



# 2024 AOA STRATEGIC PLAN INTERVAL REPORT

September 26<sup>th</sup>, 2024



# STRATEGIC PLAN INTERVAL REPORT

SEPT / 24



## VISION

**A THRIVING SKI COMMUNITY FOR ALL**

## MISSION

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

## CORE VALUES

**RESPECT, INTEGRITY, PASSION, ACCOUNTABILITY, INCLUSIVITY**

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



# PTSO ROLES AND RESPONSIBILITIES



**Ontario's Sport Recognition Policy** sets out the mandatory requirements provincial sport organizations and multi-sport organizations must meet to be recognized by the province.

## PSO RESPONSIBILITIES

- ✓ developing their sports
- ✓ providing a competitive pathway for athlete development
- ✓ selecting provincial teams
- ✓ recruiting and training coaches, officials and volunteers
- ✓ conducting provincial championships
- ✓ ensuring they operate within their National Sport Organization (NSO) rules

## FOR THE PUBLIC, A PROVINCIALLY RECOGNIZED PSO/MSO PROVIDES

Assurance the organization operates in a safe and effective manner

- follows national standards when developing and offering a sport
- offers high quality programs to their members
- has certified coaches and officials
- has established risk management policies (discipline, harassment, anti-doping, screening for volunteers etc.)
- is working to promote participation from under-represented populations in Ontario



# STRATEGIC PLAN INTERVAL REPORT SEPT / 24



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.

The AOA strategic plan interval report is aimed to help showcase progress against the priorities set forth in our 2023-2028 strategic plan.

## AREAS OF FOCUS



## PRIMARY OBJECTIVES

- I. A growing ski racing community that embraces inclusiveness and belonging
- II. A trusted growth and development pathway that delivers value and performance success
- III. AOA supporting coach and officials development across the province
- IV. Commitment to excellence in governance, financials and operations

STRAT PLAN ADVISORY GROUP



29 KEY ACTIONS

# ACTION PLAN ITEMS UPDATE

SEPT / 24



1

Identify and support the diverse needs among clubs and athletes to provide programming that fosters participation and retention.

STATUS | ON TRACK

23/24 FOCUS

## BENEFITS

- A community that provides programming for varying skill, development, and performance levels across all divisions
- New models of access and entry to ski programs

## CURRENT ACTIVITIES

- ✓ Host the first ever Canadian University Championships
- Schedule U18 events that unite racers and offer an alternative to FIS
- ✓ Integrate team racing component in SCUP series (SOD)

2

Proactively safeguarding participants through robust Safe Sport policy and promoting safe and inclusive environments.

STATUS | ON TRACK

23/24 FOCUS

## BENEFITS

- A growing ski racing Community that embraces Inclusiveness and belonging

## CURRENT ACTIVITIES

- ✓ Securing independent third-party Safe Sport case manager
- ✓ Safe Sport training for participants
- Developing new safe sport policy suite

# ACTION PLAN ITEMS UPDATE

SEPT / 24



3

Providing relevant and clear information & resources for clubs to onboard new families into the ski community.

STATUS | ON TRACK

23/24  
FOCUS

## BENEFITS

- A growing ski racing Community that embraces Inclusiveness and belonging

## CURRENT ACTIVITIES

- ✓ Develop equipment gear guide for families
- ✓ Develop parent information video series

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Champion and Celebrate examples of excellence in our racing community.

STATUS | ON TRACK

## BENEFITS

- A growing ski racing Community that embraces Inclusiveness and belonging

## CURRENT ACTIVITIES

- ✓ Execute live Ontario Ski Racing Awards
- ✓ Coach level achievement pins
- ✓ New Coach facilitator awards



# ACTION PLAN ITEMS UPDATE

SEPT / 24



5

Develop and implement strategies at eliminating barriers to participation (e.g. gender, race, ethnicity, sexual orientation, financial status, ability).

STATUS | ON TRACK

## BENEFITS

- A growing ski racing community that embraces inclusiveness and belonging
- Para-Alpine thriving through participation and resources

## CURRENT ACTIVITIES

- ✓ OPAST team fully aligned with ACA and CSIO supports
- ✓ Implementing registration platform and policy changes to be more inclusive in language and access to competition

6

More Cowbell - Increase community engagement and participation through organized and meaningful events & competitions.

STATUS | ON GOING

## BENEFITS

- A growing ski racing Community that embraces Inclusiveness and belonging

## CURRENT ACTIVITIES

- ✓ Develop events that excite and draw fans and engagement – 2024 NorAms
- ✓ Collaborate with Division events for increased engagement and excitement

23/24  
FOCUS



7

Create campaigns targeting volunteerism & an invested ski community.

STATUS | TO BE STARTED

## BENEFITS

- A growing ski racing Community that embraces Inclusiveness and belonging

## CURRENT ACTIVITIES

8

Identifying critical gaps in performance infrastructure and athlete pool (location, education, \$) and collaboratively developing short/medium/long term solutions.

STATUS | ON TRACK

23/24  
FOCUS

## BENEFITS

- Pathways and programs that allow Ontario athletes to progress to the highest level of the sport.

## CURRENT ACTIVITIES

- ✓ Community outreach meeting and surveys conducted
- ✓ System expert/consultant hired to analyze and make recommendations
- Publish actionable steps



# ACTION PLAN ITEMS UPDATE

SEPT / 24



9

Develop & communicate clear, simple pathways for Athletes who aspire for provincial and national careers

STATUS | ON TRACK

## BENEFITS

Pathways and programs that allow Ontario athletes to progress to the highest level of the sport.

## CURRENT ACTIVITIES

- ✓ Pathway presentations
- ✓ Update parent handbook
- Develop university/NCAA program resources guide

10

Align high performance activity with Alpine Canada's National Direction & LTAD.

STATUS | ON GOING

## BENEFITS

- Pathways and programs that allow Ontario athletes to progress to the highest level of the sport.

## CURRENT ACTIVITIES

- ✓ Leverage ACA Project Excel working group to increase collaboration and alignment with ACA and other PSOs



# ACTION PLAN ITEMS UPDATE

SEPT / 24



11

Enhance Skill Development and physical preparation by offering turnkey tools and resources aligned with ACA and accessible to all clubs and levels.

STATUS | TO BE STARTED

## BENEFITS

Programs supporting “Healthy Humans” addressing performance, fitness, mental health, and educational requirements for athletes and coaches

## CURRENT ACTIVITIES

- Train club/division reps on ACA smart-a-base fitness combine uploads
- Provide Fitness Combine guidelines and benchmark standards

12

Increase access & exposure to SX and Super-G environments.

STATUS | ON TRACK

## BENEFITS

- Pathways and programs that allow Ontario athletes to progress to the highest level of the sport.

## CURRENT ACTIVITIES

- ✓ Develop annual plan of SX and SG camps and comps
- ✓ Collaborate with ON Snowboard to offer SX race series
- U16 SG Camp in Quebec/USA

23/24  
FOCUS

# ACTION PLAN ITEMS UPDATE

SEPT / 24



13

Enhance Skill Development and General preparation for more U14 athletes through AOA led initiatives

STATUS | TO BE STARTED

23/24  
FOCUS

## BENEFITS

Supporting “Healthy Humans” addressing performance, fitness, mental health, and educational requirements for athletes and coaches

## CURRENT ACTIVITIES

- U14 Summer Development Camp
- U14 mid-season project
- U14 dryland camp

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Provide Mental health and wellness resources and support.

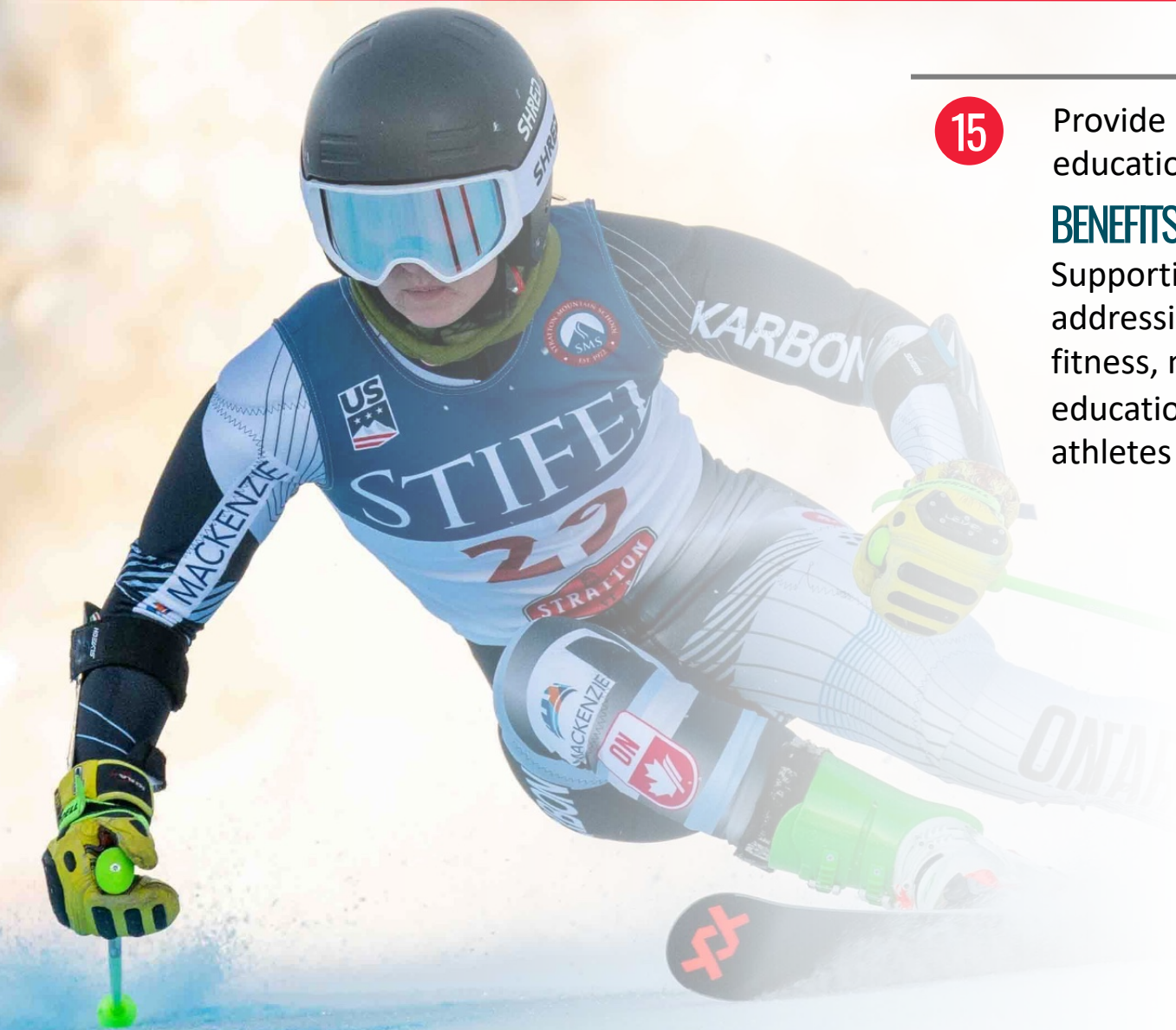
STATUS | TO BE STARTED

## BENEFITS

Supporting “Healthy Humans” addressing performance, fitness, mental health, and educational requirements for athletes and coaches

## CURRENT ACTIVITIES

- ✓ Mental Health speaker engaged at Coaches Conference
- Resource Guides for Clubs/Coaches/Athletes aligned with CSIO Services



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Provide information & options to support the education pathway of racers.

## BENEFITS

Supporting “Healthy Humans” addressing performance, fitness, mental health, and educational requirements for athletes and coaches

## CURRENT ACTIVITIES

- ✓ Summer high school credits integrated into HPP camps
- Academic options for ski racers presentations



STATUS | ON GOING

16

Foster, recruit, develop, and support coaches and officials across the province.

## BENEFITS

Pathways and programs that allow Ontario athletes to progress to the highest level of the sport.

## CURRENT ACTIVITIES

- ✓ Deliver coaching initiative that create belonging
- ✓ Engaging conferences
- Develop marketing materials to attract and retain coaches

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Develop & Communicate clear, simple pathways for Coaches and Officials who aspire for provincial and national careers.

## BENEFITS

- Pathways and programs that allow Ontario athletes to progress to the highest level of the sport.

## CURRENT ACTIVITIES

- Align online materials sharing pathway information and opportunities
- Coach & Official identification and mentorship program

STATUS | TO BE STARTED

# ACTION PLAN ITEMS UPDATE

SEPT / 24



18

Make coach education and professional development more accessible in the field and to new coaches.

STATUS | ON TRACK

23/24  
FOCUS

## BENEFITS

More opportunities for 'on hill learning'

## CURRENT ACTIVITIES

- ✓ Flexible DL delivery model implementation
- ✓ Increased camp modules for coaches

19

Ensure our coaching and officials leadership is representative & reflective of our community.

STATUS | ON TRACK

## BENEFITS

Clear pathways to elevate and maximize the potential of Coaches and Officials

## CURRENT ACTIVITIES

- ✓ Delivery of Women in Coaching initiative
- ✓ Execution/Delivery of Mackenzie LevelUP program



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Developing a team of learning facilitators that will inspire the next generation of AOA coaches.

STATUS | ON TRACK

23/24  
FOCUS

## BENEFITS

- Increased investment in coaches and officials' development
- Clear pathways to elevate and maximize potential

## CURRENT ACTIVITIES

- ✓ Increased focus on Facilitator Training and Recruitment

21

Increase recognition, valuing and belonging amongst officials & coaches within the community.

STATUS | ON TRACK

## BENEFITS

- Valued and engaged coaches across the province

## CURRENT ACTIVITIES

- ✓ New Coach facilitator awards
- Coach facilitator and officials jackets



22

Education and mentorship opportunities to develop and advance high-performance coaches.

STATUS | ON TRACK

## BENEFITS

Clear pathways to elevate and maximize the potential of Coaches and Officials

## CURRENT ACTIVITIES

✓ Engagement of full-time coach development manager to provide development opportunities for Ontario coaches

23

Enhance the organizational structure to deliver administrative excellence through KPIs, accountability, and financials.

STATUS | ON TRACK

## BENEFITS

- Transparency to stakeholders aligned with ethical behaviour
- Strong finances with revenue growth

## CURRENT ACTIVITIES

- ✓ Development of AOA Action Plan update through tracker
- ✓ Ministry Tracked KPIs



# ACTION PLAN ITEMS UPDATE

SEPT / 24



24

Developing, executing and communicating aligned multi-year actions with clear KPI, roles and responsibilities, and review process.

## BENEFITS

- Transparency to stakeholders aligned with ethical behaviour

## CURRENT ACTIVITIES

✓ Development of AOA Action Plan update through tracker  
✓ Ministry Tracked KPIs

STATUS | ON TRACK

23/24 FOCUS

25

Establishing clear roles, responsibilities and lines of communication to ensure the achievement of AOA's vision.

## BENEFITS

Clearly define roles and responsibilities amongst contributors

## CURRENT ACTIVITIES

✓ Ministry Tracked KPIs

STATUS | TO BE STARTED

# ACTION PLAN ITEMS UPDATE

SEPT / 24



26

Develop a robust and transparent revenue generation plan with fiscal responsibility to create a sustainable stream of revenue for the organization.

STATUS | ON TRACK

23/24  
FOCUS

## BENEFITS

- Strong finances with revenue growth
- Transparency to stakeholders aligned with ethical behavior

## CURRENT ACTIVITIES

- ✓ 150k growth in new sponsorship revenue and Value In Kind
- ✓ 50k Growth in new grant funding
- Fundraising Revenue Generation Plan

27

Strengthen Alpine Ontario governance practices and align with current strategic plan.

STATUS | ON TRACK

23/24  
FOCUS

## BENEFITS

- Stable and sustainable best-in-class athletic leadership and programming

## CURRENT ACTIVITIES

- ✓ Bylaws update in alignment with ONCA
- Code of Conduct policy update and Club/Division policy review
- Division MOU updates

# ACTION PLAN ITEMS UPDATE

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28

Create sustainable and actionable partner agreements that drive a unified vision.

STATUS | TO BE STARTED

## BENEFITS

- Strong finances with revenue growth

## CURRENT ACTIVITIES

29

Ensure our leadership is representative and reflects our community.

STATUS | ON TRACK

## BENEFITS

- Stable and sustainable best-in-class leadership

## CURRENT ACTIVITIES

- Gender equity targets set for board representation

