

**INTRODUCTION**

Cross Country Saskatchewan (CCS) is the Provincial Sport Governing Body for cross country skiing in the province. It is one of six disciplines of the Saskatchewan Ski Association (SASKI). SASKI is the only body eligible for funding for all winter skiing from Saskatchewan Lotteries through Sask Sport Inc.

SASKI is organized into six disciplines: alpine, biathlon, cross country skiing, skiing for disabled, freestyle skiing and snowboarding. Originally, the disciplines operated as sub-committees of the SASKI Executive, but the organization grew, and the disciplines became increasingly autonomous. CCS was incorporated as a non-profit organization in 1990, along with alpine and biathlon, and each became responsible for its own bookkeeping and accounting to SASKI.

Each discipline president sits on the SASKI Board and the board president rotates between the disciplines. SASKI liaises with Sask Sport regarding funding, sport policy and sport delivery in Saskatchewan. SASKI is responsible for applying for Annual Funding including MAP and athlete assistance, applying the SASKI funding formula to distribute funds to the disciplines, and for collecting and recording membership registration.

Each SASKI discipline goes through a Sport Assessment process with Sask Sport every three years. CCS’s performance in this assessment, particularly its improvement from the previous assessment is important as it impacts the funding received from SASKI. SASKI applies an established formula to allocate funding amongst the six disciplines and also utilizes recommendations from Sask Sport based on the 3 year assessment results. Cross country skiing, biathlon, alpine, skiing for disabled freestyle skiing and snowboarding each complement each other within SASKI - where one discipline lacks in a given program, another may flourish.

CCS is a division of Cross Country Canada (CCC), the National Sport Governing Body for cross country skiing. CCS attends the Annual General Meeting of CCC, maintains a vote at the Board level, and maintains a representative on CCC’s Division Chairs Council that meets periodically through the year.

**CCS VISION**

To increase participation and promote excellence in recreation and competitive skiing in Saskatchewan

**CCS MISSION**

To work with member clubs, communities and other partners to promote and coordinate the development of cross country skiing from the introductory experience to recreational and competitive excellence through leadership, education, promotion and training.

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### CCS OBJECTIVES

- To promote the development of clubs and strive towards full service clubs
- To facilitate programs/activities to increase the number of recreational and competitive participants
- To respond to direction and guidance from Cross Country Canada (CCC), Sask Sport, SASKI and from CCS member clubs
- To enhance communication and promotion of programs and initiatives
- To enhance event hosting capacity
- To promote loppets and races as provincial events
- Strive towards competitive excellence
- To represent cross country skiing at the (CCC) level, Sask Sport and SASKI

### CCS VALUES

- Fun is a natural aspect of the sport
- Listen to the needs of the Clubs and aid in direction
- The sport is all inclusive, inter-generational and fair play based
- Promote a healthy physical & mental lifestyle
- Promote a respect and appreciation for the environment
- Encourage volunteerism as the driving force behind all clubs

### GOAL ANALYSIS FOR 2015-2020

Sask Sport Strategic Plan identifies five main Goals and ten related Outcomes. Activities of CCS and of our member club will help achieve these Goals and Outcomes. As such CCS's Board has aligned the Goals of our five year plan with Sask Sport's five Goals and ten Outcomes, which are repeated below along with CCS's initiatives, five year goals within each initiative and actions identified to attain these goals analysis. Detailed action plans for achieving each CCS Goal are in the Appendix (under development).

<b>Goal #1: Enhanced Participation</b>		
<p><b>Outcome #1:</b> Guided by the long term athlete development stages of Canadian Sport for Life (CS4L), the number and diversity of Saskatchewan residents actively engaged as participants, athletes, coaches and officials will increase.</p> <p><b>Outcome #2:</b> First Nation and Métis populations are actively engaged in all aspects of sport participation, development and leadership</p>		
<b>Strategic Initiative</b>	<b>5 Year Goal(s)</b>	<b>Actions</b>
Increased membership	<ul style="list-style-type: none"> <li>• 5 more clubs by 2020 with at least one in the Southeast sport district</li> <li>• Increase membership by 2020</li> </ul>	<ul style="list-style-type: none"> <li>• More effective outreach to clubs wanting to start</li> <li>• Continue distributing poster to promote our activities and clubs in the province</li> <li>• Continue to loan CCS ski equipment to clubs and community/school clinics</li> <li>• Help clubs attract non-traditional participants</li> <li>• Engage more women                             <ul style="list-style-type: none"> <li>○ Work with Sask Sport to host a Fast and Female event by 2020</li> <li>○ Continue to work with CCC on developing “value proposition” brochure</li> </ul> </li> </ul>
Increased trail access	<ul style="list-style-type: none"> <li>• Existing trails and facilities maintained</li> <li>• Trail information easy to find (both club and community trails)</li> </ul>	<ul style="list-style-type: none"> <li>• Continue Facility Grant program to assist clubs in maintaining trails and facilities</li> <li>• Work with Saskatchewan Trails Association, SPRA, Tourism Saskatchewan and Department of Highways to increase awareness of trails</li> </ul>

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<p>Expand skill development programs</p>	<ul style="list-style-type: none"> <li>• 10 clubs have CANSI certified instructors to offer cross country ski instruction (at least one in every district)</li> <li>• Number of “Jackrabbit” instructors in clubs with youth skill development programs meets demand</li> <li>• Increase loppet participation</li> </ul>	<ul style="list-style-type: none"> <li>• Support clubs in using CANSI program to develop instructors (grants, set up courses?)</li> <li>• Offer at least 3 ICC and 1 CC course per year</li> <li>• Offer cross country ski instruction at teachers professional development day events</li> <li>• Develop school ski instructor program guide</li> <li>• Work with NSCRD and Northern school district to identify teachers in impact communities who will continue the program between between SKiFit North fieldworker visits</li> </ul>
<p>Promote youth skill development (“Jackrabbit”) programs</p>	<ul style="list-style-type: none"> <li>• Five new JR programs by 2020</li> <li>• Support existing Jackrabbit programs</li> </ul>	<ul style="list-style-type: none"> <li>• Create ideas for club Jackrabbit wind-up events and make medals available for clubs to purchase</li> <li>• Make sure clubs are aware of CCC’s “Racing Rocks” program</li> <li>• Jackrabbit events at Sask Cups</li> <li>• Continue offering ski playground grants</li> <li>• Provide the clubs that wish to start a Jackrabbit program with assistance</li> <li>• Provide materials to existing Jackrabbit programs</li> </ul>
<p>Develop more racers</p>	<ul style="list-style-type: none"> <li>• Coaches and teams from all 9 sport districts at 2018 SWG</li> <li>• 150 CCS racers by 2020</li> <li>• 35 Saskatchewan athletes on CCC’s Canada Points List (CPL)</li> </ul>	<ul style="list-style-type: none"> <li>• Develop inventory of active coaches in each sport district</li> <li>• Connect with district sport representatives in summer 2016 to identify opportunities to develop teams and coaches</li> <li>• Develop a post SWG athlete retention strategy</li> </ul>

		<ul style="list-style-type: none"><li>• Integrate Saskaloppet into Sask Cup series</li><li>• Increase Jackrabbit participation in Sask Cups – fun events</li><li>• Work with Sask Sport to host a Fast and Female event by 2020</li></ul>

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### Goal #2: Enhanced Excellence

**Outcome #3:** An increased pool of Saskatchewan athletes, coaches, officials and teams who are consistently achieving success at regional, national and international levels through ethical means.

**Outcome #4:** Key performance indicators are established to measure and evaluate the effectiveness of high performance programs.

**Outcome #5:** Increasing numbers of high performance athletes, coaches and officials from First Nations and Métis populations are engaged in high performance sport opportunities through the recognition of their skills and abilities and supported by resources that address barriers to development and advancement.

Strategic Initiative	5 Year Goal(s)	Actions
Develop options for high level athletes to train and compete in Saskatchewan	<ul style="list-style-type: none"> <li>• All Sask Cups CCC Tier 2 sanctioned by 2020</li> <li>• Continue to provide high performance training camps in Saskatchewan</li> </ul>	<ul style="list-style-type: none"> <li>• Continue using CCC, Augustana and AWACA for guest coaches</li> <li>• CCS High Performance Committee to encourage clubs coaches to ensure athletes are on appropriate full year training programs (including complimentary summer sports)</li> </ul>
Promote better equipment for athlete development	<ul style="list-style-type: none"> <li>• Make roller skis available at high performance camps</li> </ul>	<ul style="list-style-type: none"> <li>• Obtain JCG grant to purchase roller skis for HP camps</li> <li>• Maintain and augment, as appropriate, provincial race equipment (e.g. timing)</li> </ul>
More coaches and officials at higher levels	<ul style="list-style-type: none"> <li>• Have a Provincial Coach/Manager in place by 2020</li> <li>• Increase the number of competition coaches</li> <li>• Coaches with proper certification (L2C?) for 2019 CWG so exemptions not required</li> <li>• Increase communication and ideas sharing between club coaches</li> </ul>	<ul style="list-style-type: none"> <li>• Develop a Provincial Coach – club coach relationship strategy</li> <li>• Explore possibility of Technical Director position (separate or combined with provincial coach role)</li> <li>• Explore “High Performance Club” concept to access club coach grants</li> <li>• Create inventory of competition coaches in each club</li> </ul>

	<ul style="list-style-type: none"> <li>• One Level 2 official in every Sask Cup host club by 2017</li> <li>• Two new Level 3 / Technical Delegates by 2020</li> <li>• Advertise officiating opportunities to club volunteers</li> </ul>	<ul style="list-style-type: none"> <li>• Hold one L2T dryland and on snow session plus coach evaluation per year</li> <li>• Host a T2T dryland and on snow every second year; support coaches to get evaluation</li> <li>• Support coaches in attending L2C and above out-of-province training</li> <li>• Provide follow-up guidance (e.g. email) to coaches on “next steps” after attending coaching courses</li> <li>• Support existing NCCP Level 3 coaches in achieving L2C certification</li> <li>• Hold at least one coaches’ meeting per year to share ideas (in conjunction with general meetings?)</li> <li>• Hold at least 1 Level 1 and one Level 2 officials course per year.</li> <li>• Support certification of Level 3 officials through out-of-province training.</li> </ul>
<p>Provide incentives to athletes</p>	<ul style="list-style-type: none"> <li>• Continue financial support to athletes out-of-province races</li> </ul>	<ul style="list-style-type: none"> <li>• Include appropriate athlete funding in annual CCS budget</li> <li>• Have athlete funding criteria on CCS website</li> <li>• Make provincial team clothing available to athletes</li> </ul>
<p>Benchmark Advancement in sport</p>	<ul style="list-style-type: none"> <li>• Move up one position in the 2019 CWG</li> <li>• 35 Saskatchewan athletes on Canada Points List and with higher average performance (higher</li> </ul>	<ul style="list-style-type: none"> <li>• Track Sask Cup Points and CPL</li> <li>• Contact Stephane Barrette and Lisa Patterson (CCC) for guidance on appropriate metrics</li> <li>• Comprehensive use of HP athlete matrix</li> </ul>

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	<p>average CPL, more above a threshold like 80%?)</p> <ul style="list-style-type: none"><li>• At least 10 Saskatchewan athletes qualify to attend Nationals each year by 2020</li></ul>	<p>(training metrics) by 2017</p>



<b>Goal #3: Enhanced Capacity</b>		
<p><b>Outcome #6:</b> Linkages and partnerships between and among sport organizations, municipalities/local governments and educational institutions align and leverage athlete, coach and officials’ development and maximize facility utilization.</p> <p><b>Outcome #7:</b> A sustainable and diversified financial resource base is in place for the ongoing development of amateur sport at all levels.</p> <p><b>Outcome #8:</b> Capable volunteers and a professional work force are required, trained and retained.</p>		
<b>Strategic Initiative</b>	<b>Five Year Goal(s)</b>	<b>Actions</b>
Volunteer recognition	<ul style="list-style-type: none"> <li>• Volunteer awards in place by 2020</li> <li>• Club volunteer identification (clothing)</li> </ul>	<ul style="list-style-type: none"> <li>• Make provincial clothing (e.g. volunteer jacket) available to clubs to buy for their volunteers</li> <li>• Form committee to recommend volunteer awards and criteria</li> </ul>
Access funding and sponsorship opportunities	<ul style="list-style-type: none"> <li>• Self-help funding accounts for 15% of annual CCS budget by 2020</li> <li>• Identify funding opportunities for clubs</li> </ul>	<ul style="list-style-type: none"> <li>• Sask Cup race series sponsor</li> <li>• Identify CCS value proposition to source corporate sponsorships (e.g. youth instruction, sport for life, etc.)</li> <li>• Make clubs aware of National Sport Trust Fund</li> </ul>
Use CCS Board as team leaders of committees for advancing initiatives	<ul style="list-style-type: none"> <li>• High performance, youth, outreach, funding committees by 2020 with at least one CCS board member on each</li> </ul>	<ul style="list-style-type: none"> <li>• Create committee terms of reference</li> <li>• Seek out volunteers</li> </ul>
Mechanism for development and review of policies and procedures	<ul style="list-style-type: none"> <li>• Develop yearly meeting calendar that includes review of policies and procedures and five year plan</li> <li>• Use annual review as an opportunity for board education</li> </ul>	<ul style="list-style-type: none"> <li>• By 2016 spring general meeting complete policies and procedures document and post to CCS website</li> <li>• Each board member to submit ideas for changes/improvements to policies and</li> </ul>

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	<p>and improvement</p>	<p>procedures to Executive Director as they arise throughout the year</p> <ul style="list-style-type: none"> <li>• Allocate at least one board meeting each year to annual review of policies and procedures and the five year plan</li> </ul>
<p>Create opportunities for volunteer knowledge sharing</p>	<ul style="list-style-type: none"> <li>• Resources available for club volunteers (e.g. groomers, registration)</li> </ul>	<ul style="list-style-type: none"> <li>• Create groomer contact list</li> <li>• Create membership director contact list for Zone4 help</li> <li>• Continue to remind clubs of availability of professional services grant</li> <li>• Hold training seminars at races and general meetings on topics like waxing, grooming, Zone4 timing, etc.</li> <li>• Buy-and-sell functionality on CCS website (e.g. used grooming equipment)</li> </ul>

<b>Goal #4: Enhanced Interaction</b>		
<b>Outcome #9:</b> Innovative partnerships and linkages align and leverage effectiveness and efficiencies at community, provincial and national levels.		
<b>Strategic Initiative</b>	<b>Five Year Goal(s)</b>	<b>Actions</b>
Operate as umbrella organization for school or other development programs	<ul style="list-style-type: none"> <li>• Students at U of R and U of S training with Regina and Saskatoon clubs and competing at Nationals</li> <li>• CCS will be engaged with at least 5 school divisions each year by 2020</li> <li>• At least 10 community and/or school fieldworker engagements per year</li> <li>• Effective SkiFit North program</li> <li>• Handout available to clubs that identifies grant opportunities for school related programs</li> <li>• Align school liability coverage with CCS/CCC</li> </ul>	<ul style="list-style-type: none"> <li>• Develop poster to advertise training and competition opportunities – need club involvement and need to contact universities and colleges for permission</li> <li>• Encourage CCC to work with CIS (Canadian Intersports)</li> <li>• Contact school divisions to assess interest in expanding cross country ski activities in their schools</li> <li>• Assist in building instructor capacity for the schools; teachers, identify additional fieldworkers, continue fieldworker funding</li> <li>• Assist in SkiFit North instructor training and funding, candidate search</li> </ul>
Making cross country ski equipment available for introductory ski experience	<ul style="list-style-type: none"> <li>• Add 8 pairs of classic skis and poles and 12 pairs of boots to current inventory</li> <li>• Maintain existing equipment</li> <li>• Continue to promote the CCS ski inventory that is available to clubs and fieldworkers</li> </ul>	<ul style="list-style-type: none"> <li>• Obtain for JCG grant (\$4000) to fund additional equipment purchase</li> <li>• Budget for annual maintenance of equipment (\$2000)</li> <li>• Advertise availability of CCS ski equipment for loan on CCS website</li> </ul>
Develop publicity, social media communication and promotion plan	<ul style="list-style-type: none"> <li>• Continue to utilize our website and social media (Facebook and</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to utilize our website and social media (Facebook and Twitter) to promote our</li> </ul>

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	<p>Twitter) to promote our events</p> <ul style="list-style-type: none"> <li>• Electronic only distribution of Nordic News by 2020</li> </ul>	<p>events</p> <ul style="list-style-type: none"> <li>• Annual review and update of website</li> <li>• Develop a broad publicity strategy</li> </ul>
Promote off season trail use in alignment with CCS Values	<ul style="list-style-type: none"> <li>• Compatible sports using cross country ski trails in the off season</li> </ul>	<ul style="list-style-type: none"> <li>• Advertise (poster) with compatible sport organizations (e.g. cross country running, triathletes)</li> </ul>
Greater club engagement	<ul style="list-style-type: none"> <li>• Improve CCS interaction with clubs</li> </ul>	<ul style="list-style-type: none"> <li>• Rotate CCS meetings throughout province</li> </ul>
Promote inter-club events	<ul style="list-style-type: none"> <li>• Improve inter-club awareness of provincial club activities</li> </ul>	<ul style="list-style-type: none"> <li>• Create a club activities tab on CCS website</li> </ul>
Identify synergies with biathlon	<ul style="list-style-type: none"> <li>• Open camps and races up to biathlon skiers</li> </ul>	<ul style="list-style-type: none"> <li>• Cooperate with biathlon on camps</li> <li>• Try to coordinate races schedules with biathlon</li> </ul>

<b>Goal #5: Sport for Development</b>		
<b>Outcome #10:</b> Sport is used as a tool for social and economic development and the promotion of positive values.		
<b>Strategic Initiative</b>	<b>Five Year Goal(s)</b>	<b>Actions</b>
Create a SkiFit Saskatchewan program	<ul style="list-style-type: none"> <li>• Broaden community engagement</li> </ul>	<ul style="list-style-type: none"> <li>• Promote cross country skiing at SUMA, SARM, SPRA, Saskatchewan Trails Association and First Nations and Métis associations</li> </ul>
Support community development	<ul style="list-style-type: none"> <li>• Be recognised as a community benefit when attracting visitors, professionals and new residents</li> </ul>	<ul style="list-style-type: none"> <li>• Brochure for CCS clubs with recommendations on how to use skiing for community development – doctor recruitment, refuges, etc.</li> <li>• Complete Saskatchewan trail inventory and advertise on CCS website</li> </ul>