

CROSS COUNTRY BC'S STRATEGIC PLAN TO 2018 (+)



*Photo on reverse page: J. Evely
George Grey (British Columbia) & Alex Harvey (Quebec)
Bronze Medal/Team Sprint - 2009 World Cup, Callaghan Valley*

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EXECUTIVE SUMMARY

Cross Country BC is the provincial sport governing body for the sport of cross-country skiing in British Columbia. This document sets out the Strategic Plan for Cross Country BC for the period 2010 to 2018 (and beyond).

Cross Country BC's Mission – to achieve international excellence by the establishment and maintenance of programs and activities that support an integrated athlete development system up to the National Ski Team level.

Cross Country BC's Mandate – to provide provincial programs for the continuous development of cross-country skiing, from introductory experience to national excellence, for participants of all ages and abilities, fostering the principles of ethical conduct and fair play.

LONG-TERM GOALS FOR 2018(+)

1. **Excellence** – to achieve a level of consistent, predictable and sustainable national performance whereby British Columbia is delivering athletes with international potential to the National Ski Team program on a regular basis.
2. **Building Capacity** – to have developed within Cross Country BC a broadly-based institutional structure of excellence to complement Cross Country Canada's Long Term Athlete Development Model. This structure will encompass Cross Country BC, the National Development Centre situated in British Columbia and member clubs – as well as their programs and events such that athletic ability is recruited, assessed, nurtured and respected in a logical and consistent manner throughout the continuum from entry to national levels.
3. **Participation** – to achieve a provincial stature whereby cross-country skiing is recognized as the ideal winter fitness and lifestyle activity for people in all regions of British Columbia.
4. **Province-wide Implementation** – to have developed an effective, full service club system in communities throughout British Columbia.

CORPORATE STRATEGY

For the period between 2004 and 2010, Cross Country BC undertook a lead role within the national Association (CCC) to assist with the development of the following four initiatives, while simultaneously focussing on the same priorities at the provincial level:

- 1) alignment with CCC's sport-specific Long Term Athlete Development (LTAD) model;

- 2) transitioning to the new competency-based National Coaching Certification Program (NCCP);
- 3) hosting the cross-country events at the 2010 Olympic and Paralympic Winter Games (OWGs/PWGs); and
- 4) leveraging potential legacy of the OWGs/PWGs.

To a large extent, these priorities have been addressed. As a result, Cross Country BC's corporate strategy for achieving the selected Long Term Goals to 2018 (+) builds logically on the substantial progress that has already been achieved and seeks to take advantage of the existing development momentum and opportunities for improvement in the athlete development pathway that bridges the Learning to Train and Training to Compete stages, while increasing the Association's revenue base for the purpose of advancing the sport to a new performance level.

The Mid-Term Objectives for 2014 have been selected and prioritized to correspond to this change in focus.

MID-TERM OBJECTIVES

1. **Enhance Cross Country BC's athlete development system** – to improve the capacity and productivity of the various components of the sport system that facilitate athlete development, aligning with CCC's Long-Term Athlete Development (LTAD) Model.
2. **Improve resource levels to support implementation of the strategic plan in the 2010-2014 quadrennial and enhance the capacity to operate a financially sustainable operation beyond 2014** – to provide the resources required to carry out Cross Country BC's mission and mandate through partnerships and expanded budgets.
3. **Enhance Cross Country BC's Coach Development System** – to improve the capacity (in both qualitative and quantitative terms) of coaching support at all levels of the athlete development continuum.
4. **Improve leadership and management** – to expand and enhance Cross Country BC's human resource base and improve business practices at both the provincial and club levels.
5. **Leverage the legacy of the 2010 Vancouver OWGs/PWGs** – to take advantage of OWG/PWG infrastructure and legacy programming in the Whistler Region, with a view to fostering the growth of capacity and productivity in the Sea-to-Sky corridor skiing community, contributing to broader regional development activities and supporting Cross Country BC's athlete development programs.

6. **Improve resource levels to support implementation of the strategic plan in the 2010-2014 quadrennial and enhance the capacity to operate a financially sustainable operation beyond 2014** – to provide the resources required to carry out Cross Country BC’s mission and mandate through partnerships and expanded budgets.
7. **Improve external partnerships** – to be more productive, thereby helping Cross Country BC achieve its mission and goals.
8. **Enhance Cross Country BC’s Officials Development Program** - to improve educational programming and the development of Technical Delegates at all levels.
9. **Utilize Cross Country BC’s capacity to host high level national and international events** - to ensure ongoing development of athletes, facilities, partnerships, sport profile and officials.



Photo Credit: D. McColm
CP “Sea to Sky” Ski Tournament



PART 1 - STRATEGIC PLAN TO 2018 (+)

Introducing Cross Country BC

The Sport

Cross-country skiing is a low impact, low risk outdoor winter sport that can be practised in almost every part of British Columbia. At a basic level, it is a sport that is easily learned, with “no boundaries” for age, gender or fitness level. At the highest level of competition, its mastery demands exceptional skills and fitness. It is truly a “sport for life” – in that participation frequently leads to passionate commitment and with it a life-long involvement in the sport.

In all aspects of its governance of cross-country skiing, Cross Country BC is guided by a comprehensive sport-specific Long Term Athlete Development (LTAD) model. Cross Country BC’s LTAD model is aligned with the model of it’s national sport governing body, CCC), which is in turn consistent with Sport Canada’s LTAD resource paper, a world-leading conceptual framework for athlete development that recognizes international best practices, research and normative data, while considering the cultural, social and political factors that make Canada unique. CCC/Cross Country BC’s LTAD model is an inclusive concept that emphasizes physical literacy and teaches sport skills in an age appropriate manner. It encourages all individuals to be involved in lifelong physical activity and articulates the need for children, particularly those who have an interest in competing in the sport, to be given a solid foundation in physical, technical, tactical and mental capacities upon which to build their performance abilities.

In recognition of the universality of the sport and the needs related to it, Cross Country BC’s mission encompasses programs that range in focus from basic skill development for children in a fun context to programs designed to permit British Columbia’s top skiers to compete successfully at the national level. But regardless of the type of skiing being performed, Cross Country BC is committed to making the cross-country skiing experience as positive and fulfilling as possible for each and every member.

Most important of all, cross-country skiing is an outdoor winter activity that allows people to appreciate our long Canadian winters and the beautiful province we live in.

The Organization

Cross Country BC is the provincial sport governing body for cross country skiing in British Columbia. As such Cross Country BC partners with other provincial/territorial sport governing bodies for cross-country skiing and together they constitute a national sport organization – CCC.

Cross Country BC is a provincially incorporated, non-for-profit, club-based Association of 16,000 members.

In general terms, Cross Country BC provides connectivity to the broader world of cross-country skiing and makes community-level activities more relevant and productive by applying economies of scale to create services to the membership at large. It is instrumental in providing venues and expertise that enable all participants to derive the greatest possible benefit and enjoyment from the sport and, for those so inclined, to facilitate participation in programs that provide for the continuous development of cross-country skiing from introductory experience to competitive excellence at the national level. Specifically it:

- provides representation to the national governing body (Cross Country Canada – CCC), and thereby the international governing body (the International Ski Federation – FIS);
- delivers national programs and initiatives (NCCP; CCC Skill Development Programs – Bunnyrabbit, Jackrabbit, Track Attack; Racing Rocks!; CCC Officials Certification Program; LTAD, etc);
- delivers provincial programs and initiatives (club development workshops; trail and facility development workshops; trail grooming and tracksetting workshops; specialized coaching development workshops, etc.);
- generates and operates a progression of provincial team programs for able-bodied athletes (BC Ski Team, BC Development Squad and BC Talents Squad), and athletes with a disability (BC Para-Nordic Squad);
- generates and operates a National Development Centre (Callaghan Valley Training Centre);
- coordinates and prepares a provincial cross-country ski team for the Canada Winter Games (Team BC);
- coordinates athlete participation in the BC Winter Games;
- coordinates both developmental and high profile competitive events to encourage club facility improvement and provide a progression of developmental opportunities for athletes, coaches, officials and event organizers;
- leverages legacy from major events (World Cup, Olympic Winter Games; etc.)
- undertakes initiatives to raise the sport's profile (Ski Cross Country magazine; CCBC website, etc.);

- facilitates the circulation of information within the provincial ski community;
- interfaces with the provincial government through the BC Sport Branch and its programs, and through accountabilities that define this relationship may qualify for funding to assist in the development and delivery of cross-country ski programs in this province (BC Winter Games Society, BC Athlete Assistance Program, etc.);
- delivers a sport-specific liability insurance program; and
- through program delivery, marketing and fundraising, generates additional revenue that enables clubs and individual members to leverage the benefits which derive from an organization of provincial scope and perspective.

Our Mission

To achieve international excellence by the establishment and maintenance of programs and activities to support an integrated athlete development system up to the National Ski Team level.

To develop and maintain support structures for the delivery of cross-country ski programs (recreational through to competitive) to a broad cross section of the community.

Our Mandate

To provide provincial programming for the continuous development of cross-country skiing, from the introductory experience to national excellence, for participants of all ages and abilities, fostering the principles of ethical conduct and fair play.

Our Vision

It takes a ski community to raise Olympic medallists. Cross Country BC will be that community by:

- valuing and respecting all members, their roles, interests and aspirations;
- tenaciously committing to the consistent achievement of excellence – fulfilling dreams, creating heroes and inspiring pride;
- providing tools and resources for a seamless and progressive continuum of athlete development;
- promoting broadly-based participation in the healthy outdoors lifestyle of our sport; and
- demonstrating and advocating ethical conduct in all of our undertakings.

Our Values

Cross Country BC subscribes to the following fundamental principles and beliefs:

- Cross Country BC is membership based, and volunteer driven;
- Cross Country BC believes in and promotes cross country skiing as an ideal lifestyle activity for people of all ages, abilities and backgrounds;
- Cross Country BC believes in and encourages cross country skiing as a family oriented activity and a contributor to community life in British Columbia;
- Cross Country BC believes in and promotes cross country skiing as an ideal outdoor winter activity that encourages individuals to appreciate Canadian winters and the beautiful province we live in;
- Cross Country BC believes and teaches that sport is an ethical pursuit, one which builds character and shapes attitudes;
- Cross Country BC believes that sport should be conducted in a safe and ethical environment;
- Cross Country BC is athlete-centred;
- Cross Country BC promotes integrity, fairness and respect as the guiding principles for all cross-country ski activities.

“It takes a ski community to raise an Olympic medallist.”

CCC Vision Statement

Strategic Planning Within CCBC

.....TOWARDS EXCELLENCE 2010-2018 (+)

Cross Country BC's Board of Directors is responsible for developing and approving the Strategic Plan for the Association. The Strategic Plan establishes broad direction for operations and development within the Association as a whole, as well as more specific guidance for mid and long-term planning. Member clubs are responsible for their own plans.

Cross Country BC's Strategic Plan is an integral part of the business planning process as it establishes the context within which annual operational plans are produced and executed. Cross Country BC's annual business plan, entitled **Towards Excellence**, incorporates both the Strategic Plan and the annual Operational Plan.

The Strategic Plan is updated at the end of every planning cycle, which is now aligned with CCC's planning quadrennials. The present document, the **Strategic Plan to 2018 (+)**, will provide strategic direction to the Association for the 2010-2014 quadrennial, and will be published annually as part of **Towards Excellence** throughout this period.

The planning process begins with a strategic analysis. This takes the form of an environmental scan, conducted by the Board. Analysis of this scan leads to deductions and conclusions that are used to identify options for the future direction the Association should take.

Long Term Goals to 2018 (+)

Cross Country BC's long-term goals to 2018 (+) have been identified as follows:

Goal #1 - Excellence

To achieve a level of consistent, predictable and sustainable national performance whereby British Columbia is delivering athletes with international potential to the National Ski Team program on a regular basis.

Targets:

- BC athletes achieve a minimum of two individual World Cup podium results during the 2014-18 quadrennial planning period.
- Cross Country BC is the top ranked division at the National Championships.
- British Columbia is the second ranked province/territory (in the sport of cross-country skiing) at the 2015 Canada Winter Games.
- 25% of the National Ski Team is from British Columbia.

Goal #2 – Building Capacity

To have developed within Cross Country BC a broadly-based institutional structure of excellence to complement Cross Country Canada's Long Term Athlete Development Model. This structure will encompass Cross Country BC, the National Development Centre situated in British Columbia and member clubs – as well as their programs and events such that athletic ability is recruited, assessed, nurtured and respected in a logical and consistent manner throughout the continuum from entry to national levels.

Targets:

- A minimum of 15 full time paid coaches are working in the Cross Country BC system; all coaches have minimum mandatory coaching qualifications for the LTAD stage they work with; salaries and benefit packages are appropriate.
- Cross Country BC's Marketing and Communications Program is well established and has successfully generated revenue to advance the sport to a new performance level.
- A sponsorship culture has developed within Cross Country BC.
- A minimum of 30 program coordinator staff are working in the Cross Country BC system (minimum compensation \$10,000).
- The National Development Centre has 20 athletes that meet Cross Country Canada's eligibility criteria, three full time coaches, and a part time wax technician.

- A minimum of 30 Cross Country BC clubs meet Cross Country Canada quality assurance standards with respect to LTAD-related programs (Club Excellence).
- Cross Country BC hosts both FIS and IPC World Cups in the period between 2010 and 2018.
- A minimum of 30 active Competition Development “trained” coaches are working in the CCBC system; a minimum of ten are female coaches.

Goal #3- Participation

To achieve provincial stature whereby cross-country skiing is recognized as the ideal winter fitness and life-style activity for people in all regions of British Columbia.

- Continued growth in individual membership in Cross Country BC, at a rate approximating or exceeding 2%/year.
- Continued growth in the number of CCC licence holders – both able-bodied and para-nordic.
- Continued growth in the BC Cup Series - from approximately 220/race to 500/race.
- By 2018, substantially strengthen or establish new programs focussed on increased participation and penetration of market, including the following:
 - ✓ The existing Ski S’Kool program is strengthened, and participation has increased significantly.
 - ✓ Organized ski programs for aboriginal children are established in at least three communities.
 - ✓ The existing Loppet program is strengthened, and participation has increased significantly.

Goal #4 – Province-wide Implementation

To have developed an effective, full service club system in communities throughout British Columbia.

- A provincial perspective is evidenced in the organizational structure and all aspects of programming – board and committee representation; the delivery of NCCP workshops, officials certification courses, regional camps and provincial team camps; the annual competition schedule, etc.

Mid-Term Objectives to 2014

Cross Country BC's Mid-Term Objectives to 2014 have been identified as follows:

- 1. Enhance Cross Country BC's athlete development system** – to improve the capacity and productivity of the various components of the sport system that facilitate athlete development, aligning with Cross Country Canada's Long-Term Athlete Development (LTAD) Model.

Expected Results/Indicators:

- 1) LTAD is guiding all aspects of Cross Country BC's athlete development programming at the provincial and club levels.
 - a) Physical literacy considerations are generally understood and reflected in division and club programming.
 - b) Athlete development benchmarks are generally accepted and being used.
 - c) Growth, maturation and trainability considerations are generally understood and reflected in division and club programming.
 - d) Gender specific considerations are being implemented as appropriate.
 - e) Cross Country Canada's LTAD-aligned Competition Model is reflected in competition programming for all stages of athlete development from FUNdamentals to Training to Compete.
 - f) A national accountability framework that performs the function of quality assurance with respect to LTAD-alignment has been introduced at the division and club levels (Club Excellence).
- 2) CCC Skill Development Program – the quality of the delivery of the program (Active Start, FUNdamentals, Learning to Train stages) improves at all levels.
 - a) Track Attack (Learning to Train stage of LTAD) – 600 participants with programs operating at standards that are in accordance with CCC's athlete development guidelines for this stage of development.
 - b) Bunnyrabbits and Jackrabbits (Active Start and Fundamentals stages of LTAD) - 1700 participants with programs operating at standards that are in accordance with CCC's athlete development guidelines for these stages of development.
 - c) Racing Rocks! and/or similar activities are held annually by all clubs that offer CCC Skill Development Programs.
 - d) The number of children participating in Racing Rocks! activities increases to 1000 (up from 685 in 2008-09).
 - e) The number of children competing in the BC Midget Championships increases to 200 (up from 140 in 2009).

- f) Four clubs offer skill development programs to children with a disability; the participation number increases to 30.
- 3) Club junior racing programs – the number of club programs and the effectiveness of their programming improves.
- a) The number of clubs with year-round junior racing programs increases to 16 (up from 11 in 2008-09).
 - b) The number of race licence holders, both male and female, increases to 200 (up from 142 in 2008-09).
 - c) The number of BC competitors at National Championships held in Western Canada increases to 120 (up from 92 in 2008).
 - d) Four clubs offer racing programs for athletes with a disability (Learning to Train and Training to Train stages); the participation number increases to 10 (up from 6 in 2009-10).
- 4) Regional Camp Program and Regional Cup Series – program participation increases and the standard/quality of program delivery improves in all four regions (Okanagan, Kootenay, Coast and Northern Zones).
- a) Regional Spring, Fall and Snow Camps are held in six regions/sub-regions.
 - b) All Regional Camps have suitably qualified coaching support.
 - c) All Regional Camps achieve the delivery standards outlined in the NCCP Learning to Train Reference Materials.
 - d) Regional Camp participation numbers increase to 500 (up from 267 in 2008/09).
 - e) Regional Cup races for skiers of all ages are held in all four regions.
 - f) Regional Cup Series participation numbers increase to 1000 (up from 667 in 2008/09).
- 5) Provincial Team Program capacity (both quantitative and qualitative) has increased from 2009 levels.
- a) The BC Talent Squad program grows to accommodate 60 athletes; offers three camp opportunities to each athlete, and is supported by qualified, competent coaches.
 - b) The BC Development Squad program grows to accommodate 20+ athletes; provides a minimum of three camp opportunities; provides a special competitive tour, provides stage-appropriate assessments/testing, and has a dedicated coaching support team that is both qualified and competent.
 - c) BC Ski Team program - expanded programming includes a minimum of five camps, stage-appropriate assessments/testing, ski equipment, clothing at reduced cost and similar benefits, and integrated support team (IST) support (coordinated with the training, sponsor and IST support the athlete receives from their home club program).

- d) BC Cups Series – participation increases:
 - i. Midget Boys to 60 (up from approx. 30 in 2009)
 - ii. Midget Girls to 60 (up from approx. 42 in 2009)
 - iii. Juvenile Boys to 60 (up from approx. 50 in 2009)
 - iv. Juvenile Girls to 50 (up from approx 36 in 2009)
 - v. Junior Males to 25 (up from approx. 15 in 2009)
 - vi. Junior Females to 25 (up from approx. 15 in 2009)
- e) The development of high performance athletes in various regions of the province is encouraged and facilitated through geographical balance between north and south within the provincial camp and provincial cup calendars.
- f) A National Development Centre (Callaghan Valley Training Centre) is operating effectively in Whistler/Callaghan Valley, providing for a concentration of world-class training facilities, coaching and sport science resources for athletes at the Learning to Compete and Training to Compete stages of athlete development.
- g) Cross Country BC is the 2nd ranked division at the National Championships (up from 4th in 2009).
- h) BC athletes earn a minimum of eight aggregate titles (top three) at the National Championships (up from 5 in 2009).
- i) A minimum of 2 athletes qualify for the World Junior Championships and U23 World Championships annually.
- j) A minimum of 3 athletes rank 95 or above on either the Canada Points List (CPL) or Canada Sprint List (CSL) - up from 1 in 2009.
- k) A minimum of 10 additional athletes rank 90 or above on either the CPL or CSL (up from 5 in 2009).
- g) A minimum of 15 additional athletes rank 85 or above on either the CPL or CSL (up from 8 in 2009).
- h) A minimum of 15 additional athletes rank 80 or above on either the CPL or CSL (up from 4 in 2009).
- i) A minimum of 10 athletes meet the established eligibility criteria for the CCC training centre system (National Training Centre or National Development Centres)
- j) 20% of the National Ski Team is from British Columbia.
- k) The existing college/university racing program is strengthened, such that 25 athletes participate in the BC Cup Series and 15 at the Canadian College/University National Championships (CCUNC).
- l) Programs for athletes with a disability in the Learning to Compete through Training to Win stages are delivered by CCC with support from Cross Country BC.

2. Improve resource levels to support implementation of the strategic plan in the 2010-2014 quadrennial and enhance the capacity to operate a financially sustainable operation beyond 2014 – to provide the resources

required to carry out Cross Country BC's mission and mandate through partnerships and expanded budgets.

Expected Results/Indicators:

- 1) A Marketing and Communications department is established with a position on the Board of Directors and a full-time staff person dedicated to this program area.
- 2) A comprehensive marketing plan has been developed and is being implemented.
- 3) An integrated national marketing program with defined policies and processes has been coordinated and (i.e. the roles and relationships at club, division and national levels).
- 4) Both the Cross Country BC and Callaghan Valley Training Centre websites have been renovated and include social media features.
- 5) Appropriate tools and training have been provided to club volunteers to help them meet sponsor obligations at the club and division levels.
- 6) Funding to help offset the cost of paid coach salaries is generated by partnerships and other fundraising initiatives at all levels of the sport system.
- 7) Revenue growth from programming, membership fees and event fees increases 20%.
- 8) The CCBC contingency fund exceeds \$100,000.
- 9) Cross Country BC's operational budget, including VIK contributions, exceeds \$1,000,000 (vs \$730,000 in 2009-10).
- 10) Increased visibility of the sport resulting from the 2010 OWGs/PWGs is optimized, thereby enhancing the marketability of the sport.

- 3. Enhance Cross Country BC's Coach Development System** – to improve the capacity (in both qualitative and quantitative terms) of coaching support at all levels of the athlete development continuum.

Expected Results/Indicators:

- 1) A minimum of seven full time career coaches are working in the Cross Country BC system; all coaches have minimum mandatory coaching qualifications for the LTAD stage they work with; salaries and benefit packages are appropriate (up from three in 2009-10).
- 2) A minimum of seven part time paid coaches (minimum compensation of \$10,000) are working in the Cross Country BC system; all coaches have minimum mandatory coaching qualifications for the LTAD stage they work with (up from four in 2009-10).
- 3) Minimum mandatory coach qualifications (NCCP CCI "in training") are in effect for coaches working with athletes in the Learning to Train stage of development. Timeline: January 1, 2012.
- 4) Minimum mandatory coach qualifications (NCCP CCI "trained") are in effect

for coaches working with athletes in the Training to Train stage of development.
Timeline: January 1, 2014.

- 5) Learning Facilitators are well prepared and can teach technique effectively at all levels of the new NCCP system.
- 6) The concept of an IST is understood and put into practice to varying degrees by the National Development Centre/Callaghan Valley Training Centre (NDC/CVTC), BC Ski Team and club racing programs working with athletes in the Training to Train through Training to Compete stages of athlete development.
- 7) The NCCP stream for coaches of athletes with a disability is fully implemented as available from CCC.

4. Improve leadership and management – to expand and enhance Cross Country BC’s human resource base and improve business practices at both the provincial and club levels.

Expected Results/Indicators:

- 1) Cross Country BC has developed a policy-driven governance model that meets current needs.
- 2) Cross Country BC’s policies are reviewed and updated as necessary.
- 3) Cross Country BC staff capacity has increased.
- 4) Cross Country BC’s volunteer structure has been updated and revitalized.
- 5) The contribution of volunteers is enhanced, with new policies in place governing volunteer recruitment, accountability, retention, recognition and succession planning.
- 6) Retiring athletes are actively recruited for staff or volunteer employment in the sport (e.g. officials, coaches, technical or managerial staff, Technical Delegates).
- 7) A career field for professional coaches has been mapped out, with related salary and compensation levels that establish coaching as a viable career option.
- 8) Cross Country BC employees (staff and volunteer) attend appropriate professional development programs in their area of practice.
- 9) The capacity and effectiveness of Cross Country BC member clubs have improved; staff capacity is increased – in particular the number of program coordinator staff positions is increased.

5. Leverage the legacy of the 2010 Vancouver OWGs/PWGs – to take advantage of OWG/PWG infrastructure and legacy programming in the Whistler Region, with a view to fostering the growth of capacity and productivity in the Sea-to-Sky corridor skiing community, contributing to broader regional development activities and supporting Cross Country BC’s athlete development programs.

Expected Results/Indicators:

- 1) Successful partnerships have been developed with the Whistler 2010 Sport Legacies Society, the Municipality of Whistler and Canadian Sport Centre Pacific (see Objective 6.3).
- 2) There is a minimum of three full-time paid coach positions in the Sea to Sky corridor skiing community.
- 3) There is a minimum of 60 CCC race licence-holders in the region.
- 4) A successful National Development Centre (Callahan Valley Training Centre) is in operation, using 2010 legacy infrastructure.
- 5) Events ranging from local to international level are held in the region on an ongoing basis, including a major loppet – P’ayakenstut - that is hosted annually.
- 6) In addition to club delivered programs, the Olympic/Paralympic venue hosts: a) a successful school ski program annually; and b) regional/provincial/national team camps on an ongoing basis.
- 7) Four clubs in the region send athletes to the National Championships (up from two in 2008/09).
- 8) The Whistler Olympic Park venue has 100,000 skier visits annually (up from 40,000 in 2008/09).

6. Improve external partnerships – to be more productive, thereby helping Cross Country BC achieve it’s goals.

Expected Results/Indicators:

- 1) Cross Country BC maintains a productive and respectful partnership with CCC.
- 2) Cross Country BC representation at CCC is well qualified and progressive, contributing in a meaningful way to effective CCC management and representing Cross Country BC’s strategic interests.
- 3) Partnerships with member clubs are strong and based on: mutual respect; shared goals; a comprehensive accountability framework, supported by common or compatible policies and procedures as applicable; joint programming in areas of shared interest and effective communications.
- 4) Successful partnerships are maintained with Sport BC, the Coaches Association of BC and the BC Games Society.
- 5) Successful partnerships have been developed with the Whistler 2010 Sport Legacies Society, the Municipality of Whistler and Canadian Sport Centre Pacific (see Objective 4.1).
- 6) Opportunities for strategic partnerships with sport organizations outside of Cross Country BC are evaluated and supported when they are found to contribute to Cross Country BC’s mission.

7. **Capture and utilize leading edge officiating/event hosting knowledge from both the OWGs and PWGs** - to ensure this expertise is systematically transferred to future generations of BC officials and event organizers.

Expected Results/Indicators:

- 1) A new, leading edge “officials” certification program curriculum, with an increased emphasis on practical experience, has been adopted and is fully operational.
- 2) Program materials specific to the needs of BC officials are developed and incorporated into the officials certification program.
- 3) Cross Country BC officials are trained as course conductors and delivering courses at the first three levels of the new program.
- 4) Cross Country BC officials are trained and active as Technical Delegates for provincial, national and international competitions up to the FIS World Cup and IPC World Cup levels.
- 5) Cross Country BC’s officials data base on ZONE4 is current and meaningful.

8. **Utilize Cross Country BC’s capacity to host high level national and international events** - to ensure ongoing development of athletes, facilities, partnerships, sport profile and officials.

Expected Results/Indicators:

- 1) The Olympic/Paralympic venue (Callaghan Valley) is utilized appropriately, while major events continue to be awarded to clubs throughout British Columbia to ensure continued development of the sport in all regions.
- 2) P’ayakenstut has become a major event on the Canadian event schedule.
- 3) The 2011 Masters World Championships is hosted successfully by the Sovereign Lake Nordic Club of Vernon.
- 4) Cross Country BC clubs host a minimum of one Continental Cup (NorAm) each year during the 2010-2014 planning period.
- 5) Cross Country BC successfully hosts the 2011 Western Canadian Championships.
- 6) Cross Country BC successfully bids for and hosts the National Championships during the 2010-2014 planning period.
- 7) Cross Country BC successfully bids for and hosts FIS and IPC World Cup events during the 2010-2014 planning period.
- 8) The host club/venue for the cross country ski events at the 2015 Canada Winter Games has obtained optimal facility and equipment legacy benefits and is well prepared to host the Games.

Cross Country BC - High Level Event Hosting History & Plan Forward

2009-2010 Season:

<i>Dec 2009</i>	<i>Nor Ams</i>	<i>Vernon</i>
<i>Feb 2010</i>	<i>Olympic Winter Games</i>	<i>Callaghan Valley</i>
<i>Mar 2010</i>	<i>Paralympic Winter Games</i>	<i>Callaghan Valley</i>

2010-2011 Season:

<i>Dec 2010</i>	<i>Nor Ams</i>	<i>Vernon</i>
<i>Dec 2010</i>	<i>Nor Ams/Wld Sr Trials</i>	<i>Rossland</i>
<i>Feb 2011</i>	<i>P'ayakentsut</i>	<i>Callaghan Valley</i>
<i>Feb 2011</i>	<i>Western Canadian Champs</i>	<i>Kelowna</i>
<i>Mar 2011</i>	<i>Masters World Cup</i>	<i>Vernon</i>

2011-2012 Season:

<i>Dec 2011</i>	<i>Nor Ams</i>	<i>Vernon</i>
<i>Dec 2011</i>	<i>Nor Ams</i>	<i>Rossland</i>
<i>Jan 2012</i>	<i>Nor Ams/Wld Jr Trials</i>	<i>Callaghan Valley</i>
<i>Feb 2012</i>	<i>P'ayakentsut</i>	<i>Callaghan Valley</i>

2012-2013 Season:

<i>Nov 2012</i>	<i>Nor Ams</i>	<i>Vernon</i>
<i>Feb 2013</i>	<i>P'ayakentsut</i>	<i>Callaghan Valley</i>
<i>Mar 2013</i>	<i>National Championships</i>	<i>Callaghan Valley</i>

2013-2014 Season:

<i>Nov 2013</i>	<i>Nor Ams</i>	<i>TBD</i>
<i>Dec 2013</i>	<i>Nor Ams</i>	<i>TBD</i>
<i>Feb 2014</i>	<i>P'ayakentsut</i>	<i>Callaghan Valley</i>
<i>Feb 2014</i>	<i>Western Canadian Champs</i>	<i>Prince George</i>

2014-2015 Season:

<i>Nov 2014</i>	<i>Nor Ams</i>	<i>TBD</i>
<i>Dec 2014</i>	<i>Nor Ams</i>	<i>TBD</i>
<i>Feb 2015</i>	<i>Canada Winter Games</i>	<i>Prince George</i>
<i>Feb 2015</i>	<i>P'ayakentsut</i>	<i>Callaghan Valley</i>

2015-2016 Season:

<i>Nov 2015</i>	<i>Nor Ams</i>	<i>TBD</i>
<i>Dec 2015</i>	<i>Nor Ams</i>	<i>TBD</i>
<i>Feb 2016</i>	<i>FIS Tour de Ski, TBD 1-2 site</i>	<i>or FIS WC in Dec 2016</i>
<i>Feb 2016</i>	<i>Western Canadian Champs</i>	<i>TBD</i>
<i>Feb 2016</i>	<i>P'ayakentsut</i>	<i>Callaghan Valley</i>
<i>Mar 2016</i>	<i>National Championships</i>	<i>TBD</i>

2016-2017 Season:		
<i>Dec 2016</i>	<i>Nor Ams</i>	<i>TBD</i>
<i>Dec 2016</i>	<i>Nor Ams</i>	<i>TBD</i>
<i>Feb 2017</i>	<i>P'ayakentsut</i>	<i>Callaghan Valley</i>
<i>Mar 2017(or 2019)</i>	<i>IPC Nordic Skiing World Champs: Mt Washington or Callaghan Valley</i>	
2017-2018 Season:		
<i>Dec 2017</i>	<i>Nor Ams</i>	<i>TBD</i>
<i>Dec 2017</i>	<i>Nor Ams</i>	<i>TBD</i>
<i>Feb 2018</i>	<i>P'ayakentsut</i>	<i>Callaghan Valley</i>
<i>Mar 2018</i>	<i>Western Canadian Champs</i>	<i>TBD</i>
2018-2019 Season:		
<i>Dec 2018</i>	<i>Nor Ams</i>	<i>TBD</i>
<i>Dec 2018</i>	<i>Nor Ams</i>	<i>TBD</i>
<i>Jan 2019</i>	<i>FIS World Cup</i>	<i>TBD</i>
<i>Feb 2019</i>	<i>P'ayakentsut</i>	<i>Callaghan Valley</i>
2019-2020 Season:		
<i>Dec 2019</i>	<i>Nor Ams</i>	<i>TBD</i>
<i>Dec 2019</i>	<i>Nor Ams</i>	<i>TBD</i>
<i>Feb 2020</i>	<i>P'ayakentsut</i>	<i>Callaghan Valley</i>
<i>Mar 2020</i>	<i>IPC Nordic Skiing World Cup</i> <i>TBD</i>	
2020-2021 Season:		
<i>Dec 2020</i>	<i>Nor Ams</i>	<i>TBD</i>
<i>Dec 2020</i>	<i>Nor Ams</i>	<i>TBD</i>
<i>Feb 2021</i>	<i>P'ayakentsut</i>	<i>Callaghan Valley</i>
<i>Mar 2016</i>	<i>National Championships</i>	<i>TBD</i>
2021-2022 Season:		
<i>Dec 2021</i>	<i>Nor Ams</i>	<i>TBD</i>
<i>Dec 2021</i>	<i>Nor Ams</i>	<i>TBD</i>
<i>Feb 2022</i>	<i>P'ayakentsut</i>	<i>Callaghan Valley</i>
<i>Feb 2022</i>	<i>FIS Junior & U23 World Championships or FISU Winter Universiade</i> <i>Callaghan Valley</i>	
	<i>* both multisport events</i>	



PART 2 – CHARTS

- **LTAD Stages for Cross-Country Skiing**
- **LTAD Stages for Athletes with a Disability**
- **NCCP Athlete and Coach Progression**
- **NCCP Stream for Coaches of Athletes with a Disability**
- **CCBC Full Service Club Model**
- **CCC Officials Development Pathway**
- **CCBC Volunteer Support Structure**

LTAD STAGES FOR CROSS-COUNTRY SKIING

Active Start Males and Females 0-6

Cross Country Canada (CCC) encourages children to be involved in lifelong activity and to begin cross-country skiing at an early age through the Bunnyrabbit Program.

This is an essential period for acquiring fundamental movement skills that lay the foundation for more complex movements.



FUNDamentals Males 6-9 Females 6-8

Fundamental movement skills are mastered, motor development emphasized and basic cross-country ski skills learned. For optimal sport specific acquisition, all the basic ski skills, both classic and skating, should be learned before the end of this period.

To help children learn these skills, CCC's Jackrabbit Program provides guidance on equipment, technique, the appropriate number of practice sessions per season and the other elements that constitute an appropriate sport program that conforms to LTAD principles.



Learning to Train Males 9-12 Females 8-11

Important period for motor development, and windows of optimal trainability for motor-coordination. Children are developmentally ready to acquire the general sport skills that will be the cornerstone of their athletic development. Fitness becomes increasingly important.

CCC's Track Attack Program is designed to promote the continued development of physical literacy and fitness, and to enhance competence in the basic skills required to excel in cross-country skiing.



Training to Train Males 12-16 Females 11-15

Important period for developing aerobic capacity, which is especially critical for cross-country skiing (a lot of skiing at low intensity!).

Social and emotional considerations are very important. Team building, group interaction and social events should be emphasized.



Learning to Compete Males 16-20 +/- Females 15-19 +/-

Fitness preparation, sport and individual specific skills are developed. The development of self awareness and independence should be emphasized.

The gradual seamless integration of training and racing into the overall timetable and lifestyle of the aspiring competitive athlete.



Training to Compete Males 20-23 +/- Females 19-23 +/-

Important period for individualized fitness preparation. Fitness and medical monitoring is increasingly sophisticated, and sport and individual specific skills are mastered. Self-awareness and independence become increasingly important.

Athletes learn to compete internationally.



Training to Win Males 23 +/- Females 23+/-

During this stage athletes focus on high performance and undertake multi-year preparations for major events (i.e. Olympics, World Championships).

All aspects of training and performance are highly individualized.

Podium Performances.

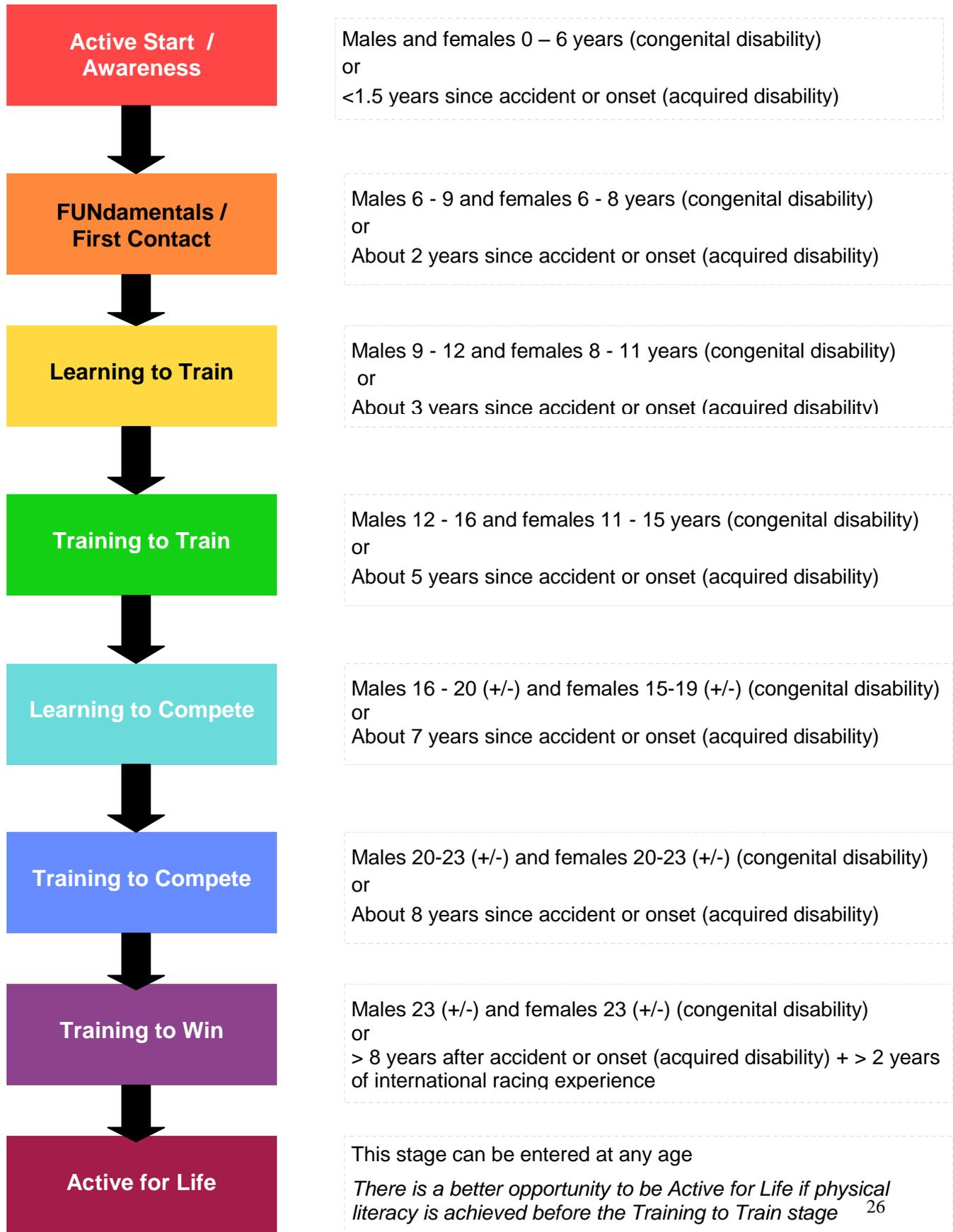


Active for Life This stage can be entered at any age.

There is a better opportunity to be Active for Life if physical literacy is achieved before the Training to Train stage.



LTAD STAGES FOR ATHLETES WITH A DISABILITY



ATHLETE & COACH DEVELOPMENT PROGRESSION

Athlete Age	LTAD Stage	NCCP Context
23 +/- males 23 +/- females	Training to Win (T2W)	Competition Coaching: High Performance (CCHP)
20 - 23 +/- males 19 - 23 +/- females	Training to Compete (T2C)	Competition Coaching: Development – Advanced Gradation (CDGA)
16 - 20 +/- males 15 - 19 +/- females	Learning to Compete (L2C)	Competition Coaching: Development (CCD)
12 - 16 males 11 - 15 females	Training to Train (T2T)	Competition Coaching: Introduction Advanced (CCI – T2T)
9 - 12 males 8 - 11 females	Learning to Train (L2T)	Competition Coaching: Introduction (CCI – L2T)
6 - 9 males 6 - 8 females	FUNdamentals	Community Coaching (CC)
0 - 6	Active Start	Community Coaching: Introduction (ICC)

ATHLETE & COACH DEVELOPMENT PROGRESSION

LTAD Stage	NCCP Context	AWAD Stream
Training to Win (T2W)	Competition Coaching: High Performance (CCHP)	TBD
Training to Compete (T2C)	Competition Coaching: Development – Advanced Gradation (CDGA)	TBD
Learning to Compete (L2C)	Competition Coaching: Development (CCD)	NCCP CCD AWAD WORKSHOP (# days TBD)
Training to Train (T2T)	Competition Coaching: Introduction Advanced (CCI – T2T)	NCCP CCI ADVANCED AWAD MODULE 8 hours
Learning to Train (L2T)	Competition Coaching: Introduction (CCI – L2T)	NCCP CCI AWAD MODULE 8 hours
FUNdamentals	Community Coaching (CC)	NCCP CC AWAD MODULE 5 hours
Active Start	Community Coaching: Introduction (ICC)	

CCBC FULL SERVICE CLUB MODEL

CLUB									
			Chairperson						Chairperson
Chair Trails & Facilities	Chair Coaching Development	Chair Event Hosting	Chair Fundraising	Chair Athlete Development	Chair Social Activities	Secretary Registrar	Chair Backcountry Skiing	Chair Promotions	
<p>Trail System</p> <ul style="list-style-type: none"> • development & maintenance • lit trails <p>Day Lodge</p> <ul style="list-style-type: none"> • construction & • maintenance <p>Grooming</p> <ul style="list-style-type: none"> • equipment purchase & maintenance • grooming & tracksetting <p>Ski Playground</p> <p>Trail Maps</p> <p>Security</p> <p>Risk Management</p>	<p>Local Clinics</p> <ul style="list-style-type: none"> • ski prep. • technique <p>NCCP</p> <ul style="list-style-type: none"> • ICC • Community Coach • L2T (Dryland) • L2T (On-Snow) • T2T (Dryland) • T2T (On-Snow) • Comp-Dev • High Performance • Athletes With a Disability Stream <p>Mentoring</p> <p>Practical Training</p>	<p>Officials Dev.</p> <ul style="list-style-type: none"> • CCC Officials Certification Program <p>Mentoring</p> <p>Races</p> <ul style="list-style-type: none"> • Ski Tourn. • Club Races • Regional Cups • Midget Cham. • Prov/Terr Winter Games • Prov/Terr Cups • Western Canadian Champs • National Champs • International Races <p>Loppets</p> <p>Ski for Light</p>	<p>Bingo</p> <p>Ski Swap</p> <p>Sponsorship</p> <p>Bottle Drives</p> <p>Other...</p>	<p>Parents & Tots</p> <p>Ski S'Kool SDP</p> <ul style="list-style-type: none"> • Bunnyrabbit • Jackrabbit • Track Attack <p>Junior Racing Team</p> <p>Senior Racing Team</p> <p>Masters Racing Team</p> <p>Programs for Athletes With a Disability</p> <p>Adult Skill Dev. Programs</p> <ul style="list-style-type: none"> • Women's Ski Fest • Learn to Loppet 	<p>Club Socials</p> <p>New Year's Ski</p> <p>Lantern Ski Club</p> <p>Excursions</p> <ul style="list-style-type: none"> • to other ski areas • to events • ski tours <p>Year End Wrap-up</p> <p>Other...</p>	<p>Club Records</p> <ul style="list-style-type: none"> • meeting minutes • policies <p>Membership Registrar</p> <p>Trail Passes</p> <p>Newsletter</p> <p>Email News Bulletins</p>	<p>Cabins / Chalets</p> <ul style="list-style-type: none"> • construction & maintenance <p>Organized Tours</p>	<p>Club Website</p> <p>Local Newspaper</p> <p>Radio</p> <p>Brochures</p> <ul style="list-style-type: none"> • facilities • programs <p>Daily Trail Reports</p> <p>Public Service Announcements</p>	

CCC OFFICIALS DEVELOPMENT PATHWAY

..... = Teach

