

Gliding New Zealand Incorporated STRATEGIC PLAN 2010 - 2015



***DELIVERING HIGH QUALITY GLIDING
OPPORTUNITIES TO MORE PEOPLE***

Draft 9 June 2009

CONTENTS

	Page
Foreword	3
1. The purpose of this document	4
2. Background	4
2.1 Gliding is both a recreation and a sport	4
2.2 Safety regulation of gliding	5
2.3 Structure of gliding operations in New Zealand	5
2.4 Gliding New Zealand Incorporated (GNZ)	6
2.5 Funding of GNZ	7
2.6 International affiliation	7
2.7 International competition	7
3. Where we are now	8
3.1 Strengths and weaknesses	8
3.2 The statistics	8
3.3 Strategic planning sessions	9
3.4 Further strategic discussions	10
3.5 Milestones achieved during the last five years	11
4. Guiding principles	11
4.1 Previous Mission Statement	11
4.2 New Mission Statement	11
4.3 General principles of operation	12
5. Objectives and strategies	12
5.1 Objectives	12
5.2 Strategies	12
6. Annual Plan	13
6.1 Key activities	13
6.2 Outcomes and targets	13
Appendix 1 Statistical trends	14
Appendix 2 The most influential factors for improvement in member retention	20
Appendix 3 The “journey”	21
Appendix 4 The Youth Glide Model	22

FOREWORD

New Zealand is acknowledged internationally as providing some of the best soaring conditions in the World. Over many years, New Zealand glider pilots have proved themselves, with success in World Championships and many World Records for both speed and distance flights.

There is a strong volunteer ethic within the sport that enables Gliding New Zealand and its constituent clubs to continue to operate on minimal budgets. Members enjoy a strong sense of camaraderie and the international badge and awards system provides challenges and incentives for pilots at all levels of experience. The sport has embraced technology and uses modern gliders with advanced aerodynamics and state-of-the art communication and navigation devices. It also preserves its connections with its beginnings, through a strong vintage glider movement.

However, a number of serious challenges face our sport. While our public profile has increased in recent years and new members continue to join, retention is poor so overall membership is in slow decline. Gliding is also a male-dominated sport, like the rest of aviation, with a disproportionately low representation of female and youth members. The average age of participants is slowly rising.

To survive, we must continue to address these challenges. That is the purpose of this document.



George Rogers
GNZ President

1. PURPOSE OF THIS DOCUMENT

This Strategic Plan has been developed to guide the development of the sport of gliding in New Zealand over the next five years. It sets a general path, outlining objectives and strategies to achieve those objectives. Key actions to be taken over the next year or so are set out in the Annual Plan.

Because management of our sport is almost entirely voluntary, the time frames envisaged may only be considered indicative. We must tailor our progress to some extent to suit the available funds, but more importantly the time, energy and personal finances of our volunteers.

This document is intended to provide a clear direction for development. It is not highly prescriptive, and can be amended at any time. It replaces the Strategic Plan of September 2004, and records the major milestones achieved under that plan.

2. BACKGROUND

2.1 *Gliding is both a recreation and a sport*

Gliders are fixed-wing aircraft that do not rely on motors other than for the initial launch. Gliding can be either a leisure activity or an intense sporting contest. In New Zealand (and in most other countries) gliding does not include hang gliding.

The term's "glider" and "gliding" are often used synonymously with the terms "sailplane" and "soaring".

Almost any person can be trained to fly a glider in a safe and efficient manner. Training is provided by qualified instructors/coaches. The 26 affiliated clubs throughout New Zealand provide their instructing services free of charge. In addition, there are three commercial affiliates who charge for their services.

When a trainee has completed the training programme and has demonstrated beyond doubt their ability to pilot a glider in a safe manner they are at liberty to fly gliders at almost any time as a purely recreational activity. They may choose to remain close to the home airfield or, using favourable air currents, they may fly for several hours, perhaps in the process covering distances up to 1000 kilometres or more. That would depend on the weather conditions of the day, and the skill and experience of the pilot.

Flying achievements are recognised by an international series of awards, known as 'badges'. There are criteria for distance travelled, height gained and duration. These awards are set and administered by the Fédération Aéronautique Internationale (FAI), based in Lausanne, Switzerland, which is the governing body for all sport aviation activities around the World.

Pilots who have reached an acceptable level of competence can enter contests where flying skill, decision-making ability, and understanding of weather conditions and processes must all be used to achieve success. New Zealand annually holds National Championships and three Regional championships in the full range of FAI competition classes. There are also a number of more informal local events.

The basis of competition is average speed over predetermined courses that are set on a daily basis having regard to the weather conditions. Courses generally range from about 200 to 400 km in length and typically take two to four hours to complete. Average cross-country speeds

of 120 km/h are not unusual, and highly skilled pilots may exceed 160 km/h in particularly good weather conditions.

A handicap system operates against those flying higher performance gliders to help ensure that allocation of points is based as completely as possible on pilot skills alone. Contests are strictly amateur in nature, and no material rewards (other than possession of trophies until the next contest) are provided.

A sequence of four World Gliding Championships, sanctioned by the FAI, are held over every two years providing events for Juniors (under 25), Women, and PW5 World, Club, Standard, 15 Metre, 18 Metre, and Open Class gliders.

New Zealand pilots were World Champions in 1995 and in 2003.

2.2 *Safety regulation of gliding*

Technical administration of gliding as a sport was established in New Zealand with the formation of the NZ Gliding Association (NZGA) in 1947. At that time the Director of Civil Aviation was instrumental in setting up a Technical Committee, being “an approved body of six persons, recognised by the Director of Civil Aviation as competent to make decisions on matters pertaining to gliding in New Zealand within the scope of Civil Aviation Regulations and Requirements.”

The modern manifestation of this autonomy is CAR Part 149, Aviation Recreation Organisations – Certification, which came into being in 1997. The NZGA was renamed Gliding New Zealand (GNZ) in August 2000. GNZ holds a certificate under CAR Part 149 that allows it to conduct flying training courses, conduct competency assessments, authorise glider maintenance, and to administer the associated personnel certification processes. In so doing, various key people hold delegations from the Director Civil Aviation.

GNZ has in effect set its own rules and procedures, and monitors and enforces their implementation by its affiliated member clubs and commercial organisations. That this situation has been permitted, and in fact encouraged, by the Civil Aviation Authority over many years, must be seen as an acknowledgement of the professional standards imposed by GNZ.

2.3 *Structure of gliding operations in New Zealand*

More than any other aviation pursuit in New Zealand, gliding is a group activity. In a practical sense, no gliding operation can function without a team environment. Even a single flight requires more than one person, to help assemble the glider, to position it in preparation for launch, to drive the winch or fly the tow-plane, and to direct and assist with the launch. In the not uncommon event of the aircraft being landed somewhere other than the home airfield, a crew is needed to retrieve both the glider and the pilot.

The recent advent of self-launching motor-gliders has to some extent reduced this need for the team approach, but less than 5% of the gliders in New Zealand have this capability. Also, because of their relatively high cost and complexity, these aircraft are unsuited to the training environment.

There are 26 gliding clubs and 3 commercial gliding operations in New Zealand, located from Southland to Kaitaia. They are based close to the large urban centres of Auckland, Wellington and Christchurch, and also in rural centres such as Omarama, Timaru, Hastings and Matamata.

These groups are administered as autonomous organisations, usually Incorporated Societies, with their own management structure. However, primarily for safety regulation purposes, they

must all affiliate to GNZ and operate to the standards defined by GNZ in its Manual of Approved Procedures and Advisory Circulars. GNZ officers issue glider pilot certificates, instructor ratings and engineer approvals, and administer the FAI award system for gliding within New Zealand. The GNZ Executive Committee facilitates the provision of training courses and generally provides support and advice to affiliates, but it does not directly involve itself in their administration or in day-to-day operations.

Clubs are self-funding. Income comes from membership fees and from fees charged to members for use of club equipment (e.g. hire of gliders, launch fees). Capital improvements are usually funded by sale of existing assets, loans, grants, raffles, working bees, etc.

Training is provided to club members free of charge by all clubs - fees are only charged for the use of equipment, which is usually at the same rate regardless of whether it is used privately or for instructional purposes. Few clubs have paid employees, and where these do exist, they are usually part-time.

After a long gestation period, commercial gliding activities have developed a market niche at Omarama in the Mackenzie Basin, offering cross-country training and adventure flying to the public. They complement the club structure, providing specialised mountain flying courses for both New Zealand and visiting foreign pilots and on-demand service to the New Zealand public and general tourists who wish to try gliding.

2.4 Gliding New Zealand Incorporated (GNZ)

The primary object of GNZ, as set out in its constitutional rules, is:

"The promotion and encouragement of flight of aircraft for gliding and soaring activities, through the medium of Clubs and other organisations for the benefit and in the interests of the New Zealand public..."

The governing body of GNZ is the Executive Committee, which consists of the President, the Vice-President, three elected members, the immediate Past President, the Executive Officer and the Treasurer. The Executive Committee meets at regular intervals to deal with GNZ business. The Executive Officer and the Treasurer have no voting rights.

The role of the Executive is to: handle issues of national importance; provide policy direction; liaise with both Government and non-Government bodies on a national basis; ensure New Zealand is represented in the international arena; set, promote, and monitor safe flying and airworthiness practices; and, generally to support and promote the sport wherever possible.

The Executive Officer oversees the day-to-day management of the sport, especially in relation to regulatory issues, and secretarial duties.

A number of individual national officers and sub-committees operate more or less autonomously and on a voluntary basis. They report directly to the Executive as appropriate and to the movement as a whole at the AGM. The Executive proposes national officers and committee chairpersons to the AGM, and committee members are appointed as necessary.

There are individual national officers and committees variously responsible for:

- Membership registration and document archiving
- Airworthiness, including Engineer approvals
- FAI awards & qualified glider pilot certificates
- Operations, including instructor and tow pilot ratings

- Publicity
- Sailplane Racing
- Airspace
- Quality assurance
- Web site

A Medical Advisor provides assistance on medical issues, as required.

2.5 Funding of GNZ

GNZ has a total annual expenditure of the order of \$100,000. About 80% of this is funded by affiliation fees levied on its members. The remainder is funded by grants and sponsorships, the largest of which is from SPARC. To assist with international competition costs, significant grants are also provided to selected pilots from trusts established by dedicated individuals or as memorials to past competition pilots.

However, this does not fairly represent the costs of carrying out the functions required to manage the sport, as many of the costs incurred both by Executive members and committee members are met by those individuals. Further, many of the costs associated with advanced coaching and cross-country training are met by the individuals involved, and do not therefore appear in the GNZ accounts.

The Operations Officers, who provide instruction/coaching support to the clubs, are provided with limited funding to assist with their expenses. The SPARC funding is used primarily to support these officers.

Members of the Executive and other committees receive reimbursement for travel and any other significant expenses. The Treasurer receives an honorarium. The Executive Officer is a part-time contractor.

As demographics change, GNZ and its affiliates are meeting increasing difficulties in finding competent volunteers to manage activities. Given these difficulties, the demands of the Civil Aviation Rules and the increasing need for more professional event management; it seems inevitable that the movement will need paid staff before long.

2.6 International affiliation

GNZ is a full member of the International Gliding Commission (IGC) of the FAI. The IGC is responsible to the FAI for control and management of the sport internationally. The IGC President is currently a member of GNZ and other New Zealanders fulfil the roles of chairperson of the IGC Sporting Committee (responsible for the international Sporting Code), and the IGC Membership Committee.

2.7 International competition

Gliding New Zealand provides a small sum, being interest from trust money, to assist teams attending world gliding contests. Typically that comes to less than 10% of each individual's costs, and nothing has historically been available to the team manager. Significant funds are also provided by direct donations to selected pilots.

International competition funding is now focused on supporting a small number of pilots attending specific events. This is partly due to the funding restrictions and partly due to the number of events that are now on the international calendar.

3. WHERE WE ARE NOW

3.1 *Strengths and weaknesses*

There are many aspects of gliding in New Zealand that are recognised as being “good”. These include:

- New Zealand provides excellent gliding conditions.
- New Zealand has a mature and experienced base of pilots.
- GNZ provides administration and training support for its members and enjoys a high degree of self governance.
- Camaraderie is a key part of the sport.
- Self motivated volunteers form the backbone of the sport administration.
- It is an asset rich sport.
- International badge and award systems are available to recognise and reward achievement.
- It is an easily accessible form of aviation.
- It is easy to “brand”.
- The sport embraces the latest in technology – in the gliders, in administrative systems and in its communications systems.
- GNZ has a user friendly and professionally maintained web site.
- GNZ has a high quality official magazine, published six times per year.

There are also many things about gliding, or surrounding gliding, that are not good or that create specific threats to the sport:

- “Solo” flight is end of the “journey” at many Clubs.
- There remains a lack of visibility to the public.
- There is often a poor balance between trial flights and training flights for members.
- Student pilots often have to contend with multiple instructors for their training.
- Public relations on many club gliding sites are poor.
- Volunteers are usually under time pressure.
- There is a general tendency for more and more airspace to become controlled.
- Instructional standards are variable.
- The needs of “club” pilots sometimes conflict with the needs of “competition” pilots.
- Social and family changes and changes in work patterns often have an adverse impact.
- There are many competing activities for leisure time.
- It is an individual male dominated sport (as is most of the rest of aviation).
- Trial flights are generally not fulfilling for instructors.

3.2 *The statistics*

Charts indicating trends in membership and activity are presented in Appendix 1.

Key points from these charts:

- Total annual launches are about 20,000 but have dropped 7% over the last two years.
- Trial flights decreased by 27% over the same period, dropping from 17% of all flights to 13% of all flights.

- Youth flights (18 and under) make up about 5% of all flights.
- The number of flying members has declined 8.4% over the past 10 years.
- The number of junior members has increased over the last 5 years.
- There are more members over 50 years of age than under 50, with the crossover occurring in 2000.
- The number of members over 50 is relatively steady, but the number under 50 is declining steadily.
- The average age of instructors is 56.
- The average age of all members is now 52 and rising.
- The average time in the sport of those leaving is between 5 and 6 years.
- 37% of those leaving, do so after less than 2 years in the sport.
- Two-seat gliders make up almost 25% of total gliders registered in New Zealand, with the proportion of high performance models growing significantly from 20% to 32% over the last 5 years. This signifies increasing investment in new training aircraft.

3.3 *Strategic planning sessions*

A two-day planning session took place at the Matamata Soaring Centre on the weekend of 1-2 April 2006.[‡]

There were 26 people at this planning session, representing the Executive and most of GNZ's officers and committees, plus key people from nine affiliated member organisations.

Membership retention emerged as the key problem to solve, with the top three most influential factors to improve this being:

- Quality of training.
- Club culture.
- Member development.

These factors are expanded in Appendix 2.

A new model for club operations to address these factors was proposed. This involved keeping the existing club model but adding a new commercial arm using club equipment mid-week. Clubs would supply equipment to the commercial arm at reduced rates and the commercial arm would do club administration for a charge. The commercial arm would act like a small business (creative, innovative) and be motivated because income would depend on it.

Smaller clubs would use the facilities and courses of larger clubs and their commercial arms for specialist training. It was believed that, in time, this would lead to:

- Professional clubs.
- Big clubs.
- Smaller clubs supported by the others.
- Specialised commercial facilities.

Barriers to progress were identified:

- Fractured structure of some clubs (eg nobody to answer the phone, greet visitors).

[‡] "Report on Strategic Planning Session", compiled by the, GNZ Executive Officer, 25 April 2006.

- No incentive for club members to respond to visitors.
- Negative reaction to professional label within clubs.
- Start-up costs.
- Lack of acceptance that a change is needed.
- Lack of clarity re legal issues – some CAA Rules, commercial structures, insurance.
- Technology – some parts of gliding not using all opportunities.
- Understanding at club level as to how the changes can happen.
- Lack of buy-in by all clubs (especially those not present at the planning session).
- Lack of working examples.
- Lack of system to identify where we are losing contact.
- Lack of system to deliver training syllabus.
- Managing growing expectations (Grand Prix image versus reality of old two-seater).
- Need to manage within the resources/market that we actually have.
- Potential withdrawal of volunteer services.

How we would make it happen:

- Professionalise present club management (need ‘horses for courses’).
- Show how it works elsewhere (eg UK).
- Clarify the legal position re professional instructors, commercial entities, liability.
- Document how it might happen.
- Facilitate the set up of one or two working examples.
- Identify business risks and effects on GNZ of failure.
- Discussion forum on website.
- FAQ on website.
- Communication programme emphasising this should not diminish the existing club system – is to support/enhance.
- Provide facilitator to help club/commercial relationship.
- Encourage professionalism throughout NZ gliding.

3.4 Further strategic discussions

As many South Island clubs were not represented at the April planning session, a briefing and discussion was held at Omarama on 18 November 2006, at the conclusion of the South Island regional gliding championships.

15 key people from 8 clubs participated in 3½ hours of discussions. It was apparent that most of the South Island clubs were very small, and any progress would depend on support from the larger ones. The concept of a “journey” for new members was proposed, instead of the usual “destination” of merely going solo.

The “journey” would be initiated by clubs doing the initial training. This would be followed up by more advanced and concentrated courses provided by the larger clubs and commercial organisations, using collective resources. Elements of the “journey” as set out by the Omarama meeting are shown in Appendix 3.

A “Presidents’ Forum” was held at the GNZ AGM in Wellington in June 2007. This traversed many of the same issues that had been discussed at Matamata and Omarama in the

previous year. The forum was useful in that it provided an opportunity for more people to discuss the issues, and reinforced the general way forward that had emerged from Matamata and Omarama.

3.5 *Milestones achieved during the last five years*

- Membership, qualification and FAI badge records were centralised.
- GNZ Manual of Approved Procedures, Advisory Circulars, forms and other documents were collected, controlled and made available for download from the GNZ web site.
- The “Big Day Up” was established as an annual national promotional event to facilitate and coordinate the efforts of local clubs.
- The establishment of “Youth Glide” groups during 2006 and 2007 by the Otago and Canterbury gliding clubs respectively resulted in a significant increase in junior members. [This concept captures and inspires young pilots by providing them with high quality training at highly subsidised cost. It is founded on the notion that flying combines the fun and excitement that young people crave, with the fundamental need for self discipline. It involves a return of service, whereby the young people help around the airfield and camp ground during flying camps and competitions. The Mission Statement, Aims and Objectives of Youth Glide Omarama are presented in Appendix 4.]
- A promotions plan was established.
- The IGC’s new Grand Prix gliding concept was taken a very significant step forward in the qualifying event in New Zealand in January 2006, with the adoption of state of the art technology developed in New Zealand. This was followed by the highly successful World Grand Prix Gliding Championship final in New Zealand in December 2007.
- Gliding cross-country courses were established by the Canterbury Gliding Club in 2006 at Hororata and Omarama, complementing those established at Matamata some years earlier. These courses continue to enjoy wide participation by pilots from smaller clubs.
- A new high quality official magazine, “SoaringNZ” was established, its first issue being published in late 2007.
- A new GNZ web site, with professional management, was established in 2008.

4. GUIDING PRINCIPLES

4.1 *Previous Mission Statement*

In strategic planning in 1999, the following Mission Statement was developed and used to guide a series of initiatives:

“Delivering Gliding Opportunities in New Zealand.

4.2 *New Mission Statement*

A new statement has now been adopted, which addresses the *quality* of the gliding opportunities to be offered, as well as the desire to *increase participation*:

“Delivering high quality gliding opportunities to more people.”

4.3 General principles of operation

GNZ will ensure, through teamwork and professional attitudes that all gliding operations are conducted safely and efficiently in accordance with the following general principles:

- SAFETY: GNZ will not compromise on safety.
- COMPLIANCE: GNZ will comply with all relevant legislation.
- QUALITY: GNZ will continually improve the quality of gliding operations.
- SPORT: GNZ will value and recognise members' commitment to fun, adventure, camaraderie, and equal opportunity provided by participation in the sport of gliding.
- INTEGRITY: GNZ will maintain the highest possible ethical standards and sportsmanship, and will comply with the policies of Drug Free Sport NZ.
- COMMUNICATION: GNZ will consult with its members and be responsive to their needs.

5. OBJECTIVES AND STRATEGIES

5.1 Objectives

Two core objectives flow from the Mission Statement:

- Improve the quality of the gliding experience.
- Grow participation in the sport.

These objectives are compatible with SPARC's Investment Objectives, which are:

- More New Zealanders will be physically active in sport and recreation.
- More New Zealanders will participate in supporting and delivering sport and recreation.

5.2 Strategies

Several broad strategies to achieve these objectives flow from the planning sessions discussed above:

- Enhance promotional efforts.
- Promote and support Youth Glide.
- Adopt the "journey" approach to pilot development.
- Provide a more structured suite of standard training materials.
- Facilitate the running of concentrated basic and cross-country training courses.
- Encourage 7-day operations at gliding sites that are close to population centres and at prime soaring locations.
- Strive to reduce the impact of controlled airspace on gliding.
- Support NZ participation in World Gliding Championships.
- Encourage clubs to operate as businesses.

6. ANNUAL PLAN

6.1 Key activities

Key activities over the next twelve months in support of the above strategies are:

1. Continue the annual “Big Day Up” promotion, and develop at least one new promotional initiative.
2. Facilitate generation of standard criteria for the establishment and branding of the Youth Glide model.
3. Produce a brochure setting out the “journey” approach to pilot development.
4. Generate a standard questionnaire for clubs to ascertain the individual goals of their members.
5. Facilitate the further development of “fact sheets” for use in basic training.
6. Continue to pursue CAA rule changes to allow remuneration of gliding instructors without the requirement for a Commercial Pilot Licence.
7. Complete development of the on-line membership database, providing tailored and secure access to club administrators and individual club members.
8. Modernise the GNZ constitutional rules.

6.2 Outcomes and targets

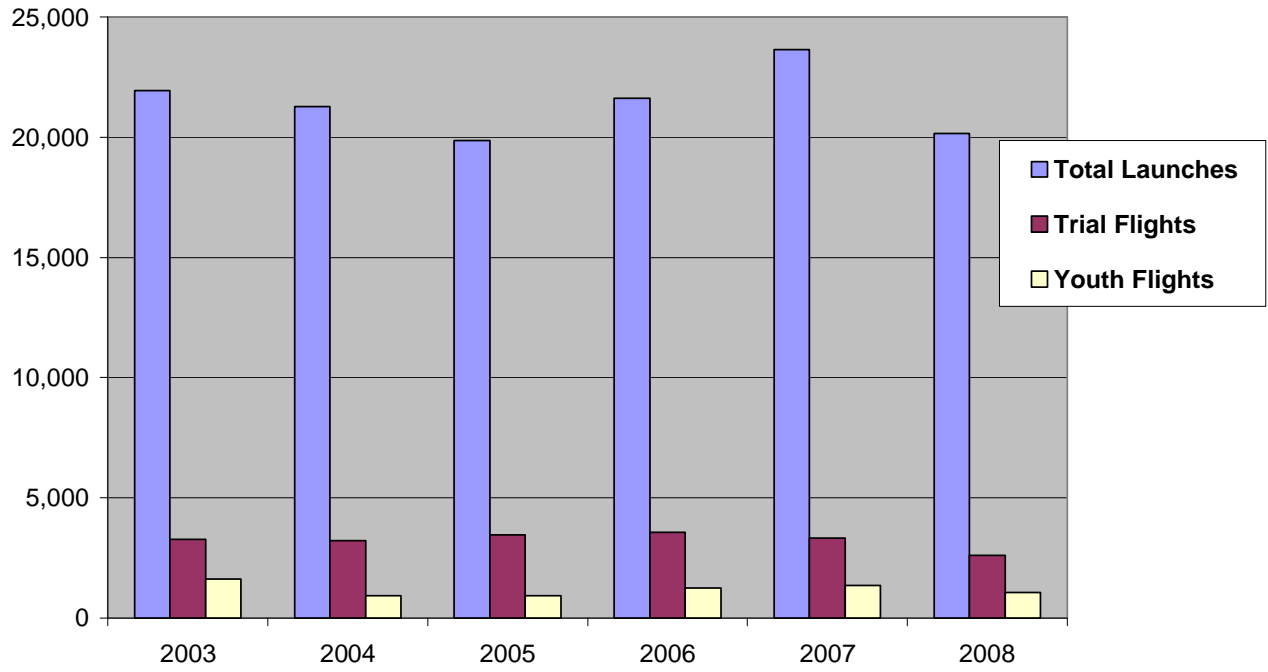
Outcomes and targets agreed with SPARC for the 2009-2010 year are:

<i>Outcome</i>	<i>Target Measure</i>
Increased profile and public awareness	<ul style="list-style-type: none"> • 20% increase in web site visits over baseline • At least six different gliding stories in NZ print or TV media • Annual “Big Day Up” event delivered and one new initiative developed • At least one top-5 placing in International competition. Result profiled in media. • At least two World records achieved by NZ pilots. Results profiled in media.
Membership maintained	5% reduction in members leaving from 2008/09 figure.
Participation increased	2% increase in new members from 2008/09 figure.
Increased number and higher standard of instructors	10 new instructor approvals or upgrades issued.
Basic training materials and Advisory Circulars further developed	Five new ‘Fact Sheets’ or Advisory Circulars developed and distributed to clubs.

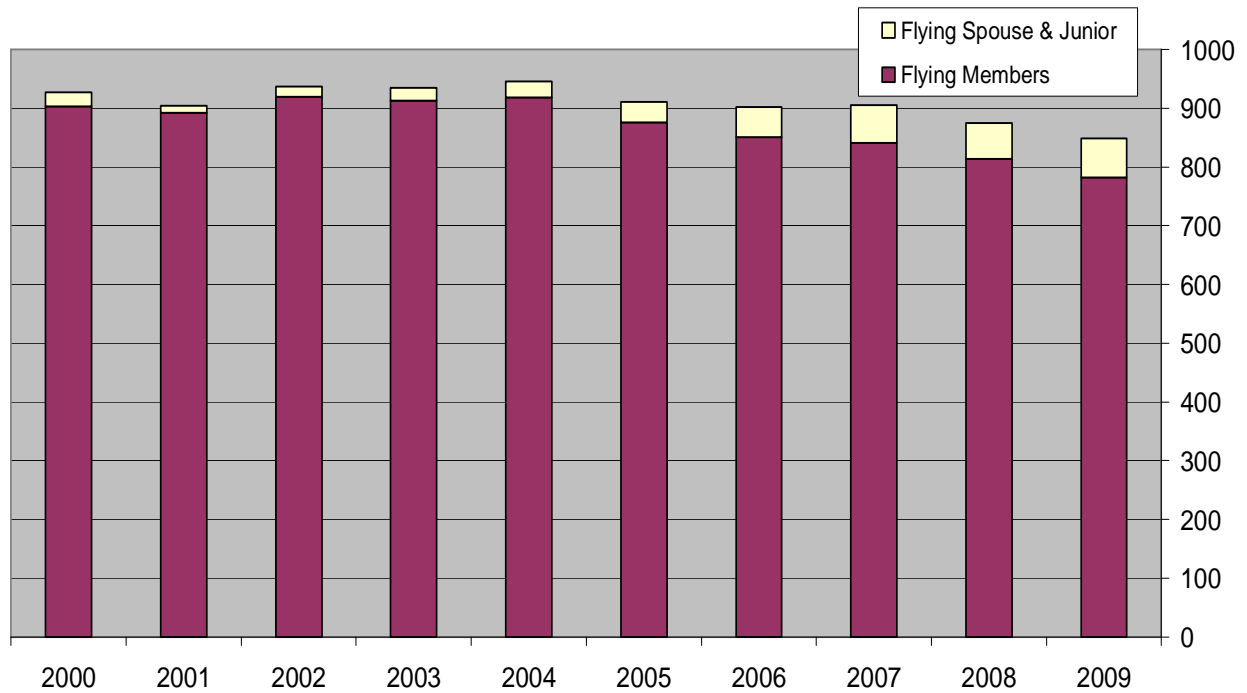
APPENDIX 1

Statistical Trends

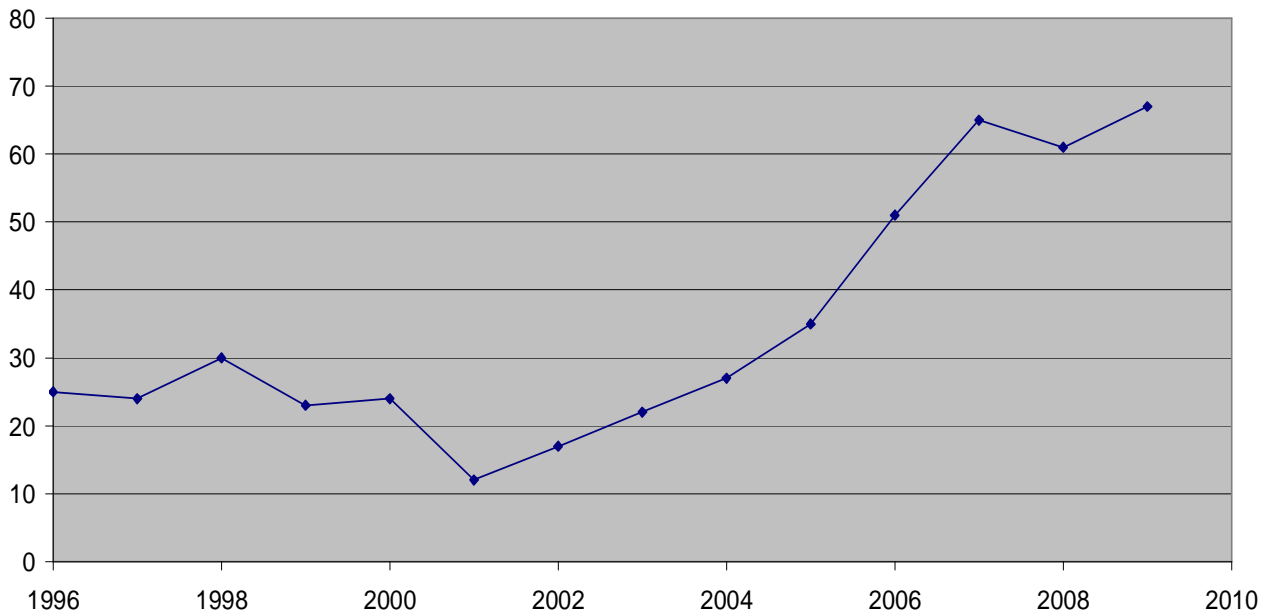
Six-Year Launch Comparison



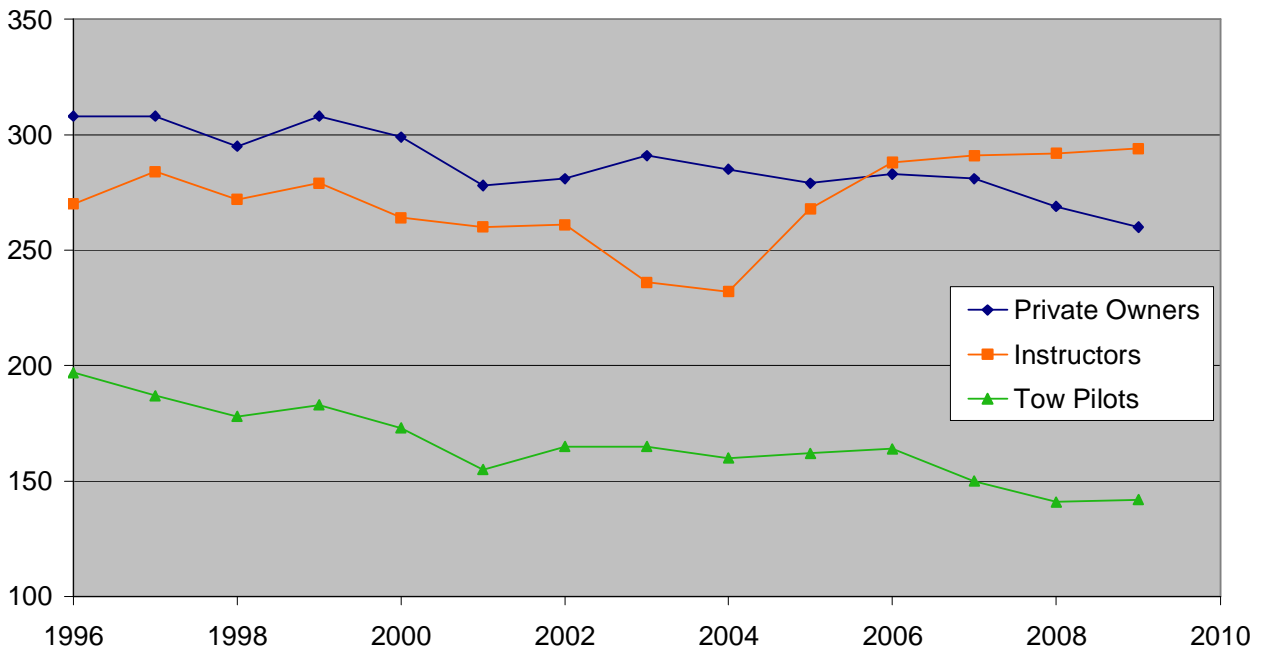
Number of Flying Members



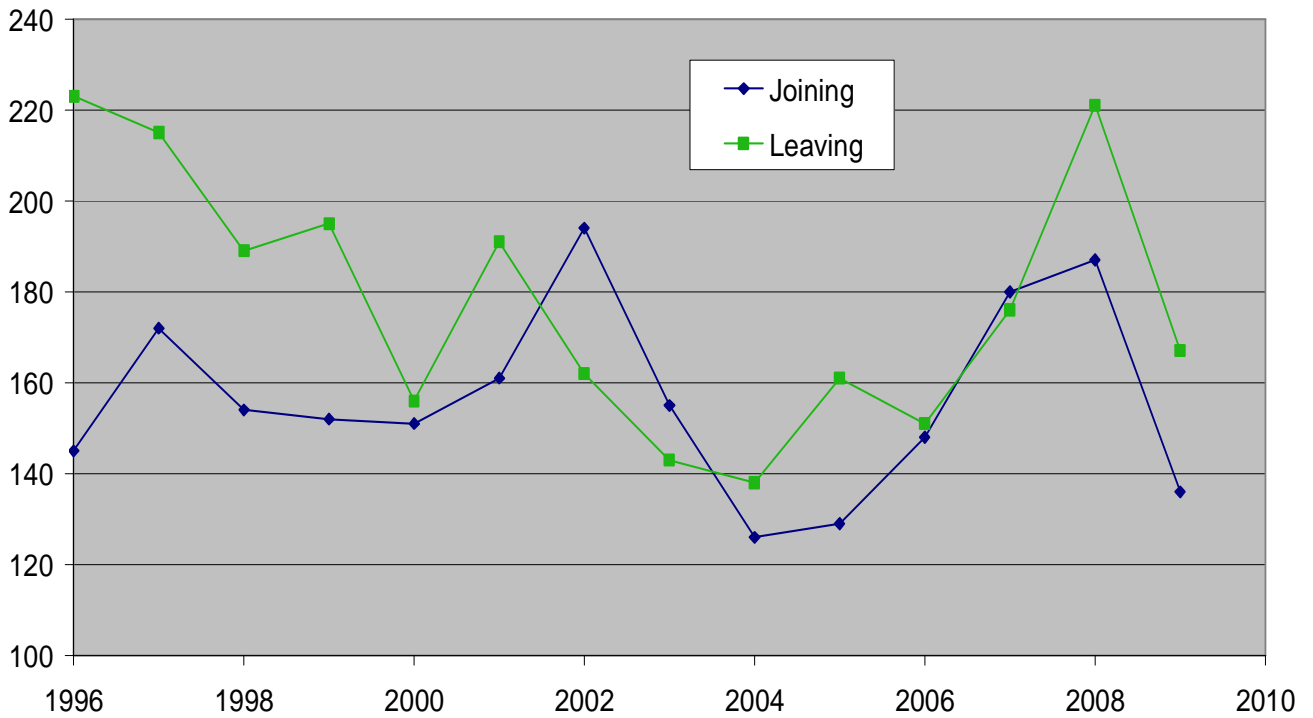
Number of Flying Spouses & Junior Members



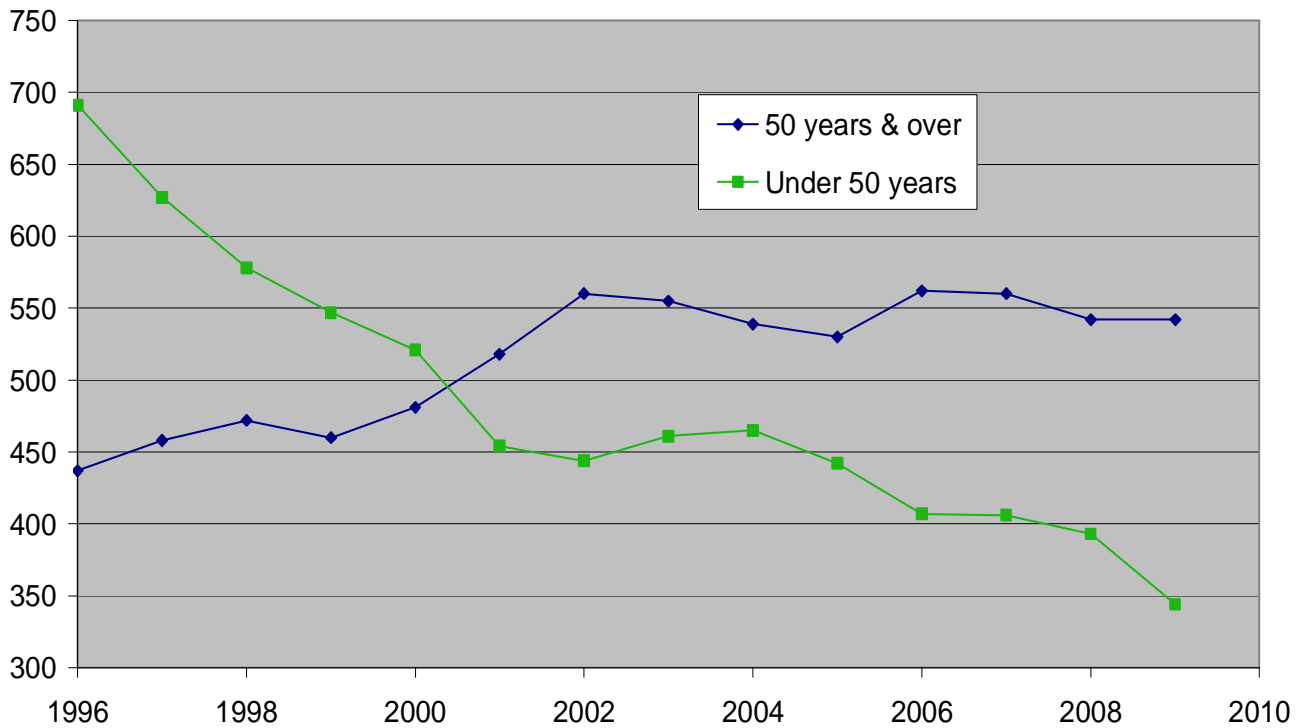
Number of Pvt Owners, Instructors, Tow Pilots



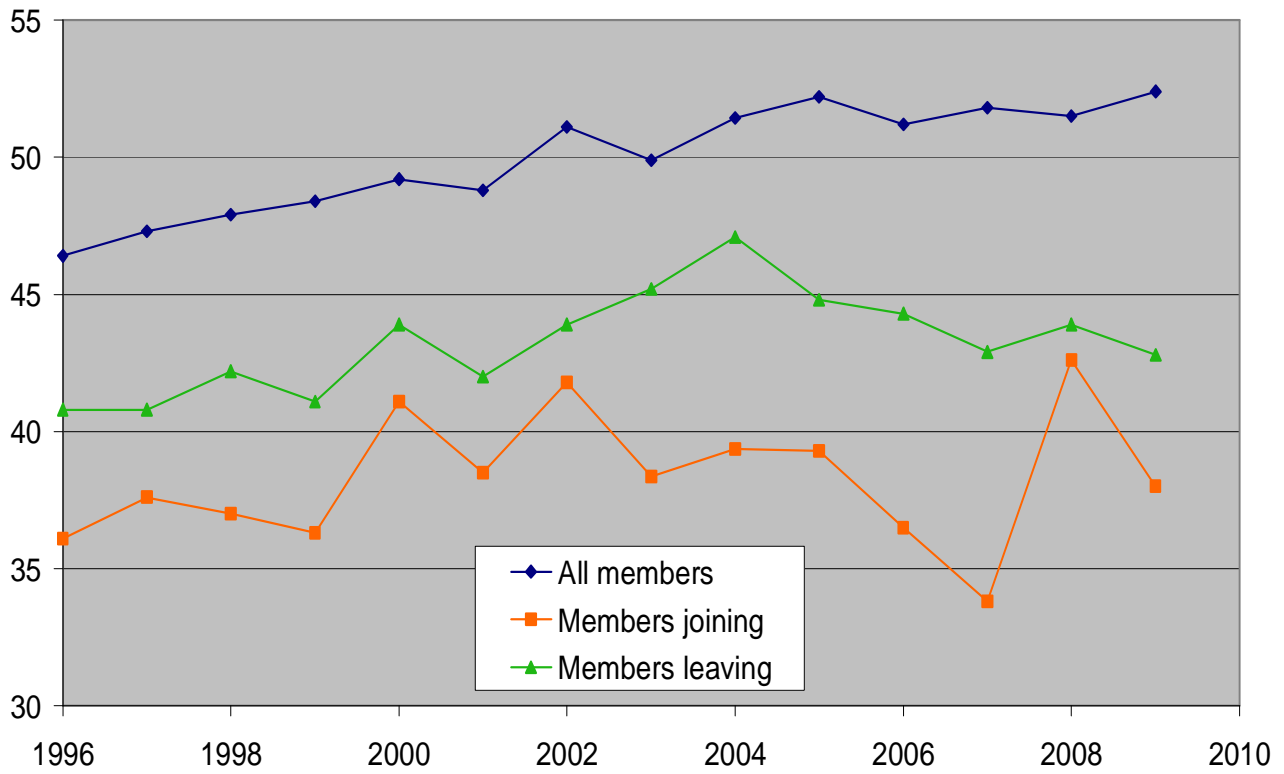
Number of Members Joining & Leaving



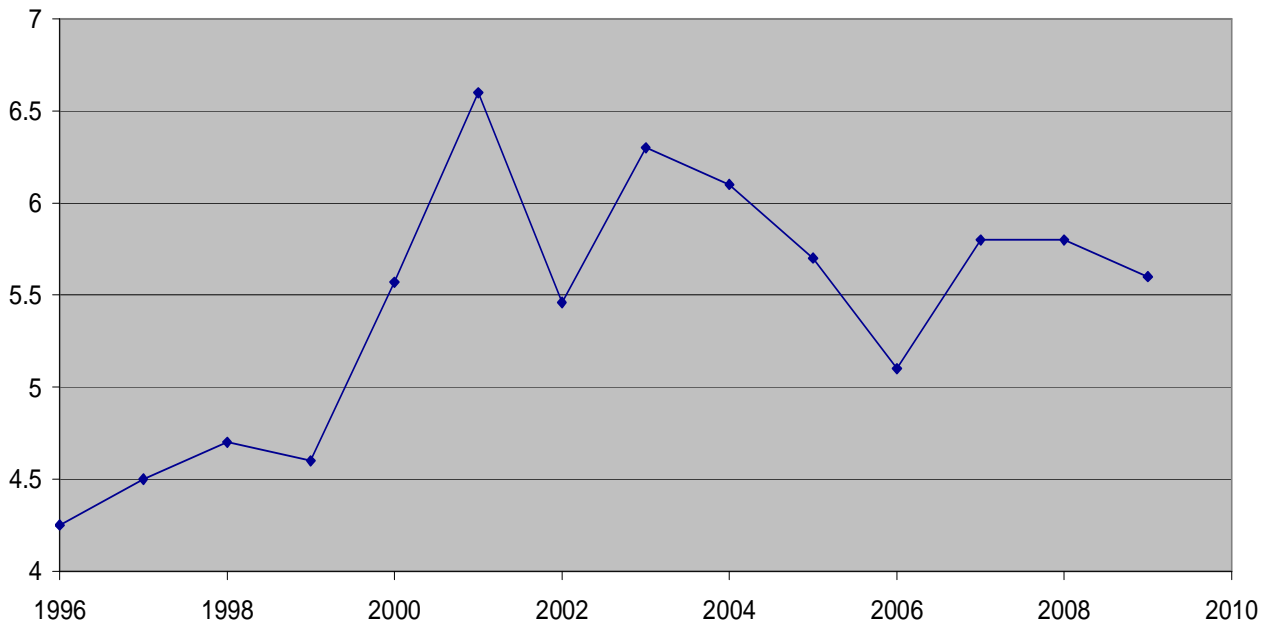
Number of Members by Age



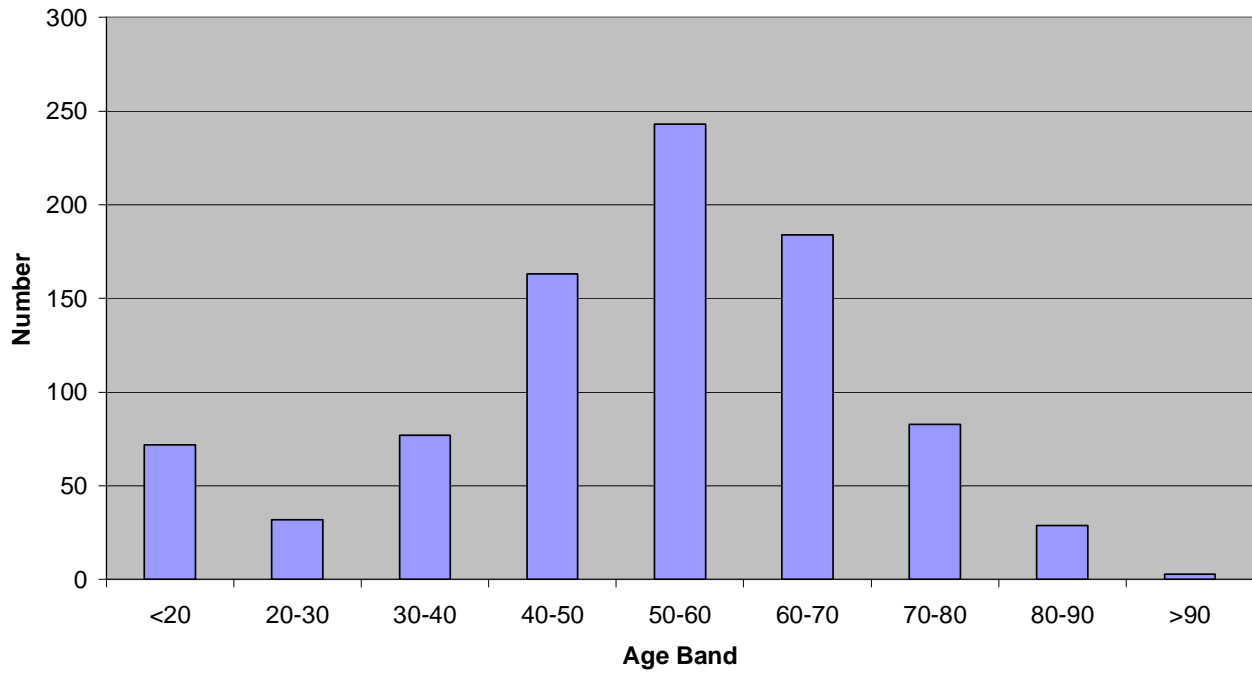
Average Age



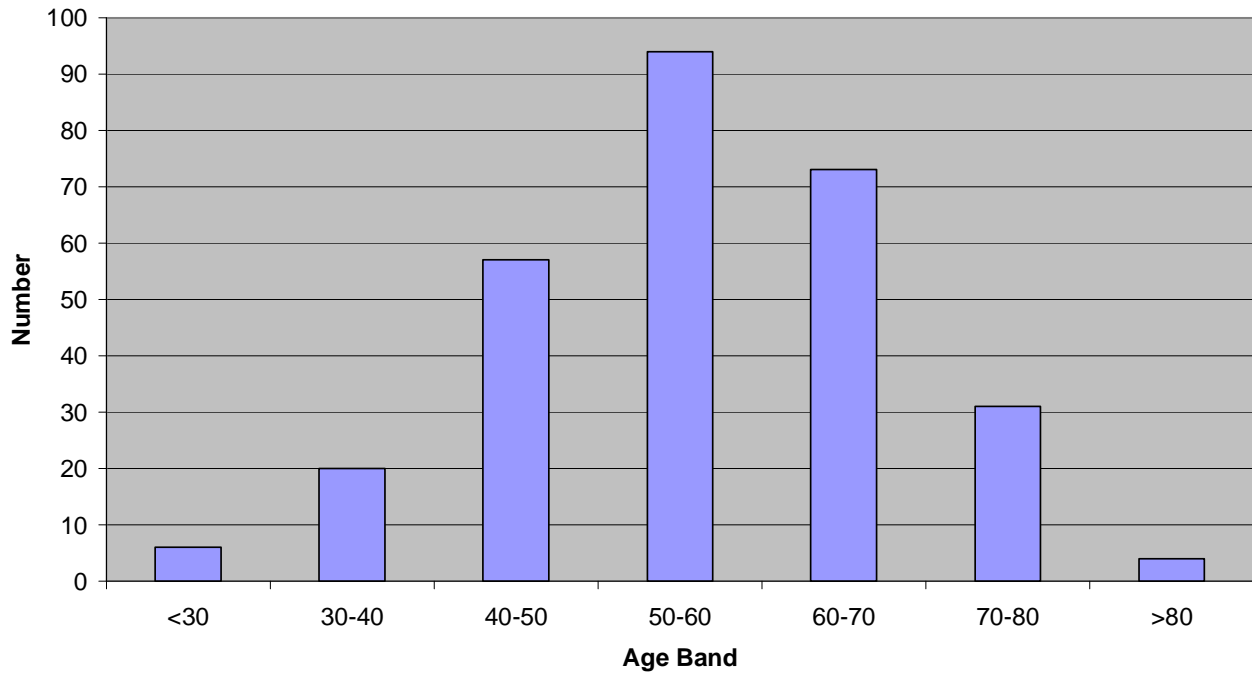
Average Years in Sport of those Leaving



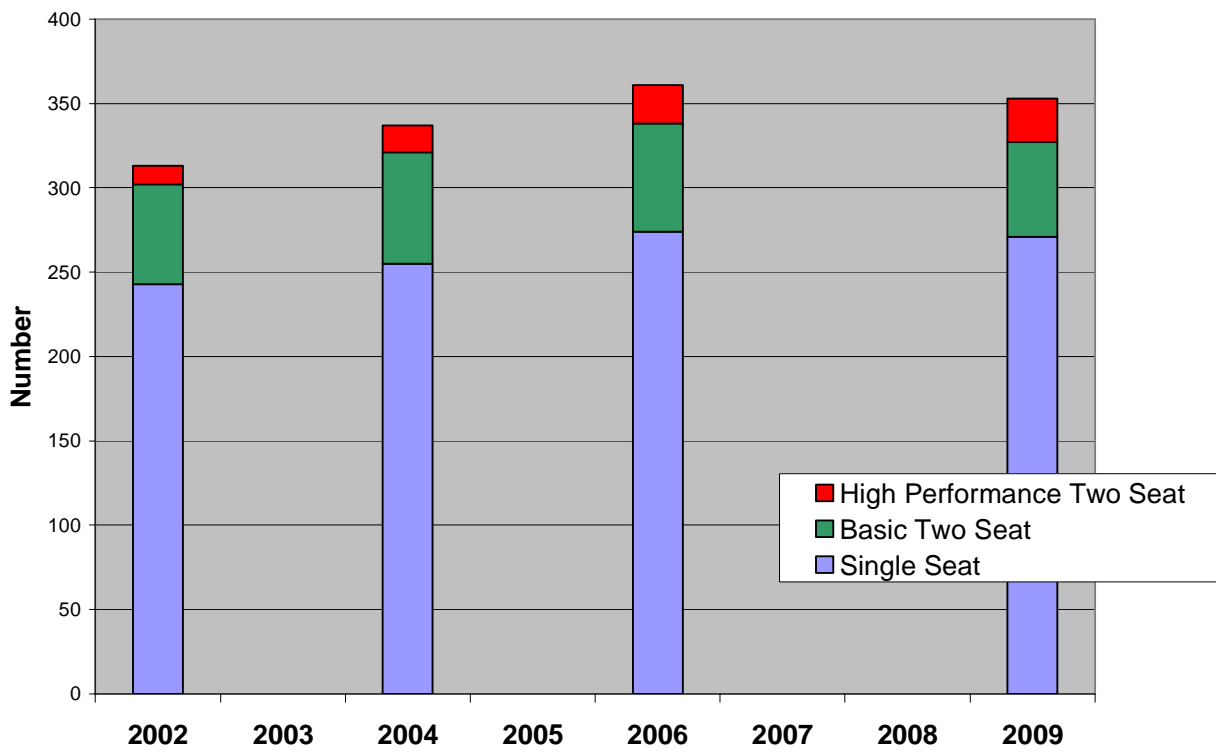
Member Age profile at 31 March 2009



Instructor Age Profile at 31 March 2009



Gliders Registered



APPENDIX 2

The most influential factors for improvement in member retention:

1 Quality of training

- Provide services for people who have the money but not the time.
- Provide centralised training facilities, using professional instructors.
- Provide ability to pay club instructors without need for CPL.
- Provide structured training in groups (efficient use of Instructor time).

2 Club culture

- Club officials (President, CFI, Executive) must understand their responsibilities and have mandate to act.
- Ensure these jobs held by the ‘right’ people (right skills).
- Committee must not be too large (large committees don’t make decisions).
- Provide upskilling/networking opportunities for CFIs and Presidents.
- Provide facilities/events for non-flying activities (opportunity for spouse/family involvement).
- Deal with the negative personalities.

3 Member development

- Provide one-on-one buddy system at club level and also at instructor level.
- Improve ground facilities (eg media, simulators, SeeYou programmes).
- Provide cross country development (eg support commercial courses, weekend comps, Regionals, Nationals, away camps).
- Set cross country goals and provide mentoring.
- Provide gliders suitable for cross country training.
- Paid National Coach.
- Youth camps & comps.
- Girls!

APPENDIX 3

The “Journey”

<p>INTRODUCTORY PERIOD</p>	<ul style="list-style-type: none"> • Recruitment (promote to hang glider pilots & aero clubs, advertise for “new members”) • Experience of flight (define expectations) • Introduction to soaring 	<p>JOIN CLUB</p>
<p>TRAINING PERIOD</p>	<ul style="list-style-type: none"> • Go solo • Convert to single-seater • ABC badges • Cross country clearance • Passenger rating 	<p>EXPERIENCE CLUB ATMOSPHERE</p> <p>Help on ground Committee role Camaraderie</p>
<p>DEVELOPMENT PERIOD</p>	<ul style="list-style-type: none"> • Away camps • Cross-country course • Mentoring • OLC challenges – fastest or longest flight of season • Sharing knowledge - instructing 	

Promote by:

- GNZ brochure setting out the “Journey”
- Web site
- Common calendar of club events, away camps etc

APPENDIX 4

The Youth Glide Model

Our Theory

“Flying combines the fun and excitement which young people crave with the fundamental need for self discipline which when learned is inevitably carried forward into other aspects of a person's life”.

Mission Statement

Using the sport of gliding to inspire & develop young people's imagination, character and self determination with the excitement and possibilities of flight as a lifelong adventure sport or a fulfilling career prospect.

Aims & Objectives

- Introduce young minds to the potential of aviation.
- Develop self-confidence / motivation / self-discipline & boost self-esteem.
- Develop more positive teenager relationships with adults.
- Safely introduce youth to an adventure sport.
- Enable youngsters to realise their potential for achievement.
- Encourage women into flying as a sport or as a career.
- Inspire youngsters with technology; bringing mathematics and physics alive.
- To provide young people with an exciting alternative activity.
- To be available to all young people regardless of their religion, gender, ethnicity and social background.

Spread the Word

- Identify a youth leader in your club
- Commit club resources
- Arrange funding
- Identify youth in your community.
- Expose the youth to the best available soaring
- Continue to follow thru.