

DRAFT CROSS COUNTRY BC'S STRATEGIC PLAN TO 2030 (+)



*Marielle Ackermann finishes 18th, 2022 FIS World Jr Championships, Lygna, Norway
Photo Credit: D. Stephen*

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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 2022 to 2030 (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 2030(+)

1. **Achieve Excellence** – to achieve a level of consistent, predictable and sustainable national performance whereby British Columbia is delivering athletes with FIS World Cup podium 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 Nordiq 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 all 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 2018 and 2022, Cross Country BC focused on the following three initiatives:

- 1) increasing the Association's membership and revenue base for the purpose of advancing the sport to a new performance level;
- 2) initiating a number of retention strategies aimed at keeping athletes in the sport post-secondary; and
- 3) improving programming that supports athletes in the Learning to Compete stage of Nordiq Canada'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 2030 (+) 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.

The Mid-Term Objectives for 2026 have been selected and prioritized to correspond to this update in focus.

MID-TERM OBJECTIVES

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

6. **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.
7. **Prepare for the impact of climate change** – to ensure cross country ski facilities continue, at a minimum, to provide the services that they do now.
8. **Unite the community** – to improve the capacity of Cross Country BC and its member clubs to operate as a unified and integrated community.
9. **Demonstrate leadership and invest in quality management** – to enhance Cross Country BC’s effectiveness and efficiency through quality management and leadership practices.



*Carly Ram, 2022 National Championships Gold Medalist
Photo Credit: D. Stephen*



*Natalie Wilkie, 2022 Paralympic 2x Gold Medalist
Photo Credit: Dave Holland, Canadian Paralympic Committee*



CCBC Roller Ski Treadmill

Photo Credit: M. Lundgren



PART 1 - STRATEGIC PLAN TO 2030 (+)

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, Nordiq Canada), 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. Nordiq Canada/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 – Nordiq Canada.

Cross Country BC is a provincially incorporated, non-for-profit, club-based Association of 27,000 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 (Nordiq Canada – NC), and thereby the international governing body (the International Ski Federation – FIS);
- delivers national programs and initiatives (NCCP; Skill Development Programs – Bunnyrabbit, Jackrabbit, Track Attack; Racing Rocks!; NC 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 2022-2030 (+)

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 NC's planning quadrennials. The present document, the **Strategic Plan to 2030 (+)**, will provide strategic direction to the Association for the 2022-2026 quadrennial.

Long Term Goals to 2030 (+)

Cross Country BC's long-term goals to 2030 (+) have been identified as follows:

Goal #1 – Achieve Excellence

Achieve Excellence – to achieve a level of consistent, predictable and sustainable national performance whereby British Columbia is delivering athletes with FIS World Cup podium potential to the National Ski Team program on a regular basis.

Targets:

- Cross Country BC is the top ranked division annually at the National Championships.
- British Columbia is the top ranked province/territory (in the sport of cross-country skiing) at all Canada Winter Games held during the 2022-2030 planning period.
- British Columbia athletes achieve a minimum of two top 20 result at the World Junior Championships annually.
- British Columbia athletes achieve a minimum of one top 10 result at the World U23 Championships annually.
- 35% of the members of the Senior/World Cup National Ski Team are from British Columbia (both able-bodied and para).
- British Columbia athletes achieve able-bodied World Cup podium results during the 2022-2030 planning period.
- British Columbia athletes achieve individual World Para Nordic Skiing Championship and Paralympic podium results during the 2022-2030 planning period.

Goal #2 – Strengthen Capacity

To have developed within Cross Country BC a broadly-based institutional structure of excellence to complement Nordinq 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:

- CCBC provincial coaches fulfill the role of 'coach of coaches' to encourage a broader base of successful club racing programs.
- A minimum of 30 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 25 program coordinator staff are working in the Cross Country BC system (minimum compensation \$10,000).
- A minimum of 22 active NCCP Comp-Dev certified coaches are working in the Cross Country BC system (up from 8 in 2022; a minimum of eight of these coaches are female (up from three in 2022)).
- 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 22 in 2021/22).
- A minimum of 24 clubs send athletes to the National Championships (up from 18 in 2022).
- BC Cup Series participation averages 550/race (up from 379 in 2022).
- The number of NC licence holders has increased from 333 in 2022 to 500.
- If the Sea to Sky bid to host the 2030 OWG/PWG is not successful, 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 2026 and 2030.
- 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 all people in all regions of British Columbia.

Targets:

- Continued growth in individual membership in Cross Country BC, at a rate approximating or exceeding 4%/year.
- By 2030, substantially strengthen or establish new programs focussed on increased participation and penetration of market, including the following:
 - ✓ The Ski S’Kool program is rebuilt following the pandemic where numbers dropped from 21,800 to 12,449 annually. The new goal will be to achieve 26,000 student visits by 2030,
 - ✓ 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 rebuilt following the pandemic when participation numbers dropped from 3055 to 1838. The new goal will be to achieve 4000 participants by 2030.
- ✓ Organized programs to introduce newcomers to Canada to cross country skiing are established in a minimum of eight clubs.

Goal #4 – Province-wide Implementation

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

Targets:

- 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 2026

Cross Country BC's Mid-Term Objectives to 2026 have been identified as follows:

- 1. 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 20 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 11 in 2022).
- 2) A minimum of 14 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 eight in 2022).
- 3) Minimum mandatory coach qualifications (NCCP CCI Advanced (T2T) “trained”) are in effect for coaches working with athletes in the T2T stage of development. Timeline: January 1, 2024.
- 4) A minimum of 40 active coaches have completed both their NCCP Comp-Dev (L2C) Dryland and On-Snow Workshops, and are working in the Cross Country BC system (up from 30 in 2022); a minimum of fifteen of these coaches are female.
- 5) A minimum of 20 active NCCP Comp-Dev (L2C) “trained” coaches are working in the Cross Country BC system (up from 8 in 2022); a minimum of seven of these coaches are female (up from 4 in 2022).
- 6) A minimum of 14 active NCCP Comp-Dev certified coaches are working in the Cross Country BC system (up from 8 in 2022), a minimum of five of these coaches are female (up from 3 in 2022).
- 7) A sufficient number of NCCP Learning Facilitators are resident in all four zones, are well prepared and can effectively teach Community Coach and Comp-Int (L2T) Dryland and On-Snow Workshops.
- 8) NCCP Evaluators are well prepared and can evaluate coaches effectively at the Comp-Int (L2T), Comp-Int Advanced (T2T) and Comp-Dev (L2C) contexts of the NCCP system.

- 9) The NCCP Community Coach context is functioning effectively and coach training standards have been maintained following the introduction of the online “Introduction to Community Coaching” Workshop.
- 10) The concept of an Integrated Support Team (IST) is understood and put into practice by club coaches working with athletes in the Training to Train (T2T) through Training to Compete (T2C) stages of athlete development.
- 11) A career field for professional coaches has been mapped out, with related salary and compensation levels that establish coaching as a viable career option.
- 12) The NCCP stream for coaches of athletes with a disability is fully implemented as available from Nordiq Canada. By 2026 three new coaches graduate from the Community Coaching AWAD program and one from the C(L2T/T2T) AWAD program annually.
- 13) Three BC coaches have completed the NCCP Competition Coaching Development – Advanced Gradation (CDAG) program for cross country skiing.
- 14) Cross Country BC continues to host one high level ski preparation workshop for club wax technicians annually, rotating from one region to another – Coast, Okanagan, Kootenay and Northern BC.
- 15) Cross Country BC continues to ensure a Safe Sport environment by developing and updating policies, procedures, and practices accordingly in order to fulfill its commitment to advancing a respectful sport culture that delivers quality, inclusive, welcoming, and safe sport experiences.

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 Skill Development Programs.
- 2) The number of children participating in Racing Rocks! activities increases to 2000 (up from 553 in 2022).
- 3) The number of children, in the Fundamentals stage of athlete development (nine years and younger), participating in organized competitive skiing activities (registered club races and up) has increased from an estimated 500 to 1200.
- 4) Teck Regional Cup Series participation numbers recover following the pandemic and increase to 2800 (up from 1977 in 2021/22 and 2300 in 2017/18).

- 5) The number of children competing in the Teck BC Track Attack Championships increases to 300 (up from 246 in 2022).
- 6) Participation in the BC Winter Games increases from 73 in 2020 to 80, with a minimum of four athletes from six zones.
- 7) Participation in the Teck BC Championships increases:
 - a) U14 Boys to 65 (up from approx. 48 in 2022)
 - b) U14 Girls to 65 (up from approx. 44 in 2022)
 - c) U16 Boys to 65 (up from approx. 42 in 2022)
 - d) U16 Girls to 65 (up from approx. 45 in 2022)
 - e) U18 Boys to 35 (up from approx. 23 in 2022)
 - f) U18 Girls to 35 (up from approx. 15 in 2022)

3. 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 Nordiq Canada’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 Nordiq Canada’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) Nordiq 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) Skill Development Program (SDP) – 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) – 2500 participants with programs operating at standards that are in accordance with Nordiq Canada’s athlete development guidelines for these stages of development (up from 2256 in 2021/22).

- b) Track Attack (Learning to Train stage of LTAD) – 1000 participants with programs operating at standards that are in accordance with Nordiq Canada’s athlete development guidelines for this stage of development (up from 706 in 2021/22).
 - c) Six clubs offer skill development programs to children with a disability; the participation number increases to 20.
- 3) Club junior racing programs – the number of clubs with junior racing programs increases and their programming becomes more effective.
 - a) CCBC 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 25 (up from 22 in 2021-22).
 - c) The number of clubs that send athletes to the National Championships is 21 (up from 18 in 2022).
 - 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 four in 2022).
 - 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 20 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 850 (up from 663 2022).
 - 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 1977 in 2021/22). .

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

Expected Results/Indicators:

- 1) 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 five good quality, affordable camps opportunities annually, including two on snow, and has a dedicated coaching support team that is both qualified and competent.
 - d) BC Para Nordic Team & Squad programming includes three good quality, affordable training camps annually, a minimum of two of which are integrated with able-bodied regional or provincial training 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, a high level junior team from Sweden attending a BC Ski Team camp in BC, etc.).
- 2) Provincial programming is coordinated and aligned with the national high performance system to ensure there are no gaps between them
- 3) Sport science/sport medicine support continues to improve:
 - a) A comprehensive Integrated Support Team (IST) coordinated by CSI-Pacific is in place and working effectively.
 - b) The sport-specific knowledge of the service providers has improved.
 - c) Graduated sport science support, from the Talent Squad to the BC Ski Team, has increased and improved.
 - d) Performance benchmarks are established for each year of birth on the high performance pathway in help athletes (and their coaches) achieve a gold medal standard.
- 5) A roller ski treadmill has been installed at Whistler Olympic Park and is being

used on a regular basis by the ski community.

- 6) 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 60 athletes.
 - a) Drop Box – athlete analytics; benchmarks; IST testing results.
 - b) One Drive – athlete and coach information including technique, athlete log, etc.
 - c) Training Peaks.
 - d) Dartfish.
 - 7) BC Cup Series participation averages 450/race (up from 379 in 2022).
 - 8) The number of race licence holders, both male and female, increases to 400 annually (up from 333).
 - 9) A minimum of one sanctioned roller ski event is held in British Columbia annually.
 - 10) Cross Country BC continues to be the top ranked division at the National Championships.
 - 11) British Columbia continues to be the top ranked province/territory (in the sport of cross country skiing) at the Canada Winter Games between 2022 and 2026.
 - 12) 35% of the members of the National Ski Teams are from British Columbia, both able-bodied and para (up from 25% and 29 % in 2022-23).
 - 13) British Columbia athletes achieve individual World Para Nordic Skiing Championship and Paralympic podium results.
 - 14) A minimum of three athletes qualify for the World Junior Championships and three for the World U23 Championships annually.
 - 15) BC athletes continue to earn a minimum of 15 YOB aggregate titles (top three) annually in the junior categories at the National Championships.
 - 16) 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.
- 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 Nordiq Canada Officials' Certification Program.
 - 2) 80 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 major officials at Nordiq Canada sanctioned Tier 1 and Tier 2 competitions are all certified Level 2 or higher.
 - 6) In the absence of other options, Cross Country BC trains course conductors to deliver officials certification courses for levels 1 and 2.
 - 7) Two new Assistant Technical Delegates are recruited and trained annually.
 - 8) Cross Country BC officials are trained and active as Technical Delegates for provincial, national and international competitions up to the FIS World Cup and Para Nordic World Cup levels.
 - 9) 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.
 - 10) Six BC cross country ski facilities have current FIS homologated competition courses suitable for hosting Western Canadian Championships or higher level races.
 - 11) P'yakensut is a major loppet on the Canadian event schedule.
 - 12) Cross Country BC clubs host a minimum of one FIS sanctioned Continental Cup each year.
 - 13) Cross Country BC clubs successfully bid for and host the Western Canadian Championships twice.
 - 14) Cross Country BC clubs successfully bid for and host the National Championships.
 - 15) Cross Country BC clubs successfully bid for and host the World Jr/U23 Championship Trials twice.
 - 16) Cross Country BC successfully hosts the 2024 FIS Para Nordic World Cup.
6. **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 sponsorship plan has been developed and is being implemented.
- 3) An integrated national fundraising 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..
- 6) The Cross Country BC contingency fund is between 30% and 40% of its annual operating costs
- 7) Cross Country BC’s operational budget exceeds \$1,400,000 (vs ~\$1,150,000 in 2021-22). Note that this figure does not including the \$270,000 in membership fees that go directly to our NSO (Nordiq Canada)

7. **Prepare for the impact of climate change** – to ensure cross country ski facilities continue, at a minimum, to provide the services that they do now.

Expected Results/Indicators:

- 1) Each club that is operating a cross country ski facility has a strategic plan to address issues resulting from increasingly shorter snow seasons – trail upgrades to maximise the snow available (smooth surface – leveling, brushing, wood chips, etc.), snow storage, snowmaking, higher elevation trails, etc.
- 2) 10 clubs have transitioned to using solar energy systems to operate their ski facilities (up from one in 2022).
- 3) Each club that is operating a cross country ski facility is taking pro-active measures to protect their facility from wildfires.
- 4) The feasibility of building/operating a snow tunnel has been explored.

8. **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:

- 5) Partnerships with member clubs are strong and based on:
 - a) mutual respect;
 - b) shared goals;
 - c) common or compatible policies and procedures (as applicable);
 - d) joint programming in areas of shared interest; and
 - e) effective communication.
 - 6) The Constitution (purposes) of full-service member clubs align with the purposes of Nordiq Canada and Cross Country BC.
 - 7) 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 (T2T) level.”
 - 8) All of Cross Country BC’s policies and procedures continue to be reviewed regularly and updated to ensure inclusiveness generally, and to specifically ensure protections related to sexual orientation, gender identity and gender expression (to encourage and support the participation LGBTQI2S participants).
 - 9) Staff capacity of Cross Country BC member clubs has increased to allow for improved delivery of Nordiq Canada/CCBC programs. In particular the number of program coordinator staff positions has increased. A minimum of 20 Program Coordinator staff are working in the Cross Country BC system (minimum compensation \$6,000).
 - 10) 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.
 - 11) An integrated national fundraising program with defined policies and processes (i.e. the roles and relationships at club, division and national levels) continues to be implemented.
 - 12) Appropriate tools and training are provided to club volunteers to help them meet Nordiq Canada/CCBC/Club sponsor obligations at the club level.
 - 13) 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.
8. **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 policies are comprehensive, current and aligned, where appropriate, with the above governance policy and Cross Country BC bylaws.
- 3) Retiring athletes are actively recruited for staff or volunteer employment in the sport (e.g. officials, coaches, technical or managerial staff, Technical Delegates).
- 4) Cross Country BC employees (staff and volunteer) attend appropriate professional development programs in their area of practice.
- 5) Cross Country BC maintains a productive and respectful partnership with Nordiq Canada.
- 6) Cross Country BC representation at Nordiq Canada is well qualified and progressive, contributing in a meaningful way to effective Nordiq Canada management and representing Cross Country BC's strategic interests.

High Level Event Hosting History & Plan Forward – Plan ‘A’

June 2022

2009-2010 Season:

<i>Dec 2009</i>	<i>NorAm</i>	<i>Vernon</i>
<i>Feb 2010</i>	<i>Olympic Winter Games</i>	<i>Whistler</i>
<i>Mar 2010</i>	<i>Paralympic Winter Games</i>	<i>Whistler</i>

2010-2011 Season:

<i>Dec 2010</i>	<i>NorAm</i>	<i>Vernon</i>
<i>Dec 2010</i>	<i>NorAm/World Sr Championship Trials</i>	<i>Rosslund</i>
<i>Feb 2011</i>	<i>Western Canadian Championships</i>	<i>Kelowna</i>
<i>Mar 2011</i>	<i>Masters World Cup</i>	<i>Vernon</i>

2011-2012 Season:

<i>Dec 2011</i>	<i>NorAm</i>	<i>Vernon</i>
<i>Dec 2011</i>	<i>NorAm</i>	<i>Rosslund</i>
<i>Jan 2012</i>	<i>NorAm/Wld Jr Championship Trials</i>	<i>Whistler</i>

2012-2013 Season:

<i>Dec 2012</i>	<i>NorAm</i>	<i>Vernon</i>
<i>Mar 2013</i>	<i>National Championships</i>	<i>Whistler</i>

2013-2014 Season:

<i>Dec 2013</i>	<i>NorAm</i>	<i>Vernon</i>
<i>Dec 2013</i>	<i>NorAm</i>	<i>Rosslund</i>
<i>Feb 2014</i>	<i>Western Canadian Championships</i>	<i>Prince George</i>

2014-2015 Season:

<i>Dec 2014</i>	<i>NorAm</i>	<i>Rosslund</i>
<i>Dec 2014</i>	<i>NorAm</i>	<i>Whistler*</i>
<i>Feb 2015</i>	<i>Canada Winter Games</i>	<i>Prince George</i>

2015-2016 Season:

<i>Dec 2015</i>	<i>NorAm</i>	<i>Vernon</i>
<i>Feb 2016</i>	<i>Western Canadian Championships</i>	<i>Prince George</i>

2016-2017 Season:

<i>Dec 2016</i>	<i>NorAm</i>	<i>Vernon</i>
<i>Dec 2016</i>	<i>NorAm</i>	<i>Rosslund</i>
<i>Jan 2017</i>	<i>Western Canadian Championships</i>	<i>Whistler</i>

2017-2018 Season:

<i>Dec 2017</i>	<i>NorAm</i>	<i>Vernon</i>
<i>Dec 2017</i>	<i>NorAm</i>	<i>Rossland</i>

2018-2019 Season:

<i>Dec 2018</i>	<i>NorAm/US SuperTour</i>	<i>Vernon</i>
<i>Dec 2018</i>	<i>World Jr/U23 Championship Trials</i>	<i>Whistler*</i>
<i>Feb 2019</i>	<i>World Para Nordic Ski Championships</i>	<i>Prince George</i>
<i>Feb 2019</i>	<i>Western Canadian Championships</i>	<i>Kelowna</i>

2019-2020 Season:

<i>Jan 2020</i>	<i>Western Canadian Championships</i>	<i>Whistler</i>
<i>Mar 2020</i>	<i>National Championships/ US Super Tour Finals</i>	<i>Vernon (cancelled)</i>

2020-2021 Season:

Cancelled due to pandemic

2021-2022 Season:

<i>Dec 2021</i>	<i>Western Canada Cup (Tier 1)</i>	<i>Vernon</i>
<i>Dec 2021</i>	<i>Western Canada Cup (Tier 1)</i>	<i>Rossland/Vernon*</i>
<i>Mar 2022</i>	<i>National Championships/ US Super Tour Finals</i>	<i>Whistler</i>

2022-2023 Season:

<i>Dec 2022</i>	<i>Western Canada Cup (Tier 1)</i>	<i>Vernon</i>
<i>Jan 2023</i>	<i>World Jr/U23/Sr Championship Trials</i>	<i>Prince George</i>
<i>Jan 2023</i>	<i>FIS World Jr/U23 Championships</i>	<i>Whistler</i>
<i>Feb 2023</i>	<i>Western Canadian Championships</i>	<i>Kimberley</i>

2023-2024 Season:

<i>Dec 2023</i>	<i>Continental Cup/US Super Tour</i>	<i>Vernon</i>
<i>Dec 2023</i>	<i>Western Canada Cup (Tier 1)</i>	<i>TBD</i>
<i>TBD</i>	<i>World Para Nordic Ski World Cup</i>	<i>Prince George</i>
<i>Mar 2024</i>	<i>National Championships</i>	<i>TBD</i>

2024-2025 Season:

<i>Dec 2024</i>	<i>Western Canada Cup (Tier 1)</i>	<i>TBD</i>
<i>Feb 2025</i>	<i>Invictus Games</i>	<i>Whistler</i>
<i>Feb 2025</i>	<i>Western Canadian Championships</i>	<i>TBD</i>

2025-2026 Season:

<i>Dec 2025</i>	<i>Western Canada Cup (Tier 1)</i>	<i>TBD</i>
<i>Dec 2025</i>	<i>Continental Cup/US Super Tour</i>	<i>Vernon</i>
<i>Mar 2026</i>	<i>National Championships</i>	<i>TBD</i>

2026-2027 Season:

<i>Dec 2026</i>	<i>Western Canada Cup (Tier 1)</i>	<i>TBD</i>
<i>Jan 2007</i>	<i>World Jr/U23 Championship Trials</i>	<i>TBD</i>
<i>Feb 2027</i>	<i>Western Canadian Championships</i>	<i>TBD</i>

2027-2028 Season:

<i>Dec 2027</i>	<i>Western Canada Cup (Tier 1)</i>	<i>TBD</i>
<i>Mar 2028</i>	<i>National Championships</i>	<i>Whistler</i>

2028-2029 Season:

<i>Dec 2028</i>	<i>Western Canada Cup (Tier 1)</i>	<i>TBD</i>
<i>Feb 2029</i>	<i>Western Canadian Championships</i>	<i>TBD</i>
<i>TBD 2029</i>	<i>FIS World Cup</i>	<i>Whistler</i>

2029-2030 Season:

<i>Dec 2029</i>	<i>Western Canada Cup (Tier 1)</i>	<i>TBD</i>
<i>Feb 2030</i>	<i>Olympic Winter Games</i>	<i>Whistler</i>
<i>Feb 2030</i>	<i>Paralympic Winter Games</i>	<i>Whistler</i>

** cancelled or relocated due to cold temperatures or lack of snow*



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**
- **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.

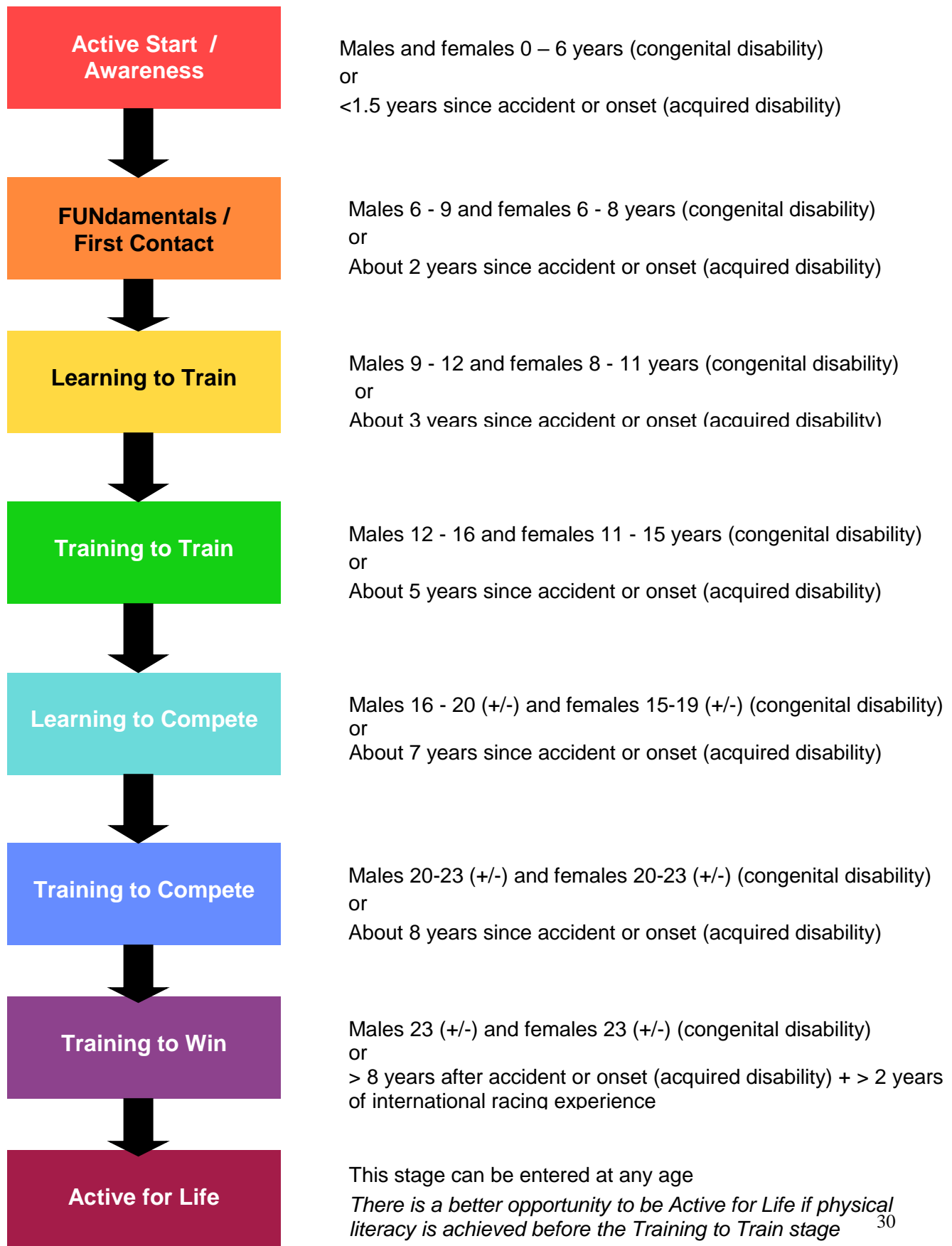


Active for Life This stage can be entered at any age.

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
Trail System <ul style="list-style-type: none"> development & maintenance lit trails Day Lodge <ul style="list-style-type: none"> construction & maintenance Grooming <ul style="list-style-type: none"> equipment purchase & maintenance grooming & tracksetting Ski Playground Trail Maps Security Risk Management	Local Clinics <ul style="list-style-type: none"> ski prep. technique NCCP <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 Mentoring Practical Training	Officials Dev. <ul style="list-style-type: none"> CCC Officials Certification Program Mentoring Races <ul style="list-style-type: none"> Ski Tourn. Club Races Regional Cups TA Champs Prov/Terr Winter Games Prov/Terr Cups Western Canadian Champs National Champs International Races Loppets Ski for Light	Bingo Ski Swap Sponsorship Bottle Drives Other...	Parents & Tots Ski S'Kool SDP <ul style="list-style-type: none"> Bunnyrabbit Jackrabbit Track Attack Junior Racing Team Senior Racing Team Masters Racing Team Programs for Athletes With a Disability Adult Skill Dev. Programs <ul style="list-style-type: none"> Women's Ski Fest Learn to Loppet 	Club Socials New Year's Ski Lantern Ski Club Excursions <ul style="list-style-type: none"> to other ski areas to events ski tours Year End Wrap-up Other...	Club Records <ul style="list-style-type: none"> meeting minutes policies Membership Registrar Trail Passes Newsletter Email News Bulletins	Cabins / Chalets <ul style="list-style-type: none"> construction & maintenance Organized Tours	Club Website Local Newspaper Radio Brochures <ul style="list-style-type: none"> facilities programs Daily Trail Reports Public Service Announcements

OFFICIALS DEVELOPMENT PATHWAY

