



Cross Country (Ski) New Brunswick (CCNB) Strategic Plan - 2018-2022

VISION

Be an inviting & attractive cross-country skiing community for participants of all ages & abilities.

MISSION

To work with our clubs and partners to promote and coordinate the development of cross country skiing for participants of all ages and abilities.

VALUES

Excellence: Strive for excellence

Fairness: Be honest and obey the rules

Respect: Show respect for everyone both on and off the ski trail

Fun: The ski experience should be fun

Healthy: Promote cross country skiing as a component of a healthy lifestyle

Inclusion: Share our sport with others of all creeds, ethnicity, gender, sexual orientation, ability and language

GOALS

Introduction to skiing: To support the programs that teach the fundamental skills to participate in cross country skiing.

Recreational skiing: To encourage the participation in sport for fun, health, social interaction and relaxation.

Competitive skiing: To increase opportunities to improve performance in competition in a safe and ethical manner.

Organizational effectiveness: To have a financially secure organization with good governance.

OBJECTIVES

Objective 1: Enhance coach development system

Our focus will be on improving opportunities for coach development in our clubs as well as technical support (wax technician).

Success Indicators:

- More community coach facilitators (easier access for clubs);
- Another competitive coach facilitator (easier access for clubs)(clubs need to have Competitive coaching – introduction (CCI) coaches);
- Organize one or more training camps for Canadian Association of Nordic Ski Instructors (CANSI) instructors. CANSI provides learn-to-ski instruction programs for adults;
- Participation in national coach coordination workshops or teleconferences;
- Ensure clubs have licensed coaches that meet the minimum coaching qualifications for athletes 16 years old and younger;
- Athletes are able to access quality coaching (all athletes, all age, all level);
- Wax technician program or training: wax technician has the ability to access training and develop their skills;
- Coach recognition program at the club and provincial level.

Objective 2: Enhance athlete development system

Our focus will be on enhancing the capacity and effectiveness of the athlete development system to provide optimal opportunity and support in developing athletes toward national excellence in a safe and ethical manner.

Success Indicators:

- Increased participation in camps, workshops, NB Cups and NB Roller Cups;
- Increase racing license holders;
- Increase number of clubs with racing programs;
- Grass roots fun races at the club/school levels with provincial team members to increase retention from Skill Development Program (SDP) to racing;
- Improve retention of T2T and L2C athletes (male and female);
- Athletes have the ability to compete as an elite skier while continuing their post-secondary education (Have university teams collaboration with the local clubs);
- Athletes have a variety of options available that facilitate their development as high-performance skiers;
- Promote roller skiing, Nordic walking (i.e. Ski walking) and Nordic racing (i.e. Ski striding/bounding) as an important dryland training practice;

- Athletes and coaches are recognized for their sportsmanship and ethical behavior before, during and after competition (zero doping violations, zero fluoro-waxing violations);
- The able-body and para Nordic team work closely together in all aspect of racing and athlete development.

Objective 3: Increase participation & promotion

Promote cross country skiing as a healthy sport to increase participation and membership.

Success Indicators:

- More clubs offer and deliver National Coaching Certification Program (NCCP) learn to ski programs;
- More clubs with CANSI instructors (or with Masters Programs) providing learn-to-ski programs for adults;
- Evaluate the impact of bringing back a mobile learn-to-ski program;
- Increased membership by 60%;
- Clubs continue to thrive, realize the benefits/value of associating with CCC and CCNB, and feel connected to the overall goals of the skiing community;
- Develop and communicate a CCNB value proposition;
- Develop and administer Club survey (survey run annually and see improvements in key categories);
- CCNB and clubs work with other groups to promote the values of cross-country skiing.

Objective 4: Align the community

Our focus is to improve the capacity of CCNB and clubs to operate as a unified and integrated community to better achieve our mission.

Success Indicators:

- Increase awareness of learn to ski programs, high performance programs and events;
- Continue participation at CCC meetings, use of materials, practices, success and alignment of programs;
- Those learning to ski and/or continuing their development of all ages and capabilities are able to access the resources they need to develop and progress across New Brunswick;
- Strategic plan with Clubs, CCC and encourage the alignment;
- Increase communication and collaboration between CCC, CCNB and clubs;
- Organize joint events with Biathlon NB & other partners.

Objective 5: Enhance event hosting capacity

Our focus is to encourage and facilitate our clubs to host regional and national events to further the growth and development of athletes, facilities, coaching, partnerships, and officiating.

Success Indicators:

- Train more level 1 & 2 officials;
- Train more TD level III officials;
- Official recognition program;
- Support clubs in infrastructure development and bid proposals;
- Improve/enhanced the timing system;
- Create and promote an annual schedule of events (races, loppets, training camps ...) and ensure clubs and members have easy access to the schedule;
- Support/Organize a variety of events like sprints, double cross, different types of events;
- Athletes are able to easily access their appropriate level of competition, within New Brunswick, Canada, North America and abroad;
- Update loppet and race manuals (technical package) (re-think the loppet format, what does loppet mean to the general public, public education);
- Snow making: Work with clubs or alpine ski facilities for snow making for cross country skiing;
- Establish a provincial roller ski race series

Objective 6: Diversify and increase resource levels

Our focus is to sustain and increase resources through diversified revenue streams and partnerships. We need to become less reliant on gov't funding.

Success Indicators:

- Increase membership by 60%;
- Increase event attendance;
- Get more targeted sponsorship (programs, events);
- Increase membership dues (currently dues are 2\$ per year);
- Increase non-governmental source funding by 20% by 2022.

Objective 7: Enhanced communication and promotion of CCNB programs and initiatives

Our focus is to increase the awareness of programs and initiatives undertaken and promote cross country skiing at all levels.

Success Indicators:

- Cross country skiing is promoted to all New Brunswickers;
- Utilize marketing tools (banners, posters, newsletter, social media);
- Email list with the agreement of the clubs and CCNB communication thru Zone 4;
- Better advertisement of events and programs;
- Organize exhibition / promotional events;
- Improve website and social media for CCNB (includes possibility to have a video of the club's ski trails);
- Better visibility of the NB Team (para and able body);
- CCNB works with clubs to implement a communications strategy;
- Rebranding of CCNB;
- CCNB works with a communication specialist to improve communications strategy.