

ALBERTA ALPINE SKI ASSOCIATION

Strategic Plan

2018 - 2022



About Us.....3

WHO WE ARE.....3

WHY WE EXIST.....3

WHAT WE DO.....3

PURPOSE OF THIS DOCUMENT.....3

OUR SERVICE.....4

OUR BELIEFS.....4

OUR BEHAVIOUR.....5

Our Mission.....6

Our Vision.....6

Our Values.....7

Our Priority.....8

Primary Focus Pyramid.....9

Primary Focus Defined.....10

ATHLETE CENTRED DEVELOPMENT.....10

STRONGER TOGETHER CULTURE.....11

COMMUNITY THROUGH COMMUNICATION.....12

Strategic Priorities Identified.....13

SUSTAINABILITY & ACCOUNTABILITY.....13

Strategic Priority Ambitions.....14

COST OF SKI RACING.....14

SUCCESSION & ATHLETE RETENTION.....15

MENTORSHIP.....16

BUSINESS MODEL & FUNDING.....18

Strategic Plan Summarized.....20



ALBERTA ALPINE SKI ASSOCIATION - STRATEGIC PLAN

About Us

WHO WE ARE

We are leaders: Alberta Alpine Ski Association (AASA) has a proud history, tradition, and culture of inspiring excellence in our communities, and enhancing the lives of Albertans through the sport of alpine and ski cross racing. We maintain a commitment to employing professional and accredited staff to lead our operations and programs.

WHY WE EXIST

To help our membership achieve athletic and personal success through skiing.

WHAT WE DO

We promote athlete development by collaborating and supporting our member clubs in the creation of programs that are linked in a positive manner and are athlete-centred in focus.

PURPOSE OF THIS DOCUMENT

This document will provide guidance for the annual operation plan of Alberta Alpine Ski Association during the period 2018-2022.



ALBERTA ALPINE SKI ASSOCIATION - STRATEGIC PLAN

About Us

OUR SERVICE

We provide a platform and governance that allows member clubs to develop, promote, and execute excellent alpine and ski cross programs. We also seek to create skiers for life by engaging and collaborating with every member of our organization, including: athletes, coaches, officials, volunteers, ski resorts, families, fans, and sponsors.

OUR BELIEFS

As an association, our core beliefs include the following:

- Sport promotes a healthy lifestyle, physical and mental wellbeing, and encourages positive self-esteem.
- Sport should be promoted as a life-long activity.
- Sport should be an inclusive environment, welcoming of all genders, ethnicities, backgrounds, and orientations.
- Alberta is a national leader in alpine and ski cross racing, and is responsible to contribute to the betterment of our sport.
- Athletic development matches performance success with achieving individual excellence.



ALBERTA ALPINE SKI ASSOCIATION - STRATEGIC PLAN

About Us

OUR BEHAVIOUR

As an association, we identify and commit to practicing the following behaviours:

- Treat all members of the association, and all individuals who come in contact with the association, fairly, and respond to concerns and represent their interests.
- Keep our membership informed by providing clarity around organizational decisions and events.
- Mentor, educate, and develop our people.
- Build teamwork and cohesion across the association.
- Learn from our experiences, and value the input of those who have diverse experience.
- Exemplify, uphold, and reinforce standards.
- Achieve professional competence and pursue self-improvement.



ALBERTA ALPINE SKI ASSOCIATION - STRATEGIC PLAN

Our Mission

Development and delivery of opportunities for **individual growth, enjoyment, and excellence** in the sport of alpine ski racing and ski cross.



Our Vision

To **lead, inspire, and support athletes** in **world leading programs** in **alpine ski racing and ski cross.**



ALBERTA ALPINE SKI ASSOCIATION - STRATEGIC PLAN

Our Values



Innovation
Inclusion
Respect
Retention
Promotion
Excellence



ALBERTA ALPINE SKI ASSOCIATION - STRATEGIC PLAN

Our Priority

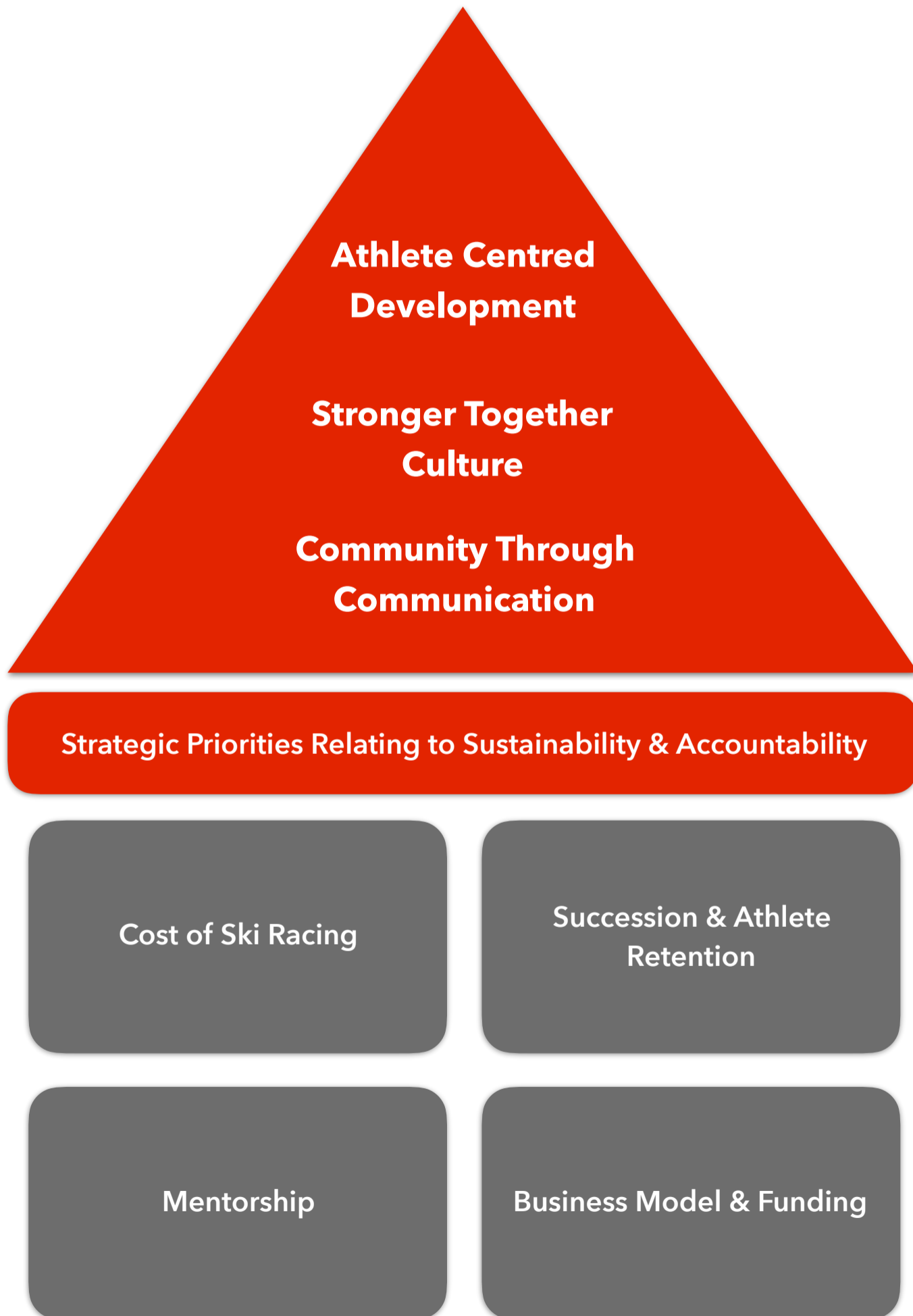
Supporting the athlete is the priority of AASA. We have identified areas we can influence, encourage, and support (Athlete Inputs), and the desired outcome AASA programs will have on the personal growth and success of each member athlete (Athlete Outputs).



ALBERTA ALPINE SKI ASSOCIATION - STRATEGIC PLAN

Primary Focus Pyramid

AASA has established the following hierarchy to illustrate our primary focus as an association. The building blocks of this focus have been established as key ambitions and strategic priorities for Alberta Alpine.



ALBERTA ALPINE SKI ASSOCIATION - STRATEGIC PLAN

Primary Focus Defined

ATHLETE CENTRED DEVELOPMENT

Our core focus, with our member clubs, is athlete centred development, which includes all aspects of the athlete and their personal, academic, and athletic success:

- Creating and promoting strong athletic programs across all age categories of the association that strive to support each athlete in achieving their highest level of success.
- Supporting academic success by establishing guidelines that promote athletes to complete their high-school education with their home-club prior to being eligible for selection onto the Alberta Ski Team.
- Encourage and promote fitness and lifestyle programs that consider and develop both physical health and mental health.
- Promote the passion for the sport by ensuring a strong element of 'fun' across all programs.
- Develop an Alberta Ski Team that is representative of the highest-performance level in the association, and is a team that regularly promotes athletes to higher levels in the sport of alpine and ski cross racing.



ALBERTA ALPINE SKI ASSOCIATION - STRATEGIC PLAN

Primary Focus Defined

STRONGER TOGETHER CULTURE

Our culture will promote a 'stronger together' philosophy of open communication, respect, and encouragement. We can support this culture by establishing the platform for our community to share ideas, expertise, information, values, and education. This culture can also be shared in our interaction and collaboration with other Provincial Territorial Sport Organizations (PTSO's), and Alpine Canada Alpin (ACA). To further specify, our strong community includes:

- Athletes
- Coaches
- Parents
- Member Clubs
- Race Organizing Committees (ROC's)
- Alumni
- Funding Partners
- Officials
- Alpine Canada Alpin
- Resort Partners



ALBERTA ALPINE SKI ASSOCIATION - STRATEGIC PLAN

Primary Focus Defined

COMMUNITY THROUGH COMMUNICATION

We will strive to work collaboratively with member clubs and our advisory committees on the best practices, development, and execution of programming that services every level of the organization, including all age categories of competition from U8 - U19, Masters, and the Alberta Ski Team.

We will work to formalize a method of democratic input into the direction of the organization as it pertains to each age category, discipline of the sport, coaching education courses and opportunities, and officials training.



ALBERTA ALPINE SKI ASSOCIATION - STRATEGIC PLAN

Strategic Priorities Identified

SUSTAINABILITY & ACCOUNTABILITY

Our primary focus identifies six key components for accountability and sustainability of the association and the sport in the Province of Alberta. These components will form our strategic initiatives and working groups, ensuring we strive to achieve a sustainable model for alpine and ski cross racing in Alberta. Our key components to sustainability and accountability are further explained below:

- **Cost of Racing:** The costs associated with ski racing, especially at the high-performance level, have made the sport unattainable for many families in Alberta. AASA must work with member clubs and resort partners to address this crucial issue.
- **Succession & Athlete Retention:** AASA must ensure we are not only growing our membership, but that we are retaining athletes through all age-specific programs offered by the association's member clubs. Furthermore, AASA shall promote pathways for a life in the sport, encouraging and supporting athletes wishing to transition to a role of service back to the sport.
- **Mentorship:** AASA must provide leadership and mentorship to athletes, general members, officials, coaches, club directors, and parents to ensure each has respective group has the knowledge and understanding of their role within our community, and the opportunities for growth present through each channel.
- **Business Model & Funding:** AASA must develop a business and financial model for the organization that is sustainable, providing the opportunity for new funding sources, stable revenue opportunities, and options to reinvest financial support back into our own community. AASA will work with the business community in Alberta to refresh the discussion on partnership funding to develop a model more representative of the current business climate in the Province. AASA will also ensure the organization is positioned for success in securing any available provincial or federal government funding support.



ALBERTA ALPINE SKI ASSOCIATION - STRATEGIC PLAN

Strategic Priority Ambitions

COST OF SKI RACING

Goals & Objectives:

Alberta Alpine is committed to working collaboratively with representatives from member clubs, as well as suppliers, partners, and resort partners to address key areas of concern related to the cost of participating in ski racing programs. The organization will seek to promote an efficient use of the financial resources of our membership in the design and delivery of programming.

Strategy:

- Work with North and South Zone chairs, clubs, and resort partners to develop an annual competition event calendar that creates efficient travel options for members.
- Build strong U16 and FIS competition events and training camps designed to reduce the need for excessive travel.
- Encourage member clubs to follow the competition event participation guidelines outlined in the LTAD when selecting the number of events athletes should attend per season.
- Pursue event-based sponsorship for provincially organized camps aiming to eliminate the major costs associated with attendance.

Measures of Success:

- A competition calendar that is strategic and efficient, with a host of options available to members aimed at reducing the need for excess travel if so desired.
- Greater retention at U14-U19 age categories as a result of reduced-cost options.
- Development of a best practices guide for membership aimed at promoting cost saving opportunities within the sport.



ALBERTA ALPINE SKI ASSOCIATION - STRATEGIC PLAN

Strategic Priority Ambitions

SUCCESSION & ATHLETE RETENTION

Goals & Objectives:

Alberta Alpine will work with member clubs, and organizational and board committees to examine factors that are impacting the rate of participation at various levels throughout the sport. The association will take the lead in gathering data, trends, thoughts, and opinions from key stakeholders across the Province, and ensure this data is readily available for our membership to examine.

Strategy:

- Through our member clubs, we will work to establish a greater range of competition options and experiences, and race efficiencies aimed at encouraging athletes at all levels to continue in the sport.
- Alberta Alpine will work to formalize the athletic pathway in the discipline of Ski Cross to help expand member clubs' program offerings and retain a greater number of athletes within the overall sport.
- Alberta Alpine will continue to strive to create and foster an Alberta Ski Team that has a clear and important role to advance athletes to the National Alpine and Ski Cross Teams and/or NCAA high-performance competition teams.

Measures of Success:

- Establishment of a strong U19 program within the Province providing a competitive and fun environment for non-FIS athletes.
- A clear high-performance pathway in the discipline of Ski Cross.
- Expand the value and expertise available to athletes who qualify for the Alberta Ski Team.



ALBERTA ALPINE SKI ASSOCIATION - STRATEGIC PLAN

Strategic Priority Ambitions

MENTORSHIP

Goals & Objectives:

Alberta Alpine must provide leadership and support to all members to provide them with the opportunity for athletic and personal development, further strengthening the number of members within the organization who are trained, qualified, and energized to help lead the sport into the future.

Strategy:

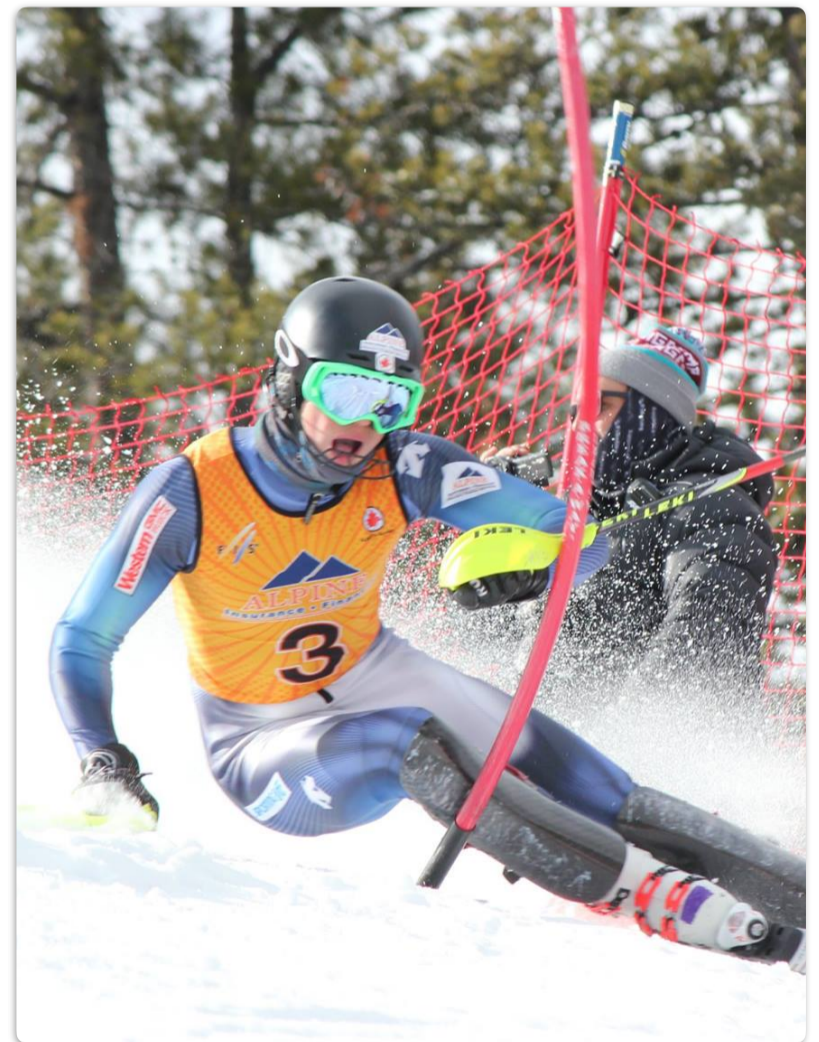
- Alberta Alpine will work closely with Alpine Canada Alpin (ACA) and the National Coaching Certification Program (NCCP) to provide leadership in the training and certification of coaches within Alberta.
- Alberta Alpine will create an Alumni Committee that will seek to engage Alberta Alpine Alumni to help increase both the visibility of the sport within the Province, and also for Alumni mentorship opportunities.
- Alberta Alpine will empower our woman coaches to design and deliver coach education and mentorship opportunities to address the significant gender divide between male and female certified coaches within the jurisdiction of the PSO.
- Alberta Alpine will work to formalize the platform for collaborative decision making related to the direction of programming offered at all age categories across the Province.
- Alberta Alpine will create opportunities for training environments that allow senior athletes to integrate, inspire, and mentor junior athletes across the Province.



ALBERTA ALPINE SKI ASSOCIATION - STRATEGIC PLAN

Measures of Success:

- Alberta Alpine will deliver all ACA Coach Education and Officials courses at both the Entry Level and Development Level within the jurisdiction of the PSO.
- Creation of an annual Alumni networking event, connecting former and current high-performance athletes of Alberta Alpine.
- Alberta Alpine will design and implement the SheCanCoach program, which will offer educational opportunities to women coaches in Alberta, and work to balance the gender divide of coaches at every program age category.
- Alberta Alpine will establish the Alberta Alpine Athletic Committee to allow for collaborative decision making on the direction and goals of programming across the organization.



ALBERTA ALPINE SKI ASSOCIATION - STRATEGIC PLAN

Strategic Priority Ambitions

BUSINESS MODEL & FUNDING

Goals & Objectives:

Alberta Alpine must seek to extend the focus of revenue generation beyond the reliance on corporate partnerships and fundraising, while still working to provide excellent brand value for those partnerships that the organization may have at any given time.

Strategy:

- Alberta Alpine will work with board members and outside experts in finance and business development, along with researching non-profit financial best-practices, to identify and evaluate investment options available to the organization for long-term financial sustainability.
- Alberta Alpine will work to establish a series of legacy fund-raising events which become staples to our organizational calendar, and well-known in our communities in both the North and South Zone.
- Alberta Alpine will work to create partnership opportunities that better represent the changing business culture of corporate sponsorship, utilizing our connections closest to the sport as a starting point when soliciting sponsorship.
- Alberta Alpine will ensure it is working to provide excellent value to partners, donors, Legends Club members, and event supporters.
- Alberta Alpine will complete all reporting and documentation required by Alberta Sport Connection to remain a sport in good standing, with access to annual and event or project specific grants.
- Alberta Alpine will work to engage a Province-wide fanbase for philanthropic giving.



ALBERTA ALPINE SKI ASSOCIATION - STRATEGIC PLAN

Measures of Success:

- Alberta Alpine will identify opportunities that provide areas of revenue stability for the organization.
- Alberta Alpine will build two legacy fundraising events in Calgary and Edmonton, partnering with other snow-sports organizations where possible.
- Alberta Alpine will focus on single-event partnerships which provide partners with exciting naming and promotional opportunities, and allow organizations to approach partnership with Alberta Alpine in a very direct manner, aligning corporate values to specific initiatives of Alberta Alpine.



ALBERTA ALPINE SKI ASSOCIATION - STRATEGIC PLAN

Strategic Plan Summarized

With this new Strategic Plan, Alberta Alpine aims to improve collaboration within the organization, and help add value to member clubs through research, guidance, and direction on issues and opportunities facing each age category represented by the association.

We strive to be an athlete-centred organization, and to support programs that create skiers for life by providing each athlete with a pathway to achieve their level of high-performance athletic and personal success.

We look forward to working with our membership, with a fresh focus on this path forward together.

