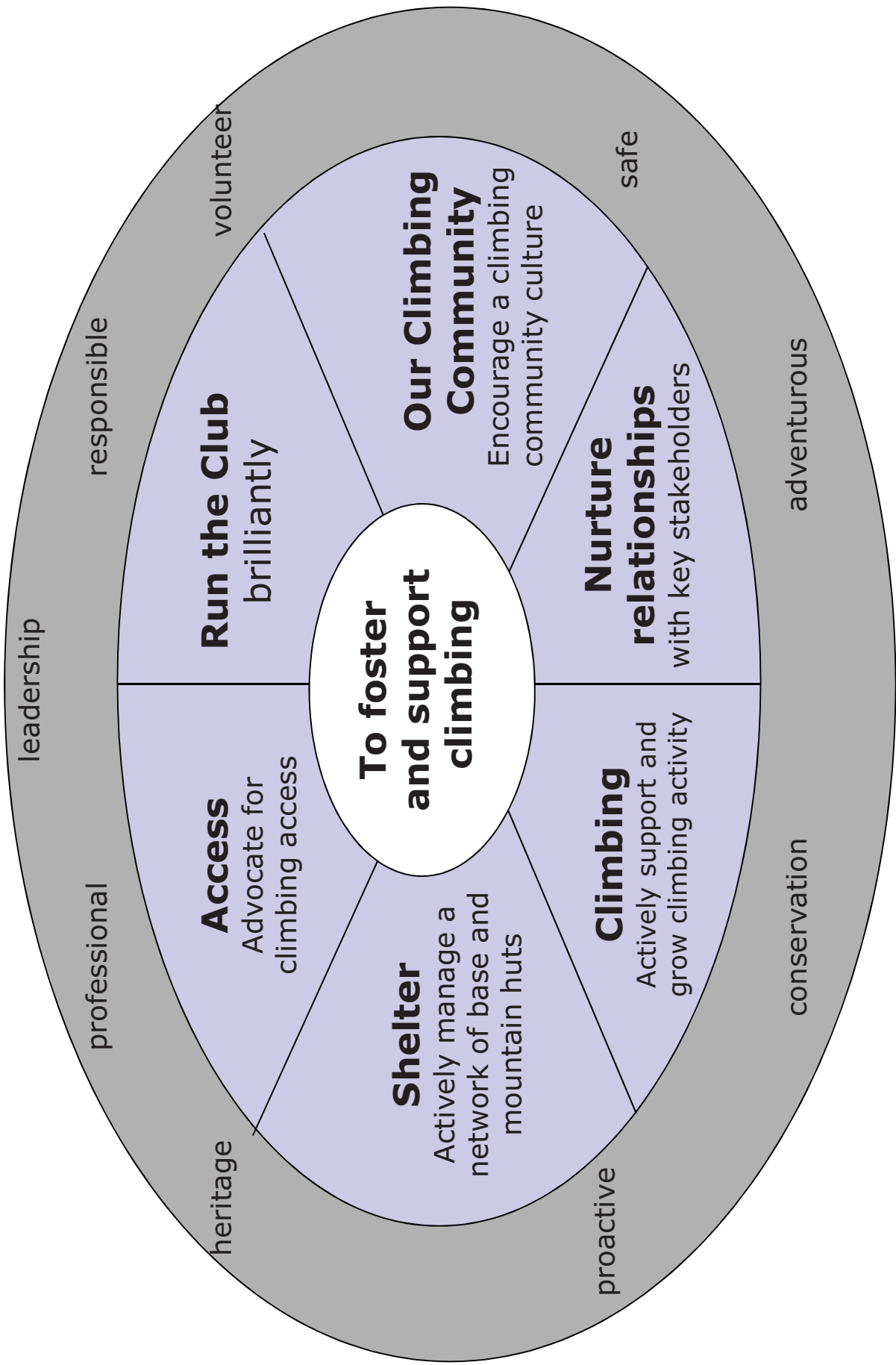


NZAC Strategic Plan 2010 - 2015



New Zealand Alpine Club Strategic Plan 2010 - 2015

VISION: NZAC champions the pursuit of adventure, enabling skilled and active climbers. We provide inspiration, information and activities for our members and the adventure and climbing community.

Core Purpose: To foster and support climbing

| Our Climbing Community | | Our Climbing Community | | |
|---|--|---|---|---|
| MISSION | STRATEGIC GOAL | OBJECTIVE (Project initiative) | Priority Key Outcomes required | |
| Use the club and it's members to facilitate an active and engaged climbing community so that the club membership will grow and that we will maintain the NZAC for the future. | The club appeals to all climbers at all levels | Begin telling ordinary club members stories in NZAC media | Demonstrate that the club is inclusive, not elitist and that ordinary members have worthwhile stories to report | |
| | Foster volunteerism | Develop a plan to engage with other clubs, commercial providers and general media to promote climbing as a sport and hobby Develop a system to attract volunteers to club roles. | Climbing gyms, schools, trampng clubs, radio, TV, social networks | |
| NZAC is the pre-eminent climbing club in our community | | Extend high quality feature publications | 1 | Promote of volunteer opportunities via NZAC media Promote of volunteer of the year via NZAC media Notify members of anticipated projects, and the type of skills and resources that the club requires via NZAC media The Climber, and NZAJ |
| | | Develop NZAC and Mojozone websites as the preferred source of online climbing info, opinion and discussion in NZ and Australia | 2 | Update all 'fixed' info on crags etc |
| | | Extend high quality climbing guides | 3 | Review existing guides and publish new guides in appropriate media |
| | | Develop tools for use by Section volunteers to deliver products and services | 4 | National to produce in conjunction with Sections Events, Instruction, Meetings etc workshops to support community |
| | | Provide and promote local and national events, and activities for climbers | 5 | National Bouldering Series, National Climbing Camp, National lecture series |
| | | Develop a plan to encourage loans, gifts and bequests to the club | 6 | Climbing collateral (books, gear, memorabilia, diaries) and money |
| | | Develop collateral to market initiatives that encourage potential climbers to climb. | 7 | Eg. Indoor clubs, educational groups, social networks etc |
| | | Develop NZAC social networking presence as a source of communication between climbers and their communities. | 8 | Facebook, Twitter, Mojozone |
| | | Investigate new products that will appeal to people interested in climbing | 9 | Calendars, t-shirts, beanies, posters, advertisement content |
| Understand section, member and potential members needs. | | Proactively "talk" to climbers to better understand their needs | 1 | |
| | | Review of the role of sections | 2 | Report and recommendation of what a section is and how it can best serve |
| | | Review current membership tools | 3 | Report and recommendation on what we do to attract and retain members. What works and fails |
| | | Develop, model and test range of incentives to address member turnover | 4 | Model and test alternatives to attract and retain young, middle years and older members |
| | | Develop alternative fee structures to attract and retain members. | 5 | surveys on and in Club's online and print media |
| | | Develop research tools to better understand climbers needs | 6 | surveys, interviews, at events, at section meetings National Bouldering Series, National Climbing Camp, National lecture series |
| The club actively brings members and sections together to create a sense of community. | | Develop a plan of local and national events, and activities for climbers | | |
| The club has mutually beneficial relationships with companies supplying all forms of climbing products and services - alpine, ice, mixed, sport, plastic, rock, | | Develop a plan to partner with companies and organisations for mutual gain. We need income. They need access to members or delivery of services | | |
| | | | | Continue Photocomp Events that attract similar interest groups and take them to a region eg. masterclasses on bouldering at Flock Hill and a lecture etc. SPARC relationship: to deliver instruction and engage youth Communication industry, finance industry, transport sector, energy sector, etc for access to our profile and position. |

| MISSION | | STRATEGIC GOAL | OBJECTIVE (Project initiative) | Priority | Key Outcomes required |
|---|--|---|--|----------|---|
| To vigorously advocate for the interests of climbers, primarily on issues relating to access, recreation opportunities and conservation | | Climbers have improved access to climbing areas and the climbing experience (ie environment) | Develop relationship to work with local climbing clubs to ensure good climbing practice | 1 | 1. Improve standard of safety and behaviour by climbers. Rock, boulder, indoor, mountain 2. Publicise and install copy at local crags, huts, publications |
| | | | Develop relationships with access gatekeepers and stakeholders | 2 | 1. Process for forming, developing or strengthening relationships with land custodians. Inv. DOC, private |
| | | | Develop club members as volunteers to liaise with land custodians at each important climbing area/crag | 3 | 2. Template with documents for Code of conduct, accident procedures, first point of call contact etc. First place of contact for land custodians. Communication process with ultimately President. |
| | | | Meet with FIMC and clarify the role we want them to assist us with | 4 | FIMC to advocate for our continued and new access to climbing areas |
| | NZAC is the leading climbing access advocate in NZ. | Monitor and make submissions where appropriate to relevant DOC and other land custodian planning processes | 1 | 1 | eg. National Parks access for huts, climbing and bolting, Access to Whanganui Bay and Auckland Grammar School. |
| | | Develop a plan to enable NZAC as the leading advocate on access to the conservation estate, including wilderness areas | 2 | 2 | |
| | | Develop marketing plan to publicise NZAC role in securing access and improvements at climbing areas. Liaise with local climbing clubs | 3 | 3 | Signage in huts, crags and in publications |
| | | Identify and work with developers of new climbing areas. | 4 | 4 | Run bolting workshops where appropriate |
| | Access to and development of climbing areas in NZ is | Use Convenors and National office to support sections with local issues | 1 | 1 | |
| | | Develop communication tools to assist climbers with up to date information on access | 2 | 2 | 1. Forums, social networks, Climb, NZAC website 2. Create national crag database |
| | Good information on climbing access issues is readily available. | Investigate NZAC role as access custodian of Recreation specific areas for climber access. | 1 | 1 | |
| | | | 2 | 2 | Use Mountain bike park model if appropriate. Would be a good solution at Mt. Wellington, Mt. Erebus and access at The Otago |
| | | | 3 | 3 | Motuea, Whararua, Some Port Hills crags |

Climbing

| MISSION | STRATEGIC GOAL | OBJECTIVE (Project initiative) | Priority | Key Outcomes required |
|---|--|--|---|--|
| To actively support and grow climbing activity by our members, from beginner to elite level | Climbers have ready access to training to improve their climbing skills. | Develop programmes that enable section volunteers to deliver quality climbing instruction focused on the introductory level. | 1 | Implement process to align the practices and standards of NZAC instruction programmes at a national and section level: 1. set minimum standards for procedures, people, equipment and environmental factors 2. Initiate a regular process of review, measurement, and alignment of NZAC Advanced: Based in mountains or crags. Delivered by qualified instructors |
| | | Develop intermediate and advanced instruction courses. | 2 | Intermediate: Based at Base huts and delivered by qualified instructors |
| | | Develop process for sharing of instruction knowledge between sections. | 3 | Advertising, qualification pathway, subsidised training in first aid, leadership, climbing etc. |
| | | Develop programme to convert climbers into instructors | 4 | Use Climbing experts to run bouldering, rock, ice workshops for groups of members. Eg Derek Thatcher at the Quarry aimed at young rock climbers moving into climbing |
| | | Investigate coordination of Climbing Master Classes in regional centres with expert workshops | 5 | Use National database to match new members with experienced members at sections |
| | | Develop mentoring system for use at section level | 6 | Promote courses to Universities, Australian members, tramping clubs, sport-climbers etc. |
| | | Develop marketing plan for NZAC instruction courses | 7 | SWOT analysis, market assessment, business plan for a programme to meet training demand. Based on volunteer, professional and mixture of instructors.. Aimed at introductory level, moving from plastic to outdoor, bouldering, rock and |
| | | Develop a business plan around instruction as a service to the outdoors and a membership opportunity | 8 | 1. Manage & promote National Bouldering Series and National Climbing Camp 2. Bouldering, Rock, Ice, Summer climbing camp, Winter climbing meets. Use National database to match new members with experienced members at sections 1. Banff & NZMFF to target adventure enthusiasts throughout Australasia 2. Run tours of contemporary climbers that provide income for climbing funds, & equipment 1. Establish database of all section activities in national website |
| Have members who actively participate in climbing | Actively promote & celebrate climbing by members | <p>Develop 'climbing meets', where experienced & novice climbers can meet and share knowledge and celebrate climbing achievements</p> <p>Extend events programme to showcase contemporary national and international climbing.</p> <p>Encourage Section exchanges and cross participation with other sections and events</p> <p>Conduct regular awarding member contribution to the development of climbing in NZ, and NZAC</p> <p>Celebrate outstanding achievements by NZ climbers</p> <p>Continue photocomp</p> <p>Extend financial and documentary support for climbing Develop criteria to disperse Expedition Grants in targeted manner</p> <p>Develop online record of NZAC Overseas climbing history (expedition reports)</p> <p>Develop and improve access to National Library at HOMA as a resource for climbing research and development.</p> <p>Run boiling workshops</p> <p>Extend climbing and travel insurance programme links to Access and Climbing Community</p> <p>Review boiling fund to finance new and reboling in accordance with Rolling network</p> <p>Review Sections subsidy for instruction</p> <p>Meet other organisations who instruct, and develop a relationship to discuss issues: current best practice, safety issues, risk, mitigation, instruction methods.</p> <p>Develop and implement media communication strategy on climbing/mountain related issues</p> <p>Develop policies on climbing matters</p> | <p>1. Manage & promote National Bouldering Series and National Climbing Camp</p> <p>2. Bouldering, Rock, Ice, Summer climbing camp, Winter climbing meets. Use National database to match new members with experienced members at sections</p> <p>1. Banff & NZMFF to target adventure enthusiasts throughout Australasia</p> <p>2. Run tours of contemporary climbers that provide income for climbing funds, & equipment</p> <p>1. Establish database of all section activities in national website</p> <p>Use NZAC media to publicise. Host awards ceremony with keynote speakers @ AGM weekend, present volunteer of the year, photocomp winner, best rock route, create awards system that supports & recognises outstanding achievements and nominees</p> <p>develop calendar concept etc.</p> <p>Seek to bolster Exp fund to \$20k, with \$10k income & grants p.a.</p> <p>Review annually</p> <p>host Expedition reports on club site as aid process</p> <p>publicise contentson website especially in relation to research</p> <p>create links to key info & news site, options.</p> <p>annual boiling workshop run in each island at variety of locations</p> <p>Review programme & seek outcome which is price competitive with similar offers overseas & air travel insurance</p> <p>set \$10 per student day</p> <p>Safety message, Independent climbers, collective wisdom in a club environment, commitment to quality instruction etc</p> <p>1. Use NZAC policies on climbing matters as foundation for communication strategy.</p> | |
| Be a leader in safe climbing practice | Have effective Climbing infrastructure and operations | <p>Run boiling workshops</p> <p>Extend climbing and travel insurance programme links to Access and Climbing Community</p> <p>Review boiling fund to finance new and reboling in accordance with Rolling network</p> <p>Review Sections subsidy for instruction</p> <p>Meet other organisations who instruct, and develop a relationship to discuss issues: current best practice, safety issues, risk, mitigation, instruction methods.</p> <p>Develop and implement media communication strategy on climbing/mountain related issues</p> <p>Develop policies on climbing matters</p> | <p>1</p> <p>2</p> <p>3</p> <p>1</p> <p>2</p> | <p>Intermediate: Based at Base huts and delivered by qualified instructors</p> <p>Advertising, qualification pathway, subsidised training in first aid, leadership, climbing etc.</p> <p>Use Climbing experts to run bouldering, rock, ice workshops for groups of members. Eg Derek Thatcher at the Quarry aimed at young rock climbers moving into climbing</p> <p>Use National database to match new members with experienced members at sections</p> <p>Promote courses to Universities, Australian members, tramping clubs, sport-climbers etc.</p> <p>SWOT analysis, market assessment, business plan for a programme to meet training demand. Based on volunteer, professional and mixture of instructors.. Aimed at introductory level, moving from plastic to outdoor, bouldering, rock and</p> <p>1. Manage & promote National Bouldering Series and National Climbing Camp</p> <p>2. Bouldering, Rock, Ice, Summer climbing camp, Winter climbing meets. Use National database to match new members with experienced members at sections</p> <p>1. Banff & NZMFF to target adventure enthusiasts throughout Australasia</p> <p>2. Run tours of contemporary climbers that provide income for climbing funds, & equipment</p> <p>1. Establish database of all section activities in national website</p> <p>Use NZAC media to publicise. Host awards ceremony with keynote speakers @ AGM weekend, present volunteer of the year, photocomp winner, best rock route, create awards system that supports & recognises outstanding achievements and nominees</p> <p>develop calendar concept etc.</p> <p>Seek to bolster Exp fund to \$20k, with \$10k income & grants p.a.</p> <p>Review annually</p> <p>host Expedition reports on club site as aid process</p> <p>publicise contentson website especially in relation to research</p> <p>create links to key info & news site, options.</p> <p>annual boiling workshop run in each island at variety of locations</p> <p>Review programme & seek outcome which is price competitive with similar offers overseas & air travel insurance</p> <p>set \$10 per student day</p> <p>Safety message, Independent climbers, collective wisdom in a club environment, commitment to quality instruction etc</p> <p>1. Use NZAC policies on climbing matters as foundation for communication strategy.</p> |
| NZAC is seen as the authority on climbing or mountain related matters | | | | |

Run the Club

Be Brilliantly

Run the Club Brilliantly

| MISSION | STRATEGIC GOAL | OBJECTIVE (Project Initiative) | Priority | Key Outcomes required |
|--|---|---|----------|--|
| Run the Club brilliantly for members so that it will survive, and be successful for future members | Have excellent management systems and information for decision making | Develop and implement governance systems to ensure constitutional and strategic plan is advanced. | | Understanding and commitment to collective responsibility for CCM decisions. A CCM that has the right skills to make informed decisions to achieve agreed goals |
| | | Develop integrated management reports that are aligned with strategic plan objectives. Monitor financial, Review current reporting tools. Investigate alternative tools. | 1 | Develop a club governance manual Meet the requirements of the Club rules A reporting system that is useful, relevant, understandable, timely, aligned to strategy, focused. |
| | | Develop and implement processes and structures that allow committees to achieve strategy | 2 | Recommendation to implement reporting system that is relevant, understandable, timely, aligned to strategy, focused |
| | | Meet Section committees and assist them to align their objectives with CCM agreed strategy Develop tools at National to assist Sections and members achieve strategic plan goals | 1 | Understanding of expectations: roles, responsibilities, reporting, lines of authority |
| | | | 2 | Understanding of national strategy, relationship with National, expectations, roles, responsibilities, reporting Investigate and understand section needs A suite of tactics that advance member and potential member needs eg. Events, instruction templates The interaction between national office and sections is clear and well understood, and is valued and appreciated by both parties Staff management, retention, succession, training, direction, goal setting, review: staff are clear on priorities and how performance is measured Manage increasing admin demands of growing membership by reviewing staff numbers, technology upgrades, and online services |
| | | Best practice management of employees | | CCM that has adequate time for strategy discussion, and directing and monitoring of resources Up to date information through daily intervention |
| | | Develop CCM meeting process | | |
| | | Review and report on current policies | | Report of areas where the club should have policies. Current and new policy recommendations |
| | | Investigate NZAC policies and those of similar organisations | | Minimal number of living policies that reflect who we are and what we want to be as climbers and as a club. |
| | | Develop policies for NZAC fields of interest. | | a report of options that NZAC can use to attract operational and capital cash, goods or services Review reporting process and reports Member retention process and reports New member retention tools and processes |
| | | Investigate revenue sources for NZAC | | A CCM agreed national strategy to raise \$1m |
| | | Develop processes to retain and grow membership | | |
| | | Begin planning for raising \$1m to enable the completion of capital and operational projects | | |
| | | Develop a succession plan to identify and nurture club volunteers and staff | | A list of voluntary jobs, with scope of attributes required to fulfil them. A list on the NZAC database of processes and procedures |
| | | Develop effective relationship with club members | | We will communicate effectively with members using NZAC media tools We will reduce member restorations We will increase the number and effectiveness of volunteers We will strengthen our bond with members and be the first recipient of loans, gifts and benevolence We will improve our feedback We will survey members to help us provide better products and services Utilise club database to identify members with skills useful to the club see Run Club Well |
| | | Members feel closely connected to their club. | | |
| | | The club has a good relationship with its staff | | |
| | | NZAC and its suppliers have win-win relationships. | | Use the Club as a medium to add value to members purchases for consumer and utility goods and services Use the Club as a vehicle for suppliers to improve their businesses eg. Telecom, electricity, insurance, hardware, clubbus, gear, travel, etc. |

| Shelter | | Shelter | |
|--|-----------------------------------|--|---|
| MISSION | STRATEGIC GOAL | OBJECTIVE (Project initiative) | Key Outcomes required |
| Manage a Club network of base accommodation and mountain huts for club members in a sustainable manner | Unwin Lodge is modernised | Complete Unwin Master Plan to provide for 50 years of use | 1 Minimise the environmental impact of Unwin Lodge The integration of the Unwin Lodge Complex into the surrounding environment responding to the unique location and spectacular alpine environment Comply with the Aoraki/M Cook National Park Management Plan 2004 Maintain the strong architectural design of the existing Lodge Minimise the number of outbuildings to reduce future maintenance requirements see capital raising plan in 'Run club well' |
| | | Investigate and complete Unwin Lodge Fundraising | 2 Follows modern asset management practice to suit current and future needs Rationalise areas of hut network to deliver maximum economic and intrinsic value |
| | | Develop a plan to model a hut network that delivers economic and intrinsic value to members and the club huts on a regular basis | 1 Explore DOC ownership of NZAC high alpine huts 2 Explore opportunities for new huts 3 A plan to maximise the income from bed nights and additional services for members, family and friends and the public. Eg intermediate instruction courses, maintenance and other services, etc. |
| | | Monitor and review financial and practical viability of huts on a regular basis | 3 1. Implement hut workplans in conjunction with section hut officers, and DOC staff where appropriate. 2. Maintain and expand the pool of volunteers who assist with hut maintenance |
| | | Develop the potential of base lodges | 4 1. Implement hut workplans in conjunction with section hut officers, and DOC staff where appropriate. 2. Maintain and expand the pool of volunteers who assist with hut maintenance 3. "Two" yearly meetings for each of these agreements will be held for open discussion on all matters including hut revenue and expenses, work programme, hut fees, services provided, and future capital projects. EO to implement at each round of hut agreement meetings, twice a year. |
| Manage a Club network of base accommodation and mountain huts for club members in a sustainable manner | Capital work plan is well managed | Develop ideas to improve hut revenue | 1 Collin Todd and Pioneer via the following actions: Consultation with club members and stakeholders, participation in CMS and National Park management plan consultation processes active participation through DOC - NZAC hut management agreements |
| | | Complete a maintenance work plan for each hut and lodge. | 2 Improve revenue from NZAC huts Manage peak usage of high alpine huts in popular areas, in consultation with all relevant stakeholders. current operational processes, quantify usage vs fee collection, international best practice |
| | | Monitor NZAC/DOC agreements and performance | 3 Template indicating the nature of the work, cost and timeframe for implementation. |
| | | Investigate current NZAC practice and benchmark | 4 Cost benefit analysis Demand modelling Accommodation capital plan. |
| | | Review and report on capital works plan | 5 Review, understand and monitor hut fee compliance Promote and market huts and lodges to increase occupancy levels. Review current NZAC practice, quantify usage vs fee collection, international best practice, warrant selection and management Review current NZAC practice, quantify usage vs fee collection, international best occupancy, yield, additional products and services, facility management Rationalise areas of hut network to deliver maximum economic and intrinsic value Promote and market huts and lodges to increase occupancy levels. Monitor and review financial and practical viability of huts on a regular basis. Survey members, economic analysis see capital raising plan in 'Run club well' |
| Manage a Club network of base accommodation and mountain huts for club members in a sustainable manner | Capital work plan is well managed | Develop fundraising strategies to increase reserve funds for future capital works | 2 see capital raising plan in 'Run club well' |

Relationships

| MISSION | STRATEGIC GOAL | OBJECTIVE (Project initiative) | Priority | Key Outcomes required |
|---|---|---|----------|--|
| Nurture relationships with key stakeholders for the benefit of our members so that our club will be | The club has positive working relationships with key outdoor organisations and groups and | Develop a closer relationship with SPARC | 1 | Deliver instruction and youth programmes for SPARC |
| | | Extend relationship with FMC and outdoor clubs in NZ | 2 | Request that FMC become NZAC advocate for climbing access and mountain environment issues |
| | | Extend NZAC relationship with UJAA | 3 | Support Nark's efforts for the international climbing community and for NZAC interests |
| | | Develop collaborative relationship with CMC to facilitate common activities | 4 | Common interests of both our membership: huts, publications, membership |
| | | Develop partnership with NZMGA, especially around The Climb, instruction, and Youth activities. | 4 | Understand benefits and costs for each organisation around access to NZAC climbing community. Huts, instruction, and Youth activities. What will a relationship look like? |
| NZAC maintains healthy community relationships - with members, and wider outdoor community including commercial and non-commercial organisations. | NZAC is well known to the wider community. | Begin a formal relationship with American Alpine Club, Canadian Alpine Club, Sierra Club, Alpine Club, British Mountaineering Council etc for exchange of | 4 | |
| | | Monitor and review database project | 5 | Useful database for managing relationships by data mining and analysis |
| NZAC has a good relationship with the community. | NZAC is well known to the wider community. | Develop an NZAC marketing plan | | Improved NZAC visibility in the community as custodian of alpine, rock and alpine information. |
| | | Develop tools to enable sections and National to be part of the community | | Climbing is undertaken near communities. Climbers behaviour affects these communities. We need to be sensitive to these issues. See Access |