

EXPANDING SYSTEM CAPACITY

FSO Strategic Plan

2016 - 2020



INTRODUCTION

NB: In late 2016 Freestyle Skiing Ontario (FSO) went through a mandated rebrand from our NSO and we were renamed Freestyle Ontario (FO).

The sport of freestyle skiing in Ontario is focused on the disciplines of Moguls, Slopestyle, Halfpipe, Aerials, and Big Air. The sport of freestyle skiing is vibrant, fun and appeals to youth across the province of Ontario. Ontario is producing a steady stream of high performance athletes, particularly in Slopestyle, Moguls and Halfpipe. Ontario athletes are consistently achieving podium performance in National level competitions; with some podium finishes in International competitions and many top 10 finishes in high profile international competitions and events.

With the June 2011 IOC announcement of the addition of Ski Slopestyle and Ski Halfpipe to the Sochi 2014 Olympic Games, these two disciplines are poised to grow exponentially in popularity in Ontario in participation, and performance excellence. Ski clubs across Ontario have the potential to grow involvement/participation among children and young adults (8-29) in Ontario, presenting opportunities for ski resorts and club communities to improve economic growth and stimulate economic development through resort infrastructure development (new on hill freestyle facilities, staffing and grooming and maintenance equipment).

Freestyle Skiing Ontario ("FSO"), over the past 3 years has experienced extremes of excellence in areas such as athletic performance and competition execution to lows including financial strain and inconsistencies from programs offered by government and their partners. In the past 3 years though the organization over delivered on an excellent strategic plan with excellent staff and Board Organization. A stronger focus on the strategic pillars lead to significant membership growth and organization of our systems and processes used to develop athletes in Ontario. Financially, FSO has stabilized in its metrics through grants, sponsorship and by significant fundraising, however, growth and a stronger focus will require increased base funding support.

Implementing the next 4 year strategic plan (2016-2020) will depend on a significant increases in base funding support from the Ontario Ministry of Tourism, Culture & Sport which we strongly believe will be achieved due to the intense focus in FSO's new 4 Year Strategic Plan on aligning FSO's plan and priorities with the Sport Mandate for Ontario and our National Sport Organization ("NSO") – the Canadian Freestyle Ski Association ("CFSA").

In the past 3 years, FSO has trained and certified an unprecedented number of coaches who were positioned in Ski Clubs across all regions in the province (Lake Superior Region “LSR”, Northern Ontario Region “NOR”, National Capital Region “NCR” and Southern Ontario Region “SOR”). Despite the growth in coaching numbers this past year, a relentless focus on coach development and building new coaches will continue for years to come to meet the needs of this growing sport.

Additionally, FSO continues to build its judging and competition depth and breadth working in partnership with CFSA. Developing these areas will allow Clubs in all Ontario regions to host CFSA recognized national events, provincial events and regional events and draw participants to those events both from inside and outside the province.

FSO's new strategic Plan (“Plan”), will drive all FSO activities over the next 4 years and represents an ambitious road map to grow, develop and promote Freestyle Skiing in Ontario. Unfolding this plan of aggressive Club level program implementation; growing and replenishing annually the number and qualifications of Ontario Coaches and officials, and continuing the focus on athletic excellence; will require a significant and reliable income stream, increased staffing to support and deliver programs and a commitment by the Board of Directors, volunteers and regions to work collaboratively and passionately to deliver the plan and achieve the critical Plan metrics (goals and objectives).

Strategic Plan - Assumptions

1. FSO will receive significantly more sport grant funding from the MTCS funding over the next 5 years
2. Major changes in Base Funding Grant Process
 - a. High Performance athletic success and excellence will be important
 - b. Membership number may become less important but suspect still a measure
 - c. LTAD works
 - i. Framework will develop athletes
3. Plan design aligns to Federal Sport Policy and Ontario MTCS Sport Policy
 - a. Physical literacy – introduction to sport
 - b. Recreation
 - c. Active for Life
 - d. Competitive
 - e. High Performance
4. Freestyle Skiing Ontario continues to expand through
 - a. Ontario CFSA Licenced Participants: growth of 10% annually (athletes, coaches, officials)
 - b. Growth in FSO athlete centred programs
 - c. Growth in facilities, competition opportunities

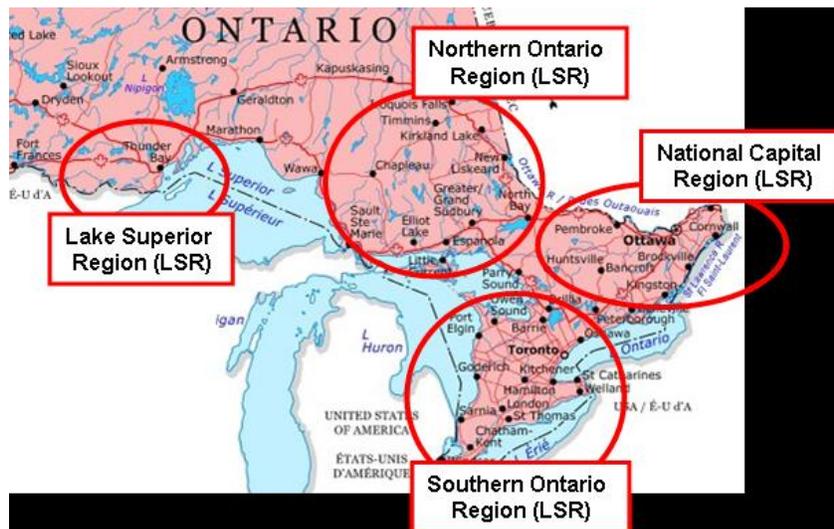


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5. The New FSO Water Ramp will:
 - a. Be successful
 - b. Require continued capital investment for expansion and improvements to meet more LTAD stages of athlete
 - c. Increase athlete and coach licenses and FSO programming
 - d. Improve air coach certification and training
6. Growing licensed participant athletes is important to achieving the goals and expectations for the organization. Ontario is underdeveloped in athlete licenses participants representing X% of CFSA total athlete licenses versus Ontario's population of 39% of Canada. This identifies a strong opportunity to growth the athlete base. This directly benefits the allocation of Junior National spots using CFSA's current athlete license by province as the basis for allocation. Additionally, these licenses impact Ontario's voting clout at the CFSA general meetings, Ontario should represent 39% of the national vote. CFSA should also be able to rely on Ontario to produce 39% of its national team athletes, today Ontario athletes represent

WHO WE ARE

Freestyle Skiing Ontario (FSO) is the Provincial Sport Organization (PSO) for the freestyle skiing disciplines of Moguls, Slopestyle and Halfpipe, Aerals and Big Air in Ontario and recognized through the Ontario Provincial Government "Sport Recognition Policy". FSO is structured with four regions (Lake Superior Region, Northern Ontario Region, National Capital Region and Southern Ontario Region)



FSO is a registered not-for-profit Provincial Sport Organization governed by an elected Board of Directors including a CFSA representative, each voted in by the 4 Region Representatives. As well the Head Judge sits on the Board. The full time staff role of Executive Director provides organizational leadership and reports to and is responsible to the Chairperson of the Board and the Board of Directors. Other staff, who report to the Executive Director include: the High Performance Director, Provincial Team Coaches, Sport Development Director, Events Director, Communications and Office Manager, part time administrative staff (bookkeeper, administrator) and part time coaching staff.

ACCOUNTABILITIES

FSO is responsible for delivering programs to serve Athlete development through ski resorts and clubs such as:

- Club Programs
- Coach Development



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- Judge Development
- Competition Officials Development
- Competition scheduling, planning, organization and execution
- High performance development
- Marketing and communication
- Organization operations administration and finance

VISION

Freestyle Skiing (Slopestyle, Halfpipe and Mogul skiing) is an exciting, dynamic and attractive sport which is seeing rapid growth in recreational and competitive athlete development in Ontario.

FSO will be recognized as the leader in directing freestyle skiing to develop and become sustainable in Ontario. It will achieve this through working in partnership with the Canadian Freestyle Skiing Association, Ontario Ski Clubs and Ski Areas to encourage greater involvement of youth in freestyle skiing.

The result will be a highly participative sport that is beneficial to recreation, healthy living, promoting tourism, while producing the next generation Olympians in the province.

MISSION

In partnership with the Canadian Freestyle Ski Association and the freestyle skiing community, Freestyle Skiing Ontario enhances the growth and development of quality programming and sport excellence that aligns with LTAD, and emphasizes safety in a participant centred, ethically based, system encouraging lifelong participation in the sport of freestyle skiing in Ontario.

This is done by:

- Increasing the number of active freestyle skiers in Ontario
- Providing the appropriate governance structure consistent with standards for a Provincial Sport Organization
- Promoting and develop the sport of freestyle skiing, including event promotion and hosting, development of athletes the National Team calibre; developing an adequate succession plan that ensures the sport and organization remains strong and continues to develop.

The sport of Freestyle Skiing is defined as the following event disciplines:

Mogul Skiing

Skiers race individually or head to head down a steep pitch covered with Moguls (mounds of snow). Moguls are made from snow cats and are spaced 3-6 meters apart. While skiing down the pitch skiers must perform two different jumps during their run and are judged on speed, technical turns and aerial manoeuvres.

Slopestyle

In Slopestyle, skiers perform a series of tricks on various features along a slopestyle course down a ski hill. The features on a Slopestyle course include 2-3 rails, canons or boxes and 3-4 jumps of various heights. Slopestyle courses increase in difficulty based on the size and configuration of the rails, boxes, and height of the jumps. A panel of 5 judges score an athlete's run based on degree of difficulty of the tricks, ski grabs with their hands, technical execution, originality, overall impression and height off the features.

Halfpipe

In Halfpipe, skiers perform a series of tricks along a long a half pipe shaped course on a ski hill with 22 feet walls, typically a run will include 5-6 "hits" on alternating walls of the pipe as the skier moves down the pipe. A panel of 5 judges marks the skier on degree of difficulty on their tricks, originality, amplitude out of the pipe (height in the air measured from the top of the pipe), technical execution and overall impression.

Aerials

In Aerials, skiers launch off 2-4 meter jumps that propel them up to 6 meters in the air. Once in the air aerialist perform single or multiple flips and twists before landing on a 34 to 39-degree inclined landing hill about 30 meters in length. A panel of judges evaluate skiers based on jump takeoff, jump form and landing, and then a degree of difficulty is then factored in for the total score.

Water Ramp, Trampoline & Air Bag

Acrobatics is at the core of each of the freestyle skiing disciplines (Moguls, Slopestyle, halfpipe and Aerials), and therefore athletes must train their acrobatic manoeuvres before

they perform them in the fields of play, on snow. To assist in the development of skier acrobatic skills skiers work with certified freestyle skiing coaches on Trampolines, Water Ramps and Air Bags. These training tools/venues are designed to allow the safe progression of acrobatic skills from basic manoeuvres to more complex flips and twists.

Trampolines are a strong fabric sheet connected by springs to a frame, used as a springboard and landing area for performing and practicing acrobatic exercises.

Water Ramps are summer time athlete training facilities. They are an inclined artificial snow surface that lead into a kicker with an oversized pool or pond that where skiers land safely in the water. Skiers slide down the inclined surface and launch off the kicker and land in the body of water. These venues are designed for the safe training and execution of aerial manoeuvres over water, as opposed to snow.

Air Bags are large (15 meters by 15 meters) heavy-duty vinyl inflatable landing cushions that expel air when skiers land upon the surface. Air bags are typically placed on a flat snow surface at the bottom of an inclined snow surface with a large kicker positioned in front of the bag. Skiers descend down the 'in-run', launch off the kicker and land safely in the Air Bag.

VALUES

Leadership

Leadership is holding ourselves and others accountable to deliver high quality and relevant programming, services and expertise to our member clubs, licenced athletes, skilled coaches and officials and valued volunteers.

Excellence

Excellence is delivering the highest quality outcomes in every aspect of the organization. This extends beyond the programs and service into the individuals within our community. We aim to deliver excellent athletic performances, deliver excellent courses, have excellent judges, officials and volunteers.

Integrity

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 as defended here in this plan.

Community

Community is developing and fostering fellowship with other skiers through shared interest, values and goals in skiing. Community is about inclusion, fairness, and creates a space where everyone is able to contribute in a meaningful way as we pursue athletic and organizational excellence.

Innovation

Freestyle Skiing Ontario will demonstrate innovation through delivering effective and creative solutions to system challenges; through driving positive change; through a deep understanding of our member and participant needs.

Fun

Freestyle Skiing Ontario commits to keeping skiing fun through injecting all its programs, events, services and products a sense of learning, personal growth, inspiration, building friendships, rewarding effort and acknowledging creativity....

OVERALL OBJECTIVES

Freestyle Skiing Ontario will measure its success over the next 5 years based on achieving the following objectives:

Freestyle Ski Club Membership

- To grow registered Club Membership by an average of 1 club per year while maintaining existing clubs
- To improve overall membership satisfaction of Freestyle Skiing Ontario programs and services annually

	2014	2015	2016	2017	2018	2019	2020
Registered Clubs	22	23	24	25	26	27	28
Satisfaction	-	70%	80%	80%	80%	80%	80%

CFSA Ontario Licences Participants

- To grow overall CFSA Ontario licenced freestyle ski participants by 10% per year excluding Juniper Jam participants (athletes, coaches and judges combined)
- To maintain Juniper Jam participation for the duration of that program

	2014	2015	2016	2017	2018	2019	2020
Total Licenses	524	775	+10%	+10%	+10%	+10%	+10%
Athletes Can1-4	430	672	691	901	991	1090	1199
Juniper Jam skiers		770	752				
Coaches	83	84	106				
Officials	11	19	22				

Financial Objectives

	2014	2015	2016	2017	2018	2019	2020
Net Income	-	\$900K	\$1.3M	\$1.3M	\$1.4	\$1.5	\$1.6
ACTUAL:	\$824K	\$1.1M	\$1.4M				

STRATEGIC PRIORITIES

Freestyle Skiing Ontario will achieve the Overall Objectives outlined above through a focus in the following strategic priorities over the next 5 years:



STRATEGIC PRIORITIES - DETAILS

The following identifies the Key Performance Indicators (KPIs) and strategic initiatives associated with each Strategic Priority of the plan. The Board of Directors will monitor progress and outcomes for the initiative and owners will be assigned accountability for each project

1. FSO OPERATIONAL EXCELLENCE

FSO operational excellence is targeting SYSTEM CAPACITY for our organization. These goals and KPI's specifically are targeting activities/initiatives that enable FSO to develop and enhance our operational governance and oversight, including the ongoing development and monitoring of strategic plans, yearly development and monitoring of operational plans, governance training, staff training, management routines. This strategic pillar is about creating excellence within the business of the organization. The key driver behind this pillar is that the organization needs to have a healthy foundation to deliver on our sporting mandates.

FINANCIAL

KPIs

	2016 (\$)	2017 (\$)	2018 (\$)	2019 (\$)	2020 (\$)
1. Create and grow Water Ramp capital fund for continued building and maintenance annually (spent each year):	30,000	50,000	10,000	10,000	10,000
2. Achieve Fundraising Revenue of:	25,000	25,000	25,000	25,000	25,000
3. Grow Base Operations Reserve as per corporate requirements to support the growing organization reflected in Retained Earnings at year end of:	122,000	130,000	143,000	158,000	174,000
4. Build a sport development capital reserve	0	8,000	13,000	15,000	16,000

each year of:

	16,000	26,000	30,000	32,000	35000
5. Achieve Net Income (bottom line profit) of:					

Strategic Initiatives

1. Create and approve formal budgets for all initiative to ensure contribution to KPIs by May of each year.
2. Ensure formal BOD approval annual budget in June annually
3. Conduct operation reviews, and actuals to Budget spending monthly with the Finance and Audit Committee
4. Conduct major fundraising campaign annually (see Fundraising below).
5. Design and implement financial controls systems by February 2016.
6. Conduct BOD quarterly financial reviews of Actuals vs. Budget Income Statements - overall and by Program

Fundraising and Sponsorship

KPIs	Strategic Initiatives
1. Raise \$25,000 through capital campaign (charitable portion entrusted to CFSA) to support ramp expansion capital costs (bubbler, skimmer, double kicker, trampolines) annually for the next five years.	<ol style="list-style-type: none"> 1. Design 5-year Water Ramp capital fundraising campaign (chartable) by May 2016. 2. Investigate set up of the charitable capital process with CFSA by May 2016. 3. Establish launch date for the campaign in May 2016.

Governance

KPIs	Strategic Initiatives
<ol style="list-style-type: none"> 1. Be fully compliant MTCS and Ontario not for profit corporate requirements 2. Achieve minimum of "Meets Expectations" Rating on annual Board self-assessment 3. Achieve 100% compliance to new BOD performance guidelines 	<ol style="list-style-type: none"> 1. Update Bylaws and Constitution by October 2016 <ol style="list-style-type: none"> a. Define "Voting Membership" to ensure broad club engagement 2. Create guideline to govern board performance and policy by June 2016 3. Develop and complete an Annual Board self-assessment in June of each year

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| 4. Board committees achieve 100% compliance to their Management Guidelines | 4. Develop a board committee process; identify and create new committees and accountabilities by June 2016 (e.g.: Finance and Audit; Human Resources; Executive; etc.) |
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Policy

Develop to meet the emerging needs of the organization, comply with MTCS and CFSA

KPIs	Strategic Initiatives
1. Meet MTCS compliance requirements annually 2. Meet federal and provincial Not-for-Profit and Corporation policy requirements 3. Meet CFSA policy requirements	1. Inventory and Audit all current policies by December 2016 2. Recommend policy “needs” to be compliant to all government requirements by February 2016 3. Development and implement updated and new policies in place by 2017 4. Complete annual policy audit (ongoing)

Human Resources

KPIs	Strategic Initiatives
1. Complete annual performance reviews in May 2. Compliance HR policy 100% by 2017 3. Establish performance plans (goals and development plans) in May annually 4. 100% of employees and subcontractors are under formal contracts by 2016 5. 100% contracts release all liability to FSO for services rendered (liability, insurance, etc.) 6. Maintain 100% retention of top performing staff.	1. Create performance planning process including template and schedule by April 2016 2. Update/develop all HR policy by April 2016 3. Review and development new sub-contractors contracts 4. Complete annual roles and responsibilities review and design structure and position staff annually in May 5. Complete staff succession planning and career planning annually in May. 6. Audit and update all insurance policies and needs annually in April <ul style="list-style-type: none"> a. Property and Casualty b. Workplace Safety by province

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- c. CFSA
 - 7. Explore role of Communications & Administrator by April 2016 and include in budget for hire in June 2016.
 - 8. Recruit Ramp Manager by March 2017.
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Systems/processes

Drive efficient and effective decision-making within the business of FSO. This includes the development and implementation of smooth workflows that help achieve the objectives of FSO.

KPIs	Strategic Initiatives
<ol style="list-style-type: none"> 1. Complete an annual systems audit in May to ensure compliance and protection of privacy and information and intellectual property 2. 100% compliance to information management and privacy laws 3. Increase efficiencies through systems improvements annually 4. Engage 100% member clubs/regions 	<ol style="list-style-type: none"> 1. Investigate and recommend integrated membership – scoring and ranking system solutions to streamline data capture and reporting of athlete results/RPA/Rankings 2. Implement a centralized information management and sharing process and access by May 2016 3. Implement corporate owned program for computers, phones, plans etc. by 2018 4. Recommend corporate email solution to comply to corporate privacy and information protection laws/guidelines by fall 2016 5. Leverage formalized HR systems, contracts, accounting processes and systems; 6. Improve processes for interacting with member clubs to support efficient sanctioning, scheduling and program implementation 7. Develop Operating Committees run by staff to understand member and club needs: <ul style="list-style-type: none"> o Region/Club Committee (voice of membership) o Competition Committee

- Coaches Committee
- High Performance Committee
- Officials Committee

Marketing and Communication

Promotion of FSO programs and activities as well as ongoing engagement and exchange of information with out community and stakeholders.

KPIs	Strategic Initiatives
<ol style="list-style-type: none"> 1. Deliver Communication to the annual calendar to drive Aided Awareness of Freestyle Skiing Ontario 2. Be fully compliant with new CFSA visual identity program within 12 months of launch 3. Build alumni database as follows: <ol style="list-style-type: none"> a. FY2017: 75 b. FY2018: 100 c. FY2019: 150 d. FY2020: 200 	<ol style="list-style-type: none"> 1. Create annual communication plan by Dec. 2016 <ol style="list-style-type: none"> a. Website/social/paper/Hootsuite b. Medium, message 2. Implement the communication plan ongoing 3. Assess opportunity to have one person responsible for marketing by 2017 (June 2016) 4. Complete full overhaul of website by June 2017 5. Develop communications to <ol style="list-style-type: none"> a. Showcase provincial team and national teams athlete ongoing b. Create programs communication plan including moguls, comp, TT, etc 6. Create and implement an alumni plan to reconnect with and encourage alumni financial support by August 2016.

Management Routines

KPIs	Strategic Initiatives
<ol style="list-style-type: none"> 1. Ensure office staff 100% awareness of all activities 2. Increasing staff engagement (measurable) 3. Deliver strategic/operation plan initiative 	<ol style="list-style-type: none"> 1. Conduct bi-weekly office staff meeting sept – April 2. Conduct monthly staff meetings may – aug 3. Complete annual program review in april (assess against metrics) 4. Complete monthly board reports -

- operating + financial updates – 15th of month
5. Create balance score card for staff BOD reporting and reporting template by Dec 2016
 - a. Measurable, metrics on page including: financial – HR – other
 6. Conduct 1 - 2 day staff planning offsite annually in May

Region/Club

KPIs	Strategic Initiatives
<ol style="list-style-type: none"> 1. Retention of current clubs in system at 100% 2. Increase club membership by 1 new club per year 3. 100% compliance club governance procedure including club contracts by 2019 4. Grow Can1/2 licenced athletes through Interclub participation by: <ol style="list-style-type: none"> a. FY2016: 50 skiers b. FY2017: 100 skiers c. FY2018: 150 skiers d. FY2019: 175 skiers e. FY2020: 200 skiers 	<ol style="list-style-type: none"> 1. Investigate new “division” structure in the province to create interclub cluster to support growth of LTAD competition model and other programming and minimize cost for participation by 2017 <ol style="list-style-type: none"> a. Coach training b. PD c. Judge/officials pools 2. Develop club/resort communicate program to increase engagement (profile athletes) 3. Create and implement “ become a club” sales handbook/pamphlet by 2016 4. Create a club excellence program by 2017 5. Develop club governance policy and implement new contracts by Nov. 2016

Parent/Volunteer

KPIs	Strategic Initiatives
<ol style="list-style-type: none"> 1. Reach parents of skiers across Ontario in all 4 regions of Ontario. 	<ol style="list-style-type: none"> 1. Create and launch parent handbook (information on freestyle) by 2017. 2. Create parent code of conduct by

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| 2. 25% parents volunteer 10 hours in a year | December 2016 |
| | 3. Create and commence delivery of a volunteer training program by December 2017. |
| | 4. Define and formalize parent and volunteer skills, roles and responsibilities opportunities (e.g. judges, event support, fundraising, sponsorship, committees etc.) to help parents understand how they can contribute start in 2016 and build annually |
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Female Engagement

KPIs	Strategic Initiatives
1. Increase the number of Females in each membership class by 10% each year 2. Host 2 Female only "Girls camps" each year 3. Develop separate "Female engagement" strategic plan by June 2017	1. Identify key female leaders and coaches within the community to host female only events and activities 2. Celebrate females participation as much as possible at our community events – give recognition and thanks 3. Recruit one new female coach annually to work with female athletes 4. Pool female athletes into coaching groups separate from male athletes in at FSO competitions, with female coaches

Northern Ontario (North Bay to Timmins to Kenora)

KPIs	Strategic Initiatives
1. Add one new club in Northern Ontario every other year 2. Train 2 new coaches Annually in Northern Ontario 3. Host 1 event in northern Ontario with 2 northern Ontario clubs in attendance	1. Annually send one FSO staff member to one Northern Ontario club to meet with Staff, coaches, volunteers and athletes 2. Work with North Bay Freestyle club to develop mogul training venue at Laurentian Ski Hill by December 2017 3. Investigate and apply for one northern



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(Thunder Bay, Mt Evergreen, North Bay)

Ontario grant annually to support Freestyle programs and initiatives.

2. FACILITIES

Facilities are at the heart of any sport, and for you cannot participate in a sport without the field of play. This strategic pillar address the needs for facilities to support our sport participation and anticipated growth. To execute on our ambitious plans FSO must deliver on providing LTAF aligned facilities that meet the needs of our athletes so they can advance through the LTAD stages. Facilities are WHERE we develop athletes.

This pillar targets increasing Participation and Development in our sport. FSO strives to create terrain to ensure athletes are better able to participate in safe, organized sport at ALL levels of the LTAD. Aligning the terrain with the LTAD level ensures the athletes receive the right support as their skills develop.

Ramp

KPIs	Strategic Initiatives
<ol style="list-style-type: none"> 1. Operational ramp for summer 2016 2. Ramp Operations and Parent Education manual by June 2016. 3. Support high performance tem program by summer 2018 4. Deliver positive net income in year 1 5. Operational trampoline for summer 2016 6. Add one trampoline per year starting in 2016 up to maximum of 4 trampolines. 7. Install a bubbler system by spring 2017. 8. Install a small skimmer jump by spring 2017. 9. Install a double kicker by summer 2018. 10. Train unique licenced athletes each year as follows (capacity is 40 athletes/day) <ol style="list-style-type: none"> a. FY2016: 1000 athlete days b. FY2017: 1400 c. FY2018: 2000 d. FY2019: 3000 e. FY2020: 3400 athlete days (40/day) 	<ol style="list-style-type: none"> 1. Complete ramp construction and certification by early May 2016 2. Open ramp (grand) by May long weekend 2016 3. Create a program plan and detailed budget for summer operation by Dec 2015 (include camp, etc.) 4. Approval staff job description, policy, process by Feb 2016 5. Recruit and hire ramp manager in April each year 6. Design the Grand Opening Event including marketing and merchandise by end of May 2016. 7. Conduct Launch Event Grand Opening on June 18, 2016. 8. Secure funds for maintenance/ build double kicker and adding trampolines 9. Build install double kicker in 2018 10. Secure and set up 1 trampoline each year to maximum 4 by 2019

Trampoline

KPIs	Strategic Initiatives
<ol style="list-style-type: none"> 1. Maintain key relationship with SOR and NCR tramp facilities ongoing 2. Establish new relationships in NOR and LSR – one region in 2017 and one in 2018 3. Establish official provincial freestyle tramp training center by 2017 	<ol style="list-style-type: none"> 1. Identify/assign responsibility for maintaining building tramp relationships to staff role by fall 2016 2. Continue running trampoline camps in spring and fall each year, consider extending to more regions. 3. Investigate concept of sanctioning of FSO site as a designated official tramp training venue by December 2018

Snow

KPIs:

LTAD	Fundamentals U8 & U10	Learn to Train U12 – U14	Train to Train U14 – U16	Learn to Compete U16 – U22
Moguls	42	6-7 1 per cluster	4 Timber Tour	1 OMT
Slope	42	6-7 1 per cluster	4	1 OPPT/Academy
Air	1	2	1	1 ALL
Pipe	1	2 (MSLM/Osler)	2 Alpine/MSLM)	1 OPPT/Academy
Juniper Jam	8 courses			

Strategic Initiatives:

1. Continue to roll out the CFSA terrain guidelines ongoing
2. Leverage competition and programs to build Ontario club training terrain; and build sustainable terrain (for the season)
 - a. Deliver minimum 4 Timber Tour events in at least 2 regions annually
 - b. Deliver minimum 1 National SS/HP/MO event annually
 - c. Deliver 8 Juniper Jam events annually
 - d. Integrate interclub program into Learn to Train

3. Conduct terrain development training with ski resorts
4. Create and implement a formal club and resort system communication and partnership program including:
 - a. Building safe and fun terrain for fundamentals athletes - U10 skier
 - i. Incorporate park skiing into ski school curriculum from age 6 and up (skier learns to be comfortable skiing all parts of the resort)
 - b. Building appropriate safe and interesting learn to train courses - U12-U14 skier
 - c. Targeting key ski hills to build safe and effective train to train courses - Timber Tour level athlete - U14 -U16
 - d. Micro target specific ski hills to build one learn to compete course for each discipline to support Team; Regional Teams and Provincial Team athletes (National level competitions)

3. PROGRAMS

Building from the development and support of strong facilities, Freestyle Skiing Ontario aims to provide good programming. The foundation that strong facilities provides enables quality programming to exist. Where facilities provide the field of play WHERE athletes develop their skills, programs are HOW athletes develop their skills.

This pillar targets increasing Participation and Development in our sport. FSO strives to create programming to ensure athletes are better able to participate in safe, organized sport at ALL levels of the LTAD. Aligning the programming with the LTAD level ensures the athletes receive the right support as their skills develop towards achieving athletic excellence.

SNOW PROGRAMS

Moguls

KPIs	Strategic Initiatives
<ol style="list-style-type: none"> 1. Grow moguls participation by 100% by 2019 2. Designate 5 Centres of Excellence (COE) by 2019. <p>(Included in 2016 – 2019 Trillium Grant)</p>	<ol style="list-style-type: none"> 1. Identify/designate club as centres of excellence for moguls across province building each year starting in 2016 (2 COE 2017; plus 2 COE 2018; plus 1-2 more COE in 2019). 2. Leverage learning from the FSO Club Growth Report (June 2015). 3. Build and deliver training program for mogul terrain building at targeted clubs for coaches and terrain builders start in 2017. 4. Develop a mogul program strategy and implementation plan that can be used to support resorts. Rollout starting September 2016 5. Collect annual feedback to support the communication of best practices for establishing and building a strong mogul program at the resort level and fostering the growth and development September 2016 6. Profile high performance Ontario mogul athletes at the Provincial and Timber Tour level.

Slopestyle

KPIs	Strategic Initiatives
<ol style="list-style-type: none"> 1. Grow slopestyle participation +10% 2. Expand formal slopestyle program to 8 new clubs in Ontario by 2019 (by 2 club per year) (24 club to 32 clubs) 3. Designate 5 Centres of Excellence (COE) by 2019. 	<ol style="list-style-type: none"> 1. Identify/designate club as centres of excellence for moguls across province building each year starting in 2016 (2 COE 2017; plus 2 COE 2018; plus 1-2 more COE in 2019). 2. Implement targeted Sapling Session events for club initiation and development (2 club per year) 3. Implement formal programs in club for following year including supporting coach recruitment and program implementation and terrain development 4. Implement 1 year Sapling Session follow up at these new clubs (mentor coach, refresh, build year 2) 5. Develop longer term plan to ensure retention and additional expansion by 2018

Half Pipe

KPIs	Strategic Initiatives
<ol style="list-style-type: none"> 1. Maintain 40 participants in half pipe annually 	<ol style="list-style-type: none"> 1. Fun 1 half pipe clinic per year 2. Fun 1 half pipe Timber Tour per year 3. Integrate coach mentor with high performance coaches in clinic once per year 4. Review year 1 program to assess potential for program development and recommend next step May 2017

Big Air

Potential for ski Big Air to be introduced in 2022 Olympics after Snowboard Big Air in 2018

KPIs	Strategic Initiatives
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| <ol style="list-style-type: none"> 1. Raise awareness of Big Air 2. Develop an athlete pathway for Big Air by 2018 3. Conduct 1 big competition on snow each year starting winter of 2017. 4. Leverage the Jr. National big air event to learn how to run best in class and make recommendations | <ol style="list-style-type: none"> 1. Develop a comprehensive Big Air athlete pathway following LTAD principles from Grassroots to High Performance by 2018 2. Create summer water ramp U16 Big Air festival event to showcase big air by 2017 3. Integrate U20 into the Big Air Festival (aligned to install of double kicker) by 2018 4. Develop plan for integration of Big Air into Timber Tour for 2017 season 5. Develop plan to integrate Big Air into High Performance program for 2019 program. |
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Aerials

Focus on adapting the discipline of technical air skills from the aerials discipline into Ontario existing Moguls and Park & Pipe Team and Club programs; and SS/HP provincial team program.

KPIs	Strategic Initiatives
<ol style="list-style-type: none"> 1. Increase acrobatic skills by X of first year provincial team athletes (as tracked in the acrobatics skills assessments). 	<ol style="list-style-type: none"> 1. Adapt basic aerial programming into targeted competitive focus club training plank for athletes 2. Complete 1 acrobatic assessments and/or camps based on aerials air technique annually targeting Train to Train and Learn to Compete competitive athletes. 3. Conduct 1 coach mentorship program at the water ramps annually using an aerials technical air coach. 4. Integrate aerials fundamentals into water ramp training clinics building coach technical air teaching skills and athlete technical air skills 5. Hire summertime part time aerial coach positioned at the water ramp annually starting summer 2016 6. Secure funding for a acrobatics technical air coach to support the Train to Train and Learn to Compete athletes in the

training season (May – November).

FSO CAMPS

Support Train to Train level (club level/regional team) skiers with targeted well governed off season program that support their skills development mirroring a yearly training plan calendar – e.g. trampoline in the shoulder season and summer; water ramp May – November; on snow glacier in summer to support skiers who need off season programs

Consistent with LTAD preparing athletes to advance to high levels of performance.

Promote the development of the capacity of the system to conduct more off-season training (Clubs, Club Teams, Regional Teams)

KPIs	Strategic Initiatives
<ol style="list-style-type: none"> 1. Conduct 2 GTA trampoline camps each year in spring and fall to train 100 skiers. 2. Run 3 FSO water ramp camps (minimum 10 skiers each) at Horseshoe annually each summer (one per month starting in June). 3. Run 1 summer glacier camp (minimum 8 skiers) each summer in July. 	<ol style="list-style-type: none"> 1. Conduct spring and fall trampoline training camps in the GTA annually. 2. Conduct summer water ramp camps at the Horseshoe facility in June, July and August annually. 3. Conduct one glacier camp in July annually. 4. Review the viability of the December on-snow camps including identifying targeted athletes and defining the outcomes by fall 2016. 5. Complete a demographic assessment of the Ontario skiing community targeting regions outside the golden horseshoe (i.e. northern Ontario) and gender across the province by end 2016. 6. Investigate and create a plan that can support accessibility of camps for the northern Ontario communities and girls by fall 2017. (Northern Ontario is defined North Bay to Ste St Marie to Thunder Bay to Kenora

JUNIPER JAMS



FREESTYLE ONTARIO - 2016 - 2020 STRATEGIC PLAN

Target U10 Train to Train racers and freestyle skiers to develop fundamental skiing skills across multiple disciplines and to provide choice for these skiers to keep them active and engaged through their teens and youth offering freestyle as an alternative to racing

Targeting clubs with well developed freestyle programs

KPIs	Strategic Initiatives
1. Conduct 5 Juniper Jams per year with 800 racers and their parents into the 1 day program.	<ol style="list-style-type: none"> 1. Update the current program to include a "call to action" for the skiers and families by (education materials explaining freestyle as an organized skiing sport option at their club) 2. Target 5 freestyle ski resorts and conduct 1 day Juniper Jams at each annually between January and March. 3. Secure a major 3 year sponsor to support the Juniper Jam program by fall 2016.

SAPLING SESSION - TRY FREESTYLE

Introduce current young (primarily U12) skiers to freestyle technique through a fun and structured weekend program experience

objective of developing new clubs in developing a formal freestyle program with training coaches and recruiting athletes into existing freestyle programs at member clubs

KPIs	Strategic Initiatives
<ol style="list-style-type: none"> 1. Host 6 Sapling Session weekend try freestyle programs at ski resorts with existing freestyle programs annually. 2. Host 2 Sapling Session at new or developmental ski resorts annually. 	<ol style="list-style-type: none"> 1. Hire the Club Development Manager funded through the 2016 Trillium Grant by July 2016. 2. Identify the targeted clubs for the next 3 years by fall 2016.

4 COACH

The coach training program is an integral part of the Freestyle Ontario strategy and is the cornerstone of risk management, safety, and LTAD alignment through our entire sport system. The Coaching Courses are aligned to the LTAD CanFreestyle Program materials that are delivered on the ground at all of our member clubs. In the coaching courses the coaches learn how to teach and develop the skills of athletes for the specific LTAD stage that the courses are targeting. Because this is such an integral part of the system delivery Freestyle Ontario takes the highest care to ensure top quality in course delivery. We have a rigorous Learning Facilitator program that is nationally integrated to ensure that our Ontario coaches are learning from the best facilitators in the country.

The full suite of LTAD aligned coaching courses and the associated are listed here:

<http://www.freestylecanada.ski/en/programs/coaching/pathway/>

This strategic pillar targets increasing Participation, Development and Excellence. FSO strives to develop high quality coaches that will deliver programs on the terrain that we are creating and developing. This ensures that athletes are better able to participate in safe, organized sport at ALL levels of the LTAD.

Typically Club Coach is run in December and March – these coaches run freestyle programs the ski resorts through winter. We offer Air 1 and Air 2 on trampoline through the year – these are very popular courses for the coach candidates because they serve as an introduction to acrobatic skill development. Air 3 and 4 are run on water ramp and on snow, In the summer we run Air 3 and 4 on the water ramp in Ontario, Quebec or in BC. We run the on snow portions of these courses in December or March of each year in Ontario. The Air Doubles course is designed for the Learn to Compete stage athlete/coach only and therefore the demand for this course is low. As a result we host this course in conjunction with the CFSA once annually with other provinces. The TSM 1, TSM 2 and the Park & Pipe modules are offered in July in Whistler or on an as needed basis in Ontario. The Comp Dev Courses are offered through Ontario in partnership with the CFSA – these courses are custom designed for each candidate and are hosted all over Canada and the United States because they are mentorship based with National Team Coaches and the coach candidate.

KPIs	Strategic Initiatives
1. 20 coaches complete one annual water ramp professional development	1. Conduct a talent scan from the competitive freestyle clubs and identify high potential talent for advancement

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| <p>workshop annually.</p> <ol style="list-style-type: none">2. 20 coaches complete one pre-season professional development workshop annually.3. Identify 5 new coaches into the coach talent ID program annually.4. Identify 10 coach mentors by 2017 for pilot program.5. Pilot mentor 10 coaches in 2017.6. Mentor every newly trained club coach each year by 2020.7. Recruit X women into coaching | <p>through the coaching programs by March each year.</p> <ol style="list-style-type: none">2. Conduct an annual coach training needs assessment by region by March each year.3. Develop and publish annual coach training & professional development calendar for each region by April each year.4. Recruit participants and LF's for each training session ongoing.5. Identify new Learning Facilitators annually.6. Create an individual learning facilitator development plans for newly targeted LF's each year.7. Create a formal coach mentorship program and pilot in 2017; rollout starting 2018 and full implementation for every new club coach by 2020. |
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5 . COMPETITION

With solid facilities, good programs, and quality coaches FSO strives to create great athletes. An inherent part of amateur sport is competition, as FSO must deliver completion opportunities to help develop the skills of our athletes and drive them towards Athletic Excellence. As part of our mandate and strategy FSO will provide completion opportunities for all levels of athletes on the LTAD that we serve in Ontario. These completion opportunities will range from club level events for FUNDamental athletes to NorAm events for Train to Compete level athletes.

This pillar targets increasing Participation, Development, and Excellence in our sport. FSO strives to host meaningful completion for each stage of the LTAD to ensure athletes are better able to participate in safe, organized sport. Aligning the competitions with the LTAD levels ensures the athletes receive the right support as their skills develop. Competition also drives performance, and providing these opportunities ensures that athletes are better able to pursue excellence in high performance sport.

COMPETITION: National and International (Canada Cup; NorAm)

Competition geared for Train to Compete skier

KPIs	Strategic Initiatives
1. Host 1 Slopestyle NorAm annually attracting 120 Canadian and International athletes.	Fill event management staff vacancy by summer
2. Host 1 Canada Cup event annually alternating between Park and Moguls attracting minimum 80 competitors from across Canada.	Apply for Ontario MTCS Sport Hosting Grant annually. Apply for Federal Hosting Grants annually.
3. Host 1 World Cup event by 2020 attracting 60 international athletes in year 1.	Participant in the CFSA Competition Review Committee ongoing

COMPETITION: Provincial Timber Tour Series

- Competition series geared to Train to Train skier



FREESTYLE ONTARIO - 2016 - 2020 STRATEGIC PLAN

- Because of Local Organizing Committee (LOC) involvement this builds capacity and community
- Creating meaningful competition opportunity for Ontario athletes
- Developing volunteers and clubs
- Interface with club staff (ski schools); expand freestyle skiing program and focus at hosting clubs
- Athlete talent identification and development
- Coach talent identification and development
- Hosting of coach professional development during event
- Judge education with coaches

KPIs	Strategic Initiatives
Host provincial level Timber Tour events annually:	Fill event management staff vacancy by summer
Moguls 3	Expand onsite mentoring and professional development at each Timber Tour
Slopestyle 3	
Halfpipe 1	
Big Air 1	Investigate creating a Provincials selection process based on Timber Tour rankings (athlete's earn entry into Provincials) by 2018.
Host Timber Tour Provincial Championships annually	Create a plan for Timber Tour athlete selection based on Interclub participation and results (true LTAD based competition progression)
Moguls 2 (MO and DM)	
Slopestyle 1	
Develop X coaches through at each Timber Tour.	
Develop 3 new officials at each event annually.	

COMPETITION: Interclub Series

Competition series geared to Learn to Train skier

KPIs	Strategic Initiatives
1. Ensure that partner clubs host at least 4	1. Work with clubs within each region to

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| <p>learn to train events per year with one in each region</p> <p>2. Recruit 10 athletes per year from each interclub event to Timber Tour events in the following season</p> | <p>determine local schedules</p> <p>2. Provide event hosting materials for interclub events including marketing and advertising materials, judging assets, judge and official training and terrain building support when needed</p> <p>3. Include athletes in the RPA rankings</p> <p>4. Identify and contact key coaches and athletes and invite them to participate in the Timber Tour Events for the following season</p> |
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CLUB EVENT: Club Championship

Competition geared to Fundamentals skier

KPIs	Strategic Initiatives
Educate all member clubs on hosting their club freestyle event by the end of March 2017	Provide education materials to clubs on hosting their club events including terrain build, judge criteria

OFFICIALS

KPI	Strategic Initiatives
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Judges

1. Host one Judge clinic annually in each region of Ontario
2. Host one FIS B clinic in Ontario every other year
3. Provide \$250 in financial support to Ontario judges that attend the FIS B clinic each year it is not hosted in Ontario
4. Host one FIS A clinic in Ontario every 4 years
5. Provide \$500 in financial support to each Judge that attends the FIS A Clinic
6. Maintain 1 Level A Judge in Ontario
7. Maintain on AFP gold level facilitator
1. Maintain a provincial head judge each year with judge elections every 3 years (2015/16 an 2019/20)
2. Annually produce provincial judging assignments by January of each year
3. Annually contribute judge names to domestic and international events calendars by October of each year
4. Ensure 1 Ontario judge is on the CFSA Judges Advisory Group (JAG) each year
5. Identify "Club Head Judges" in each of the clubs that participate in the Timber Tour

Technical Delegates

6. Host one Officials clinic annually in each region of Ontario
7. Host one FIS B clinic in Ontario every other year
8. Provide \$250 in financial support to Ontario officials that attend the FIS B clinic each year it is not hosted in Ontario
9. Provide \$500 in financial support to each Official that attends the FIS A Clinic
10. Maintain a provincial lead official each year with judge elections every 3 years (2015/16 an 2019/20)
11. Annually produce provincial official assignments by January of each year
12. Annually contribute officials names to domestic and international events calendars by October of each year
13. Ensure 1 Ontario official is on the CFSA Officials Advisory Group (OAG) each year
14. Identify "Club Lead Officials" in each of the clubs that participate in the Timber Tour
15. Have 15 volunteer parents to take the free online "Snowsports Officials Level 1" course annually.

Chief of Course, Chief of Competition

16. Annually host one national or international level completion opportunity providing one mentorship opportunity in Ontario for chief of course and chief of completion
17. Host one National level event for our Major Officials to gain credentials within
19. Maintain a provincial lead official each year with judge elections every 3 years (2015/16 an 2019/20)
20. Annually produce provincial official assignments by January of each year
21. Annually contribute officials names to domestic and international events calendars by October of each year

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- Ontario
18. Advance 3 “Timber Tour” to a Major official role at a National level event annually – either in province or out of province

Scorers

25. Annually identify one provincial “chief of scoring”
26. Annually attend train 3 new scores through mentorship opportunities at events (moguls and slopes/halfpipe)

Course Builders

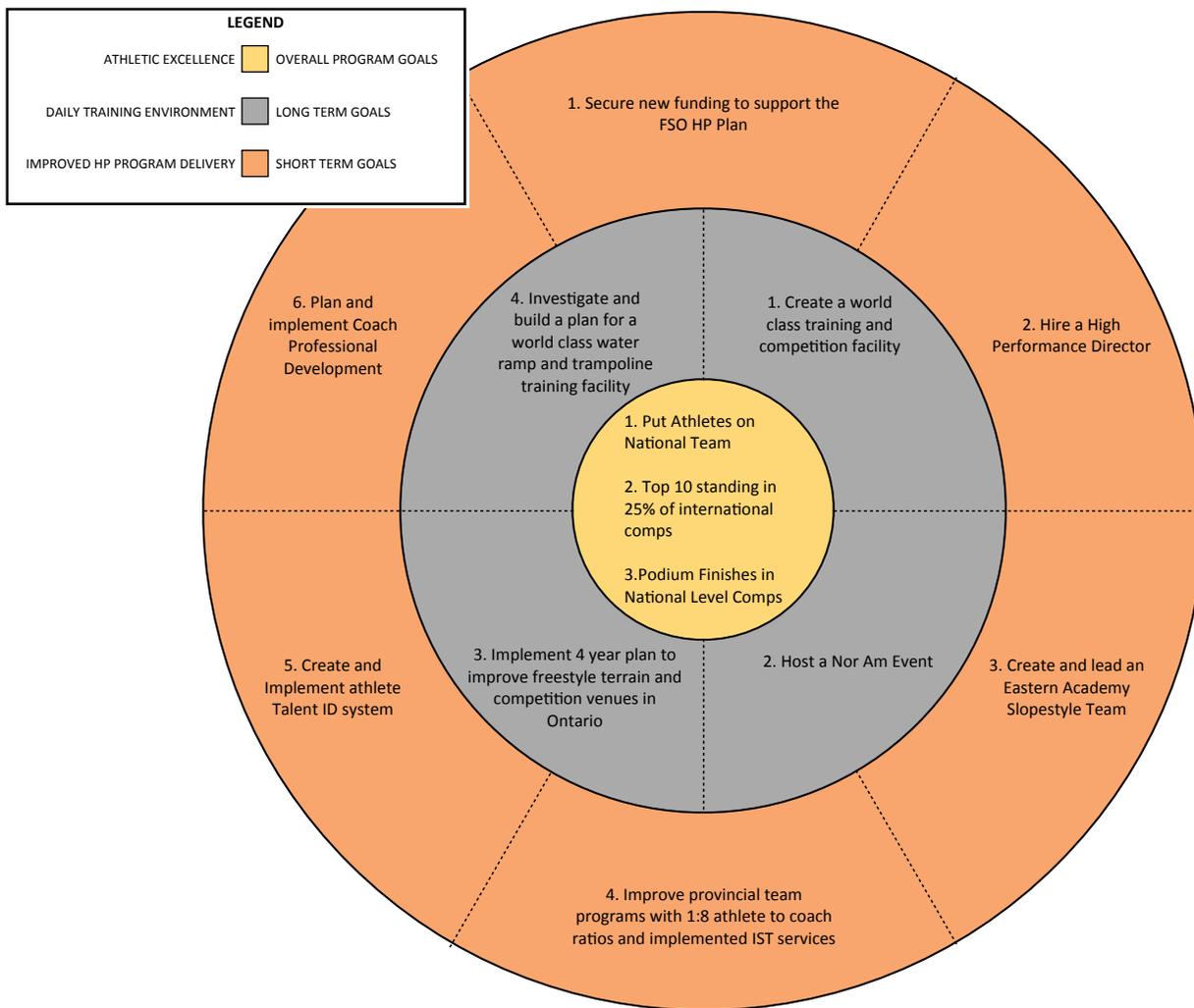
27. Maintain one mogul course builder in each region of Ontario
28. Annually host 1 “Parkscapers” course in Ontario

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22. Ensure 1 Ontario official is on the CFSA Officials Advisory Group (OAG) each year
 23. Identify “Club Lead Officials” in each of the clubs that participate in the Timber Tour
 24. Have 15 volunteer parents to take the free online “Snowsports Officials Level 1” course annually.
 15. Identify course builders at each of the clubs that host events each year
 16. Provide financial assistance to course builders to attend mentorship opportunities or Parkscapers courses
 17. Maintain a strong, collaborative working relationship with Parkscapers and Snowboard Ontario to ensure ongoing delivery of terrain building courses and opportunities in Ontario

5. HIGH PERFORMANCE

High Performance is at the core of Freestyle Skiing's culture. Within Canada and Ontario this is what we do best – we use our robust developmental systems to channel athletes to High Performance programs. Once athletes are in these programs we turn them into Olympic Champions in all disciplines of Freestyle Skiing. This Pillar is the panicle of our achievements and is the ultimate measure of our success; success here means our systems are working to produce quality athletes. Within this strategic pillar we are targeting Excellence by winning medals and advancing athletes to the best national team program in the world.

Please see Freestyle Skiing Ontario's High Performance Strategic Plan for detailed goals and objectives. Below is a summary of the High Performance Plan:





FREESTYLE ONTARIO - 2016 - 2020 STRATEGIC PLAN

	2014	2015	2016	2017	2018	2019	2020
Ontario Athletes Advanced to National Team	3	2	1	1	1	1	1

Attached below are the 2013 – 2016 and the 2017-2020 High Performance Strategic Plans which detail plans for the High Performance Program.