



# PARTICIPATION & SPORT DEVELOPMENT STRATEGIC PLAN

**2023 – 2026**



# INTRODUCTION



## Then and Now....

*Then - In 2007 Jakara Anthony competed in the Division 5 Girls Moguls at the Victorian Interschools Snowsports Championships at Mt. Buller (Photo above).*

*Now - In 2022 Jakara Anthony won the Gold Medal in the Women's Moguls at the Beijing Winter Olympics (Photo Below).*

**Snowsports** is among one of Australia's most popular participation and recreational sports. Each year, Snowsports has over one million Australians participating recreationally or competitively in Snowsports events in various skiing, snowboarding or cross-country disciplines.

One of Snow Australia's ongoing strategic operational priorities is to increase participation and community engagement in competitive snowsports at all levels. This strategy's underpinning focus is to support our participants, athletes and community in their pursuit of a life-long enjoyment and connection to snowsports, to convert recreational enthusiasts into snowsports participants, and assist aspiring athletes into the early phases of the sport pathway.

Snow Australia values our connection with key partners, stakeholders and community to deliver participation outcomes addressed within this strategy. The support and resources our Australian Alpine Resorts and Clubs provide, allows Snowsports to thrive in this country.

Working with our partners, Snow Australia is committed to creating engaging, safe and inclusive competitive Snowsports environments within our facilities, events, clubs, as well as our on and off snow programs, to engage and retain our current and new snowsports community through positive experiences.







## The **Participation & Sport Development Strategic Plan** outlines the key initiatives that Snow Australia intends to prioritise through 2023–2026

The Snow Australia Participation and Sport Development Strategy for 2023-2026 has been developed to support the Snow Australia Strategic Plan. By growing the number of active participants and community within our sport, and supporting the entry level of the performance pathway of the sport, this strategy will help to support the early development of athletes.

The Snow Australia Participation and Sport Development Strategy encompasses 3 key strategic priorities:

1. Participation
2. Sport Development
3. Community Engagement

Our enablers are the activities, initiatives and support functions that underpin our key strategic priorities. These areas include:

1. Safe sport practices, policies and procedures
2. Partnerships and stakeholders
3. Communication, technology and data

Each of these areas is critical to supporting the overarching Strategic Plan of Snow Australia.





## PURPOSE

Increase participation and community engagement in competitive snowsports at all levels.





# UNDERSTANDING THE ATHLETE PATHWAY

The Snow Australia Athlete Pathway is a framework supporting the 'whole of sport' pathway continuum from sports participation to performance. The Athlete Pathway Foundation Stages of F1, F2 and F3 contribute to, and underpin the participation section of the pathway.

At the foundation stages of the pathway, Snowsports enthusiasts participate in competitive snowsports for various reasons, including but not limited to, social connection, increasing skill and technique or for aspirational high-performance outcomes. Whatever the reason, these progressive and dedicated levels are pivotal to acquiring a lifelong engagement and participation within Snowsports.



# STRATEGIC PRIORITIES

**01**

## PARTICIPATION

Growing a life-long involvement with competitive snowsports.

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**02**

## SPORT DEVELOPMENT

Delivering programs, products and initiatives that service the athlete pathway from foundations to performance.

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**03**

## COMMUNITY ENGAGEMENT

Supporting, connecting and celebrating our snowsports community.

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**04**

## OUR ENABLERS

The activities, initiatives and support functions that underpin our key strategic priorities.

## STRATEGIC PRIORITY



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## PARTICIPATION

Growing a life-long involvement with competitive snowsports.

## STRATEGIC PRIORITY 01 – PARTICIPATION

### Priority Area 1 Participation

Snow Australia is committed to growing participation in competitive Snowsports. Within our sport, there are many touch points which expose and engage potential and current participants to snowsports. This includes events, come-and-try days and on-snow training activities and programs.

In partnership with resorts, National Discipline Committees and Advisory Groups, Snow Australia continues to drive and collaborate on national participation programs, products and initiatives to remain modern to service our competitive snowsports participants within Australia.

Priority Area 1 outlines the strategic priorities and initiatives for the provision of quality, safe and consistent delivery of participation engagement opportunities.

### Participation Landscape

#### Resorts

- First Timers
- Ski School
- Holiday Programs
- Cross Country Skiing

#### Events

- Interschools
- Masters
- Club Races (Recognised clubs and ski / accommodation clubs)
- Intervarsity / Uni Sports / social races and resort events

#### Interschools Advisory Groups

- Provision of quality and affordable grass-roots competitive snowsports experiences
- Ensuring capacity can be managed

#### Sporting Schools

- Little Shredders / Little Gliders
- Growth vs Maintenance.





## STRATEGIC PRIORITIES

## INITIATIVES

1	Deliver safe, fun and inclusive Snowsports participation and /or community events which engage a diverse range of participants across all Snowsports disciplines.	Strive to identify and implement whole-of-sport event structures, processes and communication mechanisms to reduce duplication and improve efficiencies for event participants and communities.
2	Increase awareness and connection by embedding Snow Australia membership across all participation and sport development events and programs.	<ul style="list-style-type: none"> <li>– Review the current SNOW ID membership to ensure it is fit for purpose including easily renewable, measuring current member trends and provides value to our members.</li> <li>– Identify opportunities for universal processes and systems to increase effectiveness and efficiency for clubs and members</li> <li>– Develop a value proposition to encourage event providers to embed Snow ID memberships into online entry systems to register all grass-roots and community sport participants and supporters.</li> </ul>
3	Understand and identify new ways that Snow Australia can better assist all our participant groups within the sport.	Develop strategies to collaborate with more sport bodies and event organisers (Club races, Masters programs, social groups, clubs and lodges, Intervarsity races and Unisport) to find ways that Snow Australia can help to grow retention and participation in snowsports after a participant leaves the Interschools competitor age bracket.
4	Capture data and information about social and recreational participants within our sport.	Implement initiatives with the support of resort partners to collect data and information about the number of social and recreational participants in snowsports.
5	Understand how to service our current, previous and potential participants, to align and design programs and products that attract and retain more participants in our sport.	<ul style="list-style-type: none"> <li>– Analyse data and develop measures to track participant engagement across the lifespan to ensure programs and products are serving our community.</li> <li>– In collaboration with National Discipline Committees and Advisory Groups identify our potential and current participants and develop engagement strategies to strengthen our pathway, committees and community.</li> </ul>

## STRATEGIC PRIORITY 01 – PARTICIPATION

### Key Area 1 Interschools

The Interschools Snowsport Championships (Interschools) are school-aged mass participation events hosted by Snow Australia each year.

Providing a safe, enjoyable event experience, Interschools not only assists our younger participants to transition through our athlete pathway, but provides a gateway for life-long enjoyment of our sport.

Held across four resorts in Victoria and New South Wales, the event provides the opportunity for any school aged individual to progress through regional, state and nationals, within nine snowsports disciplines. The competition is structured around school years from division 6 (grade 2 and under) up to division 1 (year 11 and 12).

Interschools is an inclusive event which caters for all Australians regardless of background, gender or ability. The event includes a multi class event which supports Para Snowsports and Special Olympics.



### Key Area 1 Initiatives

- Develop an Interschools Snowsports Championship Strategy and Operational Plan that will modernize and support the implementation of a revised and sustainable delivery model for the Northern Interschools Snowsports Championships.
- Grow retention in youth sections of Interschools (Secondary students).
- Forge new relationships in the Education Sector and strengthen existing relationships to grow the overall number of participating schools.
- Develop more event opportunities at the Regional level to expose more school children to competitive snowsports by identifying opportunities in available resort capacity.
- Increase the number of volunteer officials that are undertaking the Interschools Volunteer Official on-line training course each year.
- Review the National Integrity Framework overlay at all events and programs that involve children to ensure all policy and code of conduct documents are up to date.
- In partnership with Multi class Snowsports Australia and Special Olympics, enhance participation opportunities within the multi-class events.
- Explore opportunities to support indigenous Australians to participate in the Interschools.
- Build the knowledge base at schools of the Snow Ready and Physical Literacy tool-kit and Physical preparation 8-week programming.
- Improve the connection of Interschools into the sport performance pathway. (Clubs and TID).



## STRATEGIC PRIORITY



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## SPORT DEVELOPMENT

Delivering programs, products and initiatives that service the athlete pathway from foundations to performance.



## STRATEGIC PRIORITY

### 02 – SPORT DEVELOPMENT

#### Priority Area 2

##### Sport Development

Snow Australia is committed to delivering programs, products and initiatives that service and provide opportunities for our participants, athletes, coaches and community to have life-long involvement within our sport.

Priority Area 2 outlines the strategic priorities and initiatives that underpins the foundation stages of the athlete pathway, including the transition from participation into clubs, and for some, into the performance pathway. This also extends to our facilities and partnerships the sport fosters with the clubs and program pathway providers to support these early stages of athlete development.

#### Sport Development Landscape

##### SnowRacer Platform

- Results
- Timing
- Scoring
  - Software access / development
  - Technology
  - Judge infrastructure

##### Pathway Clubs

- Independent Clubs
- Resort operated programs
- Volunteer engagement

##### Facilities

- Water Ramp
- Nordic Shelter
- NSTC (see below)

##### Game Plan and Club Recognition

- Ongoing assessment and implementation of Game Plan.
- Club Recognition Program
- Governance of Clubs
  - Direction
  - Advice
  - Support

##### Events

- Entry to Performance Pathway
- Junior Series
- Futures
- Consideration of Financial membership

##### NSTC

- Airbag
- Acro
- Community Programs and Events

##### Sport Committees, Advisory Groups and Foundations

- NDC's
- Regional Management Committee
- Regional Activity (or Advisory) Group
- Supporter Groups (Community)
- Relationships with sport related foundations.
- Australian Sports Foundation.

##### Memberships

- Snow ID
- Revolutionise Platform

##### Snow Ready and Physical Literacy

- Assessment of need at Club Level.
- Development of stage 2 content (Snow Ready)
- Development of new Club specific Physical literacy Programming.



## STRATEGIC PRIORITIES

## INITIATIVES

1	Ensure the ongoing delivery of Events and Programs to assist athlete development in all areas of the sport (Community Sport and the athlete pathway).	Deliver high quality and successful events and development programs for Australian snowsports athletes in partnership with all Resort stakeholders during the Australian snow season each year.
2	Ensure Snow Australia facilities (including the NSTC) continue to service the athlete pathway and communities through facility management, sustainable programs and products.	Design and delivery of programs and products at the NSTC and other Snow Australia facilities that service the entire athlete pathway from foundations to performance.
3	Continue to develop and increase the reach of Snowracer, Snow Australia's digital live timing and live scoring platform.	<p>Develop and enhance the Snowracer website and App to grow snowsports community engagement during the domestic ski season by</p> <ol style="list-style-type: none"> <li>1. Seasonal timing training and support to all Resort Race Departments.</li> <li>2. Ongoing Website and APP development.</li> <li>3. Improved access and user experience.</li> </ol>
4	Collaborate with and support Snow Australia's accredited club and pathway program providers to deliver safe, fun and inclusive programs and products.	<ul style="list-style-type: none"> <li>- Ensure all accredited club and pathway programs annually complete the Australian Sports Commission's Game Plan modules and support any governance requirements.</li> <li>- Ensure all accredited club and pathway programs adopt and operate National Integrity Framework requirements to facilitate safe sport for all athletes, coaches, officials and volunteers.</li> <li>- Identify and service accredited club and pathway programs to ensure they remain connected to best practice and have the tools to service their athletes and members.</li> </ul>
5	Provide dry-land opportunities to develop physical literacy and to prepare participants and athletes for the snow season.	Develop and deliver the first year of the online school and participant Snow Skills curriculum for stage 2 of the Snow Ready program.

## STRATEGIC PRIORITY

### 02 – SPORT DEVELOPMENT

#### Priority Initiative

##### National Sport Training Centre (NSTC)

Opened in 2023, the Snow Australia National Snowsports Training Centre (NSTC) provides a world class, year-round, multi-sport, high performance and community training facility.

Developed in partnership between Snow Australia and the NSW Government, the NSTC is home to Australia's High-Performance winter programs operated in partnership with NSWIS and the Olympic Winter Institute of Australia. It is a designated Australian Olympic and Paralympic Training Centre.

The NSTC main building is known as the John Langley Hancock Building on account of a significant personal donation from John & Gemma Hancock which underpinned the upgrade.

The NSTC is designed to bring all disciplines, sports and community together into one location and is a showcase for Australian Ski & Snowboard athletes.

Located in Jindabyne, the centre provides athletes with both summer and winter access to one of the best multisport training facilities in the world.

#### The NSTC facilities include:

- **NSTC Park** – High Performance and Development Airbag jumps.
- **NSTC Acro** - access to trampolines and gymnastics mats.
- High Performance strength and conditioning gym.
- Cardio area.
- Clubhouse facility.
- Performance Testing area.
- Athlete lounge and kitchen facilities.
- Learning Hub - for education, conferences, and group presentations.
- Boardrooms and breakout rooms.
- Self contained accommodation- within walking distance of the NSTC

#### Initiatives

Develop and enhance the NSTC programs, events and community engagement with the broader snowsports and local community by:

1. Delivery of programs, community sessions, come and try days year round at the NSTC.
2. Provide opportunities for club programs and recognised private pathway program providers to conduct training camps and train at the NSTC throughout the year.
3. Develop and expand existing training sessions and programs for diverse user groups. This includes women and girls only Futures sessions - such as the Tess Sesh with Tess Coady.
4. Expand the Acro sessions within the local community to grow community participation and usage of the NSTC.







# NSTC

NATIONAL SNOWSPORTS TRAINING CENTRE

## STRATEGIC PRIORITY

### 02 – SPORT DEVELOPMENT

#### Priority Initiative

##### Snowracer

In recent years technology advances have helped in the ongoing development of Snow Australia's key snowsports engagement initiative – Snowracer.

Snowracer is the provision of Live Timing and Live Scoring of all snowsports races and events during the Australian snow season. First launched in 2017 in response to a recreational snowsports survey, Snowracer has continued to grow and now services all 5 major Australian Alpine resorts during the domestic snow season.

#### Initiatives

Develop and enhance the Snowracer website and App to grow snowsports community engagement during the domestic ski season by:

1. Seasonal timing training and support to all Resort Race Departments.
2. Ongoing Website and APP development.
3. Improved access and user experience.



## STRATEGIC PRIORITY



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## COMMUNITY

Supporting, connecting and celebrating our snowsports community.



## STRATEGIC PRIORITY

### 03 – COMMUNITY ENGAGEMENT

#### Priority 3 Community Engagement

Snow Australia is committed to, and values remaining connected to the broader Snowsports community. Our priority is to engage, service, support, educate and celebrate our people, to increase the number of participants, volunteers, coaches, officials and staff within our sport. In doing so, Snow Australia and our partners will deliver participation programs, products and activities that service our communities.

Priority Area 3 outlines the strategic priorities and initiatives that support, connect, celebrate and grow our Snowsports communities.

#### Community Landscape

##### Stakeholders:

###### Clubs

- Lodges and recreational snowsports enthusiast clubs.
- Passionate Community

##### Community engagement:

###### Snow Live

- Broadcast of International events / World Cups
- Snowracer combined all-in-one platform

###### Ski and Snow Sales

- Canberra / ACT
- Other potential markets

###### Brand Strategy

- All sport delivered events, programs and initiatives retain a strong alignment and visual presence that is clearly associated with and linked back to Snow Australia.

###### Regional Activity Group

- Key partners that can offer sport-related activity in specific regional locations.
  - These are usually discipline specific partner groups.

###### Snow Academy

- Engaging education resource platform that houses e-learning initiatives including coach accreditation and officials training courses.

##### Women of Winter (WOW)

- Professional and organisational development
- Networking
- Retention

##### Community recognition:

###### Community Sport Awards

- Annual Awards
- Community Sport / Club / Volunteer focus

###### High Performance Awards

- Annual Awards
- High Performance focus
- Institute and National Team athletes and coaches

##### Legacy

- Snow Australia medal
- Life membership
- Hall of Fame
- External Honors



## STRATEGIC PRIORITIES

## INITIATIVES

1	<p>Improve awareness in the community of all participation events, programs and products.</p>	<ul style="list-style-type: none"> <li>– <b>Working with Beyond the Break (BTB), ensure the communication plan represents all events, awards, programs and products.</b></li> <li>– <b>Working with key partners and stakeholders, identify opportunities to showcase and celebrate our community through acknowledging important work and contribution to our sport.</b></li> </ul>
2	<p>Refine, articulate, and celebrate the Snow Australia brand across all events, programs and products to promote sport engagement and participation growth.</p>	<p>All sport delivered events, programs and initiatives to be branded to retain a strong alignment and visual presence that is clearly associated with and linked to Snow Australia.</p> <p>Develop Snow Live to promote performance sport and to increase fan base by broadcasting of International events / World Cups.</p> <p>Investigate how to upgrade Snowracer to be an combined all-in-one platform.</p>
3	<p>Facilitate opportunities for community involvement, consultation, contribution and recognition to Snowsports programs, products and activities.</p>	<ul style="list-style-type: none"> <li>– Review and support the development of a National Discipline Committees (NDC) National Plan to ensure there is appropriate connection and communication with their communities and regional activity groups.</li> <li>– Deliver a bi-annual Snowsports participation or community forum for key partners and stakeholders.</li> <li>– Deliver the annual Community Sports Awards to showcase and acknowledge the community sport, club and volunteer focus.</li> <li>– Support the annual High Performance Awards to showcase and acknowledge the success of our institute and National Team athletes and coaches</li> <li>– Deliver our legacy including Snow Australia medal, Life membership, Hall of Fame and External Honours.</li> <li>– Deliver and support annual snow-sales in Canberra and Jindabyne. Investigate other opportunities within this area.</li> </ul>

4	Identify, establish and maintain a focus on ensuring Snowsports is accessible to all individuals regardless of ability, race, religion, gender identity or sexual orientation.	<ul style="list-style-type: none"> <li>– Establish an indigenous connection and develop a Reconciliation Action Plan (RAP).</li> <li>– Review Women of Winter strategy to showcase, empower and connect snowsports women and women allies.</li> <li>– Conduct an annual review of the Athlete Transition Non-Selection and Deselection Support Guidelines and Gender Diversity Policy for Inclusion in Community Snowsports.</li> </ul>
5	Build an empowered, skilled and sustainable workforce and sustainable community, reflective of our diverse population.	<p>Develop and deliver evidence-based, bespoke education, training and resources for our paid and volunteer workforce including but not limited to:</p> <ul style="list-style-type: none"> <li>• Review and move the Interschools Officials online course to the Australian Learning Centre Platform.</li> <li>• Develop the Club Alpine Official online course.</li> </ul> <p>Develop Snow Academy communication plan to promote education resources to members, volunteers and the community.</p>





## STRATEGIC PRIORITY



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## OUR ENABLERS

The activities, initiatives and support functions that underpin our key strategic priorities.

## STRATEGIC PRIORITY

### 04 – OUR ENABLERS

#### Priority Area 4

##### Our Enablers

Snow Australia relies on several key partnerships with external stakeholders to deliver the sport in Australia. Forging strong partnerships across all levels of the pathway has led to the ongoing success of Snow Australia and the continuing high level achievements of Australian Snowsports athletes.

Every level of the pathway relies on these partnerships to drive participation, engagement and growth. As a not-for-profit National Sporting Organisation, it would not be possible to service the sport and athletes, as well as conduct the many events and programs each year.

Key Supporters and Stakeholders:

- Resorts
- Government
- Commercial Partners

The list of enablers that assist Snow Australia to function have been outlined further below.

#### Partnerships and Stakeholders

- **Resorts**
  - Vail Resorts
  - Mt. Buller
  - Thredbo
  - Alpine Resorts Commission and Parks NSW
- **Sponsors**
  - Subaru
  - Karbon + XTM
- **Commercial and License agreements**
  - Hosting agreements
- **Australian Sports Commission**
  - Funding commitments
  - Funding opportunities
  - Advisory services
  - Australian Sports Learning Centre (ASLC platform)
- **Sport and Recreation VIC / NSW / ACT / QLD**
  - Funding commitments
  - Funding opportunities
  - Emerging Athlete Pathways (EAP) subsidy (QLD)
- **Alpine Resorts Victoria**
  - Relationships Mt Buller / Falls Creek

- **Belgravia**
  - Opportunities for delivery
  - Coaching Little Shredders.
  - Physical Literacy / Preparation classes.
  - Dryland programming
- **Multi-class Snowsports Association and Special Olympics**
- **Revolutionise Sport**
  - Membership platform
- **Sport Committees, Advisory Groups and Foundations**
  - NDC's
  - Regional Management Committee
  - Regional Discipline Activity (or Advisory) Group
  - Supporter Groups (Community)
  - Relationships with sport related foundations.
  - Australian Sports Foundation.



## STRATEGIC PRIORITIES

## INITIATIVES

1	Assess and identify new programs and events to increase the on-snow time access for the sport at Australian Ski Resorts.	Address current capacity issues with resorts to improve the access to training and hill space allocation for clubs, and events throughout the busy domestic snow season.
2	Identify new sport opportunities that can maximise funding opportunities with Government partners.	Develop a suite of new programs and concepts that can be pitched for grant and funding submissions in Participation, Sport and Recreation, and Regional Tourism related Government agencies.
3	Exploration of new technology, delivery relationships and partnerships that can create vital training and engagement opportunities for the broader snowsports community.	Identify new partners that can assist in new, non-traditional competition formats, and delivery of off-snow training programs that can allow the sport to grow participation and engagement numbers.
4	Maximise funding and revenue opportunities to grow and service participation and sport development.	Work with Federal, State and local government agencies (including Sport and Recreation and Tourism bodies) to identify, seek and maximise funding opportunities.
5	Ensure all Snowsports clubs, events and programs are safe, welcoming and inclusive for all to participate in Snowsports.	Ensure all Snowsports partners and stakeholders have access to, and embed the Snow Australia National Integrity framework and associated policies.
6	Continually monitor and evaluate new sport and digital technologies that may enhance engagement and / or grow participation in snowsports.	





## STRATEGIC PRIORITY 04 – OUR ENABLERS

### Key Area 1

#### Key Government Stakeholders

As the recognised Australian National Sporting Organisation (NSO) and through unification, the recognised State Sporting Association (SSA) in various states Snow Australia has access to Federal and State Government funding each year.

It is essential that the sport continues to monitor and provide grant submissions for all available Federal and State funding.

As a not-for-profit organisation it is essential that funding access is maintained to enable the sport to keep participation fees as low as possible.

### Key Area 1 Initiatives

- Maintain a strong working relationship with the Australian Sports Commission and continue to explore all opportunities to maximise access to increased ASC participation funding.
- Manage existing relationships with Sport and Recreation Victoria, NSW Office of Sport, ACT Sport and Recreation, as well as opportunities with the QLD and South Australian Governments. All levels of Sport Grants and funding should be explored on behalf of the sport, as well as the Clubs.
- Continue to monitor and provide submissions with State and Regional Tourism bodies to explore additional funding streams for snowsports events and programs.





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