



INTERNATIONAL FEDERATION OF SPORT CLIMBING

# **IFSC STRATEGIC PLAN**

**2020 - 2028**



## IFSC Strategic Plan

*Revised after the postponement of the Tokyo 2020 Olympic Games due to COVID-19 outbreak*

The Olympic Dream was the goal at the centre of the foundation of the IFSC, driven by the belief that the values of climbing are aligned with the values of Olympism. Climbers naturally identify with universal fundamental principles of respect and support towards others as well as towards the environment, in an endeavour to blend sport, education, and social responsibility creating an all-encompassing way of life. In our competitions we create our landscapes, we design our lines, we mould our holds and we unleash a new freedom to explore the power of verticality and invent a way of climbing bounded only by our imagination.

The impact of the inclusion of Sport Climbing in the programme of the XXXII Olympiad of Tokyo, officially announced by the IOC on 3rd August 2016, has been greatly noticed in the past few years.

Both the sport and the community have evolved at a rapid pace, and the IFSC has been focused on keeping our athletes at the centre of the debate, in an effort to maintain the sport's fundamental features of integrity, openness, and inclusivity, and at the same time inspire a new generation of sportspeople. The COVID-19 pandemic that broke out in early 2020 caused the postponement of the Tokyo 2020 Olympic Games to 2021. Nevertheless, following the Tokyo Games, the Sport Climbing community as a whole will enter a new era, in which the IFSC – as the international governing body – will be the leader in maintaining and promoting the values of Sport Climbing, in keeping the community united, and in growing the sport globally.

## Strategic Planning Timeline

The Strategic Planning phase took most of 2019, through milestones such as the 2019 Plenary Assembly, the Arco NFs Workshop, and first ever Climbing Summit in Torino.

In these occasions the IFSC Executive Board presented the vision, mission and key objectives, gathering feedback and input from its main stakeholders: member federations.

In November 2020, during the XVI Plenary Assembly, the Executive Board will present the strategic plan to IFSC Members.





## **IFSC Vision**

To make the world a better place through Sport Climbing.

## **IFSC Mission**

To grow the Sport Climbing community and to foster the furtherance of Sport Climbing worldwide;

To effectively and efficiently govern, develop, showcase and promote Sport Climbing through sustainable events for athletes, member federations, and key stakeholders.

## **IFSC Key Objectives**

1. Showcase Sport Climbing through events
2. Develop Sport Climbing
3. Strengthen Membership and Governance
4. Increase IFSC brand awareness
5. Promote Sport Climbing globally

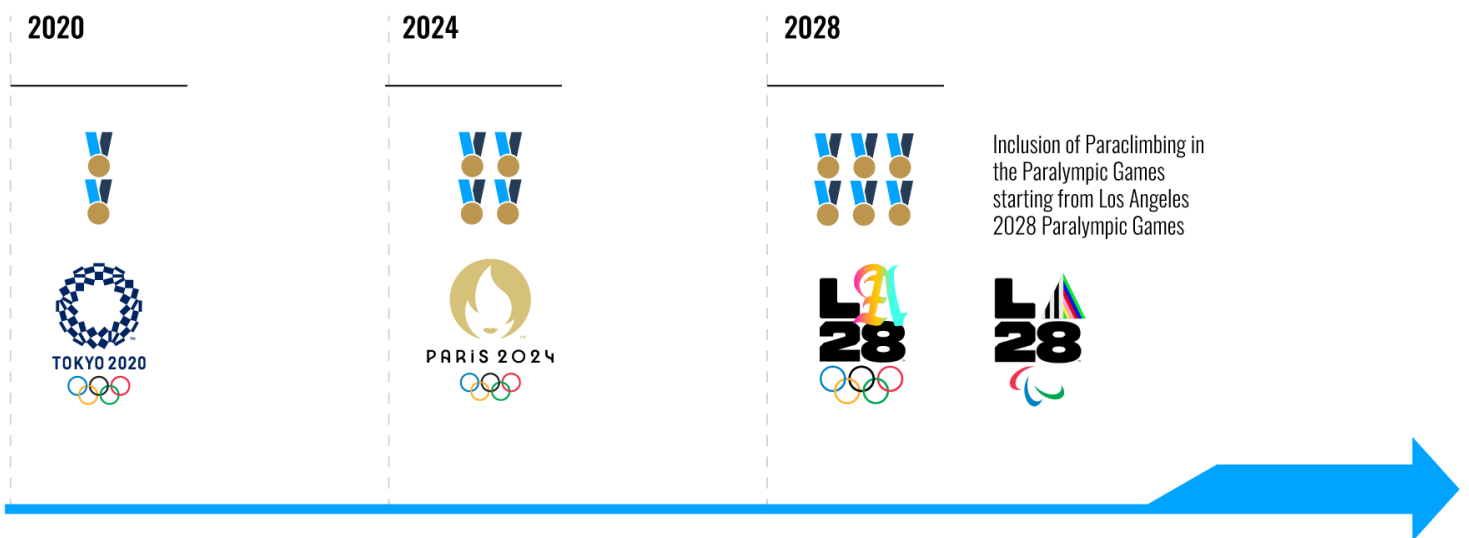
## Key objectives

In August 2021, Sport Climbing will make its Olympic debut in the programme of the XXXII Olympiad. For the first time in history, Sport Climbing will be visible to and viewed by billions of people.

The IFSC will deliver the Sport Climbing event with 20 female athletes and 20 male athletes competing in the Combined format (one set of medals per gender).

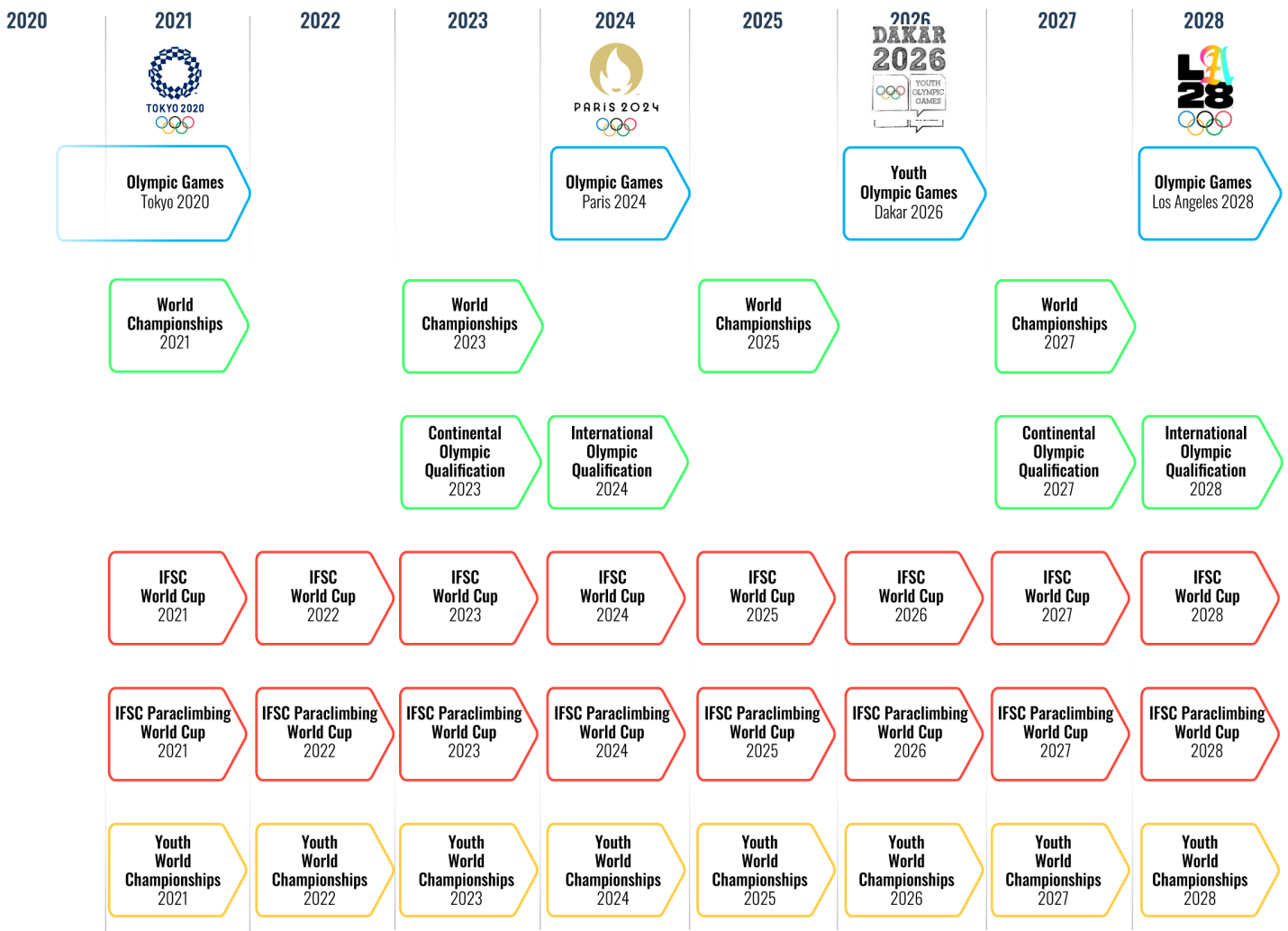
Being successful at the Tokyo Games means receiving positive feedback from the audience, and also being awarded a positive evaluation from the IOC based on the performance of Sport Climbing in terms of viewership, social media presence, sport presentation, and event management, to name a few.

In the meanwhile, the Organising Committee of Paris 2024 is already looking ahead, and presented a new programme for Sport Climbing to the IOC. This was provisionally approved, and will receive final confirmation in December 2020. The programme proposed for Paris consists in the increase from one to two sets of medals per gender (one for Speed and one for Boulder & Lead), meaning an increase in the number of qualified athletes, from 40 to 72. For the Los Angeles 2028 Olympic Games, the goal is to reach three sets of medals per gender, one per discipline, with the consequent increase of qualified athletes, and aim to be part of the Paralympic Games with a certain number of medals and categories.



# 1. Showcase Sport Climbing through Events

Sport Climbing events and competitions represent our core activity. Moving forward, the IFSC has made it its goal to raise the standards of delivery of World Cups, World Championships, and all IFSC future events, in terms of competition level, facilities and event operations, to the benefit of all stakeholders.



## 1.1 Attractiveness

*Provide an event programme that showcases the best aspects of the sport.*

1.1.1. Develop a calendar of events to maximise audience access and participation;

1.1.2. Ensure IFSC events bring value to all stakeholders, including athletes, NFs, Officials, Event Organisers, spectators, online audience, media, and TV;

1.1.3. Safeguard high standard facilities by strengthening the Official Sport Equipment.

## 1.2 Accountability

*Deliver events of world-class international standards, from facilities to operations.*

1.2.1. Respect a transparent and objective event application process and selection open to all NFs and event organisers;

1.2.2. Monitor and review the event model to ensure sustainable delivery of world-class events and services for NFs and event organisers;

1.2.3. Ensure facilities are of the appropriate standards and provide optimal conditions for climbers' performance;

1.2.4. Shape the qualification systems for Olympic Games and other multi-sport events to complement IFSC sport objectives.

## 1.3 Legacy

*Provide an event programme that showcases the best aspects of the sport.*

1.3.1. Make the Event Organiser Handbook an indispensable reference for the delivery and operations of IFSC Events;

1.3.2. Enable knowledge transfer by providing resources to NFs and organisers to learn from previous events and develop their capacity to host events;

1.3.3. Provide consulting services to advise NFs and event organisers on the development of new and existing venues;

1.3.4. Develop and refine event models that are financially, operationally and ecologically sustainable for event organisers at all levels.

## 1.4 Diversity

*Showcase and support all Sport Climbing disciplines through a variety of events across continents, cultures, and formats.*

1.4.1. Develop an 8-year geographically balanced calendar based on the Olympic cycle, keeping the Climbing & Paraclimbing WCH as the IFSC flagship event;

1.4.2. Activate a consistent and sustainable calendar of Paraclimbing events;

1.4.3. Stage events for all Sport Climbing disciplines and expand the portfolio of events with innovative competition formats, including the review of the Tokyo 2020 combined format;

1.4.4. Develop a layered event structure of events based on athletes' performance to allow maximum athletes participation across all continents;

1.4.5. To ensure pathways for athletes striving to climb from national, to continental, to international level, to build a qualification pyramidal system for World Cups in collaboration with the Continental Councils.



## 2. Develop Sport Climbing

The IFSC intends to support member federations with a variety of development programmes for athletes, coaches, routesetters, judges, and sport managers.

### 2.1 Universality

*Achieve gender and geographical balance in the practices of Sport Climbing worldwide.*

- 2.1.1. Identify a variety of development approaches to help NFs develop Sport Climbing;
- 2.1.2. Continue the implementation of the Paraclimbing Development Programme through NFs and NPCs;
- 2.1.3. Reach balanced representation of men and women across the organisation, from officials, coaches, commissions, etc. by LA 2028.

### 2.2 Paraclimbing

*Professionalise Paraclimbing to meet IPC standards and aim at its inclusion in future Paralympic Games editions, starting from Los Angeles 2028.*

- 2.2.1. Improve the classification process to meet the international standard set by the IPC, by adopting Classification rules and by putting in place training, evaluation and classification systems for IFSC Classifiers;
- 2.2.2. Rethink the Categories in terms of numbers and merging scheme;
- 2.2.3. Create a Paraclimbing Routesetters pool of experts and support the group with training opportunities and Para Routesetting Guidelines;
- 2.2.4. Encourage NFs in organising events at National and International level to increase the number of athletes and grow the Paraclimbing community.

## 2.3 Quality & Education

*Deliver high standard programmes to educate coaches, judges, and routesetters at all levels.*

2.3.1. Create specific projects to foster the development of NFs through training facilities, climbing starter-kits, etc.;

2.3.2. Develop training camps for climbers, paraclimbers, routesetters, para-routesetters, and coaches in cooperation with the Continental Councils and NFs;

2.3.3. Create materials and training opportunities specific for coaches and officials, from national, to continental, to international level;

2.3.4. Implement a data-driven, objective, fair, and measurable system of officials' evaluation and nomination via independent body;

2.3.5. Create the IFSC Academy in the most sustainable way.

### 3. Strengthen Membership and Governance

Starting from 2020-2021, the IFSC will start putting in place development programmes aimed to increase the overall number of member federations and to help the growth of existing ones.

#### 3.1 Integrity & Transparency

*Promote a culture of transparency and strong ethical principles to preserve the core values of Sport Climbing.*

3.1.1. Promote the Charter of Climbing Ethics across the organisation;

3.1.2. Create a culture of integrity based on values, knowledge and respect;

3.1.3. Appropriately address potential risks to Sport Climbing and the Community, implementing athletes safeguarding policies and measures against competition manipulation;

3.1.4. Publish and make available information relevant to: Statutes, Rules, Event Regulations, Officials, Commissions, NFs.

#### 3.2 Democracy

*Ensure stakeholders are fairly represented and involved in decision-making.*

3.2.1. Apply statutory election processes and ensure all candidates are treated equally;

3.2.2. Ensure stakeholders have the opportunity to be represented in IFSC Bodies and Commissions;

3.2.3. Ensure regular occasions to meet, in person or virtually, to share IFSC core initiatives and objectives;

3.2.4. Guarantee the premises for open and democratic dialogue with IFSC stakeholders.



### 3.3 Participation

*Increase number of countries actively engaged in the growth of Sport Climbing.*

3.3.1. Reach 115 NFs by Paris 2024, and 130 NFs by Los Angeles 2028;

3.3.2. Work closely with Continental Councils to identify new members and direct support to help them establish Sport Climbing in their country;

3.3.3. Provide administrative and technical support to Continental Councils, and existing NFs to further grow Sport Climbing in their country;

3.3.4. Encourage NFs to stage Sport Climbing events at all levels.

### 3.4 Efficiency

*Govern and operate in the respect of a sustainable, efficient, and dynamic model.*

3.4.1. Define clear roles and responsibilities in a system of measurable goals;

3.4.2. Perform an integral review of the IFSC Statutes and Bye-laws by 2022 to keep up to date with the evolution of the organisation and of the sport;

3.4.3. Ensure resources are safeguarded and managed effectively;

3.4.4. Ensure use of accounting control mechanisms and external financial audit;

## 4. Increase IFSC Brand Awareness

While in very few years Sport Climbing has reached unprecedented numbers in participation, the IFSC has been working on the side-lines effectively bringing Sport Climbing to great achievements. The IFSC has made it one of its goals, starting with the Tokyo Games, to increase even further the popularity of the sport by broadening the audience through communications channels.

### 4.1 Identity

*Ensure the recognition of the IFSC as the governing body of Sport Climbing worldwide.*

4.1.1. Strengthen the image and values of Sport Climbing and get global recognition as an environmentally sustainable sport for all;

4.1.2. Ensure Sport Climbing is placed prominently in the sporting world through representation within the Olympic and Paralympic Families, and other international and continental sport organisations;

4.1.3. Use communications channels to promote IFSC and Sport Climbing unique features;

4.1.4. Build and maintain relationships that complement Sport Climbing and IFSC brand.

### 4.2 Community

*Be at the centre of the Sport Climbing community.*

4.2.1. Represent the main source of information for Sport Climbing across all platforms;

4.2.2. Build IFSC digital presence and audience in accordance with IFSC digital and social media strategy;

4.2.3. Continue to promote Sport Climbing in all its forms to attract new audiences;

4.2.4. Keep climbers at the centre of the community as key advocates of Sport Climbing.



## 4.3 Engagement

*Actively engage all stakeholders to grow and promote Sport Climbing through all channels.*

4.3.1. Increase fan and community engagement;

4.3.2. Engage climbing gym owners and users to expand Sport Climbing community and participation;

4.3.3. Create opportunities for partnership activation through special promo events, and other projects;

4.3.4. Communicate with and get feedback from all Sport Climbing communities and fans on all platforms, relevant to local and global audiences.

## 5. Promote Sport Climbing Globally

As any organisation, the IFSC needs to build a solid marketing strategy and plan to sustain its activities and reinvest those resources in sport development, events, and the general growth of the sport, thus fulfilling its goals. Although aiming at becoming part of the Olympic Programme, the IFSC also aims at maintaining its financial autonomy in order to be in charge of projects and activities independently, and preserve the values of our sport.

### 5.1 Broadcast & Television

*Increase coverage of Sport Climbing events across TV and all up and coming digital platforms.*

5.1.1. Further strengthen linear television coverage of IFSC events and ensure consistency over the production and direction of the sport aspects;

5.1.2. Increase digital media coverage of IFSC events globally by introducing attractive technologies;

5.1.3. Own the production and distribution of broadcast content to satisfy the demand of all stakeholders on all platforms;

### 5.2 Marketing

*Attract and retain partners that complement the values of Sport Climbing.*

5.2.1. Create marketing plans across different channels;

5.2.2. Adopt different approaches to diversify sponsorships and activate different types of partnerships;

5.2.3. Support and reinforce official partnerships in a continuous effort to strengthen and showcase the best features of Sport Climbing.

## 5.3 Communications

*Be the main source of information for Sport Climbing, globally and on multiple platforms.*

5.3.1. Build and reinforce a corporate communications structure that easily connects the IFSC and its stakeholders, such as athletes, climbers, National Federations, Officials, partners;

5.3.2. Lay out a general communications plan that sets a number of long-term goals to be achieved on a yearly basis within 2028;

5.3.3. Break the general plan into specific, tailored, short-term goals, to be implemented on the different IFSC communications channels, both online and offline;

5.3.4. Develop the IFSC official website – its main information hub – according to the constant evolution of digital communications;

5.3.5. Keep the social media strategy up to date with the latest trends, eventually considering the opening of new channels and platforms;