Strategic plan
2018-2020
Federated Mountain Clubs of New Zealand
FMC constitutional objects

‘The promotion of climbing, mountaineering, skiing and winter sports, tramping, hunting, mountain-biking, canoeing and kayaking in the mountains and other wild lands of New Zealand and overseas and of the better knowledge of those mountains and other wild lands through literature, art and science.

‘The conservation and wise management of New Zealand’s natural wild lands, mountains, lakes, rivers and coasts and the promotion of sound management of recreation and sport connected with those places in the interests of those actively involved in such recreation and sport and the public generally and to take such action joint or otherwise as may be necessary to carry out these objects and to maintain in perpetuity the quality of the environment necessarily implied by the objects.’
Preface

FMC has traversed the second decade of the 21st century with sure footing on a well-defined route; we are alert and responsive to conditions and to occasional hazards.

We are aware of our important advocacy role to ensure that our members and the wider outdoor community may continue to enjoy our backcountry in the future.

We must understand who we are and what we stand for. We are an open, democratic organisation that harnesses the collective wisdom and institutional memory of our whanui: our clubs, our supporters and the wider outdoor community which supports our aims and assist our cause. Our broad geographic spread ensures that our views and policies are always well grounded and credible. Freedom of the hills, kaitiakitanga (stewardship) of the land and a belief in egalitarianism in the mountains are enduring values that unite our people.
We must **inspire** and foster amateur outdoor recreation in the backcountry. We must ensure that participation in outdoor recreation continues to increase and skills are passed on and evolved by successive generations. We must reach out to those pursuing activities that take place in the same environment as the activities our members enjoy, and share the same ethos of adventure, exploration, companionship and appreciation of the natural environment.

We must **advocate** for the amateur outdoor recreation values that we believe to be in the best interests of our members, choosing whenever possible to present the rational voice of reason for conservation and backcountry recreation. At the same time we are mindful of the benefits that may come about through sympathetic development of facilities and appropriate commercial activity in the backcountry.

We must **ensure** we endure. Our governance processes must be sound; we must attract those with a passion for the backcountry to our executive and our administration must be empowering and efficient.

This strategic plan lays out our initiatives for the period 2018-2021.
“Let us wander into the mountains of life and seek those peaks which lead to higher ideals.”

L.O. Hooker 1932
To UNDERSTAND where we stand
Freedom of the hills

FMC will maintain a sound value system and policy platform drawn from the collective wisdom of our FMC whanui and founded on a respect for the natural environment and an individual’s right to recreate within it.

1. Develop and review policy when required and seek member contributions.
2. Contribute to the societal response to the threat of climate change.
3. Commence and contribute to a national discussion on risk and recreation.
4. Advocate for recreational access to the outdoors.
Stewardship of the land

FMC has an abiding stewardship ethic, guided by our constitutional object to ensure the ‘conservation and wise management of New Zealand’s natural wild lands, mountains, lakes, rivers and coasts’. We will seek to continuously challenge what this ethic requires within our organisation and our wider community.

5. Plan a national conference or workshop biennially.

6. Protect and enhance conservation planning law in New Zealand to ensure conservation values continue to come before economic values on public conservation land. Increase public understanding of how this is achieved.
Enduring relationships

FMC must build lasting relationships with other groups, organisations and individuals with similar long-term perspectives emphasising respect, active protection, and connection with our wild places.

7. Collaborate with other organisations concerned with the line between conservation and development. These organisations include: New Zealand Deerstalkers Association, Whitewater NZ, Trail Fund NZ, Forest and Bird, Fish and Game, Walking Access Commission, Environmental Defence Society and the Department of Conservation.

8. Increase our kōrero with iwi with a view to building long-term relationships and applying tikanga Māori and te reo Māori increasingly in our activities.

9. Establish and develop strategic relationships with youth outdoor organisations and volunteer outdoor training organisations to help ensure a bright future for the outdoor community.
The explorers of the past were great people and we should honour them. But let us not forget that their spirit still lives on. It is still not hard to find one who will adventure for the sake of a dream or one who will search, for the pleasure of searching, and not for what he may find.

Sir Edmund Hillary - 
*Challenge of the Unknown*
To INSPIRE outdoor recreation
The heart of the outdoors community

FMC makes the most of our place at the heart of the outdoor recreation community to build FMC membership which will strengthen our advocacy, broaden our appeal to outdoor recreationalists, and improve the leadership we provide.

10. Continue to develop a modern, inspiring face for FMC, enabling more of the wider outdoor community to ‘identify’ with or as ‘FMC’.

11. Continue to reach out to and engage those who are pursuing activities that take place in the same environment and have the same ethos as the activities our members currently enjoy. Help to promote and develop these recreational opportunities and thereby broaden the appeal of FMC and our member clubs.

12. Lead the revival of mentoring and training within our clubs and wider community to ensure that the anticipation of risks is matched by the resilience to overcome them.
Telling our stories

FMC must continue to tell the stories that are important to us to as wide an audience as possible. We will achieve this through our own publication and writing and through collaborating with others.

13. Ensure we preserve the independence and authenticity of all our communications.

14. Publish the respected FMC Backcountry as our flagship quarterly journal. Ensure that FMC Executive and whanui contribute high quality and timeless content.

15. Grow our online presence, engaging our members and the wider outdoors community.

16. Broaden the reach of our messages through collaboration with others, including an increase in opinion pieces and stories published in all forms of media.

17. Ensure the culture and history of the outdoor recreation and conservation movements are cherished, promoted and preserved.
Keeping our fires burning

FMC clubs and supporters have an enduring connection with the land. We celebrate that relationship and promote their recreational activities. We also encourage volunteering on public conservation land and act to enhance public access and recreational opportunities.

18. Embolden volunteer kaitiakitanga/stewardship of our hut and track network. Support the New Zealand Backcountry Trust through our two trustees and seek sustainable funding for ongoing volunteer hut and track maintenance.

19. Encourage clubs and other members of the outdoors community to be actively involved in stewarding public conservation land to protect and enhance natural values.

20. Support the development of outdoor recreation opportunities when appropriate considering the range of opportunities already available in a location.

21. Acknowledge and celebrate the mahi/work of volunteers within the outdoor community.
‘We must closely guard the welfare of our national parks and reserves. These should not be regarded as the property of our minister or the government. They belong to the people of today and tomorrow. We must fight for their protection if necessary.’

Fred Vosseler
Inaugural President FMC - 1932
To ADVOCATE when required
FMC is known for successful advocacy to increase legal protection and appropriate management of our natural landscapes. We must continue to build our legacy of successes, which include the creation of national parks, conservation parks and Wilderness Areas. We will speak up for the importance of outdoor recreation in Aotearoa.

22. Ensure promised Forgotten Lands reclassification is followed through and identify specific places where further advocacy is necessary.

23. Contribute to high country management initiatives including tenure review and collaborate to preserve dryland ecosystems and water quality.

24. Partner with the Walking Access Commission and DOC to advance public access to the outdoors.

25. Promote our previous successes including the creation of high country parks, Wilderness Areas and national parks; and advocate for extensions of these where appropriate.

26. Ensure that tourism pressure is managed to protect the outdoors and outdoor recreation, in line with Section 6e* of the Conservation Act.
27. Advocate for non-commercial outdoor education in the coming education review.

28. Advocate in regard to conservation funding, conservation planning, tenure review, resource management, concessions, overseas investment, and other relevant issues as they appear.

* The functions of the Department are to administer this Act and the enactments specified in Schedule 1, and, subject to this Act and those enactments and to the directions (if any) of the Minister, to the extent that the use of any natural or historic resource for recreation or tourism is not inconsistent with its conservation, to foster the use of natural and historic resource for recreation, and to allow their use for tourism.

(Conservation Act 1987, Section 6e)
Maintaining readiness

FMC must be well respected politically, particularly by the Minister of Conservation, the Department of Conservation and all political parties. We remain strictly non-aligned with any political party.

29. Regularly engage with iwi, politicians, decision makers and stakeholders to ensure FMC remains at the forefront in all negotiations as a key stakeholder representing the amateur outdoor recreation community.

30. Pay honoraria to our President and Vice-President to attract the right people and to enable them to spend sufficient time on the roles.

31. Maintain a wide network of experts, including a legal reference group, to ensure sound advice when required.
Reacting when necessary

FMC patrols the line between conservation and development. We must continue to build on our recent successful opposition to (in partnership with other groups) the Fiordland monorail, Dart-Hollyford Tunnel and increased helicopter landings on Ngapunatoru Plateau. There may be times when other work has to put to the side while we fight for the integrity of places and recreational opportunities that are important to us.

32. Monitor events and proposals and take appropriate action.
‘And those who sleep in close bags fitfully, Besieged by wind in a snowline bivouac - The carrion parrot with red underwing, Clangs on the roof by night, and daybreak brings, Raincloud on purple ranges, light reflected, Stainless from crumbling glacier, dazzling snow.’

James K Baxter – Poem in the Matukituki
To ensure WE endure
Solidarity with our members

FMC is responsible firstly to our federated clubs, secondly to our individual supporters and thirdly to the wider outdoors community whose interest we claim to represent. It is imperative that we stay actively connected to our people.

33. Produce an annual report, monthly emails, newsletters, and regular mail-outs to clubs and individual supporters.

34. Seek new membership from clubs, groups and individuals that share our kaupapa and appreciation of the backcountry.

35. Schedule FMC Executive visits to clubs.

36. Respond in a timely fashion to correspondence from our members.

37. Engage with our members to encourage their support and action to achieve our common goals.

38. Maintain and enhance the FMC membership benefits program.
A working executive

The democratically elected FMC Executive is the hub of our organisation. The Executive as a collective is responsible for the strategic direction of FMC as well as for delivering our initiatives. The achievement of our goals depends on the skills, passion, and energy of our Executive.

39. Identify skills required by Executive members and provide coaching/learning opportunities.

40. Expect Executive members to write an annual reports of their activities to accompany the Executive election forms.

41. Expand the role of the management sub-committee to be expressly responsible for risk management, financial planning and oversight, as well as executive and staff recruitment, pastoral care, and development.
Our professional staff

FMC has a small professional staff charged with administrative duties and supporting the Executive. Success is judged by outcomes – not head count or floor space.

42. Support and retain high quality staff.
43. Provide organisational resilience by documenting administrative processes and ensuring cross-cover is available.
44. Find administrative efficiencies so that savings can be reallocated into other areas of FMC’s work.
Value for money

The preservation of our recreational opportunities, the environments in which we enjoy them, and the outdoor community we belong to are priceless, but the work FMC does is all achieved with a very limited budget.

FMC has always provided exceptional value for money for its members, and we will strive to ensure this continues. We are able to deliver such value because of the dedication of our volunteer executive and the efficiency of our paid workforce, comprised of three part-time employees and various contract staff.

FMC will continue to balance the interests and contributions of our members, whether clubs (and their members), individual supporters, associates, and funders.

FMC will take great care to ensure our membership fees remain equitable. As these fees comprise only 50% of our yearly income, we acknowledge the support of those who provide additional funding. In particular, we thank the Maerewhenua Trust, which makes a significant annual donation.

Funds are spent with great care; we are always walking a financial tightrope to achieve the most with the little that we have.
Performance and reporting

It is not planned for FMC to report against this strategic plan in more than the general sense in which it already reports to members through the Annual Report and Annual Accounts. For an organisation of our size, a qualitative report is considered more appropriate than a quantitative report, which would consume resources unnecessarily.
Photo Credits

Cover      Otago UTC, Dougal Hilson, Temple Ridge.
2. Christchurch TC, John Kerkhofs, Tasman Lake.
7. Waimea TC, Chris Ecroyd, View from Buckland Peaks
12. Southern HGPGC, Mike Karnik, Glen Stephens
18. Otago UTC, Luke Gardener, South Island Robin
23. Douglas Thorne, Kea Coming in to Land
24. Heretaunga TC, Andy Fowler, Small Stream, Big Adventure,
    White Pine Bush, Hawkes Bay
31. Hutt Valley TC, Ian McIlraith, Full house at Field Hut
Back      Wellington T&MC, Tony Gazley, Hope Kiwi Track