



**nordiq**  
CANADA

# Chair Report

June 2021

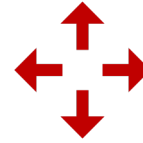
# Board Direction

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Nordiq Canada is a work in progress

- We need to return from COVID
- We need to get our team in place led by Stéphane
- We need to close some gaps



Sport is changing

- Sponsors support organizations that bolster their **social** reputation
- Increasing focus to build sport as recreation
- different ways to manage sport



Our community needs to fully embrace our dual mandate, to believe and to adapt – in order for our sport to succeed in this changing world



we need **both**  
“All Canadians on skis **AND** More Canadians on Podiums” to succeed

# Board Goals and Accomplishments

**Purpose:** The purpose of the Board, on behalf of Nordiq Canada members, is to ensure that Nordiq Canada's Ends are achieved within the boundaries described in the Executive Limitations policies.

## Accomplishments 2020/21

- Assisted staff on contingency planning for COVID response – to ensure we come out stronger
- Revised our bylaws to better align to the COC governance Code – reinforces the “noses in fingers out” concept
- Revised our long-term goals, the “ENDS,” made them more aligned to the role of Nordiq Canada as a national sports organization
- Improved the reporting process with the CEO
- Contribution to the Nordic Strategy working group

## Planned for 2021/22

- Oversight on organizational Priorities execution and financial management
- Goal 1: Ensure transparency and Board focus on supporting the CEO in achieving long-term goals and following delegated authority
- Goal 2: Continue progress with ambassador program creating linkages across our sport community
- Goal 3: Direct involvement with Nordic Strategy options considerations

**Key Concern:** Ensuring our community is working together to achieve the mission, mandate and goals. Sport is changing; we should want to be part of that change

# Board Role – Policy Governance

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The purpose of the Board, on behalf of Nordiq Canada members, is to ensure that Nordiq Canada's long-term goals are achieved within the boundaries described in the Executive Limitations policies.

The Board will govern lawfully with an emphasis on:

- (a) outward vision rather than an internal preoccupation,
- (b) encouragement of diversity in viewpoints,
- (c) strategic leadership more than administrative detail,
- (d) clear distinction of Board and chief executive roles,
- (e) collective rather than individual decisions,
- (f) future rather than past or present, and
- (g) proactivity rather than reactivity.

# Board Role – cont'd

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As per the Governance Policy the Board:

- Is Accountable to the members to achieve the defined long-term goals
- Approves the budget
- Has hired a CEO and delegated operational day to day responsibilities and decision-making authorities as defined in the Executive Limitations
- Operates through a committee structure and a forward agenda:
  - HR Committee
  - Finance and Audit Committee
  - Governance Committee
  - Nordiq Canada Development Fund Committee
  - Sport Structure Committee
- Holds the CEO accountable for the achievement of the ENDS through appropriate reporting and oversight mechanisms



# Nordiq Canada – Governance Committee Report

- Committee members

Jeff Sim – Chair

Charlotte MacNaughton

Jo Wolach

Stéphane Barrette

## Reporting on:

Board Effectiveness Survey

Ends Review and Revisions

Bylaw changes



# Annual Board Effectiveness Survey

- The Board undertakes an annual survey on its own effectiveness / skills. Please see the Excel report posted with other AGM material for details. You'll note that the aggregate results from previous years are also included, which provides good comparison.
- Key points:
  - The lower the aggregate number the more effective the Board operates
  - Significant improvement in question 7 (relationship with management)
  - Some very minor changes – improvements and slippage - generally in areas about Board succession planning and Board meeting processes
- Recommendation:
  - That the Board Education portions of the next Forward Agenda include sessions on Board succession planning and meeting processes / procedures. (this could be a workshop or two at a Face-to-Face meeting).



# Nordiq Canada – Ends Review and Revision

- Past several months Board embarked on process of reviewing and updating the ends.
- “Ends” are very specific policies that give direction from the Board to the CEO. They are one part of the policy manual. Other parts include the Board-CEO relationship and Executive Limitations.
- Ends are not they only outward communications document for the Board and/or Nordiq Canada
- The Board considered things like owner input, trends, Canadian sport policy.
- We heard the following things are important to you...
  - Divisions (clubs) want / need “soft-infrastructure” to enable them to run the programs – SDP and more **and** want a comprehensive HP program developed and in place Nationally and that is integrated with Divisions HP programs (look different across Canada)
  - All of this is found in the CEO’s 2021 – 2022 Business Plan
- The ends (goals) are:
- Excellence / Sport Leadership / Sport Profile and Visibility



# Nordiq Canada Ends: 3.1 - Excellence

- Canadian cross-country skiing athletes, coaches and 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 are able to 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.



# Nordiq Canada Ends: 3.2 - Sport Leadership

- 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.



## Nordiq Canada Ends: 3.3 - Sport Profile and Visibility

- 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 regularly.
  - The international ski community recognizes Canada as a leader in Nordic skiing

# Nordiq Canada – Bylaw Amendments

- Canadian Olympic Committee (COC) are updating their Governance Code and require NSO's to be compliant for continued funding
- Nordiq Canada mostly were in compliance – a few changes to bylaws required include:
  - Clarification about Independent vs non-independent directors
  - Election of Chair by Board versus owners
  - Odd number of Directors
  - Diversity among Board
- A bylaw change was also made regarding budget approval. This change makes the budget approval a responsibility of the Board



# Finance & Audit Committee

June 2021

The Committee reports to the Board concerning budgets, financial controls and reporting, the external audit, and investments. Members: Ted Kalil, CFA (Chair), Patricia MacDonnell, Derek Estabrook, MBA

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- Management optimised use of emergency Covid funding sources, while following highest ethical standards.
- Nordiq Canada's financial position is now allowing for some multi-year budget planning.
- Surplus, due to unplanned effects of Covid, positions Nordiq Canada to make certain long-overdue short, medium and long-term program investments to support the business plan.
- Reserve funds now allow these investments to be made with confidence, despite the inherent uncertainty around traditional annual funding sources.

- Budget for 2021-22 still contains large Covid-related cost assumptions. Will be reviewed as pandemic evolves.

### Governance Summary

- Auditors have presented a clean review of Nordiq Canada's finances.
- The Committee believes that Management stewards Nordiq Canada's finances in a prudent and diligent manner.



# Athlete Directors and Advisory Committee

June 2021



# Athlete Advisory Committee

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- Laura Inkila- Female Athlete Rep
- Scott Hill- Male Athlete Rep
- Katherine Stewart Jones- NST Rep
- Mark Arendz- PNST Rep
- Alex Maycock- University Rep
- Antoine Barrette- Quebec
- Angus Foster- Previous Athlete Rep
- Clair Fair-Northwest Territories
- Ella Tucker- Newfoundland and Labrador
- Isobel Hendry- Alberta
- Kate Mason- Ontario
- Katie Weaver- BC

Seeking Reps for Nova Scotia, PEI, New Brunswick, Manitoba, Saskatchewan, Yukon, Nunavut

# Purpose

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- Collect input from the athlete representatives on specific topics that is relayed to the Nordiq Canada Board and CEO
- Create a universal stream of communication between the Nordiq Canada Board, CEO and the athletes across the country
- Athlete Advisory Committee meets regularly to check in, share information and discuss relevant topics (e.g. Ends Review, Nordic Strategy)

# Common Topics of Discussion

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- Athlete Retention
- Ways to Increase Participation
- Collegiate Opportunities
- Athlete Promotion
- High Performance Structure/Opportunity
- Allocation of Funding
- Racing Costs

# Recent Discussions

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- Ends Review
  - Discussed how the values of the greater ski community can play an important role in the long term goals of Nordiq Canada moving forward
- Nordic Strategy
  - Received input on how an integrated Nordic sports system would impact the sports involved and their various stages of development

# Athlete Meeting- March 2021

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- General support of “All Canadians on Skis” with the priority of high performance
- Increase marketing and promotion of athletes representing Canada
  - This would positively impact retention and participation
- An effort to reduce and eliminate the high costs of international racing for athletes will be important moving forward in achieving our goal of international podiums
- Acknowledgement and support of combining education with elite training and racing
- More emphasis on strong results at 2022 Olympics instead of only looking ahead to 2026

# Moving Foreword

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- Improve communication between the athletes and Nordiq Canada
  - Participation of Stephane Barrette (CEO) in athlete advisory meetings for continued transparency and a direct line of communication
  - Mid-year all athlete meeting



Environmental & Sustainability Policy Committee  
Report

June 2021

# Environmental & Sustainability Policy Committee

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**Committee Purpose:** To advise the Nordiq Canada Board on environmental and sustainability policies that should be considered for implementation by Nordiq Canada and its Members.

**Mandate:** To assist Nordiq Canada and its Members to promote and adhere to environmentally sustainable practices within the sport of Nordic skiing.

## **2020-21 Accomplishments:**

- Developed a framework to measure the carbon footprint associated with the key operations and activities of Nordiq Canada, including high performance athletes,
- Met with the DCC and the Athlete Advisory Committee to consult on the development of a policy recommendation to promote environmentally sustainable Nordic skiing practice,
- On January 11, 2021 a motion was approved by the Board to add a sub-end to Board Policy 3.2.8: Nordiq Canada, in collaboration with Clubs, Regions, and partners, actively promotes and encourages adoption of environmentally sustainable practices within the cross-country skiing community.
- Following approval of the sub-end, the Environmental & Sustainability Policy Committee was disbanded as a Board Committee.





# HR Committee

June 2021

# HR Committee

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**Purpose:** To advise the Nordiq Canada Board in determining the performance measures, evaluation and compensation of the CEO, as well as advising the Board regarding other issues in Board-CEO relations that may arise from time to time.

## Accomplishments 2020/21

- Provided oversight on the four priorities: HP, Communications, Financial sustainability, Safesport
- Monitored progress on priorities as established by the CEO on twice monthly calls – did not establish effective reporting mechanisms
- Only Safesport progress met expectations
- Completed Mid-Year and Year-End CEO reviews
- Responded to CEO resignation and looked to internal leadership for Interim CEO

## Planned for 2021/22

- Oversight for Priorities: Planning (scenario, Business and Strategic), High Performance, Plan for All Canadians on skis, and Plan for Revenue Generation
- Improve CEO/Board Reporting Processes – establish effective information sharing mechanisms
- Execute CEO search and hiring process (complete)
- Ensure alignment on priorities for the CEO and role of Board in achieving those priorities

**Members:** Jen Tomlinson (Chair), Jeff Sim, Sarah Daitch, Patricia MacDonell  
Stéphane Barrette



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# Nordiq Canada Development Fund Report 2020-2021

June 2021

# Nordiq Canada Development Fund Committee

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## Purpose:

The Committee provides recommendations to the Nordiq Canada Board of Directors regarding the distribution of monies from the Fund (a permanent endowment fund professionally managed through Canadian Olympic Foundation). Collaborating with Nordiq Canada staff, the Committee also engages in the development and support of an annual campaign to build the Fund.



***Alexandra Luxmoore training at a Cross Country BC Training Camp - one of the projects funded by the NCDF in 2020-2021***

***(Photo credit: Maria Lundgren)***

# Nordiq Canada Development Fund Committee

## Accomplishments 2020-2021

- Fund grew to **\$123,313**
- \$11,000 Approved distributions to support Division and Training Centre projects:
  - Roller ski treadmill in Calgary (AWCA)
  - Enhanced sports science software and hardware for roller ski treadmill (NTDC & XCSO)
  - Circuit Estivale roller ski race series (SFQ & CNEPH)
  - BC Ski Team and Development Squad testing camp (CCBC)
- Collaborated with Nordiq Canada Staff and a major donor on a matching campaign to build on World Juniors success, raising \$26,000 for investment in the Fund, reaching goal in April '21.



Top – Circuit Estivale race series (Photo Credit: Mario Walker)

Bottom – Rollerski software to use with treadmill in Thunder Bay

# Nordiq Canada Development Fund Committee

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## Planned for 2021/2022

- Post call for applications for 2021-2022 projects by June 30, 2021
- Onboard new committee members who are alumni of training centers and national ski team
- Approve 2021/22 distributions totalling \$11,000 for several Divisional/Training-Centre projects; committee to use criteria developed in 2020 to select projects.
- Continue promoting the existence of the Fund through social media and story telling, in alignment with NC digital communications tactics.
- Look for ways to work with potential donors to expand funding opportunities, (for example, through targeted sub funds with specific goals.)

**Committee Members: Sarah Daitch (Chair), Ted Kalil, Kathleen Wood, (incoming members 2021-2022 - Angus Foster, Emily Nishikawa)**



# Nordic Strategy

June 2021

# Nordic Strategy

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**Purpose:** To work with Biathlon Canada, Ski Jumping Canada, Nordic Combined Canada and the Canadian Olympic Committee to explore ways that the four Nordic sports National Sport Organizations (NSOs) in Canada could work together to achieve their common objectives of putting more Nordic skiing athletes on podiums and increasing participation in each of the Nordic sports.

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## Accomplishments in 2020/2021

- Nordic Strategy website was created ([www.nordicstrategy.ca](http://www.nordicstrategy.ca) / [www.strategienordique.ca](http://www.strategienordique.ca)),
- The Steering Committee created working groups to look into three areas of potential collaboration: athlete development, revenue generation, and increased participation and membership. The three working groups provided recommendations to the Steering Committee on how to best contribute to achieving the overall goals of the Nordic Strategy. Nordiq Canada representatives were members of each working group.
  - The **Athlete Development** working group focused on creating a joint athlete development, coach development, and podium pathway focused on a multi-disciplinary athlete pathway and coaching framework.
  - The **Revenue Generation** working group suggested the creation of a united Canadian Nordic sport brand to maximize sponsorship, philanthropic, and commercial opportunities. They also discussed the potential for joint Canadian Nordic sport events.
  - The **Participation and Membership** working group was excited by the idea of drawing more people into the four Canadian Nordic sports by providing more options for participation and an easier pathway to try the different sports. The group also provided suggestions for re-imagining our traditional membership structure by addressing the changing needs of Canadians when it comes to engaging and supporting Nordic sport participants, as well as the value of streamlined administrative processes.



# Nordic Strategy (cont...)

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- The Steering Committee endorsed the recommendations developed by the working groups,
- All four sports interviewed a variety of stakeholders (Board members, Division reps, athlete reps, funders, staff, etc),
- The Revenue Generation groups worked with an external marketing agency to develop a new sponsorship value proposition for all 4 Nordic sports,
- Case studies were written based on interviews with leaders of other sports in Canada and other organizations internationally that use (or have used) a collaborative model,
- Updates were given to our funding partners (Own the Podium, COC, Sport Canada),
- The Boards of the 4 NSOs met virtually in May to hear the findings of the working groups, ask questions and discuss issues to consider to help determine next steps.

## **Planned for 2021/2022**

- The final report from the Steering Committee will be completed by the end of June and will include summary reports, project proposals, and recommendations from the working groups,
- An update to our funding partners (Own the Podium, COC, Sport Canada) will happen shortly,
- After reviewing the final report, the Boards of the four NSOs will determine how to proceed with the Nordic Strategy, including the degree of collaboration to be pursued by the four Nordic sports.

Nordiq Canada representatives to the Nordic Strategy Steering Committee:  
Charlotte MacNaughton, Derek Estabrook