



Ski Jumping Canada Strategic Plan

IN FLIGHT 2025 TO 2030

Land Acknowledgment

Ski Jumping Canada (SJC) respectfully acknowledges that our operations take place on the traditional territories of the Blackfoot Confederacy (Siksika, Kainai, Piikani), the Tsuut'ina, and the Îyâxe Nakoda Nations, as well as the Métis Nation (Region 3). We recognize the deep connections that Indigenous Peoples have to this land and honour their enduring contributions to the sport, society, and culture. Furthermore, we acknowledge that our programming occurs on many Indigenous lands across the country and commit to fostering respectful relationships with all Indigenous communities

EXECUTIVE SUMMARY - OUR FLIGHT PATH TO SUCCESS

The Strategic Plan for Ski Jumping Canada is designed to elevate the sport, enhance participation, and foster a culture of excellence, inclusivity, and achievement. Guided by our Vision, “to empower every Canadian to experience the thrill of ski jumping,” we are committed to creating a vibrant community where athletes, coaches, officials, and volunteers can thrive.

At the core of our mission is the drive to produce top-tier ski jumping athletes who can podium at national and international competitions. We aim to foster a high-performance environment while promoting Long-Term Athlete Development for all Canadians, ensuring access to quality programs that encourage participation and development. Our commitment extends beyond athletes; we strive to cultivate role models who inspire the next generation and advocate for ski jumping as an inclusive sport for everyone in Canada. By participating in the international ski jumping community, we will focus on enhancing safety, equity and training capable officials to uphold the integrity of the sport.

Our fundamental values—Caring, Community, Excellence, Honesty, Sustainability and Financial Health, Diversity and Inclusion— guide our actions and decision-making processes. As the national governing body, we are dedicated to promoting ski jumping, governing competitions, selecting and training national team members, and developing programs for athletes, coaches, and officials while representing Canadian interests at both national and international levels.

By 2030, Ski Jumping Canada aims to be a national leader in creating a safe, inclusive, and high-performing environment for all participants. We envision an empowered ski jumping community characterized by respect, collaboration, and extensive support systems for athletes, coaches, officials, and volunteers. Through comprehensive education and training in Safe Sport practices, we will ensure all stakeholders understand their roles in maintaining safety and respect.

To achieve our Vision 2030, we will strengthen partnerships that enhance resources and opportunities, drive initiatives in athlete development, coaching excellence, and community engagement, while maintaining financial sustainability through transparent governance practices. By focusing on financial stability and cultivating high standards, we will secure the necessary support to advance our goals, striving for podium finishes and international recognition.

By embodying the values of diversity, equity, and excellence, Ski Jumping Canada will become a source of pride for the sport, inspiring future generations of Canadian athletes to reach new heights.

Ski Jumping Canada Strategic Plan - **IN FLIGHT 2025 TO 2030**

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INTRODUCTION

The next six years are crucial to the development and sustainability of Ski Jumping Canada (SJC) and the sport of ski jumping in Canada. Building towards the 2034 Salt Lake City Games, our goal is to field competitive male and female jumpers in individual, mixed team, and team events. The bronze medal earned by the mixed team at the Beijing 2022 Olympics and the gold medal by Ale Loutitt in the 2023 World Championships have created newfound excitement and passion for the sport. At SJC, we set out to encourage a new generation of Canadian athletes to take hold of the dream and fly.

The purpose of this document is to outline the path forward for Ski Jumping Canada as we look forward to 2026 and beyond. To progress, we must engage our ski jumping community across Canada to align with our vision, mission, and values. This community approach will help bring about positive change—together with the same focus and objectives, we can achieve results.

To successfully implement our strategic plan, we have assembled a team capable of making decisive actions quickly and efficiently.

Appendix A provides a summary of the objectives outlined in this plan and to whom they are assigned. This plan, along with associated appendices, will be further enhanced following the conclusion of each winter season.



Kelly Johansson
Co-Board Chair, Ski Jumping Canada



Michael Bodnarchuk
Co-Board Chair, Ski Jumping Canada

1.0 VISION AND MISSION

1.1 - Vision

To foster a vibrant culture of ski jumping in Canada, promoting inclusivity and excellence that inspires all Canadians to partake in the joy of the sport and strengthens our national sporting identity.

1.2 - Mission

As the National Sport Organization and governing federation for ski jumping in Canada, our mission is to:

- Foster a high-performance environment that supports athletes in reaching the podium at national and international competitions.
- Ensure Canadians have access to quality ski jumping programs that encourage long-term development, sport for life, and participation.
- Cultivate a culture of mentorship where top athletes and coaches motivate, engage and support the next generation of jumpers.
- Advocate for ski jumping as a sport for everyone in Canada, enhancing grassroots involvement, community support and fan engagement..
- Contribute to the global ski jumping community by ensuring safe, fair practices and training capable coaches, officials and volunteers.

2.0 VALUES AND GUIDING PRINCIPLES

2.1 - Values

- **Caring:** Commitment to the health and safety of athletes and team members through safe sport initiatives.
- **Community:** Valuing partnerships and relationships to foster success.
- **Excellence:** Striving for the best in athlete performance and organizational support.
- **Honesty:** Acting with integrity, accountability, and transparency.
- **Sustainability and Financial Health:** Managing resources wisely to ensure the long-term viability of ski jumping in Canada.
- **Diversity and Inclusion:** We are dedicated to ensuring that our team, staff, volunteers and leadership reflect the diverse communities we serve. We actively seek to include individuals from various backgrounds, cultures, and experiences to enrich our team dynamics and decision-making processes.

2.2 - Core Commitments

Ski Jumping Canada, as the national governing body, is committed to:

- Providing opportunities for ski jumping in Canada for Canadians.
- Governing the conduct of ski jumping competitions.
- Selecting and training members for the national teams.

- Developing programs to train athletes, coaches, and officials.
- Representing ski jumping in Canadian and international organizations.

2.3 - Safe Sport

Ski Jumping Canada is committed to creating and maintaining a safe and inclusive environment for all athletes, coaches, officials, and participants involved in the sport. We recognize that the safety and well-being of our community is paramount. We strive to uphold the highest standards of conduct in all our programs and activities. All individuals who participate in Ski Jumping in Canada have a right to participate in a safe and inclusive environment that is free of abuse, harassment, or discrimination. Ski Jumping Canada has zero tolerance for any behaviour that contravenes the well-being of our community. In line with this, Ski Jumping Canada has joined Abuse-Free Sport, the independent program to prevent and address maltreatment in sport. The Universal Code of Conduct to Prevent and Address Maltreatment in Sport [UCCMS](#) is the core document that sets the rules for conduct and behaviour to support us in continuing a respectful sport culture.

Our commitment to Safe Sport includes:

- **Zero Tolerance for Abuse:** We have a zero-tolerance policy for any form of abuse, harassment, or discrimination. All individuals deserve to participate in sport free from mistreatment of any kind.
- **Education and Training:** We are dedicated to providing ongoing education and training for athletes, coaches, officials and staff on Safe Sport practices and principles to foster an environment of respect, understanding, and inclusivity.
- **Reporting Mechanisms:** We have established clear reporting mechanisms and procedures for individuals to safely disclose any concerns or incidents related to abuse or misconduct. All reports will be handled with the utmost confidentiality and care.
- **Support for Individuals:** We are committed to offering support services for individuals who report incidents of abuse or harassment, ensuring they receive the necessary resources and assistance.
- **Continuous Improvement:** We will regularly review and enhance our policies, programs, and practices to ensure they align with best practices and evolving standards in Safe Sport.

By embracing these principles, Ski Jumping Canada aims to cultivate a culture of safety, respect, and empowerment that allows every individual to thrive and enjoy the sport of ski jumping.

2.4 - Our Vision 2030:

By 2030, Ski Jumping Canada will be a national leader in promoting a safe, inclusive, and high-performing sport environment for all participants. We envision a vibrant ski jumping community where athletes, coaches, officials, and volunteers are supported and empowered to excel, fostering a culture of respect and collaboration. Our commitment to Safe Sport practices will be evident through comprehensive education and training for all stakeholders, ensuring that everyone understands their role in maintaining a safe and respectful environment.

We will actively cultivate partnerships that enhance resources and opportunities, enabling us to achieve our goals in athlete development, community engagement, and coaching excellence. Through transparent governance and a focus on financial sustainability, we will secure the necessary support to drive our initiatives forward. As we strive for podium finishes and international recognition, Ski Jumping Canada will embody the values of diversity, equity, and excellence, becoming a source of pride for the sport and inspiring future generations of athletes in Canada

2.5 - Organizational SWOT Analysis

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> ● Elite Athletes: Home to numerous top-ranking ski jumpers, including a strong representation of women. ● Established Partnerships: Strong relationships with Own the Podium (OTP) and other sport organizations enhance collaboration and support. ● Innovative Leadership: A dedicated and creative core team that responds quickly to changing environments, leveraging the organization's nimbleness. ● World-Class Coaching: Access to exceptional coaching staff and expertise in suit making bolsters athlete performance. ● Positive Community Culture: A captivating culture around ski jumping in Canada, characterized by inclusivity and diversity. ● Resource Access: Engagement with key figures, such as Chris Dornan, enhances training and development opportunities. 	<ul style="list-style-type: none"> ● Board Development Needs: Challenges in board succession planning and recruitment may hinder governance effectiveness. ● Limited Resources: Reliance on a small population for volunteer efforts and support can limit growth potential. ● Athlete Pipeline Gaps: Insufficient infrastructure for athlete development and a lack of ski jumping facilities impede progression. ● Sponsorship Challenges: Limited sponsorship and fundraising efforts restrict financial resources for development programs. ● Shortage of Officials: A lack of domestic and international officials impacts the ability to host events and maintain licensing. ● Limited Accessibility: Barriers in athlete access to resources and programs, along with advertising needs, restrict participation and visibility.
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> ● Collaboration Potential: Opportunities for working with other Nordic sports and nations to strengthen development initiatives. ● Engaging Communities: Collaboration with Indigenous communities and local sport organizations can promote inclusivity and attract new participants. ● Facility Development: Utilization of Whistler Olympic Park (WOP) for training and competitions creates avenues for sponsorship and community engagement. ● Talent Identification: Developing programming for talent identification, mentorship, and education will enhance athlete pipelines and grassroots engagement. 	<ul style="list-style-type: none"> ● Funding Instability: Risk of reduced funding and sponsorship can threaten ongoing operations and program sustainability. ● Governance Challenges: Aging leadership and governance issues may impact organizational effectiveness and strategic direction. ● Retention Issues: Potential loss of key coaches and retiring athletes can create gaps in talent and leadership. ● Infrastructure Limitations: Climate change and a lack of facilities along with rising travel costs could further strain resources and athlete accessibility.

2.6 - Strategic Pillars - Guiding Our Flight Path Forward



3.0 ORGANIZATIONAL EFFECTIVENESS

Goal:

To have a strong and effective board and leadership in place to support the SJC vision and mandate.

Outcome:

SJC has an effective and efficient Board capable of driving the mandate and vision while strengthening the ski jumping community in Canada.

3.1 - Board Governance

Organizational Effectiveness outlines Ski Jumping Canada's commitment to establishing a strong foundation of governance, operational excellence, and risk management. This section delineates the strategies for **Board Governance**, emphasizing compliance with national standards, transparency, diversity, and accountability to enhance decision-making processes.

3.2 - Operational Effectiveness

In terms of **Operational Effectiveness**, the focus is on fostering clear communication and aligning organizational strategies to optimize efficiency and performance evaluation mechanisms.

3.3 - Risk Management

Risk Management is addressed through the implementation of comprehensive policies and practices, as outlined in the Risk Management Matrix (Appendix N) developed by Ski Jumping Canada. These measures are designed to ensure the safety and integrity of the ski jumping community, providing a secure environment for all participants.

By integrating these critical components, Ski Jumping Canada aims to enhance its capacity to achieve its mission and vision, ensuring a sustainable and thriving future for the sport.

3.1 - Board Governance

Vision 2030

- Ski Jumping Canada will successfully complete a comprehensive governance review in 2024 and 2025, ensuring full compliance with the Canadian Sport Governance Code and the Not-for-Profit Canadian Corporations Act allowing SJC to carry best practices to 2030 and beyond.
- Ski Jumping Canada will secure essential funding for key leadership positions that facilitate the transition from an operational board to a governance-focused board, thereby enhancing our organizational effectiveness and strategic oversight.

Flight Path Forward - Board Governance

Pursuit of Excellence	<ul style="list-style-type: none"> • Conduct a thorough audit of existing governance practices against the Canadian Sport Governance Code and the Not-for-Profit Canadian Corporations Act. Engage governance experts to facilitate workshops and training sessions for existing board members to identify areas for improvement. • Implement a structured board nomination process that actively seeks candidates with diverse skills relevant to governance, sport management, finance, and community engagement. Use the published skills matrix to guide recruitment efforts and ensure balanced representation. • Ensure that the athlete's voice has a place on the board. • Foster a culture of transparency and accountability within the board by implementing regular communication protocols with stakeholders. This can include quarterly reports on governance progress, initiatives, and outcomes of the governance review process.
Financial Sustainability	<ul style="list-style-type: none"> • Create a detailed funding strategy targeting government grants, private sponsorships, and philanthropic contributions specifically for governance-related initiatives. Identify financial partners who align with the SJC's mission and vision. • Conduct a needs assessment to justify the funding for key leadership positions. Prepare a comprehensive budget that outlines the anticipated return on investment (ROI) for each position related to governance efficiency and organizational effectiveness. • Implement rigorous financial oversight measures that include regular financial reporting and budget reviews by a finance committee within the board. Establish clear financial accountability for key leadership positions to ensure effective use of funds.
Community Engagement	<ul style="list-style-type: none"> • Enhance communication practices to ensure that all members (Provincial/Territorial Sport Organizations (PTSOs), Local Sport Organizations (LSOs), Partner Organizations) are informed and engaged in board activities and strategic discussions. • Organize annual stakeholder forums and feedback sessions where community members can share their thoughts, ideas, and concerns regarding the direction of ski jumping in Canada. Use this feedback to inform governance decisions and community programs, ensuring that stakeholders feel valued and involved in the organization.

Governance & Compliance	<ul style="list-style-type: none">● Perform a thorough review of existing governance structures and practices to identify gaps and areas for improvement, aligning with the Canadian Sport Governance Code.● Collaborate with legal experts to create and implement revised bylaws, ensuring compliance with the Not-for-Profit Canadian Corporations Act.● Create a skills matrix to assess current board competencies and identify areas where additional skills or diversity are needed.● Provide ongoing training and resources for board members on governance best practices, roles, responsibilities, and the importance of diversity and inclusivity.● Develop policies to ensure transparency in decision-making and accountability for board members, including regular performance assessments.● Publish annual reports that detail governance practices, board composition, and compliance status, fostering trust and transparency with stakeholders.● Create a transparent and inclusive board nomination process that encourages participation from diverse candidates.	
People & Partnerships	<ul style="list-style-type: none">● Identify key governance roles needed and recruit qualified individuals through targeted searches and partnerships with professional networks.● Establish a succession planning committee responsible for developing strategies to identify and prepare future board leaders to ensure continuity and stability.● Implement regular evaluations for board members to assess performance and identify development opportunities based on individual contributions to governance.● Provide opportunities for board members to engage in leadership and governance training programs, equipping them with the necessary skills to guide the organization effectively.	
Success Indicators		Timeline
● Develop a board nomination process and a succession planning committee focused on diversifying skills and knowledge.		2025 - March
● Publish and vet a board of directors skills matrix to identify strengths and weaknesses of directors and potential directors.		2025 - April
● Implement revised Ski Jumping Canada Bylaws.		2025 - May
● Elect a new board of directors ensuring compliance with skill requirements and governance standards.		2025 - June
● Secure key positions on staff/contractors to assist in transition of board of directors from operational to governance.		2025 - June
● Robust succession planning process and procedures in place for Board of Directors and key contractor/staff positions.		2026 - June
● Yearly review and enhancement of governance policies to align with the developing landscape of sport in Canada.		Annual - Summer

3.2 - Operational Effectiveness

Vision 2030

- Ski Jumping Canada will foster a culture of transparent and effective communication (in both French and English) across the organization, ensuring that all members receive consistent support and engagement. We will establish robust systems to disseminate information, align our strategic direction with a performance-based culture, and enable meaningful contributions from athletes, coaches and our partners.

Flight Path Forward - Operational Effectiveness

Pursuit of Excellence	<ul style="list-style-type: none"> • Establish a formal feedback mechanism for athletes and coaches to provide insights on training programs and operational practices.
Financial Sustainability	<ul style="list-style-type: none"> • Develop comprehensive financial sustainability strategies that outline diversified funding sources, budget allocations and avenues for revenue generation, integrated into annual operational plans.
Community Engagement	<ul style="list-style-type: none"> • Launch a quarterly newsletter and community meetings to communicate the strategic directions, updates and performance related information to stakeholders and partners.
Governance & Compliance	<ul style="list-style-type: none"> • Implement a comprehensive annual performance evaluation process for all contractors and support professionals to assess their contributions towards organizational goals.
People & Partnerships	<ul style="list-style-type: none"> • Foster partnerships with local clubs and organizations to create collaborative training and development opportunities , engaging all stakeholders in the athlete and organizational development process.

Success Indicators	Timeline
<ul style="list-style-type: none"> • Regularly communicate the strategic direction to community and partners that supports a performance-based culture. 	Bi-Annual
<ul style="list-style-type: none"> • Host and facilitate 2 community Town Hall meetings annually to engage and receive feedback from the ski jumping community. 	Bi-Annual
<ul style="list-style-type: none"> • Ski Jumping Canada will produce annual operational plans focusing on financial sustainability 	Annual
<ul style="list-style-type: none"> • Implementation of an annual performance evaluation process for all contractors and support professionals. 	Annual
<ul style="list-style-type: none"> • Athlete and coach feedback is meaningfully incorporated into Ski Jumping Canada's operations plan. 	Annual
<ul style="list-style-type: none"> • Operational plan compliance where a minimum of 85% of the objectives outlined in the annual operations plan are met or exceeded by year-end. 	Annual

3.3 - Risk Management

Vision 2030

- By 2030, Ski Jumping Canada will cultivate a culture of safety and accountability, ensuring all participants are equipped with the knowledge and resources to prevent and address misconduct through comprehensive training on Safe Sport principles.
- We will implement transparent reporting mechanisms and continuously evaluate our risk management practices to inspire confidence and trust within the ski jumping community, while adhering to the Sport Funding and Accountability Framework.
- We will ensure that our risk management plan also addresses global issues (pandemic, war, etc.) and protocols to keep our teams safe and able to repatriate to Canada.

Flight Path Forward - Risk Management

Pursuit of Excellence	<ul style="list-style-type: none"> • Consult with industry leaders and other NSOs to ensure SJC is at the forefront of safety and accountability. • Conduct ongoing training sessions for all stakeholders, focusing on risk awareness, Safe Sport principles and emergency response protocols.
Financial Sustainability	<ul style="list-style-type: none"> • Ensure that sufficient funding is allocated for risk management and training resources, including upholding and adapting Safe Sport policies as the sport landscape evolves. • Actively pursue grants and sponsorships that specifically support risk management initiatives and enhance organizational capacity for risk management. • Annually review financial policies and processes. • Ensure that appropriate insurance is in place including directors and officers insurance, general liability, international medical and cybersecurity.
Community Engagement	<ul style="list-style-type: none"> • Partner with our community organizations to promote awareness of risk management, Safe Sport and the accountability framework. • Host educational sessions focused on promoting the importance of safety in sport and fostering proactive approach to risk management
Governance & Compliance	<ul style="list-style-type: none"> • Develop and implement protocols for managing athlete travel sanctions when competing outside Canada. • Develop and implement comprehensive risk management policies that align with the Canadian Sport Governance Code, ensuring compliance at all operational levels. • Conduct regular reviews of risk management policies annually to adapt to the evolving standards and regulatory requirements.
People & Partnerships	<ul style="list-style-type: none"> • Create channels for athletes, coaches, contractors and volunteers to provide input and feedback on risk management practices, ensuring a community-driven approach. • Establish mentorship opportunities between experienced and new leaders to share knowledge on risk management and the importance of Safe Sport practices.

Success Indicators

Timeline

• Implementation of a national registration system that services the needs of the ski jumping community but also assists in mitigating organizational risk.	2025 - June
• Successful implementation of SJC's Return to Sport Plan for athletes who are on leave from the sport due to mental or physical constraints.	2025 - June
• Development of a robust system for tracking, retaining, and managing liability and assumption of risk waivers for all participants in SJC activities.	2026 - June
• Achieve 100% training rate in Safe Sport for level 1, 2 and 3 participants as per SJC screening policy and all active athletes.	Quarterly
• Ensure all Certificates of Insurance (COI) are maintained and up-to-date for any facility or organization requesting them	Quarterly
• Attain a satisfaction rating of 85% or higher from stakeholders in annual surveys regarding the effectiveness of communication and resources related to risk management and Safe Sport initiatives.	Annual

<ul style="list-style-type: none"> • All stakeholders under SJC (PTSO and LSO) have unique risk management policies pertaining to their organizational risks that are reviewed and provided to SJC annually. 	Annual
<ul style="list-style-type: none"> • Review of SJC insurance yearly to ensure best in class coverage is achieved. 	Annual

4.0 SKI JUMPING OPERATIONS

Goal:

To cultivate a thriving ski jumping community in Canada by engaging local communities, establishing robust partnerships, and promoting inclusive programs that foster athlete development at all levels.

Outcome:

Ski Jumping Canada will create a supportive environment that enhances leadership, facilitates successful event hosting, adheres to the Long-Term Athlete Development (LTAD) model, and champions equity, diversity, and inclusion (EDI), leading to increased participation and recognition within the sport.

4.1 - Strengthening Community and Partnerships

The growth of ski jumping in Canada depends on engaging local communities and forging strong partnerships with various organizations. Our aim is to create a supportive environment that nurtures athlete development at all levels and promotes ski jumping across the country.

4.2 - Technical & Operational Leadership

Ski Jumping Canada is committed to establishing a robust leadership structure to support its goals and objectives effectively.

4.3 - Event Hosting

Ski Jumping Canada seeks to establish itself as a prominent host for international competitions, particularly at Whistler Olympic Park (WOP).

4.4 - Sport Development

Ski Jumping Canada follows Sport Canada's Long-Term Athlete Development (LTAD) model, focusing on the "Train to Compete" and "Train to Win" stages. In addition to these stages, we are committed to supporting the development of local clubs and enhancing the capabilities of Provincial/Territorial and Local Sport Organizations (PTSOs and LSOs) to nurture younger athletes, ensuring a robust pipeline for future talent in ski jumping. This holistic approach aims to create a strong foundation for athletes at all levels and promote the sport across Canada.

4.5 - Equity, Diversity and Inclusion

Ski Jumping Canada is committed to fostering an inclusive environment that embraces equity and diversity, ensuring that all individuals, regardless of their background, have the opportunity to participate, excel, and contribute to the sport of ski jumping.

4.1 - Strengthening Community and Partnerships

Vision 2030

- To create a thriving ski jumping community in Canada through effective partnerships and proactive engagement initiatives that provide access and resources for athletes from grassroots to elite levels.

Flight Path Forward - Strengthening Community and Partnerships

Pursuit of Excellence	<ul style="list-style-type: none"> Collaborate with other sport organizations to create and offer high-quality training opportunities for athletes at all levels while adhering to the Long-Term Athlete Development model. Utilize technology to offer virtual training sessions and workshops for athletes, coaches and other stakeholders/volunteers, reducing geographical barriers and fostering a unified approach on a variety of topics relevant to the ski jumping community.
Financial Sustainability	<ul style="list-style-type: none"> Engage businesses and organizations for sponsorship and alternative funding opportunities to attract new participants, raise awareness and promote the sport at the local and national level.
Community Engagement	<ul style="list-style-type: none"> Through regional partnerships, host try-it days to expose the sport of ski jumping to under-represented groups. Ensure transparency by regularly updating the community on ski jumping achievements, opportunities for participation, and upcoming events.
Governance & Compliance	<ul style="list-style-type: none"> Develop clear policies for partnership agreements, including roles, responsibilities, and compliance to ensure accountability and transparency regarding all community initiatives. Utilize systems to create a dashboard for community event hosting to ensure NSO, PTSOs and LSOs are compliant with risk management policies.
People & Partnerships	<ul style="list-style-type: none"> Develop relationships with other sport organizations so knowledge, resources and best practices can be shared in regards to try-it and community programming. Provide professional development opportunities for athletes, coaches and volunteers to upskill them in key areas of sport development and organizational effectiveness.

Success Indicators	Timeline
<ul style="list-style-type: none"> Implementation of a multi-channel communication strategy that effectively disseminates information about ski jumping events, programs, and initiatives to the community and stakeholders in both French and English. 	2025 - September
<ul style="list-style-type: none"> Acquire 1 new premium sponsor and 2 new community sponsors. 	2026 - January
<ul style="list-style-type: none"> Upon implementation of a new national membership registration system, see a 10% increase in national membership year-over-year. 	2026 - June
<ul style="list-style-type: none"> Regional participation from all PTSOs and LSOs in World Snow Day activities. 	Annual - January
<ul style="list-style-type: none"> Successful hosting of Annual Coach Symposium where professional development opportunities are made available. 	Annual - May
<ul style="list-style-type: none"> Partner with PTSOs and LSOs to host 10 or more "Try Jumping" days across Canada representing at least 6 different regions. 	Annual
<ul style="list-style-type: none"> Achieve a 85% satisfaction rate with services and resources provided by SJC to its PTSOs and LSOs. 	Annual
<ul style="list-style-type: none"> Enhance partnership with Nordiq, Nordic Combined and Biathlon in the creation and implementation of the ski playground program; specifically supporting 6 events 	Annual

4.2 - Technical and Operational Leadership

Vision 2030

- By 2030, Ski Jumping Canada will establish a world-class technical leadership framework that drives excellence in athlete performance and development across all levels of the sport.

Flight Path Forward - Technical & Operational Leadership

Pursuit of Excellence	<ul style="list-style-type: none"> Establish ongoing training opportunities for coaches, leadership, and support staff to enhance their knowledge and skill sets.
Financial Sustainability	<ul style="list-style-type: none"> Prioritize budgeting for technical leadership development opportunities. Ensure Integrated Support Team (IST) funding continues to be prioritized. Explore funding opportunities to support the need for growth of the SJC technical leadership team. Explore funding for a full time paid High Performance Director
Community Engagement	<ul style="list-style-type: none"> Organize community training camps and workshops where local coaches and aspiring athletes can learn from SJC's technical leaders, promoting engagement and skill development.
Governance & Compliance	<ul style="list-style-type: none"> Define and document the responsibilities and reporting structures for the High Performance Director, CEO/Executive Director, and Development Manager to enhance clarity and accountability.
People & Partnerships	<ul style="list-style-type: none"> Pair experienced coaches/leadership with less experienced individuals to promote knowledge sharing and professional growth within the ski jumping community.

Success Indicators	Timeline
<ul style="list-style-type: none"> Establishment of an CEO/Executive Director in a part-time capacity to lead Ski Jumping Canada. 	2025 - April
<ul style="list-style-type: none"> Revise and disseminate documented responsibilities and reporting structures for key operational leadership positions (CEO/ED, HPD, Dev Manager). 	2025 - April
<ul style="list-style-type: none"> Transition SJC's current volunteer High Performance Director into a full-time paid position. 	2025 - June
<ul style="list-style-type: none"> Ensure all critical roles for the SJC Operational Leadership are in place and functioning. 	2025 - June
<ul style="list-style-type: none"> Secure technical leadership (coaches, IST) for 2030 Winter Olympic Games. 	2026 - June
<ul style="list-style-type: none"> Retention of a team member for the Ski Jumping Canada Development Manager role. 	Annual

4.3 - Event Hosting

Vision 2030

- By 2030, Ski Jumping Canada will establish Whistler Olympic Park as a premier venue for international ski jumping competitions, recognized for its outstanding facilities and organization.
- Through successful event hosting, we will enhance the profile of ski jumping in Canada, attract global participation, and secure strong financial support to ensure the long-term sustainability of our programs.

Flight Path Forward - Event Hosting

Pursuit of Excellence	<ul style="list-style-type: none">● Organize workshops and training sessions for event staff, officials and volunteers leading up to each event, focusing on best practices in event management and athlete support.● Post-event, collect feedback from participants and volunteers to identify areas of improvement and ensure high-quality delivery in future events.● Research and adopt successful event hosting strategies from other national and international competitions to enhance the organizational quality of SJC events.	
Financial Sustainability	<ul style="list-style-type: none">● Create targeted sponsorship packages highlighting the exposure and benefits associated with the major events planned (e.g., National Championships, FIS Cup), focusing on both local and national businesses.● Actively seek grants from government bodies and sport governing organizations to support specific events, especially for hosting international competitions.● Revenue Streams from Events: Develop merchandise and promotional items for sale during events to generate additional revenue while increasing brand visibility.● Engage FIS in funding strategies related to media, etc.	
Community Engagement	<ul style="list-style-type: none">● Create an event hosting committee that encourages participation from members all across Canada.● Host demo-day events ahead of events to create awareness and greater community participation.● Launch communication campaigns to promote events emphasising community participation and benefits.● Explore hosting recreational jumping competitions utilizing the mobile jump ahead of major domestic competitions to engage the greater community.	
Governance & Compliance	<ul style="list-style-type: none">● Develop comprehensive guidelines and standard operating procedures for domestic event hosting.● Conduct regular risk assessments and safety reviews before each event to mitigate potential risks and ensure participant safety.● Implement standardized checklists for event planning and hosting to ensure all aspects are compliant and professionally managed.	
People & Partnerships	<ul style="list-style-type: none">● Formalize partnerships with local organizations and sports associations to collaboratively host events, leveraging shared resources and expertise● Formaize and enhance our partnership with Whistler Olympic Park (WOP).● Create a robust volunteer recruitment and training program that attracts community members and provides them with rewarding roles leading up to and during events.● Create partnerships with international partners to allow for mentorship opportunities with our domestic team regarding event hosting.	
Success Indicators		Timeline
<ul style="list-style-type: none">● Successfully host a domestic development training camp for development level athletes at WOP.		2025 - Winter, Onward
<ul style="list-style-type: none">● Successfully host the Ski Jumping Canada National Championships.		2026 - Winter, Onward

<ul style="list-style-type: none"> • Successfully host an international ski jumping camp for the Cooperating Nations at WOP. 	2027 - Winter
<ul style="list-style-type: none"> • Publish an Event Hosting Planning Document for use at the PTSO and LSO level, encouraging additional event hosting. 	2028 - Summer
<ul style="list-style-type: none"> • Host a Men's FIS or Continental Cup event at WOP or Host a Women's Intercontinental Cup at WOP. 	2029 - Winter
<ul style="list-style-type: none"> • Explore with FIS the possibility of hosting and getting on the calendar to host a Mens/Womens World Cup 	2030
<ul style="list-style-type: none"> • Host an annual partnership meeting with Whistler Olympic Park to strengthen our collaborative efforts in maximizing the utilization of the facility, ensuring alignment on goals and enhancing support for athlete development and competition 	Annual

4.4 - Sport Development

Vision 2030

- By 2030, Ski Jumping Canada will have established a robust sport development framework that enhances participation from grassroots to elite levels
- Our commitment to nurturing talent and fostering inclusive growth will drive the sport's development nationwide, inspiring a new generation of ski jumping athletes.

Flight Path Forward - Sport Development

Pursuit of Excellence	<ul style="list-style-type: none"> • Utilize a national Yearly Training Plan (YTP) model for each level of the LTAD that can be utilised and modified by clubs/programs. • Increase the number of grassroots athletes who transition to the podium pathway. • Accessible reporting available for all member organizations to track and report on participant engagement. • Promote World Juniors and Youth Olympic Games as an integral part of the athlete pathway.
Financial Sustainability	<ul style="list-style-type: none"> • Ensure adequate funding is made available for community try-it events. • Assist clubs and programs secure funding opportunities to deliver try-it and recruitment programming at the club level. • Provide support for athletes selected to Junior Worlds and Youth Olympic Games.
Community Engagement	<ul style="list-style-type: none"> • Educate PTSOs and LSOs on successful grassroots to podium pathway programming goals and objectives. • Collaborate with local clubs and new partners on try-it event hosting opportunities. • Seek community feedback on how to create successful try-it and community campaigns that meet the needs of each unique community and support the needs of underrepresented groups. • Roll-out a national development and engagement program (Fit to Fly) that reflects and supports Canadians of all walks engaging with ski jumping while promoting physical literacy.
Governance & Compliance	<ul style="list-style-type: none"> • Develop clear LTAD guidelines and athlete success markers linked to each stage of the LTAD. • Promote try-it programming with appropriate risk management policies and compliance
People & Partnerships	<ul style="list-style-type: none"> • Provide mentorship opportunities for new and up-and-coming coaches. • Utilize partnerships with other community and sport organizations to grow awareness about ski jumping and available programming. • Utilize resources to enhance talent identification programming from the Train to Train stage onward. • Continue to partner with RBC Training Ground for talent identification.

Success Indicators	Timeline
• Implement a robust Community Coach Mentorship Program that operates annually.	2025 Onward
• Have an operational talent identification framework in place that assists in developing all levels from grassroots to podium performance	2025 - Summer
• Community/Try-it programs happening in at least 5 provinces or territories	2026 - Winter
• Try-it programming engaging 1500 youth on a yearly basis with 50% being of underrepresented populations.	2026 - Fall, Onward
• Expansion of mobile jump program to include a fleet of 3 mobile jumps available for activities across Canada	2027 - Spring
• Qualify and send 2 athletes to the Youth Olympic Games with the goal of a top 10 finish.	2028 - Winter
• 10 Active ski jumping clubs and programs across Canada representing up to 5 provinces/territories.	2028 - Winter
• Select 8 athletes for World Junior Championship; attaining 2 top 10 finishes.	2028, 2029, 2030
• Convert WOP into a year round jumping facility (large hill, normal hill and 2 development hills)	2030 - Summer
• Growth in national Ski Jumping Canada memberships to over 300 active athletes.	2030 - Winter

4.5 - Equity, Diversity and Inclusion

Vision 2030

- By 2030, Ski Jumping Canada will be a national leader in fostering a truly equitable, diverse, and inclusive environment within the sport. We will actively recruit and support athletes, coaches, officials, volunteers, and staff from underrepresented groups.
- Our programs will be accessible to all Canadians regardless of background or ability, and we will continuously strive to eliminate barriers that hinder participation in the sport.

Flight Path Forward - Equity, Diversity and Inclusion

Pursuit of Excellence	<ul style="list-style-type: none"> • Create and deliver comprehensive EDI training modules for staff, coaches, officials and volunteers. • Provide mentorship opportunities that pair high-performance athletes with athletes from underrepresented groups.
Financial Sustainability	<ul style="list-style-type: none"> • Actively seek funding to further ski jumpings initiatives that promote EDI.
Community Engagement	<ul style="list-style-type: none"> • Develop targeted community engagement strategies to reach women, Indigenous Peoples, and other underrepresented populations. • Partner with local and national organizations that promote diversity and inclusivity within their communities to expand our reach. • Expand mobile jump programming to remove geographical barriers to entry into the sport of ski jumping.
Governance & Compliance	<ul style="list-style-type: none"> • Establish a working group with representation from underrepresented groups to advise on strategy. • Create and review comprehensive EDI policies and measurable targets that reflect the principles of equity, diversity, and inclusion, ensuring compliance with relevant legislation.
People & Partnerships	<ul style="list-style-type: none"> • Implement diverse recruitment strategies to attract candidates from all backgrounds and experience levels. • Activate mentorship programs, training opportunities, and professional development initiatives focused on supporting members from underrepresented groups.

Success Indicators	Timeline
<ul style="list-style-type: none"> • Implement policies and programs that promote the use of both English and French, ensuring inclusivity for Francophone communities. 	2025 - Spring
<ul style="list-style-type: none"> • Try-it programming engaging 1500 youth on a yearly basis with 50% being of underrepresented populations. 	2026 - Fall, Onward
<ul style="list-style-type: none"> • Expansion of mobile jump program to include a fleet of 3 mobile jumps available for activities across Canada supporting underserved communities. 	2027 - Spring
<ul style="list-style-type: none"> • Achieve gender parity and equal representation with coaches, officials and board of directors of SJC. 	2027 - June
<ul style="list-style-type: none"> • Develop and deliver programs and activities that prioritize Indigenous participation, and those that are accessible to women, persons with disabilities, and members of other underrepresented groups. 	Ongoing
<ul style="list-style-type: none"> • Demonstrate a continued commitment to gender diversity and the significant representation of other underrepresented groups within the Board of Directors and staff through hiring policies, succession plans, and recruitment strategies. 	Annual - June

5.0 NATIONAL TEAM OPERATIONS

Goal:

SJC will have a team of professionals (high performance director, coaches, support staff, Integrated Support Team (IST), etc.) working collaboratively with the athletes to achieve podium results while maximizing the potential of all participants. Engaging coaches, athletes, and support professionals in the strategic process will accomplish this goal.

Outcome:

SJC athletes will achieve podium results by utilizing the team resources available to them, enhancing their performance, and increasing their potential for success.

5.1 - Athlete Development & Retention

Critical to the success of athlete development is ensuring the retention of athletes and maintaining a steady influx of high-performance athletes into the program. SJC's commitment to following Sport Canada's Long-Term Athlete Development (LTAD) protocol is paramount.

5.2 - Coach Development

To cultivate a strong network of knowledgeable and qualified coaches across the Canadian ski jumping community, enhancing the sport's overall performance through technical leadership and support.

5.3 - Integrated Support Team

The IST, both domestically and internationally, plays a crucial role in athlete development by providing multidisciplinary support services that include performance analysis, strength and conditioning, nutrition, psychology, and rehabilitation.

5.4 - Officials Development

Developing a competent pool of officials is crucial for the successful delivery of ski jumping competitions and events in Canada. Strong training and support for officials at all levels will enhance the integrity and quality of competitions.

5.5 - Equipment & Facility Development

In order to remain competitive in the ski jumping world, SJC requires support to ensure that athletes have access to top-in-class equipment and facilities. It is essential for SJC to have clarity on its current inventory, future needs, and sourcing capabilities.

5.6 - National Team Development

To effectively develop a competitive national team capable of achieving podium results at international events, reflecting Canada's commitment to excellence in ski jumping while ensuring sustainability through a structured pipeline of athletes.

5.1 - Athlete Development and Retention

Vision 2030

- To see improved retention rates for athletes, podium results achieved, and ongoing financial support for national team athletes. The retention of "Train to Compete" athletes who have graduated from high school will be a vital focus.

Flight Path Forward - Athlete Development & Retention

Pursuit of Excellence	<ul style="list-style-type: none"> ● Develop, communicate, and implement individual long-term goals and review processes for all identified athletes each season. ● Annually update historical results and the Canadian Ranking List to reflect athlete progress.
Financial Sustainability	<ul style="list-style-type: none"> ● Collaborate with the Athlete Assistance Program (AAP) to develop an avenue for development athletes to qualify for support and ensure national team athletes sustain their funding. ● Develop a plan to assist athletes in securing individual sponsorships, including coaching on managing relationships with sponsors.
Community Engagement	<ul style="list-style-type: none"> ● Support grassroots recruitment activities in collaboration with clubs like Altius Nordic Ski Club and Sea to Sky Nordics.
Governance & Compliance	<ul style="list-style-type: none"> ● Continuously enhance SJC's LTAD framework and assist provincial organizations and clubs in creating and implementing their LTAD.
People & Partnerships	<ul style="list-style-type: none"> ● Work towards creating a post-secondary education pathway for athletes completing grade 12. ● Develop personalized transition plans for athletes post-Olympics, focusing on maintaining engagement through leadership roles, mentorship opportunities, and pathways into coaching or administrative positions within the sport.

Success Indicators	Timeline
● SJC will observe a significant increase in podium results at World Cup events.	2026 - Winter
● Obtain funding and sponsorship to support athlete retention.	2026 - June
● Achieve a 75% retention rate of athletes from the National Team roster who choose to remain actively engaged in the sport, either as competitors, coaches, mentors, or contributors, by the end of the next quadrennial cycle.	2030
● Ensure all athletes identified for the 2030 Olympic Winter Games are retained.	2030 - Winter
● Aim for athlete retention in the national team program to exceed 90% in non-Olympic years.	Annual
● Consistently publish the Canadian Ranking List per defined periods throughout the year	Annual

5.2 - Coach Development

Vision 2030

- By 2030, Ski Jumping Canada will have established itself as a central hub for technical sport leadership within the ski jumping community, empowering coaches through extensive training, mentorship, and access to resources. This collaborative environment will ensure that Canadian coaches are equipped to develop and support world-class ski jumping talent.

Flight Path Forward - Coach Development

Pursuit of Excellence	<ul style="list-style-type: none"> Develop a series of workshops and clinics focused on the latest coaching methodologies, athlete development, and safety practices in ski jumping. Design and implement a coach competency framework that defines skills, certifications, and experience levels required for various coaching roles within SJC and affiliated clubs. Set a goal for all coaches involved in SJC programs to achieve relevant NCCP certifications and sport-specific training within 1 year of entering the coaching stream.
Financial Sustainability	<ul style="list-style-type: none"> Establish a strategy to identify and apply for grants, sponsorships, and partnerships that specifically support the development of coaching education programs, workshops, and mentorship initiatives.
Community Engagement	<ul style="list-style-type: none"> Host annual Coach Symposium to share knowledge, facilitate discussions on new trends in coaching, and promote networking among coaches across Canada.
Governance & Compliance	<ul style="list-style-type: none"> Collaborate with the National Coaching Certification Program (NCCP) to create sport-specific modules tailored to the unique aspects of ski jumping and Nordic combined.
People & Partnerships	<ul style="list-style-type: none"> Create a mentorship program pairing experienced coaches with aspiring coaches and those newly certified to provide guidance, support, and knowledge transfer. Develop an online portal for coaches that includes access to training materials, technical resources, and best practices from successful programs domestically and internationally.

Success Indicators	Timeline
<ul style="list-style-type: none"> Establish at least 2 active mentorship pairs each year, with positive feedback from both mentors and mentees (measured through surveys) indicating effective knowledge transfer experiences and satisfaction with the program. 	2025 - Winter, Onward
<ul style="list-style-type: none"> Ensure 100% fulfilment of all coaching positions within the National Team with certified and qualified individuals to enhance the quality and consistency of coaching across all programs (currently exists to WOG 2026). 	2026 - Spring
<ul style="list-style-type: none"> Successfully design and implement a coach competency framework with 100% of coaches rated against defined competencies within the framework by the end of the second year of implementation. 	2027 - Spring
<ul style="list-style-type: none"> Achieve 100% of coaches completing relevant NCCP courses by the end of the defined annual cycle, ensuring all coaching staff are equipped with up-to-date methodologies and standards. 	Ongoing - Fall
<ul style="list-style-type: none"> Measure a measurable increase of at least 20% in the number of athletes transitioning into coaching roles over the quadrennial period, demonstrating a successful pathway from athlete to coach. 	Annual - Spring
<ul style="list-style-type: none"> Ensure a minimum of 90% attendance of coaches (National and Development levels) at the annual Coach Symposium, promoting networking and the sharing of best practices. 	Annual - May

5.3 - Integrated Support Team

Vision 2030

- To have a fully coordinated and effective IST that significantly contributes to all elements of our annual training plans and our long-term athlete development plans, showcasing measurable results from our support system.

Flight Path Forward - Integrated Support Team

Pursuit of Excellence	<ul style="list-style-type: none"> • Collaborate with IST professionals to define and regularly update specific benchmarks in strength and conditioning, sport medicine, sport science, and sport psychology tailored to the unique needs of ski jumpers. • Implement a comprehensive performance monitoring system that allows for regular data collection and analysis to evaluate the effectiveness of IST services. Utilize these insights for data-driven decision-making in training adjustments.
Financial Sustainability	<ul style="list-style-type: none"> • Develop a funding plan that identifies potential grants, sponsorships, and partnerships specifically aimed at supporting domestic and international IST initiatives and its operational costs. • Conduct an annual review of all IST services to identify areas where costs can be reduced without compromising the quality of care and support provided to athletes. • Maintain accurate financial records and regularly report on budget utilization for IST initiatives to ensure transparency and accountability.
Community Engagement	<ul style="list-style-type: none"> • Design and implement a clear annual meeting schedule and communication strategy for the IST that includes regular updates to all stakeholders (athletes, coaches, support staff) about the services provided and feedback mechanisms.
Governance & Compliance	<ul style="list-style-type: none"> • Clearly define and document the roles, responsibilities, and reporting structures for each member of the IST in compliance with best practices for multidisciplinary teams. • Ensure that all IST initiatives adhere to national standards and ethical guidelines, conducting regular audits to maintain compliance. • Implement a formal review process for the IST's effectiveness aligned with governance standards, allowing for adaptive changes based on feedback from athletes and coaches. • Ensure that IST professionals have signed on to OSIC.
People & Partnerships	<ul style="list-style-type: none"> • Fully integrate the IST into daily training and competitive environments; establish regular inter-departmental meetings with coaching staff to align on athlete needs and support plans. • Foster relationships with other sport organizations and expertise within Canadian Sport Institutes to create a unified support network that enhances resource sharing. • Explore the viability of forming an out-of-country IST network, collaborating with international sport science experts to enhance the quality of support given to athletes, particularly during overseas competitions or training camps.

Success Indicators

Timeline

<ul style="list-style-type: none"> • Obtain a satisfaction score of 85% or higher from athletes regarding the effectiveness of IST support, collected during postseason evaluations. 	Annual - Spring
<ul style="list-style-type: none"> • Maintain budget compliance with less than a 5% deviation from the projected IST budget annually. 	Annual
<ul style="list-style-type: none"> • Achieve 90% of defined benchmarks across strength and conditioning, sport medicine, sport science, and sport psychology as measured in annual assessments. 	Annual

5.4 - Officials Development

Vision 2030

- To have an adequately filled, highly skilled, and recognized pool of officials for all competitions, with a clear pathway for developing new officials from the ski jumping community.

Flight Path Forward - Officials Development

Pursuit of Excellence	<ul style="list-style-type: none"> • Conduct annual volunteer training sessions at active venues to ensure consistency and quality in officiating. • Provide advanced training for National Officials, especially Technical Delegates (TD), Chief of Competition, and Judges during local and national events. • Utilize a domestic feedback system to collect input on the performance of officials and use this analysis to improve training and development.
Financial Sustainability	<ul style="list-style-type: none"> • Support budget for officials training and travel to competitions.
Community Engagement	<ul style="list-style-type: none"> • Develop a recruitment strategy focused on attracting former athletes and coaches to officiating roles to leverage their experience. • Introduce incentives for tracking volunteer hours, such as recognition awards or benefits for top contributors, to encourage participation and sustained engagement.
Governance & Compliance	<ul style="list-style-type: none"> • Establish a passport system for national officials and key volunteers to effectively track their hours, contributions, and development. • Create mentoring opportunities and practical experiences for officials aspiring to become FIS recognized to enhance their qualifications. • Ensure all trained and certified Canadian officials meet Safe Sport standards (Safe Sport Training, CRC, VSS).
People & Partnerships	<ul style="list-style-type: none"> • Create a structured mentoring program where experienced officials mentor new officials during live competitions, allowing for hands-on learning and immediate feedback.

Success Indicators	Timeline
• Development of an official registration system that tracks and captures all ski jumping officials and their progress/status in Canada.	2026 - June
• Achieve 80% of required officiating positions filled by trained officials in Canada at all events hosted at WOP.	2029 - Winter
• Document a 30% increase in new officials and volunteers actively participating in competitions by the end of the quadrennial period.	2030 - Winter
• Achieve 100% Safe Sport compliance with officials in Canada.	Ongoing
• Successfully track and document at least 90% of all volunteer hours contributed by officials and recognize these contributions through an annual appreciation event.	Annual - May

5.5 - Equipment and Facility Development

Vision 2030

- To have a comprehensive network of high-quality equipment and facilities that support the development and success of ski jumping athletes across Canada

Flight Path Forward - Equipment & Facilities Development

Pursuit of Excellence	<ul style="list-style-type: none"> • Ensure all athletes have access to and the appropriate number of high-quality ski jumping equipment, including skis, boots, suits, and other necessary gear to maintain competitive standards. • Conduct an annual assessment of the current equipment inventory to determine needs for replacement, upgrades, and new acquisitions based on athlete feedback and performance requirements. • Explore opportunities to establish a year-round jumping facility that is capable of hosting international events.
Financial Sustainability	<ul style="list-style-type: none"> • Establish partnerships with ski, boot, binding, helmet, goggle, and suit manufacturers to develop and maintain positive relationships that support athletes and ensure timely access to the latest equipment advancements. • Secure funding to support a year-round jumping facility in Canada suitable for hosting international events. • Budget accordingly for unexpected equipment needs in every season. • Budget to be able to maintain and support the best in the world suit making.
Community Engagement	<ul style="list-style-type: none"> • Regularly review and enhance safety standards and guidelines for equipment and facilities to minimize risks and ensure a safe training environment for all athletes.
Governance & Compliance	<ul style="list-style-type: none"> • Review risk management procedures and policies for new facilities and advancements in equipment on a regular basis.
People & Partnerships	<ul style="list-style-type: none"> • Continue to enhance current partnerships with existing jumping facilities in Canada. • Explore new partnership opportunities with the goal of developing additional small jump sites across Canada.

Success Indicators	Timeline
• Successfully establish 3 additional HS40 hills to serve the needs of the sport across Canada.	2028 - Summer
• Establish WOP as a full-year jumping facility for the large, normal and development hills.	2030 - Summer
• Achieve 100% compliance with equipment quality, compliance and safety standards for all gear utilized by athletes in competitions.	Ongoing
• Ensure that all athletes are consistently provided with adequate and high-quality equipment so that no athlete has to withdraw from competition due to insufficient equipment availability or standards.	Ongoing

5.6 - National Team Development

Vision 2030

- To have a robust National Team and National Development Team, recognized for its competitive excellence at international levels, with a seamless pipeline that nurtures emerging talent and fosters a culture of unity, support, and achievement.

Flight Path Forward - National Team Development

Pursuit of Excellence	<ul style="list-style-type: none"> • Launch targeted recruitment campaigns to identify and attract top talent across Canada. • Create clear development pathways that guide athletes from grassroots levels through to national team status. • Set specific, measurable goals for podium finishes with each athlete. • Ensure each athlete collaborates with their coach to develop a comprehensive Yearly Training Plan.
Financial Sustainability	<ul style="list-style-type: none"> • Create an alumni association to encourage former athletes to donate to the program or participate in fundraising efforts. • Plan and host national and international ski jumping events, drawing spectators and participants to generate revenue through ticket sales, sponsorship, and concessions. • Utilize crowdfunding platforms to engage the ski jumping community and fans in supporting specific needs, such as training camps, international competitions, or new equipment. • Develop a comprehensive sponsorship strategy that targets both local and national businesses, highlighting the benefits of partnering with Ski Jumping Canada. Create sponsorship packages that showcase visibility opportunities during events, athlete appearances, and promotional activities
Community Engagement	<ul style="list-style-type: none"> • Develop and publish an annual event calendar that outlines targeted competitions for the national teams. • Establish a system to track athlete participation in international competitions.
Governance & Compliance	<ul style="list-style-type: none"> • Implement transparent selection criteria and processes for team membership. • Analyze survey results to implement changes based on feedback to enhance athlete and coach satisfaction rates.
People & Partnerships	<ul style="list-style-type: none"> • Integrate mental skills training into the athlete development program. • Conduct workshops for coaches on effective training plan development and execution. • Encourage collaboration, communication, and mentorship among athletes and coaching staff. • Conduct annual surveys to gather feedback from athletes and coaches regarding support services.

Success Indicators	Timeline
<ul style="list-style-type: none"> • Track the achievement of podium finishes at international events, with a goal of 3 by 2026 and increasing to a minimum of 8 by 2030. 	2026 Onward
<ul style="list-style-type: none"> • Monitor the number of national team athletes participating in international competitions, with an objective of national team athletes competing at 90% of World Cups and for at least 8 athletes on the National Development Team to compete in a minimum of 8 events each year from 2026 through 2030. 	2026 Onward
<ul style="list-style-type: none"> • Achievement of target roster sizes for both the National and Development teams. (4 Women and 4 men on Senior National Team, 4 Women and 4 Men on National Development Team, 12 Athletes qualified to a PTSO team) 	2029 - Winter
<ul style="list-style-type: none"> • Full representation in all events at World Championships and Olympic Games (men's, women's and mixed teams). 	2030 - Winter
<ul style="list-style-type: none"> • Assess the completion of individualized Yearly Training Plans (YTP) for all national team athletes, ensuring that at least 90% adhere to established performance benchmarks. 	Annual
<ul style="list-style-type: none"> • Gather feedback from athletes and coaches regarding support services, aiming for a satisfaction rating of over 85% in annual surveys. 	Annual

6.0 BUSINESS DEVELOPMENT STRATEGY

Overarching Goal:

To increase Ski Jumping Canada's profile in the Canadian market and enhance financial sustainability to support the recruitment and development of world-class talent.

Overarching Outcomes:

- SJC will have a fully integrated promotion, marketing, sponsorship, and hosting program that enhances relationships with stakeholders.
- A comprehensive media relations plan will be implemented to recognize athlete and sport accomplishments effectively.
- SJC will secure financial resources to create World and Olympic Champions.
- An active and engaged alumni association will be established to support and promote ski jumping in Canada.

6.1 - Ski Jumping Canada Alumni	
Vision 2030	
<ul style="list-style-type: none"> • Ski Jumping Canada will have a vibrant alumni association that provides support and expertise, contributing significantly to the sport's development and promotion. 	
Flight Path Forward - Ski Jumping Canada Alumni	
<ul style="list-style-type: none"> • Identify and establish clear criteria for recognizing and engaging ski jumping alumni within the community. • Form an alumni subcommittee to create an active and engaged alumni association comprising former athletes, coaches, officials, and volunteers. • Develop an outreach program to re-establish connections with alumni and encourage their involvement with SJC events and initiatives. 	
Success Indicators	Timeline
<ul style="list-style-type: none"> • Development of non-voting alumni membership class within Ski Jumping Canada's membership model. 	June 2025
<ul style="list-style-type: none"> • One initiative supported or led by the alumni association per annum. 	2026 Onward
<ul style="list-style-type: none"> • Increased level of engagement and participation of alumni in SJC activities (coaching, officiating, board of directors, events hosting). 	Annual

6.2 - Marketing and Sponsorship

Vision 2030

- Ski Jumping Canada will become a recognized and sought-after brand in the sports community, attracting diverse sponsorships and partnerships that contribute significantly to the organization's growth and athlete success.

Flight Path Forward - Marketing and Sponsorship

- Establish a sponsorship committee focused on creating strategic marketing and sponsorship initiatives in conjunction with clubs and PTSOs .
- Develop and implement a comprehensive sponsorship plan that includes effective sponsor management and recognition programs.
- Create a hosting committee responsible for developing an event-hosting strategy for Whistler Olympic Park (WOP), with a strong emphasis on marketing and collaboration with Ski Jumping USA.
- Collaborate with venues, such as WOP, to identify potential joint facility sponsors that can provide mutual benefits.
- Update the Ski Jumping Canada website to make it more accessible and enticing.

Success Indicators

Timeline

- | | |
|--|--------------------|
| • Enhanced community involvement and support for events, leading to greater attendance and participation. | 2026 Onward |
| • Consistent number of active sponsorship and partnership agreements in place year over year with a goal of sponsorship/partnerships contributing 22% of SJC annual operating costs by 2030. | Annual |
| • Increased media coverage and public awareness of ski jumping events and athletes. | Annual |
| • Positive feedback from sponsors regarding engagement and recognition efforts. | Annual |

6.3 - Increased Revenue

Vision 2030

- Ski Jumping Canada will operate as a financially self-sufficient organization, with strong partnerships that contribute to the financial success necessary for recruitment and development.

Flight Path Forward - Increased Revenue

- Create financial reserves (both operational and capital) to provide stability and mitigate risks, including covering insurance deductibles and potential claims.
- Establish clear budgets and supporting business plans that maximize revenue strategies and align with organizational goals.
- Encourage innovation in identifying and developing new funding routes beyond traditional sources.
- Develop an integrated and long-term financial plan with quantifiable objectives, strategies, and actionable steps for revenue generation.
- Engage stakeholders, including PSOs and clubs, in increasing revenue through collaborative initiatives and joint fundraising efforts.

Success Indicators

Timeline

- | | |
|--|---------------|
| • Diversification of revenue streams, reducing dependence on a single source of funding. | Annual |
| • Annual growth in revenue, tracking funding sources and sponsorship levels. | Annual |
| • Increased revenue in community fundraising events and initiatives. | Annual |

7.0 STRATEGIC ALLIANCES

Overarching Goal:

To partner with other organizations to leverage knowledge, resources, and opportunities for the betterment of ski jumping and to seek efficiencies through collaborative efforts.

Overarching Outcomes:

- Ski Jumping Canada will establish strong and sustainable partnerships with other sports organizations, enhancing the overall growth and development of ski jumping in Canada.
- Supportive working arrangements with ski jumping facilities and training centres will be cultivated, maximizing resources and training opportunities for athletes.
- Positive relationships with organizing committees in Olympic host countries will facilitate participation and representation.

7.1 - The SJC Approach

Vision 2030

- To achieve a robust network of strategic alliances that supports the growth of ski jumping in Canada, enhances the athlete experience, and creates pathways for international representation.

Flight Path Forward - The SJC Approach

- Strengthen partnerships with USA Ski Jumping and CSA for knowledge sharing and joint events.
- Develop engagement strategies with OTP and COC to enhance athlete support and development initiatives.
- Collaborate with FIS on international competitions to increase the number of ski jumping events hosted in North America.
- Collaborate and share knowledge and resources with other winter and summer national sport organizations, in particular the ski sports.

Success Indicators

Timeline

- | | |
|--|--------|
| • Increased number of active partnerships established and maintained year over year. | Annual |
| • Successful execution of joint events and initiatives proving the strength of SJC's alliances. | Annual |
| • Positive feedback from stakeholders regarding collaboration effectiveness and outcomes. | Annual |
| • Increased attendance at significant international competitions and events, demonstrating the strength of partnerships. | Annual |

7.2 Ski Jumping Canada Partners

- **USA Ski Jumping**
 - Collaborate with USA Ski Jumping to share challenges and engage in joint initiatives aimed at developing ski jumping in North America.
- **Canadian Snow Sports Association (CSA)**
 - Maintain a long-standing partnership to facilitate:
 - Representation of Ski Jumping in FIS
 - Enhancing FIS \$'s returning to FIS sports in Canada
 - Engaging FIS in discussion regarding equity between men and women in FIS Ski Jumping
- **Own the Podium (OTP)**
 - Work with OTP to advance both women's and men's ski jumping and enhance talent development, ultimately improving podium potential for Canadian athletes.
- **Canadian Olympic Committee (COC)**
 - Foster a close relationship to ensure comprehensive preparation for athletes for the Olympic Winter Games, adhering to Olympic standards and prioritizing athlete welfare.
- **Sport Canada**
 - Engage with Sport Canada as a key funding partner to support athlete development and training programs. Work towards maintaining recognition and funding as a National Sport Organization.
- **International Ski and Snowboard Federation (FIS)**
 - Actively participate in FIS to influence international rules, enhance the training environment, promote equality and promote Canadian interests globally.

7.3 Facilities and Training Centres

- **Whistler Olympic Park (WOP)**
 - Establish a collaborative relationship with Whistler Sport Legacies to facilitate event hosting, enhance athlete development, and promote ski jumping within the community.
- **Other Potential Canadian Training Sites**
 - Explore partnerships with additional ski jumping and Nordic facilities to promote accessibility and growth, particularly for summer jumping.

7.4 Future Olympic Cities

- **Engagement with Future Olympic Host Cities:** Aim to establish relationships with organizing committees for Italy 2026 and France 2030 to enhance training, volunteer opportunities, and athlete participation.

7.5 Canadian National Sport Organizations

- Engagement with winter and summer national sports organizations to share knowledge, resources, and advocate for sport
- Actively participate in the Winter Caucus to promote winter sport opportunities.
- Partner with snow sport NSO's, i.e. Nordiq Canada - ski playground, Freestyle and Snowboard - promotion of ski jumping, etc.

8.0 MONITORING AND EVALUATION

Purpose:

Monitoring and evaluation (M&E) are critical components of the Strategic Plan for Ski Jumping Canada (SJC). They ensure that the objectives outlined are being achieved effectively and efficiently while identifying areas for improvement. This process will facilitate accountability, transparency, and continuous enhancement of the strategic initiatives guiding the development of ski jumping in Canada.

8.1 Monitoring Framework:

- **Regular Reporting:**
 - Establish a system for regular reporting on the progress of each objective outlined in the Strategic Plan. Reports will be generated quarterly to assess ongoing activities, challenges, and successes.
 - A designated M&E team will oversee the collection and analysis of data related to Key Performance Indicators (KPIs) to provide comprehensive insights into performance.
- **Performance Indicators:**
 - Utilize the defined KPIs for each section of the plan, such as athlete development, financial sustainability, and strategic alliances. Each KPI will have specific targets that must be met by predetermined timelines, these timelines may be adjusted as business operations develop.
 - Data collection methods will include surveys, performance metrics, financial reports, attendance records at events, and stakeholder feedback.
- **Stakeholder Engagement:**
 - Conduct regular stakeholder meetings, including athletes, coaches, officials, and partners, to review progress and solicit feedback. These sessions will promote an inclusive approach and foster collaborative input into the M&E process.

8.2 Evaluation Process:

- **Annual Reviews:**
 - Implement annual evaluation sessions to assess the overall effectiveness of the Strategic Plan. This will involve a comprehensive review of progress against objectives, KPI achievements, and resource allocation.
 - Annual evaluations will include qualitative and quantitative assessments to provide a holistic view of success and challenges.
- **Mid-Term Evaluation:**
 - A formal mid-term evaluation will take place at the halfway point of the Strategic Plan (in 2027) to ascertain if the plan remains relevant and effective in achieving its goals. Adjustments will be made based on findings to improve outcomes for the second half of the plan's duration.
- **Comprehensive Review:**

- At the conclusion of the plan (2030), a thorough evaluation will be conducted to measure the overall impact of the Strategic Plan on the growth and development of ski jumping in Canada.
- This review will assess the long-term sustainability of initiatives, the achievement of the vision, and the establishment of a foundation for future strategic planning.

8.3 Reporting and Communication:

- **Transparent Communication:**
 - Findings from monitoring and evaluation efforts will be communicated transparently to all stakeholders, ensuring that successes are celebrated, and areas for improvement are addressed collaboratively.
 - Regular updates will be provided through newsletters, meetings, and the SJC website to keep all involved parties informed and engaged.
- **Use of Findings:**
 - Evaluation results will directly inform decision-making and strategic adjustments throughout the lifecycle of the plan. The insights gained will be invaluable for shaping future initiatives and ensuring ongoing alignment with the organization's mission and vision.

10.0 APPENDICES

Appendix A – [Summary of 2025 - 2030 Objectives & Annual Recurring Objectives](#)

- An overview of the strategic objectives and timelines associated with each success indicator outlined in the strategic plan.

Appendix B – [Ski Jumping Canada Board Structure and Contractors](#)

- An outline of the current governance structure, board members, and contracted personnel working with Ski Jumping Canada.

Appendix C – [Long Term Athlete Development Plan](#)

- A document that elaborates on the LTAD framework specific to ski jumping, detailing stages of athlete development and support strategies.

Appendix D – [Athletes Currently in Program Pipeline](#)

- A list of athletes who are currently training or competing within the SJC programs, along with their progression and performance history.

Appendix E – [Historical International Results](#)

- An overview of SJC's performance in international competitions, including results from the Olympic Games, World Championships, and other notable events.

Appendix F – [Coach Progression Framework](#)

- A framework detailing the qualifications and development pathway for coaches within the ski jumping community, aligning with national coaching standards.

Appendix G – [Ski Jumping Training Documents](#)

- Documentation that covers training methodologies, coaching guides, and best practices for both ski jumping and nordic combined.

Appendix H – [Activation of Competition Officials](#)

- Guidelines and procedures for the recruitment, training, and activation of officials in ski jumping competitions.

Appendix I – [Sport and Club Development Framework](#)

- Outline year-over-year the plan to grow the athlete base and develop ski jumping clubs across Canada.

Appendix J – [Domestic Coach Mentorship Program](#)

- The Ski Jumping Canada (SJC) Development Coach Mentorship Program is a key component of SJC's Strategic objectives which supports the development, retention, and advancement of coaches in the sport of Ski Jumping. This initiative is aimed at providing opportunities for coaches interested in developing their coaching skills who may be pursuing leadership roles in coaching as part of a career advancement strategy.

Appendix K – Sponsorship Packages

National Team Sponsorship Package / / Sport Development Sponsorship Package

- Current sponsorship packages (2024) that are utilized to solicit sponsorship opportunities for both National Team Support and Sport Development Programming.

Appendix L – Ski Jumping Community Sport Coach Workbook (NCCP)

- After the delivery of 2 pilots SJC is working with the Coaching Association of Canada to receive final approval on this Community Sport Coach course which is the first step along the Coach Pathway. This course emphasizes the core competencies outlined by NCCP and sport specific knowledge which together provide the foundation to deliver community level programming.

Appendix M – Ski Jumping Canada Appeal Policy (2021) - Review Planned for 2025.

- Ski Jumping Canada (SJC) recognizes the right of any Member to appeal the decisions of SJC and hereby provides for an appropriate process for resolving disputes that could arise from time to time from such decisions of SJC. The purpose of this appeal policy is to enable disputes with Members to be dealt with fairly, expeditiously and affordably within SJC, without having to have recourse to formal legal and court-like procedures.

Appendix N - Risk Management Matrix (Draft)

- Ski Jumping Canada has developed a comprehensive Risk Management Matrix to capture its approach to managing risk. This matrix guides the approach SJC takes to managing risks with a goal of reducing, transferring or avoiding risks where appropriate.