



ALPINE ONTARIO ALPIN

**ANNUAL GENERAL MEETING
PRESENTATION
EXECUTIVE DIRECTOR'S REPORT**

October 24, 2015

Planning Process Overview



Operating Environment Summary

Stakeholder Feedback

- Interviews
- Focus group
- Document review

Business Drivers

- Higher expectations of transparency and governance
- Changing dynamics in economy and partnership revenue
- Declining engagement of athletes and volunteers

SWOT Analysis

- Strengths
- Weaknesses
- Opportunities
- Threats

Summary Business Issues

1. Provincial program consistency and excellence
2. Stakeholder education and engagement
3. Financial management and governance



AOA Mission: *Core Reason for Being*

Our Mission

To promote lifelong enjoyment of, and excellence in, alpine and para alpine skiing



Key Elements of Mission

- Contribute to the growth and promotion of the sport
- Deliver programs and services to develop athletes from grass roots to the highest level of competition in accordance with the Long Term Skier Development framework
- Collaboratively work with clubs to develop and nurture athletes to progress to high performance competitive levels in Canada and beyond
- Ensure coaching and officiating excellence
- Provide overall leadership and structure for the sustainable delivery of high quality, affordable and consistent programs across Ontario, accessible to all



AOA Vision: *Aspirational Goal*

Our Vision

Recognized as a world class organization and the provincial leader in Canada in alpine and para alpine skiing

Key Elements of Vision

Aspiration to be “world class” and “leader” indicate:

- Innovative and high quality programming and services from grass roots to highest level of competition
- Recognized for building an engaged and active alpine and para alpine skiing community across the province
- Strong representation of Ontario athletes on the Canada ski team and other high performance pathways, and on podiums nationally and internationally



Summary Strategic Framework

MISSION

To promote lifelong enjoyment of, and excellence in, alpine and para alpine skiing

VISION

Recognized as a world class organization and the provincial leader in Canada in alpine and para alpine skiing.

2020 OBJECTIVES

QUALITY PROGRAMS

1. Retain more athletes at all levels / all stages
2. Increase pipeline of accredited coaches and officials
3. Have the highest level of provincial participation on the national alpine ski team

ENGAGED COMMUNITY

4. Be recognized and valued by the Ontario alpine ski community for the services we provide as an organization

ORGANIZATION CAPABILITY

5. Create long term financial and organizational sustainability to ensure consistent year over year programming
6. Continue to focus on the establishment and adherence to robust governance in Management and Board practices

CORE STRATEGIES

1. Athlete development	2. Growth of coaches and officials	3. Stakeholder engagement	4. Provincial consistency	5. Revenue sustainability	6. Not-for-profit / PSO best practices
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2020 Objectives: *What We Will Achieve*

There are 6 objectives to achieve by 2020 that fall into **3 key areas**:



2020 Objectives:

Quality Programs



Four Year Objective

1. Retain more athletes at all levels / all stages
2. Increase pipeline of accredited coaches and officials
3. Have highest level of provincial participation on the national alpine ski team



2020 Objectives:

Engaged Community



Four Year Objective

4. Be recognized and valued by the Ontario alpine ski community for the services we provide as an organization



2020 Objectives:

Organizational Capability



Four Year Objective

5. Create long term financial and organizational sustainability to ensure consistent year of year programming
6. Continue to focus on the establishment and adherence to robust governance in Management and Board practices



Strategies and Initiatives:

How We Will Achieve Objectives

There are 6 core strategies that support the objectives:

1. Athlete Development
2. Growth of Coaches and Officials
3. Stakeholder Engagement
4. Provincial Consistency
5. Revenue Sustainability
6. Not-for-profit / PSO best practices

The strategies may support more than one objective.



Strategies and Initiatives

- 1. Athlete Development.** Improve quality of the AOA athlete development program
- 2. Growth of Coaches and Officials.** Create and facilitate an outreach program that engages member clubs to participate and endorse the growth of coaches and officials
- 3. Stakeholder engagement.** Build awareness and engagement with all key stakeholders in our community
- 4. Provincial consistency.** Create clarity and improve consistency in which AOA provides programming to all areas in the province



Strategies and Initiatives

5. **Revenue sustainability.** Develop long term consistent and sustainable revenue models
6. **Not-for-profit / PSO best practices.** Continue to bring AOA in line with current not-for-profit best practices and with Alpine Canada



Next Steps

1. Developing annual plans – to track progress in our planning process
2. Create reporting structure to better facilitate communication between all stakeholders
3. Build systems to increase our accountability and transparency throughout our organization

