sport and encourage gender equality and diversity in all aspects

WFDF will promote the well-being and safety of all of our athletes and will continue to promote gender equality both on the field of play and in our governance structures.



- Continue to seek gender balance at our events wherever possible
- Continue to strive to achieve gender balance at all levels of WFDF governance
- Finalize gender equality policy
- Bring men onto the Women in Sports Commission
- Generate better data on gender equality
- Establish a plan for more gender equality workshops
- Activate Safeguarding Officer
- Tropicalize available safeguarding tools for WFDF use
- Make our Member associations aware of athlete safeguarding issues and promote best practices
- Establish anti-doping structures globally, executing WADA requirements



Strategy 7: Optimize organizational effectiveness and efficiency

We will look to run our organization more effectively and efficiently through the use of technology and by better utilizing the governance structures we have to benefit from the talent and enthusiasm of our staff and volunteers globally.

- Bolster paid staff with 50% FTE Event Coordinator and 50% FTE Administrative Coordinator
- Identify an IT consultant to support WFDF systems
- Expand role of Executive Committee regarding business activities of WFDF
- Establish an IT Committee to greatly expand WFDF's systems capacities
- Upgrade activities of WFDF's Commissions
- Assign more tasks to continental Associations





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The World Flying Disc Federation is the international sports federation responsible for world governance of flying disc (frisbee) sports, including Ultimate, Beach Ultimate, Disc Golf, Freestyle, Guts, and Individual Events. WFDF is a federation of member associations which represent flying disc sports and their athletes in more than 85 countries. WFDF is an International Federation recognized by the International Olympic Committee (IOC), the International Paralympic Committee (IPC) and FISU, a member of GAISF, ARISF and the International World Games Association IWGA and IMGA, and it is a registered not-for-profit 501(c)(3) corporation in the state of Colorado, USA.

www.wfdf.org

International Federation
recognised by the



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COMMITTEE