



PSO: __CROSS COUNTRY SKI_____

Please refer to your organization’s previous 2015 – 2019 IFF Submission – Sport Plan as a starting point.

Section 1 - Current State

A) Our Mission

- A brief, clear statement describing the business of the organization; its purpose or reason for being.

Please review your organization’s Mission. Has it changed from the previous IFF Submission? **NO**
Please state your Mission Statement below.

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

B) Our Vision

- A compelling description of the preferred future of the organization.

Please review your organizations Vision. Has it changed from the previous IFF Submission? **NO**
Please state your Vision Statement below.

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

C) Our Core Values

- Principles, standards or qualities that are the core beliefs and convictions of the organization, guiding all activities; they describe what the organization stands for.

Please review your organization’s Core Values. Have they changed from the previous IFF Submission? **NO**
Please state your Core Values below.

[Empty text box for Core Values]

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.

PSO Board Approval Date: _____ Feb 4, 2019 _____

Section 2 - SWOT Analysis by Pillar

A SWOT analysis is a framework used by the organization to identify its strengths, weaknesses, opportunities and threats. A SWOT analysis is a foundational assessment tool that measures what an organization can and cannot do, and its potential opportunities and threats.

SPORT INITIATION

<p style="text-align: center;"><u>Strengths</u></p> <ul style="list-style-type: none"> • stable membership • Youth program supported by NSO • Strong relationship with CANSI • Windsor Park Nordic Centre • Clubs grooming trails • Para Nordic intro program • Affordable sport/activity • PSO support for clubs 	<p style="text-align: center;"><u>Weaknesses</u></p> <ul style="list-style-type: none"> • No formal clubs in Northern MB • Lack of coaches • Loss of ski culture (compared to 80s) • Lack of volunteer energy • Membership not growing • Lack of recreational clubs • Weak social media capacity
<p style="text-align: center;"><u>Opportunities</u></p> <ul style="list-style-type: none"> • New Spirit North program in North could increase northern coach development, possible club programming • Ski “festival” events attractive to recreational skiers looking for fun fitness events – possible MEC partnership • “Meet Up” app culture good for outreach/attracting casual skiers to become club members • Use social media as tool to connect/market/promote 	<p style="text-align: center;"><u>Threats</u></p> <ul style="list-style-type: none"> • Short ski season (late snow, low snow, early melt) • Weather dependent – snow amount and extreme cold temperatures are threats • Government budget cuts (e.g. Parks) • Joining a club is not necessary

PERFORMANCE PATHWAY

<p style="text-align: center;"><u>Strengths</u></p> <ul style="list-style-type: none"> • Strong (skilled, dedicated) core group of volunteers • Strong (trained/skilled/dedicated) group of coaches • Comprehensive PSO program guiding coach & athlete development (PDP) 	<p style="text-align: center;"><u>Weaknesses</u></p> <ul style="list-style-type: none"> • No CPL races in Province • Coaches are volunteers, no paid professional coaches • No homologated courses in province • Athlete/coaches must travel to important races
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2019/2020 Integrated Funding Framework

Sport Plan

<ul style="list-style-type: none"> Well established/organized/functioning PDP Committee 	
<p style="text-align: center;"><u>Opportunities</u></p> <ul style="list-style-type: none"> Work with Manitoba clubs & neighbours (ON/SK) to host CPL races in our area. Bring in professional coaches (NSO, other provinces) for coach development 	<p style="text-align: center;"><u>Threats</u></p> <ul style="list-style-type: none"> No National training centre in Manitoba No University ski team system in Manitoba Not a “cool” sport Government funding

TECHNICAL LEADERSHIP

(Coaching, Officials, Volunteers, Staff)

<p style="text-align: center;"><u>Strengths</u></p> <ul style="list-style-type: none"> Good number of experienced coaches with high level of training Strong guidance from Provincial Development Program Growing interest in Para Nordic coaching Volunteer coaches are heavily invested in their own coach development Quality and consistent Coach development opportunities (team trips, outreach with NSO, seminars etc) Organic succession of former athletes becoming club coaches Strong Executive Director supporting volunteers and vice versa. Board supports PD opportunities for ED 	<p style="text-align: center;"><u>Weaknesses</u></p> <ul style="list-style-type: none"> Coaches are volunteers, no paid professional coaches No formal succession plan for coaches Little incentive for Officials training beyond Level 1 No succession plan for Para Coaches
<p style="text-align: center;"><u>Opportunities</u></p> <ul style="list-style-type: none"> Bring in professional coaches (NSO, other provinces) for coach development Create formal plan for coach succession Create formal plan for Para Nordic Coach training & succession Support creation of (Para Nordic) accessible venues 	<p style="text-align: center;"><u>Threats</u></p> <ul style="list-style-type: none"> Ski venues not owned by ski clubs Venues not Para accessible Government funding

ORGANIZATIONAL EFFECTIVENESS

<p style="text-align: center;"><u>Strengths</u></p> <ul style="list-style-type: none"> • Sport Manitoba support (best practices etc) • Cohesive/collaborative board, consistent & functional • Policies in place, clear guidelines & financial controls • Connection with an engaged NSO • Club reps attend PSO monthly board meetings – transparency • Consistent funding • Windsor Park Nordic Centre – as a funding course and location for sport development 	<p style="text-align: center;"><u>Weaknesses</u></p> <ul style="list-style-type: none"> • No succession plan for board members • Vacant Vice Chair position • No job descriptions for Board or staff • No ED contract • Small board = meeting quorum weakness
<p style="text-align: center;"><u>Opportunities</u></p> <ul style="list-style-type: none"> • Increase visibility of CCSAM – program brochure • Fill Vice Chair position – plan for unexpected loss of either Chair or ED or both • Small board = room for growth • Review board structure and current positions • Collaboration with other Sports • Increase media presence – press releases etc. 	<p style="text-align: center;"><u>Threats</u></p> <ul style="list-style-type: none"> • Financially dependent on Government • Windsor Park contract dependent on City of Wpg • Volunteer dependent • Risk of Volunteer burn out

Section 3 - Strategic Priorities by Pillar

A) Based on your SWOT analysis, please identify your organization’s Strategic Priority within each Pillar. Identify the “How” and “Target Measure/Timelines” for each priority.

Strategic Priority #1	How <i>(what measures will be undertaken to achieve Priority)</i>	Target Measure/Timelines <i>(how& when will we know we achieved success – must be measurable)</i>
Work with Spirit North to identify and train Community Coaches in Northern Manitoba. The move to online training has created barriers to coach training.	Collaborate with Spirit North staff & volunteers to coordinate dates & places for in person coach training, to complete both the online coach training as well as the on snow training.	Successful completion of at least 1 weekend of online coach training plus at least 1 weekend of on-snow coach training.
Annual Review of Strategic Priority (Highlight Successes and Challenges) To be completed next year.		

Strategic Priority #2 (if applicable)	How <i>(what measures will be undertaken to achieve Priority)</i>	Target Measure/Timelines <i>(how& when will we know we achieved success – must be measurable)</i>
Increase membership by marketing cross country skiing to general public	Redesign CCSAM program/event brochure and distribute in AND outside of local ski shops and usual locations. Consider idea of increasing CCSAM membership by offering membership status to skiers outside of club structure.	Increase CCSAM total membership by at least 10% (i.e. 2220 members in 2020)
Annual Review of Strategic Priority (Highlight Successes and Challenges) To be completed next year.		

Section 3 - Strategic Priorities by Pillar (continued)

Pillar – PERFORMANCE PATHWAY

Strategic Priority #1	How (what measures will be undertaken to achieve Priority)	Target Measure/Timelines (how& when will we know we achieved success – must be measurable)
<p>Coordinate NSO outreach weekend in fall 2019 – athlete/coach development. Include evaluation opportunities for Comp Int coaches and evaluate Megan Carter as a Comp Int LF.</p>	<p>Schedule MB Fall training camp with NSO staff. Camp to include evaluation and certification of Megan Carter as a Comp Int LF AND and Evaluator. Same camp date to evaluate club coaches who require evaluations for certification.</p>	<p>Successful completion of this camp by end of 2019 calendar year.</p>
<p>Annual Review of Strategic Priority (Highlight Successes and Challenges) To be completed next year.</p>		

Strategic Priority #2 (if applicable)	How (what measures will be undertaken to achieve Priority)	Target Measure/Timelines (how& when will we know we achieved success – must be measurable)
<p>Support CCC Tier 2 sanctioned even in Manitoba. There isn't a CPL (points) eligible race close to MB/SK/TBay skiers</p>	<p>May 2019 Organizers meeting will set 2020 Events calendar with one Tier 2 (CPL eligible) race scheduled in MB. Race Notice to be sent to SK & Thunder Bay skiers in particular.</p>	<p>Successful completion of a CPL eligible race in 2019-20 competition season.</p>
<p>Annual Review of Strategic Priority (Highlight Successes and Challenges) To be completed next year.</p>		

Section 3 - Strategic Priorities by Pillar (continued)

Pillar – TECHNICAL LEADERSHIP

Strategic Priority #1	How (what measures will be undertaken to achieve Priority)	Target Measure/Timelines (how& when will we know we achieved success – must be measurable)
Actively support club coach development and facilitate better understanding of all roles & responsibilities in our sport’s coach development pathway.	Coordinate a meeting date in Fall 2019 with Club coaches and Coaching MB to discuss coach development – steps to certification, requirements/evaluations and general future planning. Create and maintain club coach database.	Club Coach Development meeting complete. Coach database created. Active club coaches aware of their identified pathway and the steps necessary to achieve chosen certification status.
Annual Review of Strategic Priority (Highlight Successes and Challenges) To be completed next year.		

Strategic Priority #2 (if applicable)	How (what measures will be undertaken to achieve Priority)	Target Measure/Timelines (how& when will we know we achieved success – must be measurable)
Schedule Level 2 Officials training course in Manitoba – identify individual(s) for Level 3 training (NSO organized) in 2020 or 2021.	Contact certified Officials trainer, schedule Level 2 certification workshop by end of 2020 competition season.	Completion of Level 2 workshop with at least 2 new certified Level 2 Officials. At least 1 Level 2 Official identified as Level 3 candidate and prepared to complete Level 3 training by end of 2021 competition season.
Annual Review of Strategic Priority (Highlight Successes and Challenges) To be completed next year.		

Section 3 - Strategic Priorities by Pillar (continued)

Pillar – ORGANIZATIONAL EFFECTIVENESS

Strategic Priority #1	How (what measures will be undertaken to achieve Priority)	Target Measure/Timelines (how& when will we know we achieved success – must be measurable)
Improve Board effectiveness & consider succession planning	Fill vacant Vice Chair position on Board Create ED contract Review Board position descriptions Review Strat Priorities at monthly Board meeting	Find suitable candidate(s) for Vice Chair position Draft ED contract using existing ED contracts as source Add Strat Priority Review and Board positions review as standing agenda item at monthly Board meetings starting in Sep 2019.
Annual Review of Strategic Priority (Highlight Successes and Challenges) To be completed next year.		

Strategic Priority #2 (if applicable)	How (what measures will be undertaken to achieve Priority)	Target Measure/Timelines (how& when will we know we achieved success – must be measurable)
Review & Improve CCSAM Grants program (Lotteries funding, Club Development & Club Coach)	Executive Sub-committee of Board (Chair, Treasurer & ED) will meet to review and recreate current club funding programs.	Sub-committee to meet in early June 2019 with intention to finalize changes and communicate to Club Presidents before September 2019.
Annual Review of Strategic Priority (Highlight Successes and Challenges) To be completed next year.		

Section 4 – Long Term Athlete Development

A) Please outline the changes to your sport as a result of LTAD implementation/changes.

Coaching Requirements including Education Model

In 2010 NSO introduced a Minimum Mandatory Coaching Qualifications (late revised in 2015).

Rules to the Game/Sport

NSO produced a new Competition Model in 2010. Recently updated (June 2018). No rules were changed other than allowing youth to race “up” or “down” in age categories that better reflect their developmental stage vs chronological age. The Competition Model defines LTAD Goals per LTAD stage of development. The model provides recommendations for yearly training, the number, format and specific race distances of competitions for each LTAD stage as well training and competition factors to encourage or avoid per LTAD stage.

Competition Structure

No change to Competition structure

Officials Training

No change to Officials training

Other

Section 5 – Sport Initiation Programs - Separate Excel document

Note:

Please use the Excel document to describe your organization's Sport Initiation programs planned for 2019/2020 within the appropriate LTAD/CS4L stage.



Section 6 – Para-Sport Programs

A) Please describe your organization’s Para-Sport programs planned for 2019/2020 (if applicable).

Program Name	Program Description Including Frequency and/or duration	Ongoing (O) or New (N) Program	Projected Number of Program Participants for 2019/2020	Please identify which program in the 2019/2020 Financial Plan that this expense is included
Para Nordic – High Performance	5-7 days/week, 12 months/year	O	1	Schedule 3 Program 4

Section 7 – Performance Pathway Programs

A) Please outline all your organization’s Performance Pathway programs in the appropriate area. (i.e. Club/League and/or Provincial Team)

Club & League System

Train to Train

Program Name	Age Group	Total # Of Athletes	Regions	Total # of Coaches	NCCP Cert Required	Avg Frequency of training & length of season	Major Competitions Provincials – Westerns – Nationals - International

Train to Compete

Program Name	Age Group	Total # Of Athletes	Regions	Total # of Coaches	NCCP Cert Required	Avg Frequency of training & length of season	Major Competitions Provincials – Westerns – Nationals - International

Additional Comments on your Performance Pathway Club &/or League system (Program Highlights/Challenges)

We support coach & athlete development in our club system and our Provincial Program (see below) guides their club athlete/coach development programs. We provide PD opportunities during annual training camps and travelling team trips. The information below describes our combined Club & Provincial system.

Section 7 – Performance Pathway Programs (continued)**Provincial Team System****Train to Train**

Program Name	Age Group	Total # Of Athletes	Regions	Total # of Coaches	NCCP Cert Required	Avg Frequency of training & length of season	Major Competitions Does this age group lead to Games Team/Year?
Provincial Coach & Athlete Development Program	13 – 15	24	Wpg, South, East, West	14	Yes	1-2 hours, 3-5 days/week	Ontario Cup, Western/Eastern Championships

Note: If you have a 2019 Western Canada Summer Games Program, please complete the WCSG's Update Section for your program - Page #15.

Sport Science: Please identify Sport Science and Medicine components to be used in above programs

Area	# of Times per Week or Month	Comments/Notes
Athlete Testing	1 – 2/year	Individual athlete testing happening at club level to various degrees. Athletes attending provincial training camps are tested annual basis only.
Strength & Conditioning	1 – 3 x/week	Winnipeg athletes training out of SFL, regional athletes using combination of home gyms, club facilities or local gym space
Nutrition	1-2/year	Provincial program nutrition seminar occurs on annual basis. Some clubs will schedule further nutrition session and some athletes are on more specific nutrition plans.
Mental Training	1 – 2.year	As per Nutrition (above)
Physiotherapy/Athletic Therapy		No formal Physio at Provincial level. Some clubs/athletes utilizing these services as per individual need
Others		

Section 7 – Performance Pathway Programs (continued)**Provincial Team System****Train to Compete**

Program Name	Age Group	Total # Of Athletes	Regions	Total # of Coaches	NCCP Cert Required	Avg Frequency of training & length of season	Major Competitions Does this age group lead to Games Team/Year?
Provincial Coach & Athlete Development Program	16 - 22	24	Wpg, South, East, West	14	Yes	1 – 3 hours, 4-6 days/week	BC/Alberta Cup, Western/Eastern Championships, National Championships, World Junior Trials, US Nationals

Note: If you have a 2019 Western Canada Summer Games Program, please complete the WCSG's Update Section for your program - Page #15.

Sport Science: Please identify Sport Science and Medicine components to be used in above programs

Area	# of Times per Week or Month	Comments/Notes
Athlete Testing	1 – 2/year	Individual athlete testing happening at club level to various degrees. Athletes attending provincial training camps are tested annual basis only. Out-of-province athletes are tested more often as per individual training plans.
Strength & Conditioning	1 – 3 x/week	Winnipeg athletes training out of SFL, regional athletes using combination of home gyms, club facilities or local gym space
Nutrition	1-2/year	Beside Provincial Program or club hosted annual sessions (e.g. training camps) our travelling teams focus heavily on both Nutrition and Mental training during team trips/competitions.
Mental Training	1 – 2/year	See above (Nutrition)
Physiotherapy/Athletic Therapy		No formal Physio at Provincial level. Some clubs/athletes utilizing these services as per individual need
Others		

Section 7 – Performance Pathway Programs (continued)

Provincial Team System

Train to Win

Program Name	Age Group	Total # Of Athletes	Regions	Total # of Coaches	NCCP Cert Required	Avg Frequency of training & length of season	Major Competitions Does this age group lead to Games Team/Year?

Sport Science: Please identify Sport Science and Medicine components to be used in above programs

Area	# of Times per Week or Month	Comments/Notes
Athlete Testing		
Strength & Conditioning		
Nutrition		
Mental Training		
Physiotherapy/Athletic Therapy		
Others		

Additional Comments on your Performance Pathway Provincial Team System (Program Highlights/Challenges)

Athletes at this stage have left Manitoba for National Training Centres or University programs. Some remain Manitoba club members but they are coached remotely and our program does not touch them effectively.



Section 7 – Performance Pathway Programs (continued)

2019 Western Canada Summer Games Program Update (if applicable)

Name	Position	Cell Phone	Email Address	NCCP Certification
	Head Coach			
	Assistant Coach			
	Manager			
	Technician			
	Other			

Training Plans

Training Month	Frequency per week or month	Notes/Comments

Pre-Games Competitions

Date	Event	Location

Highlights/Issues

Section 8 - Results

Please identify your Athletes, Coaches and Officials that have achieved significant result in the past sport season.

A) Athlete Results

Name	Male/ Female	Federal Carded/ Level SR1/ SR2/SR/ C1/D	National Program E.g.: National Team/ Development Team/ Invited to Training Camp/ etc.	Event Attended: National Championship/ International/Olympics/ FISU/Pan Am/Worlds/ Commonwealth/ Other Major events	Date	Event entered	Classification	Olympic Discipline Yes/No	Results: List all International Results and only Medalists at Nationals
Jesse Bachinsky	Male		National Para Nordic Team Prospects Program	Canada Games, Para Nordic World Championships	Feb/M ar 2019	All	B2	Yes	1 Gold, 3 Bronze medals CWG
Conor McGovern	Male			Canada Games, Canadian National Championships	Mar 2019	All	Junior Male	Yes	1 Bronze CWG Sprint

B) Coaches Results

Name	National Event attended	Date	International Event attended	Date

C) Officials Results

Name	National Event attended	Date	International Event attended	Date



Section 9 – Coaching Development

A) Please outline your organization’s Strategic Priorities in Coaching Development for 2019/2020. Include all NCCP clinics, Seminars, Workshops, Coach Professional development, Travel, etc.

Type of Coach Development	Anticipated Date (if known)	Region – Where will it be hosted?	Anticipated Numbers	Target Audience: - Community Level - Intro to Comp - Competition Development - High Performance - All levels	Will you be applying for a Coaching Grant?
NCCP certification		North	6	Community	Yes
NCCP certification		Winnipeg	24	Community	No
NCCP certification		Winnipeg	12	Intro to Comp	Yes
LF Evaluation/Evaluator Training		TBD	2	Intro to Comp	Yes
Coach Dev Pathway meeting		TBD	24	All levels	No
High Perf Coach Seminar (Travel)	May 2019	Canmore	7	Intro to Comp – Comp Dev	Yes
Fall Training Camp – PD & NCCP Evaluations opportunity	Fall 2019	TBD	20	Intro to Comp	Maybe

B) List and describe any new coaching program that your PSO delivers or oversees.

Program Name	Description	Region(s) where program is run	# of Coaches involved in program

C) Please indicate the number of Coach Evaluations you are planning on executing this year. 12?

D) Please outline any significant changes to your Coaching Development/Education that your organization has planned for 2019/2020.

Engage NSO for help with coach evaluations / Coach Evaluator training so that we may do more evaluations in province. Train/certify a MB LF (Megan Carter) at the Intro to Comp Advanced level so that we may train more coaches to the pre-Comp Dev level in province.

Section 9 – Coaching Development (continued)

E) Does your association have enough certified Coach Developers? (including Learning Facilitators, Coach Evaluators & Master Coach Developers) NO

If No, how many more of each need to be trained for 2029/2020? 1 more Community Coach LF plus Megan Carter to become an Evaluator

Learning Facilitators	Context	Coach Evaluators	Context	Master Coach Developers	Context
Megan Carter	Comp Int & Community Coach				
Kenton Frith	Community Coach				

F) How many Learning Facilitators/Evaluators will you need to evaluate this year? 2

G) What kind of training/professional development will your organization provide your Coach Developers in 2019/2020? (I.e. Core, Sport Specific, Evaluation, etc.)

Whatever they need and can travel to if necessary. We can provide any training for them but we can support them in getting the training when and where it is offered, assuming they can take the personal time away from work and family to take the necessary training.

H) Does your organization have 100% of your coaches actively certified in “Respect in Sport”? NO
If No, please indicate your plan of action to address this.

Continue to communicate with the Clubs to obtain their “Active” coaches list each. Continue to communicate with those coaches who need to certify or re-certify with RIS.
 We are assessing our grant programs this Spring and will consider tying Club funding opportunities to how well Clubs comply with certain standards such as ALL active coaches being RIS certified etc.

2019/2020 Integrated Funding Framework

Sport Plan

- | | |
|--|----------------|
| I) Does your organization have a screening policy for Coaches?
If yes, please attach a copy. | Not yet |
| J) Has your organization signed the “Responsible Coach Movement” pledge?
(For information only) | YES |