



STRATEGIC PLAN

2024 – 2026

JANUARY 2024



Australian Government
Australian Sports Commission





INTRODUCTION

Australia loves skiing and snowboarding, both in terms of the achievements of our athletes on the international stage and as a growing participation sport, particularly amongst the young.

Snow Australia athletes have a long history of outstanding success. They have medals over the past five Olympic Winter Games and have reached the podium at every Games since Nagano 1998. Snow Australia is one of only a handful of Australian National Sporting Organisations to achieve multi-medal winning outcomes at the past five Olympic Games. Snow Australia has managed the operations of Australia's Para Winter programs since 2015 and has delivered successful outcomes at each games since. The operation and integration of paralympic sports into our organisation and pathways continues to be source of pride and inspiration.

Together with its delivery partners, Snow Australia have been innovative and remain progressive in developing systems, pathways and partnerships to achieve this sustained high-performance success. In 2023 Snow Australia opened the National Snowsports Training Centre (NSTC) in Jindabyne. This world class facility is proving to be a beacon for our community servicing high performance, pathways and community alike. It will continue to evolve and become a focal point to harness the energy and passion of our wintersport community for many years to come.

The primary aim of the AIS investment into our sport is for Australia to achieve high performance outcomes at Olympic and Paralympic Games. A strategy which encourages us to "Win Well" is sound sport philosophy. It aligns with the Australian public's passion and their expectations. It demands sport to focus on sound governance and leadership and provide clear pathways "from participation to podium." These are the real rewards of funding successful sports with strong community connections.

At a participation level, skiing and snowboarding are among the most popular recreational activities undertaken by Australian families. Having bounced back from the impact of COVID, more people are visiting the Alpine areas than ever before. We are witnessing a revival in the snow industry and with it a more diverse, multicultural and motivated surge in participants. The industry's economic contribution, most of which is regional, exceeds \$2 billion per annum, with employment numbers around 25,000 people. Snow Australia remains focused on maintaining and enhancing a meaningful and relevant connection with this growing community, including a strong alignment with the "Play Well" strategy which strongly resonates with our sports cultures and beliefs.

This rolling strategic plan is updated regularly and identifies the critical operational relationships and activities which underpin the ongoing success and functionality of Snow Australia. It also outlines key issues that are viewed as critical to achieving its purpose of supporting Snowsport athletes and developing champions.



PURPOSE

“TO SUPPORT
ATHLETES AND
DEVELOP
CHAMPIONS”



STRATEGIC PRIORITIES

COMMUNICATION

Improve awareness and understanding

CAPABILITY

Increase the level of skill within the performance pathway

COMMUNITY

Increase participation and engagement in competitive snowsports

CAPACITY

Optimise human, commercial and facility resources



STRATEGIC PRIORITY 1

COMMUNICATION

Improve awareness and understanding

STRATEGIC PRIORITIES

- 1 Inform, educate and inspire connection to snowsports.
- 2 Communicate activity to the broader industry and the community in order to generate increased awareness and engagement.
- 3 Demonstrate value and contribution of our role in the pathway at all levels.
- 4 Create opportunities that celebrate snowsports, build value in our brand, grow the profile of our athletes and inspire passion for the sport.

INITIATIVES

- 1 Refine Snowracer to be a more intuitive, accessible and data driven live results platform
- 2 Engage with stakeholders to align Snow Australia’s communication strategy
- 3 Further collaborate with FIS to deliver a bespoke FIS.TV product to Australian audiences
- 4 Complete rollout of past Snow Australia Medal recipients and initiate a more active Life Membership and Legacy program.
- 5 Engage with local photographers and videographers to build a library of quality content from Snow Australia programs and events.



STRATEGIC PRIORITY 2

CAPABILITY

Increase the level of skill within the performance pathway

STRATEGIC PRIORITIES

- 1 Deliver quality athlete talent into the high performance pathway
- 2 Lead the high performance sport network to bring professional development and leadership capability to pathway programs and coaches
- 3 Establish the NSTC as a World class training venue servicing needs of high performance, pathway and community programs

INITIATIVES

- | | |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1 Complete the Coach Development strategy to inform Snow Academy (Coach Academy, coach accreditation and education) including ASAA and APSI alignment | 4 Ensure physical preparation initiatives (Snow Active/Snow Skills, Physical Literacy, Physical Testing Standards etc) are delivered effectively to the pathway. |
| 2 Development of the Club Recognition Program (including GamePlan) to increase accountability of key Snow Australia Pathway Programs to build capacity to deliver high level athlete programming | 5 Ensure each NDC has a current strategic plan following an overarching NDC review and restructure |
| 3 Improve alignment with regional/state organisations to enhance and direct support and funding into meaningful/ targeted pathway outcomes | 6 Continue to direct resources through partnerships to further develop the ETP |



STRATEGIC PRIORITY 3

COMMUNITY

Increase participation and engagement in competitive snowsports

STRATEGIC PRIORITIES

- 1

Increase and retain the number of registered participants in Snowsports through delivering sustainable events, programs and products
- 2

Engage, connect and acknowledge our Snowsports communities and build a sustainable foundation to support the athlete pathway and foster a lifelong connection to Snowsports
- 3

Develop a longterm sustainable model for Interschools which aligns with changing resort and sport megatrends
- 4

Enhance member engagement and retention opportunities through delivering events, programs and products that service our modern participants, athletes and community
- 5

Through directed consultation processes, facilitate opportunities for community involvement, contribution and recognition within snowsports programs, products and activities
- 6

Develop and deliver evidence-based, bespoke education, training and resources for our paid and volunteer workforce including coaches, judges and officials

INITIATIVES

- 1

Develop an Interschool Snowsports strategy and operational plan that will modernise and support the implementation of a sustainable delivery model for the Interschools
- 2

Continually develop, monitor and evaluate new sport and digital technologies (including Snowracer) that may enhance engagement and / or grow participation in snowsports
- 3

Maximise funding and revenue opportunities to grow and service participation and sport development
- 7

Explore new delivery models for the National Participation Conference, and determine sustainable state based delivery models
- 8

Establish a Snow Australia Social Inclusion Advisory Group to investigate, develop and implement initiatives to ensure Snowsports remains relevant, connected and accessible to our diverse community groups and social trends
- 9

Deliver safe, fun, accessible and inclusive NSTC community training programs and events
- 10

Develop a Snow Australia Futures plan to deliver targeted programs which services and supports the athlete pathway



STRATEGIC PRIORITY 4

CAPACITY

Optimise human, commercial and facility resources

STRATEGIC PRIORITIES

- 1 Identify sources of potential revenue including commercial and non-government opportunities
- 2 Develop a coordinated application process for government and peak body funding opportunities
- 3 Understand economic significance of competitive snowsports within the broader snow industry
- 4 Establish sustainable commercial model for NSTC which delivers resources back to sport

INITIATIVES

- 1 License Snow Australia products including events and programs
- 2 Develop targeted fundraising initiatives for specific project support (including NSTC expansion)
- 3 Actively market Snow Australia products and seek commercial partnerships including provision of value in kind (ie vehicles)
- 4 Develop a deeper understanding through data of current and potential customers
- 5 Explore opportunities with commercial partners and stakeholders to ensure sustainability for snowsports
- 6 Continue to be an employer of choice and recognise the value of Snow Australia staff including investment in professional development and career enhancement opportunities



ONGOING OPERATIONAL PRIORITIES

HIGH PERFORMANCE

Ensure Australia remains a successful nation at World Cups, World Championships, Olympic and Paralympic Winter Games

SPORT DEVELOPMENT AND PARTICIPATION

Increase participation and community engagement in competitive snowsports at all levels

BUSINESS DEVELOPMENT

Generate financial resources and provide effective administration and communication

PEOPLE DEVELOPMENT

Strengthen network of coaches, volunteers, technical officials and administrators who provide support to competitive Snowsports in Australia

HIGH PERFORMANCE

Ensure Australia remains a successful nation at World Cups, World Championships, Olympic and Paralympic Winter Games

- Deliver High Performance programs in partnership with Institutes at elite and development levels
- Establish the NSTC as a world class training facility
- Maintain Snow Australia Emerging Talent Program to deliver institute ready athletes into high performance.
- Maintain effective partnerships with Australian resorts to develop and maintain high performance DTE and competition facilities
- Deliver high performance programs in Para Snowsports targeting medal outcomes at BME
- Delivery and support of National Programs for Alpine, XC and underpinning programs as required (ie. P&P, SBX)
- Identify and prepare talented athletes and coaches for recruitment into talent transfer and emerging talent programs
- Identify opportunities to improve resources for the care and wellbeing for athletes, coaches and managers

SPORT DEVELOPMENT AND PARTICIPATION

Increase participation and community engagement in competitive snowsports at all levels

- Provide a national framework and policies that are clear to all those involved in competitive skiing and snowboarding
- Promote participation in competition via Snow Australia participation strategy
- Improve the capabilities of the workforce delivering programs and opportunities to interschool level participants and volunteers. This includes entry level coaching certification targeting snowsports instructors and officials
- Maintain Snowracer as a single centralised digital platform for engagement with snowsports competitions
- Provide clarity of Pathways (Performance / Participation) and Snow Australia's role across disciplines
- Work with resorts and clubs to increase quality of pathway programs
- Maintain a compliant anti-doping policy and educate athletes and families to understand their obligations in regard to anti-doping
- Build capabilities of Snow Australia Pathway Programs / Clubs and to deliver effective and resourced underpinning and development programs
- Support Club governance reform via Game Plan
- Provide leadership and direction to Interschools competition via National Interschool Framework incorporating various national and state advisory groups
- Host Snow Australia Awards (performance / community/ Snow Australia Medal) celebrating performance and contribution at all levels of the sport
- A physical presence and involvement in all key on-mountain and community events including activations (resorts, clubs, industry events)
- Continue awareness of pathways opportunities to schools and resort operated snowsports programs through live webinar, athlete engagement and data driven direct communications
- Continue to explore the most effective communication mechanism to deliver the FTEM framework the community
- Promote a national framework for Interschools including brand, single set of rules and standards

BUSINESS DEVELOPMENT

Generate financial resources and provide effective administration and communication

- Develop best practice membership management system
- Conduct periodic review of Board composition to ensure appropriate mix of skills and diversity
- Continually review communication strategy and schedule
- Develop/refine commercial offerings and licensing opportunities
- Continue to enhance relationship with ASC including business capability and governance units
- Continue to conduct surveys of members to gain feedback and better understand community needs and expectations
- Foster a connected and digitally enabled snowsports experience that drives growth and ensures sustained success
- Establish and maintain national suite of policies, HR processes and risk management practices
- Meet required ASC standards of GOE and Financial Performance review process.
- Implement systems and processes to effectively connect Snow Australia staff and operations
- Create and communicate a clear organisational structure with clear roles and responsibilities

PEOPLE DEVELOPMENT

Strengthen network of coaches, volunteers, technical officials and administrators who provide support to competitive Snowsports in Australia

- Ensure those that interact with Snow Australia meet and understand our National Integrity Framework (NIF), including Child Safety Standards, through ongoing education, upskilling and accreditation
- Provide professional development and education opportunities
- Host annual workshop for staff including personal and professional development components
- Develop a series of professional development sessions for interschool coordinators and industry representatives
- Develop and provide resources and activities for athletes and coaches via Wellbeing & Engagment initiatives and personee
- Explore opportunities to improve resources for the care and wellbeing for athletes, coaches and managers
- Develop organisations values, attitude and approach to our sport

GLOSSARY

- AIS**
Australian Institute of Sport
- APSI**
Australian Professional Ski Instructors
- ASAA**
Australian Ski Areas Association
- ASC**
Australian Sports Commission
- BME**
Benchmark Event
- DTE**
Daily Training Environment
- ETP**
Emerging Talent Program
- FIS**
International Ski & Snowboard Federation
- GOE**
Governance and Organisational Enhancement
- HR**
Human Resources
- NDC**
National Discipline Committee
- NSTC**
National Snowsports Training Centre
- P&P**
Park & Pipe
- Para**
Paralympic
- SBX**
Snowboard Cross
- XC**
Cross Country Skiing



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