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TO SUPPORT SNOWSPORT ATHLETES AND DEVELOP CHAMPIONS

PURPOSE

INCREASE: RELEVANCE, REVENUE, TALENT POOL, CAPACITY

TOP STRATEGIC PRIORITIES

ONGOING OPERATIONAL PRIORITIES

HIGH PERFORMANCE
Ensure Australia remains a successful nation at World Cup, World Championships and Olympic Games.

SPORT DEVELOPMENT AND PARTICIPATION
Increase participation and community interest 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 of competitive snowsports in Australia.
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.

Ski & Snowboard Australia (SSA) athletes have a long history of outstanding success. They have delivered nine medals over the past three Olympic Winter Games, and have reached the podium at every Games since Nagano 1998. SSA is one of only five National Sporting Organisations to achieve multi-medal winning outcomes at the past three Olympic Games, joining powerhouse summer sports of Swimming, Athletics, Canoe/Kayak and Rowing for this honor.

SSA, together with its delivery partners, has worked in a focused manner to achieve this sustained high performance success. Most recently, SSA has embraced The Australian Sports Commission’s (ASC) “Winning Edge” strategy which is designed to take the nation’s sports from “world class to world best.”

One aim of Winning Edge is for Australia to achieve a top 15 ranking as a Winter Olympic Nation. An “Olympic Medal Target” strategy is sound sport philosophy. It aligns with the Australian publics 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. Each year, over one million people visit an Alpine Resort, most taking to the slopes. The industry’s economic contribution, most of which is regional, exceeds $2 billion per annum, with employment numbers around 25,000 people. SSA is focused on establishing a meaningful and relevant connection with this growing community.

This report identifies the critical operational relationships and activities which underpin the ongoing success and functionality of SSA. It also outlines five key issues that SSA view as critical to achieving its purpose of supporting Snowsport athletes and developing champions.
SSA STRATEGIC PRIORITIES 2015 - 2018

SSA has identified the following key strategic challenges, over and above ongoing operational priorities, in order to achieve it’s purpose.

TOP STRATEGIC PRIORITIES

1. Relevance - How to increase relevance of Snowsports in Australia?
2. Revenue Diversification - How to increase our revenue sources?
3. Talent Pool - How to increase the number of competitors in Snowsports?
4. Pathway Capacity - How to increase the capacity of our pathway?
STRATEGIC PRIORITY 1
INCREASE RELEVANCE OF SNOWSPORTS IN AUSTRALIA

STRATEGIES

» Utilise Sporting Schools Program to connect with broader non-wintersport community
» Develop comprehensive strategy around utilisation of SSATV, social media, broadcast partnerships, public forums
» Explore International Ski Federation (FIS) initiatives ie. World Snow Day, Bring Kids to the Snow
» Work with the Australian Olympic Committee (AOC) on behalf of the industry to improve resort recognition opportunities from Youth Olympic Games (YOG) and Olympic Winter Games (OWG) (Rule 40)
» Establish 3-5 year major events plan including a business model which works in current environment (resort, media, sponsors)

TARGETS

» Communication strategy developed and implemented
» Ongoing visible partnership/presence at all major resorts
» Major events plan developed with events operating in Australia by 2018
» Establishment and delivery of Sporting Schools Program
STRATEGIC PRIORITY 2
REVENUE DIVERSIFICATION: INCREASE OUR REVENUE SOURCES

STRATEGIC PRIORITIES
» Identify sources of potential revenue including commercial and philanthropic opportunities

STRATEGIES
» Establish SSA Foundation for discretionary funding of SSA
» Work with Australian Sports Foundation (ASF) to develop targeted fundraising initiatives for specific discipline/program support
» Actively market SSA products and seek commercial partnerships including complete integration of grass roots and elite athlete opportunities ie Interschools events, explore Olympic Winter Institute of Australia (OWIA) commercial partnerships
» License SSA products including events and programs ie Pathway Program recognition, Acrobatic Course to trampoline centres
» Establish ongoing business model for SSATV as generator of content and key component in commercialisation of products
» Identify opportunities to create and/or manage programs on fee for service basis

TARGETS
» $150,000 of additional passive/untied revenue to SSA annually
» $100,000 of targeted discipline funding support through ASF donations
» SSATV operational and resourced appropriately
STRATEGIC ISSUES 3
TALENT POOL: INCREASE THE NUMBER OF COMPETITORS IN SNOWSPORTS

STRATEGIC PRIORITIES
» Convert participants into competitors
» Create national framework for Interschools including single set of rules and standards

STRATEGIES
» Further development of Snowracer, using technology-based solutions, to provide a physical race experience
» Develop funding case for ongoing support under ASC Participation Strategy
» Alignment with Sporting Schools including development of curriculum and delivery model
» Develop partnerships with local communities to increase opportunities for individuals in sub-alpine areas to access quality sport programs
» Identify appropriate structure to oversee direction of interschools

TARGETS
» 80,000 registered Snowracers by 2018
» Targeted sub-alpine sport community partnerships in Victoria and New South Wales
» National Interschool Committee established with single set of rules in place by 2018
» Ongoing ASC Participation Funding
Increase the capacity of the SSA pathway to deliver quality programs, coaching, administration and support to athletes

**Strategies**

- Engaging with the high performance sport network in the professional development and leadership capability of pathway coaches and administrators
- Establish SSA Coach Academy including mentor program
- Resource the development of our key SSA Pathway Programs to build capacity to deliver a high level of athlete programming
- Further develop and deliver National Coaching Accreditation Scheme (NCAS) coaching courses
- Provide consistency and security of coach employment
- Develop a communication plan for better understanding of the National Athlete Pathway Framework (NAPF)

**Targets**

- Professional Development and leadership opportunities maximised for key SSA pathway coaches and administrators
- SSA Coach Academy established and providing support to coaches/administrators within SSA Pathway Programs
- Appropriately skilled individuals employed in key roles across SSA Pathway Program network
- Clear understanding of NAPF by SSA workforce (including paid employees, coaches, officials and committee members)
- Broad understanding of the NAPF by membership measured via online survey, public forums and general feedback
OPERATIONAL PRIORITIES
The critical operational relationships or activities which underpin the ongoing success of SSA fall within the following identified areas:

HIGH PERFORMANCE

ENSURE AUSTRALIA REMAINS A SUCCESSFUL NATION AT WORLD CUPS, WORLD CHAMPIONSHIPS AND OLYMPIC WINTER GAMES

» Deliver High Performance programs in partnership with Institutes at elite and development levels
» Identify talented athletes for recruitment into talent transfer and emerging talent programs
» Establish and maintain Wintersport Athlete Categorisation list and manage in partnership with OWIA
» Maintain National Training Centre (NTC) partnership with Australian Ski resorts
  » Work with resorts to develop better training and competition facilities
  » Work to develop world class off-snow training facilities including water jump and acrobatic centre

SPORT DEVELOPMENT AND PARTICIPATION

INCREASE PARTICIPATION AND COMMUNITY INTEREST IN COMPETITIVE SNOWSPORTS AT ALL LEVELS

» Provide clarity of Athlete Pathways and SSA’s role in the Pathways; and integrity of Pathways across disciplines
» Provide a national framework and policies that are clear to all those involved in competitive skiing and snowboarding
» Increase number of athletes participating in pathway programs
» Produce material to educate and attract talented interschool competitors into club programs
» Promote participation through competition and in doing so make competition courses more accessible
» Deliver coaching to Interschool level via SSA entry coaching course
» Maintain an anti-doping policy that complies with World Anti-Doping Authority (WADA), Australian Sports Anti-Doping Authority (ASADA), AOC, FIS and the ASC and provide tools to assist in the understanding of the policy and the obligations of athletes in regard to anti-doping
» Build capabilities of SSA Pathway Programs and Discipline Committees to deliver effective and resourced underpinning and development programs
» Provide oversight and direction to Interschools competition via Victorian Interschool Committee (VISC) and involvement in National Interschools
BUSINESS DEVELOPMENT

GENERATE FINANCIAL RESOURCES AND PROVIDE EFFECTIVE ADMINISTRATION AND COMMUNICATION

» Develop best practice membership management system
» Board to consistently review makeup to ensure appropriate mix of skills is represented
» Continually review communication methods and frequency including e-news, website, social media and postal communications
» Achieve compliance with ASC Mandatory Sports Governance Principles
» Develop improved sponsorship offerings and licensing opportunities
» Continue to enhance relationship with ASC including business capability and governance units
» Continue to conduct surveys of members to better understand community needs and expectations

PEOPLE DEVELOPMENT

STRENGTHEN NETWORK OF COACHES, VOLUNTEERS, TECHNICAL OFFICIALS AND ADMINISTRATORS WHO PROVIDE SUPPORT TO COMPETITIVE SNOWSPORTS IN AUSTRALIA

» Provide club administrators with assistance and tools to enhance the performance of their clubs
» Support parents of Snowsport athletes with relevant information and resources
» Ensure high quality coach education via partnership with ASC to develop coaching courses
» Include provisions for Officials’ Education improvements in long term integrated plan of each discipline
» Maintain annual discipline committee conference that enables disciplines and board members to exchange information
» Facilitate knowledge sharing between key stakeholders