



Rapports du personnel pour l'AGA

Ce document n'a pas été traduit. Le contenu français est disponible dans le plan d'affaires,
https://nordiqcanada.ca/wp-content/uploads/Business-Plan-2020-2021_FR-1.pdf

Staff Report for AGM

The contents of this presentation are pulled from the Business Plan.
<https://nordiqcanada.ca/wp-content/uploads/Business-Plan-2020-2021-1.pdf>

- Tous les Canadiens sur des skis
- All Canadians on skis
- Plus de Canadiens sur les podiums
- More Athletes on Podiums



Agenda

- Introductions
- Overview
 - 2019-2020 – Where we started
 - 2020-2021 – Setting the stage: Inputs, COVID-19, Priorities
 - Presentations by Management Team Members
 - Highlights of completed year, including learnings that informed plans
 - Plans for new year
- Discussion
- Next Steps

Where We Started in 2019-2020

AGM:

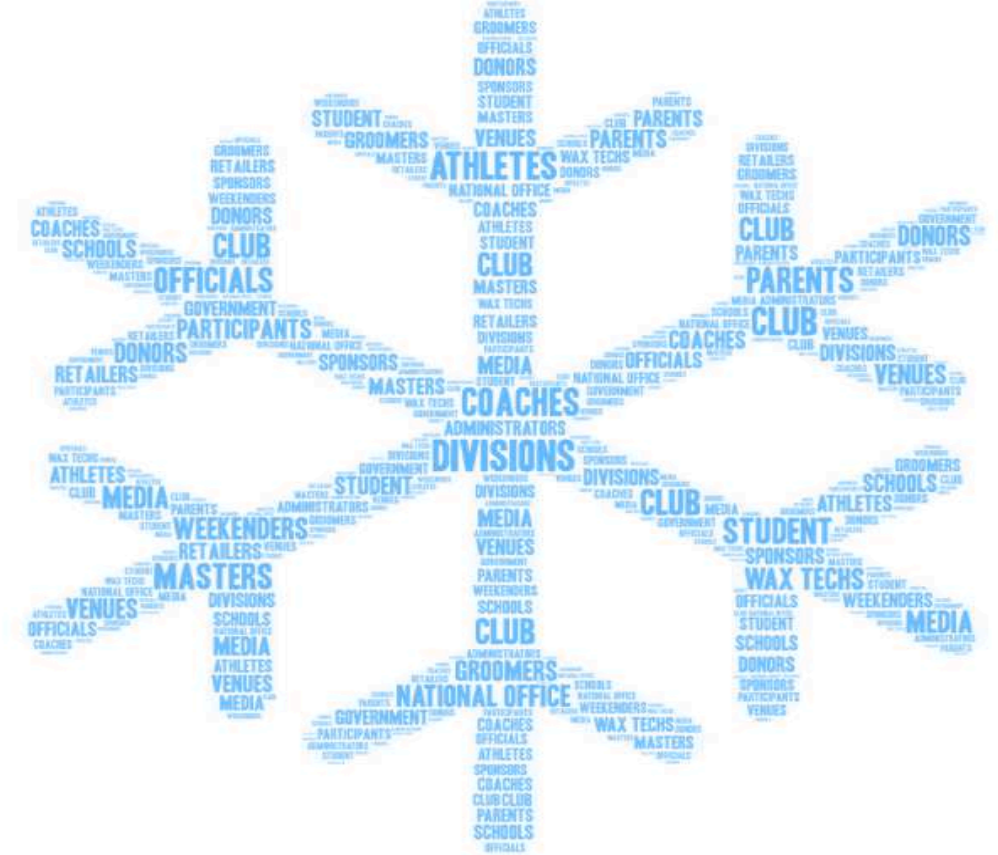
- Accountability Framework: the system needs each cog to do its job
- Success depends on volunteers and some paid Division and club staff

Priorities:

- high performance development
- promotion of the sport (staff priority)/ Communication (Board)
- safety in sport
- revenue generation



*Coming together is a beginning;
keeping together is progress;
working together is success.*





Setting the Stage for 2020-2021

- Inputs
 - ENDS
 - 10-year plan
 - Reports: High Performance Review Report, OTP, Nordic Strategy
 - Surveys: Division, Club, Masters, Coaches, Athlete, Post-Secondary, SafeSport
 - Funding (see reference slides)
 - Board feedback
 - Covid-19 scenario plan



COVID-19 Risks and Opportunities

- Distancing, borders, gatherings, viability of partners
 - Financial:
 - Opportunity: Deferred income, wage subsidy, Sport Canada emergency funding
 - Risk: NWSDA down \$100K, Haywood unlikely, membership, supplier pool, donations
 - Generally, anticipate a different way of doing things
 - High Performance: camps, uncertainty around int'l calendar, IST
 - Events: Uncertainty around domestic calendar; emphasis on regional
 - Coach and Athlete Development: Difficulties re in-person learning and assessments
 - Operations: Opportunity to promote All Canadians on Skis
 - Long-term viability of clubs, pipeline of coaches and athletes
- What we need to do may not change too much in some areas; how we do it and budget may need to change significantly in others
- You'll see COVID references throughout BP, and we are guided by scenario plan



Priorities

- We have defined priority as an area that:
 - is critical to the future of the organization
 - needs a big push and investment of time, thought and/or money to get us from where we are now to the point where execution is regular business
 - takes precedence over other business as required; must be achieved
 - Impacts most or all program areas
- Priorities, all under the #1 backdrop of COVID-19
 - Engagement (how we do things, working with the community, educating, building trust)
 - HP (primarily Olympic) – reestablishing the foundation, pathway
 - Revenue generation
- Of course, we will move toward achievement of all Ends
- Important considerations: National role within ecosystem, Brand vs ENDS

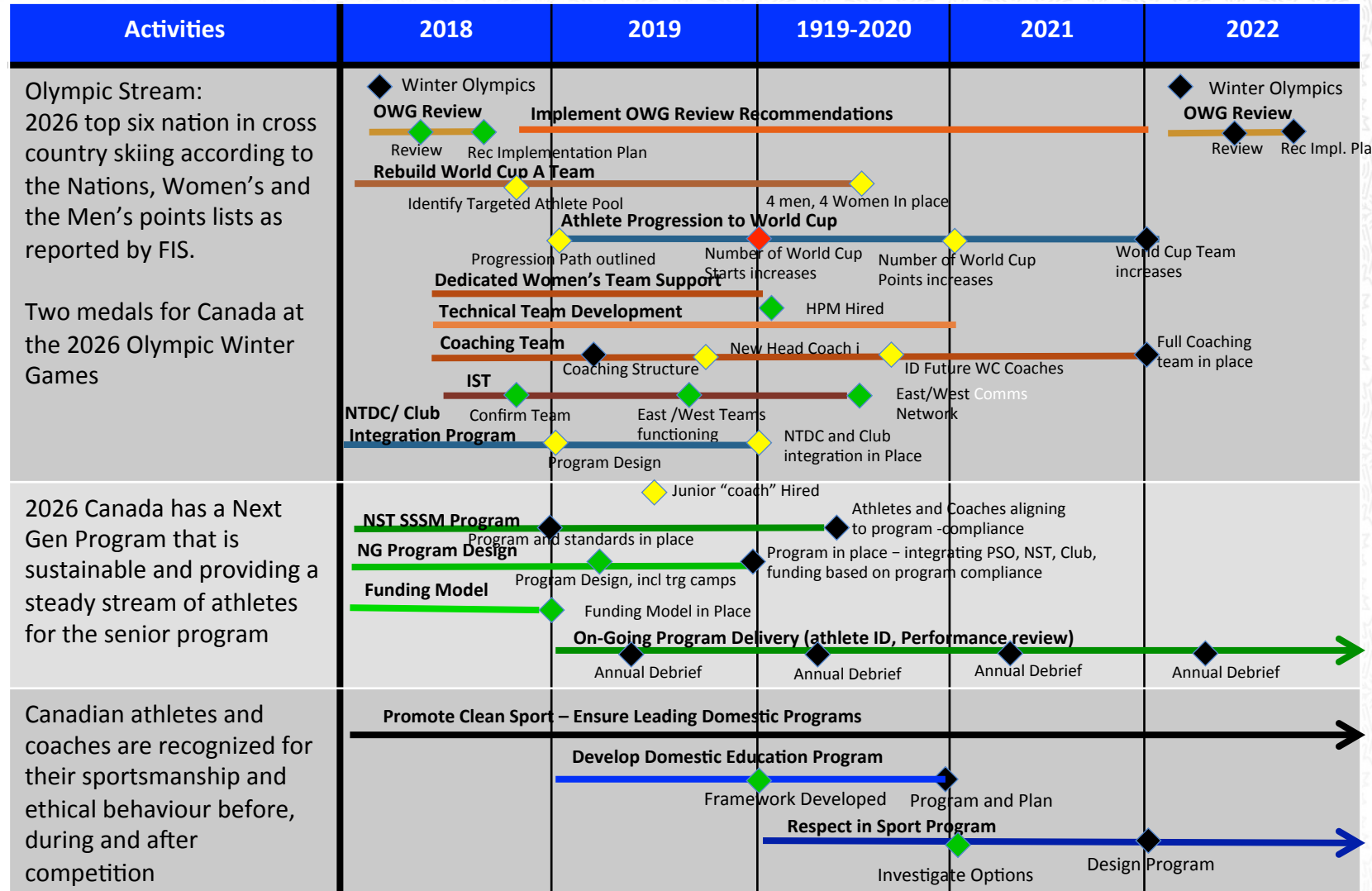


Excellence

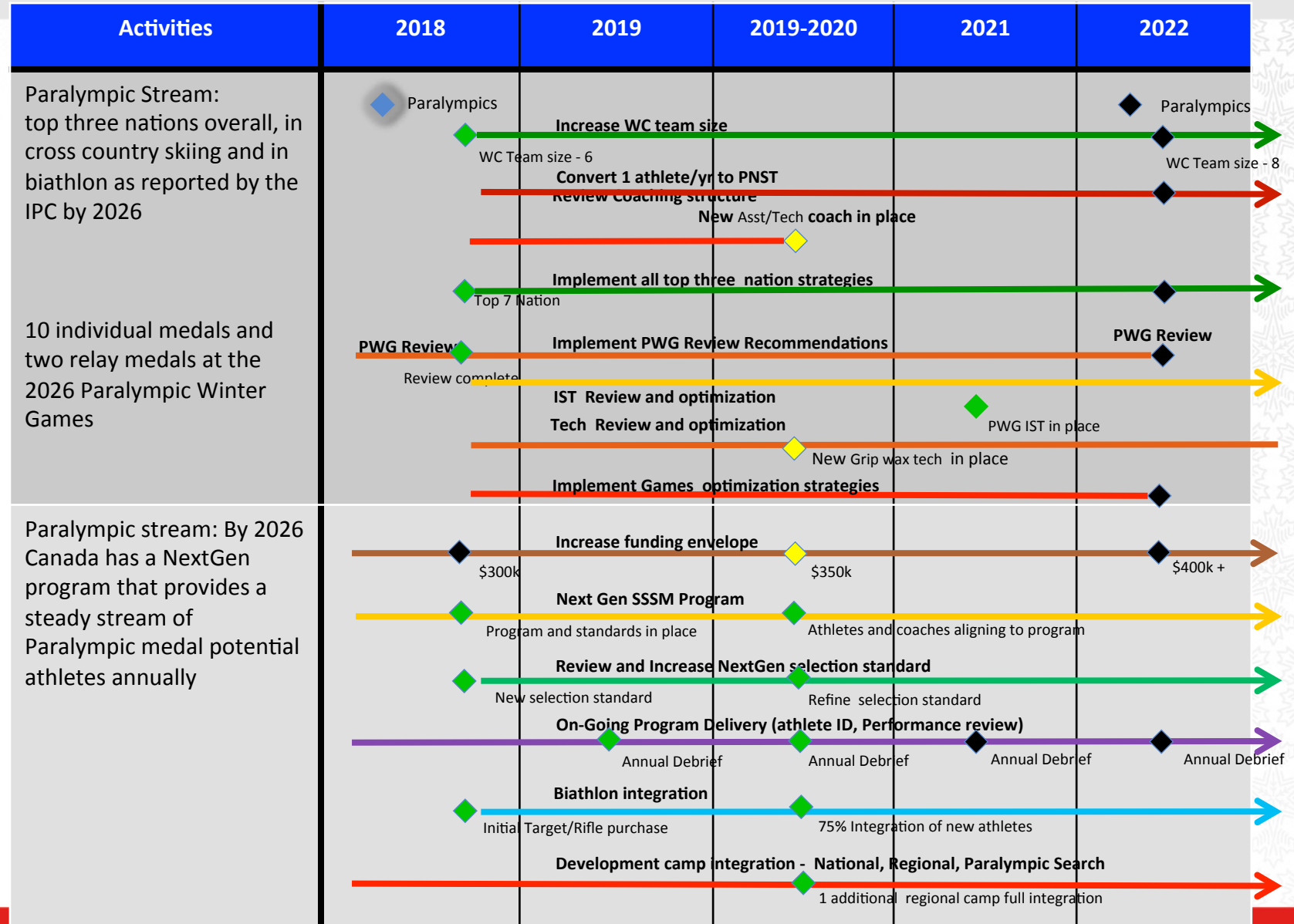
Kate and Joel

- Tous les Canadiens sur des skis
- All Canadians on skis
- Plus de Canadiens sur les podiums
- More Athletes on Podiums

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



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Excellence

Able-bodied 2019-2020

- HPM Hired
- Gold Medal Profile 90 percent completed
- Next Gen group supported
- 3 fully funded summer camps in Canada
- World Cup Experience Program
- Adjusted NST Schedule (included OPA races into the program)
- Criteria published in a timely manner
- Silver Medal at World Junior Championships
- 8 top 20 results at World Junior/U23 Championships



Excellence

Able-bodied 2020-2021

- Still following the HP Review Report
- Build the foundation
 - HP Selection Committee, Domestic Development Committee, HPD, possibly another coach
 - Evidence-based decision-making; Canadian Tire data
- Build the pathway
 - GMP roll out
 - Develop pathways with Divisions and CAD
 - Review national team program (August planning) including fit with pathway
 - Criteria is focused on long-term goals; there are on and off ramps
 - Trip fee rebate system for those meeting performance benchmarks
 - Integrated IST
 - Planning for Games



Excellence

Para-Nordic, 2019-2020

- Continued podium performances against a full field (proven YTP)
- Multiple World Cup medals
 - 2 Gold, 8 Silver, 6 Bronze, 26 Top Half results
- Resilience tested at Dresden/Altenberg + Covid – stronger/more agile
- IST Integration – DTE and camps
- More robust systems and documents
- Gold Medal Profile
- Good international and domestic representation on committees
- New PN Coordinator



Excellence

Para-Nordic, 2020-2021

- Exploring succession plans for coaching/technical leadership
- Remaining agile through 20-21 – camps, competitions, DTE
- Leveraging a full staff team
- Plans for 2022
- Development and Pathway – pipelines
- Innovation (wax, GPS I4G)
- Team connection and communication
- GMP implementation



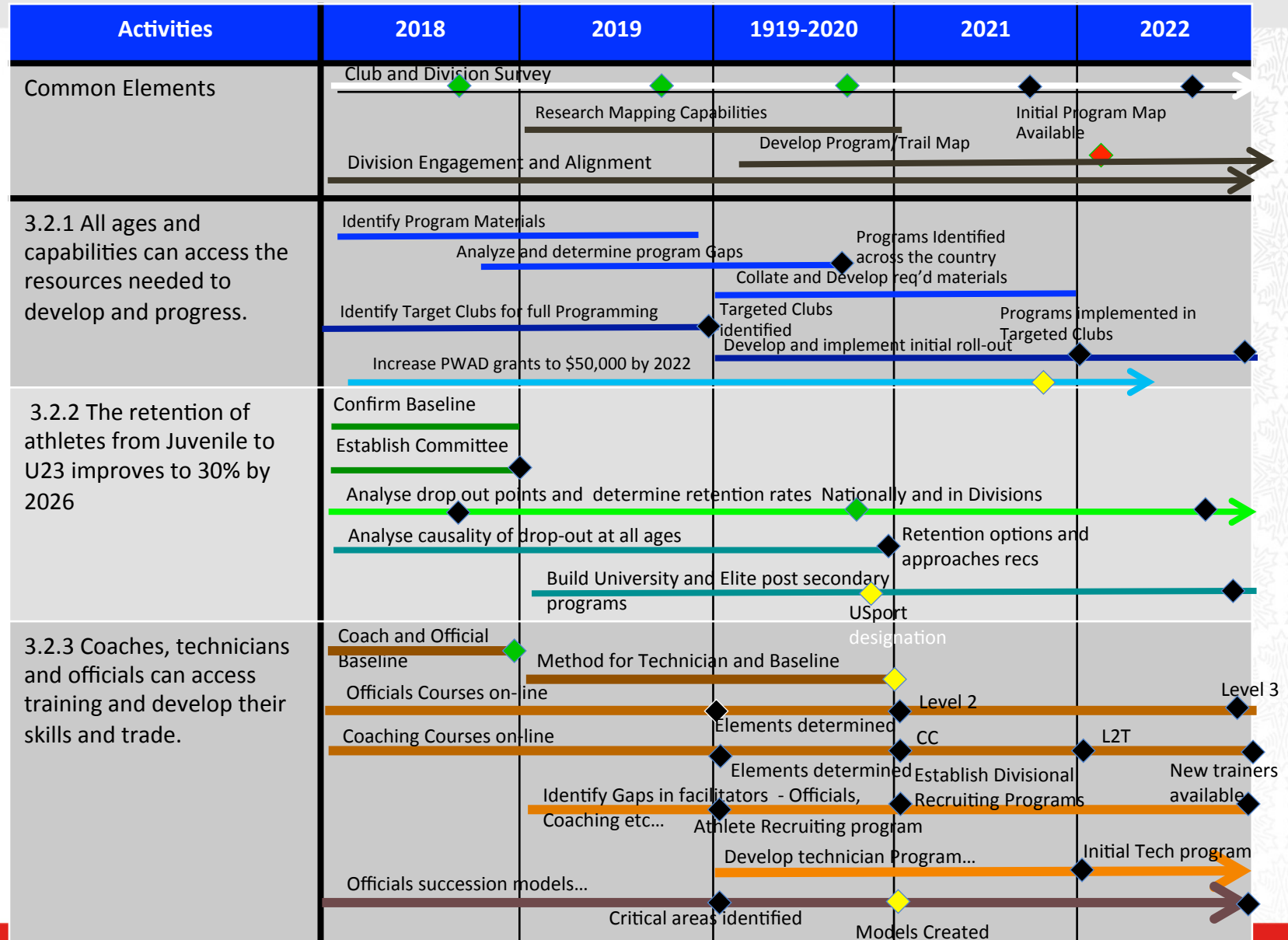
Harmonisation communautaire et développement

Community Alignment and Development

Kate, Stephen, Megan

- Tous les Canadiens sur des skis
- All Canadians on skis
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Community Alignment and Development: The cross-country skiing community collectively creates an environment that inspires athletes of all ages, and the whole skiing community. Members of Canada's cross-country skiing community (including National, Divisions, clubs, training centers, and funding partners) actively cooperate to achieve progress on athlete performance, education, health and fitness objectives.





Community Alignment and Development: The cross-country skiing community collectively creates an environment that inspires athletes of all ages, and the whole skiing community. Members of Canada's cross-country skiing community (including National, Divisions, clubs, training centers, and funding partners) actively cooperate to achieve progress on athlete performance, education, health and fitness objectives.

Activities	2018	2019	1919-2020	2021	2022
3.2.4 Clubs thrive, realize the benefits/value of associating with Nordiq Canada, and feel connected to the overall goals of the skiing community.	Refine and update Value Proposition	Develop roll-out plan and identify stakeholders	Initial Structure, Roles and Responsibilities	Divisional Structure and templates	Release new Propositions
		Initiative 1 from Survey		Initiative 2 from Survey	
3.2.5 Clubs, Divisions and Nordiq Canada increase the depth and variety of both domestic competitions and overall program innovation	Revise Competition Model and Developmental Stepping stones	Updated Model Development	Roller Ski Series	Developmental pathways Race Formats	
	North American Calendar	Can/US Noram east and west	Integrated Calendar US/Can		
		Develop Can/US Regional Interprov. series	Regions Identified	First Regional Series	
		Develop frameworks for working with third parties		Third Party Frameworks	
		Identify Event Hosting Gaps	Gaps Identified		
		University events	FISU Games		



Community Alignment and Development

Para-Nordic 2019-2020

- 3 new athletes participated in WPNS events (BC, ON, SK)
- Development Camps:
 - Ottawa – Fall Dryland Camp
 - Canmore – On-Snow Annual Camp & Classification
- PWAD Grant \$26,000 investment in development
- Pathway Alignment
- Clearly criteria (trips, competitions)



Community Alignment and Development

Para-Nordic 2020-2021

- Integrated Training Peaks monitoring of NextGen
- IST integration with NG
- Canadian Tire Analytics – metrics for tracking development
- Canada Games 2023 – Coach Development, Athlete Recruitment Plans
- CPC Paralympic Search Events & Female Recruitment Initiative
- CPC Coaches Council
- Jumpstart Grant application



Community Alignment and Development Coach and Athlete Development 2019-2020

- High Performance Coaching Seminar attended by over 80 HP coaches from across the country with presentations from World Class presenters
- Number of junior athletes meeting International Points Benchmarks increases 60% 2019 vs 2018, resulting in an increase of 50% of the AltaGas Club Coach Development Grants support (14 supported clubs in 2019-20 vs 9 in 2018-19)
- Successful Coaching and Athlete Development outreach trips in YK, BC, AB, SK, NU, QC (more coaches, coach developers and master coach developers trained, system alignment, best practices, etc)
- Membership surveys aimed at adult skiers and University racers to better serve these two membership groups in particular
- Enhancement of Skill Development Program materials (new Bunnyrabbit booklet and awards designed) and best practices of SDP delivery (3 SDP club coordinators' webinars)



Community Alignment and Development

Coach and Athlete Development 2020-2021

Goal : **Coach and Athlete Development**—Design, promote and manage programs and resources that support Divisions and clubs in *increasing participation* in all LTAD stages.

- Supporting the development of University ski teams and events across the country to improve U20, U23 and senior athlete retention
- Promoting Skill Development Programs and growing participation
- Promoting more non-conventional and team events
- Increasing the value of Nordiq Canada membership, leading to increasing and retaining recreational skiers



Community Alignment and Development

Coach and Athlete Development 2020-2021

Goal : **Coach and Athlete Development**—Design, promote and manage programs and resources that support Divisions and clubs in *improving the quality of participants* from Active Start to Learn to Compete LTAD stages.

- Reviewing Community Coach NCCP context
- Completing CDAG NCCP update and pilot
- Reviewing Athlete Development pathway
- Continuing to improve communication and education of CAD principles, strategies and best practices



Community Alignment and Development

Women's Committee, 2019-2020

- Continues to do good work
- Held back by volunteer capacity
- Role has shifted from supporting women on the national team to supporting women throughout the system
- Most popular program was a grant around teams: one for newcomers and one for post-secondary athletes



Community Alignment and Development

Women's Committee, 2020-2021

- Need to define role going forward and better integrate with staff
- Will be reviewed under SafeSport and Gender Equity project



Community Alignment and Development

Events 2019-2020

- All Tier 1 & Tier 2 sanctioned events include U14 category; athletes require a development license or SMDL
- Associate race license for international athletes – about 15 licenses sold
- Transitioned categories to “U...” throughout Events and Athlete Development to better align with many NSOs including US Ski and Snowboard
- Lo fluoro policy implemented
- NorAm & USST program integration continued with more USA skiers coming north to compete in NorAm’s; season was to include combined Cdn Championships and US Super Tour Finals
- Updated Officials registry – still not working
- Officials Manual updated and translated (last update was in 2004; incorporates current timing, snow management and track setting standards)
- Much was back-burnered due to international events in Canada; this has been a trend



Community Alignment and Development Events 2020-2021

- Focus on domestic program over international events
- Need to
 - simplify: policies and procedures, hosting agreements, tech packages, etc
 - develop organizing committees and officials: best practices, mentorship, checklists
- Introduce no-fluoro policy in partnership with other snow sports
- The Usual: homologation, Canada Winter Games, Points lists, license administration, sanctions
- Regional racing preferred throughout COVID

How?

- Reinvigorate Events Committee, team approach of Jeff, Marian, contracts, moving officials development to CAD
- Test direct communication and back away from exceptions



Participation et Communication

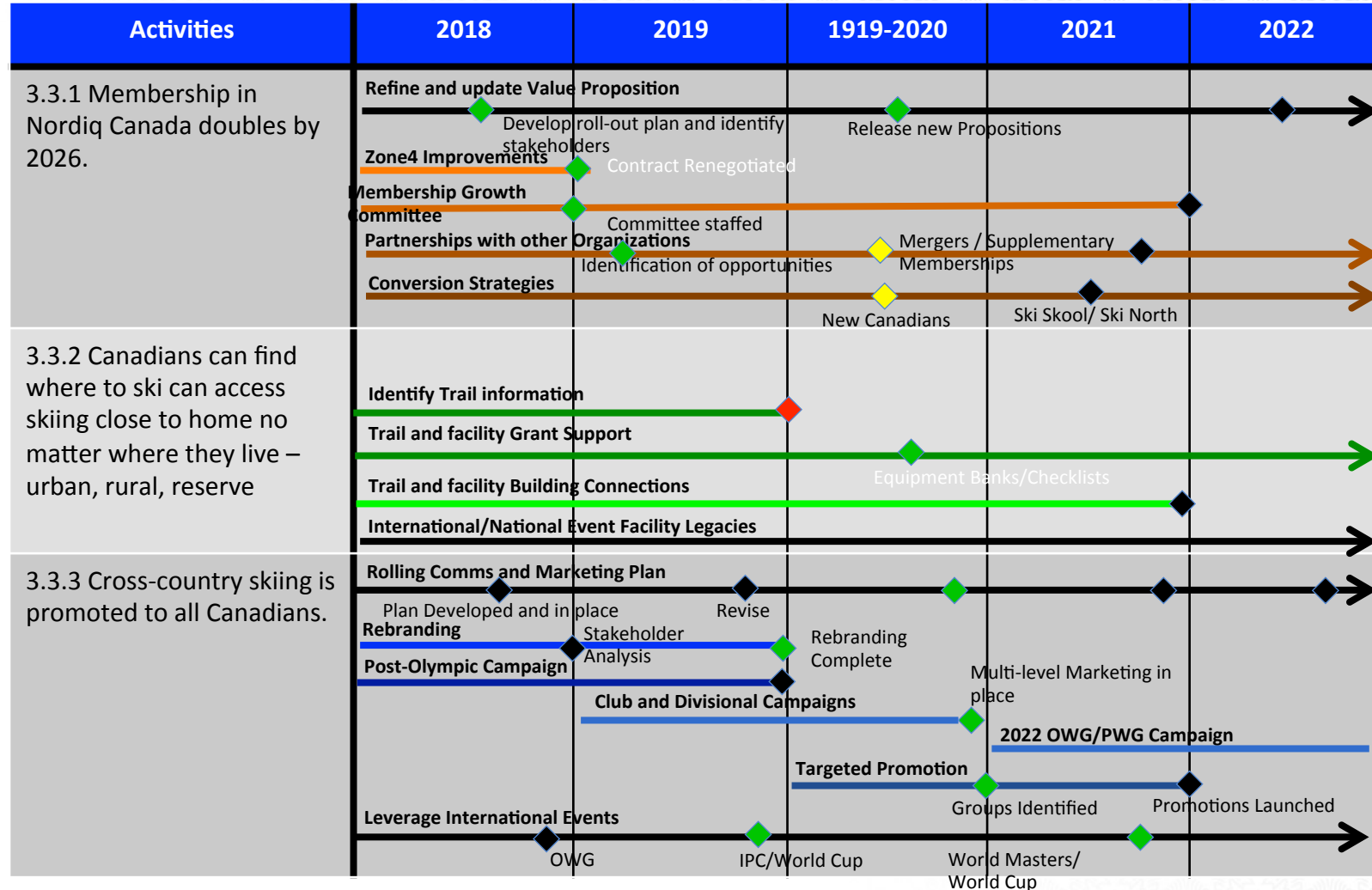
Participation and Communication

Megan, Chris

- Tous les Canadiens sur des skis
- All Canadians on skis
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Participation and Communication: Canadians increasingly recognize cross-country skiing as the ideal outdoor winter sport to improve both fitness and health, and to have fun.





Participation and Communication

Operations 2019-2020

- All Canadians on skis
 - 3.3.1 Membership Doubles
 - New categories: associate race license, loppet registration, updated policy
 - Clubhouse (social media, image and video libraries)
 - Rebates to Divisions, contests, supplier discounts
 - Masters and post-secondary surveys
 - New Canadians grant – applications
 - 3.3.2 Access to Trails
 - 100 Campaign: \$350,000 in directed donations
 - 3.3.3 Promotion to All Canadians
 - Rebrand tools position us to reach larger audience directly and through clubs
 - Streaming, domestic World Cups
 - Mainstream media through Chris D
 - Much of what we do across the organization and in partnership with clubs and Divisions
- Communication
 - Learning from analytics
 - Forward agendas across several committees
 - Weekly Division updates
 - Community updates: General, HP, SafeSport and Gender Equity
 - Board ambassadors
 - Website – written around value proposition, introductory content, accessible, translation
 - Two-way: Division meetings, CAD outreach, Committees, surveys, town halls
 - Some direct-to-member emails
 - Stories (replaced some race reporting)
 - Social media plan and calendar



Participation and Communication

Operations 2019-2020

DIV	2019-20 membership	2018-19 membership	Population	YOY diff	YOY growth	Rebate
BC	18681	18614	4.6M	67	0.36%	
ONT	14063	13534	13.5M	529	3.91%	\$774.96
ALTA	4908	5416	4M	-508	-9.38%	
QUE	4237	4891	8M	-654	-13.37%	
NFLD	3818	3485	520K	333	9.56%	\$1,428.75
SASK	2573	2854	1.1M	-281	-9.85%	
NB	2538	2347	750K	191	8.14%	\$683.08
MAN	1846	2020	1.2M	-174	-8.61%	
YUK	1505	1406	35K	99	7.04%	\$299.32
NWT	770	784	41K	-14	-1.79%	
NS	562	510	900K	52	10.20%	\$239.50
NU	100	52	35K	48	92.31%	\$451.40
PEI	21	264	140K	-243	-92.05%	
TOTAL	55622	56177	35M	-555	-0.99%	\$3,877.01



Participation and Communication Operations 2019-2020

Division Weekly Email

- 94 accounts
- High – 7 DCC, 6 DEDC, 4 HPC, 5 Board
- Low – 4 DCC, 1 DEDC, 3 HPC, 1 Board
- Average open rate of newsletter is 62.9% in season; 50.7% in off-season with a click through rate of 16.5% (events, policies)

Website

- 80.6% new users, 19.4% returning; 15% USA; 90.19% English; 9.81% French; 54.15% male; 45.85% female
- 33.5% 25-34 years old 27.5% 18-24 years old 15.5% 35-44 years old 23.5% 45+
- Average user looks about 2.5 pages; average 1 min 58 sec/page; 93,534 page views
- Landing page 31.59%, News items 19.27%, Races 10.92%, French landing page 7.38%, Store 4.64%, Skiers and programs 3.41%, Document centre 3.26%, Follow the team 2.81%, Coaches and wax techs 2.56%, About 2.15%



Participation and Communication Operations 2019-2020

Facebook

- High interest in NST but more “next gen” vs senior team
- Live coverage of races very successful – double reach
- Nordiq Canada stories are doing well with an average reach of 5,000
- Low engagement with race results unless it’s a top 20, again more interest if it’s a younger/next gen
- Likes 20,151 to 20,488; Organic 13,451 to 16,591
- Photos popular, then video: average 612 clicks, reach of 7,263 and 318 reactions
- Main demographic has shifted from 40+ males to males 18-24; Quebec
- English content still trumps French content

Instagram

- Higher interaction with content that is community based or NST
- More interaction with genuine created content vs professional race photos
- Videos that show relatable athletes in action, e.g., Collin’s walk upstairs on his hands, training videos
- Increase of 767 followers from January to April
- Reach increased by 68% with organic reach to avg 4,052; Impressions increased by 67% to avg 4,896
- Images are still preferred to video content with an 11.43% engagement rate versus 8.19% for video

Twitter

- Engagement most with Nordiq Canada stories, medal wins, and applications
- Higher engagement with senior NST and alumni
- Avg impressions 1,572 to 3,538; engagement 3.48% to 7.03%



Participation and Communication

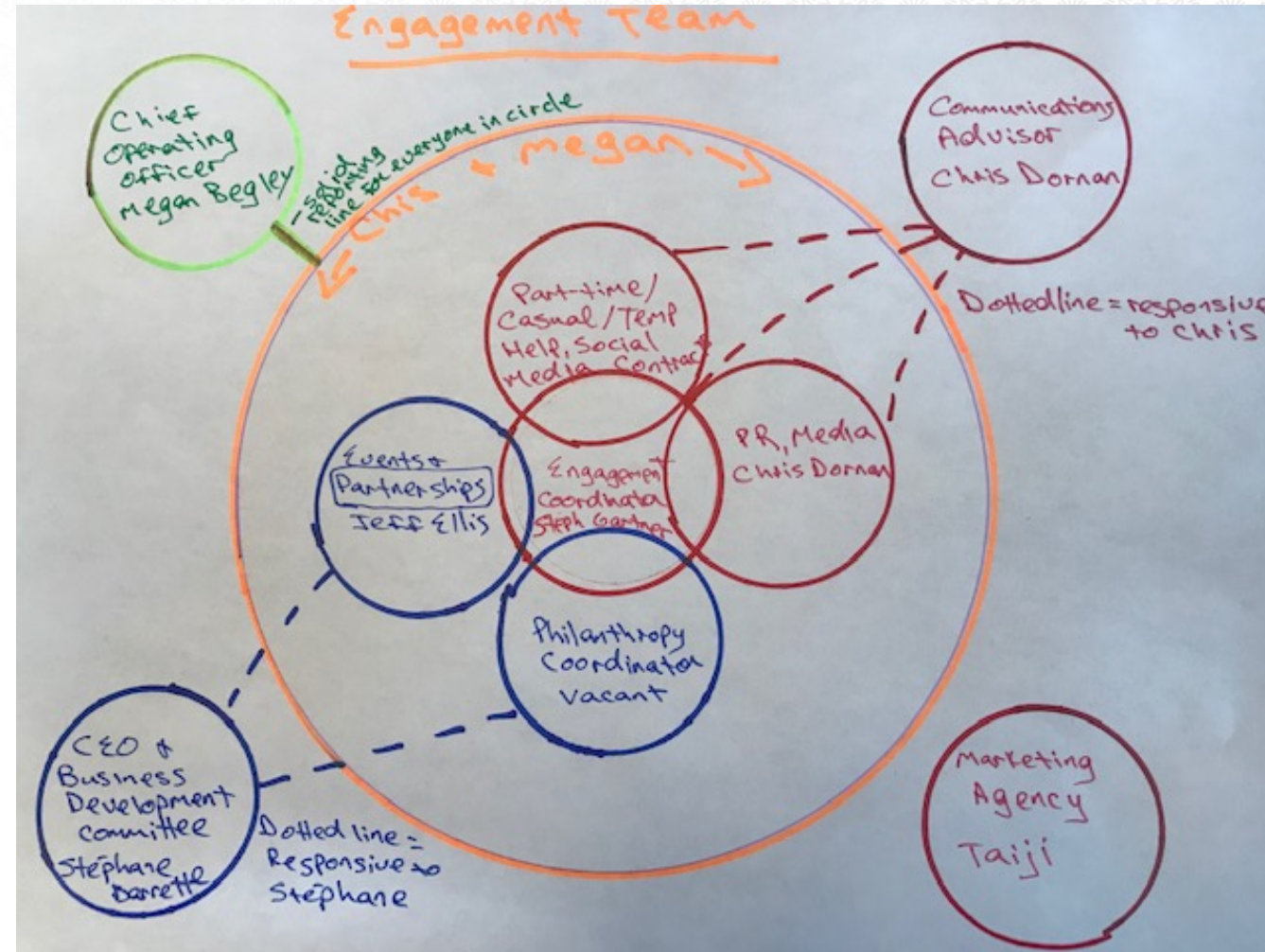
Operations 2020-2021

All Canadians on skis

- 3.3.3 Promotion to All Canadians
 - \$50,000 campaign targeted to women (grant)
 - Capitalize on COVID suitability
 - Mainstream media through Chris D
- 3.3.2 Access to Trails
 - Club fundraiser, grant partnerships
- 3.3.1 Membership Doubles
 - Retention
 - Adult skier and post-secondary surveys; World Masters
 - Increase and promote membership value: Contests and supplier discounts; communicate value proposition
 - Re-engage alumni: Facebook group, invitations
 - Increase entry-points
 - TENTATIVE: Membership Model Review
 - New Canadians grant – fingers crossed, Ski-at-School
 - Clubhouse - expand banks for diversity

Communication

- Strategy is to grow and engage the audience, make them want the info, and to be able to find it when they look for it
- New Engagement Team
- Engagement plan includes brand blueprint, priority messaging, tools, calendar etc.
- This year's themes include education (brand, vision, roles&responsibilities, HP), value proposition, link with community, COVID
- Tools are more engaging and work together: NorAm videos, live-streams, CEO videos, webinars, social and mainstream media...
- Build on tools we implemented in 2019; e.g. storytelling that can flow to mainstream
- Website as hub: entertainment value (NorAm videos), usefulness
- Add more direct communications: direct email to race license holders, weekly news on website





Safety in Sport and Gender Equity

2019-2020 and 2020-2021



2019-2020

- Updated Harassment Policy, rolled out at AGM, built into Division registration
- Received funding
- Screening and training of staff and athletes
- Engaged independent third party
- Engaged Sport Law and Strategy Group: Background document, town hall, working group, four surveys, research, workshop cancelled, summit cancelled
- Mini campaign: race suit, jury bibs, story, regular updates, distinct webpage

2020-2021

- Continue with Sport Law and Strategy Group
- Workshop, develop strategy and implementation planning
- Adopt Universal Code



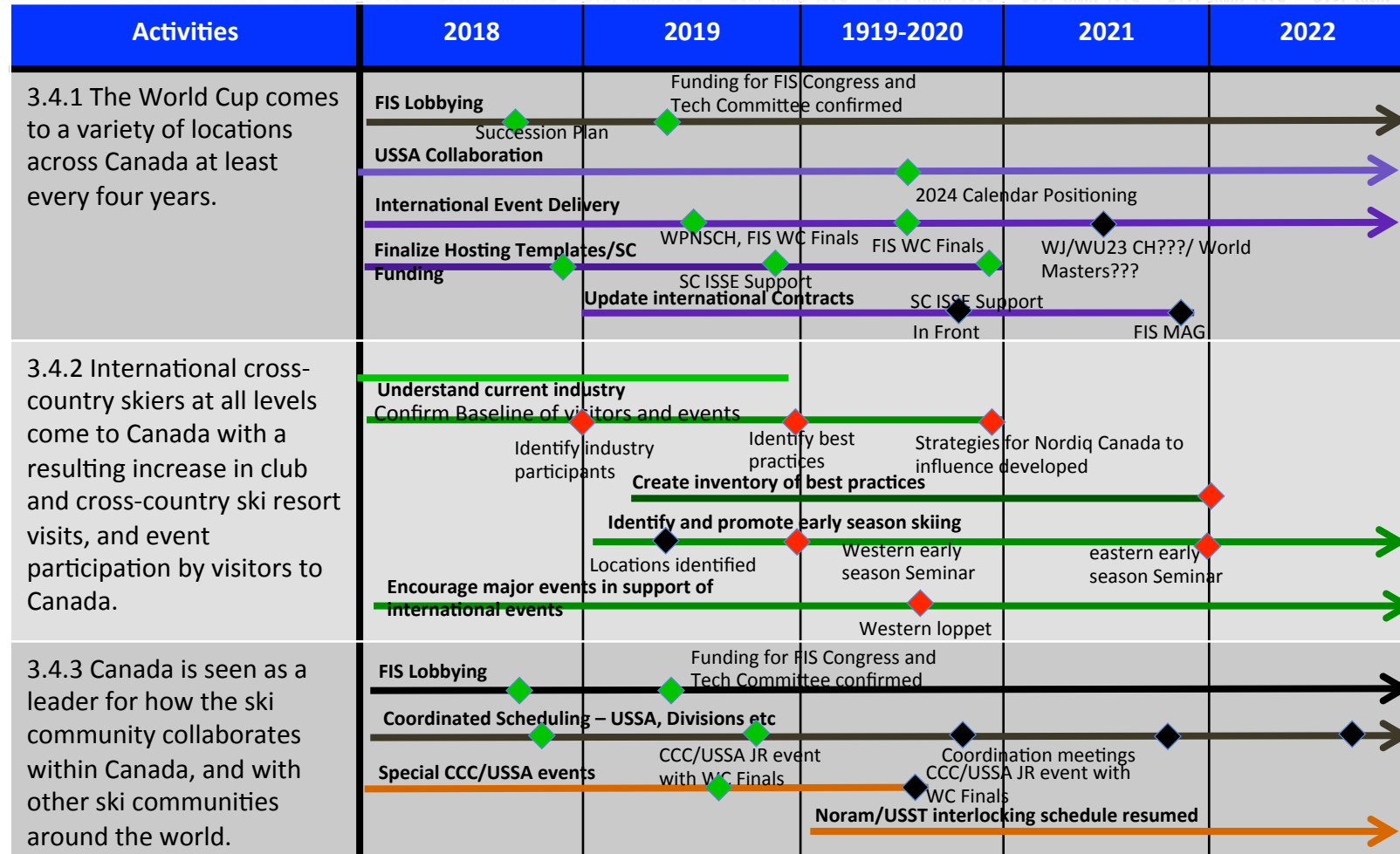
Profil international

International Profile

Megan

- Tous les Canadiens sur des skis
- All Canadians on skis
- Plus de Canadiens sur les podiums
- More Athletes on Podiums

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





International Profile

Events 2019-2020

- Quebec City and Canmore World Cups
- Air charter and logistics with Minneapolis
- Membership on FIS and WPNS/IPC committees:
 - Len Apedaile, Chair of TD Working Group, Secretary of Rules & Control Committee
 - Norbert Meier, Chair of OC sub-committee and working group on feasibility of increasing prize purse
 - Allison McArdle, Women's XC Sub-Committee
 - Jeff Ellis and Mike Norton on juries for World Cups
 - Robin McKeever, Coach Advisory Council
 - John Jaques, Biathlon Committee
 - Mark Arendz, Sport Technical Committee (athlete rep)
- Feasibility Study looking into Whistler hosting WJRU23 Championships



International Profile

Events 2020-2021

- Membership on FIS and IPC/WPNS
- Bid Committee for 2023 WJRU23 in Whistler targeting decision to bid or not before Christmas 2020
- Canmore to host
 - Mar 2021 World Masters
 - Dec 2021 WPNS WCup
- Working on calendar for future FIS WCup events – considering request for 2025 and potentially every two years thereafter



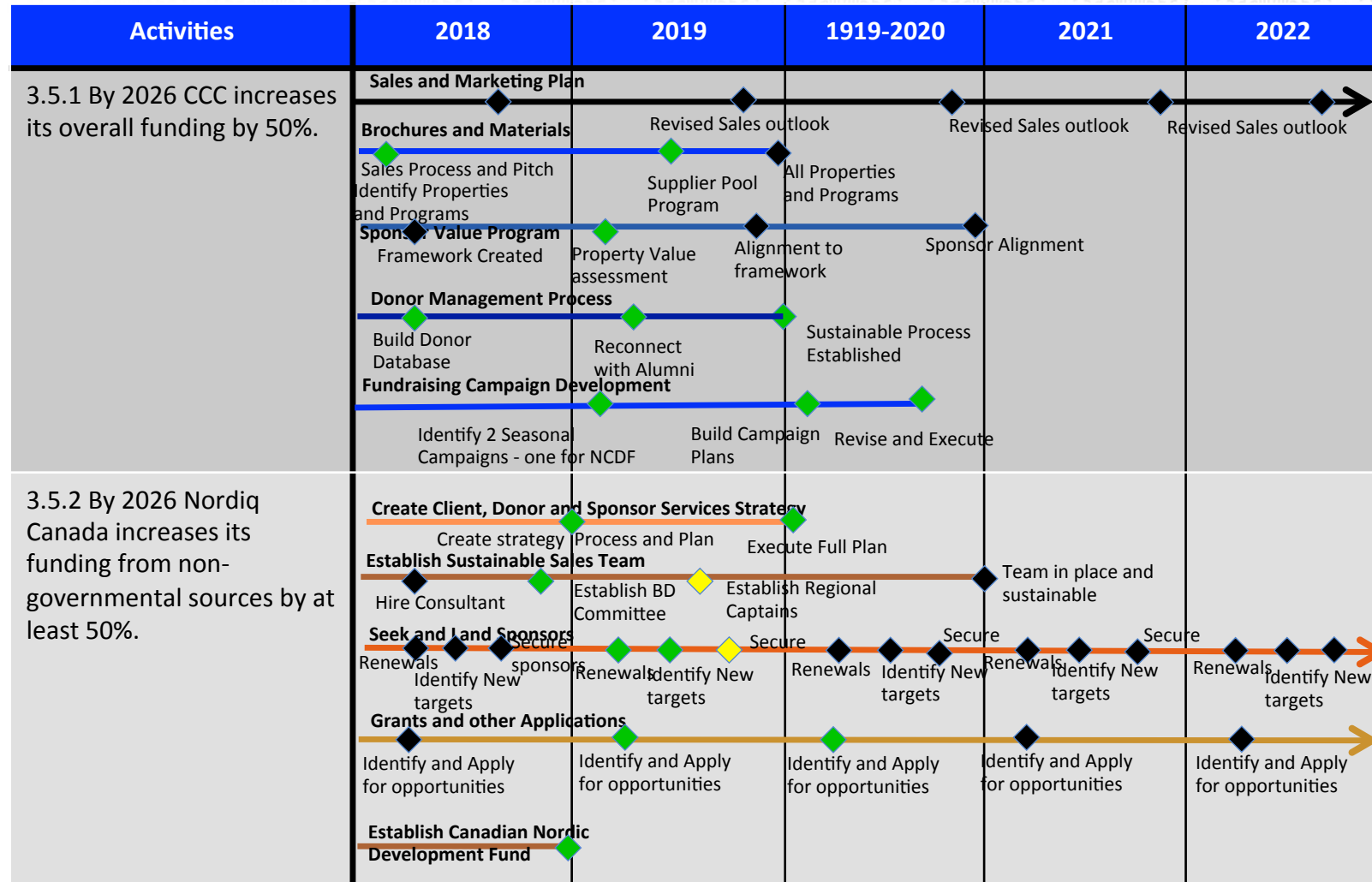
Viabilité financière

Financial Sustainability

Stephane

- Tous les Canadiens sur des skis
- All Canadians on skis
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Nordiq Canada establishes multiple funding sources to ensure the on-going sustainability of the organization and growth of the sport.





Financial Sustainability

CEO 2019-2020

- Philanthropy Coordinator shared with COF. Two online campaigns for Nordiq Canada (about \$15,000) and a club fundraiser and permanent portal (\$350,000)
- Stewardship—video messages, athlete postcards, Christmas gifts, phone calls from Board Chair and CEO, sessions with athletes, invitations to alumni events and WC VIP
- Populated donor database – didn't use it
- Matching donations – didn't meet threshold
- Sponsor recruitment contract didn't yield results
- Business Development Committee created the “Revenue Growth Plan”
- Haywood – improved relationship with donors, corporate relationship likely over
- SWIX Lanctot expiring in spring 2021; AltaGas expiring in spring 2022;



Financial Sustainability

CEO 2020-2021

- Build a team with a plan, start small and reinvest & grow over time
 - Create CEO-led team
 - TOR for Business Development Committee
 - Jeff Ellis – 25% sponsors and suppliers
 - Philanthropy coordinator
 - Grow sponsorship and supplier pool
 - Free supplier pool membership while we grow value
 - Build on Revenue Growth Plan
 - Grow personal donations
 - Continue what Morgan started
 - Integrate Business Development Committee and Board
 - Support NCDF Committee
 - Create resources
 - Commission story



Operational Systems

2020-2021

- Cloud-based file storage
- Governance: training, monitoring reports
- Staff retreat
- HR: Fill key vacancies, update policies and job descriptions



Canada



Reference Slides

- Tous les Canadiens sur des skis
- All Canadians on skis
- Plus de Canadiens sur les podiums
- More Athletes on Podiums



Ends

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 achieve excellent results while exemplifying a high standard of ethical behaviour and sportsmanship when participating in local, regional, national, and international competitions and events.
- **Community Alignment and Development:** The cross-country ski community collectively creates an environment that inspires athletes of all ages, and the whole skiing community. Members of Canada's cross-country skiing community (including Nordiq Canada, Divisions, clubs, training centers, and funding partners) actively cooperate to achieve progress on athlete performance, education, health and fitness objectives.
- **Participation and Communication:** Canadians increasingly recognize cross-country skiing as the ideal outdoor winter sport to improve both fitness and health, and to have fun.
- **International Profile:** The international ski community increasingly recognizes Canada as a leader in Nordic sports and as a Nordic destination.
- **Financial Sustainability:** Nordiq Canada establishes multiple funding sources to ensure the on-going sustainability of the organization and growth of the sport.



Board Role – Policy Manual Governance Process

The purpose of the Board, on behalf of Nordiq Canada members, is to ensure that Nordiq Canada's Ends are achieved within the boundaries described in the Executive Limitations policies.

The Board will govern lawfully with an emphasis on:

- (a) outward vision rather than an internal preoccupation,
- (b) encouragement of diversity in viewpoints,
- (c) strategic leadership more than administrative detail,
- (d) clear distinction of Board and chief executive roles,
- (e) collective rather than individual decisions,
- (f) future rather than past or present, and
- (g) proactivity rather than reactivity.



Board Role – cont'd

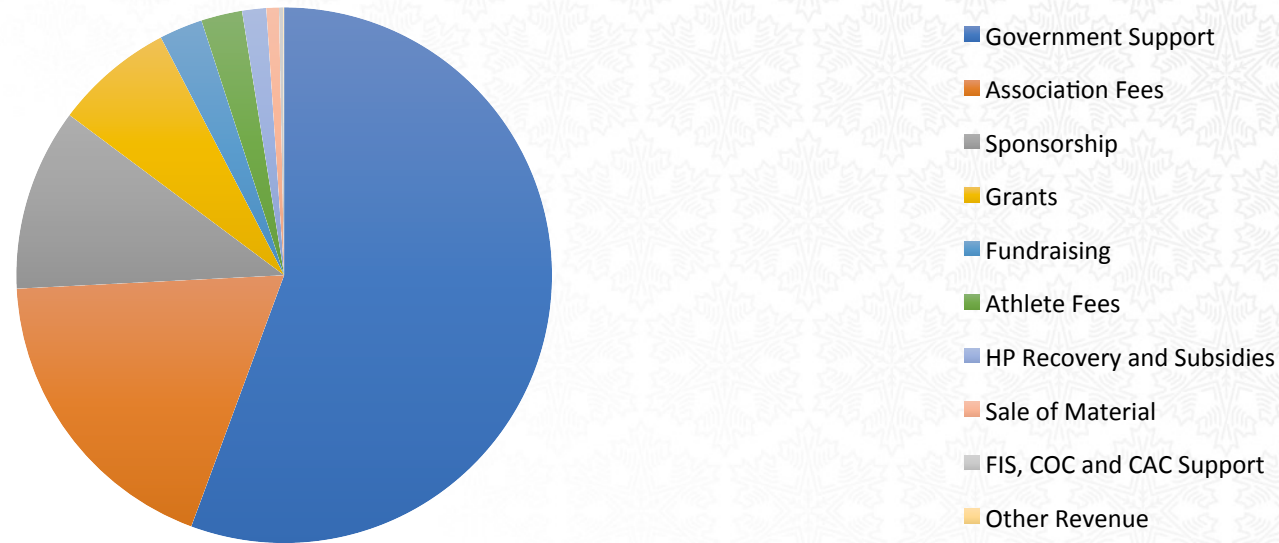
As per the Governance Policy the Board:

- Is Accountable to the members to achieve the defined ENDS
- Has hired a CEO and delegated operational day to day responsibilities and decision-making authorities as defined in the Executive Limitations
- Operates through a committee structure and a forward agenda:
 - HR Committee
 - Finance and Audit Committee
 - Governance Committee
 - Nordiq Canada Development Fund Committee
- Holds the CEO accountable for the achievement of the ENDS through appropriate reporting and oversight mechanisms

Here's where the money comes from. . .

OTP money that flows through CPC and COC are included under Government Support.

2019-2020 Income

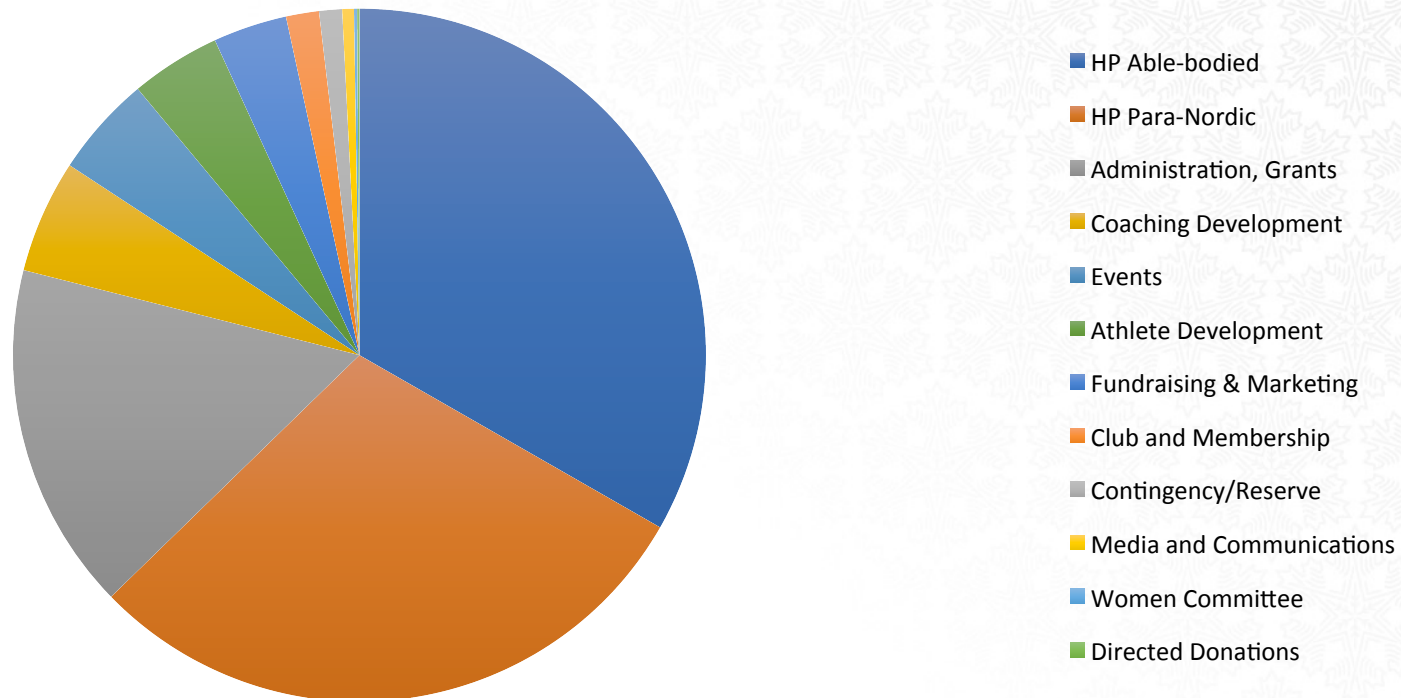


- Key Messages:

- Much of Government Support, COC/CPC/FIS/CAC, Grants, HP Recovery (66% of chart) is directed.
- There is big variability year-to-year in Government Support; notification is partway into year.
- Sponsorship is good source of undirected funds; difficult to get sponsorships
- Donations and grants (directed) take time and money.
- All sources of revenue are related to membership, because athletes, coaches, officials, recreational skiers... all start as members. Can there be growth in performance or revenue without growth in membership?
- What didn't we talk about? Financial sustainability for athletes and their ability to stay in the system, including their sources of income (carding, sponsorships, grants, Division support, etc...).

Here's how we spend it ...

2019-2020 Expenses



- 62% of chart is HP (NST and PNST, including HP development)
- Salaries, coaching and tech contracts is 32% of budget