



IBU

Target 26 Project Status



Report for EB 157, June 2021

**IBU**

Target 26 Dashboard - Progress against 2022 Goals

as of June 2021

Status of all 46 Goals for 2022

7 Goals Complete  9 Goals Not Yet Started 
 30 Goals Ongoing  0 Goal Delayed 

1.1 Empowering our federations - IBU Academy

- Clarify structure, mission, objectives of the IBU Academy, set up organization
- Develop Biathlon Academy programs and initiatives
- Establish a certification program for coaches and other NF roles



1.2 Empowering our federations - NF Support

- Conduct a full review of the current IBU financial support system
- Develop a new distribution system, focusing on strong, sustainable impact, with follow-up
- Explore additional funding opportunities from 3rd parties



1.3 Empowering our federations - Youth Participation

- Conduct a full analysis into existing youth competition formats
- Enhance efforts to promote the sport to young people
- Establish a database of youth participation
- Establish a strategy for regional IBU events* (3.2)
- Host regular intl IBU events outside traditional venues* (3.2)



2.1 Enhancing our events - Event Standards

- Review level of need for IBU support & resources for OCs
- Increase knowledge-exchange among OCs across functions
- Develop clear criteria for event allocation, with year-on-year measurement and improvement



2.2 Enhancing our events - Fan Experience

- Analyze current fan experience at IBU events, liaising with IBU fan groups
- Attract and engage more young people in events
- Implement a fan support system for areas such as accommodation, ticketing and transport.



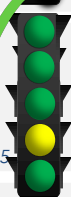
2.3 Enhancing our events - Athlete Experience

- Integrate Athletes' Committee in calendar planning / review
- Assess current athlete experience and work with OCs to raise standards
- Implement a strict enforcement of the smoking ban at the venue, with designated smoking areas



3.1 Extending our reach - Digital Ecosystem

- Establish an innovative digital and social media strategy
- Renew IBU website, including event sites & partner opps
- Develop an IBU mobile app
- Review athlete activities across all touchpoints* (3.3)
- Analyze and test potential of e-Biathlon and gamification* (5)



3.2 Extending our reach - Showcase Biathlon

- Establish a strategy for global biathlon coverage*
- Expand coverage to traditional & new markets both on TV & online together with media partner* (split in 2)



3.3 Extending our reach - International Promotion

- Develop a international sponsorship framework with marketing partner
- Work with existing fan groups to establish new groups worldwide



4.1 Upgrading our governance-Principles

- Establish and operationalize the new IBU Constitution
- Review status of gender equality, design and provide gender equality tools and programs for NFs
- Establish and operationalize the Biathlon Integrity Unit



4.2 Upgrading our governance- International Involvement

- Monitor opportunities for Biathlon Family leaders in international roles
- Develop a support framework for the Biathlon Family to gain positions within top sporting bodies
- Analyze hosting opportunities for cross-sport events



4.3 Upgrading our governance - Stakeholder Involvement

- Establish an action plan for increasing transparency of decision-making processes
- Increase stakeholder input in IBU decision-making
- Launch joint projects for IBU leadership and stakeholders on specific issues



5.1 Innovating our future - Street Biathlon

- Conduct a feasibility study for street biathlon and develop an event strategy with venues, rules and regulations
- Review existing procedures regarding shooting and event safety, to include new, innovative ideas in 'street biathlon'
- Establish and implement international street biathlon events in urban environments



5.2 Innovating our future - Digital World

- Analyze the potential of new technology to enhance the performance of athletes and coaches
- Establish a clear strategy to build institutional capacities to monitor, understand and act on technological trends that can better promote the sport



5.3 Innovating our future - Sustainability

- Review all areas to be improved from a sustainability viewpoint
- Establish initiatives to decrease the footprint of IBU events
- Identify opportunities to promote sustainability within biathlon and international sport.



Target 26 Status Report

1. Empowering our federations - IBU Academy

PROJECT SUMMARY

1.1 IBU Academy: Create the IBU Academy

Lead: Dagmara Gerasimuk

Working Group: Niklas Carlsson, Riikka Rakic

EB: Olle Dahlin, Tore Boygard, Jiri Hamza

Stakeholders: NFs, Athletes

PROJECT MISSION

Create the IBU Academy to provide practical support for NFs, athletes and coaches

Establish a centralized, tailored system to develop, train & educate athletes, coaches and NFs

OVERALL PROJECT HEALTH



GOALS BY 2022

- Clarify the structure, mission, values and objectives of the Biathlon Academy, with a distinct IBU department set up to oversee its development **ON GOING**
- Develop Biathlon Academy programs and initiatives; including the level and type of support **ON GOING**
- Establish a certification program for coaches (and potentially other positions serving in the federation) to support Member Federations in their daily work and development process **ON GOING**

ACTIVITIES COMPLETED SINCE FEBRUARY 2021

- Finalized the IBU Coaching Framework
- Appointed a Head of Education
- Prepared the Research Grant Program terms and conditions

NEXT STEPS AND DEADLINES

- Initiate partnerships with the selected educational partners EB157
- Launch first coaching Basic/Level 1 course in Q4/2021
- Present the IBU-A concept to the NFs at Presidents' Meeting Sep 21
- Define KPIs for the IBU-A by Nov 21
- Launch and evaluate initial programs launched by Congress 2022 (athletes and coaches by 2021, other 2022)

EB DECISION REQUIRED

EB 157/June: Acknowledge the research grant program and educational partnership concept.

Target 26 Status Report

1. Empowering our federations - NF Support

PROJECT SUMMARY

1.2 NF Support: Establish a more effective financial support system

Lead: Niklas Carlsson

Working Group: Felix Bitterling, Dagmara Gerasimuk, Margit Eidenhammer, Riikka Rakic

EB: Olle Dahlin, Jiri Hamza, Tore Boygard, Franz Steinle

Stakeholders: NFs, Athletes

PROJECT MISSION

Establish a NF support system that

- is tailored to their circumstances
- meets needs of the sport
- enables NFs to grow the sport
- rewards proactivity and impact
- is transparent

OVERALL PROJECT HEALTH



GOALS BY 2022

- Conduct a full review on the current IBU financial support system, with an outline of areas to improve. **DONE** ✓
- Develop more effective regulations for the distribution of financial support, focusing on strong, sustainable impact, with follow-up to ensure the responsible use of such support **ON GOING**
- Explore and communicate additional funding opportunities for Member Federations from third party sources **ON GOING**

ACTIVITIES COMPLETED SINCE FEBRUARY 2021

- Continued dialogue within the Working Group
- Consulted with Athletes' Committee, Q2/2021
- Consulted with NFs at regional sessions during Q2/2021

NEXT STEPS AND DEADLINES

- Present the final version for approval at EB 159
- Present at Presidents' Meeting in Sept 2021, for implementation from financial year 2022/23 onward
- Continue to work on identifying new funding opportunities for NFs

EB DECISION REQUIRED

Direction EB 157 and approval at EB 159 (after consulting with the NFs at the Presidents Meeting).

Target 26 Status Report

1. Empowering our federations - Youth Participation

PROJECT SUMMARY

1.3 Youth Participation: Enhance youth participation

Lead: Dagmara Gerasimuk

Working Group: Felix Bitterling

EB: Tore Boygard, Max Cobb, Jiri Hamza

Stakeholders: NFs, Athletes, OCs

PROJECT MISSION

Enhance youth participation and create accessible pathways for young athletes by developing concrete measures that:

- attract young people to biathlon
- keep them in the sport

OVERALL PROJECT HEALTH



GOALS BY 2022

- Conduct a full analysis into the existing competition formats offered to young athletes, making the sport as accessible as possible. **ONGOING**
- Enhance efforts to promote the sport to young people across the world, included expanded use of digital and social media platforms. **NOT YET STARTED**
- Establish, in collaboration with the Member Federations, a clear database of youth participation producing an analysis on youth participation in biathlon. **NOT YET STARTED**
- Host regular international IBU events outside of the traditional central European venues (from 3.2). **ONGOING**
- Establish a strategy for the implementation of regional IBU events, focused on developing biathlon (from 3.2). **ONGOING**

ACTIVITIES COMPLETED SINCE FEBRUARY 2021

- Delivered and evaluated the pilot season of IBU regional events
- Conducted a NF working group meeting to review and improve concept
- Prepared concept for the Development Reference Group (DRG)

NEXT STEPS AND DEADLINES

- Develop and present a grassroots participation concept to NFs by Nov. 2021
- Define and launch a global youth participation database and tracking process by 1 Sept 2022

EB DECISION REQUIRED

EB 157/June: Appoint the DRG

PROJECT SUMMARY

2.1 Event standards: Increase the consistency of IBU event standards

Lead: Felix Bitterling

Working Group: Christophe Vassallo

EB: Tore Boygard, Jiri Hamza

Stakeholders: NFs, OCs

PROJECT MISSION

*Ascertain a consistently high event quality
Continue to improve event standards in search of excellence
Offer hands-on support and facilitate OC knowledge transfer*

OVERALL PROJECT HEALTH



GOALS BY 2022

- Conduct an initial review into the need for greater IBU involvement in offering OCs additional on-the-ground support and resources. **ON GOING**
- Increase knowledge-exchange between OCs, including all functions of the Committees. **ON GOING**
- Develop a clear system for awarding events, using transparent and quantifiable measurement criteria. OCs and NFs will be asked to show clear signs of improvement year-on-year. **ON GOING**

ACTIVITIES COMPLETED SINCE FEBRUARY 2021

- Allocated World Cup events applying the new long-term application procedure
- Defined new concept for OC financial support from IBU (to be presented at EB Meeting June)

NEXT STEPS AND DEADLINES

- Define frame for long-term OC event delivery obligations connected with IBU Support by Sept 21
- Discuss these obligations at OC meeting in Bled in Sept 2021
- Define and implement a knowledge exchange program for OCs, across functions, in cooperation with the IBU-A from Q3/21 onward
- Define concrete event evaluation criteria and targets by Q2/22 from season 22/23 onwards

EB DECISION REQUIRED

EB 157/June: Financial IBU Support for OCs 2022-2026

PROJECT SUMMARY

2.2 Fan Experience: Improve fan experience at IBU events

Lead: Felix Bitterling

Working Group: Christian Winkler (digital), Engelbert Schweiger, Vlasta Jakes

EB: Ivor Lehotan

Stakeholders: NFs, OCs, Athletes, Fans

PROJECT MISSION

Develop measures to recognize loyal, committed fans
Implement a program to further improve event atmosphere

OVERALL PROJECT HEALTH



GOALS BY 2022

- Conduct a full analysis of the current fan experience at IBU events, with close liaison and joint projects alongside IBU fan groups **ON GOING**
- Establish a system for IBU, OCs and fan groups to implement plans to attract and engage more young people to events, including the optimization of new technologies. **NOT YET STARTED**
- Design and implement a support system for fans, designed to facilitate issues such as accommodation, ticketing and transport. **NOT YET STARTED**

ACTIVITIES COMPLETED SINCE FEBRUARY 2021

- Liaising with OCs regarding fan interaction between new IBU digital strategy and benefits for events and OCs

NEXT STEPS AND DEADLINES

- Working Group Meeting (scheduled for end of June 2021) to evaluate improved digital and on-venue needs for fans
- Integrate fan experience in new IBU digital channels, ASAP for digital channel launch in Nov 2021 and increasingly by Nov 2022
- Present findings from 2020/21 Fan Surveys and define a joint action plan with OCs at OC meeting in Sept 2021

EB DECISION REQUIRED

None at this time.

Target 26 Status Report

2. Enhancing our events - Athlete Experience

PROJECT SUMMARY

2.3 Athlete Experience: Improve athlete experience at IBU events

Lead: Felix Bitterling

Working Group: Lorenz Leitgeb, Borut Nunar

EB: Clare Egan, Max Cobb

Stakeholders: Athletes, NFs, OCs

PROJECT MISSION

Improve the experience of athletes and teams at IBU events
Define and implement measures to optimize the athlete experience, in order to enable top performance

OVERALL PROJECT HEALTH



GOALS BY 2022

- Implement the full integration of the Athletes' Committee into the IBU events calendar planning and review processes (define procedure) **DONE** ✓
- Assess the current level of athlete experience and work with IBU/OCs to raise standards at events **ONGOING**
- Implement a strict enforcement of the smoking ban at the venue, with designated smoking areas **ONGOING**

ACTIVITIES COMPLETED SINCE FEBRUARY 2021

- Continued dialogue between AC & IBU (based on IBU-NF set-up)
- Repeated athlete survey post season 2020/21 (aligned between AC & IBU Staff)
- Update the initial IBU standard venue criteria per service area incorporating generally applicable athlete feedback

NEXT STEPS AND DEADLINES

- Enforce smoking ban at venues from season 2021/22 onwards via EHD (beginning with winter season 2021/22; including a transition period for certain areas) - in preparation
- Share athlete survey outcomes with individual OCs to identify points for improvement, during Q2/Q3 2021 - in preparation (part of EHD)
- Work with OCs to define a process for improvement at individual events at OC Meeting in September 2021

EB DECISION REQUIRED

None at this time.

PROJECT SUMMARY

3.1 Digital Ecosystem: Establish a fully integrated IBU digital ecosystem

Lead: Christian Winkler

Working Group: Niklas Carlsson, Riikka Rakic & external experts as needed

EB: Olle Dahlin, Ivor Lehotan, Max Cobb (as Digital Steering Group)

Stakeholders: NFs, OCs, Athletes, Fans & Followers, Sponsors & Partners

PROJECT MISSION

Guarantee revenue streams for the future
Connect the sport of biathlon with new markets and audiences
Remain ahead of the curve in the digital domain

OVERALL PROJECT HEALTH



GOALS BY 2022

- Establish an innovative digital and social media strategy, identifying key platforms, messaging and priority markets **DONE** ✓
- Implement an upgrading of the IBU website, ensuring it offers a one-stop shop for biathlon followers by integrating event websites and offering possibilities for partner activations **ONGOING**
- Develop a centrally-owned IBU mobile app, providing insightful updates on the sport, including latest news from the IBU **ONGOING**
- Conduct a full review of potential athlete activities that have touchpoints across the world (from 3.3) **NOT YET STARTED**
- Conduct a full analysis and testing into the potential of e-Biathlon and gamification, ranging from a designed console game to integrated elements in an IBU-owned app (from 5.2) **ONGOING**

ACTIVITIES COMPLETED SINCE FEBRUARY 2021

- Selected and started to work with partner to deliver platforms for ecosystem
- Updated EB DSG in three meetings about project progress
- Continued OC, partner and sponsor engagement
- Included fans into the prototyping process of the new IBU App by means of Fan Survey and a validation process

NEXT STEPS AND DEADLINES

- Recruit new DPM to run ecosystem after MVP launch by Q3/21
- Consult with Athletes Committee during Q2/21
- Following individual consultations with NFs and OCs, present plans for Ecosystem at Presidents' Meeting and OC meeting in Sept 2021
- Establish concept for athlete touchpoint review by Sept 2021
- Launch an IBU App and the new website by November 2021

EB DECISION REQUIRED

EB 157/June: Decision on recruitment of new in-house DPM

PROJECT SUMMARY

3.2 Showcase biathlon: Increase opportunities to showcase elite biathlon internationally

Lead: Niklas Carlsson

Working Group: Christian Winkler, Riikka Rakic & external experts as needed

EB: Tore Boygard (regional events only)

Stakeholders: NFs, Media Partner

PROJECT MISSION

Ensure IBU platforms share insights and encourage interest in Biathlon

Increase visibility of events and athletes across the world

OVERALL PROJECT HEALTH



GOALS BY 2022

- Establish a strategy for biathlon coverage to be expanded in traditional and new markets, both on TV and online streaming platforms. **DONE (STRATEGY) / ONGOING (IMPLEMENTATION)** ✓

ACTIVITIES COMPLETED SINCE FEBRUARY 2021

- Continued dialogue with media partner, including on details of implementation as part of the IBU Digital Ecosystem project (3.1)

NEXT STEPS AND DEADLINES

- Establish dialogue with key broadcasters together with media partner wrt implementation of new contract by end of 2021
- Finalize details of implementation of new contract with media partner by end of 2021
- Implement new media agreement from 2022

EB DECISION REQUIRED

None at this time.

Target 26 Status Report

3. Extending our reach

- International promotion

PROJECT SUMMARY

3.3 International promotion: Enhance internationally-viable promotion efforts

Lead: Niklas Carlsson

Working Group: Christian Winkler

EB: Jiri Hamza

Stakeholders: NFs, OCs, Athletes, Fans, Marketing Partner (sponsors & partners)

PROJECT MISSION

Define and apply promotional techniques to enhance awareness and perception of biathlon globally and in core markets

OVERALL PROJECT HEALTH



GOALS BY 2022

- Develop a framework for international sponsorship agreements which promote the sport internationally, alongside the IBU marketing partner **ON GOING**
- Work alongside existing fan groups to help spread the growth of national biathlon fan groups across the world **NOT YET STARTED**

ACTIVITIES COMPLETED SINCE FEBRUARY 2021

- Maintained continuous dialogue with marketing partner
- Completed a brand refresh project

NEXT STEPS AND DEADLINES

- Develop a framework for international sponsorship agreements with the IBU marketing partner during season 2021/2022
- Stage individual meetings with main sponsors about long-term priorities and focus areas for partnership
- Review IBU TV Graphics for implementation in season 2022/2023

EB DECISION REQUIRED

None at this time.

Target 26 Status Report

4. Upgrading our governance- Governance principles

PROJECT SUMMARY

4.1 Governance principles: Strengthen IBU's governing principles and regulations

Lead: Niklas Carlsson

Working Group: Dagmara Gerasimuk, Riikka Rakic, Greg McKenna

EB: Klaus Leistner (all), Franz Steinle (good governance, BIU), Jim Carrabre (gender equality)

Stakeholders: NFs

PROJECT MISSION

Implement the new rules and regulations to upgrade the sport's governing principles and policies

OVERALL PROJECT HEALTH



GOALS BY 2022

- Establish a modern, progressive IBU Constitution, providing clear divisions of responsibility and the framework for future growth **DONE** ✓
- Conduct a full review into the mechanisms to create gender equality across all IBU levels, designing and sharing gender equality tools and programs for all Member Federations **ONGOING**
- Complete the establishment of the operationally independent Biathlon Integrity Unit, to manage all integrity-related matters concerning biathlon **DONE** ✓

ACTIVITIES COMPLETED SINCE FEBRUARY 2021

- In the process of implementing actions revealed by IBU Risk Assessment (submitted to EB156)
- Finalized Gender Equality Strategy and Action Plan
- Finalized BIU 5-year strategy

NEXT STEPS AND DEADLINES

- Present a tracking of good governance measures at EB 157
- Finalize Safeguarding Policy, strategy and action plan for EB158
- Present initial NF Good Governance toolkit at Presidents Meeting, Sept 2021
- Finalize amends to Constitution to discuss at Presidents' Meeting

EB DECISION REQUIRED

EB 157/June: Approval of Gender Equality Strategy and Action Plan

PROJECT SUMMARY

4.2 International involvement: Expand the involvement of biathlon in international & national sporting affairs

Lead: Dagmara Gerasimuk (NFs) / Niklas Carlsson (International)
Working Group / EB: Olle Dahlin, Riikka Rakic
Stakeholders: NFs, Athletes

PROJECT MISSION

IBU NF leaders are recognized as influential managers who set the direction for the development of sport in their countries

OVERALL PROJECT HEALTH



GOALS BY 2022

- Establish a system for monitoring potential opportunities for IBU leaders and Biathlon Family members to be included in international cross-sporting organizations and committees **ON GOING**
- Develop a framework of systematized support for individuals from the Biathlon Family to gain positions within national / international sporting bodies and political regulatory bodies **ON GOING**
- Conduct a full analysis into potential hosting opportunities of cross-sport events, including specialized seminars and workshops **ON GOING**

ACTIVITIES COMPLETED SINCE FEBRUARY 2021

- Implementing a process for identifying international opportunities for the Biathlon family

NEXT STEPS AND DEADLINES

- Develop an action plan for national level biathlon representation by end of 2021, beginning with a survey and a series of interviews to better understand the national context by Presidents' Meeting 2021
- Continue dialogue with JTA to increase international visibility
- Assess event hosting opportunities via AIOWF, by end of 2021

EB DECISION REQUIRED

None at this time.

PROJECT SUMMARY

4.3 Stakeholders: Increase the involvement of stakeholders in IBU decision-making

Lead: Niklas Carlsson

Working Group: Riikka Rakic

EB: Franz Steinle, Klaus Leistner

Stakeholders: NFs, Athletes, OCs, Sponsors & Partners, Fans

PROJECT MISSION

Understand stakeholder expectations and include their views in all governance and management processes

OVERALL PROJECT HEALTH



GOALS BY 2022

- Establish an action plan for increasing transparency with all stakeholders regarding IBU leadership decisions and decision-making processes. **ONGOING**
- Establish a system that creates additional opportunities for stakeholder input in IBU decision-making processes. **ONGOING**
- Identify and conduct a series of joint projects for IBU leadership to work alongside stakeholder groups to tackle specific issues. **ONGOING**

ACTIVITIES COMPLETED SINCE FEBRUARY 2021

- Hosted a series of regional meetings with NFs, AC and TC on IBU Vision, Mission and Objectives
- Prepared a tracking of key Good Governance indicators based on AIOWF governance survey

NEXT STEPS AND DEADLINES

- Continue to implement the Good Governance action plan approved by EB (ongoing)
- Review approach to additional committees by Sept 2021
- Repeat the online NF survey in Spring 2022

EB DECISION REQUIRED

None at this time.

PROJECT SUMMARY

5.1 Street Biathlon: Develop 'street biathlon' as a unique biathlon discipline

Lead: Felix Bitterling

Working Group: Niklas Carlsson, Christophe Vassallo

EB: Jiri Hamza, Max Cobb

Stakeholders: NFs, Athletes, OCs, Sponsors & Partners, Fans

PROJECT MISSION

Develop an off-the-snow, accessible, urban variation of biathlon to attract new markets and new demographics

OVERALL PROJECT HEALTH



GOALS BY 2022

- Conduct a feasibility study for street biathlon and develop a strategy to attract a distinct, youthful audience, and detailing potential venues as well as rules and regulations. **ON GOING**
- Conduct a review into existing procedures regarding shooting and event safety, establishing a forum for new, innovative ideas to be included in 'street biathlon'. **ON GOING**
- Establish and implement international street biathlon events in populous, urban environments. **NOT YET STARTED, Postponed to 2023**

ACTIVITIES COMPLETED SINCE FEBRUARY 2021

- Conducted a NF street biathlon survey

NEXT STEPS AND DEADLINES

- Working Group to discuss direction for new street biathlon procedures (scheduled - August 2021 during SB WCH)
- Present survey results and findings for feedback at the Presidents' Meeting in Sept 2021 - in preparation/survey evaluation
- Review ECR concerning definition of summer biathlon formats, feasibility of city events, Q2-3/21 - scheduled for TC Fall '21
- If supported by the above survey, conduct a feasibility study (TBC)
- Assess need for a pilot event during summer 2022

EB DECISION REQUIRED

None at this time.

PROJECT SUMMARY

5.2 Develop capabilities to place the IBU at the heart of developments in the digital world

Lead: Christian Winkler

Working Group: Niklas Carlsson, Felix Bitterling, Riikka Rakic & external experts as needed

EB: Max Cobb

Stakeholders: NFs, Athletes, Fans, Sponsors & Partners

PROJECT MISSION

Understand value of platforms
Investigate e-sports, gaming and other digital solutions
Develop a strategy for biathlon to benefit from these platforms

OVERALL PROJECT HEALTH



GOALS BY 2022

- Analyze the potential of new technology to enhance the performance of athletes and coaches **NOT YET STARTED**
- Establish a clear strategy to build institutional capacities to monitor, understand and act on technological trends that can better promote the sport **NOT YET STARTED**

ACTIVITIES COMPLETED SINCE FEBRUARY 2021

- N/A

NEXT STEPS AND DEADLINES

- Define approach to performance technology analysis by Sept 2021

EB DECISION REQUIRED

None at this time.

PROJECT SUMMARY

5.3 Sustainability: Establish biathlon as a leader in promoting sustainability in sport

Lead: Riikka Rakic

Working Group: Dagmara Gerasimuk, Niklas Carlsson

EB: Jim Carrabre

Stakeholders: NFs, OCs, Athletes, Sponsors & Partners, Fans

PROJECT MISSION

Ensure biathlon becomes an increasingly sustainable and environmentally-friendly sport and a thought leader among International Federations

OVERALL PROJECT HEALTH



GOALS BY 2022

- Conduct a full review of areas to be improved from a sustainability viewpoint **DONE** ✓
- Establish initiatives targeted to decrease the footprint of IBU events **ONGOING**
- Identify opportunities to promote sustainability within biathlon and international sport **ONGOING**

ACTIVITIES COMPLETED SINCE FEBRUARY 2021

- Delivered the Biathlon Climate Challenge
- Kicked off the IBU Snow project; in the process of collecting baseline information from OCs/NFs
- Prepared launch of the Athlete Ambassador program week of 21 June
- Consulted with several OCs and AC

NEXT STEPS AND DEADLINES

- Launch the Athlete Ambassador program in June 2021
- Define a reporting framework, by Q3 2021
- Present program to Presidents' Meeting in Sept 2021

EB DECISION REQUIRED

None at this time.