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## **Alpine Canada Alpin Strategic Plan 2009-2010**

(Français à venir)

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## 1 INTRODUCTION

### 1.1 OUR VISION

Established in November 2003 through a unanimous acceptance of the organization’s “Vision for the day after the 2010 Games”, Alpine Canada Alpin has established our principles to guide the “national mission” for the leadership of Canadian ski racing:

- Deliver the human, technical and financial resources for the athletes of the Canadian Alpine Ski Team and the Canadian Para-Alpine Ski Team, required for athletic leadership in World Cup, World Championship and Olympic competition.
- Build our success on the relentless pursuit of excellence, transforming the Canadian ski racing system, to incorporate this philosophy through coaching education, leadership, and enriched environment for athletes from the entry level to the Olympic Team.
- Aim to win at least 3 medals at the 2010 Olympics and 17 at the Paralympics, with 75% of Canadian results at the 2010 Games being in the top 12.
- Develop a sustainable athlete development system that ensures we will continue to deliver podium results in alpine ski racing.

Our “Vision” is to win through building a world-class program where an athlete from any part of Canada truly believes they can become a champion. Our Mission is to fight for every last hundredth of a second, to be world leaders in technology, programming and innovation for all our athletes and to establish a culture of excellence in our sport so we believe we can be ***“Best in the world....at every level”!***



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## **1.2 ALPINE CANADA ALPIN’S MISSION**

- **Win.** Build Canadian pride in our athletes, our coaches, our programs and our system through international success in World Cup, Olympic and World Championship competition.
- Create for Canada, the best alpine ski racing athletes in the world; male and female athletes who will consistently achieve internationally recognized podium results.
- Build a sustainable, world-class athlete development system, through relentless effort to offer “best in the world” standards and delivery “at every level” for training and competition.
- As the National Governing Body for ski racing in Canada, to fulfill the mandate of leadership for excellence and sport participation through organizing, governing and regulating all levels of participation, from the entry level to the Olympic Team.
- Give athletes at all levels of competition the opportunity to experience our sport and to develop as good skiers, good citizens and advocates of amateur sports.

## **1.3 OPERATIONAL PRINCIPLES**

Alpine Canada Alpin is a performance-centered, athlete-focused organization, demonstrating leadership through:

- The development of superior programs which ensure athletes at every level are provided with the training environment to succeed and strong leadership within our High Performance Programs which strive to meet and exceed international standards at all levels.
- The planning and execution of events that enhance the image of Alpine Ski Racing in the community and provide an exceptional experience for all who attend.
- Maintaining sound working relationships with our partners and financial supporters.
- Management of the business of ski racing on sound financial principles, transparent processes, and exceeding the expectations of our commercial partners.
- A priority to public relations and media, to ensure the story of Canadian ski racing is told.
- Leading Canadian ski racing through the principles of openness, transparency, accountability and respect.



## 2 ATHLETICS

### 2.1 CANADIAN ALPINE SKI TEAM

**MISSION: To win.** To provide Canadian athletes the human, financial and technical resources to compete with the best. To meet and surpass performance targets in World Cup, World Championship and Olympic Winter Games competition. To be a demonstrated leader in the sport of Alpine Ski Racing.

#### 2009-2010 OBJECTIVES

- Achieve 6 World Cup podiums prior to the 2010 games
- Achieve 3 WC Wins
- Achieve 3 medals at the 2010 Winter Olympic Games

In order to evaluate our progress to achieve our 2010 OTP performance target the following short-term goal at World Championships was used as a benchmark on the road to 2010.

2009 World Championship in Val d'Isere	2 Medals – achieved goal
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The World Cup Season Podium Results can also be used as an indicator on the progress of achieving our goal in 2010.

2006/07 season	12 podium results
2007/08 season	12 podium results
2008/09 season	7 podium results

The following is our quota goal per discipline for Men's and Women's Team leading up to 2010:

#### Men's Team

	DH	SG	GS	SL	SC
2006/07	8	7	6	5	5
2007/08	8	8	6	6	6
2008/09	8	7	6	5	4
2009/10	8	9	7	9	6

#### Women's Team

	DH	SG	GS	SL	SC
2006/07	8	6	7	2	5
2007/08	8	6	6	3	7
2008/09	6	7	4	4	4
2009/10	7	6	5	5	5



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## **Athletes goals**

Individual athlete goals are agreed upon between athletes and coaches prior to commencement of the competition season. Athletes on the Canadian Alpine Ski Team need to attain their goals to stay fully supported in the program. Goals are assessed several times per year and adjusted periodically.

- **Conditioning**

The commitment to dryland training remains the same for the 2009/2010 season as noticeable improvements in athlete conditioning are being recorded with the present system.

- **Coaching**

At the CAST level, we continue to encourage our coaches to obtain level 4 coaching status prior to the 2010 games, and will further our commitment to coaching education at the provincial level to help train coaches of the future. The CSCF plays a crucial role in the education and monitoring of coaches in Canada and fully understand the need for consistency in coaching across the country and how to achieve the desired results.

- **Sport Science Committee**

The IST for 2009/2010 will concentrate on the ongoing assistance to the CAST Program including 2010 OWG preparation and athlete rehabilitation.

- **Top Secret Projects**

All programs are in the final phase of testing prior to the 2010 games and will be initiated on schedule prior to and during the games. Results of the projects are encouraging and will result in specific performance enhancement.

- **2010 Olympic Planning Team**

This committee is established for the purpose of implementing a detailed operational plan for the 2010 Olympic Games. The committee is also involved in the pre-Games training camp set up and all the logistics of bringing athletes and staff to and from the Olympic Venue. Members of this committee from ACA are: Max Gartner, Robert Rousselle, Dave Ellis, Kyle Marr and external: Marnie McBean from COC and Daniel Lafevre from OTP.



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## 2.2 CANADIAN PARA-ALPINE SKI TEAM

**MISSION: To win.** To provide Canadian athletes the human, financial and technical resources to compete with the best. To meet and surpass performance targets in World Cup, World Championship and Paralympic Games competition. To be a demonstrated leader in Paralympic sport in Canada and internationally.

### 2008-09 OBJECTIVES

- Achieve 15 Medals at the 2009 World Championships **16 medals achieved. Goal accomplished.**

**Our goal for the 2010 Paralympics is to maintain our # 1 Alpine Ski Racing Nation status.** This is quantified by achieving 16-18 medals at the 2010 games.

In order to evaluate our progress to achieve this goal the following short-term goals at Major Events should be used as checkpoints on the road to 2010.

2009 Hakuba World Championships:	15 Medals – 16 obtained
2010 Vancouver Paralympic Winter Games:	17 Medals

The World Cup Season average number of points per race can also be used as an indicator on the progress of achieving our goal in 2010 and to a somewhat lesser degree the Nations Cup.

Season	Average # of points/race	Nations Cup
2005/06 season	240	4
2006/07 season	260	4
2007/08 season	384	2
2008/09 season	500	1
2009/10 season	500	1

### PROGRAM GOALS

- Continue the presence of a High Performance Director in the ACA office to build relationships, co-ordinate resources and increase opportunities for the CPAST.
- Continue the implementation of a year round high performance program for the National Team Program through initiatives such as summer skiing and extending the level of support to both the World Cup and the Development Group.
- The professional running of domestic NorAm/ASD races; results and points to be accredited and processed in a timely manner. This will start to attract US and other out of country racers.
- Continue to have a part time race coordinator to manage national events, Nor-Am's and World Cup races hosted in Canada and attract more officials and volunteers to get involved in para-ski racing while continuing to integrate the event portion of CPAST within ACA.
- Continue to grow the Program resources in order to reduce the gap with leading Para-Alpine ski nations.
- Continue planning post-2010 Paralympics. Anticipating funding reductions in order to avoid major budget cuts that would have catastrophic effects on the program.



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- Continue to build a sustainable athlete development system that ensures we will continue the ascension of the program towards being the best in the world.
  - Alpine Ski Racing continues to be Canada's most successful sport at the Winter Paralympics and on the World Cup Circuit.

### **ATHLETE GOALS**

- A focus on improving our commitment to athlete centered - performance focused program delivery for our athletes.
- Increase athlete retention at the national team level by providing better opportunities at all levels (competition, sponsors...).

### **CONDITIONING**

- Improvement in the expectations of strength and baseline conditioning of our athletes. This includes the introduction of better athlete reporting on their conditioning programs and an earlier start to the CFAST training year.
- Continue to have physiotherapy staff to travel with the team and start to bring the strength and conditioning coach on the road for all major events.

### **COACHING**

- To improve the standard of coaches trained to work with athletes with a disability through CSCF program initiatives provided through the direction of the CFAST working in conjunction with the CSCF. Plan to have all CFAST coaches certified level 4 before 2010 or shortly after.
- Improve the quality of the working environment for CFAST coaching staff to allow the program more flexibility in attracting and also retaining the best possible coaching candidates.
- Provision of professional development opportunities to our coaches not only at the senior level, but ensuring that a structure of quality coaching is being implemented along with the implementation of a National Race Series structure. The expectation is to provide quality coaching starting at the grassroots level and leading to the World Cup level.

### **SPORT SCIENCE**

- Expand the IST program involvement to all aspects of the CFAST.
- Continue to develop the Top Secret Program working with the Université de Sherbrooke in order to improve equipment used by our skiers.
- Continue the implementation of Sport Nutrition as part of the Integrated Support Team.
- Have our Strength and Conditioning Coach travel with the Senior Team on a full-time basis.
- Have a co-coordinating physician dedicated to the CFAST working closely with CAST Medical Director to ensure the best support to all our athletes.
- Continue to have a doctor traveling with the team for all major events and training camps.



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### 3. NATIONAL PROGRAMS AND OPERATIONS

#### 3.1 ATHLETIC DEVELOPMENT PROGRAMS

**MISSION:** Create programs and exposure opportunities that aid in developing a greater number of high quality ski racers entering the National elite core.

#### 2009/2010 FOCUS:

#### RISING STARS DEVELOPMENT CAMPS

Continuation of Westjet Airlines Rising Stars Development camps at the Panorama ACA National training center.

##### **J1 Rising Stars Camp      Panorama in December**

- ACA selection of the best 25-30 J1 athletes in Canada.
- The selection for the J1 RS camp will be based on race results for the 16 years old (approx. 20 athletes) and on the Whistler Cup performance for the 15 years old (approx 10 athletes).

Having the best J1 athletes train to compete with their peer group and providing world class training in a competitive environment is an objective of this camp.

##### **K2 Rising Stars Camp      Panorama in December**

- **K2 RS camp**, The provincial directors will select their best athletes in the K2 category and invite them to participate in the K2 development camp.
- Bringing the best young athletes together to train and compete in a world class training in and competitive environment while having fun is one objective of this camp.

##### **PSO Super Camp      Panorama in December**

- Up to 50 Provincial Level athletes and 16 coaches will participate in a joint Provincial Ski team camp at Panorama National training center.
- The focus is to allow the teams to go head-to-head for race preparation refinement. Also access to high quality speed training in preparation for the speed NorAm events.

#### **World Junior Championships**

- ACA selection guidelines are used to determine participation (16 athletes with a full staff).
- The team will be staffed by CAST coaches and PSO invited coaches. The objective at this level of competition is to "compete to win" and athlete preparation for international competition.

#### **Whistler Cup Team Canada K2 in April**

- K2 Team Canada selection from the results at the K2 Nationals.
- Team Canada staff and athletes stay together and function as a true "National" team.
- ACA coaches will act as team captains with support from Provincial coaches. The objective of the team is to win the Whistler Cup while measuring our young athletes against international competitors.



## **Development Tools**

### **Aim 2-Alpine Integration model**

- The Aim 2 Win document has been published and distributed. ACA will start to measure it's effectiveness and gather information from the field with respect to changes that may be required.
- The guidelines and philosophies will steer the Canadian system along the correct path of athletic development for alpine ski racers for years to come with the objective of unifying training methodology across Canada.
- The long term goal is to make Canada the top nation in Ski Racing.

### **Snowstars**

For ages 6-12, the Snowstars program provides the development road map for entry level participants.

Snowstars is a valuable system of integration for aspiring athletes. ACA will continue to promote the use of the snowstars program in 2009/2010 and beyond.

### **CSCF**

- Communication and integration with the CSCF is key to align the ACA philosophy into the coach education courses and pathways.
- Continuation in the alignment of material within the education system. The National Programs director and coaching director will continue to be a part of the technical committee in order to help steer development of coaches and athletes.

### **ACA Panorama and Nakiska National Training centers**

- Canadian Ski Alpine Ski racers are fortunate to have world class training venues well suited to the development of all levels of high performance Alpine Ski racers.

Our objective is to continue to optimize our training and race days at these venues, and to strive to reduce the cost of participation at these venues to encourage wide audience use.

## **Conclusion**

Alpine Canada Alpin has created a strong platform for athlete development within the country, our challenge during 2009/2010 will be delivering our programs in a cost effective manner to all participants while not diluting the programs required to produce champions.

We will continue to research and implement new initiatives that will advance our development objectives and look towards 2014 and 2018 for athlete prospects as we build the next generation of Olympians and World Champions.

## **3.2 NATIONAL SERVICES**

**MISSION:** To provide superior administrative support and services for our provinces, clubs, and members of Alpine Canada Alpin, through beneficial policies, procedures, practices and accountability.



### **2009-2010 Objectives**

- Make a concerted effort with the provincial organizations efforts to reduce costs in our sport and increase membership.
- Aim to better market and sell membership and add incentives for bringing in new members.
- Increase communications with clubs and members.
- Aid in further integration of para alpine membership at levels below National team athletes.
- Increase efficiency and technology for national services and our members.
- Continual face to face PSO meetings yearly attempting to meet with at least one region each year regarding national services.

### **3.3 NATIONAL OFFICIALS PROGRAM**

**MISSION:** To be leaders in race officiating and thereby develop strong race organizations whose officiating skills will match the level of race and the competitor’s performance level while providing a safe and fair environment.

#### **2008-2009 objectives achieved**

##### **EDUCATION**

- Distribution and review of new 2008 ICR’s to Officials nationally.
- Prioritized communication of National & FIS rules and need to know them.
- Updated the pathway for senior Officials to become National TD’s.
- Work with the FIS to increase the number of FIS TD applicants.
- Update the structure of officiating for the entry level (NG) ROC.
- Add Para-alpine information in manuals and on web site.

##### **COMMUNICATION**

- Make the Officials program a more visible identity nationally.
- Make more Officials aware of educational and form resources on the ACA Officials site.
- Share feedback on race event quality to improve race event standards.

##### **2010**

- Oversee the Officials qualification & requirements for pre/& Olympic and Paralympic events.
- Work with ACA and VANOC to ensure the availability of best qualified Officials at the 2010 Olympic and Paralympic events.

##### **Mid term objective**

- Increase the number of qualified, highly experienced Officials in each province.
- Provide the most current education curriculum and rule information to Officials.
- Offer an Officials web site providing current officiating information.
- Provide open and on-going communication nationally.
- Train and provide sufficient highly trained and qualified Officials leading up to and post 2010 events.



- Maintain a high standard of alpine officiating pre and post-Olympic games.

### **3.4 RACE QUALITY**

**MISSION:** To educate in the delivery of outstanding on-hill events from athletic, operational, and marketing perspectives. To help increase the knowledge and promote race quality across the country through out ACA, PSO and ROC interaction.

#### **2009-2010 OBJECTIVES AND INITIATIVES**

- Re-develop our National Equipment rental policy.
- Continue to work with the National Officials Committee to better educate race event requirements at all levels of ski racing in Canada.
- Improve pre-event communication and preparation with PSO and ROC's across the country.
- Continue to use Canadian World Cups (see international events section) to better prepare and educate our volunteers for future ACA events.
- Update ROC handbooks and Competition agreements.
- Assist ROC's in being aware of new FIS rule changes through TD updates and ACA summit.
- Work with PSO's to ensure that recommended pistes have valid homologation reports and safety inspections.
- Continue to provide knowledge and expertise while working with host ROC's and resorts.
- Work with PSO's on the development of future FIS homologated sites.
- Work with PSO's to ensure we continue to develop and evolve ROC's, officials, and events year after year.

#### **LONG RANGE OBJECTIVES**

- Help PSO's and ROC's to organize high quality events through 2010 and beyond.
- Use World Cup knowledge and expertise to increase the quality of racing in Canada.
- Help develop awareness and importance of race quality at all levels through out the country.
- Ensure we have qualified volunteers beyond 2010.

### **3.5 CANADIAN MASTERS**

**MISSION:** The Canadian Masters Alpine Program offers a recreational opportunity to female and male racers from the ages of 18 to 85+ to develop and maintain a healthy lifestyle in friendly competition with fellow racers across Canada. Whether you are former competitor, a new racer or an intermediate skier, our program will definitely enhance your skiing abilities as well as providing you with an enjoyable social life and goal setting objectives.

#### **2008 - 2009 SEASON ACCOMPLISHMENTS**

- Expanded the National e-mail database.
- Elected a new Masters committee.
- Increased the number of Nationally carded participants especially with younger racers.
- Introduced the new National Masters uniform.
- Wrote the first ever Masters Race Specifications.
- Increased the number of races from 20 [2006-07] to 25 [2007-08].



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- Updated and modernized the Masters website.
  - Successfully hosted the 2008 FIS-MC event at Mount Norquay with 88 participants from 6 different countries.

#### **2009 - 2010 SEASON OBJECTIVES**

- Divide the West-East point system to achieve a better balance.
- Limit the number of races to those that are economically feasible.
- Continue the efforts to increase the number of younger racers.
- Prepare race notices for publication at the beginning of the season.
- Co-ordinate a pre-race agenda with the promoter, ROC and local Masters to ensure greater operational efficiency.

#### **LONG RANGE OBJECTIVES**

- Continue the search for a Masters sponsor.
  - Continue to establish long term relationships with host venues for repeat visits.
- Create an awareness program to stimulate long term racer participation.

### **4. PUBLIC RELATIONS AND MEDIA**

**MISSION:** To communicate timely information to the media and directly to the general public that is focused on Canada's Alpine Ski Teams, national development initiatives, partner-supported programs and issues of general interest to the ski racing community. The department's focus is to generate excitement toward ski racing and promote Alpine Canada Alpin's brand image.

#### **2008-2009 Review**

- Provide on-site PR & Media management during the 40th FIS World Alpine Ski Championships in Val d'Isere, FRA.
- Increase the off-season media exposure of Canada's Alpine Ski Team and its athletes.
- Increase the PR & Media department's involvement in the planning and execution of media relations during Canadian World Cup races.
- Create and implement a plan for the 2008/09 season related to 2010 Winter Games PR & Media activities.
- Created the plan for the 2009/2010 season related to 2010 Winter Games PR & Media initiatives.
- Increase level of interactivity of [www.canski.org](http://www.canski.org) for the general public and media (i.e. Expand upon the media resources section).
- Evaluate all current major PR& Media projects to determine effectiveness this past season and recommend changes for 2009-2010 season. (Ex. Adrenaline Magazine)
- Increase proactive media relations by sending updated photography and story ideas to specific media outlets on a regular basis throughout the season.

#### **LONG RANGE OBJECTIVES**

- Maintain a focus on innovation with the objective of being a communications leader among national sport organizations.
  - Increase the coaches and athletes' awareness toward the importance of the media.
- Continue to build a positive working relationship with the PR & Media departments of each provincial sport organization in the country.



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## 5. MARKETING

**MISSION:** We will present the best possible business opportunities & experiences, exceed expectations and inspire Canadians so our teams can concentrate on being the best in the world at every level.

### VALUES

Integrity: "We say what we mean and do what we say."

Passion: "We create a contagious energy that inspires us to deliver both the possible and the impossible."

Innovation: "We have the curiosity and courage to pursue ideas that engage and surprise."

Accountability: "We deliver what we promise, in fact, we over deliver."

Teamwork: We are always thinking about the WIN - what is important NOW, NEXT and NEVER.

Heritage: "We celebrate Canadian ski racing, recognizing everyone - teams, alumni, partner or fan."

### VISION

Our athletes will be heroes, our brand will be sought after and there will be a crowd at every finish.

### 2009 - 2010 GOALS & OBJECTIVES

- **Effectively manage and exceed internal expectations of our stakeholders so that growth occurs in the Marketing Group as it relates to revenue, experiences, branding and teamwork.** Evolve the department to realign roles and responsibilities to take advantage of the skill sets in place.
- Work collaboratively with other departments so efforts have focus and direction.
- Share ideas and decisions at all organizational levels to achieve common goals.
- Continue to increase revenue through business development.
- Determine an action plan of achievable and measurable revenue targets for the 2009/2010 season. Research, present and persuade new or existing Partners to support ACA. Set quarterly meetings to determine if targets are being met and adjust planning as necessary.
- Research and implement innovative marketing initiatives.
- Develop a comprehensive marketing plan that is based on the exchange of services and capitalizes on new technologies including FaceBook, SMS and other viral marketing solutions.
- Ensure that Partners have access to quality activation opportunities.
- Develop cohesive event specific plans that take advantage of our Partners resources and experience both on and off the course.
- Enhance and grow membership of the Founder's Club.
- Develop a standard of investment and benefit, create marketing tools, build experiences and events specific to current and new members and implement an administrative platform for added value, servicing and follow through.
- Build merchandise program into a revenue generating source.
- Follow a brand standard to assist in the marketing and empowering of our icon and imagery. Brand sheet with specific guidelines on icon use and ACA imagery will be developed, shared and monitored.
- Develop outstanding marketing and hosting opportunities for future major events.



- Determine the expectation of our stakeholders and develop a hosting plan for future major competitions in Canada (2010) and Germany (2011).
- Build ACA fundraising strategies so the focus is on experiences with value.
- Work closely with athletics to design and implement valuable experiences with our teams so there is a direct financial benefit.

Build relationships with supporters who want to contribute financially to ACA through events without the overhead. Use the building momentum of our achievements to develop a request for support .

## **6. ACA MEDICAL GROUP**

### **Objectives for 2009 - 2010 season:**

- Optimize medical care of all ACA athletes by creating the positions of coordinating team physician/head physician for both the CAST and CFAST. Focusing each coordinating physician's resources and expertise on their respective team will enhance all aspects of the medical program, and will facilitate our goal of fostering further research initiatives and injury prevention strategies.
- Modification of coordinating physician's and head physiotherapist's job description to allow for more time and resources to be directed towards injury preventions strategies as well as medical/physiotherapy research. This would involve delegation of certain current day-to-day responsibilities to other health professionals or related staff.
- Continue with our prospective ACL injury study, which will scientifically track and analyze all future ACL injuries amongst ACA athletes. This study has already included a review of the last 10 years of ACL injuries amongst CAST athletes. Ongoing analysis of this data will be used to further our understanding of ACL injuries, and contribute to our ACL prevention strategies.
- In collaboration with our physiotherapy and sport science colleagues, we will continue with our group's critical analysis of the ACL injury prevention literature. We will supplement our existing ACL injury prevention strategies with the most up-to-date and current prevention concepts, in order to achieve our goal of decreasing ACL injury rates amongst our athletes. This will include education of the athletes, coaches, physiotherapists, sport science staff, and the medical staff. We would investigate possible modification of our existing dryland and rehabilitation programs to reflect the most recent prevention concepts seen in the medical, sport science, and physiotherapy literature.
- Critically analyze major injuries from all ACA and FIS athletes from the 2007-2008 season, and develop injury prevention strategies on both the national and international level. Ensure that World Cup races held in Canada continue to have World-leading medical care and facilities.
- Continue to optimize the "Return to Race Program", designed to enhance the athlete's progression from the point of being cleared for initial return to snow to being fully race ready and rejoining their respective team.
- In collaboration with the Canadian Sport Centre, develop a formal strategy for minimizing the negative effects on performance associated with international travel.
- Continue to collaborate with the sport science staff on updating our ACA supplement policy. Continue supplement education for all members of ACA.
- Continue with our ACA medical group annual scientific conference, in which our medical, physiotherapy, and sport science staff assemble to discuss the latest advancements in



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clinical practice and medical research and to collaborate on strategies to enhance our world-class medical care which is delivered to the athletes.

- Review recent OTP funding guidelines for remuneration of health professionals, ensuring that resources are in place to retain established professionals with proven track records, to have the capacity to attract and recruit additional world-class staff, and to support research initiatives.