



STRATEGIC PLAN

2023 – 2028

ALPINE ONTARIO ALPIN



Jack Crawford



ONTARIO 
UNITED 



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INTRO MESSAGE



Ski racing has deep roots in Ontario. Our ski trails are carved from any small nook and valley that could be found on our vertically challenged landscapes. Our hardpack snow and ice have produced some of Canada's most heroic ski racers that have conquered and triumphed on the world's most legendary Olympic, Paralympic, World Championship and World Cup race courses. As the world around us continues to evolve, it is incumbent upon all of us who participate in our sport to embrace our values through inclusive engagement and collaboration, fostering and promoting the joy of ski racing for all.

While our hills remain grounded, our sport is a story of constant evolution. From straight skis to carving, from hay bails to B-net, from traditional Alpine to the introduction of Skier Cross, we recognize and embrace the need as an organization to evolve and transform. As we navigate and promote changing societal views and norms, along with world-changing events such as the Covid 19 pandemic and rapid climate change, we are committed to constant reflection and assessment, to better understand the ongoing challenges and needs of our membership community.

To better appreciate the current perceptions and understanding of our organization, Alpine Ontario Alpin embarked upon an 18 month journey, listening to and collecting information from stakeholders across the province that has led us to the development of our 5-year strategic plan.

This commitment will promote and foster the lifelong participation of athletes, coaches, volunteers and officials across our vast province – this is the key to our collective success. The vision of a thriving and joyful ski community for all: ONTARIO UNITED, can only be possible through steadfast engagement of our plan by all Alpine Ontario Alpin stakeholders. From U8 to U21 athletes, entry to professional level coaches, fundraising to gate keeping volunteers, and safe sport to technical delegate officials; it will require a community effort to inspire and drive the advancement and success of ski racing in Ontario.

Yours in Skiing,

Patrick Biggs
Executive Director
Alpine Ontario
Alpin

Linsey Ferguson
Chair, Board of
Directors
Alpine Ontario Alpin



We have seen first hand the incredible benefits that alpine, para and ski cross racing offers to those who embark on this lifelong journey. With adventure, challenge and overcoming adversity, these experiences contribute to the growth of character and self-confidence and contribute to physical and mental well being.

– Linsey Ferguson, AOA Board Chair



Ally Nullmeyer



AOA VISION

A THRIVING SKI
COMMUNITY FOR ALL





AOA MISSION

LEAD, SUPPORT, AND
PROMOTE THE JOYS OF SKI
RACING WHILE DELIVERING
A TRUSTED PATHWAY TO
PODIUMS, COMMUNITY,
COMPETITIONS, AND
CAREERS





AOA VALUES

- RESPECT
- INTEGRITY
- PASSION
- ACCOUNTABILITY
- INCLUSIVITY





AOA UNIFIED OUTCOME

ONTARIO UNITED – A
PLACE OF BELONGING
THROUGH POSITIVE
EXPERIENCES FOSTERING
GROWTH, INCLUSIVENESS,
AND COLLABORATION







STRATEGIC PLAN v 1.0

GOALS, OUTCOMES, PROCESS



To reach a goal in life it is never a straight trajectory, there will be ups and downs, hurdles and barriers. Through each experience you have the chance to learn, to become who you aspire to be and to inspire those around you. **Be brave and free yourself to fail, it is only then that you will begin to succeed.**

**– Erin Mielzynski, Georgian Peaks Ski Club
(World Cup winner)**



AOA METHODOLOGY

This strategic plan is a culmination of an insight-led and data-driven integrated planning process. It is a reflection of the time invested through listening tours, member surveys, and a facilitated strategy workshop conducted by third-party consultants. Our goal was to understand and assess the needs, perspectives and expectations of our membership, clubs, and divisions. As an organization we must drive forward with resolve and agility, understanding that our tactics and progress will be continuously assessed, adjusted and improved. A good plan is simply just the beginning.





AOA ROADMAP





AOA STRATEGIC PRIORITIES

Guiding us on our journey to 2028 are four strategic priorities. As a provincial organization our work is deep and broad. Our strategic priorities will support annual planning, allocation of finite resources, and drive our efforts to realize our vision of a thriving and joyful ski community for all.



INSPIRED COMMUNITY

A GROWING SKI RACING
COMMUNITY THAT EMBRACES
INCLUSIVENESS AND BELONGING



STRATEGIC OBJECTIVES

- Unified Vision
- A community that provides programming for varying skill, development, and performance levels across all divisions
- Para-Alpine thriving through participation and resources
- New models of access and entry to ski programs



STRATEGIC ACTIONS

- Identify and support the diverse needs among clubs and athletes to provide programming that fosters participation and retention.
- Proactively safeguarding participants through robust Safe Sport policy and promoting safe and inclusive environments.
- Providing relevant and clear information & resources for clubs to onboard new families into the ski community.
- Champion and Celebrate examples of excellence in our racing community.
- Develop and implement strategies at eliminating barriers to participation (e.g. gender, race, ethnicity, sexual orientation, financial status, ability).
- More Cowbell - Increase community engagement and participation through organized and meaningful events & competitions.
- Create campaigns targeting volunteerism & an invested ski community.

ATHLETIC DEVELOPMENT

A TRUSTED GROWTH AND DEVELOPMENT PATHWAY THAT DELIVERS VALUE AND PERFORMANCE SUCCESS



STRATEGIC OBJECTIVES

- Pathways and programs that allow Ontario athletes to progress to the highest level of the sport.
- Programs supporting 'Healthy Humans' addressing performance, fitness, mental health, and educational requirements for athletes and coaches.
- AOA High Performance programs seen as the leading pathway to CAST/CPAST/CSX.



STRATEGIC ACTIONS

- Identifying critical gaps in performance infrastructure and athlete pool (location, education, \$) and collaboratively developing short/medium/long term solutions.
- Develop & communicate clear, simple pathways for Athletes who aspire for provincial and national careers
- Align high performance activity with Alpine Canada's National Direction & LTAD.
- Enhance Skill Development and physical preparation by offering turnkey tools and resources aligned with ACA and accessible to all clubs and levels.
- Increase access & exposure to SX and Super-G environments.
- Enhance Skill Development and General preparation for more U14 athletes through AOA led initiatives
- Provide Mental health and wellness resources and support.
- Provide information & options to support the education pathway of racers.

COACHES & OFFICIALS

AOA SUPPORTING COACH AND OFFICIALS DEVELOPMENT ACROSS THE PROVINCE



STRATEGIC OBJECTIVES

- Increased investment in coaches and officials development.
- More opportunities for 'on hill learning'.
- Clear pathways to elevate and maximize the potential of Coaches and Officials.



STRATEGIC ACTIONS

- Foster, recruit, develop, and support coaches and officials across the province.
- Develop & Communicate clear, simple pathways for Coaches and Officials who aspire for provincial and national careers.
- Make coach education and professional development more accessible in the field and to new coaches.
- Ensure our coaching and officials leadership is representative & reflective of our community.
- Developing a team of learning facilitators that will inspire the next generation of AOA coaches.
- Increase recognition, valuing and belonging amongst officials & coaches within the community.
- Education and mentorship opportunities to develop and advance high performance coaches.

ORGANIZATIONAL EXCELLENCE

COMMITMENT TO EXCELLENCE IN GOVERNANCE, FINANCIALS AND OPERATIONS



STRATEGIC OBJECTIVES

- Strong finances with revenue growth.
- Transparency to stakeholders aligned with ethical behaviour.
- Stable leadership and staffing.
- Clearly define roles and responsibilities amongst contributors.
- Stable and sustainable best-in-class athletic leadership and programming.



STRATEGIC ACTIONS

- Enhance the organizational structure to deliver administrative excellence through KPIs, accountability, and financials.
- Developing, executing and communicating aligned multi-year actions with clear KPI, roles and responsibilities, and review process.
- Establishing clear roles, responsibilities and lines of communication to ensure the achievement of AOA's vision.
- Develop a robust and transparent revenue generation plan with fiscal responsibility to create a sustainable stream of revenue for the organization.
- Strengthen Alpine Ontario governance practices and align with current strategic plan.
- Create sustainable and actionable partner agreements that drive a unified vision.
- Ensure our leadership is representative and reflects our community.



PRIORITY SEQUENCING

**5-year KPI priority sequencing in
development with stakeholders.
Completion by Fall 2023**

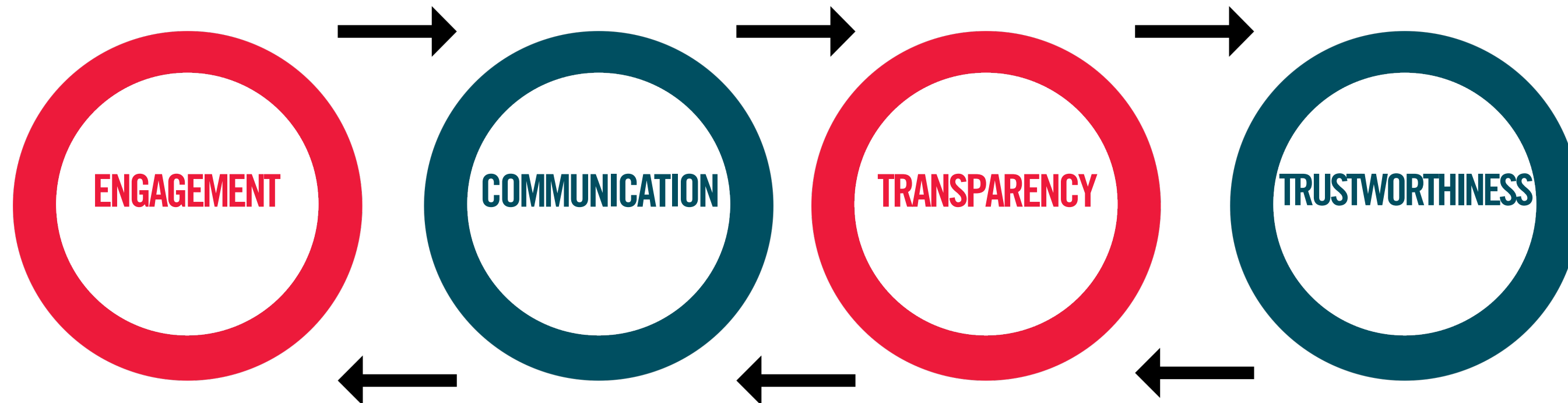




AOA COMMITMENTS



Our commitments describe *how* we will achieve what we set out to accomplish as we move toward 2028.





AOA INCLUSIVE



AOA would like to acknowledge and thank the following community members for their exceptional contributions to this process:

REGIONS

Lake Superior Division, National Capital Division, Northern Ontario Division and, Southern Ontario Division.

BOARD OF DIRECTORS

Linsey Ferguson, Brian Silveira, Andrew Fortier, Peter Bier, John Prosperi, Dave Bradley, Doug Milne, Stephanie Warner, David Wasserman.

AOA STAFF

Patrick Biggs, Angela Hobbs, Kip Harrington, Heather Vita, Duncan Gibson-MacLean, Suki Chapman, Sarah Edwards, Jacques Reid, Derek Baker.

WORKSHOP VOLUNTEERS

Laura Berry, Pat Biggs, David Wasserman, Mike Schneider, Keely Campbell, Dave Bradley, Doug Milne, Kip Harrington, Nathalene Hagar, Tomaz Senk, Brian Opitz, Karson Benn, Linsey Ferguson, John Prosperi, Cam McKenzie, Victoria Fenniger, Brian Silveira, Duncan Gibson-MacLean, Sarah Edwards, Geoff Hall, Peter Bier, Gwen Binsfield, Jacques Reid, Joey Levigne, Katie Twible, Mary-Beth Hemphill, Jenni Stielow, Graeme Buckrell, Pierre Soulard.

SUPPORT

Bedford Hill Consulting: Stephen Ilkiw, Michael Colley
Fresh Air Productions: Gordie Bowles, Kat Morgenroth



AOA UNITED: CLUBS

Adanac
Alpine
Batawa
Beaver Valley
Brimacombe
Calabogie
Caledon
Camp Fortune
Catalyst Alpine
Chicopee
Craigleith
Devil's Glen
Elite Alpine
Elliott Lake
Fenniger Racing
Georgian Peaks
Glacier
Jozo Weider Racing

London Ski Club
Mansfield Ski Club
Milton Heights
Muskoka Ski Club
National Capital Outaouais
National Ski Academy
North Bay
North York Alpine
Norwesters Alpine Club
Osler Bluff
Port Arthur Ski Club
Searchmount Ski Runners
Sir Sams
Snow Valley
TBFAST
The Heights
Timmins
Toronto Ski Club





ALPINE ONTARIO ALPIN

ONTARIO UNITED - ALPINE ONTARIO ALPIN STRATEGIC PLAN 2023-2028

A PLACE OF BELONGING THROUGH POSITIVE EXPERIENCES FOSTERING GROWTH, INCLUSIVENESS, AND COLLABORATION



STRATEGIC PRIORITIES

ACTIONS

Inspired Community

Create and define strong partnerships and alignment with Divisions and member Clubs

Grow and enhance the racing community through inclusive offerings and creating safe environments

- Clear division MOUs, roles and responsibilities
- Community events - Spring/Fall Summits
- Safe Sport policy and education
- Turn key club resources
- New event series to engage a broader range of ski racers (ENL/UNI)
- Campaigns targeting volunteerism

Athletic Development

Continued assessment of gaps in performance infrastructure, supported by action

Focus on U14 development and preparedness
Pathway and Retention Marketing

- Housing/educational solutions for ODST
- Provincial Spring Training opportunities at U12/U14
- Increased SX & SG camp initiatives
- Supporting FIS programming across 4 divisions
- New parent resources and ski racing education tools

Coaches + Officials

Clear coach pathways and courses for career development

Opportunities for 'on hill learning'
Recruiting and fostering coaches

- New DL delivery model implemented
- Increased camp modules for coaches
- Develop marketing material to attract coaches and officials
- Developing the next gen of Ontario coach leaders and facilitators (professional, accountable, inspiring)

Organizational Excellence

Multi-year action plan

Revenue generation

Lead by example through diverse organizational leadership

- Community shared annual KPI reviews
- \$100K new partnership revenue, +20% membership participation
- Gender equity across AOA Board of Directors
- Code of Conduct alignment PSO/divisions/club