

Introduction

COVID-19 has introduced a great deal of uncertainty. This document will guide Nordiq Canada on how and when to respond to ever-changing risks and opportunities related to COVID-19. By using this document, Nordiq Canada expects to be prepared to act quickly no matter the situation. Divisions and clubs can also use this document to know what they can expect from Nordiq Canada.

This is a high-level, working document that will be updated as required. The document will be reviewed weekly to determine if actions are required. Megan Begley and Kate Boyd have overall responsibility for this document. Staff members are encouraged to review the document regularly. Program areas will develop detailed plans and tools stemming from this document.

Nordiq Canada’s top priority is the health of its members and staff. We will follow directives issued by the Government of Canada and other relevant agencies, and we will do what is required to support Canada’s public health interests. We will continue to work with our sport and medical partners (e.g., OTP task force, Sport Medicine Advisory Committee) in determining and reducing risk.

Under all scenarios, we remain guided by our long-term goals. We understand the importance of sustaining individual members, clubs and Divisions over the long term.

This document describes four possible scenarios and is split into three sections:

Scenarios	High Risk	Medium-High Risk	Low–Medium Risk	Low Risk
Sections				
Triggers				
Impacts to Nordiq Canada (risks and opportunities)				
Actions by Nordiq Canada				

While serious, COVID-19 presents significant opportunities. These will be added to this plan in the coming weeks.

Triggers

	High Risk	Medium-High Risk	Low–Medium Risk	Low Risk
Personal Preventive Practices/Hygiene (e.g., masks, hand-washing)	<ul style="list-style-type: none"> Masks required indoors and outdoors when you cannot physical distance Enhanced cleaning recommended 	<ul style="list-style-type: none"> Masks recommended indoors and outdoors when you cannot physical distance Enhanced cleaning recommended 	<ul style="list-style-type: none"> Masks recommended indoors when you cannot physical distance Enhanced cleaning recommended 	<ul style="list-style-type: none"> Masks recommended indoors when you cannot physical distance Enhanced cleaning recommended
Physical Distancing	<ul style="list-style-type: none"> 2-metre distancing required 	<ul style="list-style-type: none"> 2-metre distancing required 	<ul style="list-style-type: none"> 2-metre distancing recommended 	<ul style="list-style-type: none"> 2-metre distancing recommended
Gatherings/Group Sizes	<ul style="list-style-type: none"> <10 	<ul style="list-style-type: none"> <50 	<ul style="list-style-type: none"> <100 	<ul style="list-style-type: none"> No restrictions
Provincial and Territorial Organized Sport	<ul style="list-style-type: none"> No club sports are allowed 	<ul style="list-style-type: none"> Outdoor sports can operate with safety protocols, no indoor sports or facilities 	<ul style="list-style-type: none"> Club sports can operate with safety protocols 	<ul style="list-style-type: none"> No restrictions
Stay-at-Home Orders	<ul style="list-style-type: none"> Most businesses, schools are closed; only leaving home for essential outings 	<ul style="list-style-type: none"> Many businesses (e.g., gyms, salons) are closed 	<ul style="list-style-type: none"> Some businesses (e.g., esthetics) are closed 	<ul style="list-style-type: none"> No recommendations to stay home
Regional Travel	<ul style="list-style-type: none"> Must not travel outside of community 	<ul style="list-style-type: none"> Limited travel outside of region or cohort 	<ul style="list-style-type: none"> No restrictions 	<ul style="list-style-type: none"> No restrictions
Inter-provincial and Inter-territorial Travel	<ul style="list-style-type: none"> Borders closed or essential travel only; cross-border isolation requirements; limited flights 	<ul style="list-style-type: none"> Non-essential travel not recommended; some closed borders and many cross-border isolation requirements; limited flights 	<ul style="list-style-type: none"> Travel is allowed; some cross-border isolation requirements; nearly normal flight options 	<ul style="list-style-type: none"> No restrictions; normal flight options
International Travel	<ul style="list-style-type: none"> Borders closed or essential travel only; cross-border isolation requirements including upon return 	<ul style="list-style-type: none"> Non-essential travel not recommended; many cross-border isolation requirements 	<ul style="list-style-type: none"> Borders are open, some cross-border isolation requirements including upon return 	<ul style="list-style-type: none"> Travel is okay in most regions; no need for self-isolation including upon return to Canada; normal flight

	to Canada; limited flights	including upon return to Canada; limited or expensive flights	to Canada; near normal flight options	options
Financial Security	<ul style="list-style-type: none"> > 30% impact to revenues 	<ul style="list-style-type: none"> 20-30% impact to revenues 	<ul style="list-style-type: none"> 10-20% impact to revenues 	<ul style="list-style-type: none"> < 10% impact to revenues

Impacts to Nordiq Canada

Operations & Governance	<ul style="list-style-type: none"> The office is closed In-person meetings are not possible 	<ul style="list-style-type: none"> Can work from office with safety protocols Small in-person meetings are permitted 	<ul style="list-style-type: none"> Can work from office with safety protocols Small in-person meetings are permitted 	<ul style="list-style-type: none"> The office can be fully open with adaptations In-person meetings are possible with adaptations, including AGM
Club Programming (Bunny/JackRabbits; Track Attack; Learn to Ski; Social Activities)	<ul style="list-style-type: none"> Club programs are cancelled 	<ul style="list-style-type: none"> Club programs proceed with adaptations; some may choose not to proceed; enrolments and participation may drop 	<ul style="list-style-type: none"> Club programs proceed with adaptations Enrolment may increase as people choose outdoor sports 	<ul style="list-style-type: none"> Club programs proceed with some adaptations
Training (Club, PSO, NDC, NST training groups)	<ul style="list-style-type: none"> No group or in-person training At-home training and remote coaching 	<ul style="list-style-type: none"> Some small group training with adaptations Some small group coaching with adaptations 	<ul style="list-style-type: none"> Group training and camps can proceed with adaptations (for NST, OTP R-SAT rating low) 	<ul style="list-style-type: none"> Training proceeds with some adaptations NST camps can proceed with OTP R-SAT rating low
Domestic Events	<ul style="list-style-type: none"> No events are allowed Team qualifications are affected Organizing Committee business models are impacted Sponsor and supplier activation is impacted 	<ul style="list-style-type: none"> Adaptations are required Event size is limited Very few if any cross-border events; mostly regional events A shorter races series is favoured Team qualifications are likely affected Organizing Committee 	<ul style="list-style-type: none"> Adaptations are required Event size is limited by regulations and fewer racers may come from further away, including few Americans Registrations may be lower Races that reduce 	<ul style="list-style-type: none"> Domestic racing proceeds with some adaptations

		<p>business models are impacted</p> <ul style="list-style-type: none"> • Sponsor and supplier activation is impacted 	<p>travel and community impact are favoured</p> <ul style="list-style-type: none"> • Some cross-border racing makes sense (e.g., between two provinces if neither requires self-isolation) • A shorter races series (days) is favoured • If some borders require self-isolation, fairness of national competition is in question • Organizing Committee business models are impacted 	
International Events	<ul style="list-style-type: none"> • International events are cancelled • Team qualifications are affected • Sponsor and supplier activation is impacted 	<ul style="list-style-type: none"> • Nordiq Canada likely determines it is not safe to participate • Team qualifications are likely affected • Sponsor and supplier activation is impacted 	<ul style="list-style-type: none"> • Nordiq Canada competes internationally but competition plans are impacted (e.g., extra travel time and expenses, perhaps fewer trips) • It is possible fewer nations compete 	<ul style="list-style-type: none"> • Nordiq Canada competes internationally • Minor adaptations are required
Infrastructure/Trails/	<ul style="list-style-type: none"> • Groomed trails may 	<ul style="list-style-type: none"> • Groomed trails are 	<ul style="list-style-type: none"> • Groomed trails are 	<ul style="list-style-type: none"> • Groomed trails are

Facilities	<ul style="list-style-type: none"> not be available Athlete testing is not available 	<ul style="list-style-type: none"> available There may be limited or no access to athlete testing 	<ul style="list-style-type: none"> available Athlete testing is available with adaptations 	<ul style="list-style-type: none"> available Athlete testing is available with adaptations
Coach and Official Development	<ul style="list-style-type: none"> All in-person programming is cancelled Demand for virtual programming increases Coaches need support with remote coaching 	<ul style="list-style-type: none"> In-person programming is likely limited to small, regional programming Demand for virtual programming increases International coaching development opportunities are likely cancelled 	<ul style="list-style-type: none"> In-person programming can continue with some adaptations Programming may be adjusted to reduce travel and time International coaching development opportunities may be impacted 	<ul style="list-style-type: none"> In-person programming can continue with some adaptations
Engagement (Marketing & Communications)	<ul style="list-style-type: none"> Increased communication needs Primary focus of engagement plan is on supporting community health efforts 	<ul style="list-style-type: none"> Increased communication needs Engagement plan is impacted; messaging needs to shift 	<ul style="list-style-type: none"> Increased communication needs Engagement plan is still relevant; some additional content needed on Covid and impacts 	<ul style="list-style-type: none"> Little impact on engagement plan

Actions by Nordiq Canada

<p>Operations & Governance</p>	<ul style="list-style-type: none"> • Work with insurer and take necessary steps • The office is closed to the public and staff • Staff works from home • Supports are considered for those working from home (e.g., access to files, mail, communication tools, home office) • Mental health check-ins for staff • Meetings are virtual • Evaluate financial impact; explore emergency funding (e.g., CEWS); update budget • Work with funders to adjust deliverables as required • Monitor viability of critical service and goods providers, and ensure back-up plans and providers 	<ul style="list-style-type: none"> • Work with insurer and take necessary steps • The office is closed to the public • Staff can likely work from home or office • There is enhanced office cleaning, PPE is available to staff, a daily log is kept to show who entered office • Supports are considered for those working from home (e.g., access to files, mail, communication tools, home office) • HR best practices are followed, including employee disclosure if underlying health conditions • Mental health check-ins for staff • Meetings are virtual • Evaluate financial impact; explore emergency funding (e.g., CEWS); update budget • Work with funders to 	<ul style="list-style-type: none"> • Work with insurer and take necessary steps • The office is closed to the public • Staff can likely work from home or office • There is enhanced office cleaning, PPE is available to staff, a daily log is kept to show who entered office • Supports are considered for those working from home (e.g., access to files, mail, communication tools, home office) • HR best practices are followed, including employee disclosure if underlying health conditions • Mental health check-ins for staff • Meetings are virtual • Evaluate financial impact; explore emergency funding (e.g., CEWS); update budget • Work with funders to 	<ul style="list-style-type: none"> • The office is open as normal, including to the public • An AGM-like gathering is considered • Evaluate financial impact; explore emergency funding (e.g., CEWS); update budget
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		<p>adjust deliverables as required</p> <ul style="list-style-type: none"> • Monitor viability of critical service and goods providers, and ensure back-up plans and providers 	<p>adjust deliverables as required</p>	
<p>Club Programming (Bunny/JackRabbits; Track Attack; Learn to Ski; Social Activities)</p>	<ul style="list-style-type: none"> • Notify club of stop action • Address any demand for Nordiq Canada membership refunds • Provide resources to (e.g., emergency funding, HR) • Reevaluate Nordiq Canada grants, including deferring, returning or shifting use of funds (e.g., NWSDA, PWAD, AltaGas); for grants not yet awarded, determine whether something can be written into grant agreements if they cannot be completed 	<ul style="list-style-type: none"> • Provide a framework for safe operations 	<ul style="list-style-type: none"> • Provide a framework for safe operations, considerations for clubs and adapted lesson plans 	<ul style="list-style-type: none"> • No action required
<p>Training (Club, training centres, PTSO, NST training groups)</p>	<ul style="list-style-type: none"> • Notify club of stop action • DTE training in home locations • Provide a framework for safe remote 	<ul style="list-style-type: none"> • Provide a framework for safe operations 	<ul style="list-style-type: none"> • Provide a framework for safe operations 	<ul style="list-style-type: none"> • No action required

	<p>coaching operations, including intensity restrictions, daily athlete monitoring, Safesport best practices</p> <ul style="list-style-type: none"> • NST: Adapt plans to meet training objectives • NST: Remote training and coaching, including following the Nordiq Canada framework • Fair, consistent and transparent decision making is important 			
Domestic Events	<ul style="list-style-type: none"> • Events are cancelled • Work with organizing committees • Consider criteria adjustments • Work with sponsors and suppliers 	<ul style="list-style-type: none"> • Provide a framework for safe events, incl financial and communication considerations • National events are likely cancelled; Nordiq Canada works with organizing committees • Consider criteria adjustments • Work with sponsors and suppliers 	<ul style="list-style-type: none"> • Provide a framework for safe events, incl financial and communication considerations • Review hosting agreements and technical packages; work with organizing committees to make adjustments and make decisions 	<ul style="list-style-type: none"> • Provide a framework for safe events
International Events	<ul style="list-style-type: none"> • Consider criteria adjustments • Work with sponsors 	<ul style="list-style-type: none"> • Consider criteria adjustments • Work with sponsors 	<ul style="list-style-type: none"> • Provide a framework for safe international travel 	<ul style="list-style-type: none"> • Make minor adaptations to ensure safety

	<ul style="list-style-type: none"> and suppliers • Work with funders • Support athlete and staff mental health • Plan alternate Games preparation 	<ul style="list-style-type: none"> and suppliers • Work with funders • Support athlete and staff mental health • Plan alternate Games preparation 	<ul style="list-style-type: none"> • Create detailed plans for Nordiq Canada team travel • Consider adjusting competition plans based on safety, long-term goals, annual objectives, budget • Work with funding partners 	
Coach and Official Development	<ul style="list-style-type: none"> • Cancel all in-person program • Increase virtual programming 	<ul style="list-style-type: none"> • Provide a framework for in-person programming • Likely cancel in-person national programming • Cancel international programming • Increase virtual programming 	<ul style="list-style-type: none"> • Provide a framework for in-person programming • Consider whether in-person national programming makes sense • Consider whether international opportunities make sense • Promote virtual programming 	<ul style="list-style-type: none"> • Provide a framework for in-person programming
Infrastructure/Trails/Facilities	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • Provide a framework for club-managed facility operations 	<ul style="list-style-type: none"> • Provide a framework for club-managed facility operations 	<ul style="list-style-type: none"> • Provide a framework for club-managed facility operations
Engagement (Marketing & Communications)	<ul style="list-style-type: none"> • Adjust the engagement plan to remove what is no longer relevant and to increase communications about changes and to 	<ul style="list-style-type: none"> • Adjust the engagement plan to remove what is no longer relevant and to increase communications about changes and to 	<ul style="list-style-type: none"> • Increase communications about changes 	<ul style="list-style-type: none"> • The engagement plan is written to include some health messaging

	support public health messaging	support public health messaging		
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