

# CROSS COUNTRY BC'S STRATEGIC PLAN TO 2026 (+)



*Photo Credit: Nordic Focus  
Julien Locke  
2018 FIS World Cup, Falun, Sweden*

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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 2018 to 2026 (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.
- 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.

## 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 2026(+)

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 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 2014 and 2018, Cross Country BC focused on the following four initiatives:

- 1) alignment with CCC's sport-specific Long Term Athlete Development (LTAD) model;
- 2) increasing the Association's membership and revenue base for the purpose of advancing the sport to a new performance level;
- 3) initiating a number of retention strategies aimed at keeping athletes in the sport post secondary; and
- 4) improving programming that supports athletes in the Learning to Compete stage of CCC's Long-Term Athlete Development (LTAD) Model.

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 2026 (+) builds logically on the substantial progress that has already been achieved and seeks to take advantage of the existing programming strengths in the high performance stages of the athlete development pathway by increasing the number of children participating in competitive skiing activities, and 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 2022 have been selected and prioritized to correspond to this update in focus.

## **MID-TERM OBJECTIVES**

1. **Enhance athlete development system** – to improve the capacity and effectiveness of the various components of the sport system that facilitate athlete development from Active Start through to the Training to Compete stage, aligning with CCC's LTAD Model.
2. **Increase number of children participating in competitive skiing activities** – to significantly increase the number of athletes in the high performance pathway.
3. **Strengthen high performance system** – to improve the quality and effectiveness of programming that specifically supports athletes in the 'Excellence' stages of CCC's LTAD Model (Training to Train, Learning to Compete and Training to Compete stages).
4. **Enhance coach development system** – to improve the quality and effectiveness of coaching support at all levels of the athlete development continuum.
5. **Enhance event hosting capacity** - to ensure ongoing development of athletes, facilities, partnerships, sport profile and officials.

6. **Unite the community** – to improve the capacity of Cross Country BC and its member clubs to operate as a unified and integrated community.
7. **Demonstrate leadership and invest in quality management** – to enhance Cross Country BC’s effectiveness and efficiency through quality management and leadership practices.
8. **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.



Natalie Wilkie, 2018 Paralympic Gold Medalist

*Photo Credit: CCC*



Teck Regional Camp

*Photo Credit: C. Gillies (Toby Creek Nordic Ski Club)*



# **PART 1 - STRATEGIC PLAN TO 2026 (+)**

## **Introducing Cross Country BC**

### **The Sport**

Cross-country skiing is a low impact, low risk outdoor winter sport that can be practiced 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 its 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 18,000 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 Team, BC Para-Nordic Squad);
- coordinates and prepares a provincial cross-country ski team for the Canada Winter Games (Team BC), both able-bodied and para-nordic;
- 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; World Para Nordic Skiing Championships, 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 Ministry responsible for sport, 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, viaSport, 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 medalists. 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 2018-2026 (+)

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 2026 (+)**, will provide strategic direction to the Association for the 2018-2022 quadrennial.

## **Long Term Goals to 2026 (+)**

Cross Country BC's long-term goals to 2026 (+) 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:**

- 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 and 2023 Canada Winter Games.
- A minimum of 30 (15 male; 15 female) athletes meet recognized International Performance Benchmarks for cross country skiing.
- 30% of the members of the National Ski Teams are from British Columbia (both able-bodied and para).
- British Columbia athletes achieve individual able-bodied World Cup podium results during the 2018-2026 planning period.
- British Columbia athletes achieve individual World Para Nordic Skiing Championship and Paralympic podium results during the 2018-2026 planning period.

### **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 and its 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:**

- Provincial coaches fulfill the role of 'coach of coaches' to encourage a broader base of successful club racing programs.
- 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 32 active Competition Development “trained” coaches are working in the Cross Country BC system (up from 21 in 2017/18; a minimum of 14 of these coaches are female (up from seven in 2017-18).
- The number of children, in the Fundamentals stage of athlete development (nine years and younger), participating in organized competitive skiing activities (Racing Rocks!, Teck Regional Cups, registered club races, etc.) has increased significantly.
- A minimum of 28 Cross Country BC clubs support junior racing programs (up from 20 in 2017/18).
- A minimum of one sanctioned rollerski event is held in British Columbia annually.
- A minimum of 18 clubs send athletes to the National Championships (up from 14 in 2018).
- BC Cup Series participation averages 550/race (up from 357 in 2018).
- The number of CCC licence holders has increased from 252 to 350, the number of FIS licences has increased from 18 to 40, and the number of IPC licence holders has increased from six to ten.
- 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 2018 and 2026.
- Both a sponsorship and a donation culture have 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.

### **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 4%/year.
- By 2026, 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 21,800 to 26,000 student visits,
  - ✓ Organized ski programs for Indigenous children (Spirit North) are established in a minimum of eight communities and participation has increased from 700 in 2017-18 to 4000 annually.
  - ✓ The existing Loppet program is strengthened, and participation has increased from 2700 to 4000 annually.

- ✓ Organized programs to introduce newcomers to Canada to cross country skiing are established in a minimum of six clubs.
- ✓ The existing college/university racing program is strengthened, such that a minimum of 15 athletes from BC colleges/universities participate in the Canadian College/University National Championships (CCUNC) annually

## **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 2022**

Cross Country BC's Mid-Term Objectives to 2022 have been identified as follows:

- 1. Enhance the overall athlete development system** – to improve the capacity and effectiveness of the various components of the sport system that facilitate athlete development from Active Start through to the Training 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.
- 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) – 2200 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) 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 clubs with junior racing programs increases and their programming becomes more effective.
  - a) Provincial coaches fulfill the role of 'coach of coaches' to encourage a broader base of successful club racing programs.

- b) The number of clubs with year-round junior racing programs increases to 24 (up from 20 in 2017-18).
  - c) The number of clubs that send athletes to the National Championships is 16 (up from 14 in 2018).
  - d) The number of clubs offering year round racing programs to post-secondary athletes competing in the CCUNC events at the National Championships increases to six (up from three in 2018).
  - e) Four clubs offer racing programs for athletes with a disability (Learning to Train and Training to Train stages); a minimum of 10 athletes participate annually.
  - f) A minimum of 15 Program Coordinator staff are working in the Cross Country BC system (minimum compensation \$6,000).
- 4) 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 800 (up from 600 in 2017).
  - 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 Teck Regional Cup Technical Guidelines.
  - g) Teck Regional Cup Series participation numbers increase to 2800 (up from 2300 in 2017/18).

**2. Increase number of children participating in competitive skiing activities** – to significantly increase the number of athletes in the high performance pathway.

Expected Results/Indicators:

- 1) Racing Rocks! and/or similar activities are held annually by all clubs that offer CCC Skill Development Programs.



- 2) The number of children participating in Racing Rocks! activities increases to 2000 (up from 300 in 2018).
- 3) The number of children, in the Fundamentals stage of athlete development (nine years and younger), participating in organized competitive skiing activities has increased from an estimated 500 to 1200.
- 4) Teck Regional Cup Series participation numbers increase to 2800 (up from 2300 in 2017/18).
- 5) The number of children competing in the Teck BC Midget Championships increases to 260 (up from 220 in 2018).
- 6) Participation in the BC Winter Games increases from 56 in 2018 to 70, with a minimum of four athletes from six zones.
- 7) Participation in the Teck BC Championships increases:
  - a) Midget Boys to 65 (up from approx. 44 in 2018)
  - b) Midget Girls to 65 (up from approx. 53 in 2018)
  - c) Juvenile Boys to 60 (up from approx. 40 in 2018)
  - d) Juvenile Girls to 60 (up from approx. 37 in 2018)
  - e) Junior Boys to 35 (up from approx. 19 in 2018)
  - f) Junior Girls to 35 (up from approx. 29 in 2018)

**3. Strengthen high performance system** – to improve the quality and effectiveness of programming that specifically supports athletes in the ‘Excellence’ stages of CCC’s LTAD Model (Training to Train, Learning to Compete and Training to Compete stages).

Expected Results/Indicators:

- 1) Provincial programming is coordinated with and aligned with the national high performance system to help bridge the gap between them (CCBC B-Tour in Europe, etc.).
- 2) The Provincial Team Camp program continues to improve:
  - a) The BC Talent Squad program offers three good quality, affordable camp opportunities annually, including a minimum of one on snow, to each athlete. The camps are supported by qualified, competent and consistent coaching.
  - b) The BC Development Squad program provides a minimum of five good quality, affordable camp opportunities annually, including a minimum of two on snow, to each athlete. The Development Squad program has a dedicated coaching support team that is both qualified and competent.

- c) BC Ski Team programming includes a minimum of six good quality, affordable camps opportunities annually, and has a dedicated coaching support team that is both qualified and competent.
  - d) BC Para Nordic Team & Squad programming includes five good quality, affordable training camps annually, a minimum of two of which are integrated with able-bodied BC Ski Team camps.
  - e) A number of retention initiatives aimed at keeping athletes in the high performance pathway post secondary are being implemented (training camp in Sweden with Sweden's National Junior Team, International Junior Camp in Norway, etc.).
- 3) Sport science/sport medicine support continues to improve:
- a) A comprehensive Integrated Support Team (IST) is in place.
  - b) The sport-specific knowledge of the specialists has improved.
  - c) Graduated sport science support, from the Talent Squad to the BC Ski Team, has increased and improved.
- 4) A comprehensive, efficient monitoring system using leading edge data collection/analysis technology is well established and used by all of the personal coaches of developing high performance athletes. Approximately 100 athletes.
- a) Airtable
  - b) Training Peaks
  - c) Coach's Eye
- 5) BC Cup Series participation averages 450/race (up from 357 in 2018).
- 6) The number of race licence holders, both male and female, increases to 300 annually (up from 252), the number of FIS licences has increased from 18 to 30, and the number of IPC licence holders has increased from 6 to 8.
- 7) A minimum of one sanctioned rollerski event is held in British Columbia annually.
- 8) Cross Country BC is the top ranked division at the National Championships (up from 2<sup>nd</sup> in 2018).
- 9) British Columbia is the top ranked province/territory (in the sport of cross country skiing) at the 2019 Canada Winter Games.
- 10) 25% of the members of the National Ski Teams are from British Columbia, both able-bodied and para (up from 22% and 20% in 2017-18).
- 11) British Columbia athletes achieve individual World Para Nordic Skiing Championship and Paralympic podium results.

- 12) A minimum of two athletes qualify for the World Junior Championships and two for the World U23 Championships annually.
- 13) BC athletes continue to earn a minimum of 15 YOB aggregate titles (top three) annually in the junior categories at the National Championships.
- 14) A minimum of 24 (12 male; 12 female) athletes meet recognized International Performance Benchmarks for cross country skiing (up from 18 – 8 male and 10 female - in 2017-18).
- 15) 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.

**4. 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 15 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 ten in 2018).
- 2) A minimum of eight 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 2018).
- 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, 2022.
- 4) A minimum of 22 active Competition Development “trained” coaches are working in the Cross Country BC system; a minimum of ten of these coaches are female (up from xx in 2018).
- 5) Learning Facilitators are resident in all four zones, are well prepared and can teach effectively at all levels of the new NCCP system from Community Coach to Comp-Dev Workshops.
- 6) Evaluators are well prepared and can evaluate coaches effectively at the CCI, CCI Advanced and Comp-Dev contexts of the new NCCP system.

- 7) The new, partly online, Community Coach context is functioning effectively; participation numbers have increased and coach training standards have improved.
- 8) The concept of an IST is understood and put into practice to varying degrees by coaches working with athletes in the Training to Train through Training to Compete stages of athlete development.
- 9) A career field for professional coaches has been mapped out, with related salary and compensation levels that establish coaching as a viable career option.
- 10) The NCCP stream for coaches of athletes with a disability is fully implemented as available from CCC. By 2022 five coaches graduate from the Community Coaching AWAD program and one from the CCI AWAD program annually.
- 11) Three BC coaches complete the NCCP Competition Coaching Development – Advanced Gradation (CDAG) program for cross country skiing.
- 12) Cross Country BC hosts one high level ski preparation workshop for club wax technicians annually, rotating from one zone to another – Coast, Okanagan, Kootenay and Northern BC.
- 13) Cross Country BC hosts a minimum of one High Performance Coaching Seminar during this planning period.
- 14) Cross Country BC has reviewed the ‘Responsible Coaching Movement’ standards for ensuring a safe sport environment, developed and updated policies and procedures accordingly, and taken the pledge to uphold this standard.

**5. Enhance event hosting capacity** - to ensure ongoing development of athletes, facilities, partnerships, sport profile and officials.

Expected Results/Indicators:

- 1) Program materials specific to the needs of BC officials are developed and incorporated into the CCC officials’ certification program.
- 2) 60 new Level 2 Officials are trained.
- 3) Eight new Level 3 Officials are trained.
- 4) Cross Country BC hosts two Zone4 Race Management Clinics.
- 5) The six major officials at CCC sanctioned Tier 1 and Tier 2 competitions are all certified Level 2 or higher.

- 6) Cross Country BC officials continue to be trained as course conductors, and deliver courses at levels 1, 2 and 3 of the new program.
- 7) 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.
- 8) 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.
- 9) Six BC cross country ski facilities have FIS homologated competition courses suitable for hosting Western Canadian Championships or higher level races (up from four in 2018)
- 10) P'ayakentsut is a major event on the Canadian event schedule.
- 11) Cross Country BC clubs host a minimum of two NorAms each year during the 2018-2022 planning period.
- 12) Cross Country BC clubs successfully bids for and hosts the Western Canadian Championships twice.
- 13) Cross Country BC clubs successfully bids for and hosts the National Championships twice.
- 14) Cross Country BC successfully hosts the 2019 World Para Nordic Skiing Championships.
- 15) Cross Country BC successfully bids for and hosts an FIS World Junior/U23 Championship.

**6. 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 and including the Training to Compete level.”
- 4) All of Cross Country BC’s policies and procedures have been reviewed and updated to ensure inclusiveness generally, and to specifically ensure inclusion related to sexual orientation, gender identity and gender expression (to encourage and support the participation of LGBTQI2S participants).
- 5) 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 has increased. A minimum of 15 Program Coordinator staff are working in the Cross Country BC system (minimum compensation \$6,000).
- 6) Member clubs with SDP programs for children are established in Zones 3 and 4 to ensure Cross Country BC services are being delivered in all regions of the province.
- 7) 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.
- 8) Appropriate tools and training are provided to club volunteers to help them meet CCC/CCBC/Club sponsor obligations at the club level.
- 9) 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. 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 in place a policy-driven governance model that meets the current needs of the Association.
- 2) Cross Country BC’s Constitution and Bylaws have been updated to align with changes to the BC Societies Act.
- 3) Cross Country BC’s policies are comprehensive, current and aligned, where appropriate, with the above governance policy and bylaws.

- 4) Retiring athletes are actively recruited for staff or volunteer employment in the sport (e.g. officials, coaches, technical or managerial staff, Technical Delegates).
- 5) Cross Country BC employees (staff and volunteer) attend appropriate professional development programs in their area of practice.
- 6) Cross Country BC maintains a productive and respectful partnership with CCC.
- 7) 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.

**8. 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.

Expected Results/Indicators:

- 1) Staff positions are in place to support the marketing, fundraising and communications program areas.
- 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 established (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) Current sponsorships are maintained and new ones are established (e.g. for SDP).
- 6) The level of sponsor support for the BC Ski Team has increased to \$40,000 including VIK contributions.
- 7) The CCBC contingency fund exceeds \$180,000.
- 8) Cross Country BC's operational budget exceeds \$1,200,000 (vs ~\$1,000,000 in 2017-18).

# High Level Event Hosting History & Plan Forward

August 2018

## **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>Rosland</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>Rosland</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>Rosland</i>
<i>Feb 2014</i>	<i>Western Canadian Champs</i>	<i>Prince George</i>
<i>Feb 2014</i>	<i>P'ayakentsut</i>	<i>Callaghan Valley</i>

## **2014-2015 Season:**

<i>Dec 2014</i>	<i>Nor Ams</i>	<i>Rosland</i>
<i>Dec 2014</i>	<i>Nor Ams</i>	<i>Callaghan Valley- cancelled</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>Dec 2015</i>	<i>Nor Ams</i>	<i>Vernon</i>
<i>Feb 2016</i>	<i>Western Canadian Champs</i>	<i>Prince George</i>
<i>Feb 2016</i>	<i>P'ayakentsut</i>	<i>Callaghan Valley</i>



**2016-2017 Season:**

<i>Dec 2016</i>	<i>Nor Ams</i>	<i>Vernon</i>
<i>Dec 2016</i>	<i>Nor Ams</i>	<i>Rossland</i>
<i>Jan 2017</i>	<i>Western Canadian Champs</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>Vernon</i>
<i>Dec 2017</i>	<i>Nor Ams</i>	<i>Rossland</i>
<i>Feb 2018</i>	<i>P'ayakentsut</i>	<i>Callaghan Valley</i>

**2018-2019 Season:**

<i>Dec 2018</i>	<i>Nor Ams</i>	<i>Vernon</i>
<i>Dec 2018</i>	<i>Nor Ams/Wld Jr Trials</i>	<i>Callaghan Valley</i>
<i>Feb 2019</i>	<i>World ParaN Skiing Champs</i>	<i>Prince George</i>
<i>Feb 2019</i>	<i>P'ayakentsut</i>	<i>Callaghan Valley</i>
<i>Feb 2019</i>	<i>Western Canadian Champs</i>	<i>Kelowna</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>National Championships</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>Jan 2021</i>	<i>Nor Ams/Wld Jr Trials</i>	<i>TBD</i>
<i>Feb 2021</i>	<i>Western Canadian Champs</i>	<i>TBD</i>
<i>Feb 2021</i>	<i>P'ayakentsut</i>	<i>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>Jan 2022</i>	<i>FIS World Jr/U23 Champs</i>	<i>Callaghan Valley</i>
<i>Feb 2022</i>	<i>P'ayakentsut</i>	<i>Callaghan Valley</i>
<i>Mar 2022</i>	<i>National Championships</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.

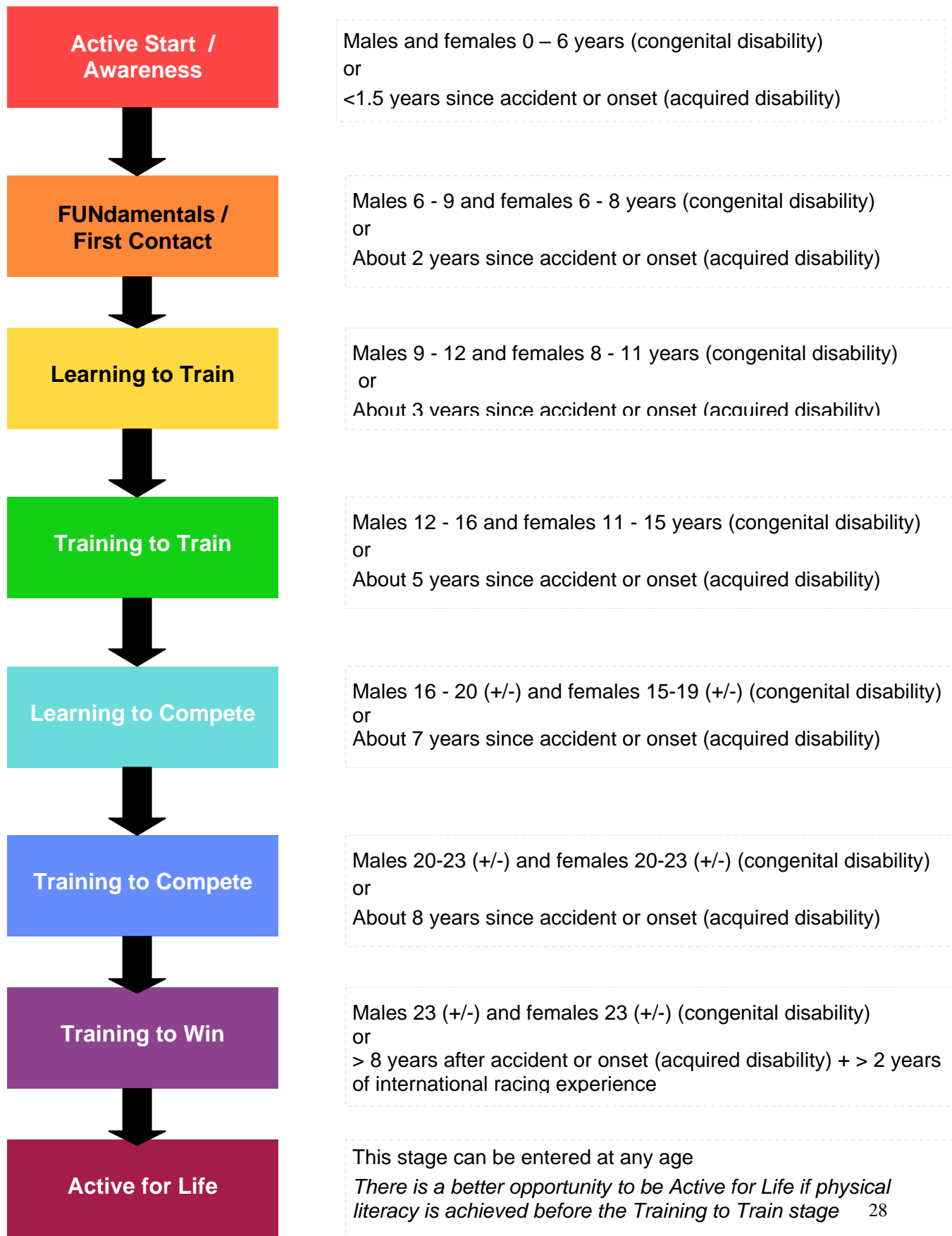


## Active for Life This stage can be entered at any age.

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)

<b>ATHLETE &amp; COACH DEVELOPMENT PROGRESSION</b>		
<b>LTAD Stage</b>	<b>NCCP Context</b>	<b>AWAD Stream</b>
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)	<b>NCCP CCD AWAD WORKSHOP</b> (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)	<b>NCCP CCI ADVANCED AWAD MODULE</b> 4 hr theory / 4 hr practical in conjunction with a national level competition
Learning to Train (L2T)	Competition Coaching: Introduction (CCI – L2T)	<b>NCCP CCI AWAD MODULE</b> 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)	<b>NCCP CC AWAD MODULE</b> 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	
<b>Trail System</b> <ul style="list-style-type: none"> <li>• development &amp; maintenance</li> <li>• lit trails</li> </ul> <b>Day Lodge</b> <ul style="list-style-type: none"> <li>• construction &amp;</li> <li>• maintenance</li> </ul> <b>Grooming</b> <ul style="list-style-type: none"> <li>• equipment purchase &amp; maintenance</li> <li>• grooming &amp; tracksetting</li> </ul> <b>Ski Playground</b> <b>Trail Maps</b> <b>Security</b> <b>Risk Management</b>	<b>Local Clinics</b> <ul style="list-style-type: none"> <li>• ski prep.</li> <li>• technique</li> </ul> <b>NCCP</b> <ul style="list-style-type: none"> <li>• ICC</li> <li>• Community Coach</li> <li>• L2T (Dryland)</li> <li>• L2T (On-Snow)</li> <li>• T2T (Dryland)</li> <li>• T2T (On-Snow)</li> <li>• Comp-Dev</li> <li>• High Performance</li> <li>• Athletes With a Disability Stream</li> </ul> <b>Mentoring</b> <b>Practical Training</b>	<b>Officials Dev.</b> <ul style="list-style-type: none"> <li>• CCC Officials Certification Program</li> </ul> <b>Mentoring</b> <b>Races</b> <ul style="list-style-type: none"> <li>• Ski Tourn.</li> <li>• Club Races</li> <li>• Regional Cups</li> <li>• Midget Cham.</li> <li>• Prov/Terr Winter Games</li> <li>• Prov/Terr Cups</li> <li>• Western Canadian Champs</li> <li>• National Champs</li> <li>• International Races</li> </ul> <b>Loppets</b> <b>Ski for Light</b>	<b>Bingo</b> <b>Ski Swap</b> <b>Sponsorship</b> <b>Bottle Drives</b> <b>Other...</b>	<b>Parents &amp; Tots</b> <b>Ski S'Kool</b> <b>SDP</b> <ul style="list-style-type: none"> <li>• Bunnyrabbit</li> <li>• Jackrabbit</li> <li>• Track Attack</li> </ul> <b>Junior Racing Team</b> <b>Senior Racing Team</b> <b>Masters Racing Team</b> <b>Programs for Athletes With a Disability</b> <b>Adult Skill Dev. Programs</b> <ul style="list-style-type: none"> <li>• Women's Ski Fest</li> <li>• Learn to Loppet</li> </ul>	<b>Club Socials</b> <b>New Year's Ski</b> <b>Lantern Ski Club</b> <b>Excursions</b> <ul style="list-style-type: none"> <li>• to other ski areas</li> <li>• to events</li> <li>• ski tours</li> </ul> <b>Year End Wrap-up</b> <b>Other...</b>	<b>Club Records</b> <ul style="list-style-type: none"> <li>• meeting minutes</li> <li>• policies</li> </ul> <b>Membership Registrar</b> <b>Trail Passes</b> <b>Newsletter</b> <b>Email News Bulletins</b>	<b>Cabins / Chalets</b> <ul style="list-style-type: none"> <li>• construction &amp; maintenance</li> </ul> <b>Organized Tours</b>	<b>Club Website</b> <b>Local Newspaper</b> <b>Radio</b> <b>Brochures</b> <ul style="list-style-type: none"> <li>• facilities</li> <li>• programs</li> </ul> <b>Daily Trail Reports</b> <b>Public Service Announcements</b>	

# CCC OFFICIALS DEVELOPMENT PATHWAY

..... = Teach

