



All Canadians on skis
More Canadian athletes on podiums

Business Plan 2021-2022
Building Momentum

TABLE OF CONTENTS

TABLE OF CONTENTS.....	2
THANK YOU, PARTNERS	3
CORPORATE & FUNDING PARTNERS	3
DIVISION PARTNERS.....	3
FROM THE CEO	4
THE YEAR AHEAD	4
LONG-TERM GOALS.....	5
OPERATING BUDGET	6
BUSINESS PLAN 2021-2022.....	7
LONG-TERM GOAL: EXCELLENCE.....	7
LONG-TEAM GOAL: SPORT LEADERSHIP	13
LONG-TEAM GOAL 1.3: SPORT PROFILE AND VISIBILITY	17
HIGHLIGHTS OF 2020-2021.....	19

THANK YOU, PARTNERS

We are one team. Thank you to all our partners, donors and supporters.

CORPORATE & FUNDING PARTNERS



DIVISION PARTNERS



FROM THE CEO

THE YEAR AHEAD

2020-21 will be remembered as the year of the COVID-19 pandemic. The magnitude of this event, and its impact on humanity, is a world event for the history books. Looking at our own cross-country ski world, the pandemic inevitably took its toll and threw challenges our way. But the pandemic also allowed us to discover how resilient and innovative we are, how supportive our community is, and the potential we have to fill a human need for lifelong health and connection.

Somewhat unexpectedly, Canadian families joined our community in droves. This 40% membership increase, coupled with many career-best performances from our World Cup teams, provides an incredible tail wind and once-in-a-lifetime opportunity to propel our sport forward.

2021-2022 is all about feeding this momentum. The initiatives in this year's business plan prioritize both arms of our synergistic mandate: All Canadians on skis and more Canadians on the podium.

In this Paralympic and Olympic Games year, we are committed to making sure our athletes can perform at their best. Our Paralympic athletes aim to add to their impressive medal haul. For our Olympic athletes, Beijing is a crucial development step toward future performance.

We have a tremendous belief in our collective future as a permanent Olympic and Paralympic force to be reckoned with. This year we start to sow the seeds of that future by providing more development opportunities to the next generation of Olympians and their coaches and by working with clubs and Divisions to build a *sustainable* high-performance system. Guided by the Gold Medal Profile, watch for a more integrated development pathway with, for example, improved talent ID and supported development tours. We will also focus on the tools needed to support a sustainable system: a strategic plan to 2030, and revenue generation.

We strongly believe that medals inspire all Canadians to click into skis and that growing the sport in turn feeds performance. Several initiatives around SafeSport, Gender Equity and Inclusion aim to welcome *all* Canadians to our sport. Building on our pandemic-related growth in club membership, watch for increased engagement and more resources for adults.

How we work is as important as what we do. We will continue to work toward increased collaboration and transparency, including, fingers-crossed, increased outreach to clubs and Divisions and an in-person reunion with Divisions in September.

Go CANADA Go,



Stephane Barrette, CEO

LONG-TERM GOALS

Business plans are developed to achieve the following long-term goals:

Global Statement: 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:** Canadian cross-country skiing athletes, coaches and technicians exemplify a high standard of ethical behaviour and sportsmanship and achieve excellent results when participating in local, regional, national, and international competitions and events.
 - Canada regularly wins World Championship, Olympic and Paralympic medals.
 - Canada has a sustainable and growing cohort of developing World Championship, Olympic and Paralympic athletes.
 - Athletes have a variety of training, education and competition options available that facilitate their development as high-performance skiers.
 - Athletes are able to easily access their appropriate level and variety of competition within Canada, North America and abroad.
 - Coaches, technicians and officials of all levels across Canada have the ability to access training and develop their skills and trade.
- **Sport Leadership:** Athletes and the ski community thrive in a collaborative environment exemplifying a culture of transparency, respect and humility.
 - Divisions and Clubs have the resources they need to grow participation and help Canadians of all ages and capabilities learn to ski and/or continue their development.
 - The ski community has the resources needed to participate equitably and safely.
 - The ski community progressively works toward environmentally responsible practices.
 - The ski community has a financially thriving and sustainable national sport organization.
- **Sport Profile and Visibility:** Canadians from all backgrounds recognize, embrace and participate in cross-country skiing, seeing it as the ideal outdoor winter sport to improve both fitness and health, and to have fun.
 - Cross-country skiing participants reflect Canadian society.
 - The profile of cross country skiing in Canada is improved by hosting international events.
 - The international ski community recognizes Canada as a leader in Nordic skiing.

OPERATING BUDGET

The directed and annual nature of Nordiq Canada funding has hampered our ability to fund multi-year strategies. An atypical 2020-2021 operating surplus, resulting from an increase in membership and pandemic-related budget impacts, allows us to move toward multi-year budgeting and sustainably invest in key initiatives.

Business Plan Priority	Notable Investments
<u>Excellence Short-Term:</u> Beijing 2022 (focused on NST athletes' DTE) and begin to establish sustainable NST Olympic Stream program	<ul style="list-style-type: none"> • Additional funding to Training Centres • Maintain athlete trip fees despite 24% pandemic-related increase in costs • Maintain free camps despite 312% pandemic-related increase in costs
<u>Excellence Medium-Term:</u> Strong talent pool of coaches and athletes and sustainable HP pathway	<ul style="list-style-type: none"> • B-tour (Europe) • Development tour (USA) • Coaching experiences
<u>Excellence Long-Term:</u> Developed pipeline and program	<ul style="list-style-type: none"> • Athlete Pathway Manager • FISU Games
<u>Strategic plan to 2030</u>	<ul style="list-style-type: none"> • Fall in-person Division meetings
<u>Revenue generation:</u> leverage membership growth, new sponsors, increased donations	<ul style="list-style-type: none"> • Fundraising support

REVENUES		EXPENSES	
Government Support		Olympic Stream	\$1.78M
Sport Canada – Mainstream	\$856,000	Para-Nordic Stream	\$1.80M
Sport Canada – Para-Nordic	\$297,000	Development	\$948,000
Sport Canada Initiatives	\$278,750	Engagement	\$240,000
OTP Olympic	\$0	Operations, Governance	\$748,000
OTP Para-Nordic	\$1.46 M	SafeSport, Gender Equity, Inclusion	\$279,000
OTP NextGen Olympic	\$375,000		
OTP NextGen Para-Nordic	\$200,000		
Total Government Support	\$3.40M		
Non-Government Support			
Commercial Sponsorships	\$440,000		
High Performance Income	\$194,000		
Association Income	\$1.00M		
Marketing / Fundraising	\$150,000		
NWSDA	\$100,000		
Other	\$515,000		
Total Non-Government Support	\$2.40M		
TOTAL REVENUES	\$5.8M	TOTAL EXPENSES	\$5.8M

BUSINESS PLAN 2021-2022

LONG-TERM GOAL: EXCELLENCE

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

Goal 1: High Performance—Canada regularly wins World Championship and Olympic medals.

Objective: Work with Olympic-stream athletes, coaches, training centres, Divisions and other partners to redefine Canada's High Performance program toward achieving sustained international results.

Strategies	Key Performance Indicators	Achieved
1.a. Complete a <ul style="list-style-type: none"> High Performance system review post-Games quad debrief 1.b. Develop a <ul style="list-style-type: none"> long-term High Performance vision and plan quadrennial plan to 2026 NST program guided by the Podium Pathway (Gold Medal Profile + Podium Tracking). 	1.a. Stakeholders, including National Ski Team staff, Development staff, athletes, coaches, training centres and Divisions understand the vision, plans and program and their roles and responsibilities therein. 1.b. Training centre audits are complete and multi-year agreements are in place. 1.c. Criteria and other decisions for 2022-2023 are evidence-based and aligned to the vision. 1.d. A program aligned to the vision and quadrennial plan is ready to be implemented for 2022-2023. 1.e The program identifies optimal integration with the Para-Nordic program and development pathway.	
2. Implement the Podium Pathway (Gold Medal Profile + Podium Tracking).	2.a. National Ski Team staff, athletes and coaches are using the Podium Pathway; report cards are complete, Individual Performance Plans are aligned to the Gold Medal Profile, and performance benchmarks are set. 2.b. Using the Podium Pathway, system gaps are identified.	

	2.c. A “ladder” approach is used for international competition opportunities and athletes attend a B tour and/or World Cups as appropriate.	
3. Execute a well-defined program in preparation for best performances at the Olympic Games.	3.a. Yearly Training Plans are informed by intake testing and designed to peak at Games. 3.b. Athletes, many of whom have not been to Games, are prepared for the experience. 3.c. Performance benchmarks are set and achieved.	
4. Develop the athlete pipeline to the National Ski Team.	4.a. A NextGen coach is hired to work with DTE coaches. 4.b. A NextGen program is ready to be implemented in 2022 and is informed by the breakdown in the transition from junior to senior, the gap in the women’s program and other factors.	

Goal 2: High Performance—Canada regularly wins World Championship and Paralympic medals.

Objective: To win 8 medals at the Paralympic Winter Games and ensure sustained success.

Strategies	Key Performance Indicators	Achieved
1. Execute a well-defined program in preparation for best performances at the Paralympic Games.	1.a. Yearly Training Plans are informed by intake testing and designed to peak at Games. IST integration (recovery, altitude response, nutrition, mental performance) with targeted medal performers close the 1% gaps. 1.b. Site data is collected and used (e.g., course mapping, altitude, weather and range entries). 1.c. Two staging camps are held – the senior team in Japan and NextGen in Canada.	
2.a. Complete a <ul style="list-style-type: none"> High Performance system review post-Games quad debrief 	2.a. Stakeholders, including National Ski Team staff, Development staff, athletes, coaches, training centres and Divisions understand the vision, plans and program and their roles and responsibilities therein.	

<p>2.b. Develop a</p> <ul style="list-style-type: none"> • long-term High Performance vision and plan • quadrennial plan to 2026 • NST program guided by the Podium Pathway (Gold Medal Profile + Podium Tracking). 	<p>2.b. A program aligned to the vision and quadrennial plan is ready to be implemented for 2022-2023.</p> <p>2.c The program identifies optimal integration with the Olympic program and development pathway.</p>	
<p>3. Implement the Podium Pathway (Gold Medal Profile + Podium Tracking).</p>	<p>3.a. National Ski Team staff, athletes and coaches are using the Podium Pathway; report cards are complete, Individual Performance Plans are aligned to the Gold Medal Profile, and performance benchmarks are set.</p> <p>3.b. Using the Podium Pathway, system gaps are identified.</p>	
<p>4. Activate staff success plan.</p>	<p>4. A new biathlon coach and grip wax technician are identified and have started working with the team.</p>	
<p>5.a. Recruit athletes by hosting a camp and classification in Canmore prior to the WPNS World Cup.</p> <p>5.b Support Division and club talent ID and recruitment.</p> <p>5.c.Undertake four talent ID trips to camps across the country and participate in two Canadian Paralympic Committee search events.</p> <p>5.d. Define talent transfer to Para-Nordic.</p>	<p>5.a. Divisions have benefitted from AWAD grants, understand the pathway and have recruited 15 para skiers.</p> <p>5.b. Nordiq Canada has identified and classified five new athletes.</p>	
<p>6. Innovate in biomechanics and equipment.</p>	<p>6.a. The sled design project, supported by the seating project and biomechanics findings, has begun.</p> <p>6.b. The I4G project (year 2) is on track.</p> <p>6.c. The biathlon optimization project (shooting, range, equipment) is on track.</p>	

Goal 3: Development—Canada has a sustainable and growing cohort of developing World Championship and Olympic athletes.

Objective: Identify Olympic-stream talent. (Note: Paralympic talent ID is in goal 2.)

Strategies	Key Performance Indicators	Achieved
3. Develop metrics to identify talent that are congruent with the Gold Medal Profile and Athlete Development Matrix specifically targeting U18 and U16.	3.a. National testing metrics and standards are defined and shared with Divisions. 3.b. A results database is created.	

Goal 4: Events—Athletes are able to easily access their appropriate level and variety of competition within Canada, North America and abroad.

Objective: Improve the quality of domestic competition within Canada and the US. (Note: a European B-tour included in goal 1.)

Strategies	Key Performance Indicators	Achieved
1. Following the review initiated in 2020-2021, begin implementing changes to the domestic program to better align the program with development and HP objectives and account for factors such as cost and travel.	2.a. A Canada Cup series, with a clear development focus, replaces the NorAm model and services Olympic-stream and Paralympic-stream athletes. Results are used to select Olympic-stream athletes for Nordiq Canada trips to US Supertour races and US Junior Nationals. 2.b. An Olympic Trials is held with a clear HP focus. 2.c. Canadian Ski Championships and US Supertour Finals are combined to encourage race integration with USA. 2.d. A para-nordic racing strategy, that incorporates integration with US Para-Nordic is ready for implementation in 2022-2023. 2.e. Responsibility for the domestic events program is under Coach and Athlete Development to ensure alignment of the events program to the development pathway. High Performance has set objectives for selection and trials events. 2.f. Policies and procedures surrounding race licenses and sanctioning and technical packages and hosting	

	agreements are updated to align with the changes to the events program to improve the user experience and promote adherence.	
3. Develop officials to improve the quality of events.	<p>3.a. The officials database and resources are moved to the Locker, resulting in improved communication with officials and training management.</p> <p>3.b. An officials development pathway is created with national standards.</p> <p>3.c. The Level 1 Officials course is updated.</p> <p>3.d. A total of 24 officials have attended Level 3 courses in the East and West and 20 have attended a FIS TD seminar.</p> <p>3.e. Nordiq Canada assigns and pays for a TD to attend all FIS races, increasing the sustainable quality and capacity of officiating.</p>	
4. Support the 2023 Canada Winter Games.	4.a Tasks assigned by CWG to the NSO technical lead are completed.	

Goal 5: Development—Coaches of all levels across Canada have the ability to access training and develop their skills.

Objective: Improve the impact of NCCP training and other coach and athlete development programs on participants' skill levels.

Strategies	Key Performance Indicators	Achieved
<p>1.a. Review the Long-Term Development Model and Athlete Development Matrix (ADM) to be congruent with model 3.0 and the Gold Medal Profile.</p> <p>1.b. Perform a gap analysis on the Athlete Development Matrix.</p> <p>1.c. Communicate the updated Athlete Development Matrix to coaches.</p>	<p>1.a. The Long-Term Development Model and Athlete Development Matrix are updated to model 3.0 and aligned to the Gold Medal Profile.</p> <p>1.b. We have addressed Athlete Development Matrix omissions and obsolescence, have provided progressive scales for metrics targeted within the ADM, and have identified required resources.</p> <p>1.c. The revised ADM is communicated to coaches via webinar, podcast and, COVID-permitting, workshops held at regional development camps.</p>	

2. Review the NCCP pathway congruent with the updated Athlete Development Matrix.	2. A strategy for aligning the NCCP pathway to the updated Athlete Development Matrix is ready to be implemented in 2022-2023.	
<p>3.a. In collaboration with High Performance staff and volunteers, establish standards and processes for coaching development opportunities, including strategies to promote gender equity.</p> <p>3.b. In collaboration with High Performance Staff and volunteers and Divisions, implement and measure meaningful experiential opportunities for identified coaches.</p> <p>3.c. In collaboration with High Performance, establish succession plans for NST coaching and technician positions.</p>	<p>3.a. Coaching development opportunities are integrated as a tool into the coaching development pathway and include strategies to promote gender equity.</p> <p>3.b. Five coaches have participated in meaningful and measured development opportunities based on a defined pathway and individualized development plans.</p> <p>3.c. Coaches and wax technicians are identified to fill upcoming vacancies and they are working with the National Ski Team.</p>	
4. Continue to improve communication and education of coach and athlete development principles, strategies and best practices.	<p>4.a. A Learning Facilitator and Master Learning Facilitator update seminar for all contexts is held congruent with the Athlete Development Matrix update.</p> <p>4.b. Three outreach trips are undertaken and combine communication initiatives with NCCP training.</p>	

LONG-TEAM GOAL: SPORT LEADERSHIP

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

Goal 6: Development—Divisions and Clubs have the resources they need to grow participation and help Canadians of all ages and capabilities learn to ski and/or continue their development.

Objective: Design, promote and manage programs and resources that support Divisions and clubs in increasing participation in all LTAD stages by 10%.

Strategies	Key Performance Indicators	Achieved
<p>1.a. Coordinate Divisions in developing university ski teams and events across the country to improve U20, U23 and senior athlete retention.</p> <p>1.b. Support FISU games as an athlete retention incentive and coach development opportunity.</p> <p>1.c. Support the application to become a recognized USport sport.</p>	<p>1.a. At least four Divisions and the Athlete Advisory Committee have taken ownership for delivering a shared national strategy for university programs detailing:</p> <ul style="list-style-type: none"> • Vision and purpose • Staged objectives with timelines • Progression benchmarks • Attribution of responsibilities <p>1.b. Athlete fees are subsidized, and coaches are selected congruent with development opportunities objectives.</p> <p>1.c. We have satisfied all USport application steps.</p>	
<p>2.a. In collaboration with the Engagement Team and Divisions, develop Skill Development Programs (SDP) promotional materials.</p> <p>2.b. Develop resources to help clubs and coaches deliver SDP, including adult learn-to-ski lesson plans.</p> <p>2.c. Promote best growth and support practices among Divisions.</p>	<p>2.a. Marketing tools are distributed to Divisions.</p> <p>2.b. A gap analysis on the national effectiveness of SDP programming, best practices, and clarification of roles and responsibilities is shared with Divisions.</p> <p>2.c. High-priority resources are developed, including adult learn-to-ski lesson plans.</p>	

Goal 7: Engagement—The ski community has the resources needed to participate equitably and safely.

Objective: By 2022-2023, Nordiq Canada members, clubs, Divisions and National Office are following a SafeSport and Gender Equity Strategy (SSGEIS) that welcomes *all* Canadians.

Strategies	Key Performance Indicators	Achieved
1. Implement the SSGEIS framework.	1.a. The framework's year 1 initiatives are complete. 1.b. Measurement shows increased understanding of how to create safe and equitable sporting environments.	
2. Engage Canadian Women and Sport to guide the Women's Committee in a renewed mandate and plan with measurable outcomes.	2.a The Women's Committee terms of reference are updated. 2.b. A gap analysis is complete and a plan outlines measurable targets to achieve gender equity.	
3. Increase the SafeSport reserve.	3. \$20,000 is added to the reserve fund to address complaints under the Harassment Policy.	

Goal 8: Engagement—Divisions and Clubs have the resources they need to grow participation and help Canadians of all ages and capabilities learn to ski and/or continue their development.

Objective: Increase retention and entry points to membership.

Strategies	Key Performance Indicators	Achieved
1. Review the membership model.	1.a. A working group presents a gap analysis to determine the goals of membership and whether the model is working. Proposed changes may be developed or implemented in year 2. 1.b. All Nordiq Canada members are registered in a national membership database.	

Goal 9: Engagement—Build an engaged and informed community.**Objective:** The community seeks and easily finds information.

Strategies	Key Performance Indicators	Achieved
1. Use marketing strategies to proactively grow our audience so we can then communicate with them.	<p>1.a. The engagement plan is activated by September 1 and addresses brand, audience, balance in representation, priority messaging (e.g., Vision 2030, Games, new skiers), tools and evaluation.</p> <p>1.b. Social media monitoring shows engagement with four event videos and six brand activations designed to increase the entertainment value to our audience.</p>	
2. Expand communication tools to reach more people and connect them to information they need.	<p>2.a. Nordiq Canada sends three direct messages to coach license database members and two direct messages to officials database members and measures open rates for baseline data.</p> <p>2.b. 1000 subscribers are regularly receiving the Nordiq Canada newsletter; there is a 30% open rate.</p>	
3. Develop and implement an alumni strategy so that alumni is contributing to and benefiting from Nordiq Canada.	<p>3.a. Three additional NST alumni are recruited and actively contributing through committees or special projects.</p> <p>3.b. Alumni participate in and contribute to two camps.</p> <p>3.c. 20 alumni attend an event held in concert with 2022 World Masters in Canmore.</p> <p>3.d. Marketing and Communications content is shared with alumni to increase communication.</p> <p>3.e. Three feature stories highlight alumni to show value and celebrate past and present accomplishments.</p>	

Goal 10: Engagement—The ski community has a financially thriving and sustainable national sport organization.

Objective: Increase revenue and sources of revenue.

Strategies	Key Performance Indicators	Achieved
1. A fund development plan is created and activated.	1.a. A total of \$100,000 is raised in Nordiq Canada donations. 1.b. The donor database is up-to-date and includes 6000 donors.	
2. The Nordiq Canada Development Fund uses a campaign and marketing materials to solicit donations.	2. \$26,000 is raised for the endowment and \$10,000 is disbursed.	
3. NordiqPlus+ is used as a tool to build relationships into sponsorships.	3.a. 20 businesses are participating in NordiqPlus+. 3.b. 3000 people have signed up for NordiqPlus+. The click rate is 30%.	
4. Retain existing sponsorships.	4.a. AltaGas is renewed. 4.b. Auclair is maintained. 4.c. Swix is renewed.	
5. Present a sponsorship pitch to at least five corporations.	5.b Two new sponsorship deals are signed.	

Goal 11: Operations—The organization is structured to achieve the long-term goals.

Objective: Operational systems are in place to support achievement of the long-term goals.

Strategies	Key Performance Indicators	Achieved
1. Align the organizational structure to achieve long-term goals.	1.a. The staff structure is re-aligned and the compensation model and HR policies are updated.	
2. Design a strategic plan: to 2030:	2.a The strategic plan to 2030 is designed and is ready to launch and implement at the beginning of 2022-23 season. 2.b. The 2022-2023 business plan is aligned to the strategic plan.	
3. Update all Nordiq Canada policies.	3. All operational policies are updated and aligned.	

LONG-TEAM GOAL: SPORT PROFILE AND VISIBILITY

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

Goal 12: Engagement—Divisions and Clubs have the resources they need to grow participation and help Canadians of all ages and capabilities learn to ski and/or continue their development.

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

Strategies	Key Performance Indicators	Achieved
1. Continue the “Find Your Groove” marketing campaign to direct the people who started skiing as a result of the pandemic to clubs and continue to promote recruitment tools in the Clubhouse.	1.a. Nordiq Canada has 70,000 members, retaining at least 2/3 of the 2020-21 year-over-year membership growth. 1.b. Traffic to the club finder (individuals) and Clubhouse (clubs) increases by 50%.	
3. Improve infrastructure.	3.a. Nordiq Canada has partnered with three clubs to apply for infrastructure grants. 3.b. Nordiq Canada has raised \$1M for club projects through joint fundraising.	

Goal 13: Engagement—Cross-country skiing participants reflect Canadian society.

Objective: Nordiq Canada has a plan to identify the barriers preventing new Canadians from choosing cross-country skiing and test mitigations.

Strategies	Key Performance Indicators	Achieved
2. Secure funding for a research project that aims to remove barriers and test recruitment materials and programming for new Canadian families.	2.a. Funds are secured and we are on track to pilot materials and programming in 2022-2023.	

Goal 14: Development—The profile of cross-country skiing in Canada is improved by hosting international events.

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. The four-year international hosting plan is serviced.	<p>1.a. Hosting agreements are signed, Organizing Committees are supported, and Sport Canada funding is secured for:</p> <ul style="list-style-type: none"> • 2021 WPNS World Cup in December • 2022 National Championships • 2023 FIS Junior and U23 Nordic World Championships <p>1.b. Nordiq Canada and US Ski and Snowboard are on the calendar to host FIS World Cups in 2024.</p>	

Goal 15: Development—The international ski community recognizes Canada as a leader in Nordic skiing.

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 at least five representatives on FIS and WPNS committees.	

HIGHLIGHTS OF 2020-2021

EXCELLENCE

The National Ski Team adapted to the pandemic and received quality training opportunities in their Daily Training Environments.

Paralympic Stream

- NextGen coach Graham Nishikawa joined the team as NextGen coach
- Powerhouse Brian McKeever and Coach Robin traveled with the FIS World Cup team to lend their expertise while Para trained close to home
- Five athletes traveled to the lone WPNS World Cup, returning with one gold, one silver and three bronze medals
- Athletes took part in a Beijing simulation camp and domestic WPNS-sanctioned race

Olympic Stream

- 12 athletes met objective criteria
- 9 athletes shared \$25,000 in performance bonuses
- 6 career-best performances
- 4 World Cup top-20 results
- 4 WJRU23 top-12 results
- BRONZE MEDAL at World Junior Championships!

Development

- Initiation of Community Coaching Grant soliciting a greater than twofold increase in community coaches trained during the 2020-21 season
- Club support grants distributed to fourteen separate projects representing a wide variety of initiatives from infrastructure to broad-ranging club outreach
- Blended delivery models piloted and submitted to the Coaching Association of Canada for approval as alternate options for coach training
- Twenty-two Learning Facilitators trained virtually across Canada (Yukon, Alberta, Manitoba, Ontario, Quebec, New Brunswick, Nova Scotia, Newfoundland and Labrador)
- Virtual outreach with Yukon and Manitoba
- English and French L2C (Learn to Compete) workshops
- Three coaches enrolled in CDAG program and two coaches enrolled in grandfathering program
- No-fluoro rule approved
- Launched review of domestic events program
- Introduced pandemic-friendly racing/development alternatives, such as weekly tips

SPORT LEADERSHIP

- Hired philanthropy coordinator and engaged consultants
- Updated donor database and completed key stakeholder interviews
- Ran successful Nordiq Canada Development Fund fundraising campaign leveraging successes at World Junior Championships
- Raised \$700,000 for club projects and partnered on grants
- Introduced NordiqPlus+ and reached over 1000 subscribers
- NST apparel sponsorship renewed for 2021-2022
- Increased revenues from membership by 40%

SPORT PROFILE AND VISIBILITY

- Membership increased by 40% vs 2019-20
- Implemented first-ever fully-funded engagement plan and staffed Engagement Team
- Launched national TV campaign to recruit new skiers to club programs
- Increased transparency by adding several communication tools, including direct email and webinars
- Completed framework for SafeSport and Gender Equity Strategy
- Awarded 2023 FIS World Junior U23 Championships