

FREESTYLE ONTARIO 2021-2025 STRATEGIC PLAN



**FREESTYLE
ONTARIO** 

FY2024 AMMENDMENT

In June of 2023 Freestyle Ontario identified that the organization was in the final stages of some major projects, and was experiencing a considerable amount of momentum within its operations.

A new downslope airbag and trampoline facility was being built. Freestyle Ontario was working on hosting its first NorAm since 2017. The organization was running the most events it had ever run in its 37 year history (19 provincial/national level events in 2023, another 16 scheduled for 2024). The coach development system had almost tripled in size when compared to its pre-COVID metrics. This could be measured both in terms of the number of coaching courses being run, as well as the number of registrations these courses were receiving. The High Performance Program had gone through a multi-year restructuring process, and the athlete, coach, programming, and system benefits of this process were now being solidified.

In the interest of prioritizing these projects and momentum, and in an effort to enter the next strategic plan from a fresh position, in June of 2023 Freestyle Ontario's Board of Directors determined it is in the organization's best interest to extend the 2022-2024 Strategic Plan to the end of fiscal year 2025. A new strategic plan was slated to be written in fiscal year 2025, and an operational plan for fiscal year 2025 would be written in 2024. The operational plan for fiscal year 2024 was updated to reflect the organization's current position.

INTRODUCTION



PHOTO: Huyen Nguyen
SKIERS: Matthew Nguyen
LOCATION: Laurentian Ski Hill

Freestyle Ontario (legal name “Freestyle Skiing Ontario Inc.”) is recognized by the Government of Ontario and Freestyle Canada as the official Provincial Sport Organization for the sport of freestyle skiing within Ontario. Freestyle Canada is the sport’s official National Sport Organization. Freestyle Ontario and Freestyle Canada are separate entities, but work together in an aligned national sport system.

Freestyle skiing in Canada consists of the following disciplines:

- Mogul
- Slopestyle
- Big Air
- Halfpipe
- Aerials

Freestyle skiing is an exciting and fun ‘action’ sport. Freestyle Ontario runs a sport development system that focuses on building freestyle communities that reflect the organization’s values. This system has resulted in a development pathway that consistently produces athletes who earn podiums at national and international level competitions, and spots on the national team. The national team is run by Freestyle Canada, and has a long history of earning medals at major international events such as the Olympics, FIS World Championships, FIS World Cups, and the X-Games.

INTRODUCTION

During its 2016-2020 strategic plan, Freestyle Ontario experienced many successes. During this period:

- 8 Freestyle Ontario athletes advanced to the national team.
- 8 FIS NorAm medals won by Freestyle Ontario athletes.
- 24 Canada Cup medals won by Freestyle Ontario athletes.
- 2 FIS NorAm competitions were hosted by Freestyle Ontario.
- 8 Freestyle Canada sanctioned national competitions were hosted by Freestyle Ontario.
- 17 Timber Tour provincial train-to-train level competition weekends were hosted by Freestyle Ontario.
- 1 water ramp & trampoline training centre was opened by Freestyle Ontario within Ontario.
- 25 Freestyle Ontario member clubs operated in 4 regions, spanning from London to Kenora to Ottawa, and throughout the Niagara Escarpment and Barrie areas.



PHOTO: William Bacon
SKIER: Unknown
LOCATION: Mount St. Louis Moonstone

INTRODUCTION

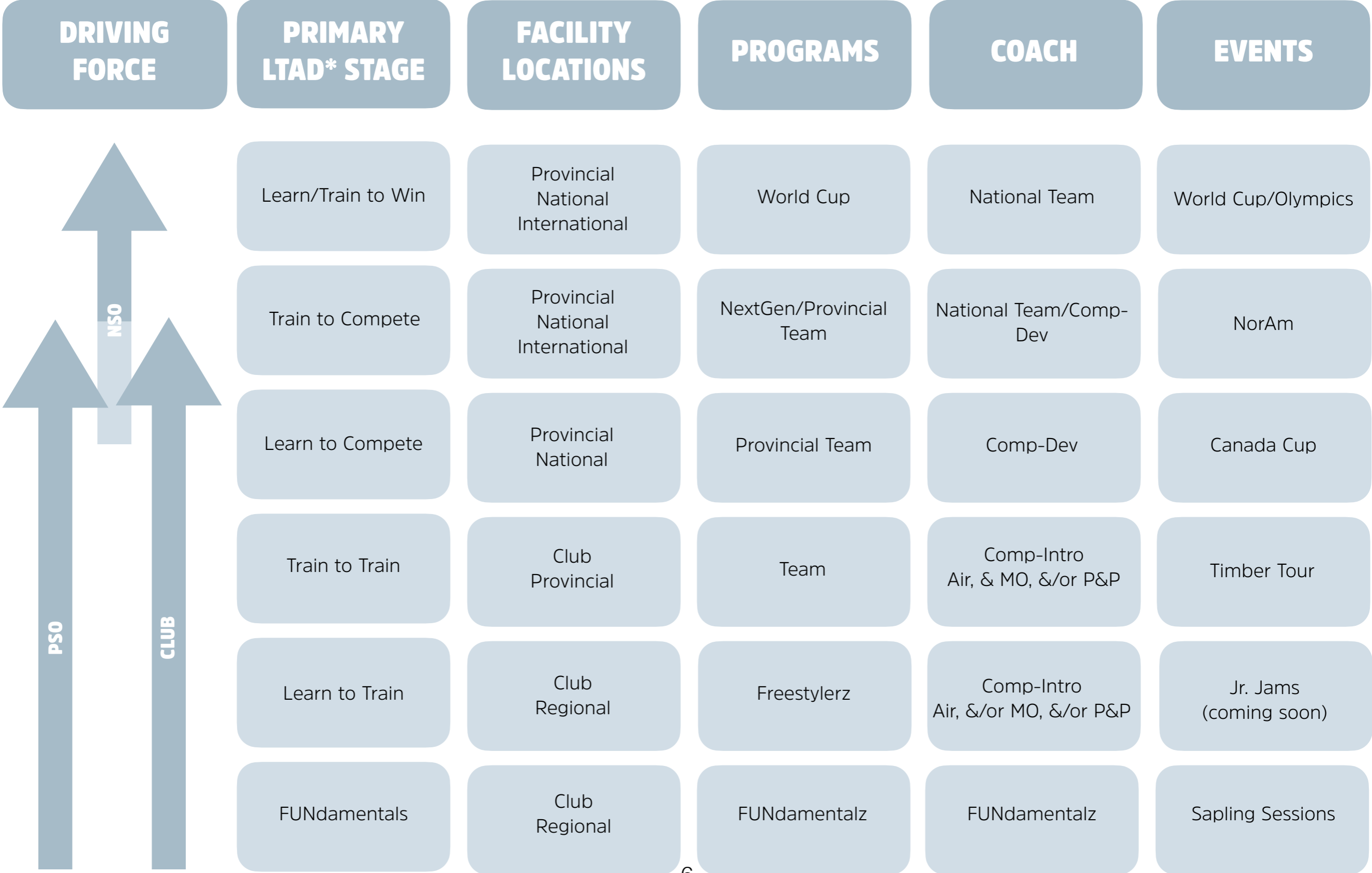


PHOTO: William Bacon
SKIERS: Unknown
LOCATION: Mount St. Louis Moonstone

Freestyle Ontario is funded through a combination of provincial government support, event & program user fees, membership fees, and sponsorship. It is largely reliant upon the volunteer support of its membership and surrounding community. Freestyle Ontario is grateful for all who have supported the organization during its 2016-2020 strategic plan. The above successes would not be achieved without this support.

Successful implementation of this plan will require a significant source of financial resources, a driven team of staff, a supportive group of community leaders and volunteers, a committed board of directors, healthy relationships with stakeholders, and an engaged membership who has a deep love for freestyle skiing.

ATHLETE PATHWAY



*LTAD: Long Term Athlete Development framework

ASSUMPTIONS

Successful execution of the initiatives outlined in this strategic plan are dependent on the following assumptions:

- The Government of Ontario continues to support Freestyle Ontario at its current or higher funding level.
- The non-government revenue needed to execute this plan is available.
- The COVID-19 pandemic does not disrupt future freestyle skiing operations in a manner that prevents the initiatives of this strategic plan.
- No other unforeseen major disruptions to the Ontario snow-sport industry occur.

In the event the above assumptions do not occur, Freestyle Ontario will work to honour the intentions of this strategic plan as closely as possible, and in a way that circumstances allow.

COVID-19

The COVID-19 global pandemic continues to be a fluid and dynamic situation. The pandemic has the potential to delay or limit the delivery of certain goals within this plan.

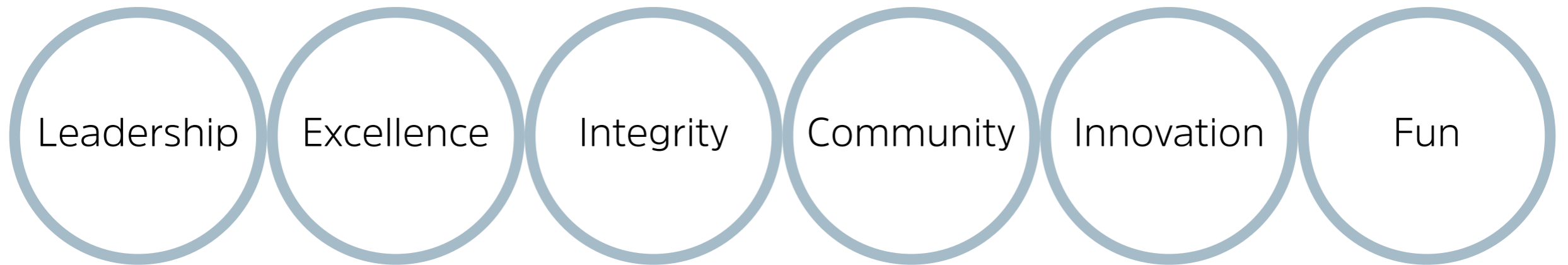
Freestyle Ontario will remain dynamic in its response to the pandemic. In its pursuit of executing this plan, Freestyle Ontario will operate with a level of care that is appropriate to minimizing the risk of COVID-19 transmission.

ACCOUNTABILITIES

Freestyle Ontario is responsible for:

- Governing the sport within Ontario.
- Developing Ontario's freestyle athletes, coaches, judges, event officials, and volunteers.
- Developing member clubs and their programs.
- Organizing and hosting freestyle competitions.
- Running a high performance athlete development system, and selecting athletes for the provincial teams.
- Growing the sport of freestyle skiing.
- Responsibly managing the operations and finances of the organization.
- Meeting the Government of Ontario's PSO sport recognition requirements.

VALUES



LEADERSHIP is holding ourselves and others accountable to deliver high quality and relevant programming, services, and expertise.

EXCELLENCE is delivering the highest quality outcomes in every aspect of the organization.

INTEGRITY is doing what we say we are going to do. It is the quality of being honest, open, fair, understanding and inclusive while delivering on our commitments. Integrity also includes upholding the other values of the organization.

COMMUNITY is nurturing the fellowship of skiers and stakeholders in sport. It is built through shared interests, values, and goals. Community is about inclusion and fairness. Freestyle Ontario seeks to create a space where everyone is able to contribute in a meaningful way to athletic and organizational excellence.

INNOVATION is delivering effective and creative solutions to challenges; through driving positive change; and is rooted in understanding our community's needs.

FUN is experiencing learning, personal growth, inspiration, friendships, achievement, creativity, and a sense of play.

VISION

TO EXPAND PARTICIPATION AND RELEVANCE OF FREESTYLE SKIING IN ONTARIO

This means running a province wide system that effectively and responsibly increases participation in Ontario's freestyle community. It means that this system delivers a consistent stream of Ontario athletes to Freestyle Canada's national team. It means earning an external perception of Freestyle Ontario as being a community leader with 'best in class' practices and cultural influence.

To achieve this vision, Freestyle Ontario will work in collaboration with Freestyle Canada, Freestyle Ontario's member clubs, Ontario's ski resorts, industry partners, and Freestyle Ontario's individual members.

Fulfilling this vision will support the healthy active lifestyles of people within the province, drive community engagement, and result in achievements by Ontarians that are celebrated by the sport community.

FREESTYLE ONTARIO WILL FULFILL THIS VISION THROUGH PURSUING ITS MISSION, AND STAYING TRUE TO ITS VALUES.

MISSION

TO DEVELOP QUALITY FREESTYLE PROGRAMMING AND EXCELLENCE WITHIN ONTARIO

This programming and excellence shall align with Canadian Sport for Life's Long Term Athlete Development framework. It shall emphasize safety in a participant centred and ethically based system that encourages lifelong participation in the sport by Ontarians.

Fulfilling this mission will:

- Increase the number of freestyle skiers in Ontario.
- Provide the appropriate governance structure consistent with standards of a Provincial Sport Organization.
- Provide meaningful competition experiences for participants.
- Develop national team calibre athletes.
- Develop adequate succession plans for impactful roles within the Ontario system.
- Build engaged communities of volunteers and businesses.
- Strengthen the cultural relevance of freestyle skiing within the provincial and national sport community.

FREESTYLE ONTARIO WILL ACHIEVE THIS MISSION THROUGH ADVANCING ITS STRATEGIC PRIORITIES.

STRATEGIC PRIORITIES

OPERATIONAL EXCELLENCE

Business Capacity
Community Leadership
Community Impact

FACILITIES

Air Facilities
(Water Ramp, Airbag,
& Trampoline)

Discipline Specific
Facilities
(Moguls, Slopestyle,
Big Air, & Halfpipe)

High Performance
Training Hubs

CLUBS & PROGRAMS

Club Development
Grow Membership

COACH

Create System
Alignment

Training &
Certification

Coach Succession
Strategies

EVENTS

Seek Improvement
Opportunities

Develop People
(Judge, Official, &
Volunteers)

Connected Event
System
(FUNdamentals to
Learn/Train to
Compete)

Launch Recreational
Stream

HIGH PERFORMANCE

High Performance
Programming &
Program Leadership

High Performance
Terrain & Facilities

High Performance
Operational
Excellence

STRATEGIC PRIORITIES

HIGH PERFORMANCE

FACILITIES

**CLUBS &
PROGRAMS**

COACH

EVENTS

OPERATIONAL EXCELLENCE

Operational Excellence enables the advancement of Ontario's Facilities, Programs, Coaches, and Events, opening the door for High Performance achievements.

PROCESS

This Strategic Plan was created through collecting feedback from Freestyle Ontario's stakeholders. The organization invited specific groups of stakeholders for feedback on each of its strategic priorities. Stakeholders were targeted based on their experience and connection with each priority.

Stakeholders were asked to provide a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis of Freestyle Ontario's operations. This analysis identified a number of positive practices that currently operate within Freestyle Ontario's sport system, as well as some challenging factors that need to be addressed.

Freestyle Ontario then created a series of goals that address the major needs identified through the SWOT analysis. Each goal needed to contribute to the pursuit of Freestyle Ontario's vision and mission in order for it to be included in this plan.

OPERATIONAL EXCELLENCE



**FREESTYLE
ONTARIO** 

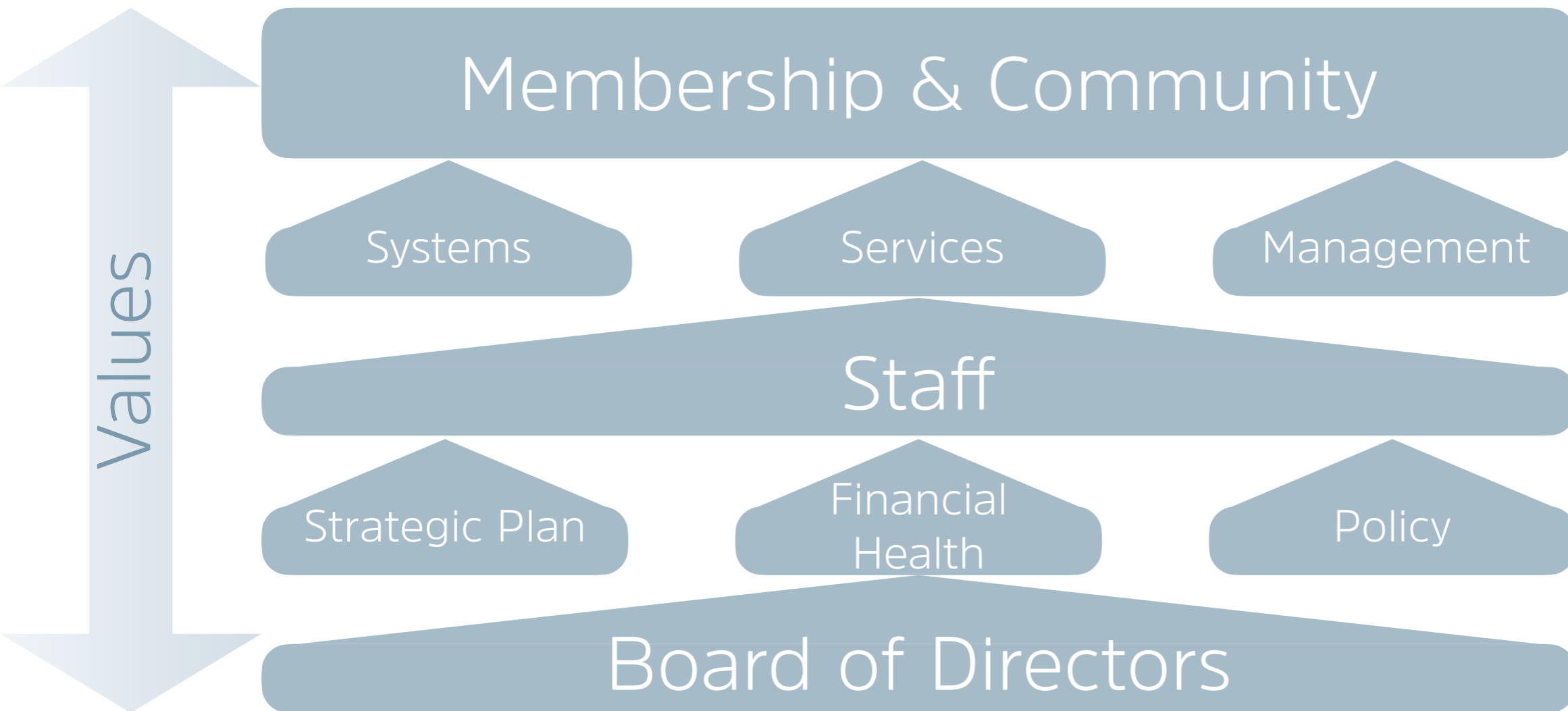
INTRODUCTION



PHOTO: William Bacon SKIER: Bella Bacon LOCATION: Mount St. Louis Moonstone

Freestyle Ontario's capacity for operational excellence is foundational to it achieving success in its five other strategic priorities. In order to effectively support the needs of its facilities, programs, coaches, events, and high performance initiatives, Freestyle Ontario must embody a high standard of business practices and structures.

OPERATIONAL EXCELLENCE



HOW DOES OPERATIONAL EXCELLENCE WORK?

Freestyle Ontario's Board of Directors governance leads to effective strategic planning, sustainable financial health, and a protective suite of policies.

This creates a framework that allows Freestyle Ontario's staff to provide operational systems, services, and leadership to its membership and community.

Freestyle Ontario's values are to be embodied by the Board of Directors, staff, membership, and community throughout this system.

STRATEGIC SUMMARY

The outcomes of the SWOT identified that if Freestyle Ontario is to achieve its vision and mission, the organization must focus on the following three system drivers in regard to operational excellence:

BUSINESS CAPACITY

- Need: Freestyle Ontario must have the capacity and expertise needed to lead, support, and develop its community.
- Strategy: Ensure that Freestyle Ontario has the governance, staff, and financial resources required to fulfill this need.

COMMUNITY LEADERSHIP

- Need: Freestyle Ontario has a responsibility to be a leader of the freestyle community.
- Strategy: Freestyle Ontario will strive toward having effective policies, an informed community, a value driven culture, a positive public image, and that its business practices are at the forefront of industry standards.

COMMUNITY IMPACT

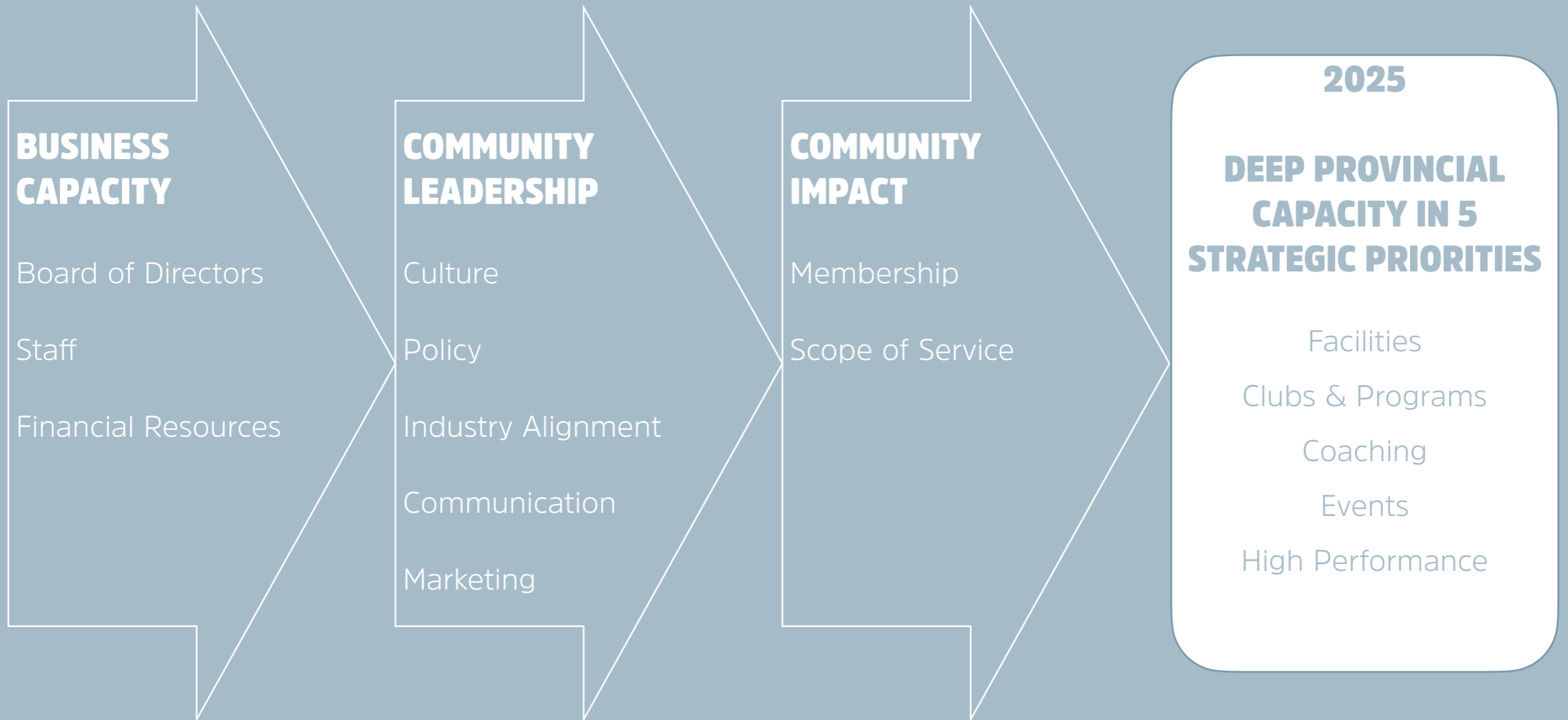
- Need: Freestyle Ontario's value is largely connected to its ability to have a meaningful effect within its community.
- Strategy: Freestyle Ontario will work toward growing freestyle skiing participation, having a broad geographical reach, and supporting the needs of the FUNdamentalz to Train to Compete Long Term Athlete Development framework stages.

To see the detailed strategy and its connecting Operational Plan, please see Appendix A

OPERATIONAL EXCELLENCE OVERARCHING GOAL:

**OUR BUSINESS STRUCTURE & PRACTICES
SUPPORT THE PURSUIT
OF OUR 5 OTHER STRATEGIC PRIORITIES.**

STRATEGIC MODEL



FACILITIES



**FREESTYLE
ONTARIO** 

INTRODUCTION

Foundational to the development of freestyle skiing athletes is having access to terrain and facilities that support their specific stage in the pathway. Quality terrain allows for programs to run, helps coaches perform their role, creates meaningful event experiences, and drives high performance athlete development.



STRATEGIC SUMMARY

The outcomes of the SWOT identified that if Freestyle Ontario is to achieve its vision and mission, the organization must focus on the following system drivers in regard to facilities:

AIR FACILITIES

- Need: Ontario's athletes need access to off-snow acrobatic training facilities to safely train their air skills.
- Strategy: Freestyle Ontario will focus on transforming its water ramp and trampoline facility into a world-class downslope airbag and trampoline training centre.

DISCIPLINE SPECIFIC FACILITIES

- Need: Ontario's athletes need access to discipline specific on-snow terrain that aligns with Freestyle Canada's terrain recommendations for the various stages of the LTAD.
- Strategy: Freestyle Ontario will work toward ensuring its athletes have access to stage appropriate mogul courses, wave tanks, terrain parks, and halfpipes.

HIGH PERFORMANCE TRAINING HUBS

- Need: Freestyle Ontario's High Performance Program (HPP) needs centralized training facilities and services within the the Southern Ontario and National Capital regions in order to support its growing high performance athlete base. This centralization would improve HPP athlete access to their daily training environment, which will support their athletic development while reducing travel costs.
- Strategy: Develop high performance hubs within these two regions that provide on-snow and off-snow training facilities, and local sport science/sport medicine support.

To see the detailed strategy and its connecting Operational Plan, please see Appendix B

FACILITIES OVERARCHING GOAL:



**ONTARIO'S
ATHLETES
HAVE ACCESS TO
TERRAIN & FACILITIES
THAT MEET THEIR
DEVELOPMENTAL NEEDS**

STRATEGIC MODEL

2025

A DEEPER CAPACITY FOR ATHLETE DEVELOPMENT

ONTARIO'S ATHLETES HAVE ACCESS TO TERRAIN & FACILITIES THAT MEET THEIR DEVELOPMENTAL NEEDS

AIR

Water Ramp

Trampoline

Airbag

MOGULS

Mogul Course

Wave Tank

PARK & PIPE

Terrain Parks

Halfpipes

HIGH PERFORMANCE TRAINING HUBS

Air/MO/P&P Facilities

Sport Science/Sport
Medicine Providers

Gyms

CLUBS & PROGRAMS



**FREESTYLE
ONTARIO** 🇨🇦

INTRODUCTION

Programs are the drivers of athlete development & membership growth. Clubs are typically the organizations that provide these programs. Freestyle Ontario's club network is central to the delivery of its 5 other strategic priorities. Clubs and programs are where athletes train, where coaches coach, where facilities are used, and where event teams are built. Responsible governance is foundational to the sustained success of a club.

Freestyle Ontario seeks to strengthen its club network so they may grow the sport and develop athletes.

STRATEGIC SUMMARY

The outcomes of the SWOT identified that if Freestyle Ontario is to achieve its vision and mission, the organization must focus on the following system drivers in regard to clubs and programs:

CLUB DEVELOPMENT

- Need: Clubs need leadership, guidance, and resources to help improve the quality of their programming, and to improve the sophistication of their businesses. Freestyle Ontario needs more clubs who align with the strategic direction it has set for its sport system.
- Strategy: Freestyle Ontario will provide structured communication and leadership to its member clubs, with the intention of developing their programs and governance systems.

GROW MEMBERSHIP

- Need: Freestyle Ontario needs to grow its membership. This membership growth supports the successful delivery in all 6 of the strategic priorities included in this Strategic Plan.
- Strategy: Freestyle Ontario will:
 - Women & Girls: Create and implement a new women and girls participation plan.
 - Marketing: Leverage the club and resort system to market the sport.
 - Recreation Stream: Expand the potential market through launching a recreational stream.
 - Club Development: Target certain club development initiatives at geographical areas who demonstrate a high growth potential.

To see the detailed strategy and its connecting Operational Plan, please see Appendix C.

**OVERARCHING GOAL:
GROW MEMBERSHIP
& DEVELOP ATHLETES
THROUGH QUALITY
CLUB PROGRAMS**



STRATEGIC MODEL



COACH



**FREESTYLE
ONTARIO** 

INTRODUCTION



PHOTO: Huyen Nguyen TEAM: Calabogie Peaks Freestyle LOCATION: Laurentian Ski Hill

Coaches are the 'on the ground' leaders of athlete development. They work with athletes on improving their freestyle skiing through both technical teachings and general leadership. A coach's influence upon their athletes has the potential to be long lasting and deeply meaningful. Coaches are an essential component of the sport system.

Coaching can also provide a career path for those looking to work in freestyle skiing.

It is important that Freestyle Ontario's coaches are properly trained, and that their practices align with the organization's strategic pathway.

STRATEGIC SUMMARY

The outcomes of the SWOT identified that if Freestyle Ontario is to achieve its vision and mission, the organization must focus on the following system drivers in regard to coaching:

SYSTEM ALIGNMENT

- Need: Coaches are the 'on the ground' contact point between athletes and the overall freestyle system. In order for Freestyle Ontario's system to run effectively, there needs to be alignment between the coach's and Freestyle Ontario's strategic direction.
- Strategy: Structured and regular communication between the coaches and Freestyle Ontario, with an emphasis on Freestyle Ontario's core values.

TRAINING & CERTIFICATION

- Need: Coaching athletes comes with a great deal of responsibility. Coaches need to be equipped with the job skills that their position requires. The Freestyle Canada coach training and certification pathway has a robust and proven curriculum. If coaches are to meet their training and certification requirements, Freestyle Ontario needs to be the driving force behind their progression through the pathway.
- Strategy: Set clear annual metrics for the coach training/certification requirements that our system requires. Enforce these requirements when necessary. Give special focus to coach development areas that have proven to be deficient in previous years.

SUCCESSION STRATEGY

- Need: Freestyle Ontario needs more qualified coaches to meet its capacity needs. Freestyle Ontario must also implement succession plans in order to prepare for any future changes that may occur at within its clubs' coaching rosters.
- Strategy: Actively scout and recruit new coaching prospects. Implement a mentorship program for its competitive coaches.

To see the detailed strategy and its connecting Operational Plan, please see Appendix D

OVERARCHING GOAL:

**HAVE THE COACHING
CAPACITY TO PROVIDE
QUALITY PROGRAMS
TO FREESTYLE ONTARIO'S
ATHLETE MEMBERSHIP**

STRATEGIC MODEL



EVENTS



**FREESTYLE
ONTARIO** 

INTRODUCTION



PHOTO: Cody Fry EVENT: 2019 Caledon Timber Tour LOCATION: Caledon Ski Club

Events provide structure to the sport system. They motivate athletes to train, develop clubs and facilities, support athlete ranking systems, and create a positive public profile for the athletes, host resorts, and organizing committees. The impacts events have on the sport system reach well beyond the podium. They create legacies that continually drive the advancement of the sport system.

STRATEGIC SUMMARY

The outcomes of the SWOT identified that if Freestyle Ontario is to achieve its vision and mission, the organization must focus on the following system drivers in regard to events:

OPERATIONAL OPPORTUNITIES:

- Need: Freestyle Ontario must continue to find ways to further advance its event hosting and sport system.
- Strategy: Leverage successes of Freestyle Ontario events to embrace event hosting and sport system improvements as they arise.

PEOPLE:

- Need: Successful event hosting depends largely upon the people involved. This means having judges, officials, and volunteers who are well trained and available to work.
- Strategy: Ensure that Ontario's judges, officials, and volunteers are properly trained and feel appreciated.

LTAD - COMPETITIVE STREAM:

- Need: The athletic needs and hosting expectations of each stage of the Long Term Athlete Development (LTAD) competitive stream framework are unique. In order to support athletes through a connected sport system, there must be Freestyle Ontario events available to each stage of this framework.
- Strategy: Provide Freestyle Ontario sanctioned events at the following LTAD stages:
 - FUNdamentals
 - Learn to Train
 - Train to Train
 - Learn/Train to Compete

LTAD - RECREATIONAL STREAM:

- Need: Athletes may graduate out of the high performance athlete pathway, but still wish to keep training and competing. Meanwhile, Freestyle Ontario is looking for ways to expand participation in the sport.
- Strategy: Introduce event frameworks that support the recreational competitive-for-life stream, providing event engagement opportunities who have graduated out of the high performance athlete pathway.

To see the detailed strategy and its connecting Operational Plan, please see Appendix E

OVERARCHING GOAL:

EVENTS ARE ATHLETE-CENTRED & COMMUNITY SUPPORTED EXPERIENCES THAT:

**PROVIDE MEANINGFUL
COMPETITIVE
EXPERIENCES TO EACH
PARTICIPANT**

**MOTIVATE ATHLETE
DEVELOPMENT**

**DRIVE ATHLETE
PARTICIPATION**

**STRENGTHENS EACH
SECTOR OF THE
FREESTYLE ECOSYSTEM**

**INCREASE THE VISIBILITY
OF FREESTYLE SKIING**

STRATEGIC MODEL



HIGH PERFORMANCE



**FREESTYLE
ONTARIO** 

INTRODUCTION

Freestyle Canada's national team has consistently been an international leader in earning medals at the Olympics, FIS World Championships, FIS World Cups, and the X-Games.

When an Ontario athlete earns a spot on Freestyle Canada's national team, they are earning a position on a team that has proven to achieve success at major international competitions. For this reason, Freestyle Ontario runs a high performance athlete development system that is designed to develop national team calibre freestyle skiers.



INTRODUCTION

High performance athlete development is the pinnacle of Freestyle Ontario's sport system. Success in this strategic pillar indicates health in the organization's other strategic priorities.

Freestyle Ontario's overarching High Performance goal is to advance Ontario athletes to Freestyle Canada's national team. All other High Performance goals are to contribute to achieving this goal.



STRATEGIC SUMMARY

The SWOT analysis identified a number of positive practices that currently operate within Freestyle Ontario's high performance system, as well as some challenging factors that need to be addressed. The outcomes of the SWOT identified that if Freestyle Ontario is to continue to contribute to international athletic excellence, the organization needed to focus on the following three system drivers:

PROGRAMMING

- Need: In order for athletes to advance up the development pathway, the system requires high quality coaches, qualified sport science/sport medicine service providers, effective athlete selection practices, and ethical athlete support systems.
- Strategy: Develop and engage quality coaches and sport science/sport medicine service providers who can lead athletes through proven athlete development activities. Implement effective athlete selection practices, and run an ethical system that supports the well being of the athletes.

TERRAIN & FACILITIES

- Need: For programming to be effective, the athletes need access to terrain and facilities that support their stage of development.
- Strategy: Work toward ensuring that suitable mogul, slopestyle, and halfpipe terrain is available within Ontario, and engage in terrain development when appropriate. Upgrade the water ramp into a downslope airbag facility. Develop regional High Performance Training Hubs in the Southern Ontario and National Capital regions. When terrain is not available in Ontario, the program will lead, facilitate, and encourage out of province training.

OPERATIONAL EXCELLENCE

- Need: If programming, terrain, and facilities are going to be effective drivers of high performance athletic development, a healthy business structure needs to be in place to support the initiatives associated with these drivers.
- Strategy: Provide effective program leadership and management, run a fiscally sustainable system, ensure alignment with the NSO's system, monitor program effectiveness, and maintain a sightline on the broader high performance landscape.

To see the detailed strategy and its connecting Operational Plan, please see Appendix F.

OVERARCHING GOAL

ADVANCE ONTARIO ATHLETES TO NATIONAL TEAM

OVERARCHING GOAL #1:

Average of 1 Ontario athlete
advances to National Team annually.

OVERARCHING GOAL #2:

Average of 1 or more Ontario athlete(s)
meet National Team selection eligibility
requirements annually.

STRATEGIC MODEL

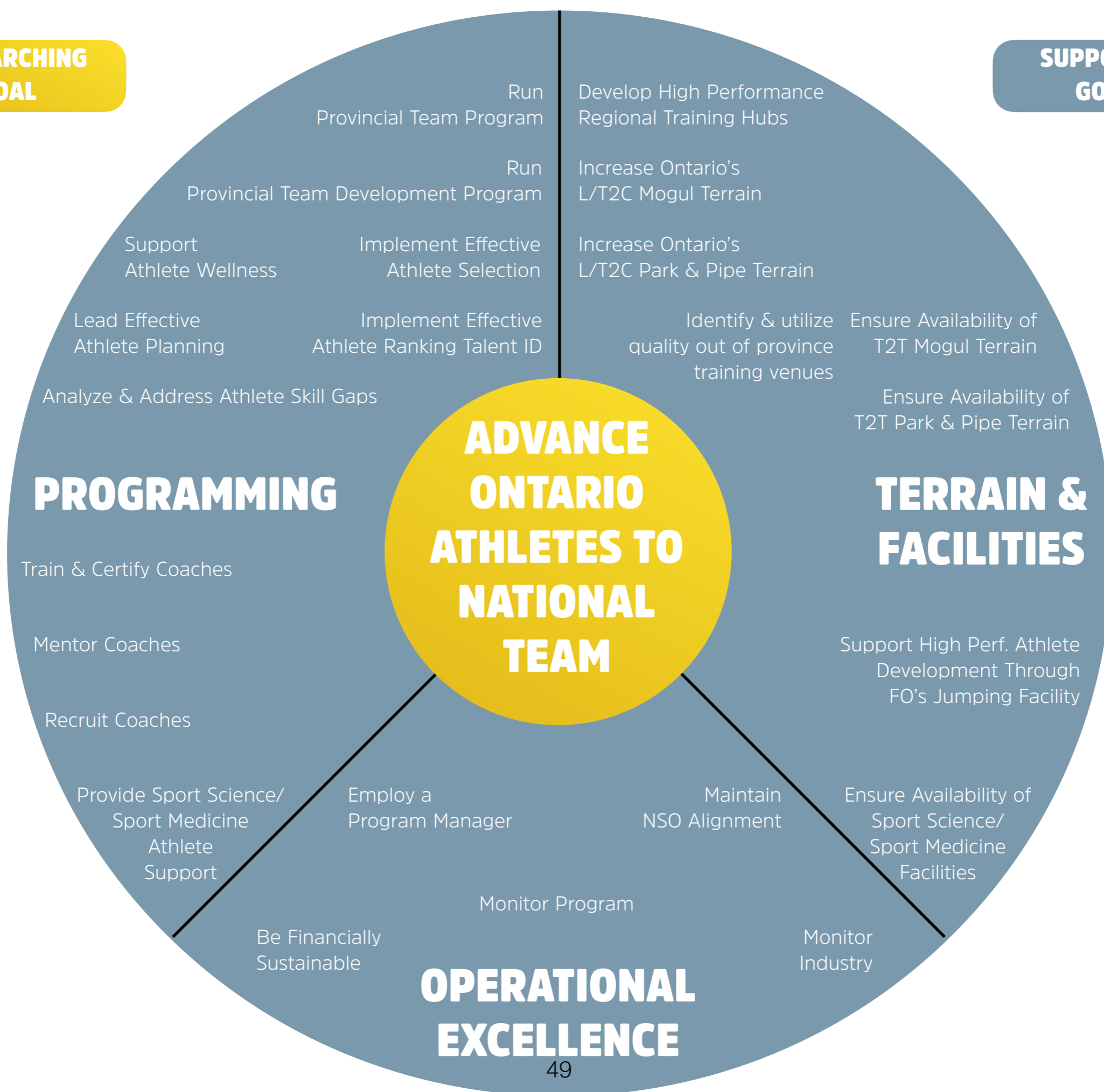


STRATEGIC MODEL CONTINUED



OVERARCHING GOAL

SUPPORTING GOALS



FREESTYLE ONTARIO FISCAL YEAR 2024 OPERATIONAL PLAN



**FREESTYLE
ONTARIO** 

APPENDIX A

OPERATIONAL EXCELLENCE

STRATEGY & OPERATIONAL PLAN



**FREESTYLE
ONTARIO** 

OPERATIONAL EXCELLENCE

BUSINESS CAPACITY

STRATEGY

OPERATIONAL PLAN

| | 2021 (Fiscal Year) | 2022 (Fiscal Year) | 2023 (Fiscal Year) | 2024 (Fiscal Year) | 2025 (Fiscal Year) |
|--|--|---|--------------------|--|---|
| <p>BOARD OF DIRECTORS</p> <p>FO has the governance needed to achieve the goals of its six strategic priorities.</p> | <p>1. GOVERNANCE: Maintain a governance board who's responsibilities include:</p> <ul style="list-style-type: none"> a. Approving the strategic plan b. Ensuring FO's financial health c. Approving FO's policies d. Managing FO's Executive Director <p><i>Board meets 4 times per year to discuss the above responsibilities.</i></p> <p>2. EXPERIENCE & SKILLS: FO's board is made up of members who have a diverse set of skills and experiences that compliment the governance needs of the organization.</p> <p><i>Skills matrix assessed annually by BOD and Executive Director, and addressed through election of new board members at the November Annual General Meetings.</i></p> | | | | |
| | | <p>3. ON-BOARDING: Create a formalized on-boarding process for new board members.</p> | | <p>4. NEW BOARD CHAIR: Identify & onboard 1 candidate for FO Board Chair.</p> <p><i>New Chair elected by the Board at the first meeting following the AGM.</i></p> | <p>FY2025 Operational Plan to be written in FY2024.</p> |

OPERATIONAL EXCELLENCE

BUSINESS CAPACITY

STRATEGY

OPERATIONAL PLAN

| | 2021 (Fiscal Year) | 2022 (Fiscal Year) | 2023 (Fiscal Year) | 2024 (Fiscal Year) | 2025 (Fiscal Year) |
|--|--------------------|--------------------|--------------------|---|---|
| <p>BOARD OF DIRECTORS (CONTINUED)</p> <p>FO has the governance needed to achieve the goals of its six strategic priorities.</p> | | | | <p>5. NEW BOARD MEMBER: Identify 1 candidate to join FO board.</p> <p><i>1 nominee presented by Board for election by membership at AGM.</i></p> <p>6. TEAM BUILDING: Following the COVID-19 phase of only meeting virtually, rebuild the Board's team dynamic through 2 in-person meetings/team building activities.</p> <p><i>2 in-person meetings/team building activities held.</i></p> | <p>FY2025 Operational Plan to be written in FY2024.</p> |

OPERATIONAL EXCELLENCE

COMMUNITY LEADERSHIP

STRATEGY

OPERATIONAL PLAN

2021 (Fiscal Year)

2022 (Fiscal Year)

2023 (Fiscal Year)

2024 (Fiscal Year)

2025 (Fiscal Year)

STAFF

FO has the staff capacity to achieve the goals of its six strategic priorities.

1. EXPERIENCE & SKILLS: FO maintains a staff with a diverse set of skills and experiences that complement the operational needs of the organization.

Skills & experiences assessed through annual performance reflection process. Any gaps are addressed through professional development plans & hiring practices (when appropriate).

2. PROFESSIONAL DEVELOPMENT: Create annual individual staff professional development plans that address skill or performance gaps.

Created annually through each employee's annual performance reflection process.

3. EMPLOYEE WELLNESS: Explore and embrace opportunities that support employee wellness.

Ongoing. Executive Director monitors staff workloads, working environments, and addresses personal needs as needed. Opportunities for improved wellness initiatives are explored as they become available.

4. SUCCESSION: After their first year of employment, each staff member mentors 1 or more people in their role.

1 or more people are mentored in each aspect of each staff member's portfolio.

FY2025 Operational Plan to be written in FY2024.

FINANCIAL

Run a financially sustainable organization.

1. REVENUE SOURCE: 5% increase from previous year in non-government sourced revenue.

Reviewed annually through annual audited financial statements.

2. CASHFLOW: Net operating cashflow never exceeds plus or minus 4.9% of annual expenses.*

Reviewed annually through annual audited financial statements.

*If there is a reason to do so, and Freestyle Ontario has the resources available to support this decision, the Freestyle Ontario Board of Directors may choose to waive this goal. For example, a major opportunity or crisis arises that requires a significant financial investment by Freestyle Ontario.

OPERATIONAL EXCELLENCE

COMMUNITY LEADERSHIP

STRATEGY

OPERATIONAL PLAN

| | 2021 (Fiscal Year) | 2022 (Fiscal Year) | 2023 (Fiscal Year) | 2024 (Fiscal Year) | 2025 (Fiscal Year) |
|--|--------------------|--|--------------------|--|---|
| <p>CULTURE</p> <p>Our community embodies the values of leadership, excellence, integrity, community, innovation, and fun.</p> | | <p>1. CULTURE: Our core values are communicated and considered in all operational decisions and meetings.</p> <p><i>Ongoing.</i></p> | | | |
| <p>POLICY</p> <p>Protect both the membership & the organization through effective policies.</p> | | <p>1. MAINTENANCE: Policy Committee meets quarterly to review, update, and create new policies.</p> | | <p>3. POST-COVID: Policy Committee shifts its focus back to non-COVID related policies, meeting quarterly to review, update, and create policies.</p> <p><i>Committee meets quarterly.</i></p> | <p>FY2025 Operational Plan to be written in FY2024.</p> |
| | | <p>2. BOARD APPROVAL: All policies have been reviewed or approved by the Board of Directors within the last three years by July, 2022.</p> | | <p>4. BOARD REVIEW & APPROVAL: Board of Directors reviews for approval all policy changes presented by the Policy Committee.</p> <p><i>Responds to committee as requested.</i></p> | |

OPERATIONAL EXCELLENCE

COMMUNITY LEADERSHIP

STRATEGY

OPERATIONAL PLAN

| | 2021 (Fiscal Year) | 2022 (Fiscal Year) | 2023 (Fiscal Year) | 2024 (Fiscal Year) | 2025 (Fiscal Year) |
|---|---|--------------------|--------------------|--------------------|---|
| <p>INDUSTRY ALIGNMENT</p> <p>Run an organization that meets or exceeds industry standards.</p> | <p>1. NATIONAL ALIGNMENT: Executive Director meets quarterly with Freestyle Canada’s executive management, and the executive management of other major Canadian freestyle PSOs to discuss operational developments, direction, and best practices.</p> <p><i>1 or more meetings/conversations per quarter.</i></p> <p>2. PROVINCIAL ALIGNMENT: Staff meet quarterly with staff of other Ontario PSOs to discuss operational developments, direction, and best practices.</p> <p><i>1 or more meetings/conversations per quarter.</i></p> <p>3. GOVERNMENT ALIGNMENT: Executive Director meets quarterly with Freestyle Ontario’s Ministry Sport Consultant.</p> <p><i>1 or more meetings/conversations per quarter.</i></p> | | | | |
| <p>DIVERSITY, EQUITY, & INCLUSION</p> <p>Expand Freestyle Ontario’s Diversity, Equity, and Inclusion initiatives beyond women & girls participation.</p> | <p>1. DIVERSITY, EQUITY, & INCLUSION STAFF TRAINING: Full-time staff receive diversity, equity, & inclusion training that goes beyond women & girls participation.</p> <p><i>1 or more DEI professional development engagements for each full time staff member who has been employed for more than 1 year (eg. attend a DEI conference, training workshop, etc..).</i></p> | | | | <p>FY2025 Operational Plan to be written in FY2024.</p> |

OPERATIONAL EXCELLENCE

COMMUNITY LEADERSHIP

STRATEGY

OPERATIONAL PLAN

2021 (Fiscal Year)

2022 (Fiscal Year)

2023 (Fiscal Year)

2024 (Fiscal Year)

2025 (Fiscal Year)

COMMUNICATIONS

Membership & stakeholders are well informed on Freestyle Ontario's operations.

1. WEBSITE: People can easily access information on Freestyle Ontario's operational initiatives through its website and newsletter.

1 FO staff member is tasked with ongoing maintenance of website.
2. COMMUNICATIONS STRUCTURE: Freestyle Ontario follows a communications plan that outlines how and where members can expect to be informed on operational updates.
 - *Ongoing, & includes:*
 - *Newsletter mailing lists are current with the appropriate recipients;*
 - *High Performance Program has an established communication platform & 'org-chart';*
 - *Website & phone platform outlines the roles and contact information for each staff member;*
 - *Website directs visitors to sign up for mailing list.*

3. WEBSITE - GOVERNANCE: Governance web page is updated to identify the skills & experience of FO's Board of Directors.

Completed by July, 2024.

4. WEBSITE - HIGH PERFORMANCE RESOURCES: A private resources page is created to provide High Performance Program athletes with easy access to program resources.

Completed by September, 2024.

FY2025 Operational Plan to be written in FY2024.

OPERATIONAL EXCELLENCE

COMMUNITY LEADERSHIP

STRATEGY

OPERATIONAL PLAN

| | 2021 (Fiscal Year) | 2022 (Fiscal Year) | 2023 (Fiscal Year) | 2024 (Fiscal Year) | 2025 (Fiscal Year) |
|--|--|--|--------------------|--------------------|--|
| MARKETING & SPONSORSHIP We have a positive public image, and this image supports our capacity for community impact. | 1. SOCIAL MEDIA: Maintain a strong and positive presence on all major social media outlets. <i>Ongoing.</i> | | | | FY2025 Operational Plan to be written in FY2024. |
| | 2. WEBSITE: Website is current, visually appealing, and easy to use. <i>Ongoing. 1 complete website review completed by July, 2023.</i> | | | | |
| 3. ON-SITE: Always have a well branded and positive presence at locations where Freestyle Ontario run activities are occurring. <i>All FO events feature prominent FO branding.</i> | | | | | |
| 4. CELEBRATE SUCCESS: Map success stories of Freestyle Ontario members and alumni. <i>3 or more social media posts that tell a story about a member or alumni's pathway to success.</i> | | | | | |
| 5. BE PREPARED: Maintain a marketing & sponsorship package that is ready to share with prospective partners. <i>Ongoing maintenance of package.</i> | | | | | |
| 6. a. NEW PARTNERSHIPS: Launch a Marketing & Sponsorship Working Group, tasked with finding a new major partner. | | 6. b. NEW PARTNERSHIPS: Marketing & Sponsorship Working Group seeks out new partnership opportunities. <i>Working Group meets 3 times per year.</i> | | | |

OPERATIONAL EXCELLENCE

COMMUNITY LEADERSHIP

STRATEGY

OPERATIONAL PLAN

| | 2021 (Fiscal Year) | 2022 (Fiscal Year) | 2023 (Fiscal Year) | 2024 (Fiscal Year) | 2025 (Fiscal Year) |
|--|--------------------|---|--------------------|---|---|
| <p>MARKETING & SPONSORSHIP (CONTINUED)</p> <p>We have a positive public image, and this image supports our capacity for community impact.</p> | | <p>7. MARKETING REACH: Run one major marketing initiative that leverages the Olympics to market the organization beyond its existing membership.</p> | | <p>8. AIRBAG PARTNERSHIP PACKAGE: A partnership package is created that outlines the benefits the airbag facility can bring to potential partners.</p> <p><i>Package to be completed August, 2023.</i></p> <p>9. AIRBAG PARTNERSHIP: One or more partners engaged in a sponsorship program of the airbag facility.</p> <p><i>Partnership secured by May, 2024.</i></p> <p>10. ATHLETE PARTNERSHIPS: FO explores the possibility of launching a platform that will help athletes attract sponsors.</p> <p><i>1 potential platform identified by December, 2023.</i></p> | |
| | | | | | <p>FY2025 Operational Plan to be written in FY2024.</p> |

OPERATIONAL EXCELLENCE

COMMUNITY IMPACT

| STRATEGY | OPERATIONAL PLAN | | | | |
|--|--------------------|--|--------------------|--------------------|--------------------|
| | 2021 (Fiscal Year) | 2022 (Fiscal Year) | 2023 (Fiscal Year) | 2024 (Fiscal Year) | 2025 (Fiscal Year) |
| <p>MEMBERSHIP</p> <p>Grow Freestyle Ontario's membership.</p> | | <p>1. GROWTH: 20% increase in membership from previous year.</p> <p><i>Monitored throughout the year, final report completed in July of each year.</i></p> | | | |
| | | <p>2. VALUE PROPOSITION: Monitor the return on investment that members receive through their membership.</p> <p><i>Ongoing.</i></p> | | | |
| <p>SCOPE OF SERVICE</p> <p>Be an industry leader in the level of service provided to the organization's membership.</p> | | <p>1. LTAD ALIGNMENT: There are Freestyle Ontario aligned programs and events from the FUNdamentals to Train-to-Compete stages of the Long Term Athlete Development framework.</p> <p><i>Evaluated bi-annually in the operational plan progress reports (dates determined by OASF reporting requirements).</i></p> | | | |
| | | <p>2. PROVINCIAL SCOPE: Freestyle Ontario member clubs operate in 3 or more Ontario regions.</p> <p><i>Evaluated bi-annually in the operational plan progress reports (dates determined by OASF reporting requirements).</i></p> | | | |

FY2025 Operational Plan to be written in FY2024.

OPERATIONAL EXCELLENCE

COMMUNITY IMPACT

| STRATEGY | OPERATIONAL PLAN | | | | |
|---|--------------------|--------------------|--------------------|---|--|
| | 2021 (Fiscal Year) | 2022 (Fiscal Year) | 2023 (Fiscal Year) | 2024 (Fiscal Year) | 2025 (Fiscal Year) |
| <p>GOVERNANCE STRUCTURES</p> <p>Ensure that FO's governance structures align with current standards & best practices</p> | | | | <p>1. ONCA: Align FO's By-Laws, Charter, & Letters Patent with the Ontario Not-For-Profit Corporations Act.</p> <p><i>Compliance to be completed by the November, 2023 Annual General Meeting.</i></p> | <p>FY2025 Operational Plan to be written in FY2024.</p> |
| | | | | <p>2. CANADIAN SPORT GOVERNANCE CODE: Identify changes FO will need to make to its governance structure to align with the Canadian Sport Governance Code.</p> <p><i>Board identifies future changes by the November, 2023 Annual General Meeting.</i></p> | |
| <p>PLANNING</p> <p>Prepare to enter the next strategic plan.</p> | | | | <p>1. OPERATIONAL PLAN: Write FY2025 operational plan.</p> <p><i>Plan completed by May 31, 2024.</i></p> | <p>2. STRATEGIC PLAN: Write 2026 strategic plan.</p> <p><i>Plan completed by May 31, 2025.</i></p> |
| | | | | | |

APPENDIX B

FACILITIES

STRATEGY &

OPERATIONAL PLAN



**FREESTYLE
ONTARIO** 

FACILITIES

AIR

| STRATEGY | OPERATIONAL PLAN | | | | |
|---|--|--|---|--|---|
| | 2021 (Fiscal Year) | 2022 (Fiscal Year) | 2023 (Fiscal Year) | 2024 (Fiscal Year) | 2025 (Fiscal Year) |
| <p>WATER RAMP & TRAMPOLINE FACILITY</p> <p>Run a water ramp & trampoline facility that supports the development of Ontario's athletes.</p> | <p>1. ATHLETE DEVELOPMENT: Freestyle Ontario's water ramp & trampoline facility is able to support the athletic needs of Ontario.</p> <p>2. USAGE: Maintain 400 athlete usage days per year. (1 athlete ramp day, regardless of length, = 1 athlete usage day)</p> | | | | |
| | | <p>7. MOVE: If needed, water ramp moves to new location with minimal impact upon organization or membership.</p> | | <p>8. RAMP SHUT DOWN: Shut down current water ramp/ trampoline facility to make room for condos, & prepare for new downslope airbag/trampoline facility.</p> <p><i>Shut down completed by July 30, 2023.</i></p> | <p>FY2025 Operational Plan to be written in FY2024.</p> |
| <p>AIRBAG</p> <p>Improve access to downslope airbags for Ontario's park & pipe athletes.</p> | | <p>1. AIRBAG: Explore opportunities to improve access to downslope airbags for Ontario's park & pipe athletes.</p> | <p>2. AIRBAG: Prepare for opening new downslope airbag trampoline facility.</p> <p><i>Facility ready to open in spring, 2024.</i></p> | | |

FACILITIES

DISCIPLINE SPECIFIC

| STRATEGY | OPERATIONAL PLAN | | | | |
|---|---|--------------------|--------------------|--------------------|--------------------|
| | 2021 (Fiscal Year) | 2022 (Fiscal Year) | 2023 (Fiscal Year) | 2024 (Fiscal Year) | 2025 (Fiscal Year) |
| <p>GENERAL</p> <p>Explore, foster, & embrace opportunities to provide quality terrain to Ontario's athletes.</p> | <ol style="list-style-type: none"> GENERAL: Explore opportunities to improve Ontario's facilities & terrain, and embrace such opportunities if they demonstrate potential to benefit Freestyle Ontario and its initiatives. <i>Ongoing.</i> SKI RESORTS: Freestyle Ontario and its clubs maintain a productive relationship with their host resorts. <i>Ongoing. Special focus given to these partnerships in the lead-up, execution, & follow up of the event season.</i> | | | | |
| <p>MOGULS</p> <p>Mogul terrain meets the athlete development needs of Ontario's athletes.</p> | <ol style="list-style-type: none"> TRAIN TO TRAIN: 5 or more Ontario clubs have a Train to Train stage mogul course. <i>Evaluated bi-annually in the operational plan progress reports (dates determined by OASF reporting requirements).</i> WAVE TANKS: 5 Ontario clubs have wave tanks @ host resort. <i>Evaluated bi-annually in the operational plan progress reports (dates determined by OASF reporting requirements).</i> FUNDAMENTALS: 5 or more Ontario clubs have FUNdamentalz stage mogul terrain. <i>Evaluated bi-annually in the operational plan progress reports (dates determined by OASF reporting requirements).</i> LEARN TO TRAIN: 5 or more Ontario clubs have Learn to Train stage mogul terrain. <i>Evaluated bi-annually in the operational plan progress reports (dates determined by OASF reporting requirements).</i> | | | | |

FY2025 Operational Plan to be written in FY2024.

FACILITIES

DISCIPLINE SPECIFIC

| STRATEGY | OPERATIONAL PLAN | | | | |
|---|--|--|--------------------|---|--------------------|
| | 2021 (Fiscal Year) | 2022 (Fiscal Year) | 2023 (Fiscal Year) | 2024 (Fiscal Year) | 2025 (Fiscal Year) |
| MOGULS (CONTINUED) Mogul terrain meets the athlete development needs of Ontario's athletes. | | 5. LEARN/TRAIN TO COMPETE: 1 Learn/Train to Compete mogul course operating in Ontario. | | 6. LEARN/TRAIN TO COMPETE: 2 Learn/Train to Compete mogul courses operate in Ontario. <i>Evaluated bi-annually in the operational plan progress reports (dates determined by OASF reporting requirements).</i> | |
| | 7. CHEIF OF COURSE: 4 or more Ontario clubs have an FO trained moguls Chief of Course. | 8. CHEIF OF COURSE: 5 or more Ontario clubs have an FO trained moguls Chief of Course. <i>Evaluated bi-annually in the operational plan progress reports (dates determined by OASF reporting requirements).</i> | | | |
| SLOPESTYLE/BIG AIR Slopestyle & big air terrain meets the development needs Ontario's athletes. | 1. FUNDAMENTALS: 5 or more Ontario clubs have FUNdamentalz stage slopestyle/big air terrain. <i>Evaluated bi-annually in the operational plan progress reports (dates determined by OASF reporting requirements).</i> | | | | |
| | 2. LEARN TO TRAIN: 5 or more Ontario clubs have Learn to Train stage slopestyle/big air terrain. <i>Evaluated bi-annually in the operational plan progress reports (dates determined by OASF reporting requirements).</i> | | | | |
| | 3. TRAIN TO TRAIN: 5 Ontario clubs/resorts have a Train to Train stage slopestyle/big air terrain. <i>Evaluated bi-annually in the operational plan progress reports (dates determined by OASF reporting requirements).</i> | | | | |

FY2025 Operational Plan to be written in FY2024.

FACILITIES

DISCIPLINE SPECIFIC

| STRATEGY | OPERATIONAL PLAN | | | | |
|---|---|--------------------|--------------------|--------------------|---|
| | 2021 (Fiscal Year) | 2022 (Fiscal Year) | 2023 (Fiscal Year) | 2024 (Fiscal Year) | 2025 (Fiscal Year) |
| <p>SLOPESTYLE/BIG AIR (CONTINUED)</p> <p>Slopestyle & big air terrain meets the development needs Ontario's athletes.</p> | <p>4. LEARN/TRAIN TO COMPETE: 1 Learn/Train to Compete on-snow SS/BA training facility operates in Ontario.</p> <p><i>Evaluated bi-annually in the operational plan progress reports (dates determined by OASF reporting requirements).</i></p> | | | | |
| <p>HALFPIPE</p> <p>Halfpipe terrain provides an opportunity to grow the discipline.</p> | <p>1. TRAIN TO TRAIN: 1 or more Ontario clubs have a Train to Train stage halfpipe.</p> <p>2. LEARN TO COMPETE: 1 or more Ontario clubs have a Learn to Compete stage halfpipe.</p> | | | | |
| <p>HIGH PERFORMANCE TRAINING HUBS</p> <p>Develop centralized high performance training hubs for Ontario Team and Development Squad athletes.</p> | <p>1. HIGH PERFORMANCE TRAINING HUB: 1 high performance training hub operates in the Southern Ontario Region that includes:</p> <ul style="list-style-type: none"> i. Sport Science/Sport Medicine service providers. ii. On-snow training facility iii. Trampoline facility iv. Water ramp or air bag v. Strength & Conditioning facility <p><i>Evaluated bi-annually in the operational plan progress reports (dates determined by OASF reporting requirements).</i></p> | | | | |
| | | | | | <p>2. HIGH PERFORMANCE TRAINING HUB: 1 high performance training hub operates in the National Capital Region that includes:</p> <ul style="list-style-type: none"> i. Sport Science/Sport Medicine service providers. ii. On-snow training facility iii. Trampoline facility iv. Strength & Conditioning facility <p><i>Evaluated bi-annually in the operational plan progress reports (dates determined by OASF reporting requirements).</i></p> |

FY2025 Operational Plan to be written in FY2024.

APPENDIX C

CLUBS & PROGRAMS

STRATEGY &

OPERATIONAL PLAN



**FREESTYLE
ONTARIO***

CLUBS & PROGRAMS

DEVELOP CLUBS

| STRATEGY | OPERATIONAL PLAN | | | | |
|--|---|--|--|--|---|
| | 2021 (Fiscal Year) | 2022 (Fiscal Year) | 2023 (Fiscal Year) | 2024 (Fiscal Year) | 2025 (Fiscal Year) |
| <p>CLUB DEVELOPMENT</p> <p>Develop, expand, and connect Freestyle Ontario's club network.</p> | <p>1. COMMUNICATION: Meet quarterly with club leaders to discuss updates, collect feedback, and share best practices between clubs.</p> <p><i>4 club leader meetings held annually.</i></p> <p>2. PARTNERSHIPS: Work with FO member clubs to establish positive & productive relationships with their host resorts.</p> <p><i>Leverage event system to nurture and enhance this relationship at 4 or more resorts per year.</i></p> <p>3. FACILITIES: Work with 1 targeted club each year on improving their freestyle facilities at their host resort.</p> <p><i>1 facility development initiative run each year that enhances the facilities at 1 resort each year.</i></p> | | | | |
| | <p>4. NORTHWESTERN: Develop 3 clubs in northwestern Ontario.</p> | <p>5. a. NORTHWESTERN: Establish sustainability within northwestern clubs.</p> | <p>5. b. NORTHWESTERN: Explore the feasibility of re-engaging in the Ontario Winter Games to further enhance the North Western freestyle community.</p> <p><i>1 application submitted to participate in OWG. If application is successful, evaluate the feasibility of participating in OWG.</i></p> | <p>5. c. NORTHWESTERN: Expand the programming capacity in North Western Ontario.</p> <p><i>1 series of coaching courses run in North Western Ontario.</i></p> <p>5. d. NORTHWESTERN: Work towards re-aligning the Kenora area with the FO sport system.</p> <p><i>Meet with 1 Kenora club about realigning their governance, programming, & coach structures with FO sport system.</i></p> | <p>FY2025 Operational Plan to be written in FY2024.</p> |

CLUBS & PROGRAMS

DEVELOP CLUBS

| STRATEGY | OPERATIONAL PLAN | | | | |
|--|---|---|--|---|---|
| | 2021 (Fiscal Year) | 2022 (Fiscal Year) | 2023 (Fiscal Year) | 2024 (Fiscal Year) | 2025 (Fiscal Year) |
| <p>CLUB DEVELOPMENT (CONTINUED)</p> <p>Develop, expand, and connect Freestyle Ontario's club network.</p> | | <p>6. PARK & PIPE: Develop 1 public club FUNdamentalz & L2T program in southern Ontario.</p> | <p>7. a. MOGULS: Develop 1 public club moguls program in southern Ontario.</p> | <p>7. b. AERIALS: Leverage success of 2023 Jr. Nationals aerials event to further develop the discipline.</p> <p><i>Explore the possibility of running or engaging in 1 or more programs that encourage athlete aerial participation.</i></p> | |
| | <p>8. GUIDANCE, CONSISTENCY, & GOVERNANCE: Launch a club guidebook outlining how to launch and run a high quality club.</p> <p>9. a. LEADERSHIP: Design a support system that helps clubs in their governance structure, program planning, terrain design, & understanding of the coach/LTAD/event systems.</p> | <p>9. b. LEADERSHIP: Implement the club support system.</p> <p>10. a. ESCARPMENT: Each year develop 1 targeted escarpment club that has not yet hosted a Timber Tour.</p> | | <p>9. c. LEADERSHIP: Implement the club support system.</p> <p><i>The events, high performance, coach development, and membership departments all include operational components that enhance club programming.</i></p> <p>10. b. ESCARPMENT: Refocus escarpment efforts on clubs that have demonstrated a commitment to aligning with the FO sport system.</p> <p><i>1 or more member clubs in the escarpment are partnered with FO's events, high performance, and/or coach development operations.</i></p> | <p>FY2025 Operational Plan to be written in FY2024.</p> |

CLUBS & PROGRAMS

DEVELOP CLUBS

| STRATEGY | OPERATIONAL PLAN | | | | |
|---|--------------------|---|---|--------------------|--------------------|
| | 2021 (Fiscal Year) | 2022 (Fiscal Year) | 2023 (Fiscal Year) | 2024 (Fiscal Year) | 2025 (Fiscal Year) |
| CLUB DEVELOPMENT Develop, expand, and connect Freestyle Ontario's club network. | | 11. a. CLUB RECOGNITION: Create and launch a club recognition strategy. | 11. b. CLUB RECOGNITION: Implement club recognition strategy. <i>Website hosts 1 page that recognizes FO's member clubs and the different programs they offer.</i> | | |
| CULTURE Freestyle Ontario's clubs embody its core values. | | 1. CULTURE: Our core values are communicated and considered in all interactions with club leaders. <i>Ongoing.</i> | | | |
| WOMEN & GIRLS Improve female participation. | | 1. STRATEGY: Create and launch a new women & girls participation strategic plan. | 2. GROWTH: Implement women & girls participation strategic plan. <ul style="list-style-type: none"> • All FO operations strive for equitable opportunities for women & girls; • Leadership opportunities for women are prioritized in areas where there are disproportionate gender ratios; • Gender participation data is tracked; • Funding opportunities support W&G initiatives are explored. | | |

FY2025 Operational Plan to be written in FY2024.

CLUBS & PROGRAMS

GROW MEMBERSHIP

| STRATEGY | OPERATIONAL PLAN | | | | |
|---|--------------------|---|---|--|--------------------|
| | 2021 (Fiscal Year) | 2022 (Fiscal Year) | 2023 (Fiscal Year) | 2024 (Fiscal Year) | 2025 (Fiscal Year) |
| <p>MARKETING</p> <p>Improve on-snow visual presence of the organization.</p> | | <ol style="list-style-type: none"> 1. STRATEGY: Create and launch a strategy to improve the visual presence of Freestyle Ontario at established member clubs. 2. ACTIVE START: Run a marketing campaign to connect the learning to ski stage (i.e. Active Start) to the FUNdamentalz program. | <ol style="list-style-type: none"> 3. ACTIVATION: Implement strategy to improve the visual presence of Freestyle Ontario at established member clubs. <p><i>Pending the availability of resources, ensure that all member clubs have access to FO branding (digital and/or print).</i></p> | | |
| <p>RECREATION STREAM</p> <p>Develop, expand, and connect club network.</p> | | <ol style="list-style-type: none"> 1. ADULT PROGRAM: Pilot a program framework for freestyle skiers age 18 and over at 1 club. | <ol style="list-style-type: none"> 2. ADULT PROGRAM: If pilot program demonstrates potential, develop an adult freestyle program at a 2nd club. | <ol style="list-style-type: none"> 3. ADULT PROGRAM: Support adult programming through 18+ age category at Timber Tours. <p><i>Timber Tours feature 18+ age category.</i></p> | |

FY2025 Operational Plan to be written in FY2024.

APPENDIX D

COACH

STRATEGY &

OPERATIONAL PLAN



**FREESTYLE
ONTARIO** 

COACH

SYSTEM ALIGNMENT

| STRATEGY | OPERATIONAL PLAN | | | | |
|---|--------------------|---|--------------------|--------------------|---|
| | 2021 (Fiscal Year) | 2022 (Fiscal Year) | 2023 (Fiscal Year) | 2024 (Fiscal Year) | 2025 (Fiscal Year) |
| <p>CULTURE</p> <p>Freestyle Ontario's coaches embody its core values.</p> | | <p>1. CULTURE: Our core values are communicated and considered in all interactions with coaches.</p> <p><i>Ongoing.</i></p> | | | |
| <p>COMMUNICATION</p> <p>Freestyle Ontario's coaches are connected, informed, and unified in pursuit of the organization's mission.</p> | | <p>1. COMMUNICATION: Meet quarterly with coach group to discuss updates, collect feedback, and share best practices between coaches.</p> <p><i>4 meetings held each year.</i></p> | | | <p>FY2025 Operational Plan to be written in FY2024.</p> |

COACH

TRAINING & CERTIFICATION

STRATEGY

OPERATIONAL PLAN

| | 2021 (Fiscal Year) | 2022 (Fiscal Year) | 2023 (Fiscal Year) | 2024 (Fiscal Year) | 2025 (Fiscal Year) |
|--|--------------------|--|---|--------------------|--------------------|
| <p>TRAINING & CERTIFICATION - COACH DEVELOPERS & COACH EVALUATORS (CE)</p> <p>Freestyle Ontario can meet the coach training and evaluation needs of its programs.</p> | | <ol style="list-style-type: none"> 1. a. FUNDAMENTALS: <ol style="list-style-type: none"> i. Train 2 FUNDamentalz LFs in SOR/NOR ii. Train 1 FUNDamentalz LFs in NCR iii. Update 1 FUNDamentalz LFs in LSR 4. COMP-INTRO: <ol style="list-style-type: none"> i. Train 1 Skiing Skillz LF in SOR/NOR ii. Train 1 Skiing Skillz LF in NCR in NCCP requirements 5. COMP-INTRO: <ol style="list-style-type: none"> i. Train 1 Moguls LF in SOR/NOR ii. Train 1 Moguls LF in NCR in NCCP requirements 6. COMP-INTRO: <ol style="list-style-type: none"> i. Train 1 P&P LF in SOR/NOR ii. Train 1 P&P LF in NCR 7. COMP-INTRO - AIR: Train 1 Air 3 LFs in Ontario. 8. COMP-INTRO - AIR: Train 1 Air 4 LFs in Ontario. | <ol style="list-style-type: none"> 1. . FUNDAMENTALS: <ol style="list-style-type: none"> i. 3 active FUNDamentalz LFs in SOR/NOR ii. 2 active FUNDamentalz LFs in NCR iii. 1 active FUNDamentalz LFs in LSR 4. COMP-INTRO: <ol style="list-style-type: none"> i. 1 active Skiing Skillz LF in SOR/NOR ii. 1 active Skiing Skillz LF in NCR 5. COMP-INTRO: <ol style="list-style-type: none"> i. 1 active Moguls LF in SOR/NOR ii. 1 active Moguls LF in NCR 6. COMP-INTRO: <ol style="list-style-type: none"> i. 1 active P&P LF in SOR/NOR ii. 1 active P&P LF in NCR 7. COMP-INTRO - AIR: 1 active Air 3 LFs in Ontario. 8. COMP-INTRO - AIR: 1 active 1 Air 4 LFs in Ontario. | | |
| | | | <ol style="list-style-type: none"> 9. COMP-DEV: 1 new Comp-Dev Learning Facilitator. | | |

FY2025 Operational Plan to be written in FY2024.

COACH

TRAINING & CERTIFICATION

STRATEGY

OPERATIONAL PLAN

TRAINING & CERTIFICATION - COACH DEVELOPERS & COACH EVALUATORS (CE)

Freestyle Ontario can meet the coach training and evaluation needs of its programs.

2021 (Fiscal Year)

2022 (Fiscal Year)

2023 (Fiscal Year)

2024 (Fiscal Year)

2025 (Fiscal Year)

1. COMP-INTRO:
 - i. Train 1 Skiing Skillz CE in SOR/NOR
 - ii. Train 1 Skiing Skillz CE in NCR in NCCP requirements
2. COMP-INTRO:
 - i. Train 1 Moguls CE in SOR/NOR
 - ii. Train 1 Moguls CE in NCR in NCCP requirements
3. COMP-INTRO:
 - i. Train 1 P&P CE in SOR/NOR
 - ii. Train 1 P&P CE in NCR
4. COMP-INTRO - AIR: Train 1 Air 3 CE in Ontario.
5. COMP-INTRO - AIR: Train 1 Air 4 CE in Ontario.

1. COMP-INTRO:
 - i. Train 1 new Skiing Skillz CE in SOR/NOR
 - ii. Train 1 new Skiing Skillz CE in NCR in NCCP requirements
2. COMP-INTRO:
 - i. Train 1 new Moguls CE in SOR/NOR
 - ii. Train 1 new Moguls CE in NCR in NCCP requirements
3. COMP-INTRO:
 - i. Train 1 new P&P CE in SOR/NOR
 - ii. Train 1 new P&P CE in NCR
4. COMP-INTRO - AIR: Train 1 new Air 3 CE in Ontario.
5. COMP-INTRO - AIR: Train 1 new Air 4 CE in Ontario.

1. COMP-INTRO:
 - i. Train 1 new Skiing Skillz CE in SOR/NOR
 - ii. Train 1 new Skiing Skillz CE in NCR in NCCP requirements
2. COMP-INTRO:
 - i. Train 1 new Moguls CE in SOR/NOR
 - ii. Train 1 new Moguls CE in NCR in NCCP requirements
3. COMP-INTRO:
 - i. Train 1 new P&P CE in SOR/NOR
 - ii. Train 1 new P&P CE in NCR
4. COMP-INTRO - AIR: Train 1 new Air 3 CE in Ontario.
5. COMP-INTRO - AIR: Train 1 new Air 4 CE in Ontario.

FY2025 Operational Plan to be written in FY2024.

1. MONITOR CAPACITY: Monitor Ontario's LF & CE capacity.

Ongoing. Evaluated annually.

COACH

TRAINING & CERTIFICATION

STRATEGY

OPERATIONAL PLAN

2021 (Fiscal Year)

2022 (Fiscal Year)

2023 (Fiscal Year)

2024 (Fiscal Year)

2025 (Fiscal Year)

TRAINING & CERTIFICATION - COACHES

Coaches are properly trained and qualified to meet the needs of their role.

1. CONSISTENCY: All Freestyle Ontario coaches are:
 - i. Making Headway in Freestyle Ski Trained

Credentials automatically reviewed upon annual purchase/renewal of coach license. License cannot be purchased without this requirement.

2. FUNDAMENTALZ: 20 or more coaches trained each year in the FUNdamentalz On-Snow Module.

Progress evaluated bi-annually in the operational plan progress reports (dates determined by OASF reporting requirements).

3. PATHWAY: Maintain an online guide that clearly outlines the FC/FO Coach Development Pathway.

1 webpage with current information published on FO website.

4. a. COMP-DEV: 4 new Comp-Dev Trained coaches.

4. b. COMP-DEV: 2 new Comp-Dev Certified coaches.

4. c. COMP-DEV: At least 1 Comp-Dev Certified coach within Ontario in the following disciplines:
 - v. Slopestyle or Halfpipe
 - vi. Moguls

Coach credentials monitored annually.

5. a. COMP-INTRO & AIR: Implement a plan to have all head coaches of each Timber Tour team to have completed training in all Comp-Intro courses by FY2023.

5. b. COMP-INTRO & AIR: The head coach of each Timber Tour team has completed training in all Comp-Intro courses.

Team coaching credentials monitored prior to first Timber Tour.

FY2025 Operational Plan to be written in FY2024.

COACH

TRAINING & CERTIFICATION

| STRATEGY | OPERATIONAL PLAN | | | | |
|---|---|---|--------------------|--------------------|---|
| | 2021 (Fiscal Year) | 2022 (Fiscal Year) | 2023 (Fiscal Year) | 2024 (Fiscal Year) | 2025 (Fiscal Year) |
| <p>TRAINING & CERTIFICATION - COACHES (CONTINUED)</p> <p>Coaches are properly trained and qualified to meet the needs of their role.</p> | | <p>1. JUDGING SYSTEM: All Timber Tour team head coaches have taken a judging course.</p> <p><i>1 judging clinic in MO & 1 judging clinic in P&P hosted annually.</i></p> <p>2. CONSISTENCY: All Freestyle Ontario coaches are:</p> <p>i. Safe Sport Trained</p> <p><i>Credentials automatically reviewed upon annual purchase/renewal of coach license. License cannot be purchased without this requirement.</i></p> <p>ii. Making Ethical Decisions Evaluated</p> <p><i>Credentials automatically reviewed upon annual purchase/renewal of coach license. License cannot be purchased without this requirement.</i></p> | | | |
| <p>TRAINING & CERTIFICATION - PLANNING</p> <p>Ontario has coaches who are trained in program planning.</p> | <p>PLANNING: 8 coaches trained in Design a Basic Sport Program.</p> | <p>PLANNING: 4 or more coaches trained in Performance Planning and Advanced Practice Planning.</p> | | | <p>FY2025 Operational Plan to be written in FY2024.</p> |

COACH

SUCCESSION STRATEGY

| STRATEGY | OPERATIONAL PLAN | | | | |
|---|--------------------|---|--------------------|--------------------|--------------------|
| | 2021 (Fiscal Year) | 2022 (Fiscal Year) | 2023 (Fiscal Year) | 2024 (Fiscal Year) | 2025 (Fiscal Year) |
| <p>RECRUITMENT</p> <p>Ontario has a gender balanced network of professional coaches.</p> | | <p>1. WOMEN & GIRLS: Recruit new female coaches.</p> <p><i>Ongoing.</i></p> <p>2. RECRUITMENT: Implement coach scouting system that tracks the status of desirable coach prospects.</p> <p><i>Ongoing.</i></p> | | | |
| | | <p>1. LONG TERM COACH DEVELOPMENT: Host a career planing session or a series of sessions for coaches, with the intention of developing long term coaching careers.</p> | | | |
| <p>MENTORSHIP</p> <p>Improve Ontario's depth and competency within its High Performance streamed coaching network.</p> | | <p>1. MENTORSHIP: Each Ontario-based Provincial Team coach is assigned 1 mentor.</p> <p><i>1 mentor per coach.</i></p> <p>2. MENTORSHIP: Each Ontario-based Provincial Team coach is mentoring 2 Ontario coaches.</p> <p><i>2 coaches per Provincial team coach.</i></p> <p>3. COMPETITION: Train new Timber Tour coaches in coaching expectations & responsibilities at competitions.</p> <p><i>1 coaches meeting held annually.</i></p> | | | |

FY2025 Operational Plan to be written in FY2024.

APPENDIX E

EVENTS

STRATEGY &

OPERATIONAL PLAN



**FREESTYLE
ONTARIO** 

EVENTS

OPERATIONAL OPPORTUNITIES

| STRATEGY | OPERATIONAL PLAN | | | | |
|--|--|--------------------|--------------------|--------------------|--------------------|
| | 2021 (Fiscal Year) | 2022 (Fiscal Year) | 2023 (Fiscal Year) | 2024 (Fiscal Year) | 2025 (Fiscal Year) |
| <p>GENERAL</p> <p>Seek out new opportunities to improve Freestyle Ontario's events.</p> | <p>1. Explore opportunities to improve Ontario's events, and embrace such opportunities if they demonstrate potential to benefit Freestyle Ontario's event hosting system.</p> <p><i>Each event goes through an annual post-season review process. Developments made as opportunities & resources allow.</i></p> | | | | |
| <p>SPONSORSHIP</p> <p>Attract new partnerships, and maintain existing partnerships.</p> | <p>1. Leverage events to develop partnerships that improve participant's experience and/or have financial benefits.</p> <p><i>All Timber Tours have two or more corporate partners that provide athlete prizing.</i></p> <p><i>2 or more corporate event partners per season who are financially beneficial to the organization.</i></p> <p><i>All events are hosted in a manner that leaves the resort, the club, and FO feeling positive about the experience. Experience reviewed annually through an annual post-season review process.</i></p> <p><i>All events leave behind at least one legacy that benefits the club(s), and by extension, FO (e.g. terrain, official development, leadership mentorship, etc...).</i></p> | | | | |
| <p>VOLUNTEERS</p> <p>Create meaningful volunteer experiences.</p> | <p>1. APPRECIATION: Ensure that volunteering at FO events is a rewarding community experience, and that volunteers have a sense of appreciation for their engagement.</p> <p><i>Each event goes through an annual post-season review process. Developments made as opportunities & resources allow.</i></p> <p><i>Host an annual Timber Tour Awards ceremony that celebrates volunteer engagement.</i></p> | | | | |

FY2025 Operational Plan to be written in FY2024.

EVENTS

PEOPLE

STRATEGY

OPERATIONAL PLAN

2021 (Fiscal Year)

2022 (Fiscal Year)

2023 (Fiscal Year)

2024 (Fiscal Year)

2025 (Fiscal Year)

JUDGING

Have a judging base that meets Ontario's event needs and contributes to athlete development.

1. TIMBER TOUR: Have a sufficient amount of qualified Timber Tour judges, with special focus on developing judges who are local to Timber Tour venues.

Each event features a full judging panel that consists only of judges who have completed the necessary judge training pathway requirements. At least 3 judges from the event's local region per event.

2. SYSTEM ALIGNMENT: Create opportunities for judges to engage in Ontario's athlete development system & coaching group.

1 or more judging clinic featuring coaches in MO & 1 or more judging clinic featuring coaches in P&P hosted annually.

3. P&P NATIONAL: 4 or more Ontario judges are qualified to judge national level competitions.

4 Ontario judges meet the P&P judge training pathway requirements for national events.

4. a. P&P NATIONAL: 2 or more new national level park & pipe judges trained each year.

2 or more judges trained annually.

4. b. P&P NATIONAL: 1 or more new national level park & pipe judges trained in FY2024.

1 or more judges trained annually.

5. MOGUL NATIONAL: 4 or more Ontario judges qualified to judge national level competitions.

7. MOGUL NATIONAL: 4 or more Ontario judges qualified to judge national level competitions.

6. PATHWAY: Update park & pipe judging pathway.

4 judges meet this standard.

FY2025 Operational Plan to be written in FY2024.

EVENTS

PEOPLE

STRATEGY

OPERATIONAL PLAN

| | 2021 (Fiscal Year) | 2022 (Fiscal Year) | 2023 (Fiscal Year) | 2024 (Fiscal Year) | 2025 (Fiscal Year) |
|--|--------------------|--------------------|--|---|---|
| <p>OFFICIALS</p> <p>Have an officials base that is current and meets Ontario's event hosting needs.</p> | | | <p>1. a. FIS: 1 Ontario officials attends FIS update each year.</p> | <p>1. b. FIS: 1 Ontario slopestyle/big air/halfpipe official and 1 Ontario mogul/dual mogul official attends FIS update..</p> | |
| | | | <p>2. TRAINING: Run 1 officials update for all Ontario Timber Tour major officials annually.</p> <p>3. TIMING: 1 Chief of Timing clinic hosted annually.</p> <p>4. CHIEF OF COURSE - MOGULS: 1 mogul Chief of Course professional development plan created annually.</p> | | |
| | | | | <p>5. RECRUITMENT: Run 1 new major officials training curriculum in 2023.</p> <p><i>Run 1 Official's Training Curriculum. 5 New Major Officials Trained.</i></p> <p>6. CHEIF OF COURSE - MOGULS: 1 mogul course building workshop run by the end of FY2024.</p> <p>7. CHIEF OF SCORING: Run 1 moguls/dual moguls Chief of Scoring clinic and 1 slopestyle/big air/halfpipe Chief of Scoring clinic.</p> | <p>FY2025 Operational Plan to be written in FY2024.</p> |

EVENTS

LTAD - COMPETITIVE STREAM

| STRATEGY | OPERATIONAL PLAN | | | | |
|---|---|---|---|--------------------|---|
| | 2021 (Fiscal Year) | 2022 (Fiscal Year) | 2023 (Fiscal Year) | 2024 (Fiscal Year) | 2025 (Fiscal Year) |
| <p>FUNDAMENTALZ</p> <p>Ignite a lifelong love for freestyle skiing in new young athletes.</p> | | <ol style="list-style-type: none"> 8 Sapling Sessions hosted annually that follow Freestyle Ontario's Sapling Session framework. 3 or more Sapling Sessions have mogul terrain. | | | |
| <p>LEARN TO TRAIN</p> <p>Provide meaningful event experiences for Learn to Train athletes.</p> | <ol style="list-style-type: none"> Develop a Learn to Train competition framework. | <ol style="list-style-type: none"> 1 Learn to Train competition is hosted using FO framework. | <ol style="list-style-type: none"> 3 regions annually host Learn to Train competitions using FO framework. | | <p>FY2025 Operational Plan to be written in FY2024.</p> |

EVENTS

LTAD - COMPETITIVE STREAM

STRATEGY

OPERATIONAL PLAN

TRAIN TO TRAIN

Provide meaningful event experiences for Train to Train athletes.

| 2021 (Fiscal Year) | 2022 (Fiscal Year) | 2023 (Fiscal Year) | 2024 (Fiscal Year) | 2025 (Fiscal Year) |
|--------------------|--------------------|--------------------|--------------------|--------------------|
|--------------------|--------------------|--------------------|--------------------|--------------------|

1. LEADERSHIP: FO leads the Timber Tour hosting process through engaging its community, from organization to execution.

From September to the month of the event, 1 monthly meeting is held with each Local Organizing Committee.

2. VENUES: Maintain productive relationships with all existing Timber Tour venues.

Each event goes through an annual post-season review process.

3. VENUES: Create document outlining return on investment benefits to Timber Tour host clubs & resorts.



4. HALFPIPE: 1 provincial level halfpipe event hosted annually.



5. NORTHWESTERN: 1 Train to Train level event hosted in Northwestern Ontario annually.

1 application submitted to participate in OWG. If application is successful, evaluate the feasibility of participating in OWG.

5. NORTHWESTERN: 1 Train to Train level event hosted in Northwestern Ontario annually.

If OWG is feasible, host OWG in Thunder Bay. If not, find other ways to support North Western's freestyle community.



6. VENUES: 1 new escarpment Timber Tour venue hosts a Train to Train competition.

7. PARTICIPATION: 80 Train to Train athlete participants in 1 provincial level competition.

FY2025 Operational Plan to be written in FY2024.

EVENTS

LTAD - COMPETITIVE STREAM

| STRATEGY | OPERATIONAL PLAN | | | | |
|--|--------------------|--|--------------------|--|--------------------|
| | 2021 (Fiscal Year) | 2022 (Fiscal Year) | 2023 (Fiscal Year) | 2024 (Fiscal Year) | 2025 (Fiscal Year) |
| LEARN/TRAIN TO COMPETE Provide meaningful Ontario event experiences for Learn/Train to Compete athletes. | | 1. PARK & PIPE: <i>Host 1 national level park & pipe competition annually.</i> | | | |
| | | 2. MOGULS: Host a national level competition. | | | |
| | | | | 4. NATIONAL CHAMPIONSHIPS: <i>Host 1 or more national championships by the end of FY 2024.</i> | |
| | | | | 5. INTERNATIONAL: <i>Host 1 NorAm competition.</i> | |

FY2025 Operational Plan to be written in FY2024.

EVENTS

LTAD - RECREATIONAL STREAM

STRATEGY

OPERATIONAL PLAN

2021 (Fiscal Year)

2022 (Fiscal Year)

2023 (Fiscal Year)

2024 (Fiscal Year)

2025 (Fiscal Year)

**ACTIVE FOR LIFE
(RECREATION STREAM)**

Introduce recreational stream events.

1. FUNDAMENTALS:
Pilot a try freestyle event for teenagers and adults, based on the Sapling Session model.

2. FUNDAMENTALS: If pilot and Adult program (see Clubs & Programs) demonstrate potential, host 2 try freestyle events.

**COMPETITIVE FOR LIFE
(RECREATION STREAM)**

Introduce recreational stream.

FY2025 Operational Plan to be written in FY2024.

APPENDIX F

HIGH PERFORMANCE

STRATEGY &

OPERATIONAL PLAN



**FREESTYLE
ONTARIO** 

HIGH-PERF. STRATEGIC PLAN: OPERATIONAL EXCELLENCE

| STRATEGY | OPERATIONAL PLAN | | | | | |
|--|---|--------------------|--------------------|--|---|--|
| | 2021 (Fiscal Year) | 2022 (Fiscal Year) | 2023 (Fiscal Year) | 2024 (Fiscal Year) | 2025 (Fiscal Year) | |
| <p>OVERARCHING GOALS</p> <p>Develop future national team athletes.</p> | <ol style="list-style-type: none"> Average of 1 Ontario athlete advances to the National Team annually. Average of 1 or more Ontario athlete(s) meet National Team selection eligibility requirements annually. | | | | <p>FY2025 Operational Plan to be written in FY2024.</p> | |
| <p>MANAGEMENT</p> <p>Effectively manage the High Performance Program.</p> | <ol style="list-style-type: none"> Employ a staff member responsible for managing the high performance program. <i>1 High Performance Director or equivalent employed by FO.</i> | | | | | |
| <p>FINANCIAL</p> <p>Have sufficient financial resources.</p> | <ol style="list-style-type: none"> Secure the financial resources needed to deliver this High Performance Strategic Plan. <i>Maintain Tier 2 status or better with the Canadian Sport Institute Ontario's Ontario High Performance Program, or an equivalent funding program if one becomes available.</i> | | | | | |
| <p>PLANNING</p> <p>Operate under a High Performance Strategic Plan</p> | | | | <ol style="list-style-type: none"> Write FY2025 High Performance Operational Plan. | | <ol style="list-style-type: none"> Write 1 multi-year High Performance Strategic Plan, ready to launch in FY2026. |
| <p>NSO ALIGNMENT</p> <p>Run an aligned system.</p> | | | | <ol style="list-style-type: none"> Freestyle Ontario and Freestyle Canada's high performance management staff meet quarterly to discuss athlete and program development. <i>4 meetings held per year.</i> Freestyle Ontario's provincial team coaches and Freestyle Canada's national team coaches meet quarterly to discuss athlete and program development. <i>4 meetings held per year.</i> | | |

HIGH-PERF. STRATEGIC PLAN: OPERATIONAL EXCELLENCE

| STRATEGY | OPERATIONAL PLAN | | | | |
|---|---|--------------------|--------------------|--------------------|--------------------|
| | 2021 (Fiscal Year) | 2022 (Fiscal Year) | 2023 (Fiscal Year) | 2024 (Fiscal Year) | 2025 (Fiscal Year) |
| <p>PROGRAM MONITORING</p> <p>Monitor program effectiveness and outcomes.</p> | <p>1. Track the High Performance Program's effectiveness through objective data collection systems.</p> <p><i>Databases kept that track individual athlete competition performance, program performance, athlete physical testing results, and Ontario athletes advancement to the national team.</i></p> | | | | |
| | | | | | |
| | | | | | |
| <p>INDUSTRY ANALYSIS</p> <p>Stay competitive with other programs.</p> | <p>2. Map the pathways of Ontario's national team athletes.</p> <p><i>Monitor the pathway for each Ontario national team athlete.</i></p> | | | | |
| | <p>1. BENCHMARKING: Annually identify major initiatives & achievements performed by other freestyle PSOs.</p> <p><i>Ongoing monitoring of other freestyle PSOs programming developments and achievements.</i></p> | | | | |
| <p>CULTURE</p> <p>Embody Freestyle Ontario's core values.</p> | <p>1. CULTURE: Our core values are communicated and considered in all interactions high performance initiatives.</p> <p><i>Ongoing.</i></p> | | | | |

FY2025 Operational Plan to be written in FY2024.

HIGH-PERF. STRATEGIC PLAN: PROGRAMMING

| STRATEGY | OPERATIONAL PLAN | | | | |
|---|---|---|---|--------------------|---|
| | 2021 (Fiscal Year) | 2022 (Fiscal Year) | 2023 (Fiscal Year) | 2024 (Fiscal Year) | 2025 (Fiscal Year) |
| <p>COACH</p> <p>Have the coaching capacity to develop future national team athletes.</p> | <p>1. a. COMP-DEV: 4 new Comp-Dev Trained coaches.</p> | <p>1. b. COMP-DEV: 2 new Comp-Dev Certified coaches.</p> | <p>1. c. COMP-DEV: 1 new Comp-Dev Learning Facilitator.</p> <p>1. d. COMP-DEV: At least 1 Comp-Dev Certified coach within Ontario in the following disciplines:</p> <ul style="list-style-type: none"> ii. Slopestyle or Halfpipe iii. Moguls | | |
| | | <p>2. MENTORSHIP: Each Ontario-based Provincial Team coach is assigned 1 mentor.</p> <p><i>1 mentor per coach.</i></p> <p>3. MENTORSHIP: Each Ontario-based Provincial Team coach is mentoring 2 Ontario coaches.</p> <p><i>2 coaches per Provincial team coach.</i></p> <p>4. RECRUITMENT: Implement coach scouting system that tracks the status of desirable coach prospects.</p> <p><i>Ongoing.</i></p> | | | <p>FY2025 Operational Plan to be written in FY2024.</p> |
| <p>SPORT SCIENCE/SPORT MEDICINE</p> <p>Have healthy athletes.</p> | <p>1. ATHLETE SUPPORT: All Provincial Team athletes have access to sport science & sport medicine services that are aligned with the national team athlete pathway. Areas of focus may include:</p> <ul style="list-style-type: none"> i. Strength & Conditioning ii. Therapy iii. Mental Performance iv. Nutrition v. Additional services as appropriate. <p><i>All Provincial Team athletes have access to the above services.</i></p> | | | | |

HIGH-PERF. STRATEGIC PLAN: PROGRAMMING

| STRATEGY | OPERATIONAL PLAN | | | | |
|---|--|---|---|--------------------|--------------------|
| | 2021 (Fiscal Year) | 2022 (Fiscal Year) | 2023 (Fiscal Year) | 2024 (Fiscal Year) | 2025 (Fiscal Year) |
| <p>ATHLETE SELECTION & RANKINGS</p> <p>Implement effective and fair selection processes, and identify emerging talent.</p> | <p>1. SELECTION CRITERIA: Annually review and update Freestyle Ontario's selection policies for each athlete selection opportunity.</p> <p><i>The High Performance Program Committee reviews each selection policy that is relevant to the upcoming season by December of each year (approximately 4 policies with about 1-2 meetings per policy). Selection policies can be found at: https://freestyleontario.ski/selection-criteria</i></p> | <p>2. ATHLETE RANKING/TALENT ID: Run & publish a provincial athlete ranking/talent ID system for</p> <ol style="list-style-type: none"> 1. Female Moguls 2. Male Moguls 3. Female Park & Pipe 4. Male Park & Pipe <p><i>The High Performance Program Committee creates, reviews, and publishes the Ontario Rankings for each gender/discipline by the Thursday following each event (approximately 14 meetings between November and April each year). Rankings can be found at: https://freestyleontario.ski/selection-criteria</i></p> | | | |
| | <p>3. SELECTION CRITERIA: Revamp the OMT/OPPA Development Program Selection Criteria.</p> | <p>3. SELECTION CRITERIA: Annually review and update the Development Squad section of the FO Selection Criteria.</p> <p><i>The High Performance Program Committee reviews and updates this section of the FO Selection Criteria by December of each year. FO Selection Criteria can be found at: https://freestyleontario.ski/selection-criteria</i></p> | <p>4. TRANSFER ATHLETES: Cooperate with the Canadian Sport Institute Ontario's inter-sport athlete talent ID & transfer program.</p> <p><i>Ongoing.</i></p> | | |

FY2025 Operational Plan to be written in FY2024.

HIGH-PERF. STRATEGIC PLAN: PROGRAMMING

STRATEGY

OPERATIONAL PLAN

2021 (Fiscal Year)

2022 (Fiscal Year)

2023 (Fiscal Year)

2024 (Fiscal Year)

2025 (Fiscal Year)

PROGRAMMING

Provide a provincial team program that is designed to develop future national team athletes.

1. PROVINCIAL TEAM: Annually Select Provincial Team Athletes.

The High Performance Selection Committee selects the provincial team athletes in April of each year. Selection to be done in accordance with the policies outlined in the FO Selection Criteria (available at: <https://freestyleontario.ski/selection-criteria>).

2. PROVINCIAL TEAM: Provide a Provincial Team program, as defined in the Freestyle Ontario Provincial Team Structure Policy (<https://freestyleontario.ski/policy>), for both the mogul and park & pipe disciplines.

Provincial Team program launched in May of each year, and runs until April.

In FY2024, a promotional package outlining the upcoming FY2025 program is to be ready for distribution by the end of February, 2024.

3. PLANNING: Stage appropriate Provincial Team athlete Yearly Planning Instruments created & reviewed annually.

New Yearly Planning Instrument launched in May of each year.

4. TEAM BUILDING: Annually run a Provincial Team Building initiative intended to strengthen team culture and build a sense of belonging and team identity.

Provincial Team Building initiative to be included in each year's May provincial team training camp.

5. DEVELOPMENT PROGRAM: Operate an OMT/OPPA Development Program for provincial team athlete prospects.

Annual Development Squad program launched in June of each year.

6. TEAM BUILDING: Design provincial team branding strategy.

6. TEAM BUILDING: Implement provincial team branding strategy.

Ongoing. Utilize team uniforms, team clothing, and social media to create an exciting Ontario Team brand.

FY2025 Operational Plan to be written in FY2024.

HIGH-PERF. STRATEGIC PLAN: PROGRAMMING

| STRATEGY | OPERATIONAL PLAN | | | | |
|---|--------------------|--|---|--------------------|--------------------|
| | 2021 (Fiscal Year) | 2022 (Fiscal Year) | 2023 (Fiscal Year) | 2024 (Fiscal Year) | 2025 (Fiscal Year) |
| <p>TECHNICAL SKILLS</p> <p>Develop athlete technical skills in a way that aligns with the national skill matrix pathway.</p> | | <p>1. DATA: Create athlete skill tracking tool for coaches.</p> | <p>1. DATA: Review & update athlete skill tracking tool.</p> <p><i>Review skill tracking tool in the summer of each year. Skill assessment tool available at: https://freestyleontario.ski/hp-programs-overview</i></p> | | |
| | | <p>2. DATA: Assess Provincial Team athletes' skills <i>3 times per year</i>.</p> <p>3. DATA: Assess a snapshot of Ontario's Train to Train athlete skills <i>2 times per year</i>.</p> <p>4. DEVELOPMENT: <i>Annually run 2 mogul skills camps that address identified athlete skill gaps.</i></p> <p>5. DEVELOPMENT: <i>Annually run 2 park & pipe skills camps that address identified athlete skill gaps.</i></p> | | | |
| | | <p>6. a. AIR: Design a foundational air skills athlete training curriculum for clubs. Curriculum must have a focus on both on-axis and off-axis acrobatic ski training.</p> <p>6. b. AIR: Educate clubs in the value of the curriculum.</p> | <p>6. c. AIR: Monitor curriculum's implementation and effectiveness.</p> <p><i>Ongoing. Achieved through observing the Air coaching courses along with the athlete skill development at camps and competitions.</i></p> | | |

FY2025 Operational Plan to be written in FY2024.

HIGH-PERF. STRATEGIC PLAN: PROGRAMMING

STRATEGY

OPERATIONAL PLAN

| | 2021 (Fiscal Year) | 2022 (Fiscal Year) | 2023 (Fiscal Year) | 2024 (Fiscal Year) | 2025 (Fiscal Year) |
|--|--|--------------------|--------------------|---|---|
| <p>ATHLETE RESOURCES</p> <p>Have athletes who are informed and are mentally well.</p> | <p>1. PLANNING: Create athlete pathway framework document. Document to guide athletes through the pathway from Train to Train stage up to earning a spot on Freestyle Canada's NextGen Team.</p> | | | <p>2. WEBSITE - HIGH PERFORMANCE RESOURCES: A private resources page is created to provide High Performance Program athletes with easy access to program resources.</p> <p><i>Completed by September, 2024.</i></p> | <p>FY2025 Operational Plan to be written in FY2024.</p> |

HIGH-PERF. STRATEGIC PLAN: PROGRAMMING

| STRATEGY | OPERATIONAL PLAN | | | | |
|--|--------------------|---|--------------------|--------------------|---|
| | 2021 (Fiscal Year) | 2022 (Fiscal Year) | 2023 (Fiscal Year) | 2024 (Fiscal Year) | 2025 (Fiscal Year) |
| <p>ATHLETE RESOURCES</p> <p>Have athletes who are informed and are mentally well.</p> | | <p>3. ATHLETE WELLNESS: Deliberately support holistic athlete development through equipping Provincial Team athletes for balanced success in sport, school, and life.</p> <p><i>i. Athlete wellness is considered in all program decision making processes.</i></p> <p><i>ii. Mental performance sport science/sport medicine services provided to Ontario Team athletes.</i></p> <p><i>iii. Training camps that involve travel include designated study time.</i></p> <p><i>iv. Ongoing monitoring by coaches and High Performance Director of athlete well being.</i></p> <p><i>v. Athlete wellness is supported through the following FO policies:</i></p> <ul style="list-style-type: none"> • Appeals Protocol • Athletes Code of Conduct • Anti-Harassment Policy • Coaches Code of Conduct • Concussion Policy and Code of Conduct • Equity Policy • Diversity and Inclusion Policy • Person in Authority Policy (informally known as 'The Rule of Two') • Volunteer & Staff Screening Policy • Parents of Athletes Code of Conduct • Social Media Policy <p><i>vi. Athletes are able to access a third-party listening and referral service through the Canadian Sport Helpline, and this service is published on FO's website at https://freestyleontario.ski/policy.</i></p> <p><i>vii. Coaches and officials are trained and screened in protecting athlete wellness through an annual license renewal process that ensures coaches and officials are current in the following items:</i></p> <ul style="list-style-type: none"> • NCCP Make Ethical Decisions (coach) • NCCP Safe Sport Training (coach) • NCCP Making Headway in Freestyle Ski (coach, officials must read and agree to concussion policy) • Criminal Record Check (coach & official) | | | |
| | | | | | <p>FY2025 Operational Plan to be written in FY2024.</p> |

HIGH-PERF. STRATEGIC PLAN:

TERRAIN & FACILITIES

STRATEGY

OPERATIONAL PLAN

2021 (Fiscal Year)

2022 (Fiscal Year)

2023 (Fiscal Year)

2024 (Fiscal Year)

2025 (Fiscal Year)

TERRAIN & FACILITIES

High Performance Program athletes have access to stage appropriate terrain and facilities.

1. a. GENERAL: Explore opportunities to improve Ontario’s facilities & terrain, and embrace such opportunities if they demonstrate potential to benefit Freestyle Ontario and its initiatives.

Ongoing.

1. b. DOWNSLOPE AIRBAG & TRAMPOLINE: Design and build a world class downslope airbag & trampoline freestyle skiing training facility in Ontario.

Facility opens in FY2024.

1. c. MOGULS: Work with Ontario based resorts to improve the quality of Ontario’s mogul training and competition venues.

One Ontario ski hill, through FO’s support and guidance, performs earth work on their mogul course in FY2023.

A second Ontario ski hill, through FO’s support and guidance, performs earth work on their mogul course in FY2024.

FY2025 Operational Plan to be written in FY2024.

HIGH-PERF. STRATEGIC PLAN:

TERRAIN & FACILITIES

| STRATEGY | OPERATIONAL PLAN | | | | |
|--|--|--------------------|--------------------|--------------------|--------------------|
| | 2021 (Fiscal Year) | 2022 (Fiscal Year) | 2023 (Fiscal Year) | 2024 (Fiscal Year) | 2025 (Fiscal Year) |
| <p>TERRAIN & FACILITIES</p> <p>High Performance Program athletes have access to stage appropriate terrain and facilities.</p> | <p>2. HIGH PERFORMANCE TRAINING HUB: 1 high performance training hub operates in the Southern Ontario Region that includes:</p> <ul style="list-style-type: none"> i. Sport Science/Sport Medicine service providers. ii. On-snow training facility iii. Trampoline facility iv. Water ramp or air bag v. Strength & Conditioning facility <p><i>Evaluated bi-annually in the operational plan progress reports (dates determined by OASF reporting requirements).</i></p> <p>3. MOGULS: 5 Ontario clubs have a Train to Train stage mogul course.</p> <p><i>Evaluated bi-annually in the operational plan progress reports (dates determined by OASF reporting requirements).</i></p> <p>4. SLOPESTYLE: 5 Ontario clubs/resorts have a Train to Train stage slopestyle/big air terrain.</p> <p><i>Evaluated bi-annually in the operational plan progress reports (dates determined by OASF reporting requirements).</i></p> <p>5. SLOPESTYLE: 1 Learn/Train to Compete on-snow training facility operates in Ontario.</p> <p><i>Evaluated bi-annually in the operational plan progress reports (dates determined by OASF reporting requirements).</i></p> <p>6. WATER RAMP & TRAMPOLINE: Freestyle Ontario's water ramp & trampoline facility is able to support the high performance athlete pathway.</p> <p><i>Evaluated bi-annually in the operational plan progress reports (dates determined by OASF reporting requirements).</i></p> | | | | |

FY2025 Operational Plan to be written in FY2024.

HIGH-PERF. STRATEGIC PLAN: TERRAIN & FACILITIES

| STRATEGY | OPERATIONAL PLAN | | | | |
|--|--------------------|--|--------------------|--------------------|---|
| | 2021 (Fiscal Year) | 2022 (Fiscal Year) | 2023 (Fiscal Year) | 2024 (Fiscal Year) | 2025 (Fiscal Year) |
| <p>TERRAIN & FACILITIES</p> <p>High Performance Program athletes have access to stage appropriate terrain and facilities.</p> | | <p>7. MOGULS: 1 Learn/Train to Compete mogul course operating in Ontario.</p> <p><i>Evaluated bi-annually in the operational plan progress reports (dates determined by OASF reporting requirements).</i></p> <p>8. MOGULS: 5 Ontario clubs have wave tanks @ host resort.</p> <p><i>Evaluated bi-annually in the operational plan progress reports (dates determined by OASF reporting requirements).</i></p> | | | |
| | | | | | <p>9. HIGH PERFORMANCE TRAINING HUB: 1 high performance training hub operates in the National Capital Region that includes:</p> <ul style="list-style-type: none"> i. Sport Science/Sport Medicine service providers. ii. On-snow training facility iii. Trampoline facility iv. Strength & Conditioning facility <p><i>Evaluated bi-annually in the operational plan progress reports (dates determined by OASF reporting requirements).</i></p> |

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HIGH-PERF. STRATEGIC PLAN: TERRAIN & FACILITIES

STRATEGY

OPERATIONAL PLAN

2021 (Fiscal Year)

2022 (Fiscal Year)

2023 (Fiscal Year)

2024 (Fiscal Year)

2025 (Fiscal Year)

TERRAIN & FACILITIES

High Performance Program athletes have access to stage appropriate terrain and facilities.



10. MOGULS: 1 Learn/Train to Compete mogul courses operate in Ontario.

Evaluated bi-annually in the operational plan progress reports (dates determined by OASF reporting requirements).

11. SLOPESTYLE: 1 Learn/Train to Compete on-snow training facilities operate in Ontario.

Evaluated bi-annually in the operational plan progress reports (dates determined by OASF reporting requirements).

FY2025 Operational Plan to be written in FY2024.