Nordic Combined Ski Canada

Strategic Plan
2025 - 2030

Land Acknowledgement

Nordic Combined Ski Canada respectfully acknowledges that the majority of our operations and events take place on the traditional, ancestral, and unceded territories of the Coast Salish peoples, including the xwməθkwəy̓əm (Musqueam), Sḵwx̱wú7mesh (Squamish), and səlilwətaɬ (Tsleil-Waututh) Nations.

We honour their enduring connection to this land, which has provided a place for their community and culture for generations.

As we engage in activities across Canada, we also acknowledge the diverse Indigenous Nations from coast to coast to coast, whose histories and traditions have shaped, and continue to shape, this land. We are committed to fostering respectful relationships with Indigenous communities and recognize the need to address past harms and work towards reconciliation.

In embracing these commitments, Nordic Combined Ski Canada aims to create inclusive sporting environments that reflect an understanding and respect for the cultures and traditions of all Indigenous peoples in Canada.

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INTRODUCTION —

From Grassroots to Greatness: A Strategic Vision for Nordic Combined

The landscape of sports in Canada is continuously evolving, and Nordic Combined Ski Canada (NCSC) stands at a pivotal moment in its journey toward revitalization and growth. With roots that extend back to the early 1900s, Nordic Combined – which blends the disciplines of cross-country skiing and ski jumping – has the potential to capture the hearts of new generations of athletes, encouraging participation and fostering a vibrant community. However, as a national sports organization, NCSC recognizes the challenges posed by limited visibility and resources as it seeks to re-emerge as a prominent force in winter sports.

This strategic plan outlines NCSC's vision, mission, and objectives for the next 5 years with the ultimate goal of ensuring that two Canadian athletes proudly represent the nation at the 2034 Winter Olympic Games. To achieve this, NCSC is committed to developing a comprehensive athlete pathway that encompasses grassroots engagement, club development, and high-performance training. Our strategy emphasizes partnerships with existing cross-country skiing clubs, enabling the introduction of ski jumping to cross country athletes looking for an additional challenge and creating a robust talent pipeline for aspiring Nordic Combined athletes.

NCSC's success relies on a sustainable approach that prioritizes financial stability, prudent management of resources, and the establishment of a knowledgeable, skilled leadership team to guide the organization. By investing in our athletes, coaches, and community outreach, we endeavor to create a culture of excellence that resonates across Canada.
As we embark on this ambitious plan, NCSC aims to unite all stakeholders—athletes, coaches, officials, volunteers, and supporters—under a shared commitment to growth and success in Nordic Combined. Together, we will build a thriving and inclusive sporting environment that promotes health, well-being, and personal achievement, ultimately contributing to Canada's broader sporting legacy.

This strategic plan serves as our roadmap for the future, guiding our decisions and actions as we work towards a prosperous and dynamic Nordic Combined community in Canada. We invite all who share our passion for this sport to join us on this journey, as we aim to inspire, develop, and celebrate the incredible athletes who will shape the future of Nordic Combined in our country.

1.0 VISION

To build a thriving Nordic Combined culture in Canada that celebrates diversity, fosters youth engagement, and establishes a pathway to international championships, culminating in Olympic successes

2.0 MISSION

The mission of Nordic Combined Ski Canada is to revitalize and elevate the sport across the nation by fostering a vibrant, inclusive, and supportive environment for athletes of all levels. We are committed to:

- **Developing Excellence**: Create a comprehensive athlete development pathway from grassroots initiatives to elite performance, ensuring Canadian athletes are fully prepared to excel on the world stage, including the Winter Olympic Games.
- **Promoting Inclusivity**: Increase participation across Canada by engaging diverse communities and underrepresented groups, providing equitable opportunities to experience the sport of Nordic Combined.
- **Building Capacity**: Enhance the skills and capabilities of coaches, officials, and volunteers through targeted training programs and resources, supporting a robust and dynamic Canadian sport system.
- **Advancing Values and Ethics**: Uphold Canadian values by promoting ethical standards and Safe Sport practices, fostering an environment of respect, integrity, and fairness at all levels of competition.
- **Collaborating Globally**: Actively engage with international networks to exchange knowledge, improve technical leadership, and elevate Canada's presence in the global Nordic Combined community.

Through these commitments, Nordic Combined Ski Canada aims to inspire a new generation of athletes and enthusiasts, strengthening Canada’s reputation as a leader in winter sports.

3.0 VALUES AND GUIDING PRINCIPLES

At Nordic Combined Ski Canada, our values and guiding principles shape our actions and inform our strategic direction.

We are committed to:

1. **Excellence in Sport**: Striving for the highest standards of performance and support for our athletes, coaches, and officials, enabling Canadian athletes to be competitive on the world stage.
2. **Inclusivity and Diversity**: Embracing and celebrating the unique backgrounds of all participants. We are dedicated to creating an equitable environment that encourages widespread participation, particularly among underrepresented groups, including women, Indigenous communities, and newcomers to Canada.
3. **Integrity and Ethics**: Upholding the highest ethical standards in all our activities, promoting fair play, respect, and a culture of safety. We adhere to the principles of the Canadian Safe Sport program to ensure a safe and supportive environment for everyone involved in the sport.
4. **Community Engagement**: Fostering strong connections within communities and promoting grassroots involvement in Nordic Combined. We believe in nurturing local clubs and optimizing collaboration among diverse communities to grow the sport.
5. **Continuous Improvement**: Committing to ongoing development for athletes, coaches, and officials through education and mentorship. We will regularly assess our programs and initiatives to ensure they align with best practices and the evolving needs of the sport.
6. **Collaboration and Partnership**: Building strong relationships with stakeholders, including other sports organizations, educational institutions, and community groups. We recognize that collaboration enhances our ability to achieve shared goals and grow the sport collectively.
7. **Transparency and Accountability**: Ensuring open communication and responsible governance in all aspects of Nordic Combined Ski Canada. We will maintain transparency in our operations and decision-making processes, holding ourselves accountable to our stakeholders and the wider community.

Through these values and guiding principles, Nordic Combined Ski Canada aims to create a supportive and thriving environment that allows athletes to reach their full potential while fostering a love for the sport across Canada.

4.0 SWOT Analysis (Strengths, Weaknesses, Opportunities, Threats)

The SWOT analysis for Nordic Combined Ski Canada provides a comprehensive view of the current landscape, identifying key factors that will influence the strategic direction and efforts needed to grow and develop the sport nationally.

Strengths

- **Dedicated Community**: A passionate and committed community of athletes, volunteers, and officials provides a strong foundation for growth and advocacy.
- **Existing Infrastructure**: Established grassroots programs in Calgary and Squamish-Whistler are pivotal in nurturing young talent and expanding sport awareness.
- **International Success**: Recent global achievements in ski jumping (a discipline of Nordic Combined) bolster the reputation and potential of Canadian athletes on the world stage.
- **Partnerships**: Strong connections with Ski Jumping Canada and Nordiq Canada facilitate resource sharing and strategic collaboration.

Weaknesses

- **Low Sport Awareness**: There is limited recognition and understanding of Nordic Combined within Canada, affecting athlete participation and sponsor engagement.
- **Coaching Shortage**: A lack of dedicated and trained coaches constrains athlete development and performance at higher competition levels.
- **Financial Constraint**s: Limited resources restrict the expansion of training programs and participation incentives, necessitating diversified funding sources.
- **Geographical Challenges**: The physical size of Canada poses logistical challenges in organizing nationwide events and accessing consistent training facilities.

Opportunities

- **Emerging Female Participation**: Growing global attention on female participation in Nordic Combined presents an opportunity to lead and innovate in gender equality in sports.
- **Olympic Medals Potentia**l: Significant medal opportunities exist due to the sport's distinctive combination of skiing and jumping disciplines, increasing Canada’s potential Olympic success.
- **Youth Engagement**: Developing programs aimed at schools and youth organizations can build a larger base of young athletes and enthusiasts.
- **Technological Advancements**: Leveraging digital platforms to increase visibility and engagement can attract a new audience and potential sponsors.

Threats

- **Competition from Other Sports**: Nordic Combined is competing with more established and popular winter sports within Canada for athletes, media attention, and funding.
- **Climate Change**: The impacts of climate change, such as unpredictable winter conditions, may limit the accessibility and reliability of outdoor training facilities.
- **International Competition**: The dominance of European countries in Nordic Combined necessitates strategic improvements to elevate Canadian athletes to competitive parity.
- **Resource Distribution**: Fluctuations in funding and sponsorship, especially given the sport's low profile, could undermine program stability and growth.

This SWOT analysis highlights the strategic imperatives for Nordic Combined Ski Canada, focusing on leveraging existing strengths, addressing critical weaknesses, and capitalizing on opportunities to mitigate potential threats. By focusing on these areas, Nordic Combined Ski Canada can create a robust framework for development and international success

5.0 ORGANIZATIONAL EFFECTIVENESS

Nordic Combined Ski Canada (NCSC) is dedicated to achieving organizational effectiveness by establishing robust governance structures, operational efficiency, and accountability measures that align with our strategic objectives. Our aim is to create a streamlined and responsive organization capable of supporting our athletes and promoting the growth of Nordic Combined across Canada. Key components of our approach include:

5.1 Governance and Leadership

- **Effective Board Structure**: We will maintain a well-defined board governance framework, adhering to the principles outlined in the 2018 NCSC Bylaws and the requirements set forth by the Not-for-Profit Corporations Act. The separation of governance and operational functions will allow the board to focus on strategic oversight while ensuring day-to-day operations are managed effectively.
- **Succession Planning**: Implementing a proactive board succession plan to cultivate diverse leadership and skill sets among board members. This approach ensures continuity and alignment with our mission and values.
- **Stakeholder Engagement**: Actively involving stakeholders, including athletes, coaches, officials, and the broader community, in our decision-making processes to ensure their voices are heard and integrated into our strategic initiatives.

5.2 Operational Efficiency

- **Operational Management**: The funding for an Operations Manager will lead the implementation of our strategic and operational plans, ensuring that programs and resources are aligned with the needs of athletes and community clubs. A yearly operational plan will be developed to guide activities within available financial resources.
- **Performance Metrics**: Establishing clear objectives and performance indicators (KPIs) will allow us to monitor progress, assess effectiveness, and make informed adjustments to our strategies as necessary. We aim to implement an evaluation framework that supports continuous improvement.
- **Financial Oversight**: Implementing sound financial management practices, including accurate budgeting, transparent reporting, and regular audits/reviews, to promote fiscal responsibility and sustainability. We will seek diverse funding sources to support our programs and initiatives.

5.3 Organizational Accountability

- **Reporting and Evaluation**: Committing to timely and transparent reporting practices that outline progress towards achieving our strategic goals. Regular evaluations will help assess the effectiveness of our programs and governance structures, allowing us to make data-driven decisions.

- **Compliance and Best Practices**: Ensuring adherence to best practices in governance, risk management, and operational efficiency. We will regularly review and update our policies and procedures to align with national standards and the evolving landscape of Canadian sports.

Through these initiatives, Nordic Combined Ski Canada will enhance its organizational effectiveness, positioning ourselves to support existing athletes and develop a sustainable future that inspires participation in Nordic Combined at all levels. We are committed to becoming a leader in winter sports and driving the sport's growth and success from grassroots to Olympic performance.

6.0 RISK MANAGEMENT

By 2030, Nordic Combined Ski Canada (NCSC) is dedicated to fostering a culture of safety, accountability, and trust within the Nordic Combined community. Our goal is to ensure that all participants are well-informed and equipped with the knowledge and resources necessary to prevent, report, and address misconduct through comprehensive training on Safe Sport principles. To bolster this commitment, we will implement continuous improvements in our transparent reporting mechanisms, instilling confidence and adherence to the Sport Funding and Accountability Framework. Our risk management strategies will also address global issues such as pandemics and geopolitical unrest, thereby ensuring the safety and security of our teams.

In the pursuit of excellence in safety and accountability, NCSC will collaborate with industry leaders and other National Sport Organizations (NSOs) to remain at the cutting edge of risk management practices. We will conduct regular training sessions for all stakeholders focused on risk awareness, Safe Sport principles, and emergency response protocols. This initiative aims to equip our community with essential skills to maintain a safe sporting environment. Financial sustainability is a core aspect of our risk management approach; we will allocate funding for training resources, actively pursue grants and sponsorships that support these initiatives, and secure comprehensive insurance coverage, including directors and officers insurance, general liability, international medical coverage, and cybersecurity protection.

Community engagement is vital, and we will partner with local organizations to raise awareness about risk management and the Safe Sport framework, hosting workshops to emphasize participant safety. Regarding governance and compliance, we will develop and implement protocols for managing athlete travel sanctions when competing internationally, ensuring safety and adherence to global regulations. Our comprehensive risk management policies will align with the Canadian Sport Governance Code, with annual reviews to adapt to evolving standards and regulatory requirements.

A crucial component of our risk management strategy involves compliance with the World Anti-Doping Agency (WADA) standards. We are committed to educating our athletes, coaches, and staff on anti-doping rules and ensuring strict adherence to these international

standards. This commitment will involve regular testing and awareness programs, reinforcing our dedication to fair play and the integrity of our sport.

To foster community ownership in our risk management practices, we will create channels for athletes, coaches, and volunteers to provide input and feedback. Establishing mentorship opportunities will connect experienced leaders with newcomers, facilitating knowledge-sharing about risk management and Safe Sport practices.

Success in our risk management initiatives means achieving a 100% Safe Sport training completion rate for participants at all levels, maintaining updated Certificates of Insurance for all entities, and reaching at least an 85% satisfaction rating from stakeholders on the effectiveness of our risk management communications and resources. Stakeholder organizations will be required to have unique risk management policies tailored to their specific risks, with annual reviews submitted to NCSC. Overall, our risk management framework prioritizes the safety and well-being of everyone involved, creating a secure environment where athletes can thrive and engage confidently in their sport.

7.0 OBJECTIVES AND IMPLEMENTATION

2025 - 2026 STRATEGY

NCSC Board Objectives 2025 - 2026	Operational Objectives 2025 - 2026
• Review and update funding sources, especially CSA changes • Review and draft updates to board policies and procedures in preparation for AGM. • Review and incorporate Canadian Safe Sport programme • Communicate with members, stakeholders and athletes • Review board performance • Review CGL and D&O insurance requirements • Consider expansion of ski jumping in Nordic clubs in other locations • Develop a skills matrix for the hiring of an Operations Manager (technical, tactical, etc.)	• Define scope, activities and measurable expectations of the Operations Manager • Report to the board what was learned from the Coaching Grant Experience • Continued cooperation between NCSC and existing XC and SJ clubs and NSOs. • Complete the establishment of clubs in Prince George and Red Deer • CGL and D&O insurance reviewed and a determination of the best approach as standalone policies or a combined policies with other NSO" or CSA.
Key Performance Indicators 2025 - 2026	
• The intent of the NCSC board is to move to a governance model that meets the needs of Nordic Combined Ski Canada. The NCSC Board will strive to operate in a manner consistent with the COC Canadian Sport Governance Code for Partially Exempted NSO's. • A clear position description for the Operations Manager is published and shared with members. • Conduct transparent hiring process for Operations Manager. • Operations Manager hired and in place by December 2025. • Athlete development from the existing situation to WOG participation is outlined. Recommendations are incorporated in the Long Term Athlete Development Plan • Meet or exceed the requirements of Sport Canada's Sport Funding Framework. • Board succession planning is reviewed and recommendations for change will be approved. • Continued participation in FIS meetings in person and virtual. • Continued participation in COC meetings in person and virtual.	

2026 - 2027 STRATEGY

NCSC Board Objectives 2026 - 2027	Operational Objectives 2026 - 2027
• Board has accepted role as the governance and funding body. • Board succession and training plan is defined. • The Coaching Grant program undergoes review and evaluation. • Policies and bylaws undergo review and recommendations for the AGM are drafted and presented for vote • Expansion of ski jumping in Nordic clubs in locations other than the western provinces. • Plan to move into a phase where a National/Provincial Nordic Combined team will exist.	• Review year 1 of the Coaching Grant to Clubs. • Define the expectations from clubs participating in the Coaching Grant program. • Document the growth and development of coaches in clubs. • Draft a plan to build coaching resources in support of Nordic Combined in Canada. • Define how NCSC can implement Canadian Safe Sport requirements. • Operation Manager works with SJC and Nordiq to identify potential expansion clubs. • Recommend knowledge skills and attitudes for a high performance director and/or a national team coach. • Data is gathered about a Nordic Combined athlete pathway from entry into sport to international competition.

Key Performance Indicators
2026 - 2027

- Board members are engaged with the succession and training activities.
- All board members were recruited under the new plan.
- Coaching Grant program is evaluated and a year 1 report is issued and published by NCSC on the website.
- Coaching growth and development for Nordic combined athletes is defined and shared on the website.
- Canadian Safe Sport is implemented.
- Coach growth in Canadian Coaches Association levels is documented and recommendations for further study have been shared with coaches.
- Operations Manager is functioning under Position Description.
- National Coach hired and in place by June 2026.
- Social Media and digital assets for NCSC are up-to-date.

2027 - 2028 STRATEGY

NCSC Board Objectives 2027 - 2028	Operational Objectives 2027 - 2028
• Second year term Board members elected under new succession plan. • Expand the sources of revenue to expand Coaching Grant program to potentially more clubs. • Investigate effective ways to expand coaching support for local and national teams. • Position of Operations Manager comes under review. • Develop policies and procedures for creation of a National Team	• Evaluate, report and make recommendations to the board on the first cycle of Coaching Grants. • Implement support for the National/Provincial Team(s) coached and supported under NCSC. • Determine and recommend the future direction of the Coaching Grant programme. • Define the knowledge skills and attitudes required by coaches of Nordic Combined in Canada (grassroots to high performance). • Develop and pilot the NCSC Coach Mentorship Program. • LTD is reviewed and revised as needed.

Key Performance Indicators 2027 - 2028
• Board is efficient and effective. • Board is separated from the day to day operation of the program. • NCSC members understand the workings and direction of NCSC because communication has been transparent and complete. • A new cycle of Coaching Grants is implemented using data gained in the first cycle. • Sources of funding sufficient to support programmes have been obtained. • A clear description of a Nordic Combined Coach is published on the website. • Operations Manager receives a review and has developed a plan to address issues identified in the review. • Implementation of the Integrated Support Team (IST) for National Team Athletes.

2028 - 2029 STRATEGY

NCSC Board Objectives 2028 - 2029	Operational Objectives 2028 - 2029
• Secure funding for potential expansion of NCSC Coach Mentorship Program. • Gather data from members about readiness for the creation of a Senior National Team. • Update qualification criteria and dispute reconciliation policies.	• Evaluate the club coach support program to ensure it met its objectives. • Evaluate and enhance Coach Mentorship Program. • Gather data about what will be needed to support a National Team. • Operations Manager to investigate and document travel, equipment and non-personnel expenses of a national team and make recommendations of NSO vs Athlete responsibility to board.
Key Performance Indicators 2028 - 2029	
• NCSC is fielding a Development National Team at international events. • Funding is secured for expansion of Coach Mentorship. • Secure sponsorship and/or additional funding to support Operations Manager findings regarding national team athlete expenses. • Selection criteria for the National Team is published on the website. • Attributes of coaches at all levels are being shared with the Nordic Combined community.	

2029 - 2030 STRATEGY

NCSC Board Objectives 2029 - 2030	Operational Objectives 2029 - 2030
• Gather data on revision to bylaws and policies needed to operate a national team in current environment. • Draft changes to bylaws for AGM. • Define policy changes for board approval. • Secure funding for a national team including salaries, travel, insurance and equipment. • Communication of the criteria for selection and level support expected to athletes is developed. • Refine the dispute resolution and appeals process. • Training and competition objectives and outcomes are defined.	• Robust coaching network is established. • Pursuit of continuous improvement of coaching capacity becomes a focus. • Athlete pipeline is seeing growth at all levels of the LTD. • Conduct the selection process for the National Team and manage communications.
Key Performance Indicators 2029 - 2030	
• Bylaws and policy changes are implemented. • 10 new Nordic Combined clubs/programs have been implemented across Canada. • National Team Athletes are selected in an open and transparent manner with 0 appeals. • National Team Athlete's understand the support and expectations of NCSC. • Funding continues to support the needs of National Team Athletes.	

7.1 Community Programming Project Implementation (2025 - 2030)

The Community Programming Project by Nordic Combined Ski Canada envisions a collaborative and transformative expansion of grassroots sports engagement throughout the nation. By 2030, our objective is to significantly enhance the sport's growth, awareness, and accessibility, making Nordic Combined an integral part of the Canadian sports landscape. This initiative thrives on collaboration with other National Sport Organizations (NSOs) to maximize capacity and impact, ensuring a unified approach to introducing and embedding Nordic Combined across communities.

By implementing strategic try-it programs in partnership with NSOs, we aim to seamlessly integrate Nordic Combined into the regular programming of existing clubs. Our goal is to establish at least 10 Nordic Combined clubs/programs by 2030, thereby creating a nationwide network that nurtures and develops future athletes. This collaborative approach will not only expand the national presence of the sport but also provide sustainable development pathways supported by shared resources and expertise.

Through these efforts, we will cultivate an inclusive and engaging environment, inspiring a new generation to experience the excitement of Nordic Combined. By working together with other NSOs, we are committed to fostering a thriving sports culture that embraces diversity and promotes excellence across Canada.

2025: Foundation Development

- Objective: Develop and pilot the Community Delivery Framework at two test locations.
    - Create a detailed framework for hosting community try-it days that integrates ski jumping and cross-country skiing.
    - Conduct pilot programs at two locations, involving at least 100 participants total.
    - Partner with local clubs and utilize existing infrastructure.
    - As this aligns with our vision to boost grassroots engagement, it's vital for foundational growth.
    - Complete by December 2025.

2026: Expansion and Feedback Integration

- Objective: Expand the Community Delivery Framework to five locations based on 2025 feedback.
    - Incorporate feedback from pilot locations to refine the framework and broaden its reach.
    - Engage at least 250 participants across the five expanded locations.
    - Build partnerships with local schools and community organizations.
    - Growing the program supports increased national participation.
    - Roll out by June 2026 with evaluation by year-end.

2027: Systematic National Rollout

- Objective: Establish try-it programs in 5 provinces/territories.
    - Implement the Community Delivery Framework in identified provinces/territories.
    - Reach a minimum of 1,000 new participants nationally.
    - Utilize partnerships with existing clubs to manage program delivery.
    - Widens the base of Nordic Combined participants.
    - Active programs in regions by December 2027.

2028: Program Optimization and Enhancement

- Objective: Optimize the existing framework to enhance participant experience.
    - Use data and feedback to refine session formats and delivery methods.
    - Achieve 80% satisfaction rating in participant surveys.
    - Implement continuous feedback loops with stakeholders, participants and facilitators.
    - Ensures programs remain attractive and engaging to new participants.
    - Complete revisions by August 2028.

2029: Secure Sustainable Funding and Sponsorship

- Objective: Establish long-term funding sources for community programming.
    - Develop partnerships with sponsors and secure grants to support ongoing costs.
    - Secure at least two major sponsors and two grants.
    - Dedicate resources to grant writing and sponsor relation teams.
    - Financial stability is crucial for sustained program delivery.
    - Funding sources secured by November 2029.

2030: Evaluation and Strategic Alignment

- Objective: Conduct a full evaluation of the Community Delivery Framework's impact.
    - Assess the effectiveness and reach of the try-it programs over the past five years.
    - Compile data reports and conduct an impact study.
    - Work with external evaluators for unbiased assessment.
    - Aligns program outcomes with long-term strategic goals for athlete development.
    - Finalize the report by December 2030.

Through these structured and measured approaches, Nordic Combined Ski Canada aims to significantly increase national awareness and participation at the community level, laying a strong foundation for long-term growth and success in the sport.

8.0 CURRENT ATHLETE POOL

As of now, the athlete pool for Nordic Combined Ski Canada consists of a small yet passionate group of competitors primarily located within two provinces: British Columbia and Alberta. Current clubs, such as those in the Sea to Sky Corridor and Calgary, have been effective in introducing young athletes to the sport and nurturing their development. Participation at the club level has been steadily increasing, with a focus on both cross-country skiing and ski jumping disciplines.

However, the overall participation rates remain below the levels needed to foster a robust competitive presence on the international stage. The lack of awareness about Nordic Combined as a sport, coupled with limited media exposure, contributes to challenges in attracting new athletes. This presents a significant opportunity to implement targeted recruitment and outreach strategies to expand our athlete base and build a diverse community of Nordic Combined athletes across Canada.

8.1 ATHLETE RECRUITMENT FRAMEWORK

To address the challenges of low participation and enhance the athlete pool, Nordic Combined Ski Canada will implement a comprehensive Athlete Recruitment Framework. This framework will focus on several key strategies to identify and engage potential athletes:

1. **Awareness Campaigns:**
    - Develop and execute targeted marketing initiatives to increase visibility and understanding of Nordic Combined. Utilizing social media, community events, and partnerships with schools will educate the public about the sport's unique aspects and opportunities for participation.
2. **School and Community Engagement:**
    - Collaborate with local schools and community organizations to introduce introductory programs aimed at youth. School-based clinics, workshops, and demonstrations will highlight the skills involved in cross-country skiing and ski jumping, fostering interest in Nordic Combined.
3. **Diversity and Inclusion Initiatives:**
    - Ensure that outreach efforts are inclusive, with a particular focus on underrepresented groups, including girls, Indigenous communities, and newcomers to Canada. This may involve creating partnerships with organizations that serve these populations.
4. **Talent Identification Programs:**
    - Establish a structured talent identification system that connects aspiring athletes to local clubs and development programs. This system will incorporate criteria for recognizing potential talent in young athletes, including physical fitness, interest in winter sports, and participation in adjacent sports (e.g., cross-country skiing, gymnastics).

5. **Pathways to Competitive Opportunities:**

- Promote clear pathways from introductory programs to competitive opportunities within clubs. Providing information regarding local competitions, training camps, and support for transitioning to higher levels of competition will encourage participation in the sport.

6. **Retention Strategies:**
    - Focus on creating a positive athlete experience through mentorship programs, ongoing support, and engagement within clubs. Offering opportunities for athletes to participate in leadership and coaching roles will foster a sense of belonging and community.
7. **Evaluation and Adaptation:**
    - Implement feedback mechanisms to assess the effectiveness of recruitment strategies and athlete experiences. Continuous evaluation will facilitate necessary adjustments to the recruitment framework, ensuring it remains relevant and impactful.
8. **Coach Development:**
    - Establishing a robust coach development program is essential for the growth of Nordic Combined in Canada. By prioritizing the recruitment and training of dedicated coaches, Nordic Combined Ski Canada will enhance the quality of athlete development programs across the country. This initiative will include regular professional development workshops, certification courses, and mentorship opportunities that connect novice coaches with experienced professionals in the field. Emphasizing the latest techniques in both cross-country skiing and ski jumping, the program will aim to equip coaches with the necessary skills to inspire and guide athletes at all levels. Through these efforts, we strive to cultivate a network of skilled coaches who can deliver high-quality training and foster a supportive, athlete-centered environment.

By investing in this Athlete Recruitment Framework, Nordic Combined Ski Canada aims to not only build a larger athlete pool but also ensure that newly recruited athletes receive the support and encouragement necessary to thrive and transition successfully into competitive environments. This comprehensive approach will contribute to the long-term sustainability of the sport and ultimately strengthen Canada's presence in the international Nordic Combined community, leading up to the 2034 Olympic Games.

9.0 EVENT HOSTING

Nordic Combined Ski Canada has a rich history of hosting significant events at both the Whistler Olympic Park and Calgary locations, showcasing the sport's development and elevating its profile within the Canadian sporting landscape. Whistler, with its state-of-the-art Olympic Legacy Facilities, is particularly well-suited for development-level events, providing an optimal environment for training and competition.

In recent years, NCSC has successfully hosted multiple high-profile events at the Whistler facility, including World Cups in 2008 and 2009, as well as the Continental Cups in 2009, which attracted international competitors and helped to establish Whistler as a premier destination for Nordic Combined. The venue was also the site of the Olympic Winter Games in 2010, further solidifying its reputation.

The Canadian National Championships were hosted in Whistler on several occasions, including the National Large Hill Ski Jumping and Nordic Combined Championships from March 30 to April 1, 2012, and the Aviva Ski Jumping & Nordic Combined Nationals held from March 28 to 30, 2013. Additionally, the Canadian Ski Jumping/Nordic Combined Championships took place from March 27 to 30 in 2014, with more recent events like the

Canadian National Ski Jumping & Nordic Combined Championships and Small Hills Competition held from March 30 to April 2, 2017.

Recent years have seen fewer hosted events, particularly in 2021 when no events took place due to the Olympic Games. However, in March 2019, NCSC organized the Ski Jumping and Nordic Combined Nor-Am competition, followed by the Small Hills Ski Jumping and Nordic Combined event on March 22, 2020—which was subsequently affected by the COVID-19 pandemic. Most recently, the Nordic Junior World Championships were successfully hosted from January 28 to February 5, 2023.

As part of our forward strategy, Nordic Combined Ski Canada plans to reinstate a regular event hosting structure by 2028, aiming to organize two training camps annually at the Whistler Olympic Legacy Facilities. These camps will not only enhance athlete development but also foster community engagement and attract new participants to the sport. By leveraging the exceptional resources of Whistler, we are committed to expanding the reach of Nordic Combined and reestablishing Canada’s prominence in both domestic and international competitions.

10.0 NCSC LEADERSHIP AND STAFFING

Nordic Combined Ski Canada (NCSC) currently operates with a volunteer-driven leadership model, relying on the commitment and dedication of individuals who are passionate about the growth of the sport. While this model has been effective in navigating initial stages and past challenges, the organization recognizes the necessity for a more structured leadership framework as we pursue our ambitious goals for athlete development and increased visibility within the sport community.

10.1 Transition to Structured Leadership

As NCSC looks to the future, our primary objective is to secure enough funding to enhance our leadership capacity. This includes hiring an Operations Manager who will play a pivotal role in driving the organization forward. The Operations Manager will be responsible for overseeing governance and compliance, as well as developing strategic partnerships that align with our objectives. By facilitating collaboration with other sport organizations, local clubs, and community stakeholders, the Operations Manager will strengthen NCSC's position and foster a supportive network for athletes and coaches.

Additionally, we aim to recruit a full-time Head Coach who will be instrumental in focusing on program and club development. This leadership position will allow for dedicated attention to building a comprehensive coaching and training framework that nurtures talent from the grassroots level to elite competition. The Head Coach will be tasked with developing training programs, overseeing athlete development pathways, and creating targeted initiatives that enhance the overall athlete experience within Nordic Combined.

10.2 Building Sustainable Athlete Pipelines

With the introduction of both the Operations Manager and Head Coach, NCSC aims to establish a robust athlete pipeline that effectively identifies and nurtures talent at every level. The Head Coach will implement specialized coaching strategies aimed at developing athletes' skills in both cross-country skiing and ski jumping, while ensuring a seamless transition into Nordic Combined competition. This strategic focus will not only aid in the retention of athletes but will also produce competitive performers capable of representing Canada on the international stage.

As we move toward this enhanced leadership structure, it is crucial that NCSC prioritizes sustainability and long-term vision. By securing salaries for these key roles, we will stabilize our operational capacity, ultimately leading to improved governance, athlete support, and program development.

In summary, the transition to a more structured leadership model will empower NCSC to effectively fulfill our mission, engage our community, and elevate Nordic Combined in Canada to new heights. Through focused efforts to establish a strong operational framework led by dedicated professionals, NCSC is committed to fostering an environment where athletes can thrive and achieve their full potential.

11.0 NCSC ATHLETE DEVELOPMENT PLAN

The NCSC Athlete Development Plan is designed to lay a clear pathway for athletes to progress from local club competitions to representing Canada at the Winter Olympic Games. With a targeted goal of having two athletes compete for Canada at the 2034 Winter Olympics, our strategy emphasizes a solid foundation of development, training, and competitive opportunities.

To achieve our ambitious objectives, we will focus on several key stages in the athlete development pathway:

1. **Foundation Development (2024-2026):**
    - Our initial phase will emphasize grassroots engagement through partnerships with existing cross-country skiing clubs across Canada. By introducing the discipline of ski jumping at these clubs, we can cultivate interest and create opportunities for young athletes to participate in Nordic Combined from an early age.
    - During this period, we will conduct introductory camps and workshops specifically tailored to coaches and athletes to promote the fundamentals of both cross-country skiing and ski jumping. This will help build a robust pipeline of participants in Nordic Combined.
2. **Talent Identification and Team Building (2026-2028):**
    - As interest grows, we will establish a talent identification system to recognize promising athletes who excel in both disciplines. Athletes will be recruited into targeted training programs designed to cultivate their skills and prepare them for competitive participation.
    - By 2028, we aim to have a dedicated team of 4-6 athletes who are ready to compete at the international level. Our goal is for these athletes to consistently finish in the top half of the field during competitions, thereby gaining valuable international experience and exposure.
3. **International Competition Preparation (2028-2030):**
    - With our team in place, the focus will shift toward competitive preparation for international events, including junior world championships and senior level competitions. Athletes will participate in regular training camps, international competitions, and receive comprehensive support in areas such as sports science, nutrition, and mental conditioning.
    - Simulated competition environments will be created to help athletes adapt to high-pressure situations they may encounter at world-class competitions.
4. **Olympic Pathway (2030-2034):**
    - Our ultimate aim is to ensure that our athletes are fully prepared to represent Canada on the Olympic stage. By 2030, we will monitor progress and refine training plans while maintaining a focus on achieving podium finishes at leading international events.
    - By the Winter Olympic Games in 2034, we will have two - four athletes

competing at the highest level, reflecting the culmination of years of dedication, training, and support within the framework of the NCSC Athlete Development Plan.

By emphasizing collaborative partnerships with existing cross-country clubs and fostering a culture of inclusivity and engagement, we believe the growth of Nordic Combined Ski can be significant. Our structured approach to athlete development will not only facilitate individual athlete success but also elevate Nordic Combined as a recognized and celebrated sport in Canada. Through these comprehensive efforts, we are confident in building a foundation that will lead athletes to successful Olympic representation by 2034.

12.0 FINANCIAL SUSTAINABILITY

Achieving financial sustainability is critical for the success and growth of Nordic Combined Ski Canada (NCSC), particularly during the early stages of our revitalization and development efforts. Given the current landscape of limited funding opportunities within the sport, our strategy focuses on prudent fiscal management, prioritization of essential expenses, and proactive efforts to secure additional revenue streams.

12.1 Prudent Expense Management

NCSC will adopt a careful approach to budgeting, ensuring that every dollar spent is aligned with our strategic priorities and contributes to the development of athletes and the expansion of the sport. This includes stringent monitoring of operational expenses, establishing limits on discretionary spending, and seeking cost-effective solutions for training camps, events, and administrative needs. The emphasis will be on maximizing the impact of current resources while minimizing waste and unnecessary expenditures.

12.2 Athlete Funding Initiatives

During the initial years, NCSC recognizes the importance of providing financial support to our athletes to facilitate their development and competitive participation. This funding may cover training costs, travel to competitions, coaching, and other essential support services. By investing in athlete funding early on, we aim to build a foundation of talent that can compete at international events and enhance Canada's presence in the sport. As traction is gained and participation increases, we foresee a gradual transition to a more self-sustaining funding model.

12.3 Diversifying Revenue Streams

To bolster our financial sustainability, NCSC will actively explore opportunities to diversify our revenue. This will include:

1. Sponsorship and Partnership Development: Building strong relationships with corporate sponsors and local businesses to secure financial support and resources. By emphasizing the community impact and national pride associated with Nordic Combined, we can attract partners who share our vision.
2. Grant Applications: Proactively seeking grants from government agencies, sport organizations, and private foundations that support athlete development, community engagement, and inclusive sports initiatives. Our strategic alignment with the objectives of Sport Canada can enhance our eligibility for funding opportunities. An example in 2024/25 NCSC was awarded a FIS grant for coaching of $5,000CHF.
3. Fundraising Activities: Organizing fundraising campaigns and events that can engage the community and attract contributions from individuals and organizations that believe in the growth of Nordic Combined.
4. Merchandising and Event Revenue: Exploring opportunities to generate income through merchandise sales, event hosting, and related activities that can contribute to our financial base.

12.4 Long-Term Financial Planning

NCSC will develop a long-term financial plan that outlines projected revenues, expenses, and funding sources over time. This plan will serve as a roadmap for assessing financial performance and making informed decisions regarding investments in programs and athlete support.

As we work toward achieving greater financial sustainability, NCSC is committed to transparency in financial reporting and accountability to stakeholders. Regular assessments of our financial position will be conducted to identify challenges and opportunities, ensuring that our strategic objectives remain attainable in a resource-constrained environment. Through these efforts, we aim to cultivate a strong financial foundation that can support ongoing athlete development and the long-term success of Nordic Combined in Canada

13.0 MARKETING AND SPONSORSHIP

Marketing and Sponsorship Objectives 2025 - 2030
• Create a business development team to focus on sponsors management and recognition • Enhance relationships with stakeholders including clubs and provincial associations looking for joint marketing initiatives • Establish individual athlete sponsorship programme • Leverage the NCSC brand and logo to promote marketing opportunities • Develop a plan to participate in special events such as the Calgary Stampede and local celebrations
Key Performance Indicators
• Increased awareness of Nordic Combined in Canada • Increased support for Nordic Combined in Canada • Increased opportunity and willingness to partner with NCSC

14.0 INCREASING REVENUE

INCREASE REVENUE OBJECTIVES 2025 - 2030
• Investigate new sources of revenue • Create and implement a plan to increase revenue • Recruit board members who have experience with revenue generation • Explore partnerships where mutual benefit is found for all organizations • Engage NC community to identify funding sources • Apply under the Canadian Sport Funding and Accountability Framework • Continue to work with CSA in defining equitable distribution of FIS funds • Establish Cleaner budgets with supported business plans
Key Performance Indicators
• Funding supports day to day operations including insurance and FIS participation • Funding for the Coaching Grant is secured • Sufficient funding for national team athletes is secured

15. FACILITIES AND TRAINING CENTRES

FACILITIES AND TRAINING CENTRE OBJECTIVES 2025 - 2030
CURRENT Training and introductory facilities exist in: ● Sea to Sky Corridor - Squamish and Whistler Olympic Park, British Columbia ○ John Heilig Park - Year round jump facility ○ Whistler Olympic Park - Jumps from the 2010 OWG legacy ● Calgary, Alberta ○ Inland Park year round jump hill ● Red Deer, Alberta ● Prince George, British Columbia *(January, 2025)*
NCSC DEVELOPMENT PLAN
● Support coaches where facilities exist and a programme is underway ● $50,000CND grant awarded to Sea to Sky Nordics to hire a club coach for 2024/25 and 2025/26 . ● Propose multi year competition schedule through work with clubs. Include travel support to other countries as athletes progress
KEY PERFORMANCE INDICATORS
● 10 Programs across Canada include Nordic Combined training and competitions ● Athletes in the system are enjoying Nordic combined training and competition

SUMMARY —

Empowering Athletes, Inspiring Communities: Our Journey Ahead

The Nordic Combined Ski Canada Strategic Plan 2024-2030 outlines a bold and inspiring vision for the revitalization and growth of Nordic Combined in Canada. With aspirations to see two Canadian athletes in the 2034 Winter Olympic Games pipeline by 2030, this strategic framework sets a clear pathway for developing athletes from local clubs to the international stage while fostering a vibrant and inclusive community.

At the heart of our mission is a commitment to excellence, inclusivity, and athlete development. By partnering with existing cross-country skiing clubs to introduce the discipline of ski jumping, we aim to create a strong awareness of what Nordic Combined is, foster talent that nurtures young athletes and engages diverse communities. Our strategy revolves around building a robust grassroots foundation, ensuring that every Canadian, regardless of background, has the opportunity to participate in this unique and exhilarating sport.

Recognizing the importance of strong leadership, our plan emphasizes the need for dedicated staffing, including a part-time Operations Manager and a full-time Head Coach. These roles will facilitate effective governance, strategic partnerships, and the comprehensive development of programs that elevate the athlete experience. Financial sustainability is also a cornerstone of our plan, as we seek to prudently manage resources while diversifying revenue streams to support our initiatives.

Through this strategic plan, we aim to create an environment where athletes thrive, communities unite, and the rich heritage of Nordic Combined is celebrated across Canada. By engaging stakeholders, volunteers, and supporters, we will foster a culture of shared passion and commitment to excellence in our sport.

Together, we can inspire a new generation of athletes, coaches, and fans to embrace Nordic Combined, promoting health, well-being, and resilience. We invite all Canadians to join us in this exciting journey—let us work together to bring Nordic Combined to new heights and create a lasting impact on our sporting landscape.

Together, we can shape the future of Nordic Combined Ski Canada, ensuring our athletes shine on the world stage and inspire pride in our nation.

16.0 APPENDICES —

- **APPENDIX A** - Long Term Athlete Development Plan
    - This appendix is essential as it outlines the structured approach for nurturing athlete progression from grassroots to elite levels, ensuring consistent athlete development in Nordic Combined Ski Canada.
- **APPENDIX B** - Code of Conduct & Ethics
    - This appendix is crucial for maintaining high standards of behavior and integrity among athletes, coaches, officials, and stakeholders, fostering a respectful and fair sporting environment.
- **APPENDIX C** - Inclusion & Diversity Policy
    - This appendix highlights NCSC's commitment to creating an accessible and welcoming environment for all participants, promoting diverse representation and equitable opportunities within the sport.
- **APPENDIX D** - Governance and Nomination Committee (Terms of Reference)
    - This appendix provides a framework for effective governance and leadership selection, ensuring that NCSC operates with transparency, accountability, and strategic oversight.
- **APPENDIX E** - Activation of Competition Officials
    - This appendix is vital for the standardization and activation of trained officials, ensuring fair and efficient management of competitions which is essential for the sport's credibility and success.
- **APPENDIX F** - Financial Committee (Terms of Reference)
    - This appendix details the responsibilities and operations of the committee tasked with overseeing financial management, vital for ensuring fiscal responsibility and sustainability in NCSC.
- **APPENDIX G** - High Performance Athlete (Terms of Reference)
    - This appendix defines the criteria and support structure for high-performance athletes, focusing on achieving excellence and competitive success at international levels.
- **APPENDIX H** - Participant and NCCP Coach Development Model
    - This appendix describes the pathways for both participant and NCCP coach development, ensuring alignment with national standards to enhance skills and capabilities across NCSC.
- **APPENDIX I** - NCSC Appeal Policy
    - This appendix explains the process for addressing disagreements or issues that arise, ensuring a fair and transparent mechanism for conflict resolution within the organization.