

Context and planning process

The sports of alpine skiing and snowboard are governed by the International Paralympic Committee (IPC) through the IPC Alpine Skiing and Snowboard Technical Committee as the International Federation (IF) and they are part of nine sports under the umbrella of the IPC. The IPC Alpine Skiing and Snowboard Technical Committee developed this Alpine Skiing and Snowboard Strategic Plan as a sport-specific extension of the overall IPC Strategic Plan 2011-2014 and in line with the mandate of the IPC General Assembly to further strengthen the development of the IPC sports with the aim of making them self-sustainable. This strategic plan has been developed in parallel with the strategic plans of all other IPC sports following a common framework and recognising their commonalities and combined strengths,

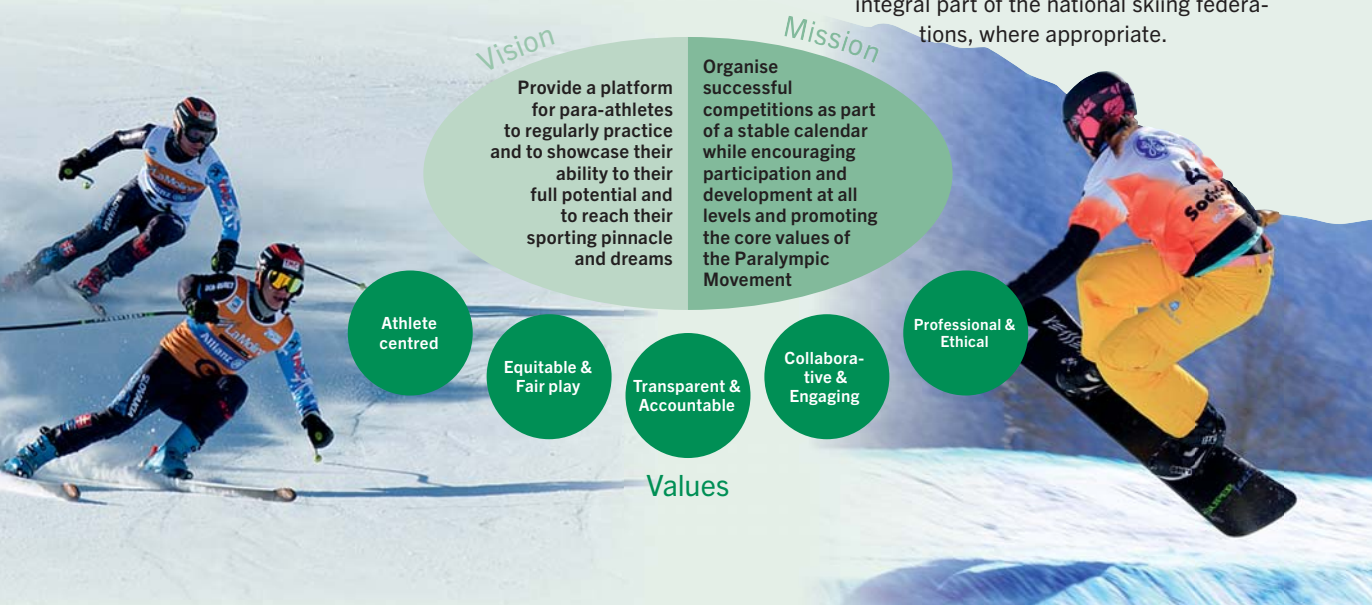
while it also carves out the sport specific long-term strategies and objectives.

The common elements which emerged from the integrated development process are described in more detail in the overarching document “Overall IPC Strategic Plan on IPC Sports.” This present “Alpine Skiing and Snowboard Strategic Plan” is an excerpt of the overall plan focussing specifically on the priorities in the area of alpine skiing and snowboard thus taking into account the specificities and current stage of development. It has been written in a way to be a comprehensive and self-contained document in its own right.

Vision, mission and values

The strategic plan development process revealed consensus and a common understanding about the vision, mission and values of the nine IPC sports. It is also considered important to have one common reference to guide and strengthen the sports collectively. Hence here below you find the vision, mission and values applicable to all IPC sports while putting this into the context of alpine skiing and snowboard.

In the alpine skiing and snowboard context this means to develop a sustainable alpine skiing and snowboard sport system, nationally and internationally with successful IPC Alpine Skiing and Snowboard competitions, and to encourage, promote and contribute to the development of IPC Alpine Skiing and Snowboard at all levels. To promote the inclusion of the sport of alpine skiing and snowboard as an integral part of the national skiing federations, where appropriate.



The sport

Alpine skiing is practised worldwide and features seven disciplines: slalom, giant slalom, super combined, super-G, downhill and team events. Athletes combine speed and agility while racing down slopes at speeds of around 100km/h. Competition accommodates male and female athletes with a physical impairment and visual impairment.

Athletes compete in three categories (visual impairment, physical impairment – standing, physical impairment – sitting), and a results calculation system allows athletes from different sport classes to compete against each other. Skiers with visual impairment are guided through the course by sighted guides using signals to indicate the course to follow. Some athletes use equipment that is adapted to their needs including e.g. sit-ski or orthopaedic aids.

The first documented Championships for skiers with an impairment was held in Austria in 1948 with 17 athletes taking part. Since 1950, events have been held around the world. The introduction of sit-ski allowed people in wheelchairs (paraplegics and double above-the-knee amputees) to begin to ski and race. Alpine skiing was already part of the first Paralympic Winter Games in Örnköldsvik in Sweden in 1976 with two disciplines and 78 athletes. The sport has grown to now include six disciplines at the Sochi 2014 Paralympic Winter Games with more than 200 participating athletes.

Snowboard is currently run with one discipline, but in the near future following the Sochi Paralympic Winter Games, new disciplines are planned to be developed.

Athletes in snowboard compete in the standing category (lower limb and upper limb impairment).



Snowboard counts its first Games appearance at the Paralympic Games in Sochi in 2014. It has been developed under the IPC Alpine Skiing Technical Committee in recent years and in 2013 features nearly 100 licensed athletes with most of them also being on the rankings list.

IPC Alpine Skiing enjoys a close working relationship with its Olympic counterpart FIS (International Skiing Federation). An agreement signed in 2011 outlines various areas of co-operation, such as sport rules, training of technical officials and sharing and exchanging knowledge and resources. Many of the member nations already currently have close working relationships or are directly managed and funded by the national skiing federations.

International Paralympic Committee

Alpine Skiing and Snowboard Strategic Plan

A plan of IPC Alpine Skiing and IPC Snowboard for the period 2013-2018



Getty Images, Marcus Hartmann, IPC, Nikon Italia Nital, Luc Percival, Sochi 2014



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Paralympic Games and World Championships

Strategic priorities

- Ensure that the 2014 and 2018 Paralympic Winter Games and 2015 and 2017 IPC Alpine Skiing and IPC Snowboard World Championships event programme is attractive to athletes and National Paralympic Committees (NPCs), as well as to the public and television audiences.
- Ensure a well-established calendar for the different circuits, World Cup, Europa Cup, Asia Cup, North America Cup, Southern Hemisphere Cup, National Championship, IPC Alpine Skiing and IPC Snowboard low level races that is well balanced in disciplines and geography.
- Implement an athlete qualification system that ensures a) viability of all events, b) participation of top-ranked athletes, d) representative participation of all genders and impairments from around the globe.
- Ensure regular communication and technical reviews with the event organisers in order to promote management, presentation and officiating of the sports at the expected level of excellence.

Objectives/outcomes

- Build a competition programme for the afore-mentioned competitions which features highly competitive events which appeal to spectators and media, with a reasonable session length, to promote ticket sales and TV viewing.
- Increase the percentage of female participants to at least 35 per cent. Establish further athlete quotas and qualification principles at least two years prior to the competitions.
- Conduct at least three technical visits to the host cities and establish a routine to finalise the sports technical agreements with the organisers no later than 10 months prior to the start of the competition.



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Athlete Development

Strategic priorities

- Produce a long-term competition schedule (for four years in advance) structure with well-balanced and worldwide spread of World Cups for top-level athletes with quality assurance through IPC competition management support.
- Produce a long-term competition schedule (for four years in advance) regionally structured and spread across Europa Cups/Continental Cups (North America, Asia and Southern Hemisphere).
- Ensure a well-established calendar for the different circuits, World Cup, Europa Cup, Asia Cup, North America Cup, Southern Hemisphere Cup, National Championships, IPC Alpine Skiing and IPC Snowboard low level races that are well-balanced in disciplines and geographically spread.
- Develop, promote and support low level competition / National Championship competitions, Youth competition circuit and Master Cup.
- Increase number of nations practising the sport of alpine skiing with focus on East Europe, Asia and South America.
- Conduct classification and education on at least one occasion in each region annually.
- Provide knowledge and education resources and programmes to NPCs for coaches, technical officials and classifiers.
- Ensure appropriate structures for the further development of Snowboard.

Objectives/outcomes

- Establish a competition calendar with at least eight World Cups, eight Europa Cups and 12 Continental Cups.
- More low level competition opportunities for athletes to develop and experience international competition.
- Establish a fair classification system which is supported by sports and scientific evidence.
- Enable athletes of all regions to follow their own career and qualification path in order to reach elite competitions or the Paralympic Games through own achievements thus reducing wildcard needs.
- Increase the number of female athletes engaging in IPC Alpine Skiing and Snowboard providing opportunities for girls and women. Aim for a 35 per cent female representation among licensed athletes and at major competitions.

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Paralympic Brand

Strategic priorities

- Ensure broadcast agreements and in-depth coverage for all major championships.
- Create communication platforms that raise the profile of leading athletes to a wide, global audience.
- Create a brand development section in the IPC Alpine Skiing and IPC Snowboard marketing plan with targets for further reach.
- Engage other partners who can carry the brand message for IPC Alpine Skiing and IPC Snowboard, such as marketing partners, the Olympic IF or its competitions and with National Federations.
- Ensure visibility of the IPC Alpine Skiing and IPC Snowboard brand at all IPC major events such as European and American circuits, World Championships and Paralympic Winter Games.
- Utilise the IPC communication platforms which includes sport website, Facebook and Twitter to support IPC Alpine Skiing and IPC Snowboard.

Objectives/outcomes

- Grow the competition/event highlights in-between Paralympic Winter Games and World Championships to engage the world's media in alpine skiing and snowboard.
- Increase visibility of IPC Alpine Skiing and IPC Snowboard competitions and its high-profile athletes in order to allow for continuity and for fans to follow the sport on an on-going basis.
- Promote branding between the national skiing federations stakeholders of FIS.
- Promote communication between NPCs and NSFs.
- Reach consistent application of brand and terminology with good understanding of commercial rights and implications.
- Measure brand visibility against initial plans. Establish a set of objective criteria to be determined.



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Funding

Strategic priorities

- Search for a title sponsor for World Cup circuit.
- Develop an IPC Alpine Skiing and IPC Snowboard Marketing and Sales Plan outlining clear revenue targets. Carve out new sponsorship packages building on the World Championship and World Cup competitions concept.
- Sign agreements with key marketing and sponsorship partners to contribute to the funding and development of IPC Alpine Skiing and IPC Snowboard. Increase funding opportunities with existing IPC partners.
- Use broadcast visibility and guarantee to further promote sponsorship and advertising sales.
- Invest additional IPC general funds in IPC Alpine Skiing and IPC Snowboard beginning in season 2013/2014 to get World Cup competition of the ground and to ensure quality management of programs and priorities.
- Use available resources from corporate sponsors, major donors, the Agitos Foundation, broadcasting and general membership to support the IPC Alpine Skiing and Snowboard priorities.

Objectives/outcomes

- Secure at least one IPC Alpine Skiing specific sponsor by 2016 and for IPC Snowboard by 2017.
- Secure appropriate sponsorship for the World Cup competition structure by 2015.
- Increase overall IPC Alpine Skiing and IPC Snowboard revenues by at least 30 per cent until 2017 mainly through additional sponsors and other innovative partnerships.



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Organisational Capacity

Strategic priorities

- Provide quality service and support to World Championships and World Cup competitions.
- Enhanced focus by IPC Alpine Skiing and IPC Snowboard in the development of Asia and Southern Hemisphere.
- Provide on-going support to existing classifiers while mapping out the identification of new classifiers to establish the optimal level by spring 2015. Proactively determine needs and pursue appropriate recruitment and training for classifiers.
- Cultivate a volunteer network across all regions through education; include programmes for technical officials, classifiers, competition manager, and committee contributors.
- Set up a sport-specific equipment expert group to implement and endorse the IPC Equipment Rules.
- Foster engagement with IPC Alpine Skiing and IPC Snowboard community through social media and web forums.
- Define strategy of sharing staff resources collaboratively with other IPC sports to increase efficiency.
- Increase number of qualified technical delegates.
- Development and distribution of manuals and best practices guides to future organising committees.

Objectives/outcomes

- Establish a pool of highly qualified classifiers and a network of other volunteers in accordance with the competition and athlete development plans previously outlined.
- Reach a fair gender balance and regional spread with sufficient numbers of classifiers and officials.
- Increase the capacity of supervision of officials throughout the season.
- Increase consistency of teaching methods and rule interpretations.
- Enhance communication with key IPC Alpine Skiing and IPC Snowboard communities such as with athletes, coaches and officials.

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Strategic Partnerships

Strategic priorities

- Build on the concepts and areas of collaboration outlined in the working agreement with the FIS by leveraging all opportunities in detailed follow-up and project work.
- Develop key partnerships with NPCs and National Federations to ensure regional delivery of IPC Alpine Skiing and Snowboard Strategic Plan.
- Use the Sport Technical Committee, where appropriate, to engage with partners (where required) to deliver development opportunities for IPC Alpine Skiing and IPC Snowboard.
- Partner with the Agitos Foundation, as well as, with appropriate external institutions/universities/NGOs to strengthen the development of IPC Alpine Skiing and IPC Snowboard.
- Leverage expertise and resources of partners such as NPCs, Local Organisers and Host Cities in the staging of major competitions.

Objectives/outcomes

- Ensure that by 2019 IPC Alpine Skiing and IPC Snowboard bid book is supported within the FIS bid document.
- Enhance relationships to ensure that IPC Alpine Skiing has a presence on the FIS website.
- Develop relationships to ensure IPC Alpine Skiing and FIS technical officials' education.
- Enhanced working relationships with all parties involved in staging major competitions and use of synergies and efficiencies in budgets and resources.

