

DEVELOPMENT AND MEMBERSHIP PROGRAM

Playbook

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1. INTRODUCTION

The purpose of this document is to provide a comprehensive overview of the various programs available through the FIS Development and Membership departments.

Whether you are a long standing or a new member of FIS, this playbook is designed to help you navigate and make the most of the opportunities we offer. We aim to support your development and enhance your membership experience through clear and accessible information.



FIS DEVELOPMENT



2.1 FIS DEVELOPMENT PROGRAMS (FDP)

The aim of the FIS Development Programs (FDP) is to enhance the knowledge, capacity, skills, and competencies of National Ski Associations (NSAs) through structured training and educational activities, with the goal of advancing FIS disciplines within their respective countries.

The FDP are divided in three pillars:

- Development Training Camps, Seminars, Forums and/or Orientation sessions
- Development Training Clinics
- Development Coaches' Seminars and Mentoring Programs

2.1.1 DEVELOPMENT TRAINING CAMPS

The Development Training Camps, Seminars, Forums, and Conferences are specially designed activities held at selected locations in cooperation with FIS World Championships (WSC) candidates and organizers, where the appropriate facilities are utilized to meet the needs of the participants.



Each candidate and the elected organizers of FIS World Championships must provide the number of training days as stipulated in the [Rules for the Organisation of FIS World Championships](#).

The Development Training Camps replace the previously referred to 'Free Training Days.' This key initiative by FIS supports the development of athletes and coaches. While FIS coordinates the delivery in partnership with the participating NSAs, the candidates/organizers are responsible for providing the following arrangements for participating athletes and coaches: full-board accommodation, ski passes (if required), and access to training sites.



Training days are calculated based on provisions for one athlete/coach per day. For example, a 5-day development camp for 20 athletes equals 100 training days.

NOTE: Eligibility criteria, available participation, and other relevant details will be clearly communicated via the Development HUB. Appropriate communications for each of these activities will be sent to the NSAs accordingly.

2.1.2 DEVELOPMENT TRAINING CLINICS

The Development Training Clinics are activities organized by NSAs at selected locations and regions, with the cooperation of FIS, where the appropriate facilities are utilized to meet the needs of the participants.

Development Training Clinics' allow NSAs to increase development activities and offer more appealing training and education sessions. With it, all FIS members can organize and participate in different development activities, exchange ideas and knowledge, improve specific sports skills, etc.

2.1.3 DEVELOPMENT COACHES SEMINARS

The Development Coaches Seminars are activities organized in conjunction with the training camps and clinics as well as separate tailor-made activities, with specific education partners.

2.1.4 ELIGIBILITY FOR THE FIS DEVELOPMENT PROGRAMS (FDP)

FIS Members with one and two votes are automatically eligible to participate in all FDP. FIS Members with 3 votes may be invited to join specific FIS Development Training Camps and Clinics, as well as other available activities of the FIS Plus Program.

FIS Associate Members have access to specific programs designed to support and build the capacity of the respective NSAs (e.g., the FIS Start Program). Where applicable, they may also be invited to participate in other FIS Development Programs.

The status of FIS Development Program Members will be updated at each FIS Congress, according to the [FIS | Statutes](#) articles 8.3 and 8.5.

2.2 FIS DEVELOPMENT FINANCIAL SUPPORT

A financial contribution of CHF 5,000 will be provided to FIS Members (1 vote per NSA only) for their individual training programs each September, credited to the FIS National Ski Association account. Members are free to use this funding for their own training activities, the purchase of ski and snowboard equipment, or for organizing races.

2.3 FIS MENTORING PROGRAM

Over the [FIS Mentoring Program](#), FIS is offering to the female coaches and sport managers two programs:

- The [Women Lead Sports](#) (WLS) program aims to provide participants with skill-building opportunities in communication, negotiation, and networking, while also fostering the development of self-confidence and a personal leadership style for female Para Sport leaders and male gender equality advocates at both national and international levels. The program is led by leadership coach Gabriela Mueller Mendoza, who has extensive experience within the sport ecosystem.

- [WISH Program](#) is a four-year initiative aimed at equipping 100 women for coaching at elite levels (Olympic, World Championship, and continental teams) by 2024. It will include four cohorts within the current quadrennium, with each cohort following a 21-month cycle.

2.4 FIS DEVELOPMENT PARTNER PROGRAMS

2.4.1 APEX2100 PROGRAMS

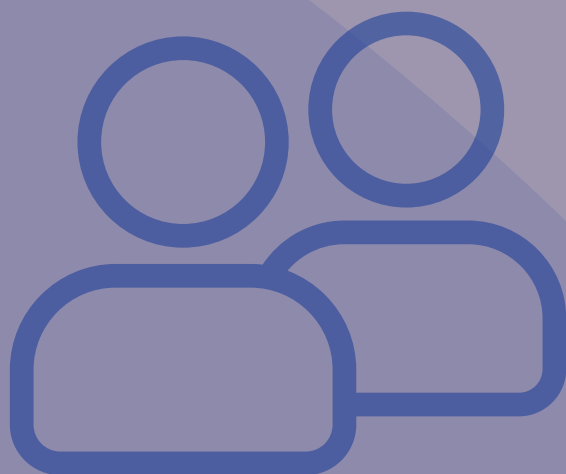
Apex2100 is the first official “[FIS Development Program Partner](#)”. Located in Tignes (FRA), [Apex2100](#) works with FIS to provide high level facilities and programs to support the FDP and its member NSAs.

Key elements of the partnership are as follows:

1. Coaches education camp – Female focused activity
2. “TOP GUN” week – Inclusive training activity involving both Olympic and Paralympic coaches alongside U16 athletes selected based on results from FIS CHI events.



FIS MEMBERSHIP



3.1 FIS MEMBERSHIP PROGRAMS

Established in 2024, the [FIS Plus Program](#) (FPP) and [FIS Start Program](#) (FSP) support NSAs with tailor-made programs designed to meet sport-specific needs. FIS Associate Members can now apply for support in their own activities. With this new direction, all 139 FIS Members are eligible for various programs and support. The main goals of the FPP and FSP are to support and contribute to activities that directly and/or indirectly benefit local and, ideally, regional efforts, combining developing and established NSAs. Additionally, any special projects or activities will be thoroughly evaluated and may be eligible for funding.

3.1.1 FIS PLUS PROGRAM (FPP)

The [FPP](#) is designed to support FIS Members in alignment with the [FIS Strategic Plan](#). NSAs can apply for financial support to enhance their organizations and ensure they are aligned with both their own goals and the FIS Strategic Plan. For each Olympic/Paralympic cycle, FIS will identify key priority areas that will be supported by the FPP.

3.1.2 FIS START PROGRAM (FSP)

The [FSP](#) is primarily established for FIS Members with one or two vote(s), and Associate Members. It is directly aligned with the [FIS Strategic Plan](#) and its priorities. Areas of support include governance, promotion of the sport, and equipment/support packages.

The main objective of the FSP program is to motivate Associate Members within FIS and contribute to their development at the national level by strengthening direct knowledge-sharing support, including administrative and sport-related assistance, as well as promoting the sport through various FIS campaigns.

3.1.2.1 FIS SHRED PARKS

The FIS Shred Parks will be a key project within the FIS Start Programs. FIS Shred Parks will be allocated to NSAs through an application process. The number of FIS Shred Parks allocated to NSAs will increase in the coming seasons, thanks to strong support from FIS Development partners. The application process will be conducted via the Membership HUB, where all required documents and details about the process will be provided.

3.1.3 BAUMGARTEN AWARD

The Baumgarten family established the [Baumgarten Award](#) in 1996 with the support of FIS. At that time, the family tragically lost their son, Matteo Baumgarten, in a car accident.



3.1.4 WORLD SNOW DAY

World Snow Day is about more than just skiing or snowboarding; it's about the environment that supports our sport—and our planet—that brings people of all generations together to connect with nature.



3.1.4.1 GOALS



The main goal is supported by several key objectives

- **Awareness**
Introduce children to the snow by giving them the opportunity to experience it firsthand and discover the various FIS disciplines.
- **Experience**
Provide all children with their first on-snow experience, guided by professional staff, to ensure a positive and successful introduction to snow sports.
- **Education**
Inspire children with educational content on sustainability, helping them understand the importance of protecting the snow for future generations who will enjoy it 40+ years from now.
- **Inclusion**
Promote skiing and snowboarding without barriers—ensuring that individuals of all abilities can fully participate in and enjoy snow activities.

3.1.4.2 CONCEPT

The content of the communication and promotion of the day should be focused on the following:

- **Target group** children and youth
- **Ambassadors** active or retired World Cup athletes
- **Chall challenge** social media engagement

3.2 FIS MEMBERSHIP EVENTS

The FIS Development Department, together with other FIS Departments, organize following events:

- FIS Summit
- FIS Development Seminar, Forum
- FIS Development Orientation Session

3.2.1 FIS SUMMIT

The FIS Summit is delivered each year in conjunction with the [FIS Autumn meetings](#) in Zurich and provides the most accurate information about the current status of different initiatives and activities of FIS. The Summit is predominantly organized for the FIS Members with one or two votes, but if specific topics are elaborated on, other NSAs will be invited.

“ Each nation matters equally.
We want to hear your voice. ”

— Johan Eliasch, FIS President —



3.2.2 FIS DEVELOPMENT SEMINAR

The FIS Development Seminar, held concurrently with the FIS Spring meetings on a four-year cycle, is an exchange of best practices and provides new directions on development programs.

3.2.3 FIS ORIENTATION SESSION

The annual FIS Development Orientation Session is held online prior to the FIS Spring Meetings. This session aims to provide a thorough overview of the various FIS Development Programs (FDP) available, ensuring participants are well-informed about the opportunities and resources offered. Both the FIS Development Seminar and the FIS Development Orientation are open to all FIS Members and Associate Members.

FIS KNOWLEDGE CENTER



4.1 FIS KNOWLEDGE CENTER

FIS Knowledge Center was established in the season 2024/2025. This is an additional support arm for NSAs and their members, where FIS will serve as knowledge HUB to transfer the knowledge to all FIS member organizations.

The FIS Knowledge Center will be a centralized HUB for all Education Programs that FIS offers.

The Education Programs will be delivered through a combination of online, offline, and in-person sessions. The FIS Development Programs will be accessible via the FIS Knowledge Center, as an integrated part of the broader FIS Education Strategy.

OTHER SUPPORT



5.1 IOC/IPC FOCUS PROGRAMS

FIS enjoys strong collaboration and extensive working experience with both the [International Olympic Committee](#) (IOC) and the [International Paralympic Committee](#) (IPC). Each year, FIS engages with both organizations to secure specially tailored programs—targeting specific regions, participant groups, and FIS disciplines. These programs are fully funded by the IOC and IPC, with technical support provided by FIS. While they are not designed to be repeated on a regular basis, it is possible for the same region to benefit from additional support through different funded activities across Olympic and Paralympic cycles.

5.2 OLYMPIC SOLIDARITY

The aim of Olympic Solidarity is to provide support to all [National Olympic Committees](#) (NOCs) for athlete development programs—particularly to those with the greatest need. This support is delivered through multifaceted programs that prioritize athlete development, as well as the training of coaches and sports administrators, and the promotion of [Olympic values](#) (Olympic Charter, Rule 5).

There are three main ways to support the NOCs: World Programs, Continental Programs, and IOC Subsidies for NOC participation in the Olympic Games and Youth Olympic Games. These are available through Olympic Solidarity, operate independently, and complement one another. They address key NOC objectives, which include improving organizational capacity, creating or enhancing effective structures, organizing training courses at various levels, and accessing technical and financial resources that ultimately benefit athletes.

For more information about Olympic Solidarity support, please follow the following [link](#) and contact your National Olympic Committee, which is the responsible body for submitting applications.

SUSTAINABILITY



6

SUSTAINABILITY

As one of the largest governing bodies in winter sports, FIS is committed to sustainability—ensuring that all its activities, including events, meetings, and training camps, minimize environmental impact. Guided by its [Sustainability Impact Programme](#) and strict guidelines, FIS promotes responsible practices across the snow sports industry.

To deliver truly sustainable activities, organizers must focus on key priority areas that help protect the planet for future generations:

6.1 VENUE SELECTION:

- Ensure venues are easily accessible by public transport or within walking distance of accommodations to reduce reliance on cars.
- Preference should be given to venues with robust recycling systems, renewable energy sources, and water-saving appliances.
- IF POSSIBLE: Select venues that are energy-efficient and certified with recognized sustainability standards such as LEED, BREEAM, or ISO 20121.

6.2 MOBILITY:

- Encourage the use of low-emission transportation options like trains, buses, or carpooling for participants' travel.
- Offer incentives such as free public transport tickets, shuttle services using electric or hybrid vehicles, or bike-sharing programs.
- Minimize internal displacements by selecting locations close to both accommodation and event venues.

6.3 ACCOMMODATION:

- Recommend or arrange accommodations with sustainability certifications (e.g., Green Key, EU Ecolabel, ISO 21401), or if not possible:
- Prioritize hotels with policies that reduce energy and water use (e.g., automatic light switches, towel reuse programs) and promote waste management.
- Encourage accommodations to inform guests about their sustainability efforts and provide resources for eco-friendly behaviour.

6.4 CATERING:

- Serve meals that prioritize local, seasonal, and organic products to reduce the environmental impact of food production and transportation.
- Include a high percentage of plant-based meal options to significantly lower the event's carbon footprint.
- Avoid single-use plastics by using reusable or biodegradable dishware and ensure tap water is available instead of bottled water.
- Plan carefully to avoid food waste and arrange for leftover food to be donated to local charities or food banks.

6.5 PROMOTIONAL MATERIAL:

- Limit the use of printed materials by opting for digital formats wherever possible.
- When printed materials are necessary, use eco-friendly paper and ensure double-sided printing.
- Choose promotional items that are sustainable, reusable, and practical, such as refillable water bottles or eco-friendly tote bags.
- Collaborate with local and socially responsible suppliers to reduce transport-related emissions and support local economies.

6.6 EVALUATION:

- Assess the sustainability of the activity by measuring key indicators such as energy consumption, waste generated, and transportation emissions.
- Use tools like the [FIS CO₂ Calculator](#) to quantify the environmental impact and identify areas for improvement.
- Gather feedback from participants to enhance the sustainability of future events.

For detailed recommendations and practical tools, refer to the [FIS Low Environmental Impact Event Guide](#).

FIS DEVELOPMENT AND MEMBERSHIP PROGRAMS ELIGIBILITY

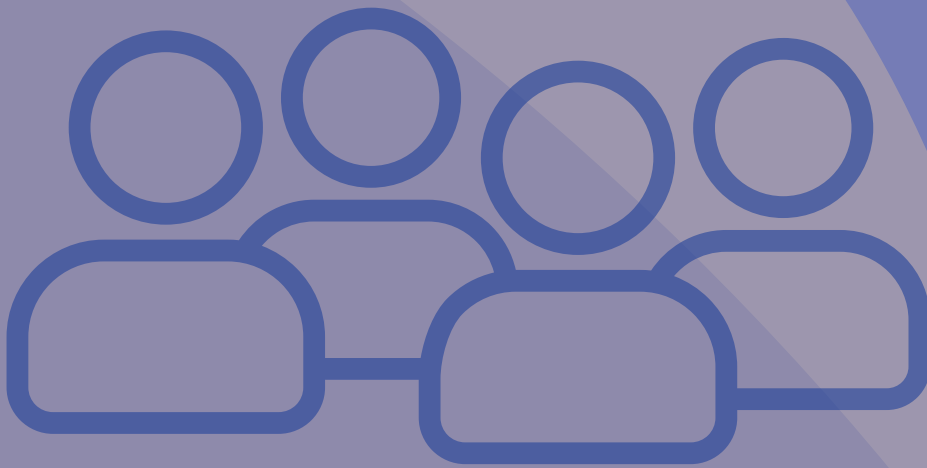


FIS DEVELOPMENT AND MEMBERSHIP PROGRAMS ELIGIBILITY

The below table presents the available programs for NSAs, [FIS Members](#), based on their status and recognitions (Associate, 1, 2 and 3 Votes)

PROGRAM	FIS MEMBER			FIS ASSOCIATE MEMBER
	3 VOTES	2 VOTES	1 VOTE	0 VOTE
FIS Development Program (FDP)	By invitation	Yes	Yes	By invitation
FIS Development Financial Support			Yes	
FIS Development Seminar	Yes	Yes	Yes	
FIS Development Orientation Session	Yes	Yes	Yes	Yes
FIS Partner Programs (e.g. Apex 2100)	By invitation	By invitation	By invitation	By invitation
FIS Start Program (FSP)		Yes	Yes	Yes
FIS Plus Program (FPP)	Yes	Yes	Yes	
FIS Summit	By invitation	Yes	Yes	By invitation

FIS DEVELOPMENT AND MEMBERSHIP PROGRAM STAFF



FIS DEVELOPMENT AND MEMBERSHIP PROGRAM STAFF

The following FIS personnel implement the FIS Development and Membership Programs arrangements and handle the administrative and organizational activities:

Dimitrije LAZAROVSKI,

FDP Director: Overseeing all FIS FDP

Jelena DOJCINOVIC,

FDP Membership manager: Managing FDP day-to-day activities

Tanja SCHÄREN,

FDP Coordinator: Coordination of all FDP day-to-day activities

FIS Development Education programs are supported by:

Cornelia BLANK,

FIS Education Manager

8.1 FIS DEVELOPMENT PROGRAM TRAINING CAMP ORGANIZATION

Alpine Skiing:	Markus Malsiner
Cross-Country:	Alberto Rigoni
Ski Jumping:	Berni Schödler
Nordic Combined:	Jan Rune Grave
Snowboard:	Martijn Oostdijk

NOTE: All Para Snow Sports development activities are delivered in conjunction with the able-bodied activities led by the respective development coordinator in association with the FIS Para Snow Sports team.

GLOSSARY



GLOSSARY

DEFINITION AND DIFFERENTIATION OF DIFFERENT “MEETING” TERMS	
Seminar	A seminar is a meeting for discussion or training, often focused on a specific topic. It typically involves a smaller group of participants and includes presentations, discussions, and Q&A sessions. Seminars are often academic or professional in nature.
Conference	A conference is a large formal gathering where people with a shared interest come together to discuss various topics. Conferences often include keynote speeches, panel discussions, and breakout sessions. They can span multiple days and are common in academic, business, and professional fields.
Clinic	A clinic is a training session or workshop focused on developing specific skills or knowledge. Clinics are usually hands-on and practical, often led by an expert in the field. They are common in sports, music, and healthcare.
Convention	A convention is a large meeting of people who share a common interest or profession. Conventions often include a mix of presentations, exhibitions, and social events. They are typically larger than conferences and can include a wide range of activities, from formal sessions to informal networking.
Workshop	A workshop is a short, intensive program designed to teach or introduce practical skills, techniques, or ideas. Workshops are interactive and involve active participation from attendees. They are often used in educational, professional, and creative fields.
Summit	A summit is a high-level meeting of leaders or experts in a particular field. Summits are often focused on discussing and addressing significant issues or challenges. They can be international, national, or industry-specific and usually involve a smaller, more exclusive group of participants compared to conferences or conventions.
Forum	A forum is a public meeting or assembly for open discussion. Forums are often used to engage a community or group in dialogue about specific issues or topics. They can be less formal than conferences and are designed to encourage participation from all attendees.
Congress	A congress is a large formal meeting or series of meetings where representatives from various groups come together to discuss and make decisions on specific issues. Congresses are often held by professional associations or political bodies and can span several days.

The FIS Development Department reserves the right to update the playbook on a regular basis to reflect new regulations and the latest standards related to supported activities, including sustainability, transportation, integrity and safeguarding, anti-doping, and more.



**INTERNATIONAL
SKI AND SNOWBOARD
FEDERATION**

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