

2015-2019 Sport Plan Submission

PSO: Cross Country Skiing

Phase 1 – Current State

1. Our Mission

CCSAM is dedicated to the promotion and development of cross country skiing in Manitoba.

2. Our Vision

Cross country skiing will be the chosen winter activity of more Manitobans.
Come Ski With Us

3. Our Core Values (Statements)

These values reflect who we are. They guide us. They inspire us. We promise to uphold them.

Respect – We believe in providing a safe, inclusive and enjoyable environment for all participants.

Community – We are proud of our ski clubs and our volunteers. We believe in working collaboratively with engaged and passionate skiers of all ages and abilities.

Excellence – We are committed to providing opportunities and developing quality programs for all participants to achieve their personal health, fitness and performance goals.

4. Summary of the Sport Self-Assessment

Interpreting the Results – What needs to be addressed in our plan?

Pillar	Area	Key points that need to be addressed in the plan
Sport Initiation	<ul style="list-style-type: none"> - Mostly 2's and some 3's in all program areas 	<ul style="list-style-type: none"> - Make better use of CCC Athlete Development Matrix and educate club coaches on this resource
Performance Pathway	<ul style="list-style-type: none"> - Mostly 2's, some 3's in all program areas - Borderline 2's noted in areas of Assessment and Recruitment 	<ul style="list-style-type: none"> - Ensure our annual training camp schedule includes regular testing, monitoring, assessment & remediation - Continue to collect athlete testing data and share with NSO - Develop a plan for athlete recruitment
Coaching	<ul style="list-style-type: none"> - 2's & 3's in all program areas 	<ul style="list-style-type: none"> - Keep doing what we're doing, keep progressing - Update our Sport Performance Plan 2013-2015 - Stay attentive to our identified coach development plans leading up to 2019 Canada Winter Games
Officials	<ul style="list-style-type: none"> - All areas below standard 	<ul style="list-style-type: none"> - Identify and support at least 1 more official to Level 3 certification - Increase number of trained/certified officials outside of Winnipeg
Organizational Effectiveness	<ul style="list-style-type: none"> - 2's in all program areas except People Management 	<ul style="list-style-type: none"> - Update Policies & Procedures manual - Create key volunteer (including BOD) job descriptions

Phase 2 – Desired State

5. Summary and Reflections of Our Gap Analysis

1. We are doing relatively well throughout the 4 pillars but have identified significant gaps (scores of 1 or “borderline” 2) that require attention:
 - Technical Leadership – Officials
 - Organizational Effectiveness – People Management
2. We are challenged with recruitment/retention of athletes outside of Winnipeg/Sport MB reach. We feel we are doing good work to address these challenges and make a concerted effort to have our sport/programs accessible to the rural population.
3. We are doing well as a whole given our small membership & volunteer base, our geographic area (flat & cold), our utter reliance on winter climate and our funding.
4. Climate change and harsh winter conditions are major factors for the overall success/mass appeal of our sport and these factors are out of our control. We can control the quality of our programs.
5. We have strong and resourceful clubs that work hard on their facilities and take pride in hosting events. Will continue to support these efforts.
6. We have a committed and resourceful base of volunteers who work through a number of motivators such as a life long love of our sport, being parents of children who are athletes, loyal club members/volunteers and a genuine desire to make our sport accessible to others.
7. Our operation of the Windsor Park Nordic Centre in Winnipeg facilitates our vision – to get more people out skiing in the winter months – by providing an excellent venue for initiation programs (Learn to Ski, Jackrabbits) to the general public as well as Winnipeg based club programming.
8. We have an excellent relationship with CANSI (Canadian Association of Nordic Ski Instructors) that we rely on for providing quality instruction and an introduction to our sport, often requested from various recreation groups throughout Manitoba.

6. As a result of our Gap Analysis and Big Picture Analysis, here is where we will focus our efforts and why:

1. Officials development – this is an area that we have not focused on strategically and it shows, based on our Self Assessment scores in this Pillar of sport development
2. People Management – our Policies & Procedures document must be updated and we do not have meaningful job descriptions for our key volunteer and employee positions.

We need to focus efforts on the above areas as important pillars in our sport development that have been too easily overlooked until now.

Phase 3 – Our Road Map

7. Our Strategic Priorities & Measure over four years

Strategic Priority #1 Officials Development		Target Measure (in four years): Develop at least an additional two certified Level 3 Officials (total of 3 for Manitoba)			
Goal: 1. Increase the number of active officials throughout Manitoba 2. Increase the number of certified Level 3 Officials in Manitoba		Pillar Link: Technical Leadership			
Initiative(s): 1. Schedule Level 1 & Level 2 certification workshops outside of Winnipeg 2. Identify candidates for Level 3 certification	Progress Indicators: Number of regional clubs hosting officials training workshops Number of qualified officials ready for Level 3 training	Year 1 1 spring workshop in a new region 3 qualified officials ready for training	Year 2 1 fall workshop in new region At least 1 completes Level 3 training	Year 3 1 fall workshop in new region Another completes Level 3 training	Year 4 1 fall workshop in new region Pool of Level 3's maintained

Strategic Priority #2 People Management		Target Measure (in four years): Complete an updated and comprehensive Policies & Procedures document by 2018			
Goal: 1. Clarify roles & responsibilities of key volunteers and employees 2. Improve efficiencies and transparency		Pillar Link: Organizational Effectiveness			
Initiative(s):	Progress Indicators:	Year 1	Year 2	Year 3	Year 4
1. Create a Terms of Reference (TOR) for High Performance Committee (HPC)	TOR document completed	Document complete and implemented	Annual review of TOR	Annual review of TOR	Annual review of TOR
2. Initiate Policies & Procedures document project	Sub-committee identified	Committee of 2-3 members established	Committee meets 4x annually	Committee meeting as planned	n/a
3. Publish meeting minutes (Board of Directors and HPC)	# of meetings of sub-committee Minutes published on website	3 – initiate project and create draft document All meeting minutes published	2 – complete draft document Continue practice	1 – final document complete Continue practice	Review and revise and needed Continue practice

Phase 4 – Action Plan

8. One Year Action Plan

Strategic Priority #1 Officials Development		Target Measure (in four years): Develop at least an additional two certified Level 3 Officials (total of 3 for Manitoba)			
Goal: Increase the number of active officials throughout Manitoba		Pillar link: Technical Leadership			
Initiative(s): Schedule Level 1 & Level 2 certification workshops outside of Winnipeg	Progress Indicators: Number of regional clubs hosting officials training workshops	Year 1 1 spring workshop in a new region	Year 2 1 fall workshop in new region	Year 3 1 fall workshop in new region	Year 4 1 fall workshop in new region
Tasks:		Who? (Lead)	When? Start/Finish	Support/ Partners	Financial Resources
Contact all clubs to determine best location to host non Wpg workshop in Yr 1		Karin (ED)	Sep – Dec 2015	Clubs	Program Exp
Use 2016-17 event schedule to identify best region to host in Yr 2		Karin (ED)	Apr – Sep 2016	Clubs	Program Exp
Use 2017-18 event schedule to identify best region to host in Yr 3		Karin (ED)	Apr – Sep 2017	Clubs	Program Exp
Use 2018-19 event schedule to identify best region to host in Yr 4		Karin (ED)	Apr – Sep 2018	Clubs	Program Exp
Identify the expected progress that will set you up for year two:					
<ul style="list-style-type: none"> Identify at least 1 qualified individual interested in pursuing Level 3 certification within the next 2 years 					

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Goal: Increase the number of certified Level 3 Officials in Manitoba		Pillar link: Technical Leadership			
Initiative(s): Identify candidates for Level 3 certification	Progress Indicators: Number of qualified officials ready for Level 3 training	Year 1 3 qualified officials ready for training	Year 2 At least 1 completes Level 3 training	Year 3 Another completes Level 3 training	Year 4 Pool of Level 3's maintained
Tasks:		Who? (Lead)	When? Start/Finish	Support/ Partners	Financial Resources
Contact all current and active Level 2 officials		Karin (ED)	Sep – Dec 2015	NSO/PSO Technical Committee	n/a
Create schedule of required prerequisite work leading up to Level 3 training		Karin (ED)	Jan – Feb 2016	NSO/PSO Technical Committee	n/a
Coordinate travel & logistics to send candidate(s) to Level 3 training in Yr 2		Karin (ED)	Sep – Dec 2016	NSO	Program Exp
Coordinate travel & logistics to send candidate(s) to Level 3 training in Yr 3		Karin (ED)	Sep – Dec 2017	NSO	Program Exp
Identify the expected progress that will set you up for year two:					
<ul style="list-style-type: none"> Identify at least 1 qualified individual interested in pursuing Level 3 certification within the next 2 years. 					

Strategic Priority #2 People Management		Target Measure (in four years): Complete an updated and comprehensive Policies & Procedures document by 2018			
Goal: Clarify roles & responsibilities of key volunteers and employees Improve efficiencies and transparency		Pillar link: Organizational Effectiveness			
Initiative(s):	Progress Indicators:	Year 1	Year 2	Year 3	Year 4
Create a TOR for HPC	TOR document completed	Doc complete	Review doc	Review doc	Review doc
Initiate Policies & Procedures project	Sub committee identified	Committee established	Committee meets 4x annually	Committee meets as planned	n/a
Publish meeting minutes	Minutes published	All minutes published	Continue practice	Continue practice	Continue practice
Tasks:		Who? (Lead)	When? Start/Finish	Support/ Partners	Financial Resources
Draft, review & implement Terms of Reference document using various sport examples		HPC Chair	Sep – Dec 2015	Sport MB	n/a
Contact P & P project supporters identified at 2014 AGM		Karin (ED)	Sep – Dec 2015	Board	n/a
Start publishing Board & HPC meeting minutes on website		Karin (ED)	Immediately	Board / HPC	n/a
Identify the expected progress that will set you up for year two: Sub-committee in place and meeting regularly All meeting minutes published, TOR complete					

9. Communication and Activation

Key actions to communicate, activate and monitor	To whom	When
1. Post plan on website	Membership - everyone	Immediately
2. One Year Action Plan Tasks added to monthly BOD mtg agenda	Board of Directors (BOD)	Monthly
3. Provide a copy of the plan to all Board members & committee members	Board & committee members	Immediately