

## Canadian Ski Marathon Strategic Plan

<b>VISION</b>	Transforming lives through a unique cross country ski adventure
<b>MISSION</b>	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
<b>GOAL &amp; OBJECTIVES</b>	<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>
<b>PRINCIPLES</b>	<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"> <li>1. Develop storytelling and marketing campaigns emphasizing Quebec relevance.</li> <li>2. Increase media coverage.</li> <li>3. Increase international skier participation through targeted outreach to Scandinavian/European communities and event partnerships.</li> <li>4. Secure and maintain government support by mirroring successful models with municipal, provincial and/or federal representatives.</li> </ol>

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



