



## **2010-11 Business Plan & Program Analysis Summary**

### **High Performance Program – Moguls**

Goal: Ten Alberta elite mogul skiers lead by Alberta head coach Elisa Kurylowicz were to compete and share training in a Can West Team with BC athletes in a three coach format, building on a successful partnership from 2009-10. A Whistler Mogul Development Academy was forming with OTP and BC 2010 Legacies funding which would provide for the shared elite coach and attract the top NorAm athletes in the Can West team.

Revenue from team fees \$49,000    Casino funds support coach salary

Expense Budgeted \$91,200    Actual \$87,841.53

Objectives:

- Institute a 12 month training program with summer glacier training, water ramping, trampoline, dry land fitness programming, early season camps, and winter competitions that prepare athletes for National D-Team selection.    Objective MET. Coach Elisa set up an intense technical training program that produced improved skiing and training expectations for Alberta team members. All athletes participated in these camp opportunities including the optional trip to Zermatt Switzerland to train in October. Alberta Team members were the second and third alternates for the 2011-12 National Mogul Team.
- Achieve better mogul results at NorAm and National competitions. Objective MET. Three athletes placed in the finals at NorAm Mogul Cup events; two athletes had top ten finishes at Senior Nationals ; earned bronze medalists at Canada Winter Games.
- Secure a contract for head coach Elisa Kurylowicz through April 2012. Objective MET.

Recommendations:

Changes to Can West BC and Whistler Academy coaching staff, clarity around the Whistler program offering and communication issues resulted in the Alberta mogul team program

proceeding independently last winter. Our 5 NorAm athletes decided to remain with our strong Alberta team under Elisa Kurylowicz leadership for 2011-12 rather than accept Whistler Academy spots. AFSA will maintain our effective Alberta high performance mogul program for up to 10 athletes and provide some assistant coach hours to support Elisa.

## High Performance Program – Halfpipe

Goal: Provide funding for halfpipe coaching and dry land training to Alberta park and pipe athletes with proven results from the 2009-10 season. This was to serve our Train to Win athletes who were waiting for the formation of a CFSA national halfpipe team after an anticipated announcement of ski halfpipe in the Sochi Winter Olympics. It was also to support our Learn and Train to Compete junior age athletes in a competitive Canada Olympic Park club program.

Expenses Budgeted \$24,000 Actual \$17,056 Variance was because the Train to Win athletes had lower coaching costs with corporate sponsors at pro event and some injuries limited uptake.

### Objectives:

- Cover coaching costs for Alberta athletes at FIS Junior Worlds Championships and FIS World Cup. Objective MET. Coach Brett McClelland attended FIS Junior Worlds in New Zealand with 7 Alberta halfpipe and slopestyle athletes who returned with gold, silver and bronze medals; Coach Patrick Breault attended the FIS World Cup Halfpipe events in France with three athletes, achieving as high as fifth and seventh place finishes.
- Cover coaching travel expenses of Brett McClelland with his COP A Team attending early season training in Colorado and NorAm and pro competitions throughout North America. Objective MET. Maximum \$8000 allocated assisting 8 top club athletes.
- Provide coaching funds for independent Alberta ranked halfpipe athletes who supply training and coaching expense records. Objective MET. Funds given to Chris Atkinson, Noah Bowman, Keltie Hansen, Megan Gunning, and Garrett Northey.
- Have Alberta athletes named to the CFSA national halfpipe team when it is formed. Objective MET. Noah Bowman, Megan Gunning and Keltie Hansen selected to the 2011-12 National Halfpipe Team. Three other national team members and the head coach are Alberta halfpipe team alumni.
- Continuing strong competitive results for Alberta athletes in halfpipe & slopestyle nationally and in North America. Objective MET. Alberta took gold in both men and women's halfpipe at 2011 Canada Winter Games. At other national and North American events in 2010-11 Alberta athletes claimed 10 gold, 7 silver and 11 bronze medals.

## Recommendations:

With a national team in place now for 2011-12, Alberta can focus on Learn to Compete and Train to Compete halfpipe athlete development partnering with WinSport COP and utilizing coach Brett McClelland. The members of the AB WinSport team would be drawn from top rankings rather than COP Club membership. Our two top ranked slopestyle athletes and the halfpipe Train to Win athlete who just missed making the national team will need some funds for coaching support as this proposed program would not serve their needs.

## Athlete Development through Coach Development

Goal: Train freestyle coaches in the new freestyle skiing coaching curriculum to offer consistent multidiscipline skill progressions for developing skiers and to deliver new Can Free programs.

Revenue budgeted \$5,850 Actual \$19,040 Expense budgeted \$5,000 Actual \$17,555

### Objectives:

- Offer Club Coach courses to train former and senior athletes to become qualified coaches. Objective MET. With 6 Club Coach course offerings, 35 new coaches were trained.
- Offer new Advanced Club Coach courses in freestyle trampoline, water ramp aerials, technical ski mogul modules, and park and pipe. Objective MET. 8 courses offered serving 51 coaches. Coaches speak favourably about the practical training they receive in these courses.
- Train learning facilitators to instruct the new courses. Objective MET. James Milner, Jeremy Batchelor and Patrick Breault were given training and helped develop and improve the new courses.
- Encourage experienced coaches to enrol in the current training developed by top national coaches. Objective MET. AFSA kept course fees low, provided new manuals at no additional charge and encouraged clubs to pay for their coaches' training. 8 coaches took courses just for personal professional development. Another 4 coaches worked on Competitive Development (Level 3) coaching modules or completed Level 3 evaluations.
- Offer the new Can Free Freestylerz program for athletes 8-12 years. Objective MET. Five clubs in Alberta piloted this new program and received training from the CFSA to deliver its contents.

### Recommendations:

Continue offering the new Air courses for teaching traditional and off axis jumps on trampolines, water ramps, air bags and on snow to achieve consistent aerial qualification standards for athletes. Technical Ski Modules and the Park and Pipe course will need to be offered again next season. Provide evaluation opportunities for new coaches and continue to encourage coaches along the coaching development pathway.

## Increasing Membership

Goal: Support existing and new freestyle clubs in Alberta as they anticipate increased numbers of athletes following Canada's freestyle skiing successes at the 2010 Winter Olympics.

Budgeted membership revenue \$19,000 Actual \$20,353

Objectives:

- Increase the number of athletes registered through the CFSA for Alberta. Objective MET. Athletes increase from 503 to 668 representing a 30% increase. General members, coaches, judges and officials raise the total memberships to 917. Our total membership last season was 776.
- AFSA supports the formation of new clubs in Alberta at ski hill venues where there were no freestyle skiing programs previously. Objective MET. K Squadron Mogul Academy at Nakiska and Bow Valley Freestyle Club at Norquay were newly formed this season.
- Work with the CFSA to improve the Karelo online registration experience for our members. Objective MET. There were some improvements to Karelo and then a CFSA demand to contract a new registration provider beginning June 2011 and to customize the data.

Recommendations:

Continue to support new club development in the province. Encourage young clubs to host club level competitions and Alberta Winter Games Qualifier. Help them develop official and volunteer capacity to host these events successfully at these new venues to increase sport exposure. Simplify the membership fees and licences nationally for club level athletes. Use membership proceeds to provide a coaching bursary of \$2000 for an Alberta coach to attend the CFSA Super Coach training and mentoring opportunity in Whistler in the summer of 2011.

## Event Hosting and Support

Goal: Offer well run freestyle competitions throughout Alberta that address all levels of athlete long term development.

Net income budgeted from NorAm and World Cup \$23,000 Actual \$25,000

Other competitions: Actual revenue \$20,120 Actual expenses \$23,878

## Objectives:

- Provide organizing committee and volunteer support for FIS World Cup Moguls and Aerials Jan 27-29, 2011 at Canada Olympic Park. Objective MET. 147 volunteers were recruited and Alberta partnered with the Canadian Freestyle Ski Association to host a very successful World Cup that showcased the world's best freestyle skiers here in Calgary.
- AFSA hosts a NorAm Mogul, Dual Mogul, Aerial, Aerial competitions immediately following the World Cup to utilize competition venues that were in place and to give Alberta elite mogul and aerial athletes the opportunity to compete at home. Objective MET. AFSA hosted Feb 1-6 a well run NorAm event for 111 athletes with 9 from Alberta.
- Field a strong Alberta Freestyle Ski Team with athletes, coaches and officials at the 2011 Canada Winter Games. Objective MET. Our athletes won 2 gold and 2 bronze medals and participated in all of the CWG event finals. For the freestyle events, the Technical Director, the Chief of Comp, the Head Judge and one Scoring Judge were from Alberta.
- Support Junior Nationals March 10-13 in Alberta hosted by Jasper Freeride Club and have the event well attended by Alberta athletes. Objective MET. Alberta filled our athlete quota spots and earned 17 medals. Our 2011 success and membership numbers will give Alberta the most quota spots among the provinces at the 2012 Junior Nationals. It was noted that more experienced support for the club organizing committee would have been beneficial there.
- Support six freestyle clubs hosting Canadian Series, three Provincial Series competitions, and two club competitions during the 2010-11 season. Objective MET. AFSA recruited key officials, trained judges, and provided timing and course resources for these events. Awards were provided for provincial series medalists. The provincial halfpipe event at COP was run by the AFSA. All of these events were successful and had record numbers of athletes competing. The Central Alberta Freestyle Ski Club comp had 140 participants in moguls when 80 is standard.

## Recommendations:

Our talented group of officials and organizing committee leads need to be recruiting, training and mentoring the next group of new volunteers in freestyle clubs. For 2012 we would not host a NorAm following the World Cup as the two week commitment becomes very demanding on our volunteers. The constructed site savings are needed to run the NorAm profitably but the human resource demands mean we can only do this occasionally rather than annually. For provincial series events we will need to return to quotas based on rankings with minimal spots guaranteed for each club as the field is becoming too large. Our success increasing new membership dictates that AFSA focus on more Train to Train competition opportunities such as Alberta Winter Games and club comps next season.

## Communication, Administration and Finances

Goal: Improve efficiencies, communication and financial management in the operation of the AFSA with a reduced staffing model and Board of Directors support.

Budgeted and Actual Revenue \$52,236 from ASRPWF

Budgeted Expense for Payroll and Admin \$70,695      Actual \$61,427

Objectives:

- Improve communications with Alberta freestyle clubs and the Canadian Freestyle Skiing Association around sport development programs. Objective MET. The Executive Director participated in all NSO/PSO activities and regular national conference calls, providing thorough reports to the AFSA Board and bringing Alberta's voice to the national table.
- Improve financial records, grant proposals and accountability. Objective MET. AFSA has completed accountability reports, and successfully obtained provincial organization funding, event support and AWG grants. Team parents are given more information regarding athlete receivable charges.
- Utilize support from our freestyle community to build courses and host events with reduced AFSA staff model. Objective MET in 2010-11 with volunteers and competition expenses.
- Create and manage a new AFSA website. Objective NOT MET as desired. The website was rebuilt with FYi Doctors sponsor support. The Executive Director does not have skills to manage this and the Board Chair has been posting to the site to the best of his ability.
- Build corporate sponsorship for AFSA. Objective begun but NOT MET. The Executive Director has attended an Alberta Sport sponsorship seminar and the Sponsorship Western Congress conference to learn the latest strategies around building corporate relationships that secure sponsorship dollars.

Recommendations:

AFSA needs to find ways to resource the website management. It may be necessary to contract event building capacity for some events as we spread hosting opportunities throughout the province. The Board and the Executive Director should identify corporate sponsorship as a shared priority to help fund future AFSA program development.

Post Program Analysis prepared by Maureen Calder September 13, 2011