

Business Plan 2023-2024



All Canadians on skis
More Canadian athletes on podiums

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THANK YOU, PARTNERS

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

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HIGHLIGHTS OF 2022-2023

EXCELLENCE

Paralympic Stream

- New Coaching Leadership – Brian McKeever, Menno Arendz and Bjorn Taylor
- Fourty World Cup medals by seven athletes
- Sixteen World Championship medals – all athletes medalled
- Two Crystal Globe winners – Mark Arendz, Biathlon; Collin Cameron, Cross-Country
- # 2 ranked nation

Olympic Stream

- New Coaching Leadership and High Performance Director – Robin McKeever, Eric de Nys, Matt Smider, Chris Jeffries
- Four individual World Cup top-10 finishes
- Fourth World Championships team sprint
- Fifth World Championships team relay

SPORT LEADERSHIP

- Women In Sport:
 - Over twenty female coach immersion opportunities
 - Full-time female wax technician on World Cup Circuit
 - Two females in wax immersion opportunities
 - First-ever gender equity on the Official's Working Group
- Record number of events supported, including Junior and U23 World Championship, NextGen Tour, World Cup, Canada Winter Games, Nordiq and Canada Cups.

SPORT PROFILE AND VISIBILITY

- Canada hosted the FIS Nordic Junior and U23 World Championships
- Joined the national Abuse-Free Sport program
- Granted \$255,000 to clubs through the Nordiq Canada Equity Initiative
- Provided officials for World Championships, Junior and U23 World Championships, Para-Nordic World Cup Finals, and FISU Games

FROM THE CEO

THE YEAR AHEAD

2022-2023 race results featured a dominant Paralympic team and an Olympic stream program on the cusp of winning international medals. Backed by the belief that international podiums translate into more Canadians on skis, more sponsorships, and better facilities, these results reinforce that the time is now to invest in high performance.

In the second year of the strategic plan, we remain focused on our near-term priorities: SafeSport, revenue generation and high-performance development and results. Few new strategies are introduced; rather, we continue to build on what we started last year. As outlined in the strategic plan, to varying degrees, we are active in all areas captured under the short-, medium-, and long-term headings.



In **Safety in Sport**, the national foundation is in place. Our focus will shift to developing capacity in Divisions and clubs, and to building a culture based on our unifying behaviours: trust-building, leadership, unity, and learning. We will offer a pan-Canadian policy suite and implementation resources, and we will develop gender equity and culture strategies. Staff will attend a mental health retreat with sessions on trauma-informed approaches and inclusive leadership.

In **high performance and development**, we will continue to build the talent pool by providing quality programs to a large group of promising athletes. We will continue to offer more outreach and development opportunities for athletes, wax technicians, coaches, and officials.

Costs continue to rise. Our insurance premium has risen by 500%. Inflation continues to climb. Exchange rates are not in our favour. For the second year, we will draw \$800,000 from our Strategic Priorities Fund, leaving only \$890,000 in the fund. To sustain current programs beyond 2025, we must find ways to **generate more revenues** now.

Read on to learn how we will bring our vision to life, and why we believe in the people who will take us there. Reach out to learn how you can help.

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 skiing in Canada is improved by hosting international events.
 - The international ski community recognizes Canada as a leader skiing.

OPERATING BUDGET

Nordiq Canada continues to invest heavily, drawing \$820,000 from the Strategic Priorities Fund. This will leave only \$890,000 in the 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.

Revenues (in thousands)		Expenses (in thousands)	
Government Support			
Sport Canada – Mainstream	\$827	Olympic Stream	\$2,200
Sport Canada – Para-Nordic	\$297	Para-Nordic Stream	\$1,370
Sport Canada Initiatives	\$50	Sport Development	\$900
OTP Olympic	\$231	Engagement	\$253
OTP Para-Nordic	\$811	Corporate club support	\$243
OTP NextGen Olympic	\$150	Operations, Governance	\$740
OTP NextGen Para-Nordic	\$193		
Total Government Support	\$2,559		
Non-Government Support			
Corporate Partners	\$50		
High Performance Income	\$400		
Association Income	\$1,200		
Fundraising	\$145		
Grants	\$505		
Other	\$40		
Strategic Priorities Fund	\$820		
Total Non-Government Support	\$3,160		
TOTAL REVENUES	\$5.7M	TOTAL EXPENSES	\$5.7M

MEMBER SERVICES AND MORE

While the annual business plan focuses on key strategies and initiatives, we want to capture a sampling of the daily business of running a national sport organization – this work provides value to 75,000 members from coast to coast to coast.

Excellence

- Team and Athlete Assistance Program (value: \$700K to athletes), criteria and selections
- Clothing and equipment
- Anti-doping program weekly management
- National Ski Team (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 inquiries, compliance, certificates, communication
- SafeSport implementation, including screening and training

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 2023-2024

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.

2023-2024 Objective:

- Eight Individual Para-Nordic World Biathlon Championship medals
- Twenty individual Para-Nordic World Cup medals
- Two Top-6 individual World Cup results (Olympic stream)
- Ten Top-12 individual World Cup results (Olympic stream)
- One Top-6 relay World Cup result (Olympic stream)

Strategies	Key Performance Indicators
<p>Olympic Stream: Design and implement high-quality HP programs under strong leadership that allow National Ski Team (NST) athletes to achieve their full potential.</p>	<ul style="list-style-type: none"> • A Technical Services Coordinator is hired by June 1st. • The four-year High Performance (HP) plan driven by the Gold Medal Profile and podium pathway metrics is reviewed and refined for year two of the 2026 quadrennial. • An effective 2023-24 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-driven, designed to build a strong, inclusive, and safe HP culture. • HP leadership reviews and refines the decentralized HP system. 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. • Individual Performance Plans (IPP) are created for all NST athletes based on Gold Medal Profile (GMP) data, acting as the basis for their Yearly Training Plan (YTP). This process is done collaboratively by the athlete, DTE, NST coaches and IST. • Gold Team programming (camps) are planned in collaboration with DTE coaches, driven by Individual Performance Plans, led by staff and DTEs, and supported by IST. • Silver Team programming (camps) are held in collaboration with DTE coaches, driven by the GMP and IPPs, led by staff, and supported by IST. • Development Team programming (camps) are held in collaboration with DTE coaches, driven by the GMP and IPPs, led by staff, and supported by IST. • A full World Cup calendar for the 2023-24 season is supported.
<p>Paralympic Stream: Design and</p>	<ul style="list-style-type: none"> • International competition at the World Cup level is a

<p>implement high-quality HP programs under strong leadership that allow athletes to achieve their full potential.</p>	<p>priority for the World Cup Team.</p> <ul style="list-style-type: none"> • International competition opportunities are provided for NextGen & Development athletes who meet defined criteria. • Continue to build and refine toward 2026 – technical, tactical, innovation, physical, mental and ski preparations. • The Para-Nordic (PN) development program supported new athletes and coaches toward the HP stream. • A new Development Coach is hired by September 1. • \$120,000 in new funding is secured to support the PN program and its goals
<p>Train all NST and competition trip staff and athletes in ethical behaviour and sportsmanship.</p>	<ul style="list-style-type: none"> • Olympic and Paralympic staff participated in Inclusive Leadership training. • Olympic NST athletes have regular team culture and values workshops throughout the training and competition season.

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

2023-2024 Objective: Increase the year-over-year number of athletes meeting benchmarks; Improve year-over-year overall team results at FIS JR/U23 World Championships.

Specific to Para-Nordic:

- Expand awareness and knowledge of coaches throughout the system
- Provide camp and competition opportunities

Strategies	Key Performance Indicators
<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"> • Camp and competition-based Senior, NextGen, Development, and Prospect programs are designed and driven by the Gold Medal Profile (GMP) and Podium Pathway. • 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. • A National Talent Pool is created to provide development opportunities to support HP athletes who sit just outside the NST program; they are invited to an NST camp in August.

	<ul style="list-style-type: none"> • Athletes are selected to the US Super Tour through trials, and the NextGen coach leads the trip. • World Cup competition opportunities meet the needs of pathway athletes and are aligned with HP priorities.
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.	<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 NST programs. • National Development Centers are well funded. • Athlete fees are based on a tiered system that provides different support to different athletes based on meeting performance benchmarks; on average, fees are capped at 20% of variable trip expenses. • The Nordiq Canada Development Fund (NCDF) provides additional funds to HP athletes, directly or indirectly, to support their programming.
Expand PN awareness, knowledge, and skills throughout the system to support athlete recruitment and development.	<ul style="list-style-type: none"> • The “Be Para Ready” workshop is offered twice. • Four Para-specific seminars enhance coach development and knowledge. • A classification workshop is held. • PN coaching courses are offered in the east and west. • Partners in the disability community are approached to expand the reach and awareness of PN programs and opportunities. • The number of clubs offering PN programming the number of race opportunities increases.
Provide PN camp and competition opportunities.	<ul style="list-style-type: none"> • The Prospect, Development, and NextGen athletes are offered developmentally appropriate camp and competition opportunities to further their HP development along the pathway. • The annual PN development camp is held.
Nordiq Canada completes the ski speed and performance tracking metrics for the podium pathway and identifies the Key Performance Indicators (KPI) for field testing for U20 and below.	<ul style="list-style-type: none"> • Statistical analysis determines the number of athletes needed at each level of the pathway to ensure a Top 6 nation ranking in the Olympic stream. • Podium Pathway metrics for performance tracking and ski speed are determined. • Field tests, implementable in Prospect and Development Camps, are finalized and executed at camps with the intention of tracking identified metrics from the GMP (e.g., 3000m run test, flexibility).

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

2023-24 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
<p>Lead a decentralized HP system for the Olympic stream by partnering with training centres and HP clubs to deliver a high-quality NST program.</p>	<ul style="list-style-type: none"> • All NST athletes must be a member of a daily training environment (DTE) and supported by a personal coach. • Led by the HPD and NST coaches, a DTE coaches group meets regularly to get HP updates and provide feedback and programming ideas. • HPD, NST coaches, and IST meet regularly with NDC coaches/IST to review athlete IPPs. • NST coaches visit DTEs to help coaches and work with athletes. • DTE coaches are integrated into NST camps and competition trips as appropriate. • DTEs are provided support as requested by the IST to assist in athlete monitoring and programming.

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

2023-2024 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
<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 to determine: <ul style="list-style-type: none"> ○ Appropriate number of Club, Division, Tier 2 and Tier 3 events per age category. ○ Review the Canadian Competition Rules (CCR) to ensure rules align with system gap analysis and support the competition model. • A gap analysis process is developed to review athlete development through competition results and ensure the pathway continues to be relevant. • Three Continental Cup events (December, January, March), including Nationals, are sanctioned and supported. • Two to 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. • Staff or designates attend Tier 1 races to ensure technical package implementation and ongoing competition pathway

	assessment.
Plan, fund and organize a variety of competition trips for different stages of development.	<ul style="list-style-type: none"> • Nordiq Canada selects and supports teams for the U18 US SuperTour, 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.	<ul style="list-style-type: none"> • All stakeholders have agreed to their respective roles and responsibilities for delivering the domestic racing schedule, as reflected in the updated Competition Model.
Lead officials' development by developing and maintaining an officials' curriculum, training course conductors, and planning officials' courses across the country in partnership with Divisions.	<ul style="list-style-type: none"> • Level 1 and 2 officials' courses are updated to include the Athlete Development Matrix and Podium Pathway content, are hosted on an online platform, and are standardized nationally. • One Level 3 course is offered in a blended delivery format culminating at Nationals. • A new controller's course is offered. • An online platform is launched to host learning materials in an accessible format. • A challenge process for officials is introduced. • Para-Nordic is further integrated into all levels of officiating.

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

2023-2024 Objective: Offer NST immersion opportunities for technicians, officials and coaches based on a fair and transparent application process.

Strategies	Key Performance Indicators
Design and manage resources, materials, mentorships, and workshops for coaches, wax technicians, and officials.	<ul style="list-style-type: none"> • The following training materials are updated and integrated into the National Coaching Certification Program (NCCP) training: <ul style="list-style-type: none"> ○ Field testing protocols for U18 and younger ○ Resources for coaching adult participants – Instructor Steam ○ Resources for coaching the master's athlete – NCCP resource Train 2 Train adaptation • A coaching conference is delivered with two streams aligned to system gap analysis needs. • Skill Development Program resources are updated. • Wax technician materials are updated. • Resources developed on Technical Report Card, Training Zones, Instructor Level Individual Performance Plans (IPPs). • Coach Development Manager continues outreach programming with Divisions to deliver coach development, mentorship programs, and workshops.

	<ul style="list-style-type: none"> • The Para-Nordic Learn to Compete materials are updated. • All NCCP Olympic stream modules are reviewed to simplify the language.
Offer a pathway and professional development opportunities for coaches, technicians, and officials at international and national events.	<ul style="list-style-type: none"> • Continue wax technician pathway development. • 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 coaches, officials, and wax tech immersion opportunities. • Immersion opportunities are offered at: <ul style="list-style-type: none"> ○ Three development camps (coaches) ○ Two prospect camps (coaches) ○ U18 US SuperTour ○ JR/U23 World Championships (four coaches, four wax techs) ○ FIS World Cups • Coach lunch and learns are delivered. • Nordic coaches conference is delivered.
Train enough master coach developers and officials course conductors to meet training needs across the country.	<ul style="list-style-type: none"> • Continue Learning Facilitator updates. • Course conductor training modules are developed for official Levels 1 and 2. • Course conductors are trained for Levels 1 and 2, in partnership with Divisions.
Offer financial support or other incentives to facilitate access to development opportunities.	<ul style="list-style-type: none"> • The National Winter Sports Development Association (NWSDA) grant is implemented and provides coaches, officials, and wax tech development opportunities. • The Persons with a Disability grant is implemented with a focus on the new Becoming Para Ready. • NCCP professional development points are offered for coaching, official, and wax tech webinars. • Coach, official, and wax tech immersion opportunities are funded by Nordiq Canada. • Grants are available for the coach conference, competition development candidates, athletes transitioning to officiating, and technical delegates (TD) attending TD seminar update.
Coach development and club support structure gap analysis is complete to identify development needs in coach recruitment and retention.	<ul style="list-style-type: none"> • Gap analysis is complete and an action plan is created. • Survey data identifies ways to keep coaches in the system.

LONG-TERM 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.

2023-2024 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
Design and provide development programs and resources specific to each stage of development.	<ul style="list-style-type: none"> • The following resources are developed or updated: <ul style="list-style-type: none"> ○ ‘So, Your Kid’s a Skier 101’ ○ New Skills Development Program resources ○ Coaching the competitive master’s athlete NCCP module ○ Video library of games and drills – update, create or collate ○ Becoming Para Ready program and the P’s webinars. ○ Coaches lunch and learns targeting ADM subjects

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

2023-2024 Objective: Implement the SafeSport and Gender Equity Strategy Framework.

Strategies	Key Performance Indicators
Implement the SafeSport and Gender Equity Strategy framework.	<ul style="list-style-type: none"> • Through a strategy documented in the Engagement Plan, Nordiq Canada has improved the relationship between Nordiq Canada and NST athletes as measured through an NST survey. • The pan-Canadian SafeSport strategy is implemented for those Divisions who opted in; a decision is made on mandatory participation for F2025.
Develop a gender equity strategy.	<ul style="list-style-type: none"> • The Gender Equity Playbook process is complete, and the working group has agreed to an action plan. • The Women’s Committee terms of reference are updated. • A working group has drafted an overarching operational policy to address gender-diverse skiers.
Improve staff mental health.	<ul style="list-style-type: none"> • Staff have taken at least one course related to mental health.

	<ul style="list-style-type: none"> • Staff has defined what mental health looks like and how staff mental health will be supported. • Staff are provided with mental health resources.
Invest in the national culture.	<ul style="list-style-type: none"> • The Culture Index is completed for the national office and one DTE to better understand our culture baseline.

Long-Term Goal: Operations—The ski community has a financially thriving and sustainable National Sport Organization.

2023-2024 Objective: Nordiq Canada has a realistic revenue generation plan that will support the organization’s long-term goals.

Strategies	Key Performance Indicators
Design and execute a revenue generation plan with adequate resources to deliver it.	<ul style="list-style-type: none"> • The revenue generation plan includes several initiatives with timelines, leaders, and measurable goals, and is adequately supported by staff and budget. • The plan includes sponsor and donor activation. • The donor database and total revenue from donations show year-over-year growth. • F2023 sponsorship deals are renewed and two new sponsors worth a combined value of \$15,000 are secured for F2024. • Nordiq Canada applies for all eligible major government and partner grant programs. • The NordiqPlus+ program is maintained for a fourth year, and the program is reviewed to determine whether it should be continued.
Review Nordiq Canada’s membership policy and value proposition to best support long-term growth.	<ul style="list-style-type: none"> • The annual Division registration process is updated. • Definitions for <i>club</i> and <i>member</i> are proposed to the voting membership with implementation ready for F2024.
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 2023.
Maintain a contingency fund for unforeseen financial emergencies and self-insurance needs.	<ul style="list-style-type: none"> • Subject to direction from the Finance and Audit Committee, the contingency fund (excluding the protected SafeSport fund) is maintained at a minimum of \$500,000.

LONG-TERM 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.

2023-2024 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
Leverage engagement strategies to achieve the goal.	<ul style="list-style-type: none"> The Engagement Plan includes several strategies to represent a welcoming brand.
Support the Board Safeguarding Committee.	<ul style="list-style-type: none"> Staff has contributed to and supported the Safeguarding Committee.
Train staff on inclusion.	<ul style="list-style-type: none"> Staff has received training on inclusion.

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 cross-skiing.

2023-2024 Objective: Play a leadership role in international events and on committees.

Strategies	Key Performance Indicators
Promote viewership opportunities.	<ul style="list-style-type: none"> Nordiq Canada promoted viewership opportunities.
Implement the hosting plan.	<ul style="list-style-type: none"> Secure Sport Canada funding for and partner with organizing committees to host: <ul style="list-style-type: none"> 2024 World Cup 2024 Para World Championship
Sit on at least five international committees.	<ul style="list-style-type: none"> Mark Arendz sits on the FIS Para Sport Athlete Committee. Len Apedaile chairs the FIS Para Sport Committee managing the World Para Nordic Skiing transition to FIS. Kate Boyd sits on the FIS PN Continental Cup, World Cup, and Development Workgroup, as Vice-Chair. Bjorn Taylor is a member of the FIS PN Sub-Committee and Senior Classifier for FIS PN. John Jaques sits on the FIS/IBU Biathlon Committee, as Chair. Brian McKeever sits on the Coach Advisory Group for FIS Para Sport.

	<ul style="list-style-type: none">• Chris Jefferies sits on the FIS Cross Country World and Continental Cup Sub-Committee and the Cross-Country Executive Committee.• Julie Beaulieu sits on the FIS Youth and Development Committee and the FIS Nordic Women’s Committee.• Norbert Meier sits on the FIS Organizing Sub-Committee.
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