

ACA ANNUAL REPORT 2020-2021



ANNUAL REPORT



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Who We Are



Founded in 1920, Alpine Canada is the national governing body for alpine, para-alpine and ski cross racing in Canada. With the support of valued corporate partners along with the Government of Canada, Own the Podium and the Canadian Olympic Committee, we develop Olympic, Paralympic, World Championship and World Cup medalists to stimulate visibility, inspiration and growth in the ski community.



*** **WHO IS ALPINE CANADA** ***



11
PROVINCIAL AND TERRITORIAL
SPORTS ORGANIZATION



192
RACE CLUBS ACROSS
CANADA



9,753
ACTIVE SKI RACERS

5,456
COACHES



Thousands of officials and
VOLUNTEERS



Hundreds of thousands of
CANADIANS
ski fans across the country

*** **WHAT WE DO** ***



MESSAGE FROM CHAIR AND PRESIDENT & CEO



"It was the best of times, it was the worst of times..." and like Charles Dickens' *A Tale of Two Cities*, this past season was all of that and more. We *survived* the past year a little bruised but not broken and keen to build on the momentum of this season. We are pleased to report there has been significant progress over the last year. Our athletes, teams, and coaches demonstrated remarkable creativity and resilience to hold athlete positions, and in some cases advance our rankings, despite competitive disadvantages vs top European nations that were exacerbated with COVID-related event cancellations, travel restriction and quarantines. Domestic training, racing and membership this year was devastated despite valiant efforts and a new spirit of collaboration within the ski racing community to get some domestic racing off the ground in a COVID world. And yet... we find ourselves optimistic and even *hopeful* for our future going into the 4th year of the quad and an Olympic/Paralympic Winter Games year.

With input from key stakeholders, we developed and launched the new Made for Canada, Strategic Plan for ski racing in Canada that we are very excited about. We have started to resource and implement the plan with a new leadership team and capacity building within the organization. Importantly, we have stabilized the business and eliminated the \$2.8MM in debt from 2 years ago, which will ensure future flexibility and an ability to invest in our strategic plan. We reached and engaged more Canadians than ever before as we celebrated our 100 years of ski racing history and signed on new corporate partners for the first time in several years.

We are unwavering in our commitment to a healthy, safe and inclusive sport experience for all participants and are making it a priority. It is the foundation for a culture of excellence where every athlete, coach, staff and volunteers can be at their very best. We hired a Safe Sport Manager, implemented a safe sport strategy, strengthened our Code of Conduct and suite of policies to safeguard sport, and developed an Equity, Diversity, and Inclusion policy.

Finally, we have a new FIS president in Johan Eliasch who has a North America growth agenda and inspiring vision for the future that presents new opportunities. We are also excited about the potential for a BC 2030 Olympic Winter Games bid that would be transformative for ski racing in Canada and are investing in that effort. We are proud of our progress, but not satisfied and have much work still to do as we embark upon the very exciting Olympic and Paralympic year. We want to thank all our stakeholders for a great season and look forward to working with the broader ski racing community on carving a better future for the next 100 years.

Tim Dattels
Chair of the Board

Therese Brisson
President & CEO






**ALPINE CANADA ALPIN
STRATEGIC PLAN 2021 - 2026**


MADE FOR CANADA
THE FUTURE FOR SKI RACING IN CANADA







Made for Canada: Alpine Canada Strategic Plan 2021-2026

Passion and performance drive our ambitions


Purpose:  Power a nation to **peak performance**

Vision:  To be a **world-leading ski racing nation** inspired by the passion & performance of Canada's ski teams

Winning Aspiration:  **#1 in Para** (10-12 medals)
#1 in Ski Cross (2-3 medals)
Top 5 in Alpine (2-3 medals) } at WCH & OWG/PWG by 2026

Mission:  Increase **podium performances**  + Inspire growth in **participation & fans** 

Our Focus Areas & KPIs

 **1. Lead earlier Next Gen talent ID and HP programs that progress athletes to podium**

- **10-12 athletes** on podium pathway depth charts by 4/22
- **4-6 athletes** in top 10 and **1-2 athletes** in top 3 at WJC by 3/23
- **3-4 athletes** in top 3 at WJC by 3/25

 **2. Build Domestic Capacity in Coaching, Membership Service & Safe Sport**

- Participant growth **1.5-2%** per year
- Stakeholder satisfaction **>80%**
- Employee engagement **>80%**
- Safe sport training compliance **=100%**

 **3. Produce Race Events that Excite Canadians at World Cups, NorAMs, Nationals**

- Corporate partners invest **[\$xx]¹**
- Race events **breakeven or better**
- World Cups **grow brand, fans & revenue**

 **4. Build Brand Strength with a Broader Audience to Drive Revenue Growth**

- Partner & donor pipeline **>\$25M & >\$6M**
- Assets to support **>+\$5M revenue**
- Fans & data acquisition **+15%**
- Brand health > **create unforgettable moments, progressive, proud to be CDN**

Our Big Bets for a better future

- 1 Develop National pool of Canadian coaches
- 2 Identify Next Gen talent earlier and provide world-class coaching to achieve WJC podiums
- 3 Implement hubs for spring/early winter on-snow domestic training at scale
- 4 Lead National HP programs that progress athletes from WJC to WC podium
- 5 Rebuild domestic national competition structure
- 6 Develop world class assets & digital platforms

Values: Excellence Leadership Accountability Respect Courage

1. To be determined

PERFORMANCE HIGHLIGHTS



Performance highlights

Despite the challenges presented by COVID-19, our Canadian National Teams persevered and celebrated some great successes throughout the year.

The women's Alpine Team were led by veteran team members Erin Mielzynski who made the Top 5 and Laurence St-Germain in the Top 10. Marie-Michèle Gagnon established herself as a speed skier, finishing on the podium in Super G in Germany. The men's team celebrated as Brodie Seger and Jack Crawford also placed in the Top 5 in the World Championships, an outstanding achievement. Our alpine teams improved their overall performance in the Top 3, Top 10 and Top 20 rankings in both World Cup races and World Championships.

Canada's Ski Cross Team dominated the World Cup with Reece Howden leading the charge in a dynamic breakout year, bringing home the Men's Crystal Globe in his first full WC season. Reece was also nominated as the FIS Rookie of the Year, an award voted on by competitors which teammate Courtney Hoffos won the previous year.

Cassidy Gray, Justine Clement and Justin Alkier made successful debuts on the World Cup scene, showing the force of the next generation of our Alpine teams.

While our Alpine and Ski Cross teams were able to compete this past season, Canada's Para-Alpine Team took advantage of the opportunity to develop their skills on home soil with competitions cancelled due to COVID-19. This additional training will allow athletes to come back strong this season in the race to the Paralympic Games in Beijing. Visually impaired racer Mac Marcoux was awarded the 2021 John Semmelink Memorial Award for Canadian Snowsport Athlete of the Year.



2020-21 SEASON

CANADA SKI TEAM

^ **EPH NIELZYNSKI**
5th - SLALOM - ZAGREB, CRO
ALPINE SKI TEAM

^ **MAC MARCOUX**
CANADIAN SNOW ATHLETE OF THE YEAR
PARA - ALPINE SKI TEAM

^ **BRODIE SEGER**
4th - SUPER-G - CORTINA, ITA
ALPINE SKI TEAM

^ **JACK CRAWFORD**
4th - ALPINE COMBINED - CORTINA, ITA
ALPINE SKI TEAM

^ **MARIE-MICHÈLE GAGNON**
3rd - SUPER-G - GARMISCH-PARTENKIRCHEN
ALPINE SKI TEAM

^ **MARIELLE THOMPSON**
3rd OVERALL - 5 PODIUMS
SKI CROSS TEAM

^ **WORLD CUP DEBUT**
CASSIDY GRAY
JUSTINE CLÉMENT
JUSTIN ALKIER

^ **REECE HOWDEN**
CRYSTAL GLOBE WINNER
SKI CROSS TEAM

^ **COURTNEY HOFFOS**
3rd - RETTERALM, AUSTRIA
SKI CROSS TEAM

^ **JARED SCHMIDT**
3rd - BAKURIANI, GEORGIA
SKI CROSS TEAM





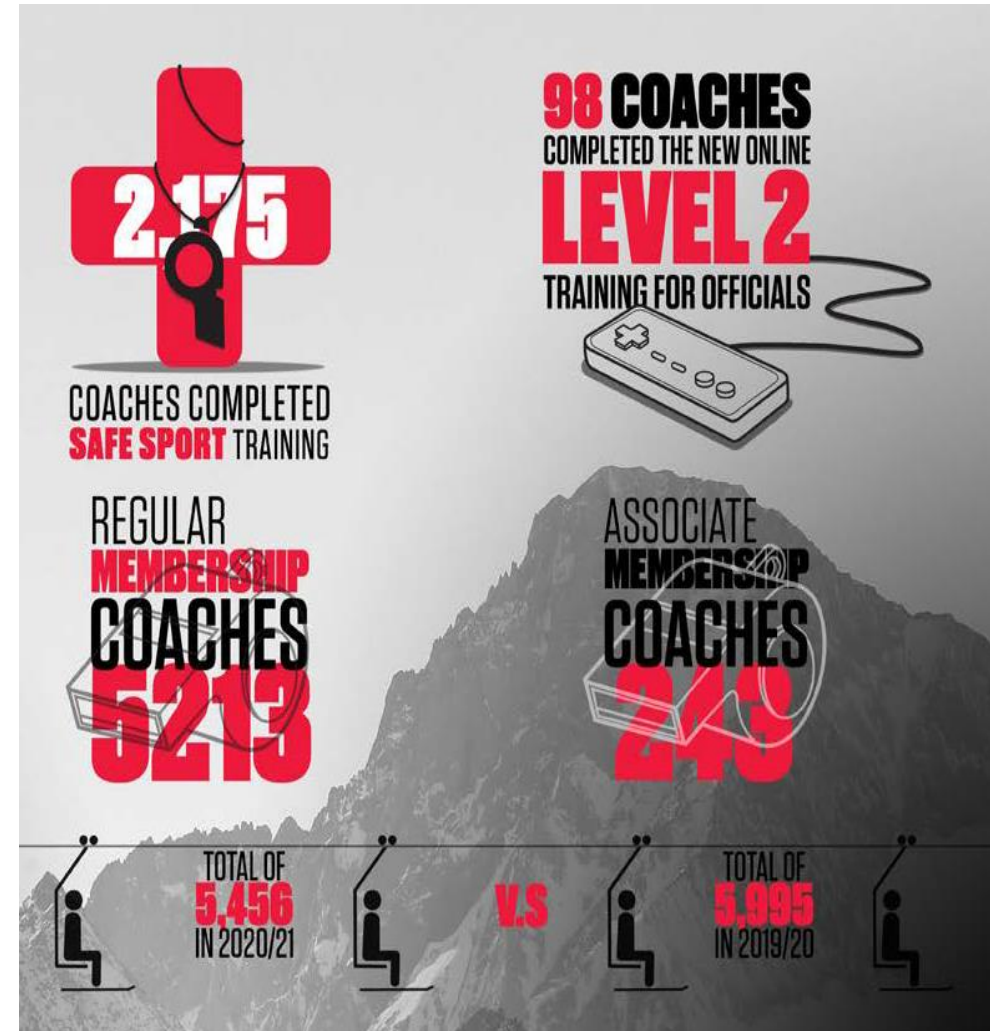
DOMESTIC HIGHLIGHTS & SUCCESSES

Domestic highlights and successes

While COVID-19 undoubtedly impacted the year, our domestic team was able to achieve some important milestones and successes this past season.

National officials tracking and certification database — The introduction of an online platform to manage education and safe sport training made it possible for coaches to continue training and certifications during the pandemic.

Coach membership registration — In spite of the challenges COVID-19 presented, we were able to retain over 90% of Regular Membership and Associate Membership Registration.



Domestic highlights and successes

Keeping the ski racing community safe – We led the sector in developing plans for COVID-19 mitigation protocols for teams, clubs and events. This meant that opportunities to train and compete could occur safely within local, regional and provincial guidelines across Canada

Training and competition – We collaborated with provincial and territorial sport organizations (PTSOs) to host high performance races for National and Provincial Team athletes, as well as providing Safe Sport programs and training for all provinces.

Safe sport – We believe that everyone has the right to participate in a healthy, safe and inclusive sport environment. This year, we made some important strides with our Safe Sport framework that are detailed more fully later in this report.



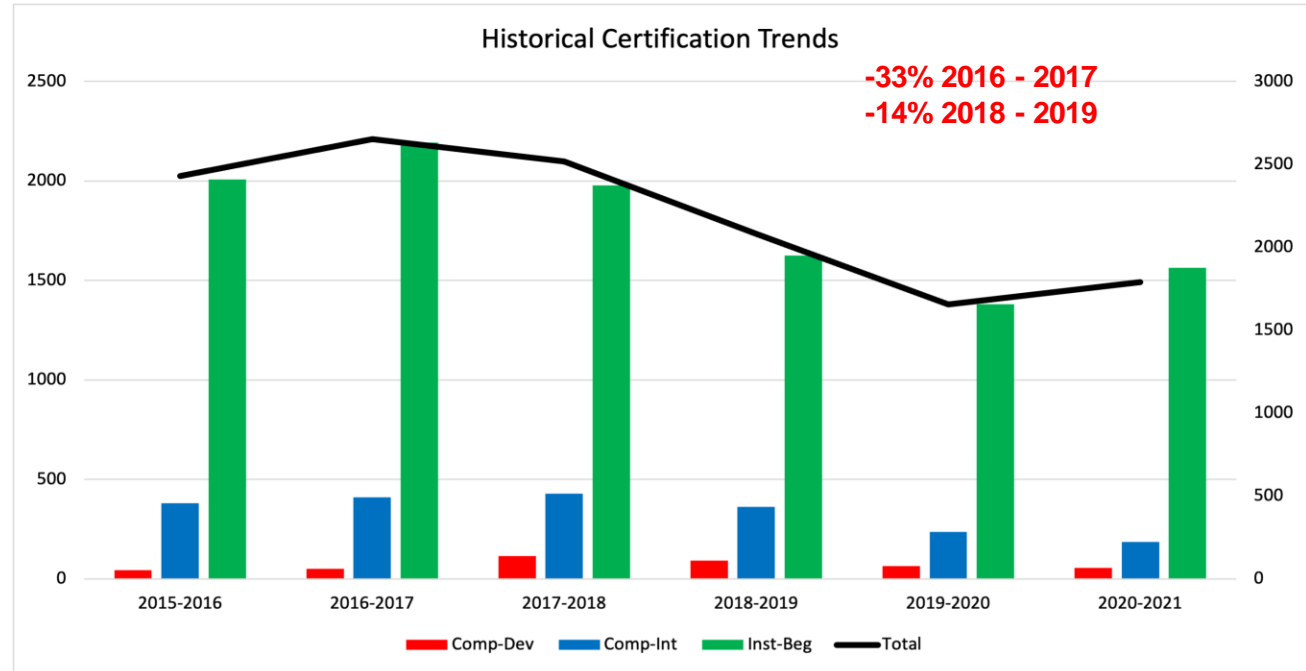
Total coaches registered by province

Registered coaches by province	2019-2020	2020-2021	YOY CHANGE
Alberta	728	693	-4.8%
British Columbia	1,024	1,008	-1.6%
Manitoba	46	42	-8.7%
New Brunswick	93	83	-10.7%
Newfoundland and Labrador	21	14	-33.3%
Nova Scotia	121	133	9.9%
Ontario	1,999	1,782	-10.9%
Prince Edward Island	7	7	0%
Quebec	1586	1548	-2.4%
Saskatchewan	110	97	-11.8%
Yukon Territory	20	19	-5.0%
Associate membership coaches	240	243	1.3%
TOTAL REGISTERED	5,995	5,456	-9.0%



Coaching trends

Coach certification trends – Since the 2019-2020 season, we have seen an increase in certification at the beginner level which is leading an overall increase in registrations. We expect registrations to continue to recover in post-COVID seasons. An increase in the number of beginner coaches also presents an opportunity for future competitive coaches in the system in later years as they continue through the pathway.



	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
Comp-Dev	43	50	114	92	65	55
Comp-Int	380	411	429	363	237	185
Inst-Beg	2007	2193	1977	1626	1381	1563
Total	2430	2652	2518	2081	1655	1789
Percent Change per Season		9%	5%	17%	20%	8%
				*Delivery Transition	*Shut down Mar. 13	*Health Restrictions on-going



Registered participants remained strong

Strong registration numbers are due in large part to the Canadian Ski Resorts that worked tirelessly to ensure strict provincial health measures and protocols were in place, as well as the dedication of the entire ski racing community. Alpine skiing was still possible this season across most provinces.

The Registered Participant numbers remained strong at about 70% vYA and we are confident registration will continue to rebound close to normal levels in the coming seasons.

ACA Registrants by province	2019-2020	2020-2021	YOY Change
British Columbia	2,975	2,598	-12.7%
Alberta	1,981	1,771	-10.6%
Saskatchewan	289	157	-45.7%
Manitoba	136	70	-48.5%
Ontario	3,656	1,155	-68.4%
Quebec	4,126	3,426	-17.0%
Newfoundland and Labrador	24	11	-54.2%
New Brunswick	233	221	-5.2%
Nova Scotia	323	319	-1.2%
Prince Edward Island	35	0	-100%
Yukon	17	25	47.1%
Northwest Territories	0	0	0%
Total:	13,795	9,753	-29.3%



**Building a culture of
excellence – healthy,
safe and inclusive
sport experience for
all participants**



Making sport safe for all

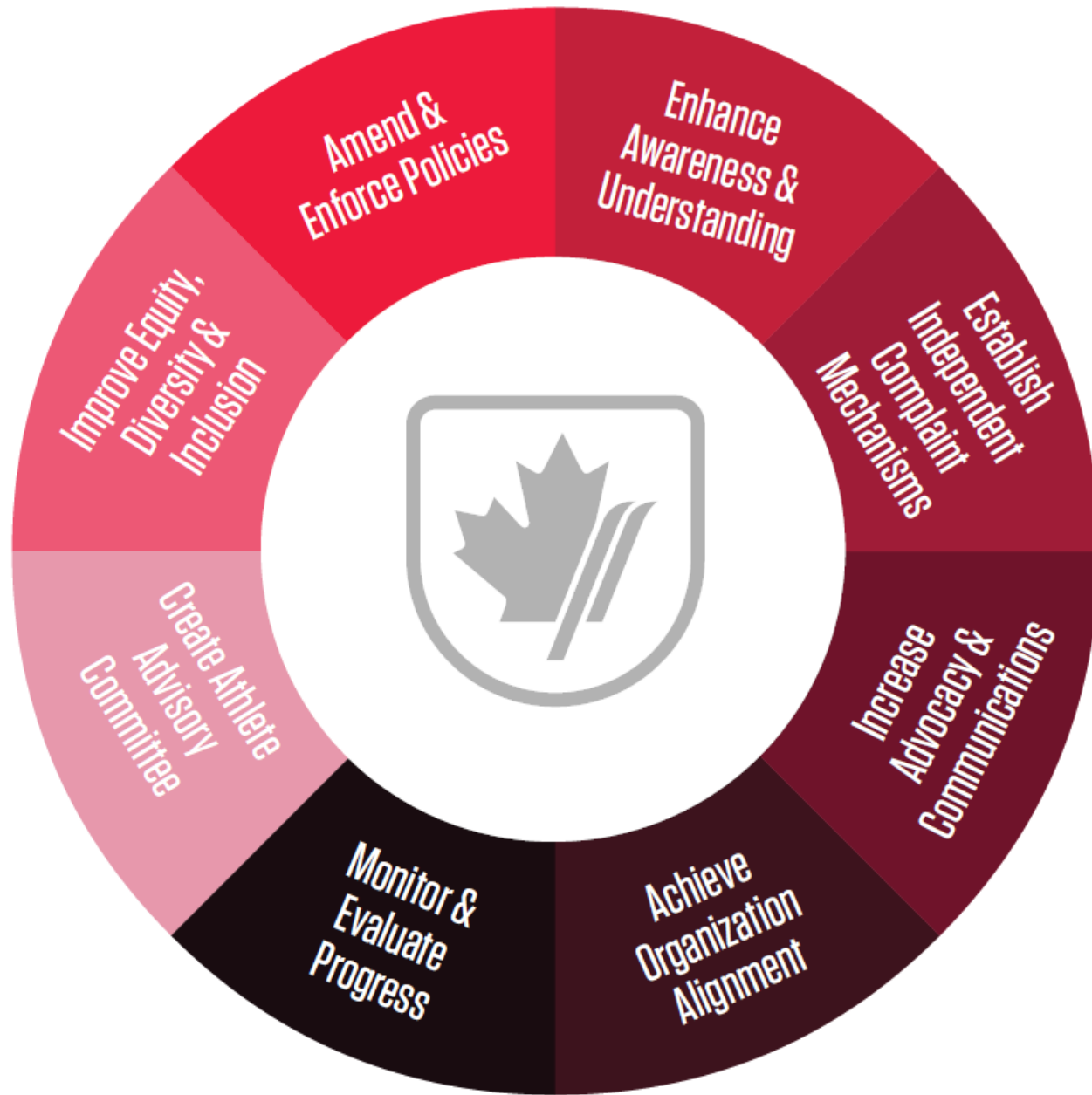
To ensure sport is safe and inclusive for all, we are committed to being a national and international leader in advancing inclusive, healthy, rights-based sport for all individuals and participants. We strive to be an equitable and inclusive community, rich with diversity and protecting the human rights of all persons based upon understanding and mutual respect for the dignity and worth of all.

This year, we hired a Safe Sport Manager whose mandate is the the establishment, oversight, and continuous updating of policies, procedures, and best practice guidelines that are robust, clear and accessible.

A review was conducted of our national team programs, the results of which enacted an action plan to further strengthen our approach in this space.

We were able to distribute over 20 courses with a blended learning approach available to all stakeholders. We also have made these resources and a Safe Sport Committee available at the Provincial and Territorial Sport Organization level. We created policies to help support our athletes in safe sport, including a complaint management and discipline policy, appeal policy, whistleblower policy, an athlete protection policy and a code of conduct.





STRATEGIC PLAN FOR ADVANCING AND SUSTAINING SAFEGUARDING SPORT

- Prevention of maltreatment against everyone in sport.
- Elimination of behaviours that impairs the development of others.
 - Ensuring everyone receives safe and effective care in sport.
- Ensuring everyone can obtain the best possible outcomes in sport.



2021

CANADIAN SKI RACING AWARDS



**ATHLETE OF THE YEAR
ALPINE FEMALE**

Marie-Michèle Gagnon



**ATHLETE OF THE YEAR
ALPINE MALE**

Jack Crawford



**ATHLETE OF THE YEAR
SKI CROSS MALE**

Reece Howden



**ATHLETE OF THE YEAR
SKI CROSS FEMALE**

Marielle Thompson



**ATHLETE OF THE YEAR
PARA-ALPINE**

All Team Athletes



**MINOGUE AWARD
OF EXCELLENCE**
\$10,000 Bursary
Cassidy Gray



**COACH OF THE YEAR
NATIONAL TEAM**
Chris Powers



**COACH OF THE YEAR
PROVINCIAL TEAM**
Nick Cooper



**COACH OF THE YEAR
PROVINCIAL TEAM**
Montana Molyneux



**COACH OF THE YEAR
DOMESTIC PROGRAMS**
Dave Anderson



**COACH OF THE YEAR
DOMESTIC PROGRAMS**
Claire Horton



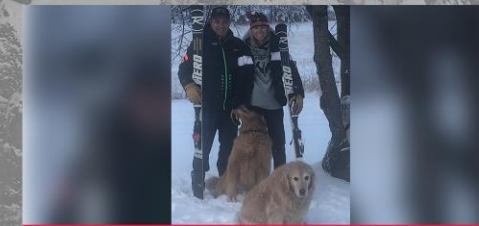
**SKI CLUB
OF THE YEAR**
Mont Ste-Marie



**RESORT
OF THE YEAR**
Special mention to all resorts across Canada



**NANCY GREENE
BUILDER AWARD**
Jake Robbins



**VOLUNTEERS
OF THE YEAR**
John and Sue Mealey

Celebrating our history & reaching more Canadians



The 2020-2021 season marked Alpine Canada's 100th Anniversary, and despite the impacts of COVID-19 on our sport's ability to reach as many Canadians as previous years, there was still cause to celebrate.

We celebrated our history and reached more Canadians than ever before. The Top 100 moments in ski racing history were voted on by fans, and we reached over 14 million Canadians with this work; 600,000 engaged with the content and we increased our fans by 20%.

It created an incredible digital legacy of 100 years of ski racing history.

We are also working on several new partnership agreements that we believe align with our shared goals of keeping Canada a dominant force in ski racing and look forward to sharing the details of these partnerships through the 2021-2022 season.



FUNDRAISING & PHILANTHROPY



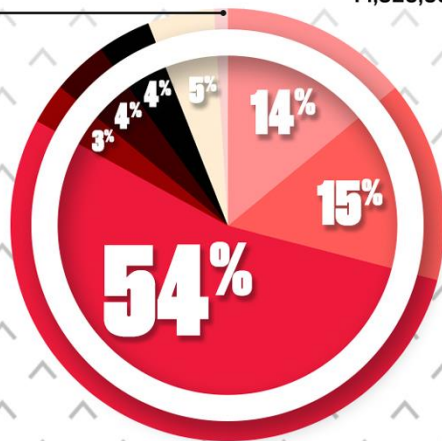
We are fortunate to have a variety of sources and funding initiatives that directly impact the quality of the programs and quantity of resources available to our athletes in Ski Cross, Alpine, and Para-Alpine. This extends from our National Teams all the way to the grassroots initiatives. We are grateful for all personal and corporate donors who play this critical role in producing champions!



Audited financial statement

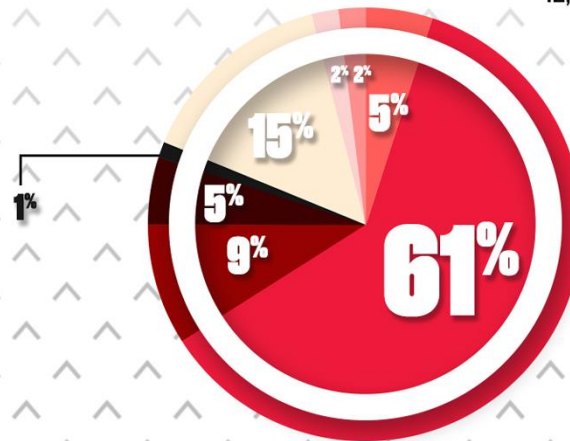
REVENUE

FUNDRAISING	1,993,989	●
SPONSORSHIP	2,108,787	●
GOVERNMENT	7,741,981	●
COACH EDUCATION	430,290	●
DOMESTIC INITIATIVES	592,163	●
MEMBERSHIP FEES	576,389	●
TEAM FEES	741,577	●
OTHER	143,624	●
	<u>14,328,800</u>	



EXPENSES

NATIONAL TEAMS	7,682,918	●
EVENTS & SPONSORSHIP	674,290	●
SUPPLIER POOL	1,114,427	●
MEMBERSHIP PROGRAM	682,241	●
FUNDRAISING	118,340	●
ADMINISTRATION & AMORTIZATION OF PROPERTY AND EQUIPMENT	1,922,028	●
COMMUNICATION AND MARKETING	190,755	●
COACH EDUCATION	230,994	●
	<u>12,615,993</u>	



Overall, the budget is just over \$14 million. Most of that is supported by government and sport partner funding, followed by marketing, partnership and fundraising. Approximately 9% of the budget comes from athlete and membership fees.

Approximately \$0.80 from each dollar in registered participant fees goes back into the domestic programs through leadership, coaching, insurance, licensing, and coach education. The remaining \$0.20 is directed back to the national team programs.

THANK YOU TO OUR PARTNERS

Each year Alpine Canada's sport funding partners, corporate marketing partners and donors proudly support our athletes' podium journey and for this we are truly grateful.

Thank you to all of our partners for your continued support of ski racing in Canada and the Canadian Ski Teams.



