



"Best in the world...at every level"



Alpine Canada Alpin Strategic Plan 2008-2012

1	INTRODUCTION	2
1.1	Our Vision	2
1.2	Alpine Canada Alpin's Mission	3
1.3	Operational Principles	3
2	ATHLETICS	4
2.1	Canadian Alpine Ski Team	4
2.2	Canadian Para-Alpine Ski Team	7
3	NATIONAL PROGRAMS AND OPERATIONS	9
3.1	Athletic Development Programs	9
3.2	National Services	11
3.3	National Officials Program	12
3.4	Race Quality	13
3.5	Canadian Masters	14
4.	PUBLIC RELATIONS AND MEDIA	16
5.	MARKETING	18
6.	ACA MEDICAL GROUP	20
7.	EXTERNAL RELATIONS	21



1 INTRODUCTION

1.1 OUR VISION

Established in November 2003 through a unanimous acceptance of the organization’s “Vision for the day after the 2010 Games”, Alpine Canada Alpin has established our principles to guide the “national mission” for the leadership of Canadian ski racing:

- Deliver the human, technical and financial resources for the athletes of the Canadian Alpine Ski Team and the Canadian Para-Alpine Ski Team, required for athletic leadership in World Cup, World Championship and Olympic competition.
- Build our success on the relentless pursuit of excellence, transforming the Canadian ski racing system, to incorporate this philosophy through coaching education, leadership, and enriched environment for athletes from the entry level to the Olympic Team.
- Aim to win at least 4 medals at the 2010 Olympics and 17 at the Paralympics, with 75% of Canadian results at the 2010 Games being in the top 12.
- Develop a sustainable athlete development system that ensures we will continue to deliver podium results in alpine ski racing.

Our “Vision” is to win through building a world-class program where an athlete from any part of Canada truly believes they can become a champion. Our Mission is to fight for every last hundredth of a second, to be world leaders in technology, programming and innovation for all our athletes and to establish a culture of excellence in our sport so we believe we can be ***“Best in the world....at every level”!***



“Best in the world...at every level”

1.2 ALPINE CANADA ALPIN’S MISSION

- **Win.** Build Canadian pride in our athletes, our coaches, our programs and our system through international success in World Cup, Olympic and World Championship competition.
- Create for Canada, the best alpine ski racing athletes in the world; male and female athletes who will consistently achieve internationally recognized podium results.
- Build a sustainable, world-class athlete development system, through relentless effort to offer “best in the world” standards and delivery “at every level” for training and competition.
- As the National Governing Body for ski racing in Canada, to fulfill the mandate of leadership for excellence and sport participation through organizing, governing and regulating all levels of participation, from the entry level to the Olympic Team.
- Give athletes at all levels of competition the opportunity to experience our sport and to develop as good skiers, good citizens and advocates of amateur sports.

1.3 OPERATIONAL PRINCIPLES

Alpine Canada Alpin is a performance-centered, athlete-focused organization, demonstrating leadership through:

- The development of superior programs which ensure athletes at every level are provided with the training environment to succeed and strong leadership within our High Performance Programs which strive to meet and exceed international standards at all levels.
- The planning, development, and execution of outstanding events.
- External relations with agencies who value Alpine Canada Alpin as a reliable and valued partner.
- Management of the business of ski racing on sound financial principles, transparent processes, and exceeding the expectations of our commercial partners and within acceptable risk.
- Continuous investment in human resources, to ensure we attract the best possible people to work within Canadian ski racing.
- A priority to public relations and media, to ensure the story of Canadian ski racing is told.
- Leading Canadian ski racing through the principles of openness, transparency, accountability and respect.



“Best in the world...at every level”

2 ATHLETICS

2.1 CANADIAN ALPINE SKI TEAM

MISSION: To win. To provide Canadian athletes the human, financial and technical resources to compete with the best. To meet and surpass performance targets in World Cup, World Championship and Olympic Winter Games competition. To be a demonstrated leader in Olympic sport in Canada and internationally.

2007-2008 OBJECTIVES

- Achieve 12 World Cup podium results. NO – 10 podiums, 9- 4th /7 5th placings
- Achieve 2 WC wins YES – 3 wins
- Finish 5th in the Nations Cup NO – finished 6th, 178 pts. Behind France
- Maintain the men’s quota to a minimum of 30 and increase the women’s to 28.
- Close the season with 6 athletes in the top 15 rankings in the world. YES - 7 athletes
- Obtain 2 podium results at the World Junior Championships. NO – 1 podium

2008-2009 OBJECTIVES

- Achieve 14 World Cup podiums
- Achieve 3 WC Wins
- Improve Men’s quota to 30 and the Women’s quota to 25
- Achieve 2 Medals at the World Championships
- Have 8 athletes ranked in the top 15 in the World

LONG RANGE OBJECTIVES

Program Goals:

Canadian Alpine Ski Team Long Term Objectives

Our goal for the 2010 Olympics is to be the # 1 Alpine Ski Racing Nation. This is quantified by achieving 4-6 medals at those games.

In order to evaluate our progress to achieve this goal the following short-term goals at Major Events should be used as checkpoints on the road to 2010.

2009 World Championship in Val d’Isere	2 Medals
2010 Olympic Winter Games in Vancouver	4 Medals
2011 World Championship in Garmisch	4 Medals

The World Cup Season Podium Results can also be used as an indicator on the progress of achieving our goal in 2010. To a somewhat lesser degree the Nations Cup.

2006/07 season	12 podium results	Nations Cup 6
2007/08 season	12 podium results 10	5 (finished 6th)
2008/09 season	14 podium results	5
2009/10 season	16 podium results	4
20010/11 season	16 podium results	4



"Best in the world...at every level"

The following is our quota goal per discipline for Men's and Women's Team leading up to 2010:

Men's Team

	DH	SG	GS	SL	SC
2006/07	8	7	6	5	5
2007/08	8	8	6	6	6
2008/09	8	7	6	5	4
2009/10	8	8	6	6	5
2010/11	8	8	6	7	6
2011/12	8	8	6	7	6

Women's Team

	DH	SG	GS	SL	SC
2006/07	8	6	7	2	5
2007/08	8	6	6	3	7
2008/09	6	7	4	4	4
2009/10	7	8	6	4	5
2010/11	6	6	6	4	5
2011/12	7	7	7	5	6

CAST Team size leading up to 2011:

	Athletes	coaches and support staff
2006/07	26 A,B,C +13 invitees	38
2007/08	28 A,B,C + 24 invitees	46
2008/09	30 A,B,C + 20 invitees	43
2009/10	32 A,B,C + 18 invitees	43
2010/11	26 A,B,C + 15 invitees	40
2011/12	26 A,B,C + 15 invitees	40

	Budget needed
2006/07	5.6 M
2007/08	6.8 M
2008/09	6.3 M
2009/10	6.3 M
2010/11	6.0 M
2011/12	6.0 M

Budget Number is Net Amount (does not include CAST Revenue)

Athletes goals

Individual goal sheets are on record with the head coaches of the programs. Athletes on the Team need to meet long term goals to stay fully supported in the program.

Long term athlete goals are on record with OTP submission.

The Olympic Qualification Criteria will be established this summer and will be in effect starting this competitive season. It will span over 2 seasons.



- **Conditioning**

The concept of the dryland training program stays the same for the 2007/08 season. WC training groups will use Calgary and Mt. Tremblant as training sites. The development training group will be centralized in Fernie B.C. We have added 3 more dryland training positions in order to have dryland coaches for all WC groups during the race season. We are also mentoring some Canadian Dryland Coaches within this program. NEW for the 2008/09 season is that WC Speed and Tech will have a designated dryland coach throughout the competitive season.

- **Coaching**

CAST coaches are participating in the OTP Coaching Education Program. These programs will be individualized and designed for the specific needs of the coaches. We will also have 2 coaching retreats in the season to discuss program design and emerging trends. We are bringing successful Canadian coaches back into the season to work with our medal contenders in the next 2 seasons.

- **Sport Science Committee**

The IST for 2008/09 will concentrate on the ongoing assistance to the CAST Program. Main tasks for this season are:

Involvement in detailed 2010 Olympic Plan

Optimal athlete monitoring

Role out of specific Top Secret initiatives

Expand Optimum Notional Program for CAST athletes with expanded cook program.

Optimize "return to race program" for injured athletes.

- **Top Secret Projects**

All programs are in the implementation phase. There will be no more new projects. Some programs are terminated.

- **2010 Olympic Planning Team**

This committee has established for the purpose of developing a detailed operational plan for the 2010 Olympic Games. The frequency of the meetings will increase as we are approaching the Games. This committee is also involved in the pre-Games training camp set up and all the logistics of bringing athletes and staff to and from the Olympic Venue.

Members of this committee from ACA are: Max Gartner, Robert Rousselle, Dave Ellis, Kyle Marr and external: Marnie McBean from COC and Daniel Lafebvre from OTP.



“Best in the world...at every level”

2.2 CANADIAN PARA-ALPINE SKI TEAM

MISSION: To win. To provide Canadian athletes the human, financial and technical resources to compete with the best. To meet and surpass performance targets in World Cup, World Championship and Paralympic Games competition. To be a demonstrated leader in Paralympic sport in Canada and internationally.

2007-2008 Achievements

- 41 World Cup wins
- 64 World Cup podiums
- 2nd at the Nations Cup
- 12 Crystal Globes (World Cup Titles)

2008-09 OBJECTIVES

- Achieve 15 Medals at the 2009 World Championships

MID AND LONG TERM OBJECTIVES

Our goal for the 2010 Paralympics is to be the # 1 Alpine Ski Racing Nation. This is quantified by achieving 16-18 medals at those games.

In order to evaluate our progress to achieve this goal the following short-term goals at Major Events should be used as checkpoints on the road to 2010.

2009 Hakuba World Championships:	15 Medals
2010 Vancouver Paralympic Winter Games:	17 Medals

The World Cup Season average number of points per race can also be used as an indicator on the progress of achieving our goal in 2010 and to a somewhat lesser degree the Nations Cup.

Season	Average # of points/race	Nations Cup
2005/06 season	240	4
2006/07 season	260	4
2007/08 season	384	2
2008/09 season	450	2
2009/10 season	500	1

PROGRAM GOALS

- Continue the presence of a High Performance Director in the ACA office to build relationships, co-ordinate resources and increase opportunities for the CPAST.
- Continue the implementation of a year round high performance program for the National Team Program through initiatives such as summer skiing and extending the level of support to both the World Cup and the Development Group.
- The professional running of domestic NorAm/ASD races; results and points to be accredited and processed in a timely manner. This will start to attract US and other out of country racers.
- Continue to have a part time race coordinator to manage national events, Nor-Am's and World Cup races hosted in Canada and attract more officials and volunteers to get



involved in para-ski racing while continuing to integrate the event portion of CPAST within ACA.

- Continue to grow the Program resources in order to reduce the gap with leading Para-Alpine ski nations.
- Continue planning post-2010 Paralympics. Anticipating funding reductions in order to avoid major budget cuts that would have catastrophic effects on the program.
- Continue to build a sustainable athlete development system that ensures we will continue the ascension of the program towards being the best in the world.
- Alpine Ski Racing continues to be Canada's most successful sport at the Winter Paralympics and on the World Cup Circuit.

ATHLETE GOALS

- To introduce individual long-term goals for our athletes in the program ranging from now to 2010 and beyond in order to better monitor the progression of each athlete.
- A focus on improving our commitment to athlete centered - performance focused program delivery for our athletes.
- Increase athlete retention at the national team level by providing better opportunities at all levels (competition, sponsors...).

CONDITIONING

- Improvement in the expectations of strength and baseline conditioning of our athletes. This includes the introduction of better athlete reporting on their conditioning programs and an earlier start to the CPAST training year.
- Continue to have physiotherapy staff to travel with the team and start to bring the strength and conditioning coach on the road for all major events.

COACHING

- To improve the standard of coaches trained to work with athletes with a disability through CSCF program initiatives provided through the direction of the CPAST working in conjunction with the CSCF. Plan to have all CPAST coaches certified level 4 before 2010 or shortly after.
- Improve the quality of the working environment for CPAST coaching staff to allow the program more flexibility in attracting and also retaining the best possible coaching candidates.
- Provision of professional development opportunities to our coaches not only at the senior level, but ensuring that a structure of quality coaching is being implemented along with the implementation of a National Race Series structure. The expectation is to provide quality coaching starting at the grassroots level and leading to the World Cup level.

SPORT SCIENCE

- Expand the IST program involvement to all aspects of the CPAST.
- Continue to develop the Top Secret Program working with the Université de Sherbrooke in order to improve equipment used by our skiers.
- Continue the implementation of Sport Nutrition as part of the Integrated Support Team.
- Have our Strength and Conditioning Coach travel with the Senior Team on a full-time basis.
- Have a co-coordinating physician dedicated to the CPAST working closely with CAST Medical Director to ensure the best support to all our athletes.
- Continue to have a doctor traveling with the team for all major events and training camps.



3. NATIONAL PROGRAMS AND OPERATIONS

3.1 ATHLETIC DEVELOPMENT PROGRAMS

MISSION: Create programs and exposure opportunities that aid in developing more high quality ski racers entering the National elite core.

ATHLETIC PROGRAM

RISING STARS DEVELOPMENT CAMPS

Continuation of Devonian Properties Rising Stars Development camps at the Panorama ACA National training center.

Project 1

J1 Rising Stars Camp Panorama in December

- ACA selection the best 25-30 J1 athletes regardless of where they are coming from.
- The selection for the J1 RS camp will be based on race results for the 16 years old (approx. 20 athletes) and on the Whistler Cup performance for the 15 years old (approx 10 athletes).
- During those RS camps, ACA will also provide more coaching on top of the great training environment.

Having the best with the best and providing world class training in a competitive environment.

Project 2

K2 Rising Stars Camp Panorama in December

- For the K2 RS camp, PSO will select their best athletes the same way as the previous years (around 20 athletes aged 14 years old along with 10, 13 years old).
- During those RS camps, ACA will also provide more coaching on top of the great training environment.
- We must do a better job selecting the participants. In our previous camps we had too many participants that are not elite skiers or athletes.

Having the best with the best and providing world class training in a competitive environment.

Projects 3

PSO Super Camp Panorama in December

- Must be well scheduled with the Lake Louise N/A
- Up to 50 Provincial Level athletes and 16 coaches will participate in a joint Provincial Ski team camp at Panorama National training center.
- The focus is to allow the teams to go head-to-head for race preparation refinement. Also access to high quality speed training in preparation for the speed NorAm.

Project 4

Rising Stars K1 camps

In January or February, ACA will organize and run camps: 1 East and 1 West for 30 athletes.

- PSO will select their best athletes (around 15 athletes aged 12 years old along with 15, 11 years old plus 6-8 coaches).
- The camps should focus on SL abilities and preparation for the Whistler Cup.
- Windows of opportunities application concepts.

Forming a solid foundation (technique, skills, attitude and lifestyle).



Project 5

European Race Block

Re introducing the Europe race trip in January

- Small very good team (6-8 athletes and 4 coaches).
- Selection by PSO and ACA.
- Partnership between the PSO and ACA for the trip logistic and leadership Prepare and benchmark our top Junior skiers against the International competition.

Project 6

World Junior Championships in March in Garmisch, Germany

- ACA selection guidelines application (16 athletes with a full staff).
- The team will be staffed by CAST coaches and PSO invited coaches. One of the National Development directors will be team captain.
- Training camp for final preparation before the competition.
- Win Medals.

Project 7

Whistler Cup Team Canada K1 K2 in April

- K2 Team Canada selection from the results at the K2 Nationals (9G and 9B).
- K1 Team Canada selection from the PSO (6G and 6B).
- Team Canada staff and athletes stay together.
- ACA team leaders and 10 PSO coaches.
- Training camp and time trials in Whistler for final preparation Win the Whistler Cup.

Development Tools

Aim 2-Alpine Integration model

- The document will be published in the spring of 2008.
- Guidelines and philosophies will steer the Canadian system along the correct path of athletic development for alpine ski racers.
- Make Canada a top nation in Ski Racing.

Snowstars

For ages around 6-12, the Snowstars program provide the development road map

- Will be reviewed and recommendations will be made for 2009, produce good skiers.

CSCF

- Communication with the CSCF is the key to align the ACA philosophy into the coach education courses and pathways.
- Continuation in the alignment of material within the education system. The National Development directors and coaching director will continue to be a part of the technical committee in order to help steer development of coaches and athletes.

ACA Panorama National Training center

- Excellent training and racing site (weather, hills, safety and snow).
 - At this point there is no equivalent in the East but is definitively needed.
- The goal is to encourage and steer as many training projects, camps and race events all winter long.



New initiatives to research

- Setting competition rules and standards for Children’s racing in Canada. From Entry level to K2.
- Introduction of the 60cm mini slalom gate for K1 Slalom racing.
- A National shift of focus for the E2 or 9, 10 year old level to boost the quality of skier coming into the kinder levels.

Conclusion

With the athletic projects and the development tools now strongly in place, ACA must do a good job delivering all that.

Including those initiatives and tools that make ski racing programs across Canada. Respecting more of the OPTIMAL WINDOWS OF OPPORTUNITIES (doing the right thing at the right time) and having HIGHER EXPECTATIONS for those young ski racers.

3.2 NATIONAL SERVICES

MISSION: Provide superior administrative support and services for our provinces, clubs, and members of Alpine Canada Alpin, through beneficial policies, procedures, practices and accountability.

2007-08 Review

- Attended eastern TD updates, met with USSA staff and AOA staff, resulting in better communication strategies.
- Worked with insurance committee on new liability billing strategy. Reviewed risk management and best practices to lower liability claims and make our sport safer.
- ACA representation on Masters committee.
- Attended Nor-Am events, it is committee’s intent to have a member present at all Nor-Am events for support, rule information, feedback, etc...
- Implemented test year for expansion of national points database to include all membership categories and types.
- Revised all national programs rules/policies on ACA website
- Worked with CODA to better coordinate and facilitate Camp Green on Farnham Glacier project.
- Worked closely with CPAST manager and coordinator for further integration.
- Ensured execution of all grant reporting requirements which included additional applications and follow up for the record number of World Cup events held in Canada for the 07-08 season.
- Worked with PSO’s to create a better membership structure, approved by ACA board.
- Established an ACA Awards of Excellence committee.

2008-09 OBJECTIVES

- Receive PSO feedback and work on membership database tracking and statistics.
- Put new membership category billing into effect.
- Further education on FIS and ACA rules and policies.
- Work with Nor-Am committee to ensure costs and entry fees are in line cross border.



-
- Continual evaluation of insurance programs with insurance committee. Focus on accident insurance for all members.
 - Arrange more face to face meetings in regions to better assist with the training and implementation of ACA and FIS policies/procedures.
 - Continual growth of ACA awards of Excellence.
 - Ensure proper homologation and safety inspections are done on all necessary resorts within country.
 - Work on a national homologation or certification system for all national races.
 - ACA still has one national standard reporting feature not met for Sport Canada, work with ACA board to find a female Director.
 - Work with SQA's online entry software to make it user friendly and efficient for all, or create an ACA version.

LONG RANGE OBJECTIVES

- Continual efforts with the PSO's to reduce costs in our sport and increase membership.
- Aim to better market and sell membership and add incentives for bringing in new members.
- Increase communications with clubs and members.
- Aid in further integration of para alpine membership at levels below National team athletes.
- Increase efficiency and technology for national services and our members.
- Continual face to face PSO meetings yearly attempting to meet with at least one region each year regarding national services.

3.3 NATIONAL OFFICIALS PROGRAM

MISSION: To be leaders in race officiating and thereby develop strong race organizations whose officiating skills will match the level of race and the competitor's performance level while providing a safe and fair environment.

2007-2008 ACHIEVEMENTS

- Annual Officials meeting in conjunction with ACA Summit.
- Up-dated Officials course material and added new FIS Precision rules.
- Education material CD distribution to PSO's and educators nationally.
- Up-dated and expanded ACA Officials web site.
- Annual translation of course manuals and officiating documents.
- Created and distribution of National Timing Rules and Booklet, up-dated National Timing Report, and added to Officials web site.
- Implemented a timing audit to review National timing reports.
- Implemented a National Race Report for use by PSO TD's for ROC.
- Distribution of Karbon "National Officials" ski uniforms ~ very positive feedback.
- Worked with ACA and VANOC to ensure qualified Officials were available for 2008 WC events in preparation for 2010.
- Addition of ACA Para-alpine rep to the NOC.

2008-2009 OBJECTIVES



EDUCATION

- Distribution and review of new 2008 ICR's to Officials nationally.
- Prioritize communication of National & FIS rules and need to know them.
- Update the pathway for senior Officials to become National TD's.
- Work with the FIS to increase the number of FIS TD applicants.
- Update the structure of officiating for the entry level (NG) ROC.
- Add Para-alpine information in manuals and on web site.

COMMUNICATION

- Make the Officials program a more visible identity nationally.
- Make more Officials aware of educational and form resources on the ACA Officials site.
- Share feedback on race event quality to improve race event standards.

2010

- Oversee the Officials qualification & requirements for pre/& Olympic and Paralympic events.
- Work with ACA and VANOC to ensure the availability of best qualified Officials at the 2009 Para-alpine WC event & Olympic and Paralympic events.

LONG TERM OBJECTIVES

- Increase the number of qualified, highly experienced Officials in each province.
- Provide the most current education curriculum and rule information to Officials.
- Offer an Officials web site providing current officiating information.
- Provide open and on-going communication nationally.
- Train and provide sufficient highly trained and qualified Officials leading up to and post 2010 events.
- Maintain a high standard of alpine officiating pre and post-Olympic games.

3.4 RACE QUALITY

MISSION: To educate in the delivery of outstanding on-hill events from athletic, operational, and marketing perspectives. To help increase the knowledge and promote race quality across the country through out ACA, PSO and ROC interaction.

2007-2008 REVIEW

- Provided Race Quality support at all ACA Nationals events in 2007-08.
- Updated and distributed ROC manuals to help educate and bring knowledge about organizing quality events.
- ACA has hired a Race Events Coordinator to assist with event management and sponsor obligations.
- Maintained and established a National Equipment rental policy.
- Educated national volunteers through multiple World Cup events.

2008-2010 OBJECTIVES AND INITIATIVES

- Re-develop our National Equipment rental policy.
- Continue to work with the National Officials Committee to better educate race event requirements at all levels of ski racing in Canada.



- Improve pre-event communication and preparation with PSO and ROC's across the country.
- Continue to use Canadian World Cups (see international events section) to better prepare and educate our volunteers for future ACA events.
- Update ROC handbooks and Competition agreements.
- Assist ROC's in being aware of new FIS rule changes through TD updates and ACA summit.
- Work with PSO's to ensure that recommended pistes have valid homologation reports and safety inspections.
- Continue to provide knowledge and expertise while working with host ROC's and resorts.
- Work with PSO's on the development of future FIS homologated sites.
- Work with PSO's to ensure we continue to develop and evolve ROC's, officials, and events year after year.

LONG RANGE OBJECTIVES

- Help PSO's and ROC's to organize high quality events through 2010 and beyond.
- Use World Cup knowledge and expertise to increase the quality of racing in Canada.
- Help develop awareness and importance of race quality at all levels through out the country.
- Ensure we have qualified volunteers come 2010.

3.5 CANADIAN MASTERS

MISSION: The Canadian Masters Alpine Program offers a recreational opportunity to female and male racers from the ages of 18 to 85+ to develop and maintain a healthy lifestyle in friendly competition with fellow racers across Canada. Whether you are former competitor, a new racer or an intermediate skier, our program will definitely enhance your skiing abilities as well as providing you with an enjoyable social life and goal setting objectives.

2007-08 SEASON ACCOMPLISHMENTS

- Expanded the National e-mail database.
- Elected a new Masters committee.
- Increased the number of Nationally carded participants especially with younger racers.
- Introduced the new National Masters uniform.
- Wrote the first ever Masters Race Specifications.
- Increased the number of races from 20 [2006-07] to 25 [2007-08].
- Updated and modernized the Masters website.
- Successfully hosted the 2008 FIS-MC event at Mount Norquay with 88 participants from 6 different countries.

2007-08 SEASON OBJECTIVES

- Divide the West-East point system to achieve a better balance.
- Limit the number of races to those that are economically feasible.
- Continue the efforts to increase the number of younger racers.
- Prepare race notices for publication at the beginning of the season.
- Co-ordinate a pre-race agenda with the promoter, ROC and local Masters to ensure greater operational efficiency.



"Best in the world...at every level"

LONG RANGE OBJECTIVES

- Continue the search for a Masters sponsor.
- Continue to establish long term relationships with host venues for repeat visits.
- Create an awareness program to stimulate long term racer participation.



4. PUBLIC RELATIONS AND MEDIA

MISSION: To communicate timely information to the media and directly to the general public that is focused on Canada's Alpine Ski Teams, national development initiatives, partner-supported programs and issues of general interest to the ski racing community. The department's focus is to generate excitement toward ski racing and promote Alpine Canada Alpin's brand image.

2007-2008 REVIEW

- Created timely, bilingual press releases of World Cup, Northwest Mutual Funds Coupe Nor-Am Cup, Coupe Pontiac GMC Cup races and other ACA events.
- Managed on-site PR & Media issues at a record 10 World Cup races in Canada at three different venues throughout the season, including significantly increasing the role of ACA's PR & Media department at the "TELUS presents the Whistler World Cup."
- Provided on-site PR & Media management of the Men's and Ladies World Cup teams in Europe.
- Provided on-site PR & Media management of the Canadian Para-alpine ski team in Europe for the first time ever.
- Provided on-site PR & Media management of the Pontiac GMC Canadian Championships speed and technical events, the Northwest Mutual Funds Coupe Nor-Am Cup races in Collingwood, ON, the President's Choice K2 Canadian Championships, TELUS Canadian Para-Alpine Championships and the Sierra Wireless Whistler Cup.
- Provided PR & Media support for events at Camp Green at Farnham Glacier, the GM Wind Tunnel and others.
- Conducted five press conferences in ... Edmonton (Finning), Toronto (PC and TELUS), Vancouver (GM) and Calgary (Winterstart) that included a media advisory, press release, run sheet, speaking notes, athlete list and athlete bio's.
- Maintained event websites for World Cup races in Lake Louise, Panorama and Whistler as well as the President's Choice K2 Canadian Championships and TELUS Canadian Para-Alpine Championships.
- Added new functions to www.canski.org including, a Media Resources section, an ACA Awards section, and separate sections for information exclusively dedicated to the Northwest Mutual Funds Coupe Nor-Am Cup and Coupe Pontiac GMC Cup.
- Significantly enhanced the media training offered to the athletes by partnering with the Calgary Sport Centre.
- Conducted 10 conference calls following podium finishes by CAST athletes on the World Cup.
- Coordinated sit-down interviews with CBC, Rogers Sportsnet, TSN and several others.

2008-2009 OBJECTIVES

- Provide on-site PR & Media management during the 40th FIS World Alpine Ski Championships in Val d'Isere, FRA.
- Increase the off-season media exposure of Canada's Alpine Ski Team and its athletes.
- Increase the PR & Media department's involvement in the planning and execution of media relations during Canadian World Cup races.
- Create and implement a plan for the 2008/09 season related to 2010 Winter Games PR & Media activities.



“Best in the world...at every level”

- Begin creating a plan for the 2009/2010 season related to 2010 Winter Games PR & Media initiatives.
- Increase level of interactivity of www.canski.org for the general public and media (i.e. Expand upon the media resources section).
- Evaluate all current major PR& Media projects to determine effectiveness this past season and recommend changes for 2008/09 season. (Ex. Adrenaline Magazine)
- Increase proactive media relations by sending updated photography and story ideas to specific media outlets on a regular basis throughout the season.

LONG RANGE OBJECTIVES

- Maintain a focus on innovation with the objective of being a communications leader among national sport organizations.
- Increase the coaches and athletes' awareness toward the importance of the media.
- Continue to build a positive working relationship with the PR & Media departments of each provincial sport organization in the country.



5. MARKETING

MISSION: We will present the best possible business opportunities & experiences, exceed expectations and inspire Canadians so our teams can concentrate on being the best in the world at every level.

VALUES

Integrity: "We say what we mean and do what we say.

Passion: "We create a contagious energy that inspires us to deliver both the possible and the impossible."

Innovation: "We have the curiosity and courage to pursue ideas that engage and surprise."

Accountability: "We deliver what we promise, in fact, we over deliver."

Teamwork: We are always thinking about the WIN - what is important NOW, NEXT and NEVER.

Heritage: "We celebrate Canadian ski racing, recognizing everyone - teams, alumni, partner or fan."

VISION

Our athletes will be heroes, our brand will be sought after and there will be a crowd at every finish.

2007/2008 ACCOMPLISHMENTS

- Management and support for outside the fence activities for a record number of World Cup Events in Canada (10 races at three venues: Lake Louise, Panorama, and Whistler).
- Executed Summerstart Tour of Champions where 20 athletes cycled from Lake Louise to Whistler as part of their dryland training.
- Delivered 11 fundraising events.
- Secured title sponsor for the K2 Canadian Championships.
- Secured six new Partners last year - ATCO Group, Aquiline, Finning, Panasonic, President's Choice and Sirius Satellite Radio - for a total of \$1.4 million in new revenue. Provided existing partners with additional opportunities for investment.
- Grew the revenue for television advertisement sales through Sportsnet and Infront World Cup properties.
- Secured two new suppliers - Holiday Bags and Saucony.

2008/2009 GOALS & OBJECTIVES

- **Effectively manage and exceed internal expectations of our stakeholders so that growth occurs in the Marketing Group as it relates to revenue, experiences, branding and teamwork.** Evolve the department to realign roles and responsibilities to take advantage of the skill sets in place and hire new positions.
- Work collaboratively with other departments so efforts have focus and direction.
- Share ideas and decisions at all organizational levels to achieve common goals.
- Continue to increase revenue through business development.
- Determine an action plan of achievable and measurable revenue targets for the 2008/2009 season. Research, present and persuade new or existing Partners to support ACA. Set quarterly meetings to determine if targets are being met and adjust planning as necessary.
- Research and implement innovative marketing initiatives.



“Best in the world...at every level”

- Develop a comprehensive marketing plan that is based on the exchange of services and capitalizes on new technologies including FaceBook, SMS and other viral marketing solutions.
- Ensure that Partners have access to quality activation opportunities.
- Develop cohesive event specific plans that take advantage of our Partners resources and experience both on and off the course.
- Enhance and grow membership of the Founder's Club.
- Develop a standard of investment and benefit, create marketing tools, build experiences and events specific to current and new members and implement an administrative platform for added value, servicing and follow through.
- Build merchandise program into a revenue generating source.
- Build a budget and launch an ACA Signature Series and ACA Event Series program that makes goods easily available at a reasonable price with a noticeable margin both on-line and at events.
- Follow a brand standard to assist in the marketing and empowering of our icon and imagery. Brand sheet with specific guidelines on icon use and ACA imagery will be developed, shared and monitored.
- Develop outstanding marketing and hosting opportunities for future major events.
- Determine the expectation of our stakeholders and develop a hosting plan for future major competitions in France (2009), Canada (2010) and Germany (2011).
- Build ACA fundraising strategies so the focus is on experiences with value.
- Work closely with athletics to design and implement valuable experiences with our teams so there is a direct financial benefit.
- Build relationships with supporters who want to contribute financially to ACA through events without the overhead. Use the building momentum of our achievements to develop a request for support (RFS) and flog it.



6. ACA MEDICAL GROUP

Objectives for 2008-2009 season:

- Optimize medical care of all ACA athletes by creating the positions of coordinating team physician/head physician for both the CAST and CPAST. Focusing each coordinating physician's resources and expertise on their respective team will enhance all aspects of the medical program, and will facilitate our goal of fostering further research initiatives and injury prevention strategies.
- Modification of coordinating physician's and head physiotherapist's job description to allow for more time and resources to be directed towards injury prevention strategies as well as medical/physiotherapy research. This would involve delegation of certain current day-to-day responsibilities to other health professionals or related staff.
- Continue with our prospective ACL injury study, which will scientifically track and analyze all future ACL injuries amongst ACA athletes. This study has already included a review of the last 10 years of ACL injuries amongst CAST athletes. Ongoing analysis of this data will be used to further our understanding of ACL injuries, and contribute to our ACL prevention strategies.
- In collaboration with our physiotherapy and sport science colleagues, we will continue with our group's critical analysis of the ACL injury prevention literature. We will supplement our existing ACL injury prevention strategies with the most up-to-date and current prevention concepts, in order to achieve our goal of decreasing ACL injury rates amongst our athletes. This will include education of the athletes, coaches, physiotherapists, sport science staff, and the medical staff. We would investigate possible modification of our existing dryland and rehabilitation programs to reflect the most recent prevention concepts seen in the medical, sport science, and physiotherapy literature.
- Critically analyze major injuries from all ACA and FIS athletes from the 2007-2008 season, and develop injury prevention strategies on both the national and international level. Ensure that World Cup races held in Canada continue to have World-leading medical care and facilities.
- Continue to optimize the “Return to Race Program”, designed to enhance the athlete's progression from the point of being cleared for initial return to snow to being fully race ready and rejoining their respective team.
- In collaboration with the Canadian Sport Centre, develop a formal strategy for minimizing the negative effects on performance associated with international travel.
- Continue to collaborate with the sport science staff on updating our ACA supplement policy. Continue supplement education for all members of ACA.
- Continue with our ACA medical group annual scientific conference, in which our medical, physiotherapy, and sport science staff assemble to discuss the latest advancements in clinical practice and medical research and to collaborate on strategies to enhance our world-class medical care which is delivered to the athletes.
- Review recent OTP funding guidelines for remuneration of health professionals, ensuring that resources are in place to retain established professionals with proven track records, to have the capacity to attract and recruit additional world-class staff, and to support research initiatives.



7. EXTERNAL RELATIONS

MISSION: Alpine Canada Alpin strives to be a valued, reliable leader of Canadian sport working with our funding partners, associations and international organizations to secure world-class training opportunities, leading research and innovative initiatives to be best in the world... at every level.

2007-08 Accomplishments

- FIS Alpine Ski World Cup: 10 World Cup events successfully staged in Canada at three different venues – Lake Louise, Panorama and Whistler. For the first time in World Cup history a nation staged simultaneous World Cup events for ladies and men on the same weekend.
- Acclaimed pre-Olympic events were staged at Whistler on updated and new competition tracks through the successful collaboration of ACA, VANOC, Whistler-Blackcomb, the Resort Municipality of Whistler and Telus.
- CODA: Camp Green on Farnham Glacier, new “west side” speed training track.
- Own the Podium: 1) Top Secret programs operational 2) leadership with OTP Strategic Plan development 3) implementation of LTAD principles recommended by Canadian Sport Review Panel.
- Nakiska Training venue: \$5M investment by the Province of Alberta into safety and high performance infrastructure.

2008-09 GOALS

- VANOC/Intrawest: finalize legacy use agreement. Still in development as VANOC-Intrawest operational agreement must be negotiated first.
- FIS World Cup: Secure annual World Cup technical venue.
- CODA: Optimization of Canada Olympic Park for high performance programs – planning in place for new events.
- Government of Alberta: finalize Nakiska upgrades to international standards.

LONG RANGE OBJECTIVES

- VANOC: maintain our positive relationship with the 2010 Organizing Committee for optimal training and preparation for athletes.
- FIS: continue to build Canada’s reputation as a leader within the FIS, ensuring full representation in all necessary FIS committees and sub-committees and bringing Canadian leadership and our perspective.
- Sport Canada: correct ACA’s Sport Funding Accountability Framework (SFAF) ranking to properly reflect the membership base, organizational capacity, coaching and officials programs, athletic programs and world-class excellence.
- CODA: 1) storage facility on-site at COP 2) high performance events and programming at COP.
- Government Relations: advocate high performance values and the importance of sport and recreation with all levels of government.
- CSA: Continuing participation and collaboration with CSA and other CSA disciplines, to enhance opportunities for our sport and snowsports nationally and internationally.