

# 2018 Strategic Plan

*Our Vision: New Zealand's most inspirational, innovative, exciting and fun sport*

*Our Mission: To lead and support the growth and success of competitive snow sports in New Zealand*

## Success Measures (What will we achieve?)

### Organisational Excellence

80% or more of Snow Sports NZ's strategic partners (Ski Areas, Ski Industry, Event organisers, Funding and Commercial partners) recognise it as a high performing organisation

80% or more of our members believe Snow Sports NZ adds real and measurable value to them

### Talent Development

80% or more of our members believe Snow Sports NZ operates a transparent pathway for developing athletes, coaches, officials and volunteers

Snow Sports NZ has more than 1500 competitive snow sports athletes by 2018

### International success

New Zealand athletes secure 6 or more podiums at milestone events (e.g. World Cups, X-Games, World Championships, AFP Gold, TTR 5 Star) each year

New Zealand wins 2 or more medals at the 2018 Winter Olympics

New Zealand wins 2 or more medals at the 2018 Winter Paralympics

## Strategic Priorities (What will we do?)

### Excellence

- We will be a can-do organisation and put our members at the heart of everything we do
- Advocate for, profile and be the voice of competitive Snow Sports in NZ
- Develop national strategies and initiatives and support their regional implementation
- Attract, develop and retain world class staff within Snow Sports NZ
- Ensure Snow Sports NZ is a financially sustainable organisation
- Develop mutually beneficial partnerships with our funders (e.g. Sport NZ, HPSNZ, gaming, community and charitable trusts, sponsors)
- Develop mutually beneficial partnerships with key snow sports domestic partners (e.g. ski areas, NZSIA, NZSIF, NZOC, PNZ)
- Develop mutually beneficial partnerships with key snow sports international partners (e.g. FIS, IPC, AFP, TTR, FWT)
- Ensure quality governance and management systems and structures are in place and adhered to

### Pathways

- Develop and implement transparent athlete, coach, volunteer and event pathways
- Support five regions to deliver the national pathways via school, club and ski area training and coaching
- Ensure athletes selected into national squads have the support they require to perform on the world stage
- Use the FUNdamentals programme to increase the number of primary school children being exposed to snow sports throughout NZ
- In conjunction with NZSIA and ski areas use the FUNdamentals programme to progress athletes safely and quickly in all snow sports
- In partnership with event organisers (e.g. NZ Winter Games) and ski areas support high quality school, club, regional, national and international events
- Develop strong links between school, club and regional events
- Attract, develop and retain high quality event volunteers

### Winning

- Identify talent early to ensure the athletes development is planned, supported and accelerated
- Attract talented athletes into competitive snow sports and actively support talent transfer from other sports
- Deliver athlete centred, coach led, performance focussed high performance programmes
- Support world class athletes in all sports to succeed on the world stage
- Ensure world class athletes have access to world class coaches, training facilities and events
- Use technology and innovation to create competitive advantage

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## Tactics (How will we do it?)

### Excellence

- Advocating on behalf of Snow Sports NZ and its members within New Zealand and internationally
- Regular and relevant member communication via multiple channels (e.g. website, SMS, Facebook, twitter)
- Broadening our funding base to ensure long term financial sustainability
- Increasing the number of people who support or follow Snow Sports NZ
- Developing mutually beneficial partnerships with ski areas, corporate partners, supporters and funders
- Developing and maintaining a 'one-stop-shop' website (e.g. membership, event registration, results, communications, shop)
- Developing closer relationships with Schools, Regional Sports Trusts and Ski Areas
- Using events to raise the profile of Snow Sports NZ, athletes and sponsors
- Benchmarking ourselves against other national sport organisations
- Conducting regular reviews of our initiatives, programmes and organisational performance

### Pathways

- Delivering a coordinated calendar of events in all sports
- Implementing consistent event operating procedures in line with international best-practice
- Using innovative and creative methods to teach and instruct skill progressions
- Encouraging athletes to have fun and try multiple snow sports disciplines
- Progressing athletes to the point where competitive snow sports becomes their sport of choice
- Working with our partners (e.g. ski areas, NZSIA) to agree and implement national pathways
- Ensuring all pathways have multiple entry points and are inclusive (e.g. age, disability)
- Supporting the five key regions (Auckland, Central North Island, Canterbury, Wanaka, Queenstown) to implement national pathways
- Ensuring appropriate instruction and coaching is available at all levels of the pathway

### Winning

- Establishing centralised high performance programmes to support world class athletes
- Targeting funds to achieve success on the world stage
- Encouraging collaboration between the snow sports to give athletes opportunity to succeed
- Employing world class on and off snow coaches
- Providing athletes with access to world class on and off snow training facilities
- Knowing what it takes to win and developing success profiles for athletes to aspire to
- Identifying talented athletes and providing support services that develop their mental, physical, technical and tactical performance
- Tracking athlete progress against the world's best talent
- Providing support services