

Canadian Ski Marathon Strategic Plan

VISION	Transforming lives through a unique cross country ski adventure
MISSION	To create an unforgettable cross-country skiing adventure that unites skiers, volunteers and communities in a world-class event that also celebrates the beauty of winter, promotes inclusivity and fosters lifelong connections
GOAL & OBJECTIVES	<p>For the CSM to be financially thriving balanced with providing an affordable experience</p> <p>For skier participation to grow</p> <p>Deliver an event that exceeds participant expectations</p> <p>We uphold the highest standards of governance, transparency and authenticity as the custodians of the CSM.</p>
PRINCIPLES	<p>The CSM is a non-competitive, bilingual Nordic event open to all</p> <p>We advocate for a supportive healthy outdoor lifestyle, fostering camaraderie and respect among participants.</p> <p>We are committed to protecting our environment and minimizing our carbon footprint.</p> <p>The CSM engages in hosting the best event for all skiers</p>

STRATEGIC PRIORITIES	
1. Regional, National, and International Recognition	<ol style="list-style-type: none"> 1. Develop storytelling and marketing campaigns emphasizing Quebec relevance. 2. Increase media coverage. 3. Increase international skier participation through targeted outreach to Scandinavian/European communities and event partnerships. 4. Secure and maintain government support by mirroring successful models with municipal, provincial

	<p>and/or federal representatives.</p> <ol style="list-style-type: none"> 5. Expand/Enhance engagement programming (Ambassador and Official Training Trails).
<ol style="list-style-type: none"> 2. 1500+ Skiers Goal, as a repeatable target by 2029 	<ol style="list-style-type: none"> 1. Establish 1500 skiers as a repeatable KPI with intermediate annual growth targets for 2027-2029. 2. Target new market segments and enhance inclusivity with emphasis on Quebec residents, women, first-timers, and francophones. 3. Simplify the event offerings while maintaining the DNA that defines our appeal. 4. Introduce a one-day event format to test and drive higher participation. 5. Evolve branding to appeal beyond traditional CSM skiers.
<ol style="list-style-type: none"> 3. To positively influence the well-being of all touched by our event. 	<ol style="list-style-type: none"> 1. Achieve strong skier survey feedback. 2. Expand stakeholder feedback with surveys to municipalities, suppliers, sponsors, and donors. 3. Promote an inclusivity story focused on female and francophone skiers. 4. Engage communities creatively, and establish a link to local community champions to show positive local impact.
<ol style="list-style-type: none"> 4. Thriving Organization with Committed Support from Stakeholders 	<ol style="list-style-type: none"> 1. Improve board composition, staff roles, and accountabilities. Increase diversity and operational excellence. 2. Develop a new sponsorship model with multi-year partners that generates greater and more stable revenue. 3. Strengthen financial position through expanded donor fundraising. 4. Implement a succession plan across all level of CSM organization (staff, contractors, board members, volunteer leads). 5. Implement Risk Management best

	practices.
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