



All Canadians on skis
More Canadian athletes on podiums

**Halfway to 2026
Business Plan 2020-2021**

TABLE OF CONTENTS

Thank You, Partners	3
From the CEO: Halfway to 2026	4
The Year Ahead.....	4
Long-term Goals	5
Operating Budget.....	6
Business Plan 2020-2021	7
Long-term Goal 1.1: Excellence.....	7
Long-term Goal 1.2: Community Alignment and Development.....	14
Long-term Goal 1.3: Participation and Communication	19
Long-term Goal 1.4: International Profile	22
Long-term Goal 1.5: Financial Sustainability	23
Other	24
Highlights of 2019–2020	25
Appendix A: Detailed Long-term goals	27

THANK YOU, PARTNERS

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





FROM THE CEO: HALFWAY TO 2026

THE YEAR AHEAD

Hello from our home offices in Quebec, Alberta and British Columbia,

As I write this letter, there is much uncertainty in the world. There is also a great sense of working together toward a common purpose. Canadians have come together as never before to overcome the dangers of COVID-19. This year, we intend to come together as a community as never before. Working with you—individuals, clubs, training centres, Divisions and sport partners, is our #1 priority.

We are prioritizing engagement with you, recognizing we each have important and interconnected roles to play, and believing we are indeed stronger together. This year, you can expect better two-way communication and more transparency from Nordiq Canada.

Collaboration is particularly important in high performance related to the Olympic stream, also a priority this year as we continue our rebuild, with you, toward 2022 and 2026. We intend to revamp the High Performance Committee, revise key policies, expand on performance pathways and hire a High Performance Director to lead both the Olympic and Paralympic programs.

COVID-19 has reinforced the importance of a strong and stable financial foundation for all Canadians. We will continue our efforts to find new sources of revenue to better support our stakeholders and reduce our reliance on government funding.

The pandemic will continue to be central in all our lives. Guided by scenario planning, we intend to respond quickly to changing circumstances and provide tools to our community, such as guidance for club operations and event hosting. We will also remain nimble in how we achieve National Ski Team objectives.

COVID-19 also brings opportunities. Cross-country skiing was the last sport standing in March 2020 as the world shut down. While restrictions may make it more challenging to offer podium opportunities, this should be a great year to see more Canadians on skis. Many clubs have already increased programming for new Canadian families and other under-represented segments of our population. We are inspired by you to do more to share our collective passion for skiing with *all* Canadians. Special funding will support sport promotion and inclusion projects.

As we embark on this year's journey we have many successes to draw from—the shared and continued international success of the Para-Nordic program and the Junior Men's silver relay medal at the 2020 FIS World Junior Championships are great examples, as is the collaboration we see between clubs, Divisions and the national office in developing coaches and delivering high-quality programs.

Be safe, be well, and let's enjoy this journey together,

Stephane Barrette

Stephane Barrette, Interim 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 goals were developed without any costing. All targets must be read as being subject to available resources.

OPERATING BUDGET

Shifts in spending support the following priorities:

- Engagement, including being responsive to the community
- Olympic stream High Performance
- Revenue generation

We are increasing investment in the following areas:

- Safety in sport and gender equity
- Performance-based trip rebates for Olympic stream athletes
- Succession planning for Para-Nordic staff
- Club development support
- FISU staff support
- Officials development
- Enhanced communications
- Promoting skiing to the general public

COVID-19 presents a lot of uncertainties. With increased budget monitoring, adjustments and communication, we are confident we can manage COVID-related uncertainty and risk and achieve a break-even or better result while achieving business plan objectives.

REVENUES		EXPENSES	
Government Support		Olympic Stream	\$1,441,000
Sport Canada – Mainstream	\$827,000	Para-Nordic Stream	\$1,451,750
Sport Canada – Para-Nordic	\$297,000	Events	\$230,000
Sport Canada Initiatives	\$815,649	Coaching Development	\$340,000
OTP Olympic	\$0	Athlete Development	\$187,500
OTP Para-Nordic	\$881,750	Club and Membership	\$72,000
OTP NextGen Olympic	\$320,500	Promotion and Marketing	\$225,750
OTP NextGen Para-Nordic	\$250,000	Administration and Grants	\$680,000
Other	\$61,000	Safety, Gender Equity	\$245,000
Total Government Support	\$3,391,899	Media and Communications	\$28,500
Non-Government Support		Contingency	\$50,000
Commercial Sponsorships	\$400,000		
High Performance Income	\$205,000		
Association Income	\$510,000		
Sale of Material	\$22,500		
Marketing / Fundraising	\$93,000		
NWSDA	\$50,000		
Other	\$296,500		
Total Non-Government Support	1,588,256\$		
TOTAL REVENUES	\$4,980,000	TOTAL EXPENSES	\$4,980,000

BUSINESS PLAN 2020-2021

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—To leverage the systems and experiences that have led to success in the past, and build toward sustained and growing podium performances.

Objective: Optimize plans and preparations to ensure Para-Nordic National Ski Team (PNST) athletes achieve podium and top 8/top half performances at World Cup and World Championship events.

Strategies	Key Performance Indicators	Achieved
1. Athlete performances at targeted events are optimized through annual training and competition plans; plans are adjusted as required due to COVID-19 implications.	<p>1.a. Regular athlete monitoring systems ensure athlete health, wellness, fitness and readiness to compete (daily HRV, training logs, health checks, Integrated Support Team monitoring).</p> <p>1.b. Training and competition plans are reviewed and adjusted at IST meetings, as well as on individual bases as required.</p> <p>1.c. Size of team and support staff combined with skills, fitness, readiness and logistics optimize athletic performances.</p> <p>1.d. Consistent podium and top 5 performances by PNST athletes.</p>	
2. Ensure world-leading coaching and technical leadership staff.	<p>2.a. The best staff and technical support is hired – ethical, trustworthy, professional, experts in their fields.</p> <p>2.b. Throughout the staff team, there is trust, integration, innovation and skill.</p> <p>2.d. A Para-Nordic Coordinator is responsible for logistical team support and grassroots program development.</p> <p>2.e. Team staff needs moving forward are</p>	

	explored to optimize and continue team success – this may include succession planning (coaching and technical areas) as well as filling gaps in staffing.	
3. Plan and prepare for Paralympic Success in 2022, including adjusting preparations as required in light of COVID-19 restrictions.	<p>3.a. A full team participates at the Test Event in China March 2021 to test team strategy and systems.</p> <p>3.b. Athletes have opportunities to qualify for Canadian quota spots for 2022, in Para-Nordic and Biathlon disciplines.</p> <p>3.c. Staff takes advantage of opportunities for site visits to plan for team logistics (accommodations, meals, travel, wax, venue).</p> <p>3.d. Staff shares knowledge (wax, weather, venues) with partners and other National Sport Organizations.</p> <p>3.e. Staff works with Canadian Paralympic Committee to ensure all needs for team success are planned and in place.</p>	
4. Canada is world leading in Para Biathlon.	<p>4.a. Biathlon training is integrated with the overall annual training plan.</p> <p>4.b. Up to five biathlon camps are held that complement nordic training; where appropriate they may integrate with scheduled training camps.</p> <p>4.c. Athletes are accurate and fast shooters when compared to international standards.</p> <p>4.d. PNST athletes are consistent podium contenders on the international stage.</p> <p>4.e. Prospects and Development athletes are introduced to biathlon and integrated into appropriate camps for their development.</p>	
5. Maintain strong and clearly defined team culture.	5.a. Team culture is clearly defined and evident to the greater community through	

	<p>actions and words by athletes, staff and technical support team.</p> <p>5.b. The team is accountable to one another to live and exemplify the defined team culture.</p> <p>5.c. New athletes and staff learn and understand the team culture through timely orientation and mentoring.</p>	
6. Ensure optimal equipment.	<p>6.a. Equipment budget meets the needs of a growing and medal-performing team.</p> <p>6.b. Key biathlon equipment is optimized for performance. This includes travel to manufacturers and experts to ensure Canada is world-leading.</p> <p>6.c. Critical equipment needs for success in 2022 are planned for and put in place (grinder, wax consideration – for post fluoro ban).</p> <p>6.d. PN National staff is a resource for the construction of sit skis and helps to define standards of construction to help Divisions and individuals purchase and/or build quality sit skis.</p>	

Goal 2: High Performance (mainstream)—By continuing to support the current generation of senior athletes and increasing the focus on the 2026 athletes and the junior program itself, all objectives are designed to simultaneously achieve 2026 performance and program goals:

1. As benchmarks, Canada achieves 4 top 20 and 2 top 12 results on the 2020-21 WC and 1 top 12 and 2 top 20 results at 2021 World Ski Championships.
2. 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 and achieves two medals for Canada at the 2026 Olympic Winter Games.
3. By 2026 Canada has a NextGen Program that is a mirror image of the sport's best efforts at the senior NST WC level of programming, consistently performing among the top 6 nations at the U23/WJC, a sustainable feeder system to the NST WC team.

The following objectives are aligned to the [High Performance Review Report](#), which outlines an 8-12-year plan to achieve sustainable Olympic podium success.

Objective: HP Review Report Recommendation 1: Build a High-Performance Structure, Leadership and Program Model.

Strategies	Key Performance Indicators	Achieved
1. Strengthen the leadership team.	1.a. The High Performance Committee is replaced with <ul style="list-style-type: none"> a small skills-based HP Selection Committee (HPSC) a larger HP Development Committee (HPDC) 1.b. An HPD is hired.	
2. Nordiq Canada continues to implement a program-based model (four programs: Olympic, Senior National, Junior National, Club and Coach Development) with emphasis on those programs most likely to achieve Nordiq Canada's long-term goals.	2.a. There is <i>one</i> National Ski Team (NST) that integrates junior and senior athletes who follow developmentally appropriate programs within the one-team environment. 2.b. 20-21 National Team trip selection criteria and 21-22 National Team selection criteria are aligned with Nordiq Canada's long-term goals and is evidence-based. 2.c. Athletes who meet performance benchmarks on specific NST trips receive a credit toward 2020-21 trip fees. 2.d. Olympic team criteria for the 2022 Olympic Games are published and Olympic logistic, support personel and athlete plans are optimized.	
3. Deliver programming to support athletes who meet criteria and accept nomination to the NST.	3. Programming includes testing, training camps, IST, monitoring and competition schedules in collaboration with athletes' personal coaches.	
4. Roll out the Gold Medal Profile (GMP).	4.a. The Gold Medal Profile including Key Performance Indicators of international medalists is presented to the community. 4.b. Standards and a database of Key	

	<p>Performance Indicators (KPI) are implemented for the NST.</p> <p>4.c. In collaboration with Coach and Athlete Development (CAD), the Athlete Development Matrix is updated to reflect a proper progression of KPI leading to the GMP.</p>	
5. Work with HP Divisions and Nordiq Canada's Coach and Athlete Development staff to develop HP pathways.	5.a. In collaboration with CAD, the HP pathway for Divisions and clubs that target KPI benchmarks at each stage of development is reviewed.	

Objective: HP Review Report Recommendation 3: Support a Junior National Team Program.

Strategies	Key Performance Indicators	Achieved
1. Augment the dedicated Coaching resources to support the management and delivery of the Junior National Team Program.	1. The required human resources are hired to deliver the program.	
2. Improve Testing and IST standards related to the Junior NST program.	<p>2.a. A mandatory testing protocol is delivered in partnership with personal coaches and is aligned with the GMP.</p> <p>2.b. In collaboration with CAD, ensure developing athletes are given education, tools and support to improve athlete development.</p> <p>2.c. In collaboration with CAD, develop national tests that align with the GMP and the athlete development pathway.</p>	
3. Improve training and monitoring of Junior NST athletes.	<p>3.a. A standardized athlete monitoring system is implemented, including mandatory training logs.</p> <p>3.b. Camp objectives are achieved, whether through in-person camps or through other means due to COVID protocols.</p>	
4. Improve competition support of Junior NST athletes.	4.a. In collaboration with partners, provide additional international opportunities to develop race skills and be challenged, such as B tours, US races, Opa and Scan Cups.	

Objective: HP Review Report Recommendation 4: Advance and support club and coach development.

Strategies	Key Performance Indicators	Achieved
1. Assisting clubs, training centres and other HP development partners in improving the quality of daily training environment for athletes meeting KPI benchmarks for their stage of development.	<p>1.a. Camp objectives are achieved for a U18 prospects camp in the East and in the West, whether through in-person camps or through other means due to COVID protocols.</p> <p>1.b. Nordiq Canada supports coaches in developing YTPs for athletes in the NST program.</p> <p>1.c. Nordiq Canada supports clubs in offering athlete testing, monitoring and progression tracking for NST Program athletes.</p>	
2. Assisting clubs, training centres and other HP dev partners in increasing the quality of coaching across the country.	2.a. In collaboration with CAD, quality HP coaching opportunities are offered.	

Objective: HP Review Report Recommendation 5: Confirm mandates and roles of all HP development partners such as National Development Centres (NDC), HP clubs and provincial teams.

Strategies	Key Performance Indicators	Achieved
1. Proceed with a HP system review to confirm mandates and roles of all HP development partners such as National Development Centres (NDC), HP clubs and provincial teams.	<p>1.a. Training Centre agreements are amended to support HP system review findings. Agreements for HP clubs and Divisions are considered.</p> <p>1.b. There is alignment and transparency in how Training Centre's and HP clubs are funded.</p>	

Objective: HP Review Report Recommendation 6: Assess the current coaching/IST/technical leadership pool to determine strengths and weaknesses and identify what roles need to be filled.

Strategies	Key Performance Indicators	Achieved
1. Review the HP support pool, including coaching, technical	1.a. Gaps are identified and there is a plan to fill them.	

leadership and IST.	1.b. In collaboration with CAD, Individualized professional development plans are created.	
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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 3: 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. Support the development of University ski teams and events across the country to improve U20, U23 and senior athlete retention.	<p>1.a. In collaboration with Divisions, define minimum requirements for a university ski team program for the purpose of measuring growth over time.</p> <p>1.b. Assist Division partners to grow the number of university ski teams meeting minimum standards across the country and increase the number of racers in CCUNC category at sanctioned events.</p> <p>1.c. Continue working with USport in the review of Nordiq Canada's application for USport status.</p>	
2. Grow Skill Development Programs (SDP).	<p>2.a. In collaboration with the Engagement Team and Divisions, develop SDP promotional materials.</p> <p>2.b. Develop resources to help clubs and coaches deliver SDP.</p>	
3. Promote more non-conventional and team events.	<p>3.a. In collaboration with Events, develop potential new event formats to propose to clubs and Divisions that are likely to encourage participation and retention.</p> <p>3.b. In collaboration with Divisions, analyze potential for scheduling more team events and club standings.</p>	

Goal 4: 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. Review the Community Coach (CC) NCCP context.	<p>1.a. Assess currency, pertinence and prioritization of content for optimal alignment within the Athlete Development Pathway.</p> <p>1.b. Update prioritized themes, content and delivery methods.</p> <p>1.c. Define and plan CC Coach Developer update.</p>	
2. Complete Competition Coaching Development – Advanced Gradation (CDAG) NCCP update.	<p>2.a. Complete CDAG coach/mentor guide.</p> <p>2.b. Select and train two sport-specific mentors.</p> <p>2.c. Pilot year 1 of new CDAG training evaluation process with two coaches (i.e., integrated with Advanced Coaching Diploma).</p>	
3. Review the Athlete Development pathway.	<p>3.a. In collaboration with High Performance, define LTAD benchmarks leading to the Gold Medal Profile.</p> <p>3.b. Assess gaps with the current model and benchmarks and update accordingly.</p> <p>3.c. Publish and promote the updated model to the ski community.</p>	
4. Continue to improve communication and education of CAD principles, strategies and best practices.	<p>4.a. Plan and participate in two to three outreach trips including NCCP training and other CAD initiatives.</p> <p>4.b. Develop new online resources and/or webinars to support communication and education on specific CAD topics and gaps.</p>	

Goal 5: Coach and Athlete Development—Officials have the ability to access training and develop their skills at all levels across Canada.

Objective: Officials numbers for both genders increase at all levels by 25% across the country by 2026.

Strategies	Key Performance Indicators	Achieved
1. Develop officials.	<p>1.a. Tools such as best practices, mentorship and checklists are introduced.</p> <p>1.b. Consideration is given to offering two Level 3 courses.</p> <p>1.c. The Officials manual is finalized and published.</p>	

Goal 6: Para-Nordic—To engage with the Para-Nordic community to grow and develop, recreational and competitive opportunities for Para-Nordic skiers in Canada.

Objective: More people with a disability are able to access Para-Nordic skiing opportunities in their home communities – relevant and well supported programs and race opportunities are available.

Strategies	Key Performance Indicators	Achieved
1. Define and communicate clear pathways within Para-Nordic skiing.	<p>1.a. The Gold Medal Profile is shared and helps define the podium pathway.</p> <p>1.b. Recreational and alternate competitive pathways are defined and supported.</p> <p>1.c. Clubs and coaches understand the Para-Nordic pathways and how to successfully support Para-Nordic programs.</p>	
2. Identify talent and recruit skiers; Plan may require adjustment due to COVID-19 restrictions.	<p>2.a. In collaboration with the Canadian Paralympic Committee (CPC) and other para sports, talent transfer to Para-Nordic is defined and circulated.</p> <p>2.b. Para-Nordic continues to participate in CPC Paralympic Search events.</p> <p>2.c. Clubs and coaches understand the pathways as well as talent identification characteristics. They can direct interested athletes and participants appropriately,</p>	

	<p>and support them within their club and programs.</p> <p>2.d. Funding is available to support newly identified athletes at the Annual Para-Nordic camp, where athletes can participate in classification and learn more about the high performance pathway of Para-Nordic skiing.</p>	
3. Develop coaches and clubs.	<p>3.a. Coaches are identified and trained.</p> <p>3.b. Clubs and officials receive Para-Nordic training integrated with CAD and Events.</p> <p>3.c. Coaches actively work toward certification requirements for Para-Nordic coaches at Canada Winter Games 2023 (Comp-Dev).</p>	
4. Financially support Divisions, clubs and programs.	<p>4.a. With Sport Canada allocated funds, Divisions, clubs and programs that meet Persons with a Disability (PWAD) grant criteria and can demonstrate return on investment are financially supported.</p>	
5. Ensure relevant competition within restrictions due to COVID-19.	<p>5.a. Advocate for and work with race organizers to ensure inclusion of Para-Nordic races in provincial cup races.</p>	
6. Work with US counterparts to provide joint training and competition opportunities.	<p>6.a. Work with US counterparts to ensure there is relevant domestic/continental competition for developing athletes.</p> <p>6.b. With US counterparts, explore joint camp and classification opportunities for developing athletes and coaches.</p> <p>6.c. With international counterparts, explore opportunities for joint camps for developing athletes and coaches.</p> <p>6.d. Collaborate with US Para-Nordic to offer meaningful continental cup races (in Canada or US) as a qualification avenue to WPNS international races.</p>	

Goal 7: Events—Athletes are able to easily access their appropriate level and a variety of competition, within Canada, North America and abroad.

Objective: Improve the quality of domestic competition within Canada and the US. (Note: B-tours are captured under Goal 2.)

Strategies	Key Performance Indicators	Achieved
1. Improve the foundation of the Events program.	<p>1.a. The Terms of Reference and membership of the Events Committee is updated.</p> <p>1.b. Policies and procedures surrounding race licenses and sanctioning are updated.</p> <p>1.c. Technical packages and hosting agreements are updated.</p>	
2. Tentative pending funding: Develop organizing committees.	2.a. In collaboration with CAD and through mentorship, best practices and resource development, the capacity and skills of organizing committees is improved resulting in higher-quality events.	
3. Introduce no-fluoro rule in partnership with other snow sports.	3.a. A no-fluoro rule is introduced for the 2020 season.	
4. Run an effective domestic calendar, adjusted as required due to COVID-related restrictions.	<p>4.a. A national calendar is hosted, including three NorAms, two Canada Cups and a Canadian Championships.</p> <p>4.b. Three opportunities for USSA race integration are included, pending COVID-related restrictions.</p> <p>4.c. Para-Nordic Nationals is integrated with Canadian Championships, with a relevant and meaningful race schedule and accessible facilities.</p> <p>4.d. Courses are homologated as required, including for Para-Nordic races where required.</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 8: Engagement—Nordiq Canada members enjoy a safe sport experience for all that is free from discrimination.

Objective: By 2021-2022, Nordiq Canada members, clubs, Divisions and National Office are following a SafeSport and Gender Equity Strategy.

Strategies	Key Performance Indicators	Achieved
1. Complete development of the SafeSport and Gender Equity Implementation Strategy (SSGEIS), and finalize the plan for Phase 3, Implementation.	1.a. By January the development phase is completed and reflects a national consensus. 1.b. By March 2021, the implementation plan is complete.	

Goal 9: Engagement—All Canadians on Skis

Objective: Promote cross-country skiing to Canadians, and ensure they can access programming and trails close to home.

Strategies	Key Performance Indicators	Achieved
1. Roll out a marketing campaign designed to introduce women to cross-country skiing. This campaign may be adjusted to include messaging around COVID.	1.a. In January, a national digital campaign is launched with spots airing online.	
2. Design and circulate a pilot project grant proposal for recruitment and programming for new Canadian families.	2.a. Approach two organizations with the grant proposal. 2.b. If funded, the pilot project is initiated according to the submitted proposal.	
3. Help clubs recruit and deliver programming to new skiers.	3.a. We have encouraged clubs to use the marketing tools available in the Clubhouse. 3.b. Photo and video banks are expanded	

	<p>to include diversity.</p> <p>3.c. We have partnered with three clubs to apply for grants to improve infrastructure or programming.</p> <p>3.d. Nordiq Canada raises \$200,000 for clubs through a joint fundraiser.</p> <p>3.e. We have funded and promoted introductory Ski-at-School programs.</p>	
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Goal 10: Engagement—Nordiq Canada’s membership doubles.

Objective: Increase retention and entry points to membership.

Strategies	Key Performance Indicators	Achieved
1. Review the membership model.	1.a. TENTATIVE: A working group proposes changes to the membership policy and by-laws as required in time for the 2021 AGM.	
2. Increase value to members.	<p>2.a. Supplier pool discounts and pricing encourage membership.</p> <p>2.b. The value proposition is part of the engagement plan.</p> <p>2.c. Using the results from the Adult skiers’ survey and the World Masters event in Alberta, we have increased the value proposition to adult skiers.</p>	
3. Re-engage alumni.	<p>3.a. Community updates are shared with alumni through the Facebook group.</p> <p>3.b. Alumni are invited to training camps and events.</p>	

Goal 11: Engagement—Build an engaged and informed community.

Objective: The community seeks and easily finds information.

Strategies	Key Performance Indicators	Achieved
1. Marketing strategies are used to proactively grow our audience, so we can then communicate with	1.a. An engagement team is created to bring together marketing, communications, philanthropy and business development.	

them.	<p>1.b. The engagement plan is finalized by October 1 and addresses brand, audiences, balance in representation, messaging, tools and evaluation.</p> <p>1.c. We use existing tools (e.g., committee structure, newsletters, stories), improved tools (e.g., clear and transparent criteria) and new tools (e.g., webinars and CEO videos).</p> <p>1.d. Entertainment value increases through tools such as NorAm videos, live streaming and supplier pool activation.</p>	
2. Members know where to find the information they need.	<p>2.a. The website and social media work together to draw attention.</p> <p>2.b. Nordiq Canada has considered whether and how to use various mailing lists.</p> <p>2.c. Division weekly updates are expanded to become weekly member updates.</p>	

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 12: Events—The international ski community increasingly recognizes Canada as a leader in Nordic sports and as a Nordic destination.

Objective: The FIS and WPNS World Cups come to a variety of locations across Canada/North America every two to four years.

Strategies	Key Performance Indicators	Achieved
1. Nordiq Canada considers a bid to host WJRU23.	1.a. A decision to proceed is made by January 2021.	
2. The four-year hosting plan is serviced.	2.a. Plans are on track to take advantage of the World Masters in 2021 (Nordiq Canada is not part of hosting agreement). 2.b. Plans are on track for WPNS World Cup in December 2021. 2.c. Nordiq Canada is in talks with FIS, WPNS and Sport Canada regarding future events.	

Goal 13: Events—The international ski community increasingly recognizes Canada as a leader in Nordic sports and as a Nordic destination.

Objective: Nordiq 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.

Strategies	Key Performance Indicators	Achieved
1. Nordiq Canada has influence into FIS and WPNS decisions.	1.a. Nordiq Canada has six representatives on FIS and WPNS committees. 1.b. Nordiq Canada is active in the Canadian Snowsports Association and is in regular communication with its member associations. 1.c. Nordiq Canada is in regular communication with US Ski and Snowboard to partner of development opportunities and learn from one another.	

LONG-TEAM GOAL 1.5: FINANCIAL SUSTAINABILITY

Financial Sustainability: Nordiq Canada establishes multiple funding sources to ensure the on-going sustainability of the organization and growth of the sport.

Goal 14: Engagement—Ensure financial sustainability and revenue growth.

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

Strategies	Key Performance Indicators	Achieved
1. Create an organizational structure for revenue generation.	<p>1.a. The terms of reference for the Business Development and Philanthropy Committee are revised and include support around suppliers, sponsors and philanthropy.</p> <p>1.b. Staff is hired, job descriptions updated and an organizational structure created to integrate revenue generation and marketing.</p>	
2. Grow the sponsorship and supplier pool programs to provide a steady source of value in kind, income, and value to members.	<p>2.a. Materials are created by October 1.</p> <p>2.b. Supplier pool fees are waived for 2020-2021 as an incentive to maintain or augment supplier pool participation in recognition of COVID-19 impact on suppliers.</p> <p>2.c. A staff position is adjusted to bring together Events and Partnerships for sponsor and supplier recruitment and activation.</p> <p>2.d. With support of the Business Development Committee and Philanthropy Committee, potential partners have been approached, building on the "Revenue Growth Plan."</p>	
3. Grow total revenues from personal donations.	3.a. A philanthropy coordinator is hired and leading implementation of a plan	

	including solicitation, stewardship, and database management. 3.b. The Business Development and Philanthropy Committee, CEO and Board help implement the plan.	
4. Grow the Nordiq Canada Development Fund.	4.a. A digital one-pager is created by October 1 to be used by the NCDF Committee members in solicitation. 4.b. A feature story is written to promote the fund.	

OTHER

Goal 15: Operations—The organization is structured to achieve the Ends.

Objective: Operational systems are in place to support achievement of the Ends.

Strategies	Key Performance Indicators	Achieved
1. Implement a cloud-based file system that allows permissions-based access anytime, anywhere.	1.a. The cloud-based system has replaced the current system by October 1.	
2. Develop monitoring metrics for each End.	2.a. Key staff and Board members have taken Governance training by August 1. 2.b. A consultant is engaged to help create metrics that form the basis of CEO monitoring reports to the Board.	
3. Complete scheduled review of Human Resource Policies to ensure compliance with employment law and alignment to national salary survey.	3.a. HR policies are current and salary ranges are aligned to national compensation targets.	
4. Zone 4 national membership database forms are updated before September 1.	4.a. Forms are updated to reflect the current brand and programs.	

HIGHLIGHTS OF 2019–2020

EXCELLENCE

Para-Nordic High Performance

- Even with Russia back in competition, Canada's PNST athletes continue to achieve podium performances consistently.
- 4 of the 7 PNST can consistently achieve podium performances, the other 3 consistently in top half of the field and achieving PNST benchmark metric performances
- Mark Arendz and Collin Cameron are consistent performers in both nordic and biathlon events.
- Overall team health strategy showed good results in both athletes and staff (fewer sick days/lost training/competition)
- IST Lead continues to be a positive and contributing position for our team.

Para-Nordic Development

- One NextGen athlete achieved consistent WPNS benchmark performances and WC points, progress in development continues on a positive trend.
- Two NextGen named athletes did not compete this season – one withdrew from team for personal reasons, one was unable to compete due to health
- One newly identified athlete looks poised to progress quickly (talent transfer program)
- Two identified athletes show good potential, assuming they have the necessary DTE supports to develop and succeed.

Able-bodied High Performance

- Silver medal at World Junior Championships
- Very Strong World WJRU23 World Championships with 1 top 5, 1 top 12, 10 top 20 and 5 top 30 results
- Wax team supported WJRU23 World Championships

COMMUNITY ALIGNMENT AND DEVELOPMENT

- High Performance Coaching Seminar attended by over 80 HP coaches from across the country with presentations from world-class presenters
- Number of junior athletes meeting International Points Benchmarks increased 60% vs 2018, resulting in an increase of 50% of the AltaGas Club Coach Development Grants support (14 supported clubs in 2019-20 vs 9 in 2018-19)
- Successful outreach trips in YK, BC, AB, SK, NU, QC (more coaches, coach developers and master coach developers trained, system alignment, best practices, etc)
- Membership surveys aimed at adult skiers and University racers to better serve these

- two membership groups in particular
- Enhancement of Skill Development Program materials (new Bunnyrabbit booklet and awards designed) and best practices of SDP delivery (3 SDP club coordinators webinars)

Domestic Events

- Updated 200-page Officials Manual
- Hosted domestic calendar
- Revised age categories
- Introduced an Associate Race License for US racers
- Introduced loppet registration

PARTICIPATION AND COMMUNICATION

- Membership growth incentives designed and implemented: Division membership growth rebates and membership suppliers' discounts
- The Clubhouse, including membership promotional tools, was launched
- New website launched; translation greatly improved; social media calendar followed
- Weekly Division email provided consistent communication
- Greatly increased two-way communication

INTERNATIONAL PROFILE

- Hosted (until COVID-19) two FIS World Cups as part of a three-stop tour with the US.
- Initiated planning around 2023 FIS World Junior U23 Championships

FINANCIAL SUSTAINABILITY

- Hired philanthropy coordinator in partnership with Canadian Olympic Foundation
- Created fundraising plan and populated database
- Created "Revenue Growth Plan" with Business Development Committee
- Moved directed donations program online and raised \$230,000 through 100 Campaign

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.
- 1.2. Canadian athletes and coaches are recognized for their sportsmanship and ethical behaviour before, during and after competition.

Olympic Stream

- 1.2.1. 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.
- 1.2.2. Cross country skiing achieves two medals for Canada at the 2026 Olympic Winter Games.
- 1.2.3. By 2026 Canada has a Next Gen Program that is sustainable and providing a steady stream of athletes for the senior program.

Paralympic Stream

- 1.2.4. By 2026 Canada is one of the top three nations overall, in cross country skiing and in biathlon as reported by the IPC.
- 1.2.5. Canada achieves 10 individual medals and two relay medals at the 2026 Paralympic Winter Games.
- 1.2.6. By 2026 Canada has a NextGen program that provides a steady stream of Paralympic medal potential athletes annually.

Community Alignment and Development

- 1.3. 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.
 - 1.3.1. People across Canada of all ages and capabilities who are learning to ski and/or continuing their development are able to access the resources they need to develop and progress.
 - 1.3.2. The retention of athletes from Juvenile through U23, as measured by race license holders, improves to 30% by 2026.
 - 1.3.3. Athletes have a variety of training, education and competition options available that facilitate their development as high performance skiers.
 - 1.3.4. Athletes are able to easily access their appropriate level and variety of competition within Canada, North America and abroad.

- 1.3.5. Coaches, technicians and officials of all levels across Canada have the ability to access training and develop their skills and trade.
 - 1.3.5.1. The numbers of coaches, technicians and officials for both genders and in all levels increases by 25% across the country by 2026.
- 1.3.6. Clubs continue to thrive, realize the benefits/value of associating with Nordiq Canada, and feel connected to the overall goals of the skiing community.
- 1.3.7. Clubs, Regions and Divisions, in collaboration with Nordiq Canada, help to increase the depth and variety of both domestic competitions and overall program innovation.

Participation and Communication

- 1.4. Canadians increasingly recognize cross-country skiing as the ideal outdoor winter sport to improve both fitness and health, and to have fun.
 - 1.4.1. Membership in Nordiq Canada doubles by 2026.
 - 1.4.2. Canadians can find where to ski and can access skiing close to home no matter where they live – urban, rural, reserve.
 - 1.4.3. Cross-country skiing is promoted to all Canadians.

International Profile

- 1.5. The international ski community increasingly recognizes Canada as a leader in Nordic sports and as a Nordic destination.
 - 1.5.1. Nordiq 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.
 - 1.5.2. 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.
 - 1.5.3. The FIS and WPNS World Cups come to a variety of locations across Canada/North America every two to four years

Financial Sustainability

- 1.6. Cross Country Ski de fond Canada establishes multiple funding sources to ensure the on-going sustainability of the organization and growth of the sport.
 - 1.6.1. By 2026 Nordiq Canada increases its overall funding by 50%.
 - 1.6.2. By 2026 Nordiq Canada increases its funding from non-governmental sources by at least 50%.
 - 1.6.3. By 2026 Nordiq Canada has established and maintains a contingency fund of \$500,000.