

STRATEGIC PLAN

2023 - 2028



Cross Country
Ski Ontario

WHO WE ARE

Cross Country Ski Ontario (XCSO) provides leadership and programs for its 77 ski clubs and over 19,000 members.

We are comprised of thousands of recreational participants who love the thrill of skiing through Ontario's forests on a winter day. We embrace "sport for life" and promote lifelong participation in our sport. We value the healthy and active outdoor lifestyle of cross country skiing. We strive to promote cross country skiing as an activity that all Canadians can enjoy.

We value the countless hours that our volunteers invest in making our sport great. We appreciate their tireless work and hard-earned expertise.

WHAT WE DO

As the Provincial Sport Organization for cross country skiing in Ontario, we represent our sport to both the Provincial Government and Nordiq Canada, our National Sport Organization. We partner with coaches, officials, technicians, and volunteers to support a thriving sport. We promote cross country skiing in Ontario.

We insure our members, providing them the coverage needed to ski on many trails throughout the province. We offer programs for para nordic. We live Safe Sport. We know that many of our members first learned to ski as children and, we support our clubs in the delivery of learn to ski programs across the province.

We support the pathways for our competitive skiers, providing opportunities for them to pursue their personal best. XCSO trains, certifies, and develops our coaches and officials. We celebrate excellence and the personal sacrifices required to achieve it.

We aspire to continuously improve how our sport is delivered. We support clubs through quality programs, good governance, and effective educational resources. We believe that our sport is successful when local clubs thrive.

The XCSO 2023-2028 Strategic Plan articulates our goals and objectives, giving us the direction we need, as an organization and community, to build the sport we love.



VALUE-BASED BEHAVIOURS

We Collaborate

We collaborate with our partners, clubs, volunteers, and participants. We value the diversity of our community and welcome skiers from all backgrounds, ages, and abilities. We create ways to work together, share ideas, and disseminate best practices.

We Connect

We believe that community comes from connections. Our words and actions build trust. We are honest and transparent in our decision making, and accountable to our stakeholders.

We Listen

We communicate proactively with our members. We respect differences of opinions and perspectives, because we are stronger through cooperation.

We Focus on our Members' Needs

We challenge ourselves to continuously improve, and we strive to develop ways to better meet the needs of Ontario's recreational and competitive cross country skiers.

We Live Safe Sport

We understand that a safe environment is a healthy environment. We commit to implementing Safe Sport in all of our activities.

We Have Fun

We believe that everyone has the capacity for fun. Fun lightens burdens and creates memorable experiences. It moves us emotionally; it bonds us relationally.



VISION

Engaged, inspired, and active cross country skiers across Ontario.

MISSION

Cross Country Ski Ontario supports the development and enjoyment of cross country skiing for everyone from the recreational skier to those pursuing competitive excellence.



OUR STRATEGIC PILLARS & GOALS



COMMUNITY

Our community is broad and represents both recreational and competitive skiers. XCSO intends on growing and diversifying our community, and unifying it under a shared love of cross country skiing.

GOAL #1

Cultivate a diverse and inclusive community of skiers

GOAL #2

Support a safe and inclusive culture within cross country skiing



EXCELLENCE

XCSO supports the pursuit of excellence whether you are an athlete, coach, official, wax technician, or event host.

GOAL #3

Ensure that Ontario athletes, coaches, officials, wax technicians, and event hosts are consistently recognized as among Canada's best



LEADERSHIP

XCSO strives to provide clubs and members with excellent programs and governance. It aims to provide system leadership to support club success.

GOAL #4

Strengthen XCSO capacity, governance, and systems to better support clubs and participants

XCSO VALUE-BASED BEHAVIOURS

We Collaborate

We Connect

We Listen

We Focus on our
Members' Needs

We Live Safe Sport

We Have Fun

COMMUNITY

GOAL #1 - CULTIVATE A DIVERSE AND INCLUSIVE COMMUNITY OF SKIERS

Objective 1.1

Raise the profile of cross country skiing to grow and retain membership

- Develop promotional material for clubs to use in recruiting skiers to learn to ski programs
- Develop partnerships and initiatives that assist clubs to reach diverse populations
- Lead a collaborative research initiative to increase membership retention for youth skiers to young adults

Targets

- Year-over-year growth in membership by age and gender cohorts including para nordic participants (Baseline 2023)
- Year-over-year growth in the percentage of 13 year old members still active at 18 years of age (Baseline 2023)
- Year-over-year growth in the percentage of 18 year old members still active at 23 years of age (Baseline 2023)

Objective 1.2

Inform and engage membership through frequent and effective communication that profiles both recreational and competitive skiing

- Develop, resource, and implement a communication plan

Targets

- Annual growth in the number of social media followers (Baseline 2023)
- Annual 20% growth in the number of social media responses (Baseline 2023)
- Annual growth in the number of YouTube video views (Baseline 2023)
- 75% Agree or Strongly Agree with engagement survey question: "I am satisfied with the frequency and content of XCSO communications" (Baseline 2024)



COMMUNITY

GOAL #2 - SUPPORT A SAFE AND INCLUSIVE CULTURE WITHIN CROSS COUNTRY SKIING

Objective 2.1

Members believe that the sport is safe and inclusive

- Work with clubs to implement safe sport policies
- Promote and support inclusion initiatives

Targets

- 75% of clubs attend Safe Sport Policy Suite implementation webinars, or engage directly with XCSO during the implementation phase
- Annual growth in the percentage of engagement survey respondents that Agree or Strongly Agree with these questions:
 - “I feel that I am part of the cross country ski community” (Baseline 2024)
 - “I believe that cross country skiing is a safe environment” (Baseline 2024)
 - “I understand my role in maintaining safe sport” (Baseline 2024)
 - “I would refer the sport of cross country skiing to my friends and family” (Baseline 2024)



EXCELLENCE

GOAL #3 - ENSURE THAT ONTARIO ATHLETES, COACHES, OFFICIALS, TECHNICIANS, AND EVENT HOSTS ARE CONSISTENTLY RECOGNIZED AS AMONG CANADA'S BEST

Objective 3.1

Support athletes, coaches, technicians, and officials in the pursuit of excellence within effective development pathways

- Review and revise performance pathways for (1) athletes, (2) coaches, and (3) officials
- Develop options to better support high school and post secondary athletes
- Work with Nordiq Canada and other divisions to implement Nordiq Canada's performance pathway for technicians
- Provide appropriate competitive opportunities for developing athletes including roller ski races
- Provide professional development and mentorship opportunities for coaches and officials

Targets

- Annual increase the number of Ontario U18 athletes placing in the top 20 individual aggregate at the national championships (Baseline 2023)
- Smaller annual decrease in Nordiq Canada race license holders from U16 to U18, and U18 to U20 (Baseline 2023)
- Annual increase in the number of Ontario para nordic athletes placing in the top half of their classification grouping at national championships (Baseline 2023)
- Annual increase in the number of certified officials at each level (Baseline 2023)
- Annual increase in the number of trained coaches: Learn to Train, Train to Train, and Competition Development (Baseline 2023)
- Annual increase in the number of certified coaches: Learn to Train, Train to Train, and Competition Development (Baseline 2023)
- Annual increase in number of trained coaches participating in continuing professional development (Baseline 2023)
- Annual increase in the number of technicians in the technician pathway (Baseline 2026)

2028 Targets

- 33% representation by Ontario athletes on each of Nordiq Canada's Gold, Silver, Development and Prospects' Teams (Olympic Stream) and World Cup, Next Gen, Development and Prospects' Teams (Para Nordic Stream) (Baseline 2023)
- Ontario athletes comprise 40% of the top 20 in each individual category aggregate at the national championship (Baseline 2023)
- Ontario athletes comprise 30% of the top 10 in each individual year of birth aggregate at the national championships (Baseline 2023)
- Ontario is consistently among the top two divisions at national championships (Baseline 2023)





EXCELLENCE

GOAL #3 - ENSURE THAT ONTARIO ATHLETES, COACHES, OFFICIALS, TECHNICIANS, AND EVENT HOSTS ARE CONSISTENTLY RECOGNIZED AS AMONG CANADA'S BEST

Objective 3.2

More clubs provide quality, intentional, and consistent daily training environments

- Develop and implement strategies and programs to increase the number of trained, certified, and professional coaches
- Assist clubs and teams in developing year-round programs

2025 Targets

- Annual increase in the number of clubs offering year-round daily training environments with professional coaches (Baseline 2024)
- Annual increase in the number of clubs represented in the top 20 finishers in each category in the Ontario Cup Leader Bib ranking list (Baseline 2023)

Objective 3.3

More clubs are capable of hosting Ontario Cups

- Develop and implement strategies to increase the number of clubs which host Ontario Cups and Youth Championships

2026 Targets

- 2 new hosts for Ontario Cup races or Youth Championships (Baseline 2023)

2028 Targets

- 1 additional host for Ontario Cup races or Youth Championships (Baseline 2026)

LEADERSHIP

GOAL #4 - STRENGTHEN XCSO CAPACITY, GOVERNANCE, AND SYSTEMS TO BETTER SUPPORT CLUBS AND PARTICIPANTS

Objective 4.1

XCSO has the necessary funding to offer excellent and enhanced programs to our members

- Develop and execute a revenue generation plan to maximize public, not-for-profit and corporate funding opportunities

2026 Target

- Grow revenues by \$150,000 (Baseline 2023)

2028 Target

- Grow revenue to over \$1M (Baseline 2023)

Objective 4.2

Clubs have the educational resources, policies, systems and leadership development to increase and support their members

- Publish resources to provide best-practices to club operations, program development and delivery, and system efficiency
- Provide clubs with board professional development

Targets

- Annual increase in the number of club resource downloads (Baseline 2024)
- Annual growth in the percentage of engagement survey respondents that Agree or Strongly Agree with this question:
 - “Do you find our club resources helpful and effective in club administration?”



LEADERSHIP

GOAL #4 - STRENGTHEN XCSO CAPACITY, GOVERNANCE, AND SYSTEMS TO BETTER SUPPORT CLUBS AND PARTICIPANTS

Objective 4.3

Volunteers are trained, inspired, and acknowledged for their contribution to the sport

- Develop educational and promotional resources to assist clubs in recruiting and retaining volunteers
- Work with Nordiq Canada to ensure that all volunteers are adequately trained and insured
- Develop and implement a volunteer recognition program

Targets

- Annual growth in the percentage of engagement survey respondents that Agree or Strongly Agree with these questions:
 - “I volunteer for my club or district” (Baseline 2024)
 - “I feel appreciated for my volunteer contributions” (Baseline 2024)

Objective 4.4

4.4 XCSO provides strong and effective governance

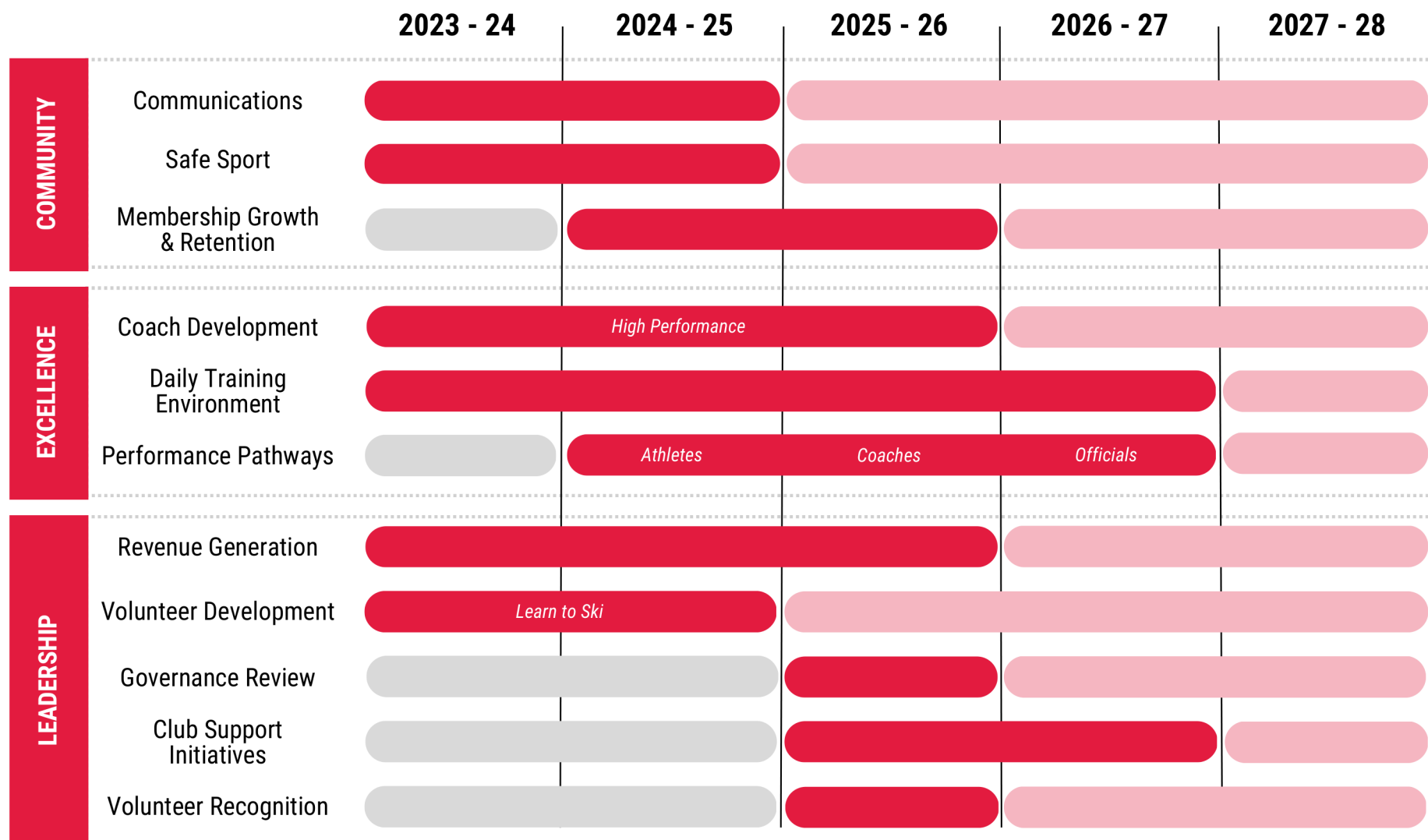
- Review governance models and policies, and revise as needed to reflect best practices

Target

- Annual growth in the percentage of engagement survey respondents that Agree or Strongly Agree with this question:
 - “XCSO provides effective governance policies and direction to Ontario cross country ski clubs” (Baseline 2024)



CALENDARIZED PRIORITIES



- Planning & Resourcing
- Priority Execution
- Maintain, Review, & Revise



Cross Country Ski Ontario

Thank you to all those in the XCSO community who provided us with the feedback, expertise, and wisdom required to develop this plan. Thank you also to Run Fast Sports for their guidance in facilitating the planning process.