

FREESTYLE ONTARIO 2021-2024 STRATEGIC PLAN



**FREESTYLE
ONTARIO** 

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 focus 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

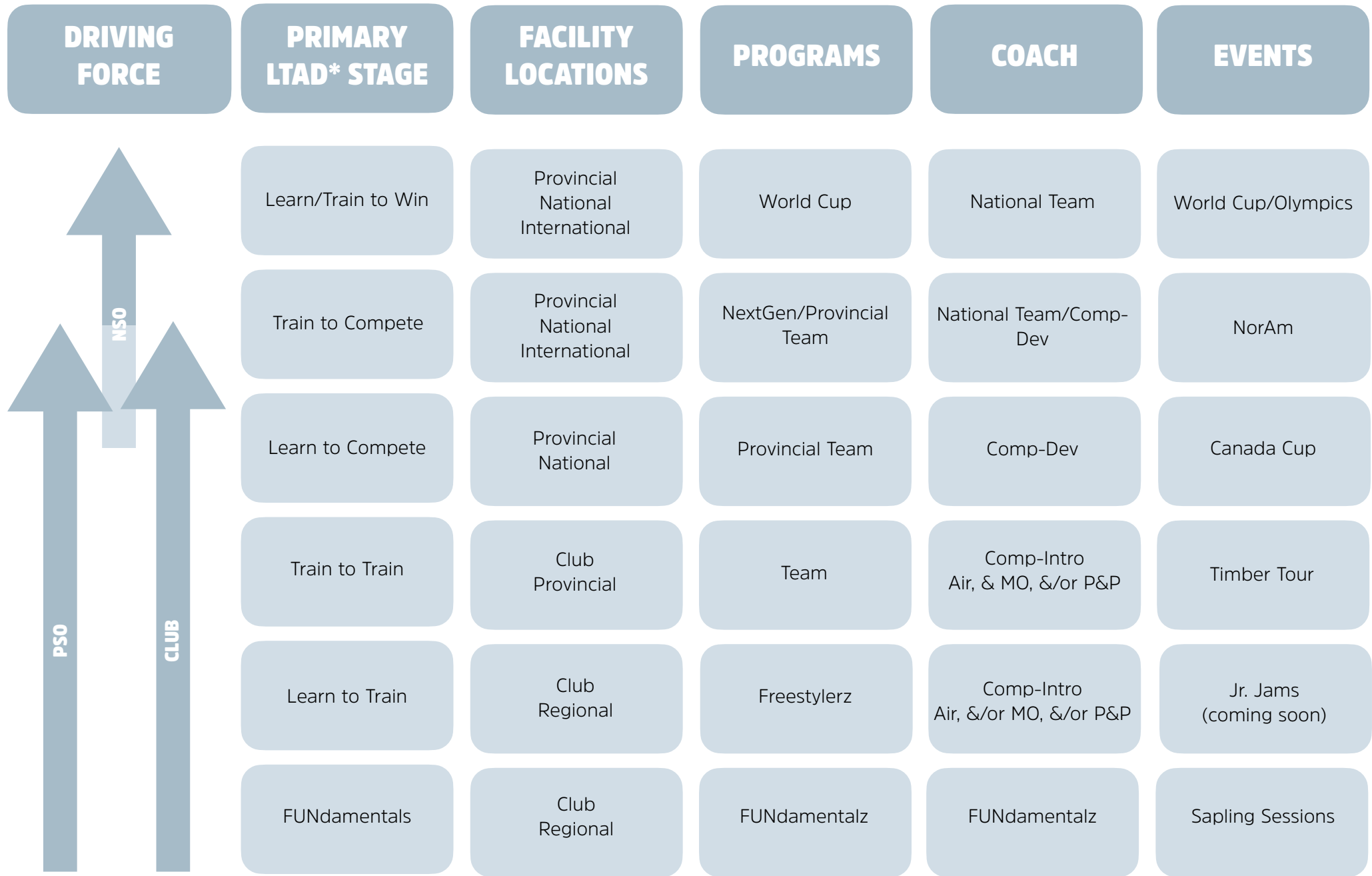


PHOTO: William Bacon
SKIERS: Unknown
LOCATION: Mount St. Louis Moonstone

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

Excellence

Integrity

Community

Innovation

Fun

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 routed 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** 

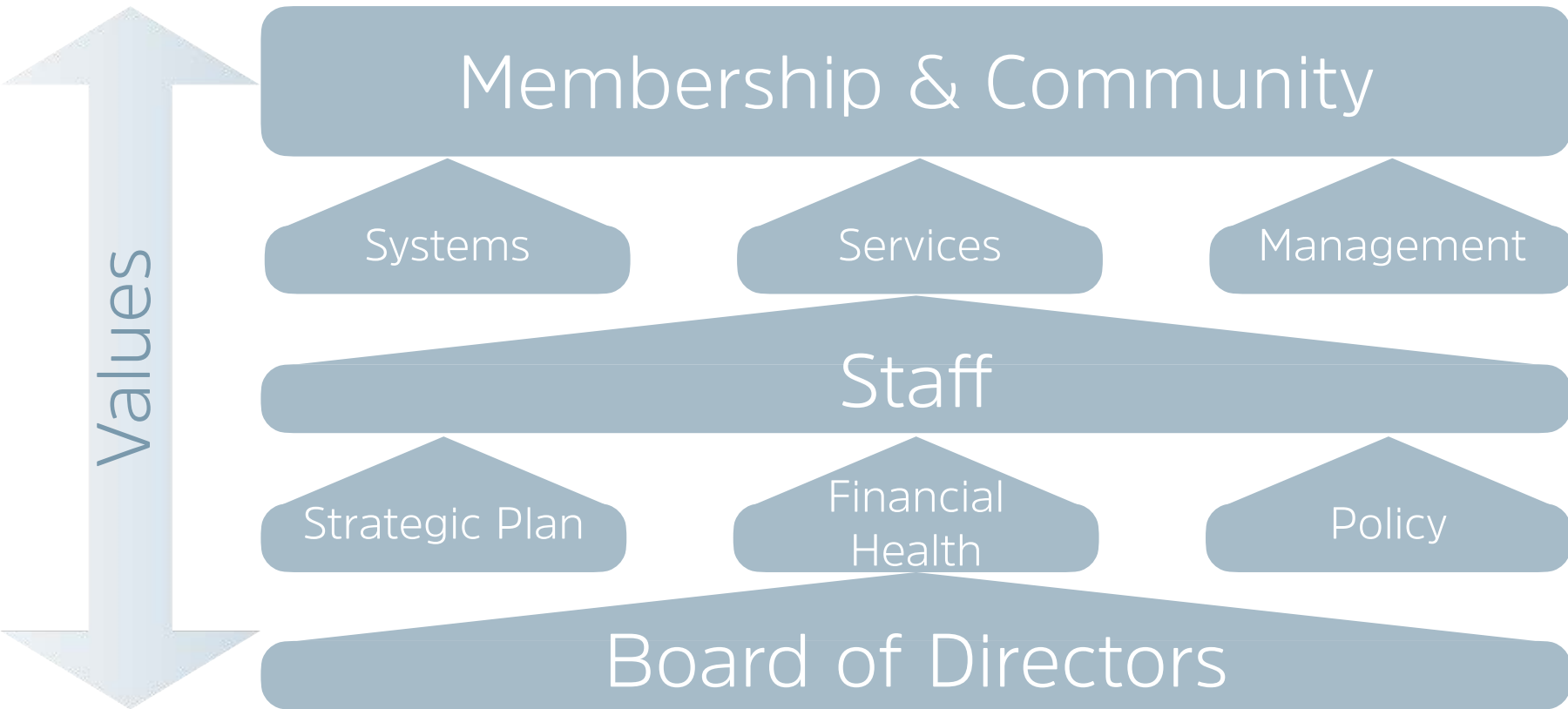
INTRODUCTION



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

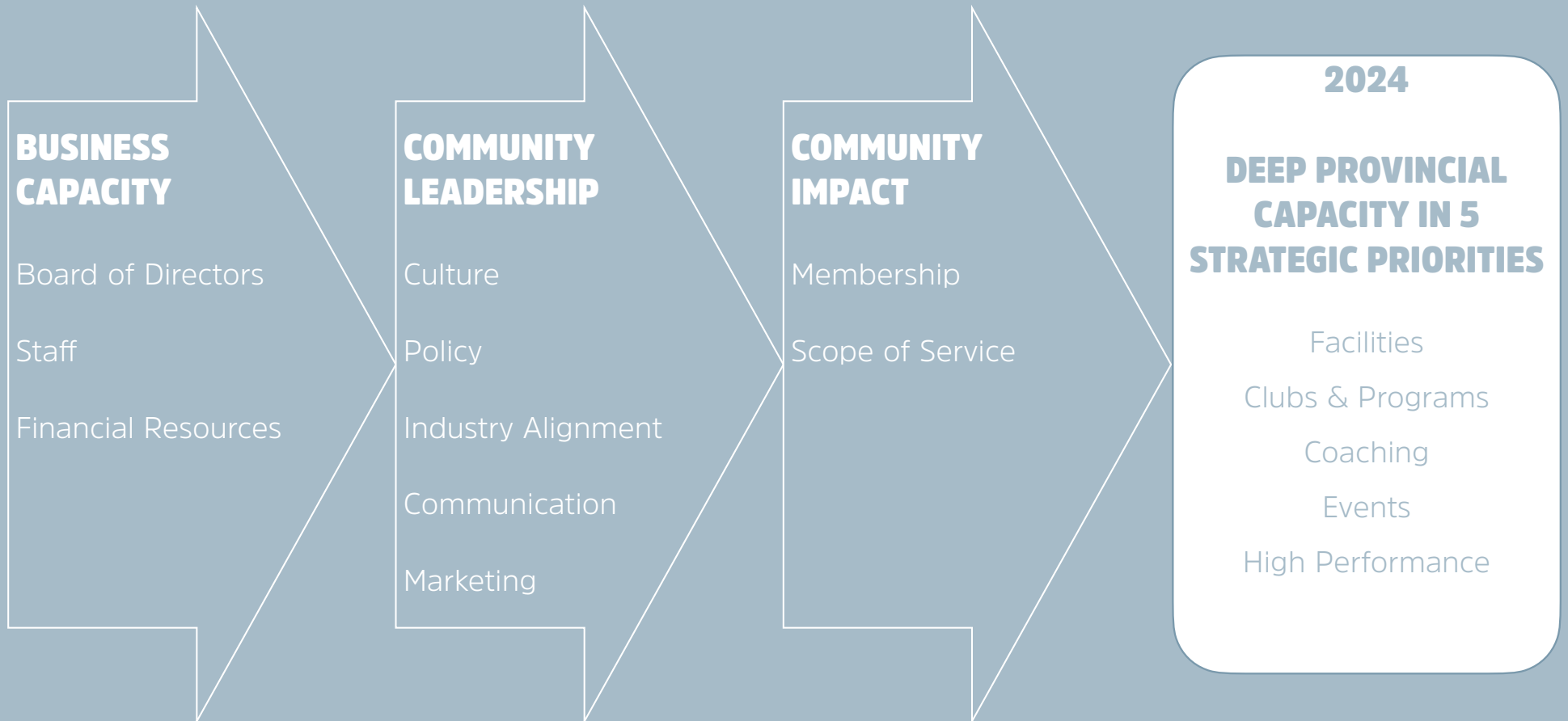
- Need: Freestyle Ontario's value is largely connected to its ability to have a meaningful effect within its community.
- Strategy: Freestyle Ontario will work toward growing freestyle skiing participation, having a broad geographical reach, and supporting the needs of the FUNdamentalz to Train to Compete 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 running its water ramp and trampoline facility, and explore opportunities to access airbag training centres to fulfill this need.

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

2024

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

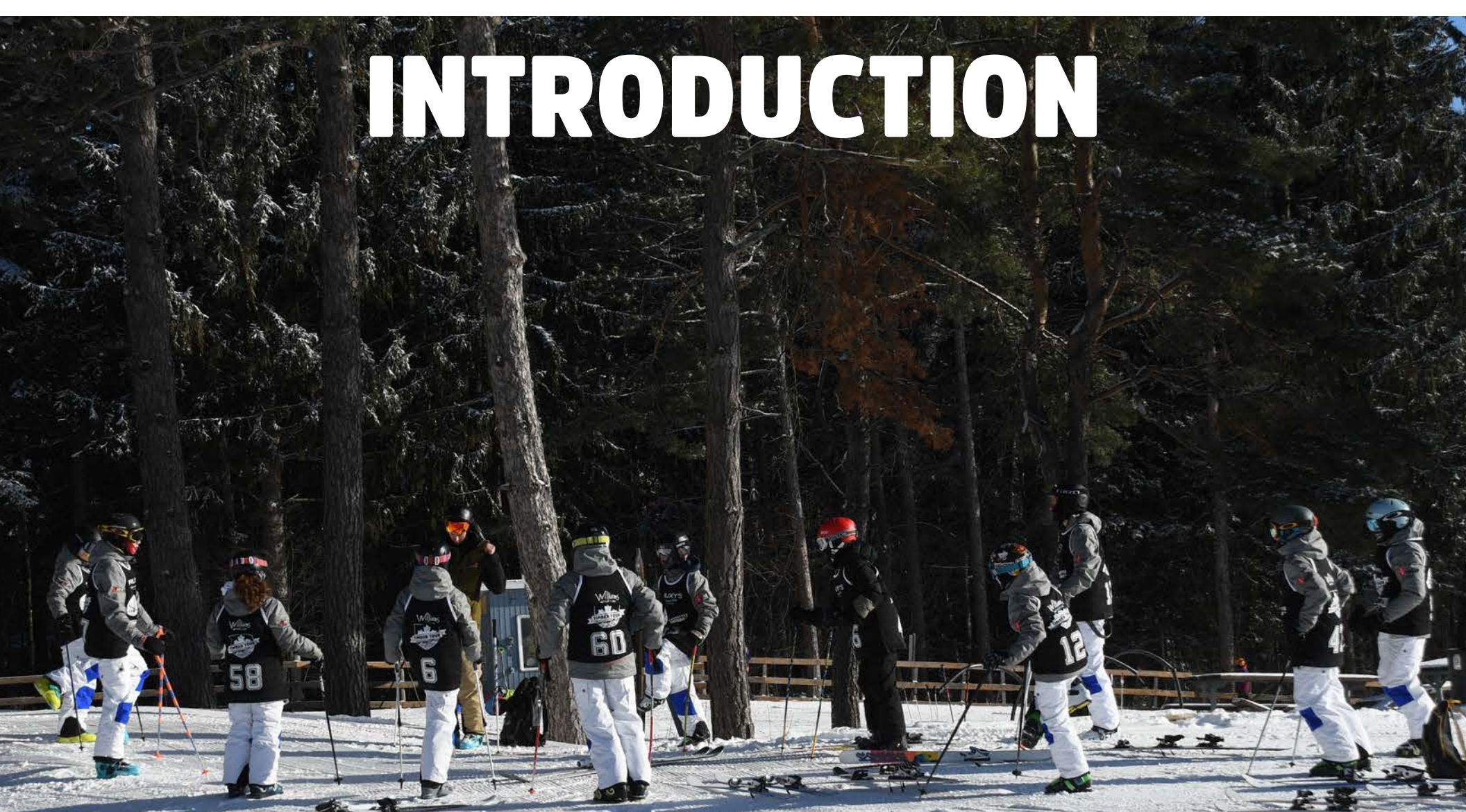


PHOTO: Huyen Nguyen TEAM: Calabogie Peaks Freestyle LOCATION: Laurentian Ski Hill

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

OPERATIONAL OPPORTUNITIES

EVENTS ARE ATHLETE-CENTRED & COMMUNITY SUPPORTED EXPERIENCES THAT:

2024

PEOPLE

Provide meaningful competitive experiences to each participant

EVENT HOSTING CAPACITY DEPTH

Motivate athlete development

ATHLETES ADVANCING THROUGH A CONNECTED SYSTEM

Drive athlete participation

Strengthens each sector of the freestyle ecosystem

FREESTYLE SKIING & FREESTYLE ONTARIO ARE WELL RECOGNIZED IN ONTARIO'S SNOW SPORTS COMMUNITY

LTAD - COMPETITIVE STREAM

Increase the visibility of freestyle skiing

LTAD - RECREATIONAL STREAM

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. Continue to align the water ramp with the needs of the High Performance Program athletes. Develop regional High Performance Training Hubs in the Southern Ontario and National Capital regions.

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:

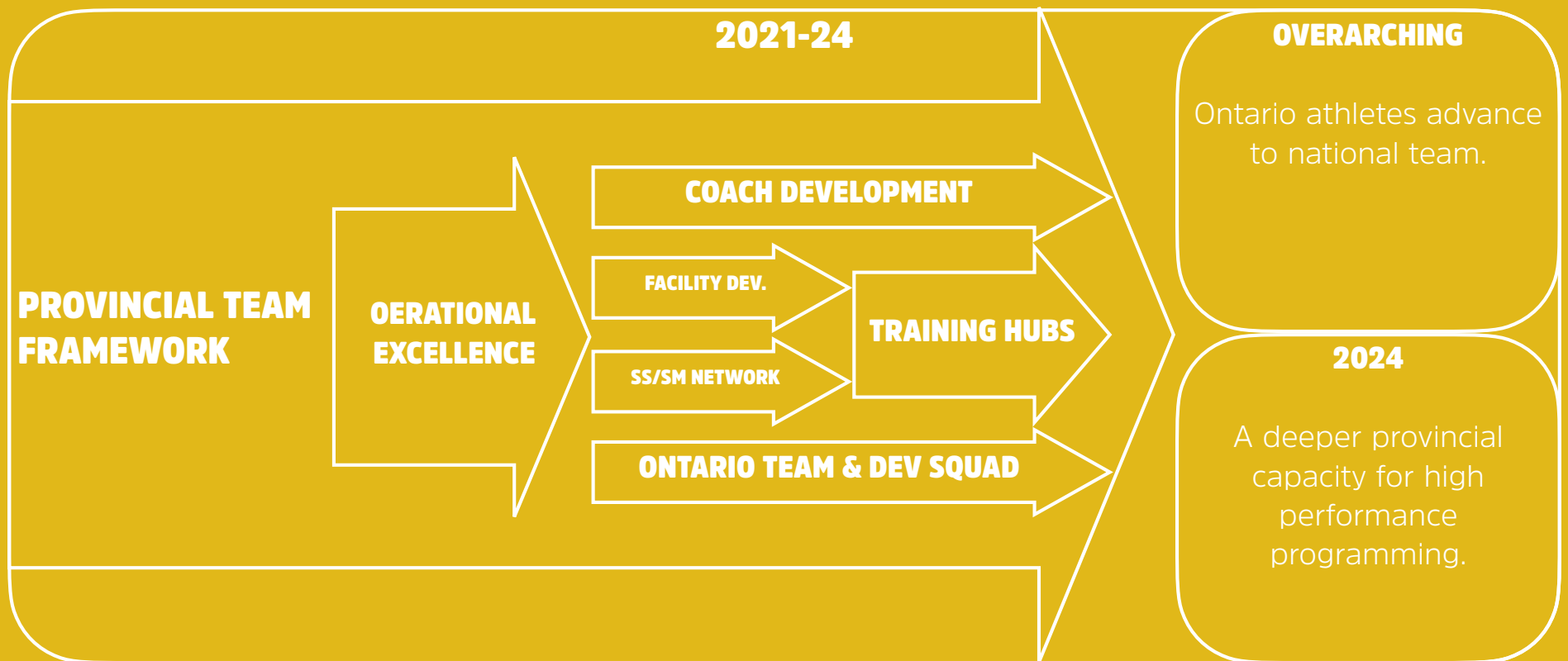
Average of 1 or more Ontario athlete(s)
meet National Team selection eligibility
requirements annually.

STRATEGIC MODEL



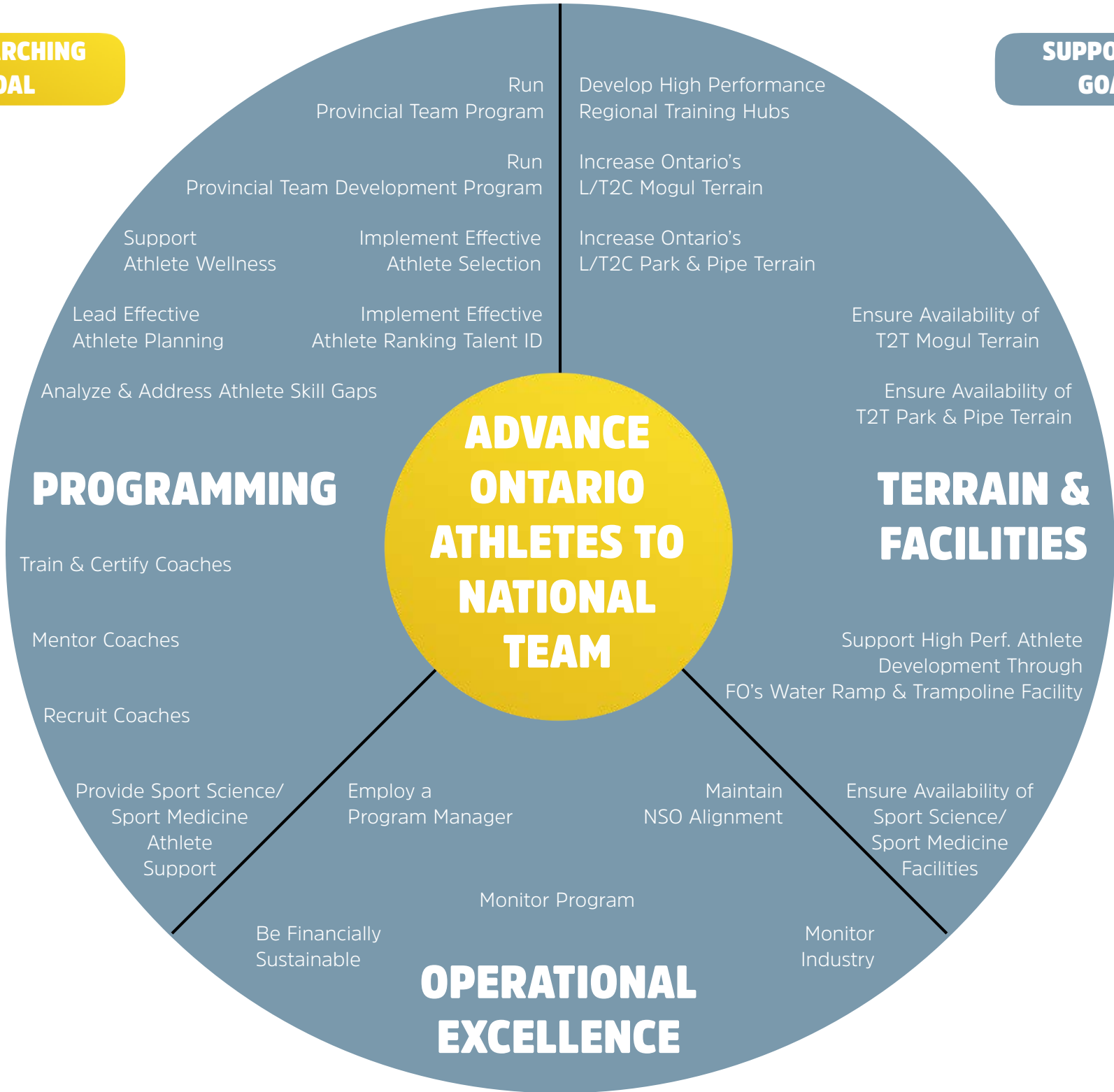
STRATEGIC MODEL

CONTINUED



**OVERARCHING
GOAL**

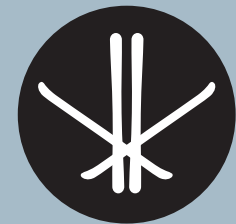
**SUPPORTING
GOALS**



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)

BOARD OF DIRECTORS

FO has the governance needed to achieve the goals of its six strategic priorities.

1. GOVERNANCE: Maintain a governance board who's responsibilities include:
 - a. Approving the strategic plan
 - b. Ensuring FO's financial health
 - c. Approving FO's policies
 - d. Managing FO's Executive Director
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.

3. ON-BOARDING: Create a formalized on-boarding process for new board members.

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.
2. PROFESSIONAL DEVELOPMENT: Create annual individual staff professional development plans that address skill or performance gaps.
3. EMPLOYEE WELLNESS: Explore and embrace opportunities that support employee wellness.
4. SUCCESSION: After their first year of employment, each staff member mentors 1 or more people in their role.

FINANCIAL

Run a financially sustainable organization.

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

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

*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)

CULTURE

Our community embodies the values of leadership, excellence, integrity, community, innovation, and fun.

1. CULTURE: Our core values are communicated and considered in all operational decisions and meetings.

POLICY

Protect both the membership & the organization through effective policies.

1. MAINTENANCE: Policy Committee meets quarterly to review, update, and create new policies.

2. BOARD APPROVAL: All policies have been reviewed or approved by the Board of Directors within the last three years by July, 2022.

INDUSTRY ALIGNMENT

Run an organization that meets or exceeds industry standards.

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.
2. PROVINCIAL ALIGNMENT: Staff meet quarterly with staff of other Ontario PSOs to discuss operational developments, direction, and best practices.
3. GOVERNMENT ALIGNMENT: Executive Director meets twice a year with Freestyle Ontario's Ministry Sport Consultant.

OPERATIONAL EXCELLENCE

COMMUNITY LEADERSHIP

STRATEGY

OPERATIONAL PLAN

2021 (Fiscal Year)

2022 (Fiscal Year)

2023 (Fiscal Year)

2024 (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.
2. COMMUNICATIONS STRUCTURE: Freestyle Ontario follows a communications plan that outlines how and where members can expect to be informed on operational updates.

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.
2. WEBSITE: Website is current, visually appealing, and easy to use.
3. ON-SITE: Always have a well branded and positive presence at locations where Freestyle Ontario run activities are occurring.
4. CELEBRATE SUCCESS: Map success stories of Freestyle Ontario members and alumni.
5. BE PREPARED: Maintain a marketing & sponsorship package that is ready to share with prospective partners.

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.

7. MARKETING REACH: Run one major marketing initiative that leverages the Olympics to market the organization beyond its existing membership.

OPERATIONAL EXCELLENCE

COMMUNITY IMPACT

STRATEGY

OPERATIONAL PLAN

2021 (Fiscal Year)

2022 (Fiscal Year)

2023 (Fiscal Year)

2024 (Fiscal Year)

MEMBERSHIP

Grow Freestyle Ontario's membership.

1. GROWTH: 20% increase in membership from previous year.

2. VALUE PROPOSITION: Monitor the return on investment that members receive through their membership.

SCOPE OF SERVICE

Be an industry leader in the level of service provided to the organization's membership.

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.

2. PROVINCIAL SCOPE: Freestyle Ontario member clubs operate in 3 or more Ontario regions.

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)

WATER RAMP & TRAMPOLINE FACILITY

Run a water ramp & trampoline facility that supports the development of Ontario's athletes.

1. ATHLETE DEVELOPMENT: Freestyle Ontario's water ramp & trampoline facility is able to support the athletic needs of Ontario.
2. USAGE: Maintain 400 athlete usage days per year. (1 athlete ramp day, regardless of length, = 1 athlete usage day)

7. MOVE: If needed, water ramp moves to new location with minimal impact upon organization or membership.

AIRBAG

Improve access to downslope airbags for Ontario's park & pipe athletes.

1. AIRBAG: Explore opportunities to improve access to downslope airbags for Ontario's park & pipe athletes.

FACILITIES

DISCIPLINE SPECIFIC

STRATEGY

OPERATIONAL PLAN

2021 (Fiscal Year)

2022 (Fiscal Year)

2023 (Fiscal Year)

2024 (Fiscal Year)

GENERAL

Explore, foster, & embrace opportunities to provide quality terrain to Ontario's athletes.

1. GENERAL: Explore opportunities to improve Ontario's facilities & terrain, and embrace such opportunities if they demonstrate potential to benefit Freestyle Ontario and its initiatives.
2. SKI RESORTS: Freestyle Ontario and its clubs maintain a productive relationship with their host resorts.

MOGULS

Mogul terrain meets the athlete development needs of Ontario's athletes.

1. TRAIN TO TRAIN: 5 or more Ontario clubs have a Train to Train stage mogul course.
2. WAVE TANKS: 5 Ontario clubs have wave tanks @ host resort.
3. FUNDAMENTALS: 5 or more Ontario clubs have FUNDamentalz stage mogul terrain.
4. LEARN TO TRAIN: 5 or more Ontario clubs have Learn to Train stage mogul terrain.
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.
7. CHEIF OF COURSE: 4 or more Ontario clubs have an FO trained moguls Chief of Course.
8. CHEIF OF COURSE: 6 or more Ontario clubs have an FO trained moguls Chief of Course.

FACILITIES

DISCIPLINE SPECIFIC

STRATEGY

OPERATIONAL PLAN

2021 (Fiscal Year)

2022 (Fiscal Year)

2023 (Fiscal Year)

2024 (Fiscal Year)

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.
2. LEARN TO TRAIN: 5 or more Ontario clubs have Learn to Train stage slopestyle/big air terrain.
3. TRAIN TO TRAIN: 5 Ontario clubs have a Train to Train stage slopestyle/big air terrain.

4. LEARN/TRAIN TO COMPETE: 1 Learn/Train to Compete on-snow SS/BA training facility operates in Ontario.

5. LEARN/TRAIN TO COMPETE: 2 Learn/Train to Compete on-snow SS/BA training facilities operate in Ontario.

HALFPIPE

Halfpipe terrain provides an opportunity to grow the discipline.

1. TRAIN TO TRAIN: 1 or more Ontario clubs have a Train to Train stage halfpipe.
2. LEARN TO COMPETE: 1 or more Ontario clubs have a Learn to Compete stage halfpipe.

FACILITIES

HIGH PERFORMANCE HUBS

STRATEGY

OPERATIONAL PLAN

2021 (Fiscal Year)

2022 (Fiscal Year)

2023 (Fiscal Year)

2024 (Fiscal Year)

HIGH PERFORMANCE TRAINING HUBS

Develop centralized high performance training hubs for Ontario Team and Development Squad athletes.

1. HIGH PERFORMANCE TRAINING HUB: 1 high performance training hub operates in the Southern Ontario Region that includes:
 - 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

2. HIGH PERFORMANCE TRAINING HUB: 1 high performance training hub operates in the National Capital Region that includes:
 - i. Sport Science/Sport Medicine service providers.
 - ii. On-snow training facility
 - iii. Trampoline facility
 - iv. Strength & Conditioning facility

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)
CLUB DEVELOPMENT Develop, expand, and connect Freestyle Ontario's club network.	1. COMMUNICATION: Meet quarterly with club leaders to discuss updates, collect feedback, and share best practices between clubs. 2. PARTNERSHIPS: Work with FO member clubs to establish positive & productive relationships with their host resorts. 3. FACILITIES: Work with 1 targeted club each year on improving their freestyle facilities at their host resort.			
	4. NORTHWESTERN: Develop 3 clubs in northwestern Ontario.	5. NORTHWESTERN: Establish sustainability within northwestern clubs. 6. PARK & PIPE: Develop 1 public club FUNDamentalz & L2T program in southern Ontario.	7. MOGULS: Develop 1 public club moguls program in southern Ontario.	
	8. GUIDANCE, CONSISTENCY, & GOVERNANCE: Launch a club guidebook outlining how to launch and run a high quality club. 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.	9. b. LEADERSHIP: Implement the club support system. 10. ESCARPMENT: Each year develop 1 targeted escarpment club that has not yet hosted a Timber Tour.		

CLUBS & PROGRAMS

DEVELOP CLUBS

STRATEGY

OPERATIONAL PLAN

	2021 (Fiscal Year)	2022 (Fiscal Year)	2023 (Fiscal Year)	2024 (Fiscal Year)
<p>CLUB DEVELOPMENT</p> <p>Develop, expand, and connect Freestyle Ontario's club network.</p>		<p>11. a. CLUB RECOGNITION: Create and launch a club recognition strategy.</p>	<p>11. b. CLUB RECOGNITION: Implement club recognition strategy.</p>	
<p>CULTURE</p> <p>Freestyle Ontario's clubs embody its core values.</p>		<p>1. CULTURE: Our core values are communicated and considered in all interactions with club leaders.</p>		

CLUBS & PROGRAMS

GROW MEMBERSHIP

STRATEGY	OPERATIONAL PLAN			
	2021 (Fiscal Year)	2022 (Fiscal Year)	2023 (Fiscal Year)	2024 (Fiscal Year)
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.	
MARKETING Improve on-snow visual presence of the organization.		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.	3. ACTIVATION: Implement strategy to improve the visual presence of Freestyle Ontario at established member clubs.	
RECREATION STREAM Develop, expand, and connect club network.		1. ADULT PROGRAM: Pilot a program framework for freestyle skiers age 18 and over at 1 club.	2. ADULT PROGRAM: If pilot program demonstrates potential, develop an adult freestyle program at a 2nd club.	3. ADULT PROGRAM: If program demonstrates potential, develop an adult freestyle program at a 3rd club.

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)

CULTURE

Freestyle Ontario's coaches embody its core values.

1. CULTURE: Our core values are communicated and considered in all interactions with coaches.

COMMUNICATION

Freestyle Ontario's coaches are connected, informed, and unified in pursuit of the organization's mission.

1. COMMUNICATION: Meet quarterly with coach group to discuss updates, collect feedback, and share best practices between coaches.

COACH TRAINING & CERTIFICATION

STRATEGY

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

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

OPERATIONAL PLAN

2021 (Fiscal Year)

2022 (Fiscal Year)

2023 (Fiscal Year)

2024 (Fiscal Year)

1. a. FUNDAMENTALS:
 - 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:
 - i. Train 1 Skiing Skillz LF in SOR/NOR
 - ii. Train 1 Skiing Skillz LF in NCR in NCCP requirements
5. COMP-INTRO:
 - i. Train 1 Moguls LF in SOR/NOR
 - ii. Train 1 Moguls LF in NCR in NCCP requirements
6. COMP-INTRO:
 - 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.

1. . FUNDAMENTALS:
 - 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:
 - i. 1 active Skiing Skillz LF in SOR/NOR
 - ii. 1 active Skiing Skillz LF in NCR
5. COMP-INTRO:
 - i. 1 active Moguls LF in SOR/NOR
 - ii. 1 active Moguls LF in NCR
6. COMP-INTRO:
 - 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.
9. COMP-DEV: 1 new Comp-Dev Learning Facilitator.

COACH TRAINING & CERTIFICATION

STRATEGY

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

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

OPERATIONAL PLAN

2021 (Fiscal Year)

2022 (Fiscal Year)

2023 (Fiscal Year)

2024 (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.

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

COACH

TRAINING & CERTIFICATION

STRATEGY	OPERATIONAL PLAN			
	2021 (Fiscal Year)	2022 (Fiscal Year)	2023 (Fiscal Year)	2024 (Fiscal Year)
<p>TRAINING & CERTIFICATION - COACHES</p> <p>Coaches are properly trained and qualified to meet the needs of their role.</p>	<p>1. CONSISTENCY: All Freestyle Ontario coaches are:</p> <ul style="list-style-type: none"> i. Making Headway in Freestyle Ski Trained 	<p>2. FUNDAMENTALZ: 20 or more coaches trained each year in the FUNdamentalz On-Snow Module.</p>	<p>3. PATHWAY: Maintain an online guide that clearly outlines the FC/FO Coach Development Pathway.</p>	
	<p>4. a. COMP-DEV: 4 new Comp-Dev Trained coaches.</p>	<p>4. b. COMP-DEV: 2 new Comp-Dev Certified coaches.</p> <p>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.</p>	<p>4. c. COMP-DEV: At least 1 Comp-Dev Certified coach within Ontario in the following disciplines:</p> <ul style="list-style-type: none"> v. Slopestyle or Halfpipe vi. Moguls <p>5. b. COMP-INTRO & AIR: The head coach of each Timber Tour team has completed training in all Comp-Intro courses.</p>	<p>5. c. COMP-INTRO & AIR: The head coach of each Timber Tour team is Comp-Intro Certified.</p>
			<p>1. JUDGING SYSTEM: All Timber Tour team head coaches have taken a judging course.</p> <p>2. CONSISTENCY: All Freestyle Ontario coaches are:</p> <ul style="list-style-type: none"> i. Safe Sport Trained ii. Making Ethical Decisions Evaluated 	
<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>		

COACH

SUCCESSION STRATEGY

STRATEGY

OPERATIONAL PLAN

2021 (Fiscal Year)

2022 (Fiscal Year)

2023 (Fiscal Year)

2024 (Fiscal Year)

RECRUITMENT

Ontario has a gender balanced network of professional coaches.

1. WOMEN & GIRLS: Recruit new female coaches.
2. RECRUITMENT: Implement coach scouting system that tracks the status of desirable coach prospects.

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.

MENTORSHIP

Improve Ontario's depth and competency within its High Performance streamed coaching network.

1. MENTORSHIP: Each Ontario-based Provincial Team coach is assigned 1 mentor.
2. MENTORSHIP: Each Ontario-based Provincial Team coach is mentoring 2 Ontario coaches.
3. COMPETITION: Train new Timber Tour coaches in coaching expectations & responsibilities at competitions.

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)
GENERAL Seek out new opportunities to improve Freestyle Ontario's events.	1. Explore opportunities to improve Ontario's events, and embrace such opportunities if they demonstrate potential to benefit Freestyle Ontario's event hosting system.			
SPONSORSHIP Attract new partnerships, and maintain existing partnerships.	1. Leverage events to develop partnerships that improve participant's experience and/or have financial benefits.			

EVENTS

PEOPLE

STRATEGY

OPERATIONAL PLAN

2021 (Fiscal Year)

2022 (Fiscal Year)

2023 (Fiscal Year)

2024 (Fiscal Year)

VOLUNTEERS

Create meaningful volunteer experiences.

1. APPRECIATION: Ensure that volunteering at FO events is a rewarding community experience, and that volunteers have a sense of appreciation for their engagement.

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

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

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

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

6. PATHWAY: Update park & pipe judging pathway.

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

EVENTS

PEOPLE

STRATEGY

OPERATIONAL PLAN

2021 (Fiscal Year)

2022 (Fiscal Year)

2023 (Fiscal Year)

2024 (Fiscal Year)

OFFICIALS

Have an officials base that is current and meets Ontario's event hosting needs.

1. FIS: 1 Ontario officials attends FIS update each year.
2. TRAINING: Run 1 officials update for all Ontario Timber Tour major officials annually.
3. TIMING: 1 Chief of Timing clinic hosted annually.
4. CHIEF OF COURSE - MOGULS: 1 mogul Chief of Course professional development plan created annually.

5. RECRUITMENT: Run 1 new major officials training curriculum in 2023.

6. CHEIF OF COURSE - MOGULS: 1 mogul course building workshop run by the end of FY2024.

EVENTS

LTAD - COMPETITIVE STREAM

STRATEGY	OPERATIONAL PLAN			
	2021 (Fiscal Year)	2022 (Fiscal Year)	2023 (Fiscal Year)	2024 (Fiscal Year)
FUNDAMENTALZ Ignite a lifelong love for freestyle skiing in new young athletes.		<ol style="list-style-type: none">1. 8 Sapling Sessions hosted annually that follow Freestyle Ontario's Sapling Session framework.2. 3 or more Sapling Sessions have mogul terrain.		
LEARN TO TRAIN Provide meaningful event experiences for Learn to Train athletes.	<ol style="list-style-type: none">1. Develop a Learn to Train competition framework.	<ol style="list-style-type: none">2. 1 Learn to Train competition is hosted using FO framework.	<ol style="list-style-type: none">3. 3 regions annually host Learn to Train competitions using FO framework.	

EVENTS

LTAD - COMPETITIVE STREAM

STRATEGY

OPERATIONAL PLAN

2021 (Fiscal Year)

2022 (Fiscal Year)

2023 (Fiscal Year)

2024 (Fiscal Year)

TRAIN TO TRAIN

Provide meaningful event experiences for Train to Train athletes.

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

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

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.

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.

EVENTS

LTAD - COMPETITIVE STREAM

STRATEGY

OPERATIONAL PLAN

	2021 (Fiscal Year)	2022 (Fiscal Year)	2023 (Fiscal Year)	2024 (Fiscal Year)
LEARN/TRAIN TO COMPETE Provide meaningful Ontario event experiences for Learn/Train to Compete athletes.		1. PARK & PIPE: Host 1 national level park & pipe competition annually.		
		2. MOGULS: Host a national level competition.		3. MOGULS: Host a national level competition.
				4. NATIONAL CHAMPIONSHIPS: Host 1 or more national championships by the end of FY 2024.

EVENTS

LTAD - RECREATIONAL STREAM

STRATEGY	OPERATIONAL PLAN			
	2021 (Fiscal Year)	2022 (Fiscal Year)	2023 (Fiscal Year)	2024 (Fiscal Year)
<p>ACTIVE FOR LIFE (RECREATION STREAM)</p> <p>Introduce recreational stream events.</p>		<p>1. FUNDAMENTALS: Pilot a try freestyle event for teenagers and adults, based on the Sapling Session model.</p>	<p>2. FUNDAMENTALS: If pilot and Adult program (see Clubs & Programs) demonstrate potential, host 2 try freestyle events.</p>	<p>3. FUNDAMENTALS: If Sessions events demonstrates potential, host 3 try freestyle events.</p>
<p>COMPETITIVE FOR LIFE (RECREATION STREAM)</p> <p>Introduce recreational stream.</p>				<p>1. LEARN TO TRAIN: If Adult programs achieve critical mass (see Clubs & Programs), pilot a Learn to Train event for teenagers and adults, based on the existing Learn to Train event framework.</p>

APPENDIX F

HIGH PERFORMANCE

STRATEGY &

OPERATIONAL PLAN



**FREESTYLE
ONTARIO** 

HIGH-PERF. STRATEGIC PLAN:

OPERATIONAL EXCELLENCE

	2021 (Fiscal Year)	2022 (Fiscal Year)	2023 (Fiscal Year)	2024 (Fiscal Year)
<p>OVERARCHING GOALS</p> <p>Develop future national team athletes.</p>	<ol style="list-style-type: none"> 1. Average of 1 Ontario athlete advances to the National Team annually. 2. Average of 1 or more Ontario athlete(s) meet National Team selection eligibility requirements annually. 			
<p>MANAGEMENT</p> <p>Effectively manage the High Performance Program.</p>	<ol style="list-style-type: none"> 1. Employ a staff member responsible for managing the high performance program. 			
<p>FINANCIAL</p> <p>Have sufficient financial resources.</p>	<ol style="list-style-type: none"> 1. Secure the financial resources needed to deliver this High Performance Strategic Plan. 			
<p>NSO ALIGNMENT</p> <p>Run an aligned system.</p>	<ol style="list-style-type: none"> 1. Freestyle Ontario and Freestyle Canada's high performance management staff meet quarterly to discuss athlete and program development. 2. Freestyle Ontario's provincial team coaches and Freestyle Canada's national team coaches meet quarterly to discuss athlete and program development. 			
<p>PROGRAM MONITORING</p> <p>Monitor program effectiveness and outcomes.</p>	<ol style="list-style-type: none"> 1. Track the High Performance Program's effectiveness through objective data collection systems. 2. Map the pathways of Ontario's national team athletes. 			
<p>INDUSTRY ANALYSIS</p> <p>Stay competitive with other programs.</p>	<ol style="list-style-type: none"> 1. BENCHMARKING: Annually identify major initiatives & achievements performed by other freestyle PSOs. 			
<p>CULTURE</p> <p>Embody Freestyle Ontario's core values.</p>	<ol style="list-style-type: none"> 1. CULTURE: Our core values are communicated and considered in all interactions high performance initiatives. 			

HIGH-PERF. STRATEGIC PLAN: PROGRAMMING

	2021 (Fiscal Year)	2022 (Fiscal Year)	2023 (Fiscal Year)	2024 (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>3. MENTORSHIP: Each Ontario-based Provincial Team coach is mentoring 2 Ontario coaches.</p> <p>4. RECRUITMENT: Implement coach scouting system that tracks the status of desirable coach prospects.</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. 			

HIGH-PERF. STRATEGIC PLAN: PROGRAMMING

	2021 (Fiscal Year)	2022 (Fiscal Year)	2023 (Fiscal Year)	2024 (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>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>3. SELECTION CRITERIA: Revamp the OMT/OPPA Development Program Selection Criteria.</p>	<p>3. SELECTION CRITERIA: Annually review and update the OMT/OPPA Development Program Selection Criteria.</p> <p>4. TRANSFER ATHLETES: Develop and implement an inter-sport athlete talent ID & transfer program.</p>		
<p>PROGRAMMING</p> <p>Provide a provincial team program that is designed to develop future national team athletes.</p>				
	<p>6. TEAM BUILDING: Design provincial team branding strategy.</p>	<p>6. TEAM BUILDING: Implement provincial team branding strategy.</p>		

HIGH-PERF. STRATEGIC PLAN: PROGRAMMING

	2021 (Fiscal Year)	2022 (Fiscal Year)	2023 (Fiscal Year)	2024 (Fiscal Year)
<p>TECHNICAL SKILLS</p> <p>Develop athlete technical skills in a way that aligns with the national skill matrix pathway.</p>		<ol style="list-style-type: none"> 1. DATA: Create athlete skill tracking tool for coaches. 	<ol style="list-style-type: none"> 1. DATA: Review & update athlete skill tracking tool. 	
		<ol style="list-style-type: none"> 2. DATA: Assess Provincial Team athletes' skills 3 times per year. 3. DATA: Assess a snapshot of Ontario's Train to Train athlete skills 2 times per year. 4. DEVELOPMENT: Annually run 2 mogul skills camps that address identified athlete skill gaps. 5. DEVELOPMENT: Annually run 2 park & pipe skills camps that address identified athlete skill gaps. 		
		<ol style="list-style-type: none"> 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. 6. b. AIR: Educate clubs in the value of the curriculum. 	<ol style="list-style-type: none"> 6. c. AIR: Monitor curriculum's implementation and effectiveness. 	

HIGH-PERF. STRATEGIC PLAN: PROGRAMMING

	2021 (Fiscal Year)	2022 (Fiscal Year)	2023 (Fiscal Year)	2024 (Fiscal Year)
ATHLETE RESOURCES	<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>Have athletes who are informed and are mentally well.</p>	<p>2. ATHLETE WELLNESS: Deliberately support holistic athlete development through equipping Provincial Team athletes for balanced success in sport, school, and life.</p>			

HIGH-PERF. STRATEGIC PLAN:

TERRAIN & FACILITIES

	2021 (Fiscal Year)	2022 (Fiscal Year)	2023 (Fiscal Year)	2024 (Fiscal Year)
<p>TERRAIN & FACILITIES</p> <p>High Performance Program athletes have access to stage appropriate terrain and facilities.</p>	<ol style="list-style-type: none"> 1. GENERAL: Explore opportunities to improve Ontario's facilities & terrain, and embrace such opportunities if they demonstrate potential to benefit Freestyle Ontario and its initiatives. 2. HIGH PERFORMANCE TRAINING HUB: 1 high performance training hub operates in the Southern Ontario Region that includes: <ol 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 3. MOGULS: 5 Ontario clubs have a Train to Train stage mogul course. 4. SLOPESTYLE: 5 Ontario clubs have a Train to Train stage slopestyle/big air terrain. 5. SLOPESTYLE: 1 Learn/Train to Compete on-snow training facility operates in Ontario. 6. WATER RAMP & TRAMPOLINE: Freestyle Ontario's water ramp & trampoline facility is able to support the high performance athlete pathway. 	<ol style="list-style-type: none"> 7. MOGULS: 1 Learn/Train to Compete mogul course operating in Ontario. 8. MOGULS: 5 Ontario clubs have wave tanks @ host resort. 	<ol style="list-style-type: none"> 9. HIGH PERFORMANCE TRAINING HUB: 1 high performance training hub operates in the National Capital Region that includes: <ol style="list-style-type: none"> i. Sport Science/Sport Medicine service providers. ii. On-snow training facility iii. Trampoline facility iv. Strength & Conditioning facility 	<ol style="list-style-type: none"> 10. MOGULS: 2 Learn/Train to Compete mogul courses operate in Ontario. 11. SLOPESTYLE: 2 Learn/Train to Compete on-snow training facilities operate in Ontario.