



**ALPINE CANADA ALPIN**  
**STRATEGIC PLAN 2021 - 2026**

**MADE FOR CANADA**  
**THE FUTURE FOR SKI RACING IN CANADA**



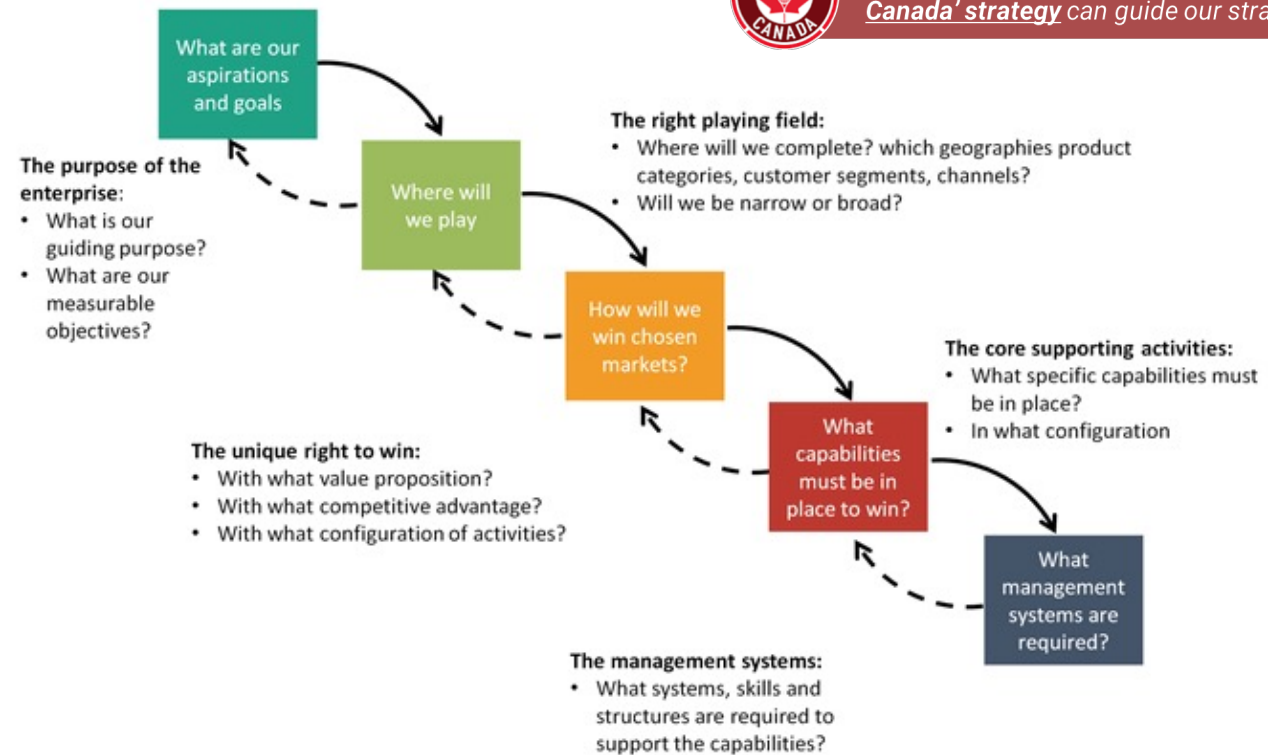
# How do we think about strategy?

## STRATEGIC CHOICE CASCADE

Key Attributes Of Strategic Choice



*Lessons from Tennis Canada's proven 'Made for Canada' strategy can guide our strategic framework*



# Canada has a rich history and tradition ski racing excellence

A number of *iconic Alpine athletes...*



## Alpine

*'60's - Nancy Greene: Olympic / World Championship medalist*

*'70's/'80's - Crazy Canucks: Earned ~40 top 3 World Cup finishes*

*2000's - Canadian Cowboys: Earned ~10 World Championship medals*

...and *world-leading performance* in new disciplines

## Para Alpine



*Consistently a top 3 nation at World Cups and Major Games*

## Ski Cross



*Consistently a top 3 nation at World Cups and Major Games*





# Passion and performance drive our ambitions

**PURPOSE:** *Power a Nation to Peak Performance*

**VISION:** *To be a world-leading ski racing nation inspired by the passion and performance of Canada's ski teams*

**WINNING ASPIRATION:**



**Alpine:** Top 5 (2-3 medals)



**Ski Cross:** #1 (2-3 medals)



**Para:** #1 (10-12 medals)

*In medal ranking  
at WCH &  
OWG/PWG by  
2026*

**MISSION:**



**Increase podium performances**



**Inspire growth in participation & fans**



# However, we are facing a number of challenges



## Alpine Performance



### ***We have underlying disadvantages...***

- Ski racing is Eurocentric
- Costs to support athletes are ~2x leading nations



### ***We haven't been able to capitalize on our scale...***

- Lack of affordable access to "on snow" training
- 'Revolving door' of European coaches



### ***We have gaps in athlete development...***

- Next Gen talent support is too late and fragmented
- Athlete progression is not a seamless experience



## Brand Health



### ***Visibility and fan experience are challenges...***

- Overseas races are hard to watch
- Live and broadcast experiences are lacking



### ***We speak to a narrow audience...***

- Largely skiers and ski racers
- Sport viewed as exclusive



## Stakeholder Relationships



### ***Stakeholder relationships are bruised ...***

- Abdication of many 'NSO<sup>1</sup> activities'
- Unable to capitalize on "One Team Canada"

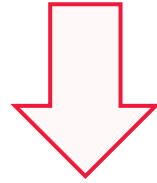


# Some of these challenges have also translated to our revenue base

Core Issue:



**Alpine Performance**



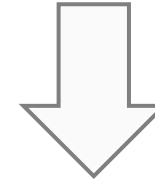
Impact on  
Revenue:

## ***Challenges in podium performance have led to...***

- Declines in marketing partner/donor revenue and ~50% of revenue at risk due to low ROI on government funding
- Challenges in engaging Canadians - Alpine is the discipline that matters most



**Brand Health**



## ***Weak brand health has made our value proposition less attractive...***

- We engage small audiences and don't deliver compelling fan experiences
- A uniform that spends little time in Canada has limited value for marketing partners



# Our strategy will address these challenges and help us deliver on our mission

## MISSION:



*Increase podium performances*

+



*Inspire growth in participation & fans*

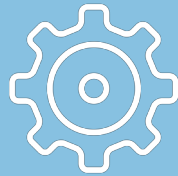
1.



**Next Gen Athlete  
Development**

Lead **earlier Next Gen** Talent ID starting at U14 and **National HP programs** that progress athletes to podium

2.



**Domestic Sport  
Capacity**

Build **Domestic Capacity** for Ski Racing Excellence in **Coaching, Membership Service & Safe Sport**

3.



**Race Events that  
Excite**

Produce **Race Events** that **Excite Canadians** at World Cups, NorAms & Nationals

4.



**Brand  
Strength**

Build **Brand Strength** and Value Proposition with a **Broader Audience** to Drive **Revenue Growth**



# Alpine Canada's role in Long-Term Athlete Development (LTAD) Pathway

Development Stage	Age	Training Age (Yrs)	Target # of days on snow	Responsibility	# Athletes in the system	Key Competition
Gliding Start (GS)	U6	0-2	As many as possible	Clubs	~13,430 (incl. S4L)	Fun skill development events
Skier Essentials (SE)	U8/U10	0-4	40+	Clubs		Local club & interclub events
Learn to Train (L2T)	U10/U12	2-6	60+ (80+ comp path)	Clubs		Local club, interclub, regional & provincial events
Train to Train (T2T)	U14/U16/ U19/Adol Growth	5-7	80+ (100+ comp path)	Clubs/PTSOs		Provincial & regional events, U16 exposure to national & international competition, Canada Winter Games
Train to Race (T2R) Stage 1	U19/Post Adol Growth	6-8	100+ (120+ comp path)	PTSOs/NSO	~240 FIS & IPC licenses	National FIS Series, NorAM & Sr Nationals by Qual, WJC
T2R to Race to Win Transition (T2R2)	U19-U21+	7-12	110+ (130+ comp path)	NSO	~40	National FIS Series, NorAM & EU Cup, WJC, Nationals, Varsity
Race to Win (R2W)	U21+ - est. 22-24 yrs	12-15	130-150	NSO	~40	FIS World Cups, World Championships, OWG / PWG
Ski for Life (S4L)	Any age				See above	Regional, National, FIS Masters events

**Inspire**



**Build Capacity**



**Lead & Execute**







# Lead earlier Next Gen talent ID and national HP programs that progress athletes to podium

## How to Win Strategies:



Provide **world class coaching** for Next Gen rising stars



Build resort partnerships to enable **affordable access to domestic spring & early winter on-snow training at scale**



Provide **family support & mentorship** for rising stars



Lead **National High-Performance programs** for ~100 athletes that progress athletes from WJC to WC podium<sup>1</sup>

## Required Capabilities:

Robust & holistic talent ID<sup>2</sup>

Long-term partnership agreements for National training hubs

Performance science & analytics

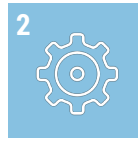
1. 100 athletes span across Alpine, Para & Ski cross disciplines; programs progress from World Junior to World Cup - see details next slide  
2. Using evidence-based Podium Pathways and Gold Medal Profiles



# High Performance Program Overview – Bringing Scale to Domestic Training

Program Elements	Talent ID U14/U16	National Train Group (Apr 15 – Oct 30 Prep Period)		World Cup & OWG/PWG
		World Junior Champs U21 (Nov 1 – Mar 30 Comp Period)	Continental Cup (Nov 1 – Mar 30 Comp Period)	
Apr 15 – May 30 Spring On-Snow Training		Sunshine (~100 athletes across Alpine, Para, SX)		
Jun 1 – Aug 15 Summer Fitness Block 1	Whistler, Calgary, Tremblant, Collingwood – w/ CSI (~130 athletes)			
Sept 1 – Sept 30 International On-Snow Training				Saas Fee, Stelvio, Chile (~38 athletes across Alpine, Para, SX)
Sept. 1 – Oct. 30 Summer Fitness Block 2	Whistler, Calgary, Tremblant, Collingwood – w/ CSI (~130 athletes)			
Nov 1 – Nov 30 Early Winter On-Snow Training		Alpine/Para @ Nakiska/Panorama (~80 athletes) SX @ Nakiska (~28 athletes)		
Dec. 1 – Mar 30 Competitive Period	Potential U16 Int'l Events – Topolino & Whistler Cup	WJC Training Camp @ Panorama & WJC end Feb-Mar	Continental Cup	World Cup & OWG/PWG





## Build quality tools and domestic capacity in coaching, member services, and safe sport

### How to Win Strategies:



Provide **turnkey tools that support PTSOs/clubs** in driving participation and development<sup>1</sup>



Develop a pool of National Team ready **Canadian coaches**



Lead **Safe Sport Framework** and align with PTSOs<sup>2</sup>

### Required Capabilities:

Service orientation  
with toolkit  
development / roll out

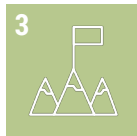
Coach talent  
identification and  
development

Data management,  
analytics &  
technology platform  
expertise

1. Key tools include the LTAD model, National Coach Certification Program (NCCP) content, certification & licensing, officials/ROC training program content, and data management platforms. NSO develops national content while PTSOs are responsible for program delivery.
2. Safe Sport Framework refers to the policies & processes, education, prevention, response to complaints, and monitoring to ensure a healthy and safe sport experience for all participants - one that people want to join, insure, and invest in.







## Produce race events that excite Canadians

### How to Win Strategies:



Rebuild **domestic national competition** structure<sup>1</sup> to support cost-effective athlete development and revenue growth



Develop **international hosting** strategy with sustainable event business models to grows fans, brand, and revenue



Strengthen **direct influence with FIS** and partner with USSS to address competitive disadvantages to NA NSAs

### Required Capabilities:

Leadership of process & toolkits to solicit and support domestic event hosting<sup>2</sup>

Optimized business model for domestic events and WCs

International bidding and hosting capability

1. Includes domestic NorAms (Continental Cups), National Championships, and National FIS Cup

2. Includes calendar leadership, competition toolkits, host grants, sponsor servicing and ROC technical support for NorAms, National Championships, and National FIS Series





## Grow brand strength and value proposition with a broader audience to drive revenue growth

### How to Win Strategies:



*Reposition brand around Canada's ski teams and athletes*



*Develop world-class assets and integrated digital platforms*



*Broaden target audience beyond ski racers and skiers*

### Required Capabilities:

Digital media partnerships for digital channel development

Cost effective content development

Data acquisition and activation to monetize participants & fans





# We will rigorously measure our success using a variety of KPIs<sup>1</sup>

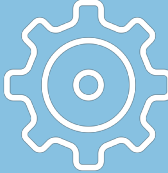
1.



**Next Gen Athlete Development**

- **10-12 athletes** on podium pathway depth charts by 4/22
- **4-6 athletes** in top 10 and **1-2 athletes** in top 3 at WJC by 3/23
- **3-4 athletes** in top 3 at WJC by 3/25

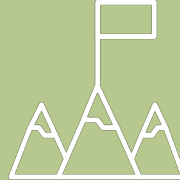
2.



**Domestic Sport Capacity**

- Participant growth **+1.5-2% per year**
- Stakeholder satisfaction **>80%**
- Employee engagement **>80%**
- *Safe sport training compliance = 100%*

3.



**Race Events that Excite**

- Corporate partners invest **[\$xx]<sup>1</sup>**
- Race events **breakeven or better**
- *World Cups grow brand, fans & revenue*

4.



**Brand Strength**

- Partner & donor pipeline **>\$25M & >\$6M**
- Assets to support **>+\$5M revenue**
- Fans & data acquisition **+15%**
- Brand health > **[xx%]<sup>1</sup>**

1. To be determined  
2. KPI: Key Performance Indicators

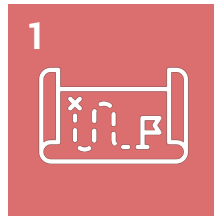




# Key resource gaps need to be addressed

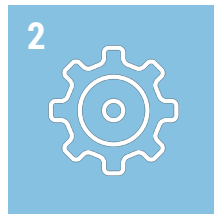
## Resource Gaps:

## Estimated Cost:



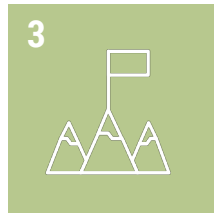
- Head **Next Gen & Continental Cup Coaches**
- Director **Performance Sciences** and **IST team** (strength, medical, physio, mental, ski service)
- Next Gen (5-8 yrs) DTE & CE support

~\$3M



- **Data & Analytics & General Counsel** support

~\$0.5M



- See **General Counsel** support
- Grant and corporate partner event support

~\$2M



- See **General Counsel** support

~\$0.4M - 0.8M



# Our Big Bets for a better future...



Develop a National team ready pool of **Canadian coaches**



Identify **Next Gen talent earlier** at U14 and provide World Class coaching with program supports to achieve **World Junior podiums**



**Made in Canada** on snow solution - National hubs for **domestic on-snow training at scale** in spring and early winter



Lead **National High-performance programs** with **selection criteria** designed to **progress athletes from WJC to WC podium**



Rebuild **domestic national competition** structure – National FIS Cup, National Championships, NorAMs



Develop **World class assets** and integrated **digital platforms** (**channel, content, data**) to **build brand** and drive **revenue growth**







ALPINE CANADA ALPIN

# OUR CULTURE





## Our Culture...

- Culture is a system of shared assumptions, values, and beliefs, which governs how people behave in organizations
- It is reflected in the way we do the work and the stories we tell
- Our culture can be described by our values and operating principles
- It is the Alpine Canada Way....







## Our Values...

- **Excellence** – We have a passion and determination for being the very best in the things that matter most. We challenge the status quo and have a compelling desire to continuously improve and grow.
- **Leadership** – We Envision a better future, Engage others in that vision and Energize our stakeholders. We Enable others, Execute with excellence and Evaluate our progress to check and adjust. We build capability and capacity to deliver on our collective vision.
- **Accountability** – We take ownership and responsibility for delivering results. We do what we say and say what we do. We have confidence in each other's capabilities and intentions. We make evidence-based decisions and are intellectually honest in advocating proposals including recognizing risks.
- **Respect** – We believe that all individuals can and want to contribute to their fullest potential. We inspire and enable people to achieve high expectations, standards and challenging goals. We strive to create a diverse and inclusive environment. We treat people as they want to be treated.
- **Courage** – We are committed to courageously doing the right thing. We are authentic, honest and straightforward with each other to create an environment of Trust. We take on smart risk to innovate and transform our business.





## Our Operating Principles

- **Integrity** – We are committed to the highest standards of ethical behaviour and uphold our values in every action and decision.
- **Teamwork** – We work together with confidence and trust across departments, teams, geographies and build strong relationships with our partners and stakeholders. We define and accept roles and collaboratively work together towards achieving our collective goals and objectives.
- **Resilience** – We demonstrate grit when dealing with adversity and the agility to recover quickly and move on from challenges and difficulties.
- **Strategically Focused** - We operate against clear objectives and strategies, only do work that adds value, and standardize, simplify and streamline work whenever possible.
- **Innovation** – We challenge convention and transform the way we do business to win.
- **Service Orientation** – We deeply understand our stakeholders and deliver value that meets their needs.

