



**nordiq**  
CANADA

—  
We Believe

Our Strategic Plan | 2030





# Welcome!

*Overlooking a snow-filled landscape is an experience all Canadians can share. Doing it on a pair of cross-country skis makes it even better. Whether you're a new Canadian who has yet to discover the joy of skiing, a recreational skier enjoying the health, fitness, and community benefits the sport has to offer, or a high performance athlete striving to become Canada's next Paralympic or Olympic champion, Nordiq Canada is proud to be part of your journey.*

We invite you to continue our 100-plus-year journey together in **We Believe 2030**. We believe that, collectively, we have what it takes to create a Canadian culture of skiing, and we believe in the people who will take us there.

We are dedicated to supporting our athletes like never before, providing them with the environments, tools and pathways they need. We will nurture our skiers with our belief that

they too can ski onto the podium at Canada Ski Nationals, World Cups, World Championships, Paralympics and Olympics. When athletes succeed, we all succeed.

We recognize we can't do it alone. We must be unified as a community, drawing people into our vision. You, along with clubs, provincial and territorial sport organizations (called Divisions), and all sport partners, are critical to this shared mission.

Please join us,



**Ted Kalil**

CHAIR,  
BOARD OF DIRECTORS



**Stéphane Barrette**

CHIEF EXECUTIVE  
OFFICER





# Strategy at a glance

*As the national sport organization for cross-country, Para nordic and roller skiing, Nordiq Canada partners with Divisions, clubs and others to provide the leadership, support and resources needed for all Canadians to find their own greatness in our sport, whether they aspire to ski for our country or for fun and fitness.*

- We will invest heavily in **high performance** to trigger success at every level and for every member — from grassroots to podiums
- We will achieve greatness by working together to **build trust, lead, learn** and **unite**
- Our long-term goals, strategies and actions are grouped under three pillars: **Excellence, Sport Leadership** and **Sport Profile**
- Sequencing is key. We will **prioritize resources** over the short, medium and long term to effectively achieve all our goals over time
- **Measurable outcomes** will keep us on track





# Our strategy

## PRIORITIZING OVER 8 YEARS TO ACHIEVE OUR GOALS

*Nordiq Canada envisions a future in which cross-country skiing is Canada's sport for life and our Olympic and Paralympic super-power. We believe we have the athletes, coaches, wax technicians, officials, volunteers, staff and ski enthusiasts to take us there.*

*We won't get there all at once. To gain momentum, we will prioritize resources in areas that will trigger success across the organization. Resourcing will shift as we move through the next eight years to ultimately accomplish all goals, but **at no time will any area be ignored.***

### SHORT-TERM PRIORITY RESOURCING

SAFESPORT

REVENUE GENERATION

HIGH PERFORMANCE  
ATHLETE DEVELOPMENT

### MEDIUM-TERM PRIORITY RESOURCING

DOMESTIC EVENTS

COACH, OFFICIAL AND  
TECH DEVELOPMENT

RECONCILIATION, EQUITY,  
DIVERSITY AND INCLUSION

VIEWERSHIP AND FANS

### LONG-TERM PRIORITY RESOURCING

SPORT PARTICIPATION

HOSTING INTERNATIONAL  
EVENTS

FIS REPRESENTATION

ENVIRONMENTAL  
SUSTAINABILITY

2022

2030





# Our strategy

## Safe and high-quality environments

We start by ensuring safe and welcoming environments and a solid financial footing. Next, we invest heavily in high performance athlete development. Why? Because athletes are ready now. Recent international results tell us that, with the right support, Canadian skiers are poised to re-establish Canada as a top cross-country skiing nation.

## Success breeds success

Podiums bring in funding. Champions and role models inspire Canadians to join a club. At local ski clubs, memberships increase, investments are made, more full-time coaches are hired, trails are improved, communities grow and thrive. The world-class tools, systems and culture that develop high performance athletes infuse excellence at every level, ensuring that every Canadian who glides into a club has a positive experience.

We don't have to look further than our alumni to understand the positive impact international success has on the health of our sport and all Canadians. We tip our hats to Olympic medallists Beckie Scott and Chandra Crawford for creating Spirit North and Fast and Female, respectively, and inspiring tens of thousands of Canadians to grow through sport.

## Leadership and trust

We will need to stay laser-focused, and that means trusting our partners to lead where they shine. The Government of Canada's Canadian Sport Policy provides the framework for partnership. When opportunities arise, we will remind ourselves of our place within the framework — including our mandate, those we serve, and the skills, strengths and weaknesses that make us unique from Divisions, clubs and other partner organizations. We will acknowledge our resources and stay focused on where we can make the most difference.

## Implementation and progress

We will use this strategic plan to guide and shape our annual business plans. We will track key metrics to gauge our progress and course-correct as needed. These key indicators will be reported to our Board and shared with our members by mid-2023. Every two years, we will update the short-term actions included in this document, so you know what's coming.

We invite you to continue reading to learn more about the specific behaviours, strategies and actions — grouped into three pillars — that will help us achieve our goals.





**nordiq**  
CANADA

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Our roadmap





# Unifying behaviours

*Our plans will be anchored in the following unifying behaviours, and our human resources strategy will ensure we follow through on each one.*

## WE BUILD TRUST

*Trust in our people and organizations across the country will instill the confidence to execute plans and succeed.*

- We are true to our words and follow through with actions
- We communicate and are transparent
- We are accountable for fulfilling our role and responsibilities

## WE LEAD

*Strong and stable leadership will guide us through hard choices.*

- We do what's right, unafraid of challenge
- We respect decisions and support the people who make them
- We are participant-centered





# Unifying behaviours

## WE LEARN

*With a culture of learning, we will find competitive advantages and discover new ways of doing things. Curiosity and the process of discovery will help us continually improve.*

- We challenge the status quo and each other respectfully
- We build on success and failure to reach new heights
- We embrace new people, perspectives and ideas

## WE UNITE

*We're setting our targets high, and we can only find success if we work together as one united Team Canada.*

- We draw on expertise from across the country and among alumni
- We strive for alignment from coast to coast to coast
- We are united in a common goal of international podiums, believing this will drive success toward all objectives at all levels





# Our three pillars

## Excellence

Striving for Paralympic and Olympic dreams drives excellence and inspires at all levels, building a legacy of excellent coaches, officials, wax technicians, trails and communities in which Canadians thrive.

## Sport Leadership Sport Profile

We will achieve greatness by working together to deliver world-leading programs in safe environments. A strong financial footing ensures costs don't get in the way of realizing our dreams.

The heart and soul of our organization flourishes when Canadians from all backgrounds embrace cross-country skiing, seeing it as the ideal winter sport to improve health and have fun.



## PILLAR 1

# Excellence

### GOALS · TARGETS

## LONG-TERM GOAL

*Canadian cross-country skiing athletes, coaches, officials, and wax technicians exemplify a high standard of ethical behaviour and sportsmanship and achieve excellent results when participating in local, regional, national and international competitions and events.*

- Canada regularly wins World Championship, Olympic and Paralympic medals
- Canada has a sustainable and growing cohort of developing World Championship, Olympic and Paralympic athletes
- Athletes have a variety of training, education and competition options available that facilitate their development as high performance skiers
- Athletes can easily access their appropriate level and variety of competition within Canada, North America and abroad

- Coaches, technicians and officials of all levels across Canada have the ability to access training and develop their skills and trade

## 2026 TARGETS

- **8** Paralympic medals
- Top **6** Paralympic nation
- **1** Olympic medal
- Top **8** Nations Cup ranking
- **3** World Junior/U23 World Championship medals

## 2030 TARGETS

- **12** Paralympic medals
- Top **4** Paralympic nation
- **3** Olympic medals, including a relay medal
- Top **6** Nations Cup ranking
- **6** World Junior/U23 World Championship medals





# Excellence

STRATEGIES · ACTIONS

## Athletes first

- Increase collaboration between the Olympic and Paralympic programs
- Align team and individual programming and decision-making to the Podium Pathway, Nordiq Canada's roadmap for collecting medals
- Support multiple development pathways with different entry points to the National Ski Team

### By 2024, we will:

- Fully staff the Olympic and Paralympic programs
- Complete a high performance system review and implement recommendations
- Develop guidelines to eliminate athlete fees when feasible
- Increase national training centre integration and funding, and inclusion of athletes at NCAA schools
- Integrate Individualized Performance Plans into athlete programming

## Excellence at every level

- Develop a culture of excellence
- Invest in opportunities for athletes, coaches, wax technicians and officials along the entire pathway
- Recognize progress and celebrate along the way

### By 2024, we will:

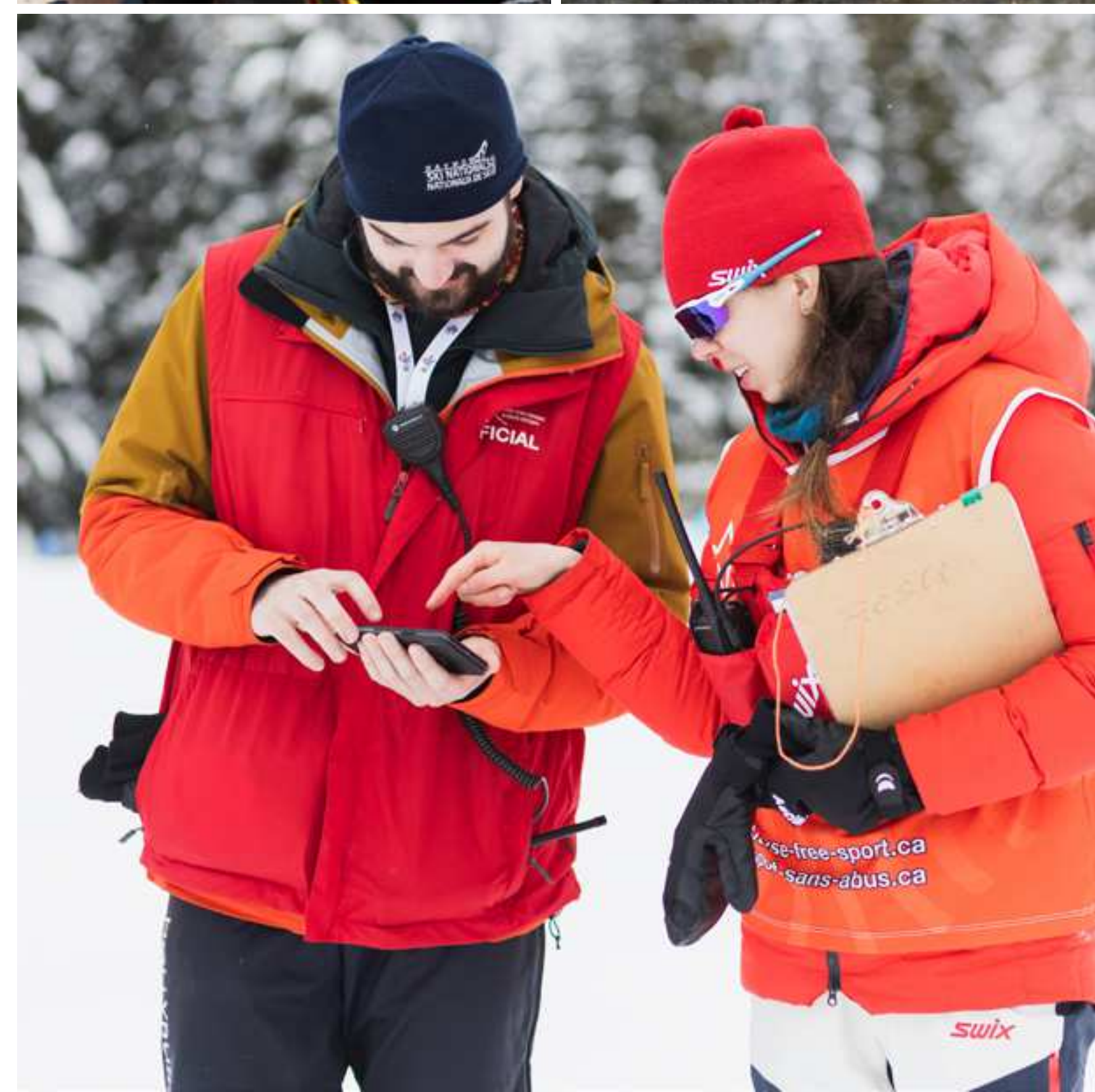
- Invest an extra \$1.5 million (over two years) in the Olympic stream budget from the Strategic Priorities Fund
- Launch a Women in Coaching mentorship program
- Deliver professional development immersion opportunities to coaches, officials and wax technicians

## Development through competition

- Deliver a geographically balanced, long-range North American race calendar with high-quality events at every level
- Encourage athletes to race where developmentally appropriate, at home and abroad

### By 2024, we will:

- Update the Competition Model to meet development gaps
- Deliver a race calendar and lead competition trips to support athletes at every level
- Develop a national roller skiing calendar





# Sport leadership

## GOALS · TARGETS

### LONG-TERM GOAL

*Athletes and the ski community thrive in a collaborative environment exemplifying a culture of transparency, respect and humility.*

- Divisions and clubs have the resources they need to grow participation and help Canadians of all ages and capabilities learn to ski and/or continue their development
- The ski community has the resources needed to participate equitably and safely
- The ski community progressively works toward environmentally responsible practices
- The ski community has a financially thriving and sustainable national sport organization

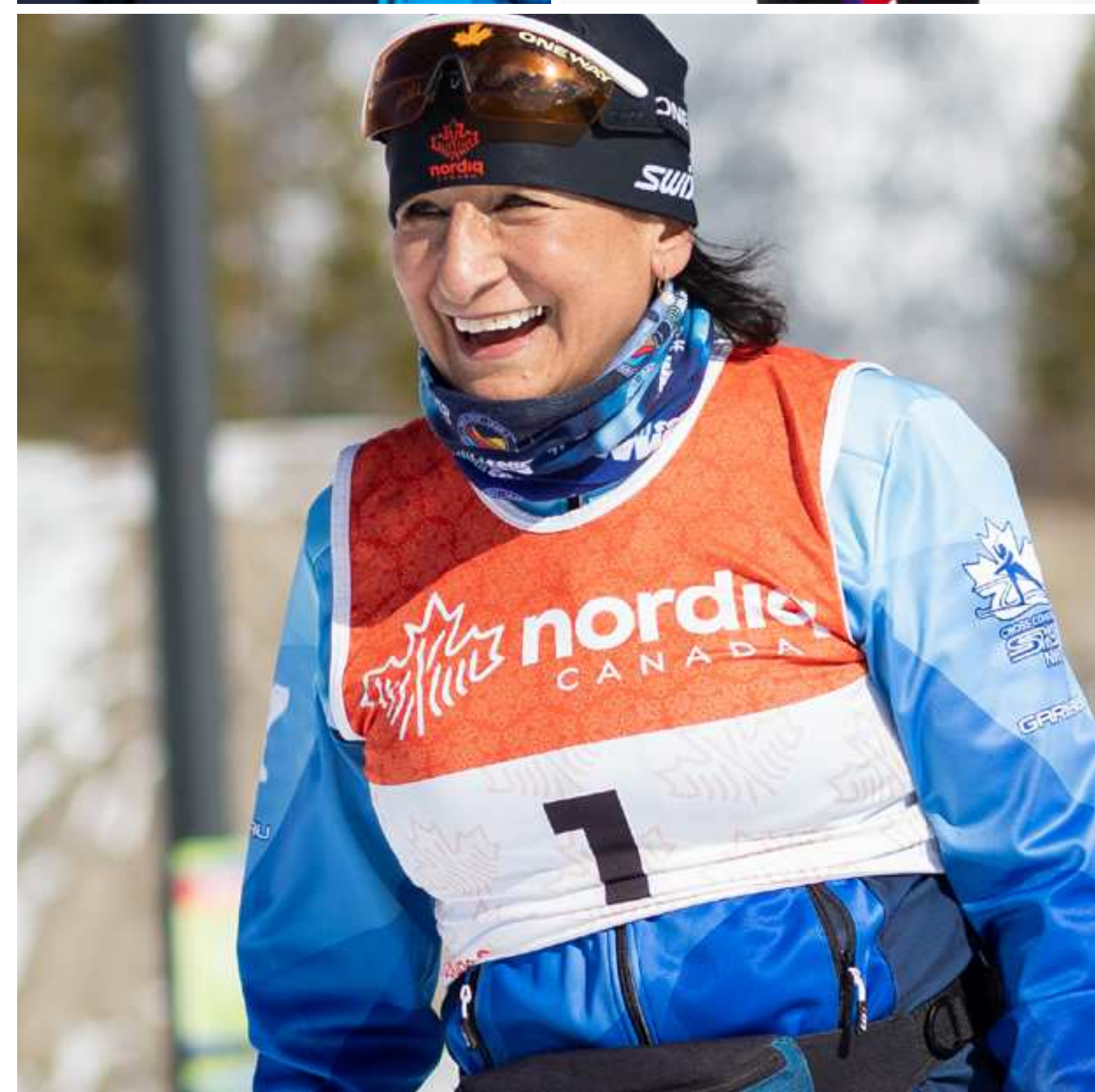
### 2026 TARGETS

- Nordiq Canada progressively generates \$1 million more revenue annually to support operations
- The decision-making process considers our environmental impact
- The SafeSport and gender equity strategy is fully implemented

- Clubs, Divisions and the NSO understand how they work together
- The Podium Pathway is implemented at all levels
- There are enough qualified coaches, officials and technicians to meet Division and club needs

### 2030 TARGETS

- Nordiq Canada's operating budget sustains high-quality programs that meet the membership's needs
- Nordiq Canada's actions support environmental stewardship
- Nordiq Canada, Divisions and clubs are recognized as SafeSport leaders
- The Podium Pathway, with multiple entry points and branches in partnership with Divisions and others, is recognized as the Canadian development system
- A deep and diverse pool of world-class high performance coaches, officials and wax technicians lead development across the country





# Sport leadership

STRATEGIES · ACTIONS

## Protect what is most important

- Adopt policies and programs to ensure safety and equity of opportunity for all participants
- Take steps to mitigate our environmental impact

### By 2024, we will:

- Implement the SafeSport Framework, a series of initiatives to keep members safe
- Adopt a gender equity strategy

## Money matters

- Execute a comprehensive plan to increase revenues from donations, sponsorships, membership fees, and government and FIS performance funding

### By 2024, we will:

- Execute our donor relations strategy
- Create 10 corporate partnerships
- Update the membership model and fees
- Generate revenue through improved performance

## Develop the system and build our capacity

- Enhance pathways and recruitment, education and retention tools for coaches, officials and wax technicians
- Integrate the Podium Pathway into all development pathways: athlete, coach, official and wax technician
- Deliver resources to help clubs welcome new skiers of all ages
- Harness expertise and maximize alignment through our committees, networks and mentorships
- Develop and care for Nordiq Canada staff just as we do for athletes, coaches, officials and wax technicians

### By 2024, we will:

- Complete a system gap analysis and create performance metrics for coaches, officials and wax technicians
- Pursue ongoing revision of the coach development pathway for relevance





# Sport profile

GOALS · TARGETS

## LONG-TERM GOAL

*Canadians from all backgrounds recognize, embrace and participate in cross-country skiing, seeing it as the ideal outdoor winter sport to improve both fitness and health and to have fun.*

- Cross-country skiing participants reflect Canadian society
- The profile of cross-country skiing in Canada is improved by hosting international events
- The international ski community recognizes Canada as a leader in cross-country skiing

## 2026 TARGETS

- Evidence shows that more club members are from diverse backgrounds
- Canada hosts one or more top-caliber events every year
- More races can be viewed from home

## 2030 TARGETS

- High performance teams, staff and volunteers are from diverse backgrounds
- Canada has influence internationally
- Over 1 million Canadians tune in to cheer for Canada's cross-country ski team at the Olympic and Paralympic Winter Games held on Canadian soil





# Sport profile

STRATEGIES · ACTIONS

## Share the love

- Encourage all Canadians to participate by promoting a welcoming brand and by leveraging role models and international success
- Adopt policies, change processes, and create programs to remove barriers and encourage participation from all Canadians
- Partner with clubs and other organizations to reach diverse communities

## By 2024, we will:

- Train all staff and Board members in reconciliation, equity, diversity and inclusion
- Collect demographic information to inform REDI initiatives
- Partner with and fund 12 clubs to provide opportunities to Black, racialized, Indigenous, 2SLGBTQIA+ and newcomer participants

## Develop fans

- Connect Canadians to races on Canadian soil and abroad

## By 2024, we will:

- Implement an engagement strategy that leverages high performance results and connects club members to the national ski team
- Partner with organizing committees to host the 2023 FIS Nordic Junior and U23 World Ski Championships, the 2024 Para Biathlon World Championships and 2024 WPNS World Cup Finals, and a 2024 FIS Cross-Country World Cup

## Grow Canada's leadership internationally

- Play an active role in leading the sport internationally

## By 2024, we will:

- Ensure Canadian representation on international committees







*Thank you.*

*Over the last five years, Nordiq Canada has re-envisioned its identity and future. Over a thousand people contributed to this process. We thank the athletes, alumni, coaches, officials, committees, club and Division volunteers, Board, staff and partners for contributing their expertise, passion and belief. Thanks especially to the following people who led the strategic planning process: Mark Arendz, Ivan Babikov, Stéphane Barrette, Julie Beaulieu, Megan Begley, Jean-Baptiste Bertrand, Kate Boyd, Libby Burrell, Claude-Alexandre Carpentier, Angus Carr, Stéphanie Chrétien Lemyre, Brennan Craig, Sarah Daitch, Eric de Nys, Chris Dornan, Derek Estabrook, Ilona Gyapay, Scott Hill, Laura Inkila, Liz Inkila, Joel Jaques, Chris Jeffries, Ted Kalil, Shawne Kokelj, Pierre-Nicholas Lemyre, Wannes Luppens, Alain Masson, Charlotte MacNaughton, Nathaniel Mah, Brian McKeever, Robin McKeever, Karin McSherry, Stephen Novosad, Krista Robinson, Morgan Rogers, Anton Scheier, Beckie Scott, Katherine Stewart-Jones, Milaine Thériault, Jennifer Tomlinson, Jo-Anne Wolach, Dave Wood, and Bedford Hill Consulting's Michael Colley and Steven Ilkiw.*