



All Canadians on skis
More Canadian athletes on podiums

Business Plan 2022-2023

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THANK YOU, PARTNERS

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

CORPORATE & FUNDING PARTNERS



DIVISION PARTNERS



HIGHLIGHTS OF 2021-2022

EXCELLENCE

Paralympic Stream

- 17 World Cup medals
- 14 Paralympic medals
- Strong team culture – pursuit of excellence from all areas, in all aspects

Olympic Stream

- Olympics: 5th in men's team sprint, 3 top 20 in women's events
- World Junior Championships: 4 top 10, 6 top 20, 7th in women's relay, 4th in men's relay, 1 top 10 U23; 8 out of 12 juniors achieved top 20
- World Cups: 7th and 8th in Mixed Team Sprint (Falun)
- Final 2022 Nations Cup ranking: 13th, but just 48 points behind 11th
- NextGen coach hired
- Zero athlete fees for camps and competition trips

SPORT LEADERSHIP

- SafeSport policy suite implemented
- Revenue generation success: case for support implemented, five pitches and two closed deals
- Sport Canada in-year funding doubled
- Membership maintained at 2020-21 level following 40% growth in prior year

SPORT PROFILE AND VISIBILITY

- Incredible visibility through mainstream media: Petro-Canada, Toyota, Sobey's advertising, including a Superbowl ad and appearance on the Today Show
- "Best ever" social media, more direct communication with athletes, coaches, donors, alumni

FROM THE CEO

THE YEAR AHEAD

This year's annual business plan is the first aligned to Nordiq Canada's new strategic plan, Vision 2030: We Believe. The strategy is based on the belief that the most effective way to achieve our goal of All Canadians on Skis is through more Canadian athletes on podiums. As evidence, the Paralympic team brought 14 medals home from Beijing 2022. They dominated mainstream media and inspired millions of Canadians as a result. Our Paralympic champions were featured on the Today Show, in a Superbowl commercial, and through high-visibility advertising for Sobey's, Petro-Canada, Toyota, and Air Canada.

The timing is right for our renewed investment in high performance. In the Olympic stream, a momentum is building. We have promising international results and a powerful cohort of junior and U23 athletes. They are led by a mature senior National Ski Team and an alumni group that is becoming more engaged. Three new national coaches, a High Performance Director, and a Director of Sport Development have been hired to lead the drive alongside the national training centres and daily training environment coaches across the country.

We are going deeper into the development pipeline for the Olympic and Paralympic streams, adding integration with daily training environments and more nationally driven development opportunities for athletes, coaches, and officials.

We can only continue down this path if we grow revenue by \$1M/year. And for that, we need you. Donate to the Podium Pathway, support an athlete directly, bring us your sponsorship leads, contribute to a healthy culture and resulting positive image.

Rightfully, Canadians expect sporting environments that are safe, values-driven, inclusive, and diverse. We can become Canada's most welcoming sport by implementing an HR strategy focused on unifying behaviours (trust-building, innovation, leadership, and unity), on-going implementation of the SafeSport and Gender Equity Framework, and a membership model review with an eye on inclusion.

You may notice a new section in the business plan: 'Member Services and More.' While the annual business plan focuses on key strategies and initiatives, we also want to capture the daily business of running a national sport organization – this work provides value to 80,000 members and is a full-time job for staff.

Please join us on our journey to Vision 2030.

Yours in sport,



Stephane Barrette, CEO

LONG-TERM GOALS

Business plans are developed to achieve the following long-term goal: 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 can easily access their appropriate level and variety of competition within Canada, North America and abroad.
 - Coaches, technicians, and officials of all levels across Canada have the ability to access training and develop their skills and trade.
- **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

Nordiq Canada is investing an additional \$1M/year. In the short term, this is possible through a \$2.3M Strategic Priorities Fund. It is critical that we start generating \$1M/year in new revenue so that we can continue to support athletes who, in turn, will inspire a nation to fall in love with the sport.

The following notable investments are funded through the Strategic Priorities Fund:

Impact	Total Investment
Athlete fee reduction	<ul style="list-style-type: none"> Fees are capped at 25% of variable trip expenses; no fees are charged for camps.
Senior and NextGen camps and competitions, Olympic stream*	<ul style="list-style-type: none"> \$900K
Development camps and development tour	<ul style="list-style-type: none"> \$175K
Increased support to training centres and HP clubs	<ul style="list-style-type: none"> \$365K
Coach development mentorship, training	<ul style="list-style-type: none"> \$100K
Officials development	<ul style="list-style-type: none"> \$60K

*Note, the Para-Nordic National Ski Team is fully funded through government funding as a result of performance.

Revenues		Expenses	
Government Support			
Sport Canada – Mainstream	827,000	Olympic Stream	2,120,000
Sport Canada – Para-Nordic	297,000	Para-Nordic Stream	1,650,000
Sport Canada Initiatives	530,000	Sport Development	1,100,000
OTP Olympic	0	Engagement	235,000
OTP Para-Nordic	1,140,000	Corporate club support	100,000
OTP NextGen Olympic	350,000	Operations, Governance	795,000
OTP NextGen Para-Nordic	190,000	SafeSport, Equity, Inclusion	90,000
Total Government Support	\$3,336,000		
Non-Government Support			
Corporate Partners	38,000		
High Performance Income	152,000		
Association Income	1,040,000		
Fundraising	170,000		
NWSDA Grants	200,000		
Other	1,230,000		
Total Non-Government Support	\$3,350,000		
TOTAL REVENUES	\$6.8M	TOTAL EXPENSES	\$6.8M

MEMBER SERVICES AND MORE!

While the annual business plan focuses on key strategies and initiatives, we also want to capture a sampling of the daily business of running a national sport organization – this work provides value to 80,000 members and is supported by staff on a full-time basis.

Excellence

- Team and Athlete Assistance Program (value: \$700K to athletes) criteria and selections
- Clothing and equipment
- Anti-doping program weekly management
- NST program planning and delivery

Sport Leadership

- Governance: policies, committees, accountability and reporting, external committees
- Business planning and budgeting
- Fundraising: donor and partner servicing, grant administration
- Membership and race license management
- Coach, tech, and officials development
- Inventory management
- Events management: calendars, tech packages
- Liability insurance: daily enquiries, compliance, certificates, communication

Sport Profile and Visibility

- Marketing and communications
- International event hosting
- International committees

Operations: including accounting, human resource management, IT, and general administration support to all programs.

BUSINESS PLAN 2022-2023**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

Long-Term Goal: High Performance—Canada regularly wins World Championship, Olympic and Paralympic medals

2022-2023 Objective:

- 5 Individual Para-Nordic World Ski Championship medals
- 1 relay Para-Nordic World Ski Championship medal
- 8 individual Para-Nordic World Cup medals
- 1 Top-10 individual World Ski Championship
- 1 Top-5 team sprint World Ski Championship
- 1 World Junior/U23 Championship medal

Strategies	Key Performance Indicators	Achieved
Olympic Stream: Design and implement high quality HP programs under strong leadership that allow National Ski Team athletes to achieve their full potential	<ul style="list-style-type: none"> - All HP leadership positions are filled by May 1 (HPD and Head Coach). - A 4-year HP plan driven by the Gold Medal Profile (GMP) and podium pathway metrics is designed. - An effective 2022-23 NST program including regular camps, testing, monitoring, racing, and Integrated Support Team (IST) support, is executed in collaboration with HP staff and Daily Training Environment (DTE) coaches. Training camps are coach-led, IST-supported and athlete- 	

	<p>driven, designed to build a strong, inclusive, and safe HP culture.</p> <ul style="list-style-type: none"> - An efficient, decentralized HP system is established under strong HP leadership. National Development Centre (NDC) agreements are updated to support strong DTEs for NST athletes and up-and-coming talent and are based on trust, collaboration, and mutual accountability. - A comprehensive Podium Pathway matrix and aligned Yearly Training Plan (YTP) for camps and competitions identifies clear roles and objectives for all levels. - Four camps are held in collaboration with DTE coaches, driven by Individual Performance Plans (IPP), led by staff, and supported by IST. 	
<p>Paralympic Stream: Design and implement high quality HP programs under strong leadership that allow athletes to achieve their full potential.</p>	<ul style="list-style-type: none"> - Coaching positions are filled by August 1. - Athletes followed individual training and competition plans leading to 2026; plans are supported by sport science data – Gold Medal Profile (GMP) and analytics; appropriate resources – funding and equipment; camps and competitions. - The PN team culture, based on a holistic approach in the pursuit of excellence, is maintained. Athletes maintained pursuits outside of sport. - The team has shown innovation in equipment, waxing, training, and competition. - A comprehensive Podium Pathway matrix and 	

	<p>aligned YTP for camps and competitions identifies clear roles and objectives for all levels.</p> <ul style="list-style-type: none"> - Four camps are held in collaboration with DTE coaches, driven by IPPs, led by staff, and supported by IST. 	
<p>Train all NST and competition trip staff and athletes in ethical behaviour and sportsmanship.</p>	<ul style="list-style-type: none"> - HP staff held group sessions with NST athletes to discuss what ethical behaviour, sportsmanship, collaboration, and excellence should look, sound, and feel like. The racing community embraces this culture that is promoted, demonstrated, and led by Nordiq Canada staff and NST athletes. 	

Long-Term Goal: High Performance—Canada has a sustainable and growing cohort of developing World Championship, Olympic and Paralympic athletes

2022-2023 Objective: Increase the year-over-year number of athletes meeting OTP standards; Improve year-over-year overall team results at FIS JR/U23 World Championships.

Specific to Para-Nordic:

- Support two Development athletes to attend one World Cup and World Championships
- Support two NextGen athletes to attend one World Cup
- Support up to five prospect athletes to attend a PN-sanctioned NorAm race event
- Two Provincial/Territorial Sport Organization (PTSO) coaches assist at a PN NorAm race event

Strategies	Key Performance Indicators	Achieved
<p>Design and implement high-quality HP development programs benefiting a large talent pool of Olympic and Paralympic stream athletes.</p>	<ul style="list-style-type: none"> - A Para-Nordic Podium Pathway Coordinator is hired by August 1, 2022. - Camp and competition-based NextGen, Development, and Prospect programs are 	

	<p>designed and driven by the GMP and podium pathway.</p> <ul style="list-style-type: none"> - International competition trips that support athlete development below the World Cup level are planned and led in alignment with a robust domestic competition calendar that includes meaningful domestic racing for PN athletes. - DTE programs are supported by Nordiq Canada staff on an ongoing basis and in close collaboration; programs are aligned along the Podium Pathway; the GMP is used to track and develop athletes. - The number of clubs offering PN programs increases. 	
<p>Provide sufficient financial support to athletes to sustain their pursuit of excellence long enough for Canada to regularly win World Championship, Olympic and Paralympic medals.</p>	<ul style="list-style-type: none"> - A portion of the Strategic Priorities Fund is used along with specific HP fundraising activities to adequately support the 2022-23 NST programs. - National Development Centres and IST are better funded compared to 2021-2022. - Athlete fees are based on a tiered system that provides different support to different athletes based on meeting performance benchmarks; fees are capped at 25% of variable trip expenses on average. - The Nordiq Canada Development Fund (NCDF) provides additional funds to HP athletes, directly or indirectly, to support HP programming. 	

Long-Term Goal: Sport Development—Athletes have a variety of training, education, and competition options available that facilitate their development as high-performance skiers

2022-23 Objective: A year-end survey indicates that at least 75% of athletes feel their training, education, and competition options facilitated their development as high-performance skiers.

Strategies	Key Performance Indicators	Achieved
<p>Lead a decentralized HP system for the Olympic stream by partnering with NDCs and HP clubs to deliver a high quality NST program.</p>	<ul style="list-style-type: none"> - DTEs sign agreements clearly stating roles, responsibilities, and mutual accountability. Athletes and DTE coaches are supported by NST coaches on an ongoing basis. - IST supports athletes through centralized and DTE services. - Terms of reference, scheduled meetings, and ongoing communication foster effective collaboration between the HPD-Oly, HPD-Para, Sport Development Director and the High Performance Committee, Coaches Technical Committee, Para-Nordic Committee, and Domestic Development Committee as determined through a year-end survey of committee members. - DTEs have partnerships with post-secondary education institutions and/or have programming to help athletes balance their education and sport careers in a healthy, productive, and sustainable way. 	

Long-Term Goal: Sport Development—Athletes can easily access their appropriate level and variety of competition within Canada, North America, and abroad

2022-2023 Objective: Nine tier 1 events are sanctioned; tier 2 events are sanctioned across the country and in most Divisions; participation at all sanctioned events is tallied to serve as a benchmark to assess participation growth going forward.

Strategies	Key Performance Indicators	Achieved
<p>Sanction enough tier 1 and tier 2 events to meet athlete needs across the country.</p>	<ul style="list-style-type: none"> - NST and Development Staff, together with the Coaches Technical Committee , complete a competition review for Olympic and Paralympic streams of the Athlete Development Matrix (ADM) and Podium Pathway. - A gap analysis process is developed to review athlete development through competition results and ensure the pathway continues to be relevant. - Three Canadian COC events (December, January, March), including Nationals, are sanctioned and supported. - Three Canada Cups are sanctioned in each of the east and west. - Tier 2 events are sanctioned across the country and by at least eight Divisions. - FIS Jr/U23 World Championship is supported following an agreement of roles and responsibilities between Nordiq Canada and the organizing committee. - Staff attends tier 1 races to ensure tech package implementation and ongoing competition pathway assessment. 	

Plan, fund and organize a variety of competition trips for different stages of development.	- Nordiq Canada selects and supports teams for the US SuperTour, FISU Games, FIS Jr/U23 World Championships, NextGen European tour, World Cup and World Ski Championships.	
Clearly define and get agreement on roles and responsibilities for delivering the domestic racing schedule.	- The Coaches Technical Committee and Domestic Development Committee agree upon roles and responsibilities.	
Lead officials' development by developing and maintaining an officials' curriculum, training course conductors, and planning officials' courses across the country in partnership with Divisions.	- Level 1 and 2 officials courses are updated to include Athlete Development Matrix and Podium Pathway content. - One Level 3 course is offered in each of the east and west. - A new controller's course is offered.	

Long-Term Goal: Sport Development—Coaches, technicians, and officials of all levels across Canada can access training and develop their skills and trade

2022-2023 Objective: Offer NST immersion opportunities for technicians and coaches based on a fair and transparent application process.

Strategies	Key Performance Indicators	Achieved
Design and manage resources, materials, mentorships, and workshops for coaches, wax techs and officials.	- The following training materials are updated and integrated into NCCP training: <ul style="list-style-type: none"> o Technical Report Card Manual o Training Zones o Field Testing Protocols for U18 and down o Ski Playground o Resources for coaching adult athletes 	

	<ul style="list-style-type: none"> - A coaching conference is delivered with two streams aligned to system gap analysis needs. - Skill Development Program resources are updated. 	
<p>Offer a pathway and professional development opportunities for coaches, technicians, and officials at international and national events.</p>	<ul style="list-style-type: none"> - A development pathway for wax techs is designed and implemented. - Nordiq Canada pays the expenses and FIS per diem rates for the technical delegate at each tier 1 event. - There are defined processes and outcomes for coach, officials, and wax tech immersion opportunities. - Immersion opportunities are offered at <ul style="list-style-type: none"> o Three development camps (coaches) o Two prospect camps (coaches) o FISU Games (two coaches, two wax techs) o FIS JR/U23 World Championships (four coaches, four wax techs) o International event (one official) - At JR/U23 FIS World Championships, two workshops are offered: <ul style="list-style-type: none"> o Officiate the Worlds o Coach the Worlds 	
<p>Train enough Master Coach Developers and Officials course conductors to meet training needs across the country.</p>	<ul style="list-style-type: none"> - One Master Learning Facilitators course is offered in each of the east and west to update Level 2 and 3 course conductors 	

	<ul style="list-style-type: none"> - Divisional Learning Facilitator and Master Learning Facilitator course conductor courses are offered. 	
<p>Offer financial support or other incentives to facilitate access to development opportunities.</p>	<ul style="list-style-type: none"> - The NWSDA club development grant is implemented and provides coach, officials, and wax tech development opportunities. - The Persons with a Disability grant is implemented with a focus on coach, officials, and athlete development. - NCCP professional development points are offered for coaching, official and wax tech webinars. 	

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.

Long-Term Goal: Sport 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.

2022-2023 Objective: Provide resources to Divisions and clubs aimed at growing participation and helping Canadians of all ages and capabilities learn to ski and/or continue their development.

Strategies	Key Performance Indicators	Achieved
Design and provide development programs and resources specific to each stage of development.	- The following resources are developed or updated: <ul style="list-style-type: none"> ○ 'So Your Kid's a Skier 101' ○ 'How to Start a Para program' ○ New Skills Development Program resources ○ Coaching the Adult Athlete ○ Ski Playground materials ○ Training Zones 	

Long-Term Goal: Operations—The ski community has the resources needed to participate equitably and safely

2022-2023 Objective: Implement the SafeSport and Gender Equity Strategy Framework.

Strategies	Key Performance Indicators	Achieved
Implement the SafeSport and Gender Equity Strategy framework.	<ul style="list-style-type: none"> - Nordiq Canada has transitioned to SDRCC's SafeSport mechanism for complaint management. - Nordiq Canada has implemented years 1 and 2 of the SafeSport and Gender Equity Strategy framework resulting in increased athlete empowerment as measured through a NST survey. - Through a strategy documented in the Engagement Plan, Nordiq Canada has improved the relationship between Nordiq Canada and NST athletes through tools such as on-boarding, introductions to staff roles, education on topics of interest to athletes, improved social media coverage, and increased athlete voice as measured through a NST survey. - \$20,000 is added to the SafeSport reserve to address complaints. 	
Partner with Canadian Women and Sport to develop and implement a gender equity action plan.	<ul style="list-style-type: none"> - The Women's Committee terms of reference are updated. - Staff partners with Canadian Women & Sport to complete the Gender Equity Playbook and agrees to an action plan. 	

Long-Term Goal: Operations—The ski community has a financially thriving and sustainable national sport organization

2022-2023 Objective: Nordiq Canada has a realistic revenue generation plan that will support the organization's long-term goals.

Strategies	Key Performance Indicators	Achieved
Design and execute a revenue generation plan with adequate resources to deliver it.	<ul style="list-style-type: none"> - The plan includes several initiatives with timelines, leaders, and measurable goals, and is adequately supported by staff and budget. - The plan includes appropriate activation of sponsors and donors. - The donor database and total revenue from donations shows year-over-year growth. - Current sponsorship deals are renewed and new sponsors are secured for 2023-24 and beyond. - An application is submitted for all major government grant programs for which Nordiq Canada is eligible. 	
Review Nordiq Canada's membership policy and value proposition to best support long-term growth.	<ul style="list-style-type: none"> - 10 corporate partners have joined NordiqPlus+. - A legal opinion on key membership questions is complete. - A review of the membership model is complete with recommendations and an action plan for implementation for the 2023-24 season. 	
Use the Strategic Priorities Fund to fund investment in high performance over the quad and stimulate sustainable revenue growth through high performance.	<ul style="list-style-type: none"> - The Board approves a draw from the fund in 2022 and acknowledges a four-year plan for further draws. 	
Maintain a contingency fund for unforeseen financial emergencies and self-insurance needs.	<ul style="list-style-type: none"> - The contingency fund (including the protected Safesport fund) is maintained at a minimum of \$500,000. 	

Goal: Operations—Embark on the vision to 2030

Objective: Launch the strategic plan.

Strategies	Key Performance Indicators	Achieved
<p>Launch the strategic plan to 2030.</p>	<ul style="list-style-type: none"> - The strategic plan to 2030 is soft-launched at the Annual General Meeting and rolled out in the fall. - The plan is brought to life in innovative ways, including an office redesign. - The 2022-2023 Business Plan and budget are designed as year 1 of the strategic plan to 2030. - A Human Resources strategy is implemented to support the strategic plan. - Operational policies are updated and aligned to the strategic plan. 	

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.

Long-Term Goal: Operations—Cross-country skiing participants reflect Canadian society

2022-2023 Objective: Nordiq Canada presents a welcoming brand, supports club projects, and is preparing to initiate a targeted approach to achieving reconciliation, equity, diversity, and inclusion.

Strategies	Key Performance Indicators	Achieved
Lay the foundation for a targeted approach to reconciliation, equity, diversity, and inclusion.	<ul style="list-style-type: none"> - All staff and Board members have received training. - The gender field in the national membership registration system is updated to include non-binary gender identification. - The Board has adopted a reconciliation, equity, diversity, and inclusion policy. - Marketing and communications activities promote reconciliation, equity, diversity, and inclusion. 	
Take advantage of federal grant programs that promote reconciliation, equity, diversity, and inclusion.	<ul style="list-style-type: none"> - Nordiq Canada has applied for the Sport Canada Innovation Initiative and Community Sport for All grants and, if successful, supports club programs. 	

Long-Term Goal: Sport Development and Operations—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

2022-2023 Objective: Play a leadership role in international events and on committees.

Strategies	Key Performance Indicators	Achieved
Research opportunities to grow viewership.	<ul style="list-style-type: none"> - Staff has investigated media rights and streaming options and recommended a path forward. - Staff has baseline media monitoring data. - The website meta data, Search Engine Optimization, and speed is improved. 	
Secure Sport Canada funding for hosting major international events in Canada planned in the next four years.	<ul style="list-style-type: none"> - An international hosting strategy is developed to ensure calendar alignment and funding priorities between Olympic and Paralympic stream competitions. - Sport Canada funding is secured for 2023 FIS Jr/U23 World Championships. - Funding applications are initiated for 2024 FIS World Cup and 2024 Para World Championships. 	
Partner with Black Tusk Nordic Events Society to host FIS JR/U23 World Championships.	<ul style="list-style-type: none"> - Support the organizing committee in hosting a fantastic event. 	
Sit on at least five international committees.	<ul style="list-style-type: none"> - Mark Arendz, Len Apedaile and Ian Daffern remain on Para-Nordic committees in the WPNS transition to FIS. - Chris Jefferies sits on the FIS Cross Country 	

	<p>World and Continental Cup Sub-Committee, and cross-country executive committee.</p> <ul style="list-style-type: none">- Julie Beaulieu sits of the FIS Youth and Development Committee.- Allison McArdle sits on FIS Nordic Women's committee.- Norbert Meier sits on the FIS organizing committee sub-committee.	
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