

CROSS COUNTRY BC'S STRATEGIC PLAN TO 2022 (+)



*Photo Credit: Nordic Focus
Alysson Marshall
FIS World Cup, Kuusamo, FIN*

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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 2014 to 2022 (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 2022(+)

1. **Achieve 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. **Strengthen 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. **Increase 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 2010 and 2014, Cross Country BC focussed on the following four initiatives:

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

- 2) improving the athlete development pathway that bridges the Learning to Train and Training to Compete stages,
- 3) increasing the Association's revenue base for the purpose of advancing the sport to a new performance level; and
- 4) leveraging potential legacy of the OWGs/PWGs.

These priorities have been addressed and good progress has been made. As a result, Cross Country BC's corporate strategy for achieving the selected Long Term Goals to 2022 (+) 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 Win stages, while continuing to increase the Association's revenue base for the purpose of advancing the sport to a new performance level.

The Mid-Term Objectives for 2018 have been selected and prioritized to correspond to this change in focus.

MID-TERM OBJECTIVES

1. **Strengthen high performance system** – to improve programming that supports athletes in the Training to Compete stage of CCC's Long-Term Athlete Development (LTAD) Model.
2. **Enhance athlete development system** – to improve the capacity and effectiveness of the various components of the sport system that facilitate athlete development, aligning with CCC's LTAD Model.
3. **Enhance coach development system** – to improve the quality and effectiveness of coaching support at all levels of the athlete development continuum.
4. **Enhance event hosting capacity** - to ensure ongoing development of athletes, facilities, partnerships, sport profile and officials.
5. **Unite the community** – to improve the capacity of Cross Country BC and its member clubs to operate as a unified and integrated community.
6. **Demonstrate leadership and invest in quality management** – to enhance Cross Country BC's effectiveness and efficiency through quality management and leadership practices.
7. **Diversify and increase resource levels** – to provide the resources required to carry out Cross Country BC's mission and mandate through diversified revenue streams and strategic partnerships.



Photo Credit: C. Alder (Caledonia Nordic Ski Club)



Photo Credit: K. Hepburn (Larch Hills Nordic Society)



PART 1 - STRATEGIC PLAN TO 2022 (+)

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 17,000 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.

Strategic Planning Within CCBC

.....TOWARDS EXCELLENCE 2014-2022 (+)

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 aligned with CCC's planning quadrennials. The present document, the **Strategic Plan to 2022 (+)**, will provide strategic direction to the Association for the 2014-2018 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 2022 (+)

Cross Country BC's long-term goals to 2022 (+) have been identified as follows:

Goal #1 – Achieve 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 2018-22 quadrennial planning period.
- Cross Country BC is the top ranked division at the National Championships.
- British Columbia is the top ranked province/territory (in the sport of cross-country skiing) at the 2019 Canada Winter Games.
- 25% of the National Ski Team is from British Columbia.

Goal #2 – Strengthen 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:

- The National Development Centre has 20 athletes that meet Cross Country Canada's eligibility criteria, and six full-time staff.
- A minimum of 20 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.
- A minimum of 20 program coordinator staff are working in the Cross Country BC system (minimum compensation \$10,000).
- A minimum of 30 active Competition Development "trained" coaches are working in the Cross Country BC system; a minimum of ten are female coaches.
- Cross Country BC partners with other relevant organizations to host the FIS World Junior/U23 World Championships at Whistler Olympic Park during the period between 2014 and 2022.

- A sponsorship culture has developed within Cross Country BC, and both Cross Country BC and its member clubs are successfully generating revenue from this source to advance the sport to a new performance level.
- A minimum of 28 Cross Country BC clubs support junior racing programs (up from 20 in 2012/13) and send athletes to the National Championships (up from 15 in 2013).

Goal #3- Increase 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 – from 174 (in 2012/13) to 225.
- Continued growth in the BC Cup Series from approximately 310/race to 500/race.
- By 2022, 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 from 8700 to 12,000 students,
 - ✓ Organized ski programs for aboriginal children are established in at least three communities.
 - ✓ The existing Loppet program is strengthened, and participation has increased from 3000 (in 2012/13) to 4500.

Goal #4 – Province-wide Implementation

To have established 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 2018

Cross Country BC's Mid-Term Objectives to 2018 have been identified as follows:

- 1. Strengthen high performance system** – to improve programming that supports athletes in the Training to Compete stage of Cross Country Canada's Long-Term Athlete Development (LTAD) Model.

Expected Results/Indicators:

- 1) A National Development Centre (Callaghan Valley Training Centre) is operating effectively using 2010 legacy infrastructure, and 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.
 - a) Successful partnerships have been developed with the Whistler 2010 Sport Legacies Society, the Municipality of Whistler and Canadian Sport Centre Pacific.
 - b) Programming is aligned with the national high performance system as much as possible.
 - c) A comprehensive Integrated Support Team (IST) is in place and the sport-specific knowledge of the specialists has improved from the 2013-14 season.
 - d) The CVTC has 10 athletes that meet Cross Country Canada's eligibility criteria.
 - e) A minimum of three female athletes are enrolled in the program annually.
 - f) A minimum of three full-time CVTC coaches reside in Whistler.
 - g) A minimum of two CVTC athletes qualify for the U23 World Championships annually.
 - h) Professional development plans for all coaching staff include completion of both the NCI Diploma program and NCCP CDAG training specifically for cross country skiing.
- 2. Enhance athlete development system** – to improve the capacity and productivity of the various components of the sport system that facilitate athlete development from Active Start through to the Learning to Compete stage, aligning with CCC's 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, as defined by CCC's Athlete Development Matrix, 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 continues to be 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 Programs – the quality and effectiveness of programming for the Active Start, FUNdamentals and Learning to Train stages improves.
- a) Bunnyrabbits and Jackrabbits (Active Start and Fundamentals stages of LTAD) – 2000 participants with programs operating at standards that are in accordance with CCC's athlete development guidelines for these stages of development.
 - b) Track Attack (Learning to Train stage of LTAD) – 800 participants with programs operating at standards that are in accordance with CCC's athlete development guidelines for this stage 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 2000 (up from 1538 in 2013).
 - e) Four clubs offer skill development programs to children with a disability; the participation number increases to 30.
- a. Club junior racing programs – the number of clubs with junior racing programs increases and their programming becomes more effective.
- a) The number of clubs with year-round junior racing programs increases to 20 (up from 14 in 2012-13).
 - b) The number of race licence holders, both male and female, increases to 200 (up from 172 in 2012-13). 172 licensed skiers last season.
 - c) The number of BC competitors at National Championships held in Western Canada increases to 180 (up from 153 in 2013).
 - d) Four clubs offer racing programs for athletes with a disability (Learning to Train and Training to Train stages); the participation number increases to 14 (up from 6 in 2012-13).

- e) Cross Country BC is the 1st ranked division in the junior categories at the National Championships (up from 2nd in 2013).
 - f) BC athletes earn a minimum of ten YOB aggregate titles (top three) in the junior categories at the National Championships (up from 7 in 2013).
- b. Teck Skier Development Program – program participation increases and the standard/quality of delivery improves in all four regions (Okanagan, Kootenay, Coast and Northern Zones).
- a) All five regions/sub-regions host both Teck Regional Fall Dryland Camps and Teck Regional Snow Camps with a focus on athletes eight to 16 years of age.
 - b) All Teck Regional Camps have a minimum of one ‘trained’ CCI Advanced or higher level coach for every 10 athletes in attendance.
 - c) All Teck Regional Camps achieve the delivery standards outlined in the NCCP Learning to Train (for L2T athletes) and Training to Train (for T2T athletes) Reference Materials.
 - d) Teck Regional Camp participation numbers increase to 600 (up from 470 in 2012).
 - e) Teck Regional Cup races for skiers of all ages are held in all four regions, with a minimum of four races in each series.
 - f) All Teck Regional Cup races achieve the delivery standards outlined in the Regional Cup Technical Packages.
 - g) Teck Regional Cup Series participation numbers increase to 2500 (up from 1919 in 2012/13).
 - h) The number of children competing in the Teck BC Midget Championships increases to 250 (up from 180 in 2013).
 - i) Teck BC Cups Series – participation increases:
 - i. Midget Boys to 60 (up from approx. 42 in 2013)
 - ii. Midget Girls to 60 (up from approx. 42 in 2013)
 - iii. Juvenile Boys to 50 (up from approx. 35 in 2013)
 - iv. Juvenile Girls to 50 (up from approx. 36 in 2013)
 - v. Junior Males to 30 (up from approx. 24 in 2013)
 - vi. Junior Females to 25 (up from approx. 20 in 2013)
- 3) Provincial Team Program (Training to Train and Learning to Train stages) - the quality and effectiveness of provincial programming has improved from 2013 levels.
- a) The BC Talent Squad program offers three good quality camp opportunities to each athlete, and is supported by qualified, competent coaches.
 - b) The BC Development Squad program provides a minimum of three camp opportunities, each with a special presentation on nutrition, sport

psychology, etc., and has a dedicated coaching support team that is both qualified and competent.

- c) BC Ski Team programming includes a minimum of four camps, each with a special presentation on nutrition, ski preparation, etc., and has a dedicated coaching support team that is both qualified and competent.
- d) 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.
- e) Cross Country BC is the 2nd ranked division overall at the National Championships (up from 4th in 2013).
- f) A minimum of two athletes qualify for the World Junior Championships annually.
- g) A minimum of 3 athletes rank 95 or above on either the Canada Points List (CPL) or Canada Sprint List (CSL) - up from 0 in 2013.
- h) A minimum of 10 additional athletes rank 90 or above on either the CPL or CSL (up from 7 in 2013).
- i) A minimum of 12 additional athletes rank 85 or above on either the CPL or CSL (up from 5 in 2013)
- j) A minimum of 15 additional athletes rank 80 or above on either the CPL or CSL (up from 8 in 2013).
- k) A minimum of 10 athletes meet the established eligibility criteria for the National Development Centres.
- l) 15% of the National Ski Team is from British Columbia.
- m) 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) annually.
- n) 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.

3. Enhance coach development system – to improve the quality and effectiveness of coaching support at all levels of the athlete development continuum.

Expected Results/Indicators:

- 1) A minimum of ten 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 seven in 2013-14).
- 2) A minimum of ten 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 seven in 2013-14).

- 3) Minimum mandatory coach qualifications (NCCP CCI Advanced (T2T) “trained”) are in effect for coaches working with athletes in the Training to Train stage of development. Timeline: January 1, 2018.
- 4) Learning Facilitators are well prepared and can teach effectively at all levels of the new NCCP system from ICC to CCI Advanced.
- 5) Evaluators are well prepared and can evaluate coaches effectively at the CCI, CCI Advanced and CCD contexts 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) 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) The NCCP stream for coaches of athletes with a disability is fully implemented as available from CCC. By 2018 five coaches graduate from the Community Coaching AWAD program and one from the CCI AWAD program annually.

4. Strengthen event hosting capacity - to ensure ongoing development of athletes, facilities, partnerships, sport profile and officials.

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) The six major officials at CCC sanctioned Tier 1 and Tier 2 competitions are all certified Level 2 or higher.
- 4) Cross Country BC officials are trained as course conductors and delivering courses at levels 1, 2 and 3 of the new program.
- 5) 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.
- 6) 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.
- 7) P’ayakensut is a major event on the Canadian event schedule.
- 8) The 2015 Canada Winter Games is hosted successfully by the Caledonia Nordic Ski Club of Prince George.
- 9) Cross Country BC clubs host a minimum of one Continental Cup (NorAm) each year during the 2014-2018 planning period.

- 1) Cross Country BC successfully hosts the Western Canadian Championships twice.
- 2) Cross Country BC successfully bids for and hosts the National Championships.
- 3) Cross Country BC successfully bids for and hosts an FIS World Junior/U23 Championship.

4. **Unite the community** – to improve the capacity of Cross Country BC and its member clubs to operate as a unified and integrated community.

Expected Results/Indicators:

- 1) Partnerships with member clubs are strong and based on:
 - a) mutual respect;
 - b) shared goals;
 - c) a comprehensive accountability framework,
 - d) common or compatible policies and procedures (as applicable);
 - e) joint programming in areas of shared interest; and
 - f) effective communications.
 - 2) The Constitution (purposes) of full-service member clubs align with the purposes of Cross Country Canada and Cross Country BC.
 - 3) Full service member clubs have the following purpose in their club constitution “to establish and maintain programs and activities that support an integrated athlete development system up to the National Development Centre level.”
 - 4) Staff capacity of Cross Country BC member clubs has increased to allow for improved delivery of CCC/CCBC programs. In particular the number of program coordinator staff positions is increased (up to 30 program coordinator staff; minimum compensation \$10,000 annually).
 - 5) An integrated national marketing program with defined policies and processes (i.e. the roles and relationships at club, division and national levels) is being implemented.
 - 6) Appropriate tools and training have been provided to club volunteers to help them meet CCC/CCBC/Club sponsor obligations at the club level.
 - 7) 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.
5. **Demonstrate leadership and invest in quality management** – to enhance Cross Country BC’s effectiveness and efficiency through quality management and leadership practices.

Expected Results/Indicators:

- 1) Cross Country BC has successfully developed and implemented a policy-driven governance model that meets current needs.

- 2) Cross Country BC's Constitution and Bylaws have been updated to align with changes to the BC Societies Act, and to reflect our new policy-driven governance model.
- 3) Cross Country BC's other policies are reviewed and updated, including alignment, where appropriate, with the above governance policy and bylaws.
- 4) Cross Country BC's volunteer committee structure has been updated and revitalized.
- 5) The contribution of volunteer committee members is enhanced, with new policies in place governing 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) Cross Country BC staff capacity has increased with the hiring of an Executive Director.
- 8) Cross Country BC employees (staff and volunteer) attend appropriate professional development programs in their area of practice.
- 9) Cross Country BC maintains a productive and respectful partnership with CCC.
- 10) 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.

6. Increase resource levels - to provide the resources required to carry out Cross Country BC's mission and mandate through diversified revenue streams and strategic partnerships.

Expected Results/Indicators:

- 1) A Marketing and Communications department is well-established with 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). Note this indicator is also listed under 'Unite the community'.
- 4) 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. Note this indicator is also listed under 'Unite the community'.
- 5) The level of sponsor support for the BC Ski Team has increased to \$40,000 including VIK contributions.
- 6) Revenue growth from programming, membership fees and event fees increases 20%.
- 7) The CCBC contingency fund exceeds \$180,000.
- 8) Cross Country BC's operational budget exceeds \$1,500,000 (vs \$1,150,000 in 2012-13).

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>Dec 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>Dec 2013</i>	<i>Nor Ams</i>	<i>Vernon</i>
<i>Dec 2013</i>	<i>Nor Ams</i>	<i>Rossland</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>Dec 2014</i>	<i>Nor Ams</i>	<i>Vernon</i>
<i>Dec 2014</i>	<i>Nor Ams</i>	<i>Rossland</i>
<i>Dec 2014</i>	<i>Nor Ams</i>	<i>Callaghan Valley</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>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>Callaghan Valley</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>Jan 2017</i>	<i>Wld Jr/U23Trials</i>	<i>Callaghan Valley</i>
<i>Feb 2017</i>	<i>P'ayakentsut</i>	<i>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>Dec 2017</i>	<i>IPC World Cup</i>	<i>TBD</i>
<i>Feb 2018</i>	<i>P'ayakentsut</i>	<i>Callaghan Valley</i>
<i>Feb 2018</i>	<i>Western Canadian Champs</i>	<i>TBD</i>
<i>Mar 2018</i>	<i>National Championships</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 Jr/U23 Champs</i>	<i>Callaghan Valley</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>Western Canadian Champs</i>	<i>TBD</i>
<i>Feb 2020</i>	<i>P'ayakentsut</i>	<i>Callaghan Valley</i>
<i>Mar 2020</i>	<i>National Championships</i>	<i>Prince George</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 2021</i>	<i>IPC World Champs</i>	<i>Mt Washington or Callaghan Valley</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>Western Canadian Champs</i>	<i>TBD</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**

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.

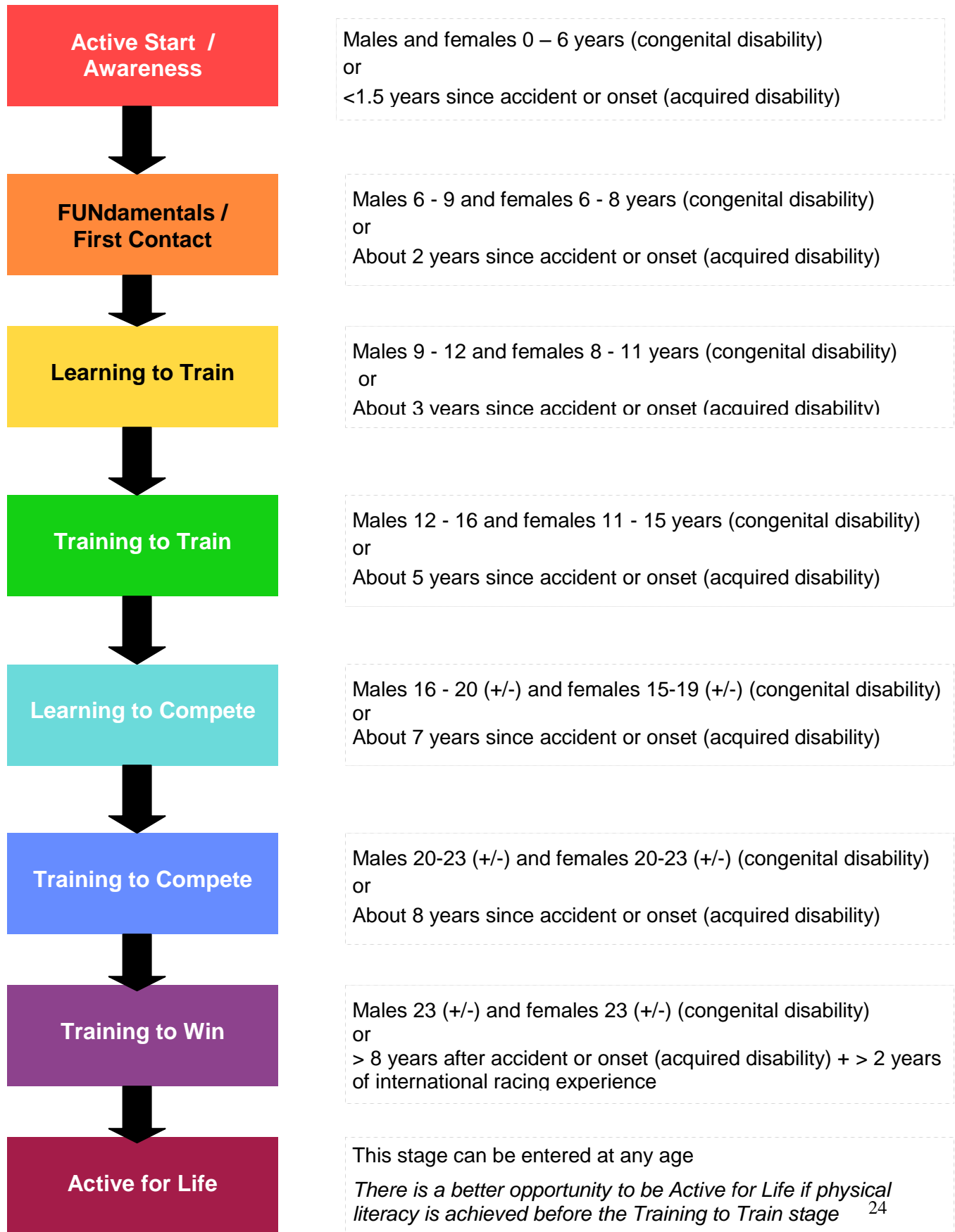


Active for Life This stage can be entered at any age.

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 A – 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 (3 days PNST camp; 3 days classification course; 6 hr module with IST specialists)
Training to Train (T2T)	Competition Coaching: Introduction Advanced (CCI A – T2T)	NCCP CCI ADVANCED AWAD MODULE 4 hr theory / 4 hr practical in conjunction with a national level competition
Learning to Train (L2T)	Competition Coaching: Introduction (CCI – L2T)	NCCP CCI AWAD MODULE 4 hr theory / 4 hr practical in conjunction with a dryland or on- snow training camp for L2T / T2T athletes
FUNdamentals / First Contact	Community Coaching (CC)	NCCP CC AWAD MODULE 2 hr theory / 3 hr practical in conjunction with a practice session for athletes in the FUNdamentals stage of development
Active Start / Awareness	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

