

Nordiq Canada Business Plan

Step 4 in our 10-year Plan Toward 2026
2019–2020



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1. Thank You, Supporters

None of what we do is possible without the family that stands with us. You are our team. Thank you to all our partners, donors and supporters.

Corporate & Funding Partners



Division Partners



2. From The CEO: Step 4 In Our 10-Year Plan To 2026

The Year Ahead

I hope this community update finds you well as we transition into the summer months and continue together on the shared direction for Canada's nordic ski community.

As you know, we shared our direction at the Canadian Ski Championships by launching the Nordiq Canada brand. The brand is built on input from over 1000 community members. The brand message is bold, yet focused: as a nation, we want to get:

- all Canadians on skis, and
- more Canadian athletes on podiums.

Under this direction, our priorities for 2019-2020 are:

- high performance development,
- promotion of the sport,
- safety in sport, and
- revenue generation.

In 2019, Alex Harvey and Lenny Valjas retired from very successful careers. These retirements symbolize the passing of the baton to our next generation of Olympic-stream athletes. Our greatest priority in this area is to continue to build a high-performance structure that gives these athletes the environment and tools they need to be the best. Our work in this area remains guided by the high-performance review conducted with our partners in 2016. The resulting report captures our overall vision, strategy, structure and priorities.

There is a national trend in sport toward informal, active leisure, rather than organized team sports. We will capitalize on this trend by promoting cross-country skiing to all Canadians, and by continuing to provide (1) introductory experiences and (2) value to all members no matter where they are in their sporting experience.

All Canadians have the right to safe sporting environments, and it is our collective responsibility to ensure those environments. We will implement several measures at the national level and work with Divisions to ensure cross-country ski environments across the country are safe, fair, and fun.

Financial sustainability is critical. As uncertainty in government and corporate funding continues, we will invest in a staff position to increase philanthropic investment.

There is a role for each one of us in achieving our mission to get all Canadians on skis and more high-performance athletes on podiums. I look forward to continuing with you on this path.

Yours in sport,

Shane Pearsall

CEO

Long-Term Goals

With funding from the Canadian Olympic Committee, help from a consultant, and consultation with the membership at the 2016 AGM, the membership adopted long-term goals leading us to 2026. Business plans are developed to achieve the following long-term goals:

1. Canadians value cross-country skiing and demonstrate best-in-class performance in all aspects of the sport.
 - 1.1 **Excellence:** Canadian cross-country skiing athletes, coaches and technicians achieve excellent results while exemplifying a high standard of ethical behaviour and sportsmanship when participating in local, regional, national, and international competitions and events.
 - 1.2 **Community Alignment and Development:** The cross-country ski community collectively creates an environment that inspires athletes of all ages, and the whole skiing community. Members of Canada's cross-country skiing community (including Nordiq Canada, Divisions, clubs, training centers, and funding partners) actively cooperate to achieve progress on athlete performance, education, health and fitness objectives.
 - 1.3 **Participation and Communication:** Canadians increasingly recognize cross-country skiing as the ideal outdoor winter sport to improve both fitness and health, and to have fun.
 - 1.4 **International Profile:** The international ski community increasingly recognizes Canada as a leader in Nordic sports and as a Nordic destination.
 - 1.5 **Financial Sustainability:** Cross Country Ski de fond Canada establishes multiple funding sources to ensure the on-going sustainability of the organization and growth of the sport.

Detail on the long-term goals is available in [Appendix A](#). These long-term goals were developed without any costing. All targets must be read as being subject to available resources.

Operating Budget

While overall income and expenses are stable, shifts in spending support the following priorities:

- high performance development,
- promotion of the sport,
- safety in sport, and
- revenue generation.

Revenues		Expenses	
Government Support		NST Training	72,000
Sport Canada – Mainstream	827,000	NST Competitions	465,180
Sport Canada – Para-Nordic	297,000	NST Other	696,500
OTP Olympic	0	HP Development	264,000
OTP Para-Nordic	880,750	PNST Training	230,500
OTP NextGen Olympic	341,500	PNST Competitions	329,750
OTP NextGen Para-Nordic	200,000	PNST Other	510,110
Total Government Support	2,546,250	PN Development	307,390
FIS, CAC & COC Support		Events	220,800
FIS Support	12,000	Coaching Development	247,275
Coaching Association of Canada	22,000	Athlete Development	196,500
Canadian Olympic Committee	164,500	Club and Membership	72,060
Total FIS, CAC & COC Support	198,500	Women's Committee	6,800
Non-Government Support		Promotion and Marketing	161,250
Commercial Sponsorships	515,000	Administration and Grants	759,387
High Performance Income	189,000	Media and Communications	25,500
Association Income	869,000	Contingency/Reserve	50,000
Sale of Material	35,500		
Marketing / Fundraising	122,500		
NWSDA	150,000		
Total Non-Government Support	1,881,000		
Total Revenues	4,960,961	Total Expenses	4,952,502

3. Business Plan 2019–2020

Long-Term Goal 1.1: Excellence

Excellence: Canadian cross-country skiing athletes, coaches and technicians achieve excellent results while exemplifying a high standard of ethical behaviour and sportsmanship when participating in local, regional, national, and international competitions and events

Goal 1: Para-Nordic High Performance—Optimally prepare National Ski Team athletes to perform at international competitions.

Objective: Optimally prepare PNST athletes for 2019–2020 international competition concentrating on peak performance at the WPNS World Cup and Biathlon Finals

Strategies	Key Performance Indicators	Achieved
1. Finalize performance strategies for competition readiness.	<p>1.a. The PNST YTP is delivered in accordance with the HP plan with the goal to maximize performances in WPNS World Cup and Biathlon Finals events.</p> <p>1.b. Team strategies for WC success are delivered in terms of team size, team culture, travel, staffing and logistics.</p>	

<p>2. Refine technical team strategies.</p>	<p>2.a. The technical team and Integrated Support Team meet at least five times to discuss athlete updates and performance strategies.</p> <p>2.b. Key IST service providers are integrated into training and competition trips within yearly funding and YTP needs.</p> <p>2.c. The IST Lead contract position provides leadership and a strong connection point between IST providers, coaching staff and CSI-C to improve IST organization and delivery.</p> <p>2.d. One contract wax tech position is added for key WPNS WC events as required.</p> <p>2.e. Strategies are implemented to support coaching staff, through the addition of PN specific administrative support.</p> <p>2.f. Succession planning is explored to ensure the continued stability and success of the Para-Nordic program, including coaching and technical staff</p>	
<p>3. Solidify equipment readiness for international competition.</p>	<p>3.a. The equipment selection budget is increased for the growing team of athletes and team equipment is purchased in accordance with the budgeted HP plan and YTP.</p> <p>3.b. An order for 20 pairs of specialized race skis for 2019-20 is placed</p> <p>3.c. Key team biathlon rifles are upgraded, repaired and refined for competition readiness. This includes travel to the Steyr rifle factory in Austria.</p> <p>3.d. A testing protocol for optimal biathlon pellet selection is established.</p>	
<p>4. Refine team biathlon (BT) strategy.</p>	<p>4.a. A strategy is implemented for more</p>	

	<p>accurate shooting more quickly and more consistently using periodization of shooting linked to athlete YTPs.</p> <p>4.b. Up to five PNST BT camps are held, the biathlon coach is more integrated into the YTP, and .22-caliber shooting is implemented for the athletes who are ready.</p> <p>4.c. Key athletes are using a shooting tracking template.</p> <p>4.d. NextGen athletes are supported through integration into camps and contact with the BT coach. Prospects Team athletes have at least three training opportunities with the BT coach.</p> <p>4.e. The biathlon coach is on the WPNS Biathlon Technical Committee to have input regarding the rules, regulations and development of WPNS biathlon competition.</p>	
5. Foster culture of 'Team' and 'Excellence.'	<p>5.a. The PN community has helped grow the team culture of excellence throughout the whole PN system.</p> <p>5.b. Alignment throughout the system is improved</p>	

Goal 2: Able-bodied High Performance—to align the High Performance actions with the Nordiq Canada podium pathway

Strategies	Key Performance Indicators	Achieved
1. Gold Medal Profile, Podium/HP Pathway	1. Draft, vet, finalize and communicate the NC profile for cross country skiers	

2. Data Collection	<p>2.a. From the HP pathway determine the data to be collected</p> <p>2.b. Work with OTP Canadian Tire program</p> <p>2.c. Athletes required to complete the treadmill or generic test</p> <p>2.d. Develop a system of tracking athletes and coaches and their development</p>	
3. Training Camps in Canada	<p>3.a. Hold 3 national team training camps Invite local next gen athletes and coaches</p> <p>3.b. Coaching instruction at each camp on improving technique used by the athletes</p> <p>3.c. Communicate schedule to Divisions</p> <p>3.d. Draft camp schedule for 2020-21</p>	
4. Next Gen	<p>4.a. Offer programs for next gen athletes</p> <p>4.b. World Jr camp</p> <p>4.c. Attend World Jr championships</p> <p>4.d. NG athletes complete at least treadmill test</p>	
5. IST/SSSM	<p>5.a Working with COPSIC and/or contracting with IST personel will design a complete SSSM for NC and/or Nordic sports</p> <p>5.b. Work with Divisions to make SSSM available to NG athletes</p>	
6. Review Criteria	6. Simplify the criteria	
7. Review Athlete Handbook	7. Revise the handbook	

Goal 3: Women's Committee—Develop an internationally competitive Women's National Ski Team, consistently able to place in the top 10 on the world stage.

Objective: Provide consistent, strong support for the current NST Women to achieve their potential. Encourage athlete development through mentorship and knowledge sharing with athletes and coaches. Build a base of female high performance coaches to support the next generation of athletes.

Strategies	Key Performance Indicators	Achieved
1. Provide grants to support key high performance athletes.	1.a. Grants are provided to junior women studying fulltime and competing at the National/International level to cover key expenses. 1.b. Junior Women supported are among the top CCUNC skiers at NorAms.	
2. Foster a mentorship program for female junior and juvenile.	2.a. Female junior/juvenile skiers in the top 10 in the country are paired with mentors. 2.b. Junior/juvenile female skiers applied to be included in the mentorship program.	
3. Host seminars for athletes and coaches at Ski Nationals.	3. A seminar is hosted for athletes and coaches at Ski Nationals.	
4. Seek feedback on effective strategies through an online survey.	4. A survey of female coaches and athletes is conducted to evaluate progress.	
5. Provide grants to female coaches seeking to become high performance coaches.	5. Grants are given to at least two female coaches to advance toward becoming high performance coaches.	
6. Foster a mentorship program for female coaches interested in becoming high performance coaches.	6. At least two female coaches are involved in a 2-year mentorship program and are working toward becoming high performance coaches.	

<p>7. Review and update current information available on coaching athletes effectively and supporting female athletes.</p>	<p>7.a. Materials are available online and included in NCCP programs.</p> <p>7.b. Regular updates are made via social media.</p>	
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Long-Team Goal 1.2: Community Alignment and Development

Community Alignment and Development: The cross-country ski community collectively creates an environment that inspires athletes of all ages, and the whole skiing community. Members of Canada's cross-country skiing community (including Nordiq Canada, Divisions, clubs, training centers, and funding partners) actively cooperate to achieve progress on athlete performance, education, health and fitness objectives.

Goal 4: Para-Nordic Development—Recruit athletes

Objective: Promote cross-country skiing to persons with a disability and recruit athletes to Para-Nordic skiing.

Strategies	Key Performance Indicators	Achieved
1. Deliver a talent ID and recruitment program focusing on the Learning to Compete stage of the Long-Term Athlete Development Model.	1.a. Six new development athletes are identified, two of whom progress to the Learning to Compete stage. 1.b. Gold Medal Profile (GMP) is tested and implemented with the PNST/NG athletes 1.c. Gold Medal Profile is presented to one (1) identified PSO, and the development of a PSO GMP is started	
2. Reach out to disability organizations, sport and other partners to promote skiing as a lifelong sport for persons with a disability and to recruit athletes.	2.a. Key disability organizations and other Para-sports are identified for talent ID/recruitment initiatives. 2.b. The list of organizations, Nordiq Canada clubs and Para-Nordic champions for partnership consideration and recruitment opportunities has grown.	
3. Participate in Canadian Paralympic Committee talent ID and recruitment events.	3. Nordiq Canada participates in at least two CPC Paralympic Athlete Search Events.	
4. Support Divisions in increasing their capacity to deliver talent ID and recruitment and early development programs.	4.a. Funding is distributed to Nordiq Canada Divisions through the PWAD grants program as funding levels allow. 4.b. A meeting to determine gaps in Division	

	programming and support is held. 4.c. Para-Nordic Canada Games strategy is reviewed and plans for 2023 CWG are developed with CWG and PN Committee.	
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Goal 5: **Para-Nordic Development**—Develop athletes

Objective: In partnership with clubs and Divisions, ensure the progression of developing athletes.

Strategies	Key Performance Indicators	Achieved
1. Host and support a National Development Camp in Canmore in cooperation with Nordiq Canada Divisions.	1. At least eight new athletes and at least 16 total athletes attend an on-snow National Development Camp in Canmore in November 2019.	
2. Increase support for development camps across Canada in conjunction with Canadian Paralympic Committee search events.	2. Nordiq Canada supports two additional regional camps to recruit and develop athletes in cooperation with Divisions.	
3. Implement the Nordiq Canada classification strategy focusing on capacity and sustainability.	3.a. One national classification opportunity is offered where at least eight new athletes are classified. 3.c. Review the National Classification Policy and make changes as necessary.	
4. Offer international development/racing opportunities to NextGen athletes.	4.a. One athlete is converted to the PNST Development Team by the end of the season. 4.b. At least two new, targeted development athletes are WPNS licensed. 4.c. At least two targeted NextGen athletes compete in a WPNS World Cup or WPNS sanctioned NorAm event to meet a benchmark of 180 or less WPNS points.	

	4.d. At least four targeted NextGen athletes compete at the WPNS WC.	
5. Support a system of developing athletes from recruitment stages through to the PNST.	<p>5.a. At least four NextGen athletes on the Nordiq Canada Prospects Team receive NextGen funding.</p> <p>5.b. PNST Development Team athletes receive NextGen or OTP Enhanced Excellence funding as appropriate.</p> <p>5.c. A salaried Athlete Development Coach/Coordinator position continues to be supported.</p> <p>5.d. NextGen camps are longer and more integrated with PNST camps to help athletes transition to the PNST.</p> <p>5.e. In principle, the XCSO PN training centre in Sudbury ON is supported with some support strategies in place.</p>	
6. Continue to provide meaningful domestic competition opportunities that complement the targeted support approach.	<p>6.a. The Para-Nordic Nationals are held annually with Para-Nordic specific aggregate points transferrable to the Canadian Ski Championships, if not at the same time as Canadian Ski Championships.</p> <p>6.b. Ensure that PN races are available and appropriate for all PN skiers at major PSO/NSO races.</p> <p>6.d. Collaborate with the US Para-Nordic community to offer meaningful continental cup races (in Canada or US) as a qualification avenue to WPNS international races.</p>	

Goal 6: **Para-Nordic Communication**—Engage the community

Objective: Engage the Para-Nordic and broader communities.

Strategies	Key Performance Indicators	Achieved
1. Engage the Nordiq Canada Para-Nordic Committee to ensure the community is informed and contributing to Nordiq Canada PN programs.	1. At least six Para-Nordic Committee meetings are held.	
2. Ensure Para-Nordic is included in Nordiq Canada communications.	2.a. Para-Nordic information, including news, camps, competitions and individual athlete news are a key part of the Nordiq Canada communication plan. 2.b. Social media is used to reach a broader community.	

Goal 7: **Para-Nordic Development**—Develop coaches and officials

Objective: In partnership with clubs, Divisions and other Nordiq Canada program areas, ensure that Para-Nordic coaching and officials' strategies contribute to the development of the Nordiq Canada Para-Nordic system.

Strategies	Key Performance Indicators	Achieved
1. Deliver NCCP AWAD Community Coach, Comp-Intro and Comp-Dev workshops.	1.a. In cooperation with the Nordiq Canada Coach and Athlete Development program and the Nordiq Canada PN community, at least three NCCP AWAD workshops are held and at least 12 new AWAD coaches are trained at the CC, CCI or CCD level. 1.b. An NCCP Comp Intro (On-Snow) AWAD Workshop is delivered at the Nordiq Canada Para-Nordic National Development camp. 1.c. Establish a plan and clear pathway to	

	ensure all CWG coaches are appropriately certified and trained to meet Canada Winter Games requirements in 2023.	
2. Incorporate Para-Nordic into officials training.	<p>2.a. With the Nordiq Canada Events program, strategies are developed to further incorporate Para-Nordic into officials training.</p> <p>2.b. A knowledgeable Para-Nordic representative attends major domestic events to act as a liaison and help educate race organizers.</p>	

Goal 8: Women's Committee—Engage the community of female athletes and coaches to work together to make our sport one in which women can thrive.

Objective: Build a strong and thriving sense of community and mutual support among female athletes and coaches across the country.

Strategies	Key Performance Indicators	Achieved
1. Foster community through an online forum.	1.a. Membership in the Female Athlete Forum on Facebook has increases from 140 to 200. 1.b. The followers of @canadianxcskiwomen on Instagram increases by 50% with 50% of posts organic content from athletes.	
2. Use social media as a platform to educate and support young women in their pursuit of high performance in sport.	2. Four two-minute videos on topics pertinent to female athletes and building community are available for viewing online.	
3. Support a coach and exchange program.	3. A coach exchange program is piloted.	

Goal 9: Coach and Athlete Development—Design, promote and manage programs and resources that support Divisions and clubs in increasing participation in all LTAD stages.

Objective: Increase participation by 10% over the next three years in all Nordiq Canada programs (from recreational to racing).

Strategies	Key Performance Indicators	Achieved
1. Continue to provide Ski-at-School grants sponsored by AltaGas.	1. At least six programs are supported, reaching 1000+ children.	
2. Implement a series of membership growth incentives.	2.a. In collaboration with Communication and Marketing, membership promotional materials such as videos and posters are distributed. 2.b. A system of progressive membership fee	

	<p>discounts is implemented to reward yearover-year membership growth.</p> <p>2.c. Design and implement additional tools to support the creation of new clubs, such as club start-up toolkits, sample club budgets, financial incentives.</p> <p>2.d. Design and implement membership draw prizes for which all Nordiq Canada individual members are eligible.</p>	
3. In collaboration with the Events Committee, promote alternative racing events better aligned with each LTAD stage's needs and objectives.	3. More Divisions and clubs are running team events and/or with a "ski cross/ski playground" component.	
4. Continue to build on the partnership with XC Ski Nation to grow common technique analysis resources for all.	4. SDP lesson plans and game videos are produced, contributing to increasing SDP participation and adding to Nordiq Canada's membership value.	
5. Work with Divisions to grow the number of universities with cross-country skiing varsity teams/programs.	<p>5.a. By 2021, 20 Canadian Universities have varsity cross country ski teams and programs.</p> <p>5.b. By 2021, cross-country skiing is a varsity sport in at least 4 Divisions and with an official USport national championship.</p>	

Goal 10: Coach and Athlete Development—Design, promote and manage programs and resources that support Divisions and clubs in improving the quality of participants from Active Start to Learn to Compete LTAD stages.

Objective 1: Improve the impact of NCCP training and other CAD programs on participants' skill levels.

Strategies	Key Performance Indicators	Achieved
1. Update CDAG evaluation process and develop incentives for coaches to enroll in the program.	<p>1.a. Complete the piloting of the evaluation process leading to CAC final approval of the CDAG context.</p> <p>1.b. Four full-time coaches have completed three CDAG evaluation events, enhancing their coaching skills to the benefit of athletes' coached.</p>	
2. Deliver a HP coaching seminar.	<p>2.a. 80 coaches take part in the HP coach seminar (May 2019), contributing to club coaches' professional development.</p> <p>2.b. All presentations are filmed and made available to all Nordiq Canada licensed coaches.</p>	
3. Update the online Intro to Community Coaching training module based on coach feedback and anticipated Community Coach context review.	<p>3.a. 600 coaches complete the ICC online training.</p> <p>3.b. More coaches from smaller Divisional programs become ICC trained due to improved training accessibility.</p>	
4. Support and subsidize the training and certification of new Master Coach Developers.	4. Three new MCDs are trained or certified, increasing capacity to train and evaluate more coaches.	
5. Continue to promote the mandatory Coach license for all regular coaches and standard criminal record checks.	5.a. 2000 coaches are licensed and data is used to illustrate coaching status, coach/athlete ratios, gender ratios and retention rates.	
6. Launch the review of the NCCP Community Coach context and	6.a. Gap analysis realized to determine desirable improvements leading to	

improve quality of delivery.	<p>increased coach competency and engagement levels (including participant survey).</p> <p>6.b. Coach Developer training is updated to improve outcome of coach training and evaluation.</p>	
7. Improve the delivery of the Skills Development Programs by identifying and addressing observed gaps.	7.a. A specific SDP club coordinator training tool is designed and implemented, leading to heightened awareness and accountability relating to SDP delivery standards.	
8. Improve talent ID and athlete development references by creating and implementing specific tools and initiatives.	<p>8.a. Design and launch a national dryland testing program.</p> <p>8.b. Collect testing data from all athletes across the country to create a national test results database.</p>	
9. Provide new benchmarks and incentives to increase racing participation and retention.	<p>9.a. Design and implement a national award program for reaching developmental benchmarks at all ages (e.g., average ski speed standards)</p> <p>9.b. Maintain a national database of athlete performances to complement the CPL (e.g., athletes best average ski speeds in sanctioned events)</p>	
10. Continue promoting the use of the rollerski fleet for testing and events.	10. Over 300 athletes take part in a rollerski testing or racing event using standardized equipment during the dryland training season.	
11. Provide AltaGas Club Coach development grants to coaches of clubs with junior athletes meeting IPBs for their age.	11. At least 30 coaches benefit from the AltaGas Club Coach development grants to enhance their competencies and experience.	

Goal 11: Events—Increase the number and training level of officials

Objective: Increase the number and training level of officials to enhance event-hosting capacity.

Strategies	Key Performance Indicators	Achieved
1. Update training materials for officials and promote training.	1.a. Level 2 modules are revised and translated. 1 b. Capture event volunteers on updated Officials Registry. 1.c. Online course graduates are supported and tracked through the updated online official's registry. 1.d. Online Level 1 officials are encouraged to attend Level 2 courses.	
2. Translate officials training materials.	2.a. Materials are available in both languages.	
3. Review and Update the Officials Manual.	3.a. Work groups are supported, and updated material is translated. 3.b. The Para-Nordic section is completed with current formats.	
4. Upgrade domestic officials capacity through presentation of Level 3 Officials course.	4.a. Identify time and location for Level 3 in Western Canada. 4.b. Opportunities associated with delivery at Western's are explored.	
5. Enhance Canada's role as a leader in event management for North America.	5.a. Canadian TD assignments at FIS WC events are supported. 5.b. Identify and prepare Canadian FIS TD for mentoring at WCups in Quebec & Canmore. 5.c. New FIS TD candidates are targeted and integrated into domestic opportunities; i.e., retiring athletes, coaches. 5. d. Coordinate support of North American	

	FIS TD and Homologation seminar in October 2019.	
6. Continue to develop new race venues that satisfy FIS homologation standards.	6.a. Homologation certificates are renewed. 6. b. New sites receive homologation in 2020. 6. c. New venue development and assignment of meaningful races in the future are encouraged and supported.	

Goal 12: Events—Execute an opportunity-rich domestic racing calendar and encourage regular racing

Objective: Execute a domestic racing calendar that gives rich opportunities to development and high-performance athletes and encourage informal club-level racing.

Strategies	Key Performance Indicators	Achieved
1. Work with USSA to schedule meaningful racing opportunities for Canadian, US and foreign athletes.	1.a. The number of Canadian athletes scoring USST and Americans scoring NorAm points continues to Increase. 1.b. The number of American skiers participating in NorAm and Canadian Ski Championships increases. 1.c. Integration of US Super Tour Finals with 2020 Cdn Championships generates unprecedented numbers in Open category of Championships. 1.d. Review the impact of targeted guest skiers at major domestic competitions in Canada. 1.e. The promotion and profile of the interlocking schedule is increased through social media, live-streaming and meaningful scheduling.	
2. Encourage and track Canadian athlete performances in European B tours	2.a. Continued efficiencies in CPL processing	

and sanctioned Canadian events via the CPL.	<p>are reviewed.</p> <p>2.b. Review the impact of different event formats and distances on the CPL.</p> <p>2.c. Integrate U14 age category into CPL on regular basis.</p>	
3. Maximize the impact of the domestic calendar.	<p>3.a. Alignment of calendar dates for Tier 1 & Tier 2 events is undertaken on a regional basis.</p> <p>3.b. FIS races outside the NorAm program are encouraged and an appropriate Technical Package for these races are updated.</p> <p>3.c. Encourage continued development of snow management expertise at facilities across Canada</p>	
4. Provide support and direction to sanctioned events organizers on a timely basis.	<p>4.a. Review and update where necessary event sanctioning and invoicing protocol with all Divisions.</p> <p>4.b Race management workshops are encouraged.</p> <p>4.c. Templated materials are developed for sanctioned competitions.</p>	
5. Maximize impact of Canada Winter Games.	<p>5.a. 2019 Technical Report is competed to include competition formats and frequency.</p> <p>5 b. Align age categories with Provincial / Territorial Games.</p> <p>5. c. Support organizational and facility development of 2023 Games.</p>	

Long-Team Goal 1.3: Participation and Communication

Participation and Communication: Canadians increasingly recognize cross-country skiing as the ideal outdoor winter sport to improve both fitness and health, and to have fun.

Goal 13: **Operations**—Membership doubles by 2026

Objective: Grow overall membership by 3%

Strategies	Key Performance Indicators	Achieved
1. Hold membership contests to reward registering.	1. Items donated by suppliers are used as prizes in membership contests, adding value for suppliers and members.	
2. Include member benefits and supplier discounts in the membership letter issued by Zone 4.	2. Supplier discounts are included, adding value for suppliers and members.	
3. Rebate a portion of membership fees to Divisions on year-over-year growth.	3. A percentage of membership fees are rebated to Divisions.	
4. Consider an associate membership for out-of-country racers.	4.a. Discussion on membership categories takes place at the 2019 AGM. 4.b. Consideration has been given to an associate membership category in time for the 2020 AGM.	
5. Work with one non-Nordiq Canada event to determine whether Nordiq Canada members can receive a race discount.	5. Nordiq Canada has worked with one event organizer to negotiate a discount for Nordiq Canada members or otherwise partner.	
6. Initiate a discussion with Canadian Masters Cross Country Ski Association on how we might partner or otherwise provide value to this membership segment.	6. Nordiq Canada has discussed how we might partner with Canadian Masters.	

Goal 14: Operations—Canadians can find where to ski and have the ability to ski close to home no matter where they live – urban, rural, reserve

Objective: Increase awareness and recognition of cross-country skiing and Nordiq Canada

Strategies	Key Performance Indicators	Achieved
1. Partner with clubs on grants for trail improvements.	1. Nordiq Canada is partnering on two trail improvement projects.	
2. Increase accessibility.	2.a. We have talked with two equipment suppliers about how Nordiq Canada can help make buying equipment less intimidating for new skiers. 2.b. Partner on grants to increase rental fleets, many of which support programs targetting new Canadians. 2.c. One how-to tool, such as Parent 101, is created.	

Goal 15: Operations—Cross-country skiing is promoted to all Canadians

Objective: Increase awareness and recognition of cross-country skiing and Nordiq Canada

Strategies	Key Performance Indicators	Achieved
1. Work with Taiji Group to develop and implement the community engagement plan.	1. The community engagement plan is complete by September 1.	
2. Distribute a promotion toolkit to clubs.	2. The promotion toolkit is available by October 15.	
3. Consider selling a limited number of branded items.	3. If it makes sense, a limited number of items are available for sale by December 1.	

Goal 16: Operations—Clubs thrive, realize the benefits/value of associating with Nordiq Canada, and feel connected to the overall goals of the skiing community

Objective: Increase awareness and recognition of cross-country skiing and Nordiq Canada

Strategies	Key Performance Indicators	Achieved
1. Write and distribute human-interest stories.	1.a. 12 stories are written and shared.	
2. Update the value proposition to clubs and communicate it in multiple ways, including by attending Division meetings and AGMs to promote available services.	2.a. Three presentations are delivered. 2.b. The value proposition is part of the community engagement plan.	
3. Create three how-to tools for clubs: <ul style="list-style-type: none"> • How to Become a Coach • How to Become an Official • How to Navigate Insurance 	3. Three how-to tools are published.	
4. Publish a new website that is easy to navigate and includes the information people want.	4. The website is live by September 30.	

Long-Team Goal 1.4: International Profile

International Profile: The international ski community increasingly recognizes Canada as a leader in Nordic sports and as a Nordic destination.

Goal 17: **Events**—Bring international events to Canada

Objective: Work with international federations, local organizing committees and funding partners to bring international events to Canada and to execute long-range Hosting Plan.

Strategies	Key Performance Indicators	Achieved
1. Continue to support and develop International Hosting opportunities for FIS and IPC events in Canada.	1.a. The rolling six-year Hosting Plan with Sport Canada is updated and managed. 1. b. Nordiq Canada's International Hosting Policy is updated to support current and future NST/PNST plans. 1.c. There are ongoing discussions with international federations to maximize hosting opportunities in Canada. 1.d. Past, current and future Sport Canada hosting grants are managed. 1 e. Support development of Business Plan to determine feasibility of hosting 2023 WCH Jr & U23 Championships	
2. Complete Sport Canada reporting for the 2019 WPNS World Championships and the FIS World Cup Finals in Canada.	2.a. Ensure Sport Canada reporting deadlines are followed. 2.b. Reconcile financial accounts for 2019 WPNS and WC Finals	
3. Support organization of 2020 World Cup Sprint Finals in Quebec and WC Finals in Canmore.	3 a. Monitor Sport Canada ISSE Funding programs. 3 b. Facilitate logistics solution between North American sites including air charter between Quebec & Minneapolis and ground transport for luggage between Quebec City and Canmore.	

<p>3. Encourage and support Canadian representation on FIS and IPC committees, working groups and international event assignments.</p>	<p>3.a. Maintain existing representation on FIS and IPC sub-committees and working groups.</p> <p>3.b. Encourage and support Canadian officials assigned to international events.</p>	
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Long-term Goal 1.5: Financial Sustainability

Financial Sustainability: Cross Country Ski de fond Canada establishes multiple funding sources to ensure the on-going sustainability of the organization and growth of the sport.

Goal 18: CEO—Ensure ongoing sustainability and growth of Nordiq Canada

Objective: Increase funding from non-governmental sources by at least 50% from 2016 to 2026

Strategies	Key Performance Indicators	Achieved
1. Ensure the supplier pool program provides value and a steady source of income (Operations).	1. The supplier pool program is revamped, and contracts are issued by October 1, 2019.	
2. Sponsorship	2.a. Continue the process of contacting potential sponsors. 2.b. Partner with COC on a marketing process. 2.c. Create presentations for initial and follow-up meetings.	
3. Donations	3.a. Create and complete fundraising plan using best practices from COF 3.b. Complete data entry into E-tap 3.c. Initiate and follow-up mailing process to alumni and friends of NC 3.d. Meetings with major donors 3.e. Host 3 gatherings of alumni and friends of NC	
4. Membership	4.a. Increasing membership – Outlined elsewhere in the Business Plan 4.b. Work with Deloitte to sign-up 1 million members	
5. Grants	5.a. When COC opens “NSO Enhancement 3.0”, NC will apply for funding for the Nordic Strategy	

	5.b. Apply for other grants as they become available	
6. Consider more spokes to the NC Financial Stability wheel	6. Consider and execute on other possibilities to increase the revenues of NC	

Goal 19: **Operations**—Effectively manage finances

Objective: Ensure a break-even 2019-2020 budget by effectively managing finances.

Strategies	Key Performance Indicators	Achieved
1. Complete a clean 2018-19 audit.	1. Draft audited financial statements are presented with no significant issues, by June 10, 2019.	
2. Revise the internal process for disbursing directed donations and issuing tax receipts.	2.a. Tax receipts are issued and directed donation funds are disbursed within 30 days of the end of the quarter, regardless of how the donation was received. 2.b. 50% less staff time is invested in processing directed donations.	
4. Post information to Quickbooks in a timely manner so the information is available to budget managers.	4.a. Staff is submitting receipts to Receipt Bank every two weeks and transactions are posted to Quickbooks within 15 days of the submission date. 4.b. The bank reconciliation is complete within 20 days of month-end.	
5. Adjust spending as required.	5.a. The Management Team and the Finance and Audit Committee review variance reports for the following periods: Apr to Sep and Oct to Dec. 5.b. Other reports are provided to the Finance and Audit Committee per the Committee's annual calendar.	

Goal 20: **Operations**—Develop a Culture of Excellence

Objective: Fully engage staff, partners and volunteers in achieving Nordiq Canada’s long-term goals.

Strategies	Key Performance Indicators	Achieved
1. With partners, continue to implement and measure progress against the 10-year plan to achieve Nordiq Canada’s Ends by 2026.	1.a. Nordiq Canada’s Accountability Framework is reviewed with Divisions. 1.b. Communicating the long-term goals is part of the community engagement plan.	
2. Provide tools to work together as staff and volunteers.	2.a. By November 1, files are saved to an accessible, shared location and access can be shared with non-staff. 2.b. Distribution lists are created for staff use.	
3. Update Nordiq Canada’s membership policy.	3. The Membership Policy is updated, in part to reflect the introduction of Zone 4.	
4. Improve Communications with community.	4.a. The Communications and Privacy policies are updated. 4.b. A variety of tools are used so that the right information is reaching the right people. 4.c. Continue the Board ambassador program.	

Goal 21: **Operations**—Ensure the safety of all Members

Objective: Develop elements of a Safesport program that are focused on eliminating abuse and harassment.

Strategies	Key Performance Indicators	Achieved
1. Survey Divisions to determine their current safety measures and provincial/territorial requirements.	1. The survey is complete by October 1.	
2. Identify and fill critical gaps for national staff and athletes as an	2. By October 30, critical gaps have been filled.	

interim step to a more fullsome SafeSport approach.		
3. Implement measures necessary to be compliant with Sport Canada requirements.	<p>3.a. The Harassment Policy is approved and shared at the AGM.</p> <p>3.b. Files associated with the Harassment Policy are stored in a secure, centralized location.</p> <p>3.c. Nordiq Canada is compliant with Safesport requirements outlined in the Sport Canada Contribution Agreement, including, for example, mandatory training by 2020.</p>	
4. Create and promote a SafeSport section on the website.	<p>4.a. The new website has a section on SafeSport.</p> <p>4.b. Promotion of Safesport is included in the Community Engagement plan.</p>	

Highlights of 2018–2019

Excellence

Para-Nordic High Performance

- Excellent results by the PNST team at both WC and WCH, in a post-Paralympic season. The team earned 32 medals in total and defended their Team Relay silver at the World Championships in Prince George, BC.
- The PN staff and technical support is stable and continues to deliver high performance support to athletes. We added an IST Lead, which has improved our IST support and alignment.
- Continued increase in number of medal potential athletes on the supported PNST WC Team. We have 4 consistent podium performers, with the rest of the team contributing to the medal counts regularly.
- Canada was 4th overall in the WPNS Nations Ranking list.
- Positive team dynamic due to continued refinement of strategies and building of team culture. This is indicated by team results and athlete/staff retention and positive annual debrief results.
- Focused resources on biathlon strategy allowed for more athletes to benefit from biathlon training.
- Natalie Wilkie was converted from the PNST Prospects Team to the PNST WC Team.
- Derek Zaplotinsky was converted from the PNST Development Team to the PNST WC Team

Para-Nordic Development

- \$200K in NextGen funding from Sport Canada
- NextGen funding allowed for support of Prospect Team and Development Team athletes to maximize their development potential by allowing for meaningful competition at WC/WCH races and targeted training opportunities with more integration with the PNST. This included both biathlon and cross-country.
- NextGen funding allowed for the purchase of an additional BT rifles to enhance the development of biathlon strategies and systems for developing athletes.
- Positive international classification outcomes for five key PNST athletes resulting in confirmed status in their Sport Classes for them, which ultimately achieves better results. Their classification was allowed/improved due, in large part, to the efforts of our classification people/system.

- National Development camp successful.
- The Ottawa development camp is now established as a key development camp opportunity supported by NORDIQ CANADA. We had 1 international WC athlete participate in the event as well – which brought a new element and level to the camp.
- Successful delivery of the WPNS WCH in Prince George, BC in cooperation with the Caledonia Nordic as hosts. They set the bar high for the delivery of a WPNS event.

Able-bodied High Performance

- We directed \$60,000 to the Nordiq Canada Development Fund (NCDF), a legacy fund that will be used to fund developing athletes
- Reduced junior athlete fees by 20% and provided grants through the NCDF
- We invested \$20,000 in treadmill repairs and in rollerskis for testing
- Alex Harvey retired in style winning two silver medals at WC Finals

Community Alignment and Development

- Jackrabbit booklet redesigned and produced + new Track Attack passport designed and produced
- Design and implementation of new Intro to Community Coach e-learning module (over 600 coaches completed it)
- Planning and preparation of HP Coaching Seminar for spring 2019 (successfully delivered May 2019)
- New AltaGas Club Coach development grant program designed and implemented
- Ski at school grants supporting 7 clubs, reaching 1500+ children

Domestic Events

- Update of Competition Model
- End of season included largest National Championships ever at Nakkertok linked with World Cup Finals in Quebec City
- Revised and updated Officials Manual to be published for next season
- Successful Canada Winter Games in Red Deer; successful events due in part to strong facility and volunteer official's development

Participation and Communication

- Department realignment based on feedback
- Community engagement around brand and new brand launched
- Partnered with clubs on projects to increase accessibility (e.g., rental fleets, trail lighting)

International Profile

- Hosted WPNS Championships in Prince George, BC
- Hosted FIS WC Finals in Quebec City, QC
- Successful integration and cooperation with Norwegian Ski Federation NSF funding junior athletes and coaches to their August Int'l Junior camp and Nordiq Canada coordinating Juniors to National Championships and FIS "Rising Stars" race at WC Finals
- Significant commitment and effort at FIS to change its approach to gender issues by changing reference from Ladies to Women and by removing he/she reference from documents and replace with "athletes", "leaders", "skiers". Generally accepted that equal time skiing, and visibility on TV is a better indicator of gender equality than distance skied. Changes in committee leadership and membership also expected at the administrative and operational levels.

Financial Sustainability

- Audited supplier pool program
- Nordiq Canada Development Fund increased to \$65,000 and disbursed about \$8000
- Hired philanthropic coordinator

Appendix A: Detailed Long-Term Goals

1. Canadians value cross-country skiing and demonstrate best-in-class performance in all aspects of the sport. Results will be achieved at a level that reflects and justifies the resources invested.

Excellence

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

Olympic Stream

- 1.1.1. Canada is one of the top six nations in cross country skiing according to the FIS Nations' Cup overall, Women's and Men's World Cup ranking by 2026.
- 1.1.2. Cross country skiing achieves two medals for Canada at the 2026 Olympic Winter Games.
- 1.1.3. By 2026 Canada has a Next Gen Program that is:
 - 1.1.3.1. a mirror image of the sport's best efforts at the senior NST WC level of programming
 - 1.1.3.2. consistently performing among the top 6 nations at the U23/WJC
 - 1.1.3.3. a sustainable feeder system to the NST WC team.

Paralympic Stream

- 1.1.4. By 2026 Canada is one of the top three nations overall, in cross country skiing and in biathlon as reported by the IPC.
- 1.1.5. Canada achieves 10 individual medals and two relay medals at the 2026 Paralympic Winter Games.
- 1.1.6. By 2026 Canada has a NextGen program that provides a steady stream of two Paralympic medal potential athletes per year.
- 1.1.7. Canadian athletes and coaches are recognized for their sportsmanship and ethical behaviour before, during and after competition.

Community Alignment and Development

- 1.2. The cross-country skiing community collectively creates an environment that inspires athletes of all ages, and the whole skiing community. Members of Canada's cross-country skiing community (including Nordiq Canada, Divisions, clubs, training centers, and funding partners) actively cooperate to achieve progress on athlete performance, education, health and fitness objectives.
 - 1.2.1. Those learning to ski and/or continuing their development, of all ages and capabilities, are able to access the resources they need to develop and progress across Canada.
- 1.3. Athletes are able to access quality coaching.
 - 1.3.1. The retention of athletes from Juvenile through U23, as measured by race license holders, improves to 30% by 2026.
- 1.4. Athletes have the ability to compete as an elite skier while continuing their post-secondary education.
- 1.5. Athletes have a variety of options available that facilitate their development as high-performance skiers.
 - 1.5.1. Coaches, technicians and officials have the ability to access training and develop their skills and trade at all levels across Canada.
- 1.6. Coach, technician and officials' numbers for both genders increase at all levels by 25% across the country by 2026.
 - 1.6.1. Clubs continue to thrive, realize the benefits/value of associating with Nordiq Canada, and feel connected to the overall goals of the skiing community.
 - 1.6.2. Clubs, Regions and Divisions, in collaboration with Nordiq Canada, help to increase the depth and variety of both domestic competitions and overall program innovation.
- 1.7. Athletes are able to easily access their appropriate level and variety of competition, within Canada, North America and abroad.

Participation and Communication

- 1.3. Canadians increasingly recognize cross-country skiing as the ideal outdoor winter sport to improve both fitness and health, and to have fun.
 - 1.3.1. Membership in Nordiq Canada doubles by 2026.
 - 1.3.2. Canadians can find where to ski and have the ability to ski close to home no

matter where they live – urban, rural, reserve.

- 1.3.3. Cross-country skiing is promoted to all Canadians.

International Profile

- 1.4. The international ski community increasingly recognizes Canada as a leader in Nordic sports and as a Nordic destination.

- 1.4.1. The FIS and WPNS World Cups come to a variety of locations across Canada/North America every two to four years.
 - 1.4.2. International cross-country skiers come to Canada for training and events, including loppets, juniors, masters and rollerski competitions with a resulting increase in club and cross-country ski resort visits, and event participation by visitors to Canada.
 - 1.4.3. Cross Country Ski de fond Canada is seen as a leader for how the ski community collaborates in Canada, with the USA's cross-country ski community and with other ski communities around the world.

Financial Sustainability

- 1.5. Cross Country Ski de fond Canada establishes multiple funding sources to ensure the on-going sustainability of the organization and growth of the sport.
 - 1.5.1. By 2026 Nordiq Canada increases its overall funding by 50%.
 - 1.5.2. By 2026 Nordiq Canada increases its funding from non-governmental sources by at least 50%.