



IFI Strategic Plan 2020-2026

Icestocksport 2026 Navigator

Preface

Dear friends of the Icestocksport,

It is with great pleasure and honour that I herewith present the new IFI Strategic Plan featuring the „ICESTOCKSPORT 2026 NAVIGATOR“.

The vision 2026 of the International Federation Icestocksport includes a new strategic direction of the international head organization for Icestocksport, by means of the crucial future criteria for the sport.

- sustainability in development,
- focus on youth and competitive sports with respect for grassroots sport,
- Credibility of the sport and trust in the sport on the basis of „Good Governance“.

The IFI fully addresses to the „Sustainable Development Goals“ of the United Nations. We are convinced that worldwide sport is only possible with focus on the international dimensions of sport in all social areas.

Icestocksport is well aware of the terms and conditions and IFI addresses them in the today presented „10 points for Icestocksport“.

The whole Olympic Movement shall think and line up in new dimensions, being fully aware of and accept the social changes and the altered global conditions.

With the Olympic Agenda 2020 and the New Norm the IOC presents the way the International Sports Federations follow, totally in the sense of the meaning of the Olympic Movement, for a peace bringing and sustainable development of sport.

The IFI has adopted these recommendations in their strategy and sees itself as a role model for a modern positioned IF.

We wish you an interesting reading of the „Vision Icestocksport 2026“ and all the best !

On behalf of the IFI Executive Committee

Christian Lindner

President

International Federation Icestocksport



I. Background of the Strategic Plan

Introduction and History:

Proving the long-standing history and tradition of the sport with the Icestock it can be seen for the first time on paintings by the Dutch artist Pieter Bruegel the Elder in 1565. It is likely that he became acquainted with the sport while passing through the Alpine countries on his two trips to Rome. Indeed, it is believed that the sport has its origins in the Alpine region. Ice-stock features in many subsequent paintings, and later photographs, which also show well-known personalities of the day practising the sport. The sport of Icestock was a folk custom practised for amusement and pleasure, in contrast to sports which developed from the everyday life of hunters and warriors, such as javelin, fencing, archery and, in the widest sense, rowing, canoeing, etc.

— The founder of the Olympic Movement Pierre de Coubertin instigated the first modern Olympic Games, which were held in Athens (Greece) in 1896. These successful summer games inspired the Swedes to organise a similar event for winter sports and they held the “1st Nordic Games” in Stockholm in 1901.

Ten years earlier, the Austrians Max Kleinoschegg and Toni Schruf brought skiing from Norway to Central-Europe. They held the “2nd Nordic Games” in Mürzzuschlag, then the Mecca of Austrian skiing. “Prize Ice-Shooting”, which closely resembles today’s target competition, was one of the events on the programme. This was surely one of the first official Icestock competitions.

— The first German National Championships were held in 1926 in the city of Zwiesel.

In 1935, following the first Styrian Championships, the “Second Alpine Championships” were held, with 69 teams participating. The radio and press were full of praise for this major event.

Icestock reached its first high point just a year later, in 1936, when a demonstration competition was **included in the programme of the 4th Winter Olympic Games** in Garmisch-Partenkirchen (Germany).

Icestock increasingly drew public attention at that time.

The **constitutive meeting** of the International Federation Icestocksport (IFI), then still known by a different name (Internationaler Eisschieß Verband, IEV*), took place in Innsbruck, Austria, on **30 July 1950**. Austria and Germany were represented, while Italy had apologised for being unable to attend.

(Note: *for the reason of consistency the name “IFI” is used in this document continuously).

Soon the first rules of the game and the technical data for the Icestock and the sports equipment were laid down.

The first European Championship took place back in 1951 in Garmisch-Partenkirchen (Germany).

In 1960, the IFI had a total of 5 members (Federal Republic of Germany, Austria, Italy, Yugoslavia, Switzerland and the German Democratic Republic).



In 1964, an Icestock demonstration competition was held for the second time at the **Winter Olympic Games** in Innsbruck (Austria). Unfortunately, the IFI still had not enough members to be given a permanent place in the Olympic Programme.

The Women's and Youth European Championships were held for the first time in 1965 in Mittenwald (Germany).

The refereeing system was organised from 1970.

In 1974, major changes were made to the Icestock. From now on, rubber was introduced on the sliding sole (previously, wood had been used).

In 1978, the IFI had a total of 14 member nations, having expanded its activities to the American continent accepting Canada as member nation and to Oceania accepting Australia in 1977.

In 1980 the first real strategic structuring in Icestocksport was executed when the Congress approved of new rules.

In 1983, the first World Championship for women and men was held in Frankfurt am Main (Germany).

In 1988, the IFI had a total of 18 member nations increasing to 26 member nations by 1999, the year in which incumbent IFI President Manfred Schäfer was elected as the 5th President of the IFI. It was in 1997 when IFI expanded to the African continent with the acceptance of Kenya.

This was the first time in IFI History that the Winter International Federation met the limit number of national member associations as outlined by the IOC for recognition.

Consequently in 2000 the Congress decided to apply for recognition by the IOC and inclusion in the Olympic Programme again.

In 2003, the IFI had a total of 34 member nations increasing to 36 in 2004 and 39 in 2008.

In 2008 for the first time World Championships for Juniors U23 took place in Waldkraiburg (Germany).

In 2010, the 59th Ordinary Congress took place in Poertschach (Austria), accepting Belarus and Lithuania as IFI member nations.

With the acceptance of India as member nation in 2014 expanding the activities to Asia beyond Japan and Indonesia the major goal of IFI to become a truly worldwide acting International Sport Federation with activities on all five continents was fulfilled.

The IFI Congresses 2018 admitted the People's Republic of China, Gabun, Spain, Islamic Republic of Iran to membership, increasing IFI's number of member National Federations to 47.

The financial resources of the federation were based on the contracts with all the Icestocksport equipment producers.



The present document ICESTOCKSPORT 2026 NAVIGATOR represents the third formal **IFI Strategic Plan**. The first of its kind was adopted for the period of 2010-2014 and was used for the application for membership in SportAccord (2011). Beyond this it was merely an internal guide used by the Board. The second edition was approved in 2016 as strategic roadmap for the years 2016-2020, which finally led to provisional recognition by the IOC in 2018. The second edition of the IFI Strategic Plan 2016-2020 was developed by the members of the IFI Board during their December 2015 face-to-face meeting after using the year 2015 to evaluate the first strategic plan, analyzing its strength and weaknesses. It defines our vision and values, our core strategies, and the tactics for achieving them.

IFI is proud, however, to report that many goals defined in these two first editions of the strategic plans are reached, moving forward to an Olympic future of the sport of Icestocksport.

The underlying theme of our strategic planning is to work towards encouraging Icestocksport as a lifetime pastime and a lifestyle, taking advantage of the entire array of Icestocksport that can be played by people of all ages and abilities.

Key elements include continuing to improve the quality of our international events and the playing experiences for both, elite and grass roots athletes. We also seek to improve the public face of Icestocksport and make it more entertaining on the world stage.

In addition to our aspirations for increased professionalism and recognition within the Olympic Family, we continue to maintain our commitment to the very culture that has made Icestocksport unique and allowed it to grow so rapidly: Fair-Play and true sporting spirit, a focus on the athletes, the inclusive nature of our approach, and the element of fun.

The IFI Board and staff will be using this new strategic plan 2020-2026 to guide our decisions over the next 6 years leading up to the 2026 Olympic Winter Games in Milano/Cortina d'Ampezzo, navigating our IF through difficult times in an ever changing international sport, political and socio-cultural climate.

The IFI ICESTOCKSPORT 2026 NAVIGATOR will make sure that IFI will contribute to the solution on international level for current hot topics like the climate change, the humanity questions around the world, the social-cultural challenges like racism, gender equality questions, sustainability in sport – leaving a lasting legacy of Icestocksport on international level.

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 IFI and our current members can continue to flourish and provide the showcase that, in the long term, will benefit everyone in Icestocksport.

Participation:

Especially in wintertime many, many people (children, pupils, women and men, vacationers) play Icestock as a folk custom practice for amusement and pleasure. Most people do this in Middle-Europe and Scandinavia, but also in Northern America and Australia and even in India and Japan. Increasingly it is played in South American countries, too. Originally in winter, Icestock was played on natural ice (for example on ponds or lakes) or artificial ice facilities in sports venues featuring ice rinks shared with Ice Hockey, Figure Skating and Short Track.



Due to climate change people were looking for playing options on other surfaces. Nowadays in summer it may be played on various summer sports surfaces. For example in summer, the sports surface may consist of the following materials: asphalt, concrete pavement, hard material or thermoplastic material. This change in the surface material was the chance to spread Icestocksport also in warmer climate countries. As result Icestocksport is played all over the world, even in Africa and Middle and South America which means on all five continents.

At the moment we estimate that we have worldwide 300.000 licensed players in our member nations based on COVID-19 PANDEMIC restrictions and way over 2.500.000 hobby players. Our largest national member is Austria, followed by Germany, Italy and Switzerland (Europe). But we also have strong members in Australia (Oceania), Canada/Brazil/Colombia (America), the People's Republic of China (Asia) and Kenya/Namibia (Africa), to name only some of them.

II. IFI Mission Statement

“To support and promote the global advancement of Icestocksport with a passion for Fair-Play and true sportsmanship, always focusing on the athlete on all performance levels”.

Purposes: The International Federation Icestocksport (IFI) seeks to:

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- serve as the international governing body of all Icestocksport disciplines, with responsibility for sanctioning World Championships, Continental Championships and other Icestocksport events, establishing uniform rules, setting standards for and recording of world records, and representing Icestocksport within the Olympic Movement and the Olympic Winter Games.
 - promote and protect Fair-Play and sportsmanship of Icestocksport play.
 - promote Icestocksport throughout the world and foster the establishment of new Icestocksport communities and federations, advising them on all Icestocksport activities and general management.
 - promote and raise public awareness of and lobby for official recognition of Icestocksport as sport (especially as school/university sport and sport for all age categories) and
 - provide an international forum for discussions of all aspects of Icestocksport.

III. Values of the Organisation

Icestocksport continuum – a lifetime of the Icestocksport lifestyle:

IFI believes that Icestocksport is accessible over an entire lifetime. Moreover, there is a lifestyle aspect and culture that is embraced by all participants on all levels.



Fair-Play, sportsmanship and community:

Icestocksport relies on Fair-Play practice by every player. This concept is at the core of our sport and our governance structure incorporates elements of integrity and respect. Icestocksport provides a unifying spirit that leads to life-long friendships, camaraderie, teamwork and loyalty.

Passion:

Icestocksport people have a passionate enthusiasm for the game. All our disciplines generate excitement, emotional attachment and a sense of belonging to the global Icestocksport Family.

Inclusiveness:

IFI requires that its Member associations be open to participation without regard to race, color, religion, national origin, gender or sexual orientation, and that there be a democratic process of governance of such associations.

Sustainability/Social responsibility:

IFI pledges to act as sustainable and socially responsible International Federation contributing actively to solutions for global challenges which we all face together as humanity.

IV. Analysis of the IFI 2020

SWOT Analysis: Strengths / Weaknesses / Opportunities / Threats

Strengths:

- IOC provisional recognition
- Advances possibilities for IFI to support Member National Federations
- Fair-Play and sportsmanship culture as Icestocksport DNA
- Growth of participation, especially for youth (pupils/students)
- Inexpensive to play (minimal equipment/clothing and renting of playground costs)
- Twice participation as demonstration in the Olympic Winter Games (1936 and 1964)
- Twice participation in the cultural sport programme of the Winter Youth Olympic Games - YOG (2012 and 2016)
- High quality international competitions
- Increased professionalism of staff with the establishment of paid staff options
- Outdoor sport close to the nature and environment - many games are played outdoors
- Attractiveness to young and old players - easy to participate at all ages
- Family sport
- Easy to learn (learning by doing)
- In-spite being a Winter sport can also be played in summer
- Good global spread (47 countries on all five continents)



Weaknesses:

- Little commercial effort or public relations presence (non-endemic sponsors, media)
- Limited financial resources
- Missing national recognition of members caused by IFI not being fully IOC recognised
- Struggle to maintain consistent professional management based on limited financial resources (mainly volunteer-based management)
- Many national members and participants in the sport lacking financial resources

Opportunities:

- Image of Icestocksport as doping-free sport promoting Fair-Play and sportsmanship
- Provisional IOC-Recognition
- Cooperation Agreement with the Olympic Channel
- Participation in the Olympic Winter Games
- Many possible ways for IFI to support poorer Member National Federations
- Expected increasing participation in the Olympic Movement structures may open up doors and assist in building credibility, especially with the introduction of the AGENDA 2020 initiatives and the implementation of the standards of the IOC NEW NORM
- Finding non-endemic sponsors
- Increasing media presence
- More member National Federations with linear growth

Threats:

- COVID-19 PANDEMIC
- Socio-cultural challenges
- World and Continental Championship events get so large that it is hard to find venues and/or organizers leading to problems to maintain high quality level of events
- Very competitive market for commercial attention
- A few sports dominating the media leading to missing media presence
- Sports not being recognised by the IOC lose position in sporting movement



V. The IFI Vision ICESTOCKSPORT 2026 of the Future (2020 and beyond)

IFI is aiming to:

1. having at least 60 member National Federations altogether with increased activities on five continents.
2. of these at least 30 National Federations participating in IFI World Championships.
3. winning new member National Federations in Asia.
4. winning new National Federations in Africa (namely in RSA and in the Mediterranean African area).
5. extending the participation in the Continental Cups in Africa and America.
6. establishing Continental Cup for Asia-Oceania.
7. expanding further Icestocksport as an international sport, especially among young people.
8. becoming an IOC fully recognised International Federation.
9. taking part in the Winter Youth Olympic Games 2024 IN Gangwon-do.
10. being accepted as additional event to the programme of the Olympic Winter Games in Milano/Cortina d'Ampezzo 2026.
11. being accepted a permanent programme sport of the Olympic Winter Games beyond.
12. taking part in the Asian Winter Games.
13. making Icestocksport a part of mainstream broadcast media and connected thereto securing an IFI global sponsor.

VI. The BIG FIVE - IFI Strategic Goals

1. Promote the "cool and clean" lifetime and lifestyle sporting image of Icestocksport
2. Increase global reach and participation supporting member National Federations as better
3. Establish Icestocksport as Top-event of winter Multisport Games
4. Preserve and improve high-quality level of IFI world and continental events
5. Establish good governance structures for IFI and its members for a sustainable development



VII. Tactics to achieve the IFI Strategic Goals

1. Promote the “cool and clean” lifetime and lifestyle sporting image of Icestocksport
 - Increase efforts to promote youth friendly image of Icestocksport and develop youth competitions further
 - Increase participation in IFI Youth related initiatives focusing on youth appeal
 - Increase gender balance in sports participation and administration
 - Establish IFI corporate identity and image reflecting the “cool and clean” slogan
 - Run Icestocksport media campaign on social media channels reaching young people
 - Underline capability of Icestocksport as social fun and family sport for all age categories
 - Promote Fair-Play, fight against doping and inclusiveness as core IFI values
 - Cooperate with TAFISA and sport for all organisations to strengthen grass-roots play
2. Increase global reach and participation supporting member associations better
 - Improve and run IFI development programme
 - Support member National Federations with educational measures and administrative support
 - Run coaching clinics and referee support programmes
 - Increase number of member National Federations, reviewing membership criteria
 - Strengthen the Continental Associations
3. Establish Icestocksport as Top-event of winter Multisport Games
 - Target inclusion of Icestocksport to Winter Olympic Games programme, Winter Youth Olympic Games programme and Asian Winter Games programme
 - Include Icestocksport in TAFISA World Sport for All Games
 - Cooperate with IMGA to include Icestocksport in the Winter World Masters Games
4. Preserve and improve high-quality level of IFI world and continental events
 - Evaluate IFI event portfolio
 - Establish continental cups as Continental Championships underlining ambition
 - Designate IFI Technical and Sport Director
 - Intensify Anti-Doping measures and education preserving event integrity
 - Create Media and Sponsorship packages for IFI events securing funding
 - Establish permanent Media co-operation with Broadcaster/Producer
 - Produce event livestream from all IFI events
 - Establish sustainability and legacy initiatives to the IFI events awarding process
 - Foster social responsibility campaigns as part of IFI events
 - Establish IFI 10-points programme outlining and promoting the advantages of Icestocksport for the sporting family
5. Establish good governance structures for IFI and its members for a sustainable development
 - Support the Sustainable Development Goals of the United Nations joining key UN campaigns
 - Implement Basic Principles of Good Governance (PGG) in IFI management
 - Adopt principles of Olympic Agenda 2020 to IFI policies and practices
 - Follow IOC lead on policies against manipulation of sport events
 - Set-up new Commissions addressing sports most important topics
 - Appoint IFI Integrity Officer
 - Appoint IFI Athlete Safeguarding Officer
 - Appoint IFI Sustainability Officer
 - Establish sustainability and legacy initiatives to the IFI events awarding process
 - Implement SSET Sustainable Event Toolkit into IFI event management procedures
 - Develop and run a CSR programme involving local communities
 - Foster social responsibility campaigns as part of IFI events



Icestocksport in the Olympic Movement: 10 ADVANTAGES

This IFI initiative is driven by IFI's athletes and fully in line with the UN Sustainable Development Goals, Olympic Agenda 2020 and the IOC's "New Norm." The advantages of Icestocksport are multi-faceted and can be highlighted in 10 areas:

1. Limited Cost and Complexity

Icestocksport can be played in any ice arena and has a long history of sharing existing venues with the sports of Ice Hockey, Curling and Skating. No new ice arena would have to be constructed for Icestocksport to be included in 2026 as there are a number of suitable venues already existing in the Milano, Valtellina, Val di Fiemme and Cortina Clusters. The ecological footprint of Icestocksport is rather small, our competitions can be held in any ice arena. It takes less than a day to transform the field of play from any other sport to Icestocksport playing surface. Ice-making is being done with a low-cost attachment to the ice-making machine.

2. Low Risk

As an indoor ice sport, Icestocksport is very plannable for television broadcasters and guaranteed programming while outdoor sports are facing increasing challenges due to climate change. Due to the relatively small playing surface needed for a game (5 x 30 meters), it allows TV crews to represent our sport in a spectacular, cost efficient way. The number of cameras required is manageable and smaller than that of sports with larger playing surfaces.

Icestocksport is a low injury risk sport and a strong supporter in the fight against doping. To this day, not one athlete has tested positive on the international level. As with potential anti-doping violations, Icestocksport is a low risk sport in the areas of illegal/irregular betting and corruption.

3. Gender Equality

All Icestocksport disciplines are practiced by all genders. One of the key events is the mixed gender team event where two men/two women compete at the same time on the same field of play against another team. All events in Icestocksport are offered for women and men. Icestocksport is a non-gender biased sport as women can compete at the highest level against men.

4. Youth Appeal

Icestocksport is especially attractive for young people as at the entry stage, physical fitness is secondary. It gives an immediate boost to self-confidence as young people can relatively quickly play with and compete against adults. In the Icestocksport countries, there is a great infrastructure of clubs and venues that allow young people to play the sport without having to travel far. In general, there is no early selection in Icestocksport which means that adults and the youth train and compete with each other, this is seen as a great value and allows for an immediate integration of young players into the system.

The importance of coordination, endurance, strength, tactic and technique in Icestocksport makes it multidimensional and provide many positive challenges for young athletes' bodies and minds.

5. Medal Opportunities for Host Countries

All winter sport nations have strong Icestocksport Federations with a strong tradition in Icestocksport offering countries the chance to compete for medals in any Icestocksport event.

6. Flexibility

With a number of attractive competition formats Icestocksport is very flexible. Some of the key events include Team Competition Target, Team Competition, Target Competition Individual, Individual Competition, and the Mixed Gender Competitions.



One of our marquee competitions are the team competitions, they are spectacular for spectators and TV audience alike. One game between two nations lasts about 30 min. Even an entire team target competition can be held under four hours. Our rules offer a tremendous amount of flexibility to adjust in any multi-sport event or competitions.

7. Partnership

IFI has a number of strong partners in winter sport countries that support this initiative 100%.

8. Sustainability/Legacy

As mentioned above, there are no dedicated indoor ice sport arenas for Icestocksport, and all international competitions are held in existing arenas and shared with other sports. This limits the impact on the environment as it is only using existing infrastructure.

9. Universality

— Icestocksport's universality in the winter sport context is remarkable as athletes of all ages and genders compete on all five continents in almost 50 countries.

It is a weather independent sport as it can be played on many different surfaces and the age range for our top athletes is almost 50 years.

10. Quota - Number of athletes & officials at Multisport Games

The traditional team competitions, team target competitions and the individual target competitions are to be highlighted. All of these competitions are being held in the same ice arena and playing surface.

— The number of athletes required for the highest-level international competition are manageable, as one team consists of a maximum of 5 participants.

Therefore, and in comparison, with other team sports, the number of athletes and corresponding officials is relatively low and Icestocksport would not have a considerable impact on the capacity of the Athletes' village.

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