

# **Cross Country Alberta 2014-2018 Business Plan**



## **Strategic Goals and Operational Plan**



# Cross Country Alberta 2014-2018 Strategic Plan

## Table of Contents

---

Introduction .....	Pg. 3
Vision, Mission and Value Statements .....	Pg. 4
Strategic Themes .....	Pg. 5
Strategic Goals (SG) .....	Pg. 6
Strategic Initiatives .....	Pg. 8
1. Club and Sport Development (SG).....	Pg. 8
2. Competitive Skier Development (SG) .....	Pg. 11
3. Leadership (SG) .....	Pg. 13
4. Organizational Capacity (SG) .....	Pg. 14
Operational Plan (OP) Goals.....	Pg. 15
1. Club and Sport Development (OP) .....	Pg. 18
2. Competitive Skier Development (OP).....	Pg. 20
3. Leadership (OP).....	Pg. 22
4. Organizational Capacity (OP) .....	Pg. 24



# Cross Country Alberta 2014-2018 Strategic Plan

## Introduction

The Cross Country Alberta (CCA) Strategic Plan is aligned with Cross Country Canada's (CCC) "It's Our Time" Strategic Plan to 2018(+). CCC is the national sport governing body for the sport of cross country skiing in Canada. CCA is the provincial sport governing body for the sport of cross country skiing in Alberta.

CCA's strategic plan delineates the specific focus and new initiatives of the association for the four year planning period, and is directly linked to the annual operational plan and budget for the association. The plan has been developed from member club input at the 2010 – 2012 membership meetings and survey, which continues the member-based planning process initiated since 2002. Ongoing input from member clubs continued in 2013 and 2014. This plan identifies and confirms the strategic direction, assessment of services and high priority challenges for clubs.

We define events as "a broad continuum of opportunities from recreational activities at the local club level to competitive races which advance competitive skiing," and recognize club development opportunities occur along this continuum. This definition provided direction for the vision, mission, strategic goals and operation plan.

The strategic plan articulates CCA strategic focus for the planning period, and is linked to the operational plan because it:

- Creates a clear connection from the core values and strategic vision/mission, themes and goals to annual operational activities, programs and services
- Provides a basis for discussing the priority of the activities being planned for the year
- Acts as a filter for responding to opportunities that arise during a year: will they contribute to accomplishing long term goals and outcomes, as well as annual goals and objectives?
- Clearly establishes policy and operational responsibilities for annual planning
- Is organized around measurable outcomes that facilitates accountability because it:
  - translates into a work planning and monitoring tool for staff and committees
  - enables the board to monitor and evaluate the association's progress
  - requires management to establish measurable annual outcomes

The CCA Strategic Plan has the following elements:

- *Vision and Mission* reflects the aspiration of the association
- *Core Values* provide fundamental and consistent enduring direction
- *Strategic Themes* set out the target areas for growth and change over the next four years
- *Strategic Goals* set what needs to be accomplished to achieve the strategic themes
- *Strategic Outcomes* articulate the vision as measurable results. Outcomes provide an overall barometer of success.

The CCA Operational Plan is organized in an operational calendar of annual work, and identifies the specific activities to be done to achieve the annual objectives, including the:

- priority
- budget impact
- person/committee accountable to deliver the action

## Vision

Cross Country Alberta is a strong network of member cross country ski clubs that serve and benefit the recreational, competitive and social needs of cross country skiers to be *Active for Life*.

## Mission

Cross Country Alberta coordinates and facilitates a province-wide network of clubs, which through collaborative leadership, provide a full calendar of events, programs, services and activities that contribute to club development and support the needs of our members, from recreational to competitive skiers. CCA and its member clubs will support official, coach, volunteer and facility development to enable all skiers to be active in cross country skiing for life.

## Core Values

Cross Country Alberta values and believes in:

- The roots of cross-country skiing being founded in an inherent love of outdoor experiences in nature
- Participation in skiing contributing to a healthier lifestyle and feelings of well-being
- The value of sports and skier development as guided by the Canadian Sport for Life and Long Term Athlete Development (LTAD)
- All people having the right to equal opportunity to participate in cross-country skiing
- Sporting excellence achieved through fair play, ethical and moral behaviour
- Members being treated fairly, equitably and with respect
- Partners and sponsors that are valued, supported and endorsed
- Cost efficient and cost effective delivery of services to our membership
- Operating with integrity, and in a fair, open and transparent manner
- Responsibility and accountability for our actions

# CCA 2014 - 2018 Strategic Plan

## Strategic Themes

### 1. CLUB AND SPORT DEVELOPMENT

Position cross country skiing as a preferred physical outdoor activity for Albertans.

### 2. COMPETITIVE SKIER DEVELOPMENT

Pursue consistency, quality and comprehensiveness of training, selection and racing to achieve the highest level of competition and performance of Alberta cross country skiers.

### 3. LEADERSHIP

Facilitate a coordinated provincial leadership program to recruit and retain volunteers, coaches and officials.

### 4. ORGANIZATIONAL CAPACITY

Grow and enhance Cross Country Alberta through good governance, innovative & accountable leadership with consistent operational and financial planning.

# STRATEGIC GOALS

## 2014 – 2018

### 1. CLUB AND SPORT DEVELOPMENT

Position cross country skiing as a preferred physical outdoor activity for Albertans.

---

#### 1.1 School Ski Programs

- Support clubs and schools to establish cross country skiing as a viable school activity.

#### 1.2 Senior Skiers (+20) / Masters (+30)

- Build overall development capacity for Senior Skiers (20+).
- Incorporate Open house/Orientation sessions in conjunction with AB Cup 1 & 2, Westerns, CCC/DCC AGM to promote NDTCs and the retention of Junior Skiers.
- Build overall development capacity for Master Skiers (+30).

#### 1.3 Sport Development

- Encourage ongoing participation by facilitating opportunities that provide successful cross country skiing experiences.

### 2. COMPETITIVE SKIER DEVELOPMENT

Pursue consistency, quality, and comprehensiveness of training, selection, and racing to achieve the highest level of performance of competition and performance of Alberta cross country skiers.

---

#### 2.1 Para-Nordic

- Establish a competitive Para-Nordic program.

#### 2.2 Quadrennial Evaluation

- To conduct quadrennial competitive skier program evaluation starting in 2015.

### **3. LEADERSHIP**

Facilitate a coordinated provincial leadership program to recruit and retain volunteers, coaches, and officials.

---

#### **3.1 Coaches**

- Support clubs in the recruitment and development of coaches.

#### **3.2 Officials**

- Support clubs in the recruitment and development of officials.

### **4. ORGANIZATIONAL CAPACITY**

Grow and enhance Cross Country Alberta through good governance and management, innovative and accountable leadership with consistent operational and financial planning.

---

#### **4.1 Planning**

- Maintain member based annual planning.
- Ensure governing and management structure of the board is compatible with CCA programs and member needs.

#### **4.2 Revenue Generation**

- Optimize opportunities available through grant and sponsorship funding.

## Strategic Initiatives: new initiatives

### 1. CLUB AND SPORT DEVELOPMENT

Position cross-country skiing as a preferred physical outdoor activity for Albertans.

#### 2018 Objectives

##### 1.1 School Ski Programs

- Establish cross-country skiing as a viable school activity.

#### 2014 Outcomes and 2015 Objectives

##### 2014 Outcomes

- Several clubs provide ski programs for schools in their community: *Foothills Nordic Ski to School Program, Crowsnest Pass After School Program, Strathcona Wilderness Centre, Canmore Nordic Ski Club, Wapiti Nordic Ski Club, Red Deer Nordic, Athabasca Nordic Ski Club*
- As part of the Bilateral Federal-Provincial grant program, Cross Country Alberta coordinated the following ski school programs: *Edmonton Inner-City Pilot Ski Program at Beacon Heights Elementary School, Morley and Fort Chipewyan School Learn-to-Ski Program*
- StatOil funds, for Ski Fit North Alberta, a CCC/CCA/StatOil joint program, have resulted in school ski program development in 14 northern Alberta communities, reaching over 4250 student participations by 1500 students. Two of the communities, Wabasca and Kikino, have established registered CCA clubs.

##### 2015 Objectives

- With clubs and existing school programs, continue to develop and implement our strategy to increase cross country ski programs in schools

##### 1.2 Senior Skiers (+20) / Masters (+30)

- Build overall development capacity for Senior Skiers (+20).
- Incorporate Open house/Orientation sessions in conjunction with AB Cup 1 & 2, Westerns, CCC/DCC AGM to promote NDTCs and the retention of Junior Skiers.
- Build overall development capacity for Master Skiers (+30).

##### 2014 Outcomes

- Organized the Provincial University and College Loppet Series. The four events were the Red Deer Loppet, the Canadian Birkebeiner, the Ole Uffda Loppet in Camrose and the Fast Trax Beat the Blues Boogie at the Strathcona Wilderness Centre, which replaced the Lake Louise Loppet which was canceled due to the weather. In addition, we piloted a sprint relay race in Camrose.
- Host information sessions-(Deferred to 14-15)



- Provincial events attracted a large number of master skiers, and 70 master skiers participated in the Alberta cup series.

### **2015 Objectives**

- Continue to develop the athlete retention strategy, with input from athletes, coaches and clubs
- Host information sessions, in conjunction with events, to inform clubs and families about the NDTC's and options for Junior skiers.
- Continue to expand the University and College Loppet series to include a distance race and a sprint relay race at each event.
- Reinitiate the Alberta University and College Race Series in conjunction with the Alberta Cups.
- Support National efforts to include University and College categories at the Western and Eastern Nor-Am events.
- Continue to expand the Alberta Loppet Series to include more communities throughout AB.

### **1.3 Sport Development**

- Encourage ongoing participation by facilitating opportunities that provide successful cross country skiing experiences.

### **2014 Outcomes**

- CCA hosted 60 coaches, officials, volunteers and club members at the IPC World Cup event in December 2013 in Canmore.
- Participation in CCC Skill Development Programs is growing the sport: about 1650 children participated in 2013-2014.
- CCA helped support and promote the new Built 4 Speed Southern Alberta event series.
- CCA had a visible presence to promote programs and services at the Alberta Cup series, Loppet series, and the Mountain Equipment Co-op and Canadian Birkebeiner trade shows.
- CCA promoted cross country skiing to municipal tourism agencies at the Edmonton Sport Event Congress Conference 2014. This conference is part of the Canadian Sport Tourism Alliance.
- CCA partnered with the creators of Spirit Runner, a new Smart Phone app, to help

promote healthy living and activity in First Nations' youth.

**2015 Objectives**

- CCA to promote a “flow chart” of opportunities from children to master skiers, including regional races and loppets, to expose membership to cross country skiing opportunities
- Develop a retention strategy for 11-15 year old skiers and Junior Skiers to remain in the sport
- CCA to continue be visible at events to promote cross country skiing programs, services and options for children to master skiers.

## 2. COMPETITIVE SKIER DEVELOPMENT

Enhance the consistency, quality, and comprehensiveness of training, selection, and racing to sustain the high level of performance of competition and performance of Alberta cross country skiers.

2018	Objectives	2014 Outcomes and 2015 Objectives
	<p><b>2.1 Para-Nordic</b></p> <p>Establish a competitive Para-Nordic program.</p>	<p><b>2014 Outcomes</b></p> <ul style="list-style-type: none"> <li>▪ Increased the participation numbers in the Para-Nordic programs and competitions in regional events: 22 Para-Nordic participants in the Calgary and Edmonton programs</li> <li>▪ 5 Para-Nordic participants in provincial and regional events.</li> <li>▪ 5 individual Para-Nordic athletes participated in the Alberta Cup series.</li> <li>▪ The IPC World Cup in Canmore, December 2013, had 6 Alberta participants which included 2 developmental athletes.</li> <li>▪ 2 developmental athletes from Alberta took part in the National Championships in Ottawa in January 2014.</li> <li>▪ Continue the excellent administrative and volunteer recruitment partnership with the Canadian Paraplegic Association for Para-Nordic programs; CCA provided equipment and coaching.</li> <li>▪ In partnership with CCC, CCA hosted 22 athletes and staff in a Learn to Ski session with the Canadian National Paralympic Sledge Hockey team.</li> <li>▪ Hosted the 2<sup>nd</sup> year of Para Nordic programs funded by the 2013-2015 Bilateral Federal-Provincial grant.</li> </ul> <p><b>2015 Objectives</b></p> <ul style="list-style-type: none"> <li>▪ Implement Para Nordic athlete and coaching and club development programs, in part through funding provided by the Bilateral grant</li> <li>▪ Continue athlete and coach development for the 2015 Canada Winter Games</li> <li>▪ Continue program development with the Canadian Paraplegic Association; ex. 2014-2015 summer cycling and winter cross country skiing program</li> </ul>

- Continue to develop club capacity and athlete ability to participate in a full spectrum of events
- CCA is planning a NCCP Para Nordic leadership training course for fall and winter 2014-15. The goal is to have 10 Para Nordic trained and active coaches.
- Host the final year of Para Nordic programs funded by the 2013-2015 Bilateral Federal-Provincial grant.

## **2.2 Quadrennial Evaluation**

To conduct quadrennial competitive skier program evaluation starting in 2015.

### **2014 Outcomes**

- Project to start in 2015.

### **2015 Objectives**

- Design and conduct first quadrennial competitive skier program evaluation



### 3. LEADERSHIP

Facilitate a coordinated provincial leadership program to recruit and retain volunteers, coaches, and officials.

#### 2018 Objectives

##### 3.1 Coaches

- Support clubs in the recruitment and development of coaches
- Ensure all club coaches, working with Skill Development Programs or competitive skiers, abide by the minimum coaching requirements as set out by CCC policy

#### 2014 Outcomes and 2015 Objectives

##### 2014 Outcomes

- CCA supported and endorsed CCC's CCD T2C course with the participation of 4 coaches.

##### 2015 Objectives

- Deliver NCCP workshops at the Community Coaching and Introduction to Competitive Coaching levels throughout the division
- CCA will seek club input to develop and implement a club based coaching mentorship program to maintain volunteers in the sport. Mentoring young coaches is crucial for the development of the sport.
- Continue to assist Learning Facilitators with updating their certifications in coordination with CCC
- Review and update as required CCA coaching policy and procedures to align with CCC requirements

Continue to provide NCCP evaluation process to L2T and T2T coaches when required

### 3.2 Officials

- Support clubs in the recruitment and development of officials

### 2014 Outcomes

- 2014 Alberta Winter Games (ABWG), Organizing Committee facilitated ABWG Officials Mentor program.

### 2015 Objectives

- CCA will seek club input to develop and implement a club based official's mentorship program to maintain volunteers in the sport. Mentoring young officials is crucial for the development of the sport.
- CCA will support club requests to host officials training courses.

## 4. ORGANIZATIONAL CAPACITY

Growth and enhancement of Cross Country Alberta through good governance and management, innovative & accountable leadership with consistent operational and financial planning.

### 2018 Objectives

#### 4.1 Planning

- Maintain member-based annual planning
- Ensure governing and management structure of the association is compatible with CCA programs and member needs.

### 2014 Outcomes and 2015 Objectives

#### 2014 Outcomes

- Completion of the 2014-2018 Strategic Plan
- Facilitation of the Bylaws Review Committee

#### 2015 Objectives

- Facilitation of the Bylaws Review Committee as per direction provided by members at the 2014 CCA AGM.
- Continued opportunities for the membership input into projects and initiatives
- Identify process for 2016+ strategic plan process and potential funding support from grants and Municipal Affairs/Community Development facilitators

## 4.2 Revenue Generation

Optimize opportunities available through project funding

- Complete a full Cross Country Alberta Communications Strategy.

### 2014 Outcomes

- Offered programs with funding from the 2013 - 2015 Federal/Provincial Bilateral grant for underrepresented populations \$22 500 spent in 2013 – 14
- Secured Canada Winter Games 2015 Year 4 funding: \$31 000.
- CCC in partnership with CCA provided \$75 000 of sponsorship funding from StatOil for the Ski Fit North Alberta program. There were 1500 participants from 40 different communities.

### 2015 Objectives

- Establish a committee to seek funding opportunities, including grants and sponsorships, for strategic and operational priorities
- Establish annual key performance indicators as required by the Sport Connection primary grant (Clause B of Schedule B, Program Grant agreement)
- Research potential sport tourism funding opportunities. Ex. 2016 Canadian Master Championships, 2022 World Master Championships, IPC World Championships.
- Host the 2015 casino

# CCA Operational Plan

## Goals

### 1. CLUB AND SPORT DEVELOPMENT

Position cross country skiing as a preferred physical outdoor activity for Albertans.

---

#### 1.1 Skill Development

- Support clubs' ability to deliver CCC skill development programs.

#### 1.2 Sport Development

- Encourage ongoing participation by facilitating opportunities that provide successful cross country skiing experiences.
- Encourage participation by facilitating opportunities that provide successful cross country ParaNordic skiing.
- Support clubs in development of cross-country ski areas.
- CCA/Biathlon Alberta race management equipment pool will be maintained and 'refreshed' to ensure that event hosting supplies are available to clubs.
- Support a quality loppet series.
- Attract and retain the best people for leading the cross country skiing sport by example.

#### 1.3 Recreational Skiing

- Increase the amount and type of available information and resources to encourage recreational cross country skiing.

#### 1.4 Promotion

- Support promotion of cross-country skiing and Alberta ski areas by partnering with the Alberta cross-country community.

### 2. COMPETITIVE SKIER DEVELOPMENT

Enhance the consistency, quality, and comprehensiveness of training, selection, and racing to sustain the high level of performance of competition and performance of Alberta cross country skiers.

---

#### 2.1 AB Teams - LTAD

- Ensure AST Program aligns with LTAD and CCC programs.

#### 2.2 AB Teams AST/ADT

- Ensure ADT program supports AST.

#### 2.3 AB Teams

- Establish a coherent Para-Nordic program.

#### 2.4 Competitive Racing

- Lead and support a quality Alberta Cup series.
- Create and promote a quality University/College circuit.



### 3. LEADERSHIP

Facilitate a coordinated provincial leadership program to recruit and retain volunteers, coaches, and officials.

#### 3.1 Recognition

- Expand the recognition opportunities for coaches, officials, and volunteers at both the CCA and club levels.

#### 3.2 Coaches

- Increase skills and knowledge of coaches in coaching the female athlete.
- Learning Facilitators for NCCP.
- Organize ongoing professional development opportunities for coaches outside NCCP.

#### 3.3 Officials

- Support clubs in the recruitment and development of Level 1 and 2 officials.
- Policy updates and role clarification.

### 4. ORGANIZATIONAL CAPACITY

Growth and enhancement of Cross Country Alberta through good governance and management, innovative & accountable leadership with consistent operational and financial planning.

#### 4.1 Financial Management

- Align strategic planning, budgeting and financial management practices.

#### 4.2 Administration

- Strengthen the capacity for consistent administration of programs and services.

#### 4.3 Communication

- Enhance the website capacity to be the one-stop information source for cross country skiing in Alberta.
- Incorporate Open house/Orientation sessions in conjunction with AB Cup 1 & 2, Westerns, CCC/DCC AGM to promote NDTCs and the retention of Junior Skiers.

## 1. CLUB AND SPORT DEVELOPMENT

Position cross-country skiing as a preferred physical outdoor activity for Albertans.

### 2018 Objectives

#### 1.1 Skill Development

- Support clubs' ability to deliver CCC skill development programs.

#### 1.2 Sport Development

- Encourage ongoing participation by facilitating opportunities that provide successful cross country skiing experiences.
- Encourage participation by facilitating opportunities that provide successful cross country Para Nordic skiing.
- Support clubs in development of cross-country ski areas.
- CCA/Biathlon Alberta race management equipment pool will be maintained and 'refreshed' to ensure that event hosting supplies are available to clubs.
- Support a quality loppet series.
- Attract and retain the best people to lead the cross country skiing sport by example.

### 2014 Outcomes and 2015 Objectives

#### 2014 Outcomes

- 2177 children participated in CCC Skill Development programs

#### 2015 Objectives

- Continue to support clubs to deliver CCC Skill Development Programs

#### 2014 Outcomes

- CCA Race trailers continued to be coordinated by volunteers for club use at events
- Para Nordic program, coaching development and equipment support was provided to clubs and communities. Eight different communities took part in our program, including Calgary, Canmore, Stettler, Red Deer, Edmonton, Strathcona County, Kikino and Smoky Lake.
- Supported clubs, athletes and coaches to participate in the Alberta and Arctic Winter Games 2014. 12 athletes and 3 coaches represented northern Alberta at the Arctic Winter Games. 128 Athletes and 24 coaches participated in the 2014 Alberta Winter Games.
- Expanded the Loppet Series to 15 communities.

#### 2015 Objectives

- Continue to manage the CCA race trailers for the benefit of the clubs
- Continue to provide referral and consultation services for clubs and communities and groups interested in hosting or participating in cross country ski programs
- Continue to support clubs to develop Para Nordic programs.
- Expand the Loppet Series to additional communities.

### 1.3 Recreational Skiing

- Increase the amount and type of available information and resources to encourage recreational cross country skiing.

#### 2014 Outcomes

- 5 new clubs started – Northern Lights Cross Country Ski Club, Innisfail Nordic Ski Club, Wabasca Cross Country Ski Club, Triathletewithin XC Club, and the Winsport Academy
- CCA and member clubs provide information and referrals to assist families and groups to participate in cross country skiing
- CCA supported clubs, which provide direct programs and services to their communities

#### 2015 Objectives

- To continue to support clubs, communities and groups to provide skiing opportunities.

### 1.4 Promotion

- Support promotion of cross-country skiing and Alberta ski areas

#### 2014 Outcomes

- Attended the 2014 Canadian Sport Congress Summit, which resulted in direct contacts to work on partnerships with host communities which hold local, provincial, national and international events. These communities included Calgary, Canmore, Grande Prairie, Lloydminster and Lethbridge.
- Through the CCA representative on Alberta Trail Net, cross country skiing is promoted to municipalities and national trails associations.
- Through the Alberta Ambassador network, we have direct links to LTAD and CS4L programs and initiatives to help support communities.

#### 2015 Objectives

- Continue representation on the Alberta TrailNet Board, which extends CCA exposure to national trails associations. Inform clubs of trail funding opportunities for 2014-2015.
- Work with sport tourism contacts to develop partnerships that enhance and increase the cross country ski events in Alberta.

## 2. COMPETITIVE SKIER DEVELOPMENT

Enhance the consistency, quality, and comprehensiveness of training, selection, and racing to sustain the high level of performance of competition and performance of Alberta cross country skiers.

### 2018 Objectives

#### 2.1 AB Teams LTAD

- Ensure ADT and AST Programs aligns with LTAD and CCC programs.

### 2014 Outcomes and 2014 Objectives

#### 2014 Outcomes

- CCA met with the Alberta World Cup Academy review program alignments
- Ongoing monitoring of Team programs
- CCA Sport Manager is a sport representative on the Alberta LTAD Ambassador Network

#### 2015 Objectives

- Continue to monitor program alignments
- Meet with the Alberta World Cup Academy and CCC as needed to discuss programs
- Develop a strategy to review the current CCA competitive athlete development system after 2015 Canada Winter Games.
- Continue to represent sport on the Alberta Ambassador Network

#### 2.2 AB Teams AST/ADT

- Ensure ADT program supports AST.

#### 2014 Outcomes

- Reviewed progression of ADT athletes onto the AST; the desired progression does consistently occur

#### 2015 Objectives

- Continue program review
- Monitor retention of athletes and assist ADT athletes with continuing in the sport

#### 2.3 AB Teams

- Establish a coherent Para-Nordic program.
- To conduct quadrennial competitive skier program evaluation starting in 2015.

#### 2014 Outcomes

- Refer to the 2.1 Para Nordic Outcomes, p. 10

#### 2015 Objectives

- Refer to the 2.1 Para Nordic Objectives p. 10

## 2.4 Competitive racing

- Lead and support a quality Alberta Cup series.
- Lead and support Canada Winter Games training and competitive program.
- Create and promote a quality University/College circuit.

## 2014 Outcomes

- The Alberta Cup series continued, with strong individual events, there were unfortunately 3 cancellations due to weather.
- 35+ regional and provincial events were held throughout Alberta
- Initiated Alberta University Loppet series with four events – the Birkebeiner, Bob Johnstone Loppet, Ole Uffda and Beat the Blues Boogie
- Six clubs applied to host the four 2013-14 Alberta Cup host events.
- CCA provided University/College points calculations for the circuit.

## 2015 Objectives

- Continue to coordinate the Alberta Cup event series
- Strive to be the top province/territory at the 2015 Canada Winter Games
- Continue to support the development of the University/College circuit
- Continue to support the development of the competitive ski programs at the U of Alberta, Edmonton and Augustana, and U of Calgary
- Expand the University programs to six schools throughout Alberta
- Continue to promote University/College ski programs to Junior skiers
- Determine how CCA can develop a strategy to better support senior and masters skiers: See Strategic Initiative 1.2

### 3. LEADERSHIP

Facilitate a coordinated provincial leadership program to recruit and retain volunteers, coaches, and officials.

#### 2016 Objectives

##### 3.1 Recognition

Expand the recognition opportunities for coaches, officials, and volunteers at both the CCA and club levels.

#### 2014 Outcomes and 2014 Objectives

##### 2014 Outcomes:

- CCA has submitted award nominations for CCC annual awards to be presented in June 2014
- Mark Arendz received 2013 Alberta Male Athlete of the year; his nomination was submitted by CCA
- CCA 2014 AGM: nominations received for the awards, and will be awarded in May 31

##### 2015 Objectives:

- Continue to focus on CCA, CCC and ASRPWF (Alberta Sport Connection) award recognition for Albertans
- Recognition opportunities continue to be in place for coaches, officials and volunteers

##### 3.2 Coaches

- Increase skills and knowledge of coaches in coaching the female athlete.
- Maintain and continue to develop Learning Facilitators for NCCP.
- In addition to NCCP courses, coordinate annual professional development opportunities for coaches.
- Ensure clubs and coaches have the opportunity to achieve the minimum coaching requirements as set by CCC policy.
- Review and update CCA's coaching policies to align with CCC's policies.

#### 2014 Outcomes

- CCA certified 200 ICC, CC, L2T and T2T coaches:
- Two T2T Learning Facilitators were recertified in 2013-14
- Recertified 5 L2T learning facilitators
- CCA has 9 active Learning Facilitators
- CCA certified 4 Comp-Dev coaches during the 2013-14 season
- CCC materials provided for coaching female athletes
- The AST Director hosted 2 Coaches Committee meetings
- CCA supported coach attendance at the Para Nordic NCCP module at the PNST training camp in December 2013

##### 2015 Objectives

- Work with the CCC Women's Committee and CCA Learning Facilitators to ensure that the modules and other presentations on coaching female athletes are systematically presented during coaches' training

- Coordinate the Learning Facilitator Program to certify an additional 5 new active LF for CCA programs.
- Annually coordinate with CCA clubs the implementation of the CCC coaching competency evaluations.
- Annually, have up to 70% of planned NCCP courses finalized by September
- Continue to develop partnerships with AWCA, U of Calgary, U of Alberta Edmonton and Augustana, and The Sport Connection (ASRPWF).
- Encourage CCA coaches to register on the CCC Athlete Development Matrix
- Host annual non-NCCP professional development credit sessions
- CCA to promote additional coaching resources, Assist clubs with identifying the coaching programs and resources most suitable for their programs
- Assist CCA clubs to develop a long range coaching development plan
- Assist Learning Facilitators with recertification as needed

### 3.3 Officials

- Support clubs in the recruitment and development of Level 1 and 2 officials.
- Policy updates and role clarification.

### 2014 Outcomes

- 12 Level 1 Officials were certified
- CCA continued to offer officiating certification courses to all clubs
- Updated the CCA Technical Package, including Para Nordic events in the package.
- CCA supported officials attending the fall 2013 FIS officials seminar in Canmore
- CCA was available to support the DCC: “At the June 2013 Division Chair Council meeting, follow up on the 2012 report which identified a future shortage of officials; develop a succession plan strategy. Include collaboration with CCC in the systematic offering of Level 3 and Level 4 officials courses”.

**2015 Objectives**

- Continue to offer Level 1 and 2 Officials certification courses annually
- Review officiating policies and revise as required
- Assist municipalities bidding for Alberta Winter Games by developing the cross country skiing requirements portion of the bid package

**4. ORGANIZATIONAL CAPACITY**

Growth and enhancement of Cross Country Alberta through good governance and management, innovative & accountable leadership with consistent operational and financial planning.

**2016 Objectives****4.1 Financial Management**

- Align strategic planning, budgeting and financial management practices.

**2014 Outcomes and 2015 Objectives****2014 Outcomes**

- A regular financial reporting system has been implemented
- The budget was aligned to achieve the CCA strategic and operational plans.

**2015 Objectives**

- Continue to align strategic and operational planning, budgeting and financial management practices

**4.2 Administration**

- Strengthen the capacity for consistent administration of programs and services.
- Attract and retain the best people to lead the cross country skiing sport by example.

**2014 Outcomes**

- Annual negotiation of the AST service contract
- Contracted Targa Communications for the IPC World Cup 2013 and CCA communications projects; funding provided by the 2012 Gateway grant program
- Hired a new Program Coordinator
- Supported the CCA Bylaws Review Committee in the updating of Bylaws as approved at the 2013 CCA AGM.
- Attended two trade shows - Mountain Equipment Co-op and the Birkie Nordic Fair



	<p><b>2015 Objectives</b></p> <ul style="list-style-type: none"> <li>▪ Complete job description review for staff and Board</li> <li>▪ Complete the pay scale and benefit review</li> <li>▪ Review Human Resources policies</li> <li>▪ Review internship and staffing grants</li> <li>▪ Review CCA contracts</li> <li>▪ Investigate contracting out communications functions such as the website and communications projects</li> <li>▪ Review and revise volunteer and staff workloads and work priorities to enable accomplishment of key strategic and operational priorities</li> </ul>
<p><b>4.3 Communication</b></p> <ul style="list-style-type: none"> <li>▪ Enhance the website capacity to be the one-stop information source for cross country skiing in Alberta.</li> <li>▪ Develop CCA Communication Strategy</li> </ul>	<p><b>2014 Outcomes</b></p> <ul style="list-style-type: none"> <li>▪ Annual website update completed</li> <li>▪ Enhanced our social media presence with Facebook and Twitter</li> </ul> <p><b>2015 Objectives</b></p> <ul style="list-style-type: none"> <li>▪ Secure a writer(s) to submit writings on the history of cross country skiing in Alberta for the Alberta Hall of Fame</li> <li>▪ Communicate CCA roles at events for members</li> <li>▪ Develop the CCA communication strategy</li> </ul>



