2026 AOA STRATEGIC PLAN INTERVAL REPORT

May 31st, 2026



STRATEGIC PLAN INTERVAL REPORT MAY / 26



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

https://www.ontario.ca/page/sport-recognition-policy-provincial-and-multi-sport-organizations

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As an organization we must drive forward with resolve and agility, under-standing 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

ONTARIO UNITED - ALPINE ONTARIO ALPIN STRATEGIC 2023-2028

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

2025-26 PRIORITY ACTIONS + TACTICS

Organizational Excellence	New Charitable Tax Receipt + Annual Fund Donor Program	Administrative Excellence in Financial Management
Athletic Development	Launch Skill-UP Program + Patches	Enhanced Parent + Pathway Meetings
Coaches + Officials	Communicate Value of Strive App	Coach UP Program + Increase DL/PL Candidates
Inspired Community	Communicating AOA Value – Impact Report	Value in Ski Racing Study

ACTION PLAN ITEMS UPDATE MAY / 26



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

STATUS | ON TRACK

24/25 FOCUS

BENEFITS

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

ACTIONS & PROGRESS

- ✓ Host the second annual Canadian University Championships
- ✓ Offer flexible U18 race series options to accommodate the needs of racers (U16 OCUP series integration)
- ✓ Registration grew from **3,662 (2021-22) to 4,218 (2025-26)**, a **15.2% increase** over 5 seasons, on track toward the +20% strategic plan target
- ✓ Total membership reached **4,252** in fiscal 2026, with U10 growing from 826 to 903 (largest age group growth)
- ✓ Officials community grew significantly: **396 members (2025) to 539 (2026)**
- ✓ **Mackenzie Investments Cup Team Racing** delivers team racing from U12-U16 across all divisional series, with Random Start Order (RSO) implemented at all U10-U16 races since 2023-24

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

STATUS | ON TRACK

24/25 FOCUS

BENEFITS

- A growing ski racing Community that embraces Inclusiveness and belonging

ACTIONS & PROGRESS

- ✓ Required **Background screening and Safe Sport training** for all coaches
- ✓ Published a new **Code of Conduct** aligned with Alpine Canada
- ✓ First-ever **SCUP Coach Verification Audit** (March 2026): cross-referenced ACA membership and licensing across **217 coaches** in U12/U14/U16 programs; results presented at Spring Summit May 2026
- ✓ **ITP Sport and Recreation** adjudicated **3 complaints** in last year — independent process functioning as intended
- ✓ **Rowan's Law** annual confirmation cadence established: all athletes, parents, coaches, officials required to confirm within 12 months before registration or serving
- ✓ New **Discipline and Complaints Committee**: new terms of reference and four new members appointed May 2026; clearer complaint flowchart and standard sanctions matrix in development
- ✓ **Mental Health Emergency Action Plan** active across HP programs: servicing 20 ODST athletes, 9 OST athletes, 7 coaches through CSIO Mental Performance Consultant

ACTION PLAN ITEMS UPDATE MAY / 26



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

ACTIONS & PROGRESS

- ✓ Develop equipment **Gear Guide** for families
- ✓ **Onboarding Guide for New Families, Parent Handbook, and information video series** developed and shared annually with all **36 clubs**
- ✓ **Raceline Newsletter:** 20 editions, **6,791 subscribers**, 50% open rate
- ✓ **Race Report:** 16 editions, **5,886 subscribers**, 53% open rate
- ✓ **Website: 340,000 annual visits, +125% YOY growth**; 534K+ social media views

4 Champion and Celebrate examples of excellence in our racing community.

STATUS | ON TRACK

BENEFITS

- A growing ski racing Community that embraces Inclusiveness and belonging

ACTIONS & PROGRESS

- ✓ Execute live Ontario Ski Racing Awards
- ✓ Coach level achievement pins created and delivered at coaching courses
- ✓ New Coach facilitator awards presented annually
- ✓ **Path to the Podium** fundraiser grew from 120 to **183 attendees**, raising **$60K** for AOA
- ✓ **Skill-UP patch program** launched: participation patch for all; dedicated drill patch for athletes achieving Consolidation (score 5 or 6)
- ✓ **Canadian University Championships** hosted (second annual)

ACTION PLAN ITEMS UPDATE MAY / 26



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

STATUS | ON TRACK

25/26 FOCUS

BENEFITS

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

ACTIONS & PROGRESS

✓ 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
✓ Value in Ski Racing study - build a national evidence base to strengthen partnerships with ski areas and support the balanced growth of ski racing
✓ **Community Sport for All Initiative (2024-25):** 50 Indigenous first-time skiers (Fort William First Nation), 100 participants with disabilities (CADS Ontario), 150 children from low-income families (YMCA/Second Tracks) — **~300 new participants**
✓ **Bridging the Gap Bursary: $10,000** distributed annually for each of the last 3 years
✓ **ACA Carving the Future Para Grant** promoted to clubs; **4 clubs** hosting **6 para-integrated races** annually
✓ **She Skis 2025-26: 40 athletes from 21 clubs** at Georgian Peaks — mentorship and empowerment day for female U12-U16 racers
✓ **Racer Up and Coach-Up** programs reduce financial barriers to participation and HP coaching environments
✓ **James Budrow** selected to CPAST prospect group

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

STATUS | ON GOING

23/24 FOCUS

BENEFITS

- A growing ski racing Community that embraces Inclusiveness and belonging

ACTIONS & PROGRESS

✓ Develop events that excite and draw fans and engagement – 2024 NorAms
✓ Collaborate with Division events for increased engagement and excitement
✓ **Craigleith World Cup SX** hosted; Community Fan Zone drew **300+ club members**
✓ AOA coordinated **Women in Coaching** events and community activations aligned with World Cup window
✓ **U14 and U16 O-Cup finals, Canadian University Championships** hosted in 2025-26

ACTION PLAN ITEMS UPDATE MAY/26



7 Create campaigns targeting volunteerism & an invested ski community.

STATUS | TO BE STARTED

BENEFITS

- A growing ski racing Community that embraces Inclusiveness and belonging

ACTIONS & PROGRESS

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.

ACTIONS & PROGRESS

- ✓ System expert/consultant Michael Pilarski in 2024 hired to analyze and provide recommendations. Report created, and presented at AOA coaches debrief
- ✓ Ontario High Performance plan published 2025. Presented to Ontario High Performance Sport Institute.
- ✓ **SIMA Training Centre** partnership in active development; target **signed MOU by December 2026**
- ✓ Collaborative **FIS calendaring and new quota system** with Quebec and SkiNB planned for 2026-27

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.

ACTIONS & PROGRESS

- ✓ **Updated Pathway presentation**. Delivered live min 4 times annually. Online video shared in raceline.
- ✓ Update parent handbook – Shared at registration, club calls, and through raceline.
- ✓ Published university/NCAA program online resources guide (2025)
- ✓ Updated **ODST and OST Selection Guidelines** published (2026-27)
- ✓ **Justin Alkier and Kyle Blandford** progressed from OST to CAST-D in the past 3 years; Kyle Blandford now on **CAST Development Team**
- ✓ **Jack Crawford (Olympic Bronze), Ali Nullmeyer, Kevin Drury, Kris Mahler** active on national teams in 2026
- ✓ **Michaela Gosselin: Bronze, Milan 2026 Paralympics** (Canada's 200th Winter Paralympic medal); **Sierra Smith, 3 Paralympic medals** as guide

ACTION PLAN ITEMS UPDATE MAY / 26



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.

ACTIONS & PROGRESS

✓ Leverage **ACA Project Excel** working group to increase collaboration and alignment with ACA and other PSOs
✓ Schedule **more programming overlap** (U16, ODST, OST, CAST-D) to present vertical integration opportunities
✓ **GMP Major Games Curves** used for all OST athletes to inform probability of progression to CAST-D and World/Olympic podiums
✓ **AOA Ski Training and Coaching Plan** aligns programming across LTT, TTT, and TTC stages — presented annually at Coaches Conference

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

STATUS | ON TRACK

25/26 FOCUS

BENEFITS

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

ACTIONS & PROGRESS

✓ Communicate and Promote **ACA Fitness Combine** guidelines and benchmark standards
✓ **Launch Skill-UP Program** and patch recognition
✓ **ACA Strive: 829 athletes** across all 36 clubs (100% active), **3,000+ evaluations**, 64% average pass rate
✓ **U12 Skill Enhancement Program: 786 athletes** across 24 provincially sanctioned events (SOD); expanding to NOD, NCD, LSDA in 2026-27
✓ **Fall Fitness Testing** event: **226 athletes** participated using ACA Fitness Combine battery
✓ **All 3 Skill-UP Days sold out in 2026** at 100 capacity each (Caledon, Craigleith, Blue Mountain)

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

STATUS | ON TRACK

23/24 FOCUS 24/25 FOCUS

BENEFITS

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

ACTIONS & PROGRESS

✓ Use **legacy Craigleith World Cup track** to run SX races and camps (2025, 2026)
✓ U16 SG Camp in Quebec (2025 and 2026)
✓ AOA Coach Development Manager attended a min of 2 U14/U16 speed camps annually (2024-26)
✓ Eastern FIS Speed Event (Whiteface) in 2025

ACTION PLAN ITEMS UPDATE MAY / 26



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

STATUS | ON TRACK

24/25 FOCUS

BENEFITS

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

ACTIONS & PROGRESS

- ✓ U14 CanAm prep camp reinstituted and run annually
- ✓ U14 Activelife AOA dryland camp run annually
- ✓ Skill-UP initiative and patch recognition program integrated into U14 programs
- ✓ **Speed Modules and SX Modules** delivered at U14 and U16 camps with **28+ coach participants**

14 Provide Mental health and wellness resources and support.

STATUS | ON TRACK

BENEFITS

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

ACTIONS & PROGRESS

- ✓ Mental Health speaker engaged at Coaches Conference
- ✓ **Mental Health EAP** active across ODST (20 athletes), OST (9 athletes), and 7 coaches through CSIO
- ✓ **Safe Sport consultant** (Allison Forsyth / Katrina Monton) engaged annually to support club culture

ACTION PLAN ITEMS UPDATE MAY / 26



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

STATUS | ON TRACK

BENEFITS

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

ACTIONS & PROGRESS

✓ **2 Summer high school credits** integrated into U16ADP camps (
✓ **2 Summer High School course** credits offered for ODST (2026)
✓ **University Ski Program** guide and resources published and communicated

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

STATUS | ON GOING

BENEFITS

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

ACTIONS & PROGRESS

✓ Subsidize and elevate the **AOA coach conferences** (Fall and Spring) 200 coaches annually
✓ **34 NCCP courses** delivered, **357 coaches** (290 EL, 48 DL, 19 PL); **98% satisfaction rate**
✓ **28 Learning Facilitators** (7 women); Facilitator Training day held annually

17 Develop & Communicate clear, simple pathways for Coaches and Officials 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.

ACTIONS & PROGRESS

✓ Working group set up with ACA to develop better clarity and communications on coach pathway progression
✓ **Coach-Up: 5 coaches** embedded in HP environments in 2025-26; **7 on waitlist**
✓ **OPAST/CPAST Para Interface Program** run in 2026 – Kimberly – 2 coaches

ACTION PLAN ITEMS UPDATE MAY / 26



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'

ACTIONS & PROGRESS

✓ **Flexible DL delivery model** implementation to allow split weekend courses and training integrated courses
✓ Lift ticket subsidies provided to PL candidates (2026)
✓ **Level Up (Mackenzie):** subsidized **19 female coaches at DL level, 7 at PL level**

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

ACTIONS & PROGRESS

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

20 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

ACTIONS & PROGRESS

✓ Facilitator Training and Recruitment day schedule annually
✓ On-Snow facilitator training scheduled bi-annually

ACTION PLAN ITEMS UPDATE MAY / 26



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

STATUS | ON TRACK

24/25 FOCUS

BENEFITS

- Valued and engaged coaches across the province

ACTIONS & PROGRESS

✓ New Coach facilitator awards
✓ Coach facilitator and officials' jackets developed 2025

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

STATUS | ON TRACK

24/25 FOCUS

BENEFITS

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

ACTIONS & PROGRESS

✓ Engagement of full-time coach development manager
✓ Engagement of Coach Mentor in 2024 to attend U16/OST/ODST camps
✓ Coach UP sessions with ODST/OST rolled out in 2025

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

STATUS | ON TRACK

25/26 FOCUS

BENEFITS

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

ACTIONS & PROGRESS

✓ Development of AOA Action Plan update and tracker
✓ Ministry Tracked KPIs presented in 2026
✓ New Charitable Tax Receipting and Annual Donor Program Launched (2025)
✓ **Quick Books Online migration completed September 2025**; Finance Committee meets bi-weekly

ACTION PLAN ITEMS UPDATE MAY / 26



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

STATUS | ON TRACK

23/24 FOCUS

BENEFITS

- Transparency to stakeholders aligned with ethical behaviour

ACTIONS & PROGRESS

✓ Development of AOA Action Plan update and tracker
✓ **Ministry report card: 8.6/10** vs. average of 5.7 for all provincial sport organizations
✓ **Operational Plan v6** includes defined KPIs and performance measures across all 5 program areas

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

STATUS | ON TRACK

24/25 FOCUS

BENEFITS

Clearly define roles and responsibilities amongst contributors

ACTIONS & PROGRESS

✓ Revised all Major Event Contracts
✓ Update Division MOUs and implement Annual Division Reporting

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 25/26 FOCUS

BENEFITS

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

ACTIONS & PROGRESS

✓ 150k growth in new sponsorship revenue and Value In Kind (2024)
✓ Impact Report and Annual Fund Donor Program Launched (2025)
✓ Implement cloud based digital financial management platform and protocols
✓ **10 active provincial partnerships** generating **$364,000 in sponsorship revenue** in 2025-26 (including Mackenzie, Skiis & Biikes, Karbon, Fasken, Normerica, White Raven)
✓ **Alpine Fund** (charitable annual fund) launched with tiered donor stewardship model
✓ **All partners renewed**; Ministry OASF funding secured for **3 years**

ACTION PLAN ITEMS UPDATE MAY/26



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

STATUS | ON TRACK

24/25 FOCUS

BENEFITS

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

ACTIONS & PROGRESS

✓ Bylaws update in alignment with ONCA (2025)
✓ Code of Conduct policy update and Club/Division policy review
✓ **AOA Inclusion Policy** formalized; confidentiality agreements revised for all Board members and staff
✓ **Digital signature** infrastructure in place; data stored on Canadian servers with **2FA** across all access points

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

STATUS | ON TRACK

BENEFITS

- Strong finances with revenue growth

ACTIONS & PROGRESS

✓ Retention of long-term Premium Partners for 2X three year cycles
✓ Forge unified, actionable partner deals that bring value to all parties and AOA stakeholders – Skiis&Biikes discounts and race give aways. Mackenzie – support women in ski racing programs to support equity.

29 Ensure our leadership is representative and reflects our community.

STATUS | ON TRACK

BENEFITS

- Stable and sustainable best-in-class leadership

ACTIONS & PROGRESS

✓ **Gender parity** met on AOA Board of Directors (2026)
✓ Actively recruiting **athlete representation on Board**; athlete voice embedded in Board recruitment matrix
✓ **Discipline and Complaints Committee** includes **4 new members** appointed May 2026

ONTARIO UNITED - ALPINE ONTARIO ALPIN STRATEGIC 2023-2028

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

MOST TACTICS FEWEST

HEATMAPS OF ACTIONED AREAS OF FOCUS (2023 to AUG '26)

Organizational Excellence

- Administrative Excellence + KPIs
- Aligned Multi-Year Action Plan
- Clear Roles + Communication Lines
- Transparent Revenue Plan
- Strengthen Governance Practices
- Sustainable Partner Agreements
- Representative Leadership

Athletic Development

- Performance Infrastructure Gaps
- Clear HP Athlete Pathways
- Align with ACA Direction + LTAD
- Turnkey Skill + Physical Prep Tools
- SX + Super-G Access
- U14 Skill + General Prep
- Mental Health + Wellness Supports
- Education Pathway Options

Coaches + Officials

- Recruit, Develop + Support
- Clear Coach + Official Pathways
- Accessible Coach Education + PD
- Women in Coaching
- Team of Learning Facilitators
- Recognition + Belonging
- HP Coach Mentorship

Inspired Community

- Diverse Club + Athlete Needs
- Safe Sport + Safe Environments
- New Family Onboarding Resources
- Celebrate Racing Excellence
- Eliminating Barriers to Participation
- More Cowbell – Events + Competitions
- Volunteerism + Community Campaigns



WE LOOK FORWARD TO WHAT'S AHEAD