



Alpine Canada Strategic Plan 2019 -2026

The Peak of Sport

Vision: We believe that ski racing is a lifelong community in the pursuit of excellence.

Mission: We exist to inspire excellence at every level to build the best ski nation in the world.

Values: Integrity, Excellence, Resilience, Teamwork, Leadership

Strategic Objectives:

- **ENGAGE** the ski community, partners, fans, and donors for domestic and international success
- **DEVELOP** a pathway of excellence for skiers, coaches and alumni
- **BUILD** the best team of athletes

ENGAGE:

As the governing body for the sport of ski racing in Canada, and the home of the Canadian Alpine Ski Team (CAST), the Canadian Para-Alpine Ski Team (CPAST) and Ski Cross (SX), Alpine Canada (ACA) aims to ensure our programming and structure puts our athletes first and empowers them to reach their full potential. It is ACA's role to engage the entire ski racing community, coast to coast to coast, in order to support ski racing and excel into our next centennial. Ski racing in Canada is dependent on exceptional community efforts at every level and across our country. Alignment of provincial teams, ski clubs, ski resorts, our long-term athlete development (LTAD) plan, race organizing committees (ROCs), officials, coaches, marketing and financial teams, all need to be working together to identify and allow our athletes to be the best in the world.

Financial stability, through disciplined budgeting and spending, is critical to our long-term success. We will continue to find financial efficiencies within our organization and through out the partnerships we have by working with all key stakeholders within corporate Canada and amateur sport to be a sustainable organization. The Canadian ski community of 2.5 million skiers represents a huge market opportunity for Canadian and international corporate sponsors to engage with and also a large pool of potential donors and supporters for ACA to attract for funding.

In summary, **ENGAGE** means ACA will aspire to:

- Maintain regular and transparent communication with all our stakeholders
- Develop strong relationships, embrace challenges and celebrate success
- Engage and promote our partners, donors, athletes and the ski community
- Lead and support world-class events, training, and races to showcase our sport to the world
- Build a financial model that is sustainable and adaptable to a changing economic climate
- Hold ourselves accountable for high standards of conduct

We will focus our **ENGAGE** (ment) through the following strategic priorities:

STRATEGIC PRIORITIES – KPIs		
Stakeholder Engagement	Financial Sustainability/Transparency	Sponsorship/Marketing
<ul style="list-style-type: none"> ✓ Hold monthly calls with Provincial/Territorial Ski Organization (PTSO) general managers and athletic directors (ADs) on specific issues identified by the group ✓ PTSO Board Representative to establish quarterly calls with PTSO Chairs ✓ Other ACA departments to share with Domestic department and ACA President/CEO any relevant info/items/dates that could impact PTSOs (ie: major events being planned – fundraising events, news conferences, etc.) ✓ Engage with corporate, government and sport performance partners on a quarterly basis ✓ Regular engagement with Sport Canada, Canadian Olympic Committee (COC), Canadian Paralympic Committee (CPC), Own the Podium (OTP), International Federation de Ski (FIS) and Canadian Sports Association (CSA), among others ✓ ACA President/CEO and Board Chair (when possible) to attend COC, CPC, OTP and Sport Canada Board and other meetings, which occur several times per year ✓ Connect and engage with other ski organizations like Cdn Ski Council and resorts along with sharing best practices and synergies with snow sports like Freestyle, Snowboard and Nordiq 	<ul style="list-style-type: none"> ✓ Tighten management of working capital ✓ Improve receivables collections ✓ Implement cohesive revenue recognition policy in line with a conservative approach ✓ Create more rigor and transparency around budgeting and forecasting process ✓ Start weekly forecasts of liquidity and financial resources ✓ Review and revise credit card limits by role ✓ Target \$1million in fundraising income annually ✓ Uphold rigorous donation processing and tracking mechanisms to remain compliant with Canada Revenue Agency requirements ✓ Aim to make ACA debt free by year end 2023 ✓ Start a reserve/legacy fund by 2026 ✓ Upgrade accounting system to prevent failure and ensure backup and functionality 	<ul style="list-style-type: none"> ✓ Deliver an incremental \$1 million in sponsorship by 2026 ✓ Engage new potential partners in support of ACA ✓ Increase number of ACA partners at each level (Gold Partner, Official Partner and Podium Club) by 50% ✓ Create forum for all corporate partners to exchange ideas and build on ACA’s offerings ✓ ACA President/CEO to meet with partners in person at Partner Summit and other events ✓ 100th anniversary celebrations and revenue generating elements throughout the 2019/20 and 2020/21 seasons ✓ Road to and celebrations after Beijing Winter Games in 2021/22 and 2022/23 seasons ✓ Double the number of all digital channels including newsletter subscribers, Facebook likes, twitter followers, Instagram followers and alpinecanada.org sessions ✓ Engage with tens of thousands of skiers each year with promotions, contests, giveaways at ski shows, events and on hill ✓ Strengthen connections with ACA alumni by doubling the alumni database and increasing engagement

DEVELOP:

Canada has a proud history of ski racing success and solid evidence of strong pathways. As leaders, our role is to inspire collaboration between all performance partners through our vision that ski racing is a lifelong community in the pursuit of excellence. We aim to bring groups together to find long term, cost effective ways to develop young, aspiring ski racers who will gain life skills regardless of their athletic achievements and develop both themselves and our system into the best ski nation in the world. As a lifelong pursuit we believe in a cycle, from Gliding Start, to Skiers for Life, and our Alumni, coaches, athletes, officials alike, giving back to the sport.

In sport (and in business and life) you must continue improving and seeking new creative answers and approaches. This is the Canadian way to success. Our LTAD website and tools are our key building blocks for this continuous improvement. PTSOs will provide the official development pathway and stepping stone to the Canadian national teams. Committing to this path, strengthening the path below PTSOs (clubs and division teams) and establishing stronger paths for Ski Cross and Para-Alpine are also foundational elements of Canada building the best ski nation.

Paramount in this is providing a safe environment for the skiers of Canada to grow as people and become our role models and champions. ACA strives to create a culture of courage, excellence, inclusivity, collaboration, and love for the sport of skiing. We want to promote excellence and growth at every level; building towards success on the world stage, as individuals and as a team.

In summary, **DEVELOP** means ACA will aspire to:

- Maintain strong, collaborative relationships with our PTSOs and Clubs across Canada through leadership and communication.
- Support our PTSOs to lead and execute development programs aimed at preparing athletes to achieve National Team Status.
- Promote systems, programs and relationships to foster inclusivity and attract new skiers to the sport
- Provide direction and support for our world-class events, training, and races, which showcase our sport across Canada and ensure our athletes have the environment in which to grow.
- Continually improve on the LTAD for the next generations of champions
- Collaborate with PTSOs to attract new skiers
- Support and educate Canada's coaches to be world-class and adapt to a constantly evolving sport

We will focus our **DEVELOP** (ment) through the following strategic priorities:

STRATEGIC PRIORITIES - KPIs			
Performance Partnerships	Athlete Development	Coach Development	Domestic Development
<ul style="list-style-type: none"> ✓ Conduct regular discussions with PTSO general managers and athletic directors on how to strengthen the integration of Ski Cross and Para-Alpine from the club level up ✓ Develop stronger relationships with ski resorts to achieve better access to training and deliver more value back to resorts, including brand exposure ✓ Develop national training center agreement template and achieve a minimum of six training centers across Canada with a minimum of one in each major ski province by end of 2023 ✓ Support PTSO's to lead and execute programs aimed at preparing athletes capable of achieving National Team status ✓ Support and highlight the 2022 hosting of the World Junior Alpine Championships at Panorama ✓ Work with FIS and ski areas to bring more high-profile races to Canada 	<ul style="list-style-type: none"> ✓ Support alpine's new athlete development model by conducting at least two multi-PTSO camps or race series projects per season ✓ Aim for at least two PTSO athletes to meet C-team criteria each season ✓ Refresh LTAD annually with input from multiple content experts ✓ Continue regular engagement with Sport Canada, CAC, OTP, COC, CPC and other NSOs around elements of the National Safe Sport Program, including the Universal Code of Conduct ✓ Refresh the ACA – Nancy Greene Raine agreement and revitalize entry level programs across Canada by relaunching and supporting the Nancy Greene Ski League across Canada 	<ul style="list-style-type: none"> ✓ Develop new race calendaring process based on preapproval of ROC's and ski areas; aim to establish race calendar for all Canadian FIS races two years in advance ✓ Continually improve on Safe Sport policies and training and share as broadly as possible through PTSOs ✓ Ensure all PTSOs and Clubs have embedded Safe Sport process, tools and resources ✓ Ensure all active ACA participants are aware of the contact information of ACA's third-party contact ✓ At ACA – PTSO meetings ensure safety is a priority discussion. Review all reported incidents and the procedures followed. Review and discuss any near misses or areas of concern. Discuss best practices being adopted anywhere in the domestic or international ski community. i.e: examples of effective application of "rule of 2" 	<ul style="list-style-type: none"> ✓ Design and launch a new process to prequalify ROC's and ski areas for NorAm event, National Championships and/or World Cups for alpine, para-alpine and ski cross. ✓ Complete the integration of ski cross discipline specifics into the Alpine LTAD pathway (website, coaching pathway, competition pathway) ✓ Leverage International and Domestic events to continually develop athletes, coaches and officials through professional development and key learning opportunities.

BUILD

Excellence means winning at the highest level, aiming for athletes on all three athletic teams to win at the Olympic, Paralympic, World Championship and World Cup level. It takes a team of dedicated coaches – including ski coaches, dryland coaches, physiotherapists, doctors and other specialists – to elevate athletic performance to its peak. Another set of passionate individuals must arrange logistics, seek out training hills, test and prepare skis, secure suppliers, raise money and do much more to support Canadian ski racers' quest to reach the podium. As the national governing body, ACA strives to develop world class coaches, provide all available expertise and resources, and instill confidence in our athletes. Canadian skiers who win at the highest level exhilarate the entire ski community and their success inspires the next generation of youngsters to start the thrilling sport of ski racing.

In summary, **BUILD** means ACA will aspire to:

- Put athletes first, promote excellence, accountability, and success at every level, as individuals and as a team
- Create a culture of courage, integrity, inclusivity, collaboration and love of the sport of skiing
- Provide a safe environment for skiers to grow as people and become our role models and champions
- Support and educate Canada's coaches to be world-class and adapt to a constantly evolving sport
- Elevate our standards, and constantly adapt to a changing world and changing sport through investment in our Canadian Coach Education and Professional Development
- Ensure the experience for all athletes is valuable, and built on respect, commitment, integrity and safety - from entry level to the World Cup, and through to our Alumni

We will focus our **BUILD** through the following strategic priorities:

STRATEGIC PRIORITIES KPIs			
<p style="text-align: center;">World Leading High Performance Program</p> <ul style="list-style-type: none"> ✓ All programs, camps, and competition opportunities targeted at talented athletes who are on the podium pathway ✓ Athletes who are professional training in a centralized environment with world leading coaches fully engaged ✓ Integrated Support team fully collaborating with HPD and Coaching Staff, focused on individual athlete needs determined by highly effective gap analysis ✓ Continue to be world leaders in equipment development, research and innovation, maintenance, and preparation 	<p style="text-align: center;">Athlete Transition and Development Programs</p> <ul style="list-style-type: none"> ✓ Complete the Gold Medal Profile and Podium Pathway through support of OTP and Canadian Tire Analytics ✓ Continue to strengthen a robust Next Gen program to continually develop and prepare athletes for International podium success ✓ Increase the number of athlete transition initiatives from Alpine to Ski Cross through PSO partnerships (ex. Speed/SX training camps) 	<p style="text-align: center;">Performance Objectives</p> <p>2019 - 2020:</p> <ul style="list-style-type: none"> ✓ Alpine – two World Cup Podiums ✓ Ski Cross – 10 World Cup Podiums, NorAm Overall Title (Men/Women), #1 nation ranking, one individual crystal globe ✓ Para-Alpine – 25 World Cup Podiums, #1 nation ranking, one crystal globe <p>2020 - 2021:</p> <ul style="list-style-type: none"> ✓ Alpine – four World Cup Podiums, 2 World Championship podiums ✓ Ski Cross – 12 World Cup Podiums, NorAm Overall Title (Men/Women), #1 nation ranking, one crystal globe, two World Championship podiums ✓ Para-Alpine – 25 World Cup Podiums, one crystal globe <p>2021 - 2022:</p> <ul style="list-style-type: none"> ✓ Alpine – four World Cup Podiums, 2 World Championship podiums ✓ Ski Cross – 10 World Cup Podiums, NorAm Overall Title (Men/Women), #1 nation ranking, one crystal globe ✓ Para-Alpine – 25 World Cup Podiums, one crystal globe <p>Beijing 2022:</p> <ul style="list-style-type: none"> ✓ Alpine – One Olympic Podium ✓ Ski Cross – Two Olympic Podiums ✓ Para-Alpine – 10 Paralympic Podiums 	<p style="text-align: center;">Aligned National Strategy</p> <ul style="list-style-type: none"> ✓ Enhance current domestic race series (Nor-Am and Development) ✓ Increase number of SX event experts across Canada ✓ Develop appropriate documentation on course building, event management, coach education and officials’ development ✓ Educate all PSO level and ‘major club’ coaches on SX in a targeted manner ✓ Provide access to training opportunities at targeted venues ✓ Develop resort partnerships for the creation of SX specific venue training and event execution ✓ Para-Alpine – complete one full season of robust data collection, utilizing dashboards through Canadian Tire ✓ Para-Alpine – Finalize Canadian Sit Ski Vision document and share with all stakeholders ✓ Para-Alpine – Representation on new various World Para-Alpine Committees, including calendaring, rules, and coaches advisory group ✓ Para-Alpine – Post season begin sharing tracking data with outside stakeholders including PTSO’s (able and Para) ✓ Para-Alpine – Staff succession plans discussed ahead of end of season to prepare for post Games transition period ✓ Para-Alpine – Successful transition of new Canadian Sit Ski Vision