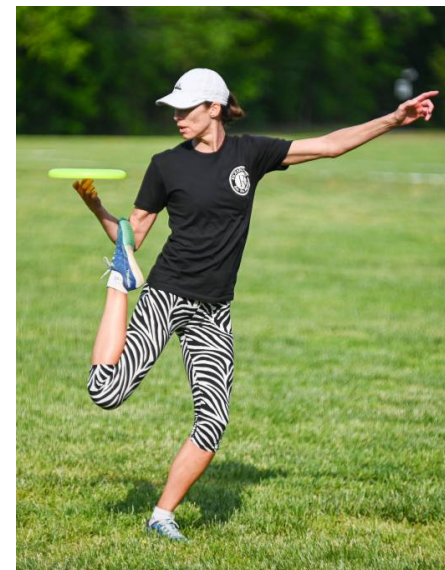




World Flying Disc Federation Strategic Plan 2023-2028





Background and Objectives of this Strategic Plan: WFDF 3.0

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 were formalized in the early 1970s. The early years of international flying disc play were dominated by the influence of the International Frisbee Association (IFA) that began in 1967 as the promotional arm of the Wham-O Manufacturing Company. Many of the international affiliates began as Wham-O distributorships that sponsored tours of well-known Frisbee athletes.

The Early Years: WFDF 1.0

The concept of an independent world organization for the development and coordination of all of the disc disciplines began in 1980 at an Atlanta, Georgia, meeting of 40 international disc organizers. A loose federation led by Jim Powers was formed from that meeting but never took off. The following year, 1981, the relatively well-established national flying disc associations of Europe formed the European Flying Disc Federation (EFDF). In 1983, Wham-O was sold to Kransco and the IFA was disbanded. Spurred on by the demise of the IFA, Dan “Stork” Roddick called a meeting at the US Open Overall Championships in La Mirada, California. A plan was developed and a formal decision was made to establish a worldwide disc association in Örebro, Sweden, during the 1984 European Overall Championships. This decision was confirmed later that year by other flying disc countries in Lucerne, Switzerland, during the World Ultimate and Guts Championships. The organizing Congress for the World Flying Disc Federation 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. Over the remainder of the 1980s, WFDF took on an increasing role in overseeing and promoting international disc tournaments with Roddick as president and Johan Lindgren as secretary-treasurer, in what can be named WFDF 1.0.

In this early stage, WFDF was a loose organization with two main functions: to host world championships and provide information globally through the publishing of a printed newsletter sent to national and organizational members. A key strategic inflection point for WFDF took place in 1992-1994, heralding WFDF 1.1. Under President Robert “Nob” Rauch, a new set of Bylaws was adopted, a new governance structure put in place, the federation was legally incorporated in the state of Colorado, USA and it obtained its 501(c)(3) not-for-profit tax status. The applications for membership in the International World Games Association and GAISF were submitted and subsequently approved in 1995.

Background and Objectives of this Strategic Plan: WFDF 3.0 (cont.)



WFDF took an important leap in 2001 with its participation in The World Games in Akita Japan. The next pivotal strategic dialogue took place in 2002 under President Bill Wright, as three dramatically different alternative paths forward 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. As part of this phase, there was a commitment to having a half-time administrator. Through the end of the first decade of the 2000s, WFDF improved its financial position, with revenues increasing to US\$90,000 in 2009, and the number of member countries increased to 44.



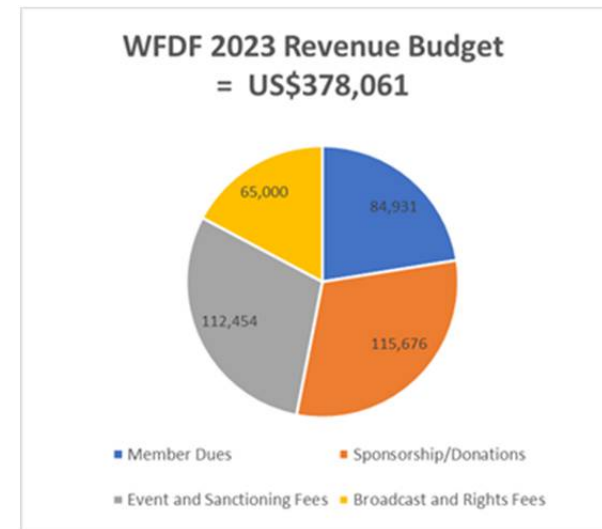
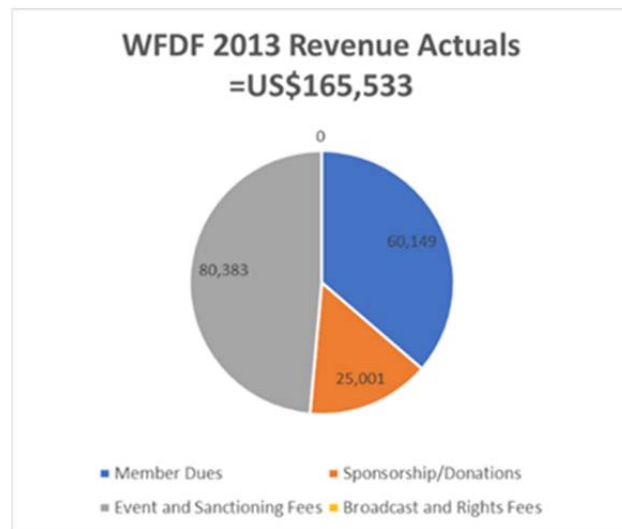
The Growth Years: WFDF 2.0

The 2010-2011 years were incredibly pivotal for WFDF. In 2010 there was a boost in member countries to 53 and event sanctioning fees resulting from a successful WUCC provided a solid financial base for the organization. The decision was made to bring in a full time Secretary General (Executive Director) starting in 2011 and to ensure that WFDF could be fully WADA compliant by introducing extensive anti-doping education and a testing program. The first formal strategic plan for WFDF 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 the 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 (adding an Event Manager in January 2014) and establishing the objective of becoming a recognized member of the Olympic Movement, culminating in provisional recognition by the International Olympic Committee in May 2013 and full recognition in August 2015.

Background and Objectives of this Strategic Plan: WFDF 3.0 (cont.)

Updates of the strategic plan were developed 2015-2018 and 2019-2024. Over this period, WFDF has built its infrastructure to be able to handle the demands of a far more complex events calendar and a much larger membership base, at 107 countries as of year end 2023. We have been actively trying to support all flying disc disciplines and had gotten Freestyle into the inaugural Urban Games in 2019 and will have disc golf back on the medal program of The World Games in 2025. We have been looking to upgrade our spectator experience both in-person as well as over broadcast, with subscription live-streaming opportunities as well as with the Olympic Channel. Our revenue model has been stabilized, growing revenues over 128% in the last 10 years and now having four discrete contributors to the revenue model, and we were able to successfully navigate through the difficulties and financial impact of the COVID pandemic.

Four Solid Pillars in WFDF's Revenue Model



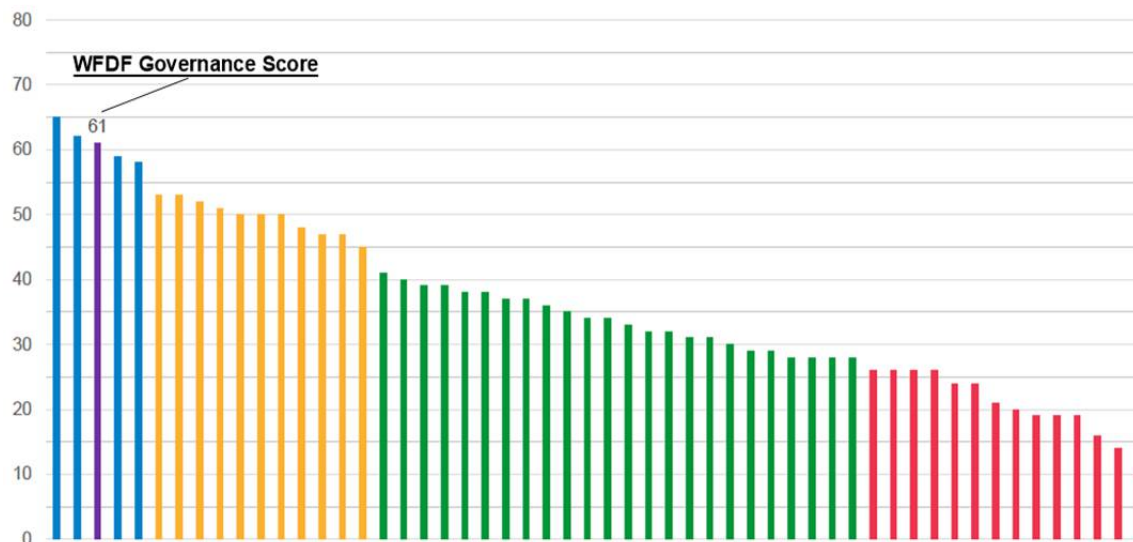
In this period, WFDF adopted a full range of good governance policies, including policies covering issues of conflict of interest, whistleblowing, non-discrimination, gender equality, transgender, safe sport, social expression, and betting, and introduced a number of key commissions in order to implement them.

Background and Objectives of this Strategic Plan: WFDF 3.0 (cont.)

We continued to show a strong commitment to good governance principles in all we did, and we scored third (in purple below) out of 54 ARISF/AIMS IFs, ahead of many Olympic IFs, in the May 2019 GAISF governance survey.

Overview of GAISF Governance Survey

- Total of 80 possible points, grouped in 5 groups
- Ratings on Transparency, Integrity and Democracy, and Development and Control Mechanisms
- WFDF is in Group 1A, scoring third highest
- Performance would be competitive with quite a few Olympic IFs
- Generally consistent all-round
- Good range of information is published, including financial statements and Congress documents
- Scores much higher than peers with revenues <CHF2 million and 1-4 full-time staff



WFDF 3.0: Taking the Steps Needed to Realize Full Potential

Despite the significant progress made over the last thirteen years, there is still much more to which we aspire. The number of member countries has increased, but the number of players within many countries appears to have stagnated. Our member federations could use further support in pursuing NOC recognition and access to national resources. Flying disc has lagged in developing commercial sponsor interest and a broader spectator base. This latter issue is likely one of the major reasons why Flying Disc did not make the “short list” for consideration for inclusion in the LA28 programme, given the commercial orientation of the LOC.

The transition to WFDF 3.0 will require that Flying Disc sports are supported by a robust organization that can provide appropriate support to member national federations, host world-class championship events, promote and grow the sport at the grass roots level, and increase the visibility of its disciplines to a level approaching globally recognized Olympic sports.

Background and Objectives of this Strategic Plan: WFDF 3.0 (cont.)

In order to get the next level, The WFDF board and its member federations will have to think more boldly. A prerequisite will be to increase the people resources within the WFDF platform to both do more as an organization and also to provide more support to our members. Key areas for development are in event management, member support, IT, and communications. The revenue model will need to be expanded and grown to support this. It requires long-term planning, especially in the area of youth development in order to expand participation at its broadest level. And Flying Disc sports need to raise their level of visibility both within our community but even more importantly with the general sports-spectating community across the globe.

The WFDF 2023-2028 Strategic Plan

This new strategic plan covering the period 2023-2028 spells out our vision and values, core strategies, and the tactics for achieving them, with the goal of building upon the progress made since 2010. 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: supporting member associations in promoting youth development as path to growth, pursuing inclusion in the Olympic Programme and Other Multi-Sports Games, 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, building our audience by increasing the visibility of disc sports competitions supported by proper branding with the help of sponsors and other partners, promoting the “frisbee lifestyle,” and optimizing organizational resilience and effectiveness. We highlight pursuit of inclusion in the Olympic Programme, with a specific target of Brisbane 2032, not as a goal unto itself but rather as an 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. Participation in the Olympics 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 five 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 2023 Participation Report conducted annually by the Sports and Fitness Industry Association (SFIA), there were 2.14 million people that played Ultimate in the US in 2022. Core participants, defined as those playing 13 or more times per year, were estimated to be 703,000.

This compares with participation in:

Ice hockey:	2.28 million total, 1.07 million core
Lacrosse:	1.88 million total, 876,000 core
Rugby:	1.17 million total, 408,000 core
Squash:	1.23 million total, 413,000 core
Surfing:	3.69 million total, 1.25 million core
Wrestling:	2.04 million total, 585,000 core

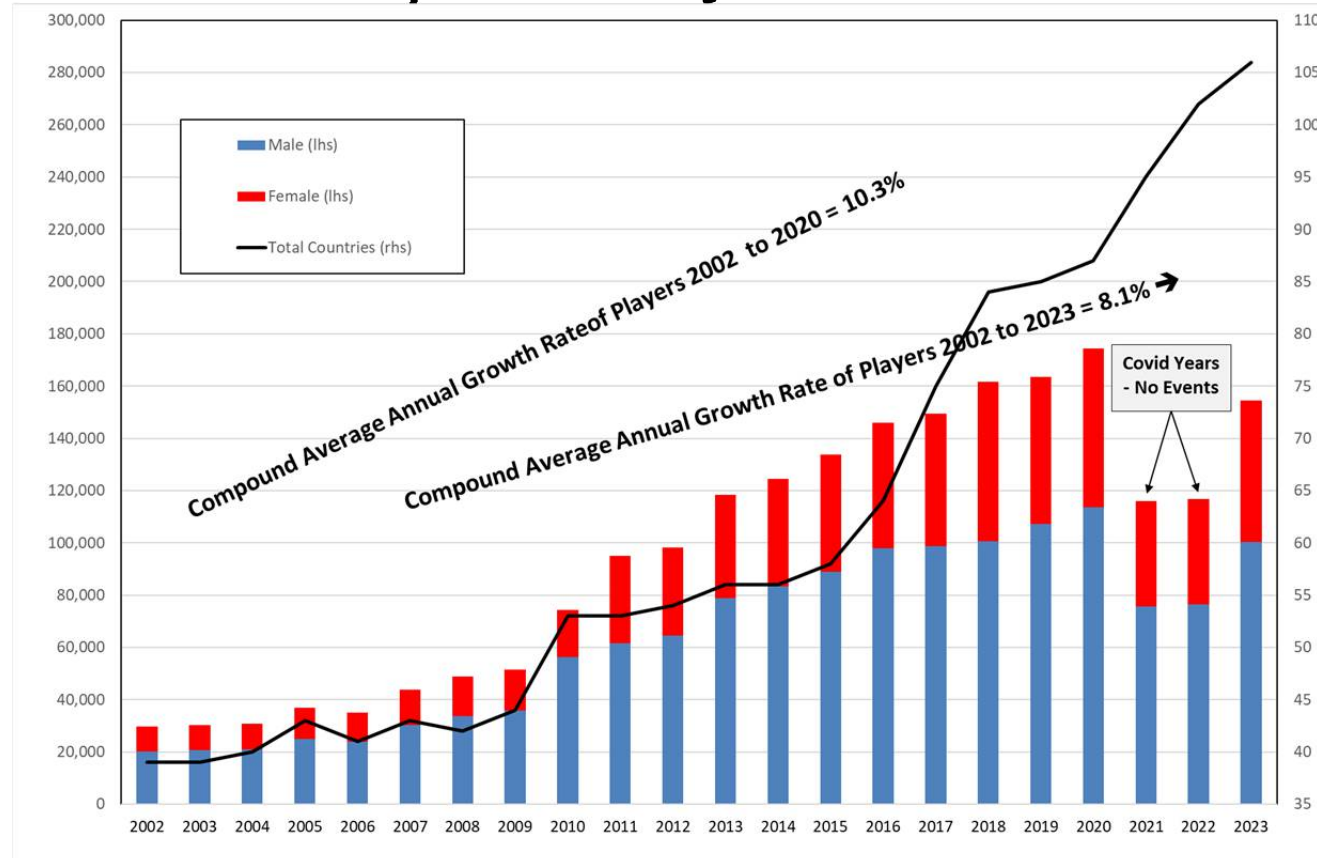
The SFIA survey does not include disc golf, which is also a widely played sport in the US and globally and likely has several million regular players in the US. While there is no similar sports survey conducted on a world-wide basis, WFDF estimates that Ultimate, disc golf, and other flying disc sports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



Background – Participation

WFDF's 110 Member associations in 106 countries reported that they had 154,585 dues-paying members in our 2023 annual census. Total players in countries and including membership of the PDGA, an Associate member of WFDF, brings that figure to 304,708. The largest national Member is the USA, followed by Canada, Germany, Australia, France, Great Britain, Japan, Belgium, Colombia, and Netherlands. Of the total, 35.1% 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 inclusive growth and development of all flying 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: WFDF believes that 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 the 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: Flying Disc people 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 life long friendships, camaraderie, teamwork and loyalty which transcends cultural, geographic, political, and religious differences.

Inclusiveness: WFDF fully supports diversity and inclusion in our sports and organization. WFDF as well as its member associations actively promote participation and accessibility with regard to race, color, religion, ability, national origin, gender, and sexual orientation.



SWOT Analysis: Strengths/Weaknesses/Opportunities/Threats

Strengths (Internal)

- “Spirit of the Game” incorporating personal responsibility, integrity, and conflict resolution (together with self-officiation)
- Inexpensive to play (minimal equipment costs)
- Strong gender balance and mixed gender play in many of our disciplines
- Recognition by the IOC, IPC, FISU, and other multi-sports umbrella organizations
- Well-developed international competitions
- Unique flight path of discs make viewing disc sports different from traditional ball and stick sports
- Attractiveness to young people
- Relatively new sport, with a fun and cool image
- Easy to participate across all ages
- Broad familiarity of most people with the frisbee

Weaknesses (Internal)

- Undeveloped commercial effort or public relations presence (sponsors, media)
- Limited financial resources
- Public perception as merely a game and not a sport
- Lack of spectators or viewing audience outside the disc community
- Not all WFDF Members have institutionalized governance
- Struggle to maintain consistent professional management based on limited financial resources
- Disparity of resources between largest and smallest member organizations
- Differences (in resources, activities, number of participants) among disciplines
- Developing nature of member organizations makes it hard to respond to growing need for engaged volunteers at the international level



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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 both for WFDF and NFs
- Commercial aspects of market remain virtually untested
- Changing landscape in broadcast and media may open up the possibility of increased visibility
- 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
- Changing landscape of content viewing opens up the possibility of a growing audience



Threats (External)

- COVID pandemic reduced participation in Ultimate for many national federations, reducing resources and straining organizational capabilities, from which they are now just recovering
- Pressure by small internal and external groups to diminish reliance on self-officiating and/or introduce outside officials/referees
- Difficulties in some countries or regions in accessing basic discs or finding suitable field space
- World championship events have gotten so large that it is harder to find venues and LOCs 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
- Fragmentation of sports viewing makes it hard to develop a consistent audience



WFDF's Vision of the Future: 2028



The Vision

- There are 125+ countries with active disc sports and a stable governance structure
- National federations represent all disc disciplines
- Flying Disc is widely viewed as a viable candidate for the Olympic Programme in 2032 and 2036
- WFDF hosts popular "Frisbee festivals" or multi-sport "beach festivals" around the globe
- WFDF maintains a popular and established competition schedule
- Disc sports are a part of the school physical education curriculum in many countries
- There is a consistent understanding of "spirit of the game" and it is applied in all disciplines
- Disc sports have significant visibility in social 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
- Hard to get discs into certain countries and regions in the developing world
- Institutional inertia of IOC and incumbents defending their turf in Olympic Movement
- Frisbee culture eschews required institutionalization
- Practitioners in the disciplines with more limited participation haven't historically taken self-responsibility for the development and proselytizing work that is required



WFDF's Seven Strategic Goals

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



Strategy 1: 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.

- Revitalize Youth in Sport Commission and involve them in development activities
- 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
- Gather materials that already exist and refine to a curriculum and packet that can be used by teachers (lesson plans, video)
- Create a specific youth page on the WFDF web page
- Community building for elite juniors, for other kids, and their parents (who support and facilitate activities)
- Find ways to promote girls’ participation (tailored approach needed)
- Partner with youth (sports) organizations



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 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.



- Promote the qualities of flying disc sports that make them ideal for consideration for the Olympics Programme: gender equality, youth orientation, accessibility due to low cost, universality, spirit of the game (fair play), and quota flexibility
- Continue to introduce disc sports and WFDF to IOC members and organizers within the Olympic Movement and ensure that they are aware of flying disc activities
- Produce world class video of games, highlights, and personal interest stories for broadcast
- Pursue Brisbane2032 but not to the exclusion of other priorities
- Pursue involvement in Youth Olympic Games
- Support WFDF Continental Associations to form relationships with Continental Olympic Organizations to pursue participation in Continental Games – EOC, ANOCA, ONOC, OCA, PanAm, CIJM
- Grow WFDF's membership to 110 countries by the end of 2024 and 125 countries by the end of 2028
- Continue to get various disc sport disciplines involved in global multi-sports games
- Consider incremental rules revisions that make events more entertaining to spectators
- Intensify working relations with global partners like ANOC, ARISF, FISU, IWGA, IPC, IMGA, etc.

Strategy 3: 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.

- Develop more clarity and a more consistent 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
- Promote iSOTG Day more fully and consider other SOTG events that could be hosted
- Promote science related studies with SOTG keywords ethics, morality, fairplay
- Develop and promote disc sports at the kindergarten level (equity, inclusiveness)



Strategy 4: 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.



- Translate Athlete Safeguarding Policy into key languages and encourage adoption by member federations
- Promote development and adoption of an Athlete Safeguarding Policy by member associations
- Publicize Safe Sport policies and concepts within community
- Create a Diversity, Equity and Inclusion Committee (D.E.I.) with a broad focus across race, color, religion, ability, national origin, gender, and sexual orientation
- Ensure that language is considered at all levels of communication within WFDF; develop a specific mechanism to review
- Plan more gender equality workshops
- Establish metrics and goals for inclusion and diversity
- Establish anti-doping structures globally executing WADA requirements and work with NFs to come into compliance
- Develop measures to promote injury prevention



Strategy 5: Develop media properties as a central part of operations to build the audience, increase the visibility of competitions, secure sponsorship, and generate revenue

WFDF will increase the media presence of disc sports by producing and promoting the highest quality broadcast content at events, improving our content offerings across all platforms to attract more viewers both inside and outside the disc community, and increasing revenue and sponsorship opportunities.

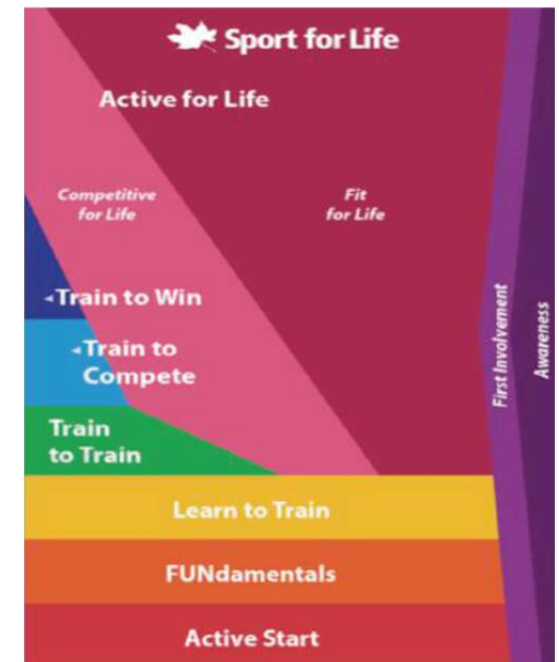
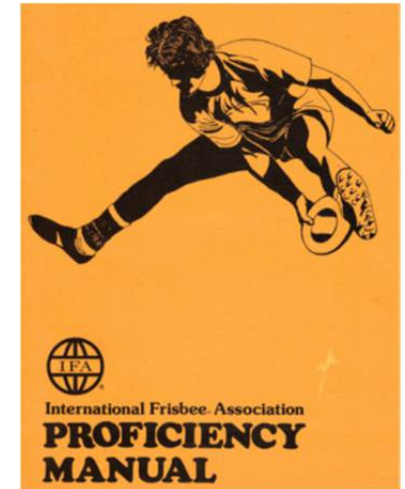


- Develop assets – video, photos, graphics – to increase visibility and representation across media
- Create a distribution plan for highly produced video clips to established media outside of WFDF’s channels
- Add a dedicated communications resource to the staff to establish a consistent and persistent social media presence
- Collaborate with disc sport partners on media executions, including “co-op” and reciprocal advertising, cross-channel promotions, and enhanced content collaboration opportunities
- Develop statistics and rankings on teams and players to promote fan engagement
- Recruit program-specific sponsors for targeted projects
- Utilize more consistent advertising of content to build awareness and audience for disc sports
- Greatly increase revenue generated from media offerings to help off-set cost of broadcasting and advertising, with the eventual goal of offsetting player expense

Strategy 6: 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.

- Find ways to introduce basic frisbee skills to youth before focusing on structured, competitive games
- Gather materials that already exist and refine to a curriculum and packet that can be used 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
- Find ways to make discs more available to countries and regions where they are difficult to obtain
- Encourage NFs to embrace all disc disciplines and to promote all levels of frisbee play in their focus
- Develop materials that promote healthy lifestyle and movement around the frisbee
- Design science-based teaching materials in cooperation with universities and programs like Erasmus



Strategy 7: Optimize organizational effectiveness and efficiency

We will look to run our organization more effectively and efficiently by adding resources and through the use of technology to leverage the talent and enthusiasm of our staff and volunteers globally.



- Bolster Events team by increasing contractors to 2 FTE
- Introduce a FTE contractor position for social media/communications
- Contract a WFDF Executive Assistant to serve as a PA to the Secretary General and ExComm officers
- Upgrade the current 50% Administrative Coordinator position to a full-time WFDF Director of Membership Services and Sport Development
- Expand WFDF's IT capacities
- Adopt a GDPR-compliant registration system to digitalize and streamline event participation
- Increase formal communication with member federations and be more available for support
- Provide more support to WFDF's Continental Associations
- Commit the budget to fund the translation of all key policies into a broad range of languages: Arabic, Chinese, English, French, German, Hindi, Japanese, Portuguese, Russian, Spanish
- Encourage and support NFs in pursuing NOC recognition
- Provide templates for NFs to adopt critical policies
- Push out teaching and promotional materials to NFs
- Find ways to compile and use data more effectively
- Participation in international science programs such as the European Sport Congress and American College Sport Medicine



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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 106 countries. WFDF is an international federation recognized by the International Olympic Committee (IOC), a member of ARISF, SportAccord and the International World Games Association, and it is a registered not-for-profit 501(c)(3) corporation in the state of Colorado, USA.

www.wfdf.sport

**International Federation
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