

Cross-Country Ski de Fond Canada Training Centre Plan: Guidelines and Expectations for Supported National Development Centres (NDCs)

Preamble

The mission of Cross-Country Ski de Fond Canada (CCC) is to develop and deliver programs designed to achieve international excellence in cross-country skiing. CCC works toward this mission in partnership with many stakeholders, including divisions, clubs and training centres in order to deliver appropriate programming in accordance the Long Term Athlete Development (LTAD) model adopted by CCC.

There are many centres across Canada that provide high performance (HP) focused services and infrastructure to cross-country ski athletes. CCC encourages the work of all such centres. CCC also realizes the importance of focusing investment in one or more centres, which will provide services to National Team athletes and/or play a key role in developing future World Cup Team (WCT) athletes. CCC continues to provide financial and other support to one or more such centers, which are called National Development Centres (NDCs).

The resources required to operate a successful NDC will far exceed CCC's contribution. Operating a NDC is a major commitment and can only be done with the generous support of other partners and volunteers.

All developing athletes and especially those selected to train at NDCs will benefit from the learning and expertise represented in its National Ski Team program. Therefore it is important that NDCs and CCC work together to create alignment in development and delivery of training plans, integrated support services and other resources provided to athletes.

Most National Team Athletes are currently selected to and affiliated with a NDC. CCC believes that this arrangement is mutually beneficial to such athletes and to other development athletes at NDCs. This plan further advances this approach by providing that all National Team athletes (including World Cup Team athletes) will be selected to and affiliated with a NTDC.

This document outlines the details of the relationship between CCC and NDCs. In the event of differences in meaning between English and French versions of this document, the text of the English version will prevail.

Partnership

CCC's objective is to create a partnership with NDCs, where all parties work together to enhance the probability of developing World Cup Team athletes capable of achieving podium performances at World Cup, World Championship and Olympic events. CCC believes that, in order to be most efficient and effective in developing strong and

confident athletes, the work of all partners should be aligned with National Team programming principles and support systems, which are developed by CCC in collaboration with a many other partners including Canadian sport centers, integrated support team members and Own the Podium and led by National Team coaches.

NDC operations must be aligned with the objectives of this Policy and the CCC High Performance Campaign Plan and NDC and NST coaches must work in collaboration with each other and with members of integrated support teams ("ISTs") to deliver programs to athletes that are aligned, networked efficient and effective.

NDCs are expected to share this objective and demonstrate their commitment by aligning their leadership, programming and financial allocations in accordance with those of CCC.

CCC plans to provide some targeted programming and/or professional development opportunities designed to bring NDC leaders together to share ideas, vision and best practices.

Other Partners

CCC is a multi-stakeholder organization. NDCs are expected to provide benefit to athletes both at the National Team level, and at stages of development that are also supported by club and division level programming. According to the terms of CCC's arrangement (i.e.: by division shareholders) and its accountability framework with divisions (available on ccski.com), divisions have committed to support development at this level.

Divisions and their clubs share accountability with CCC for developing and delivering programs for developing athletes, particularly at the L2T to T2C levels of the Long Term Athlete Development model. NDCs provide programming for some athletes at such stages of development and may also provide additional programming to augment regional opportunities. Accordingly, NDCs are required to provide confirmation that they are endorsed by a provincial or territorial division and such division must also commit to providing annual financial support in minimum amounts set out in "B" (attached) and NDCs have a responsibility to execute both outreach and in-reach programs for athletes and clubs, thus enhancing the HP system down to and including the club level.

CCC recognises that the relationship between each individual NDC and its host division will likely differ. It is incumbent on NDCs and their host divisions to negotiate the terms of their relationships. In addition to obtaining endorsement and financial commitment from a host division (as required by this plan) NDCs are strongly encouraged to clarify and document other details of such relationship. Upon request, CCC will provide ideas and examples of the types of agreements that are in place at other NDCs.

Other groups, including division offices, Canadian Sport Institutes, provincial governments, Olympic legacy organizations and private organizations (as applicable) may also participate or play a role in the partnership CCC and NDCs.

NDCs are also strongly encouraged to seek support (whether financial or other program support) from regional and/or Canadian Sport Institutes, which may be important

partners in planning and delivering integrated support team (IST) services to NDC athletes.

Divisions and training centres should understand that there is a limited pool of funds that CCC is able to allocate to athlete development programs at the stages that NDCs are targeted. According to CCC's HP Campaign Plan, NDCs have been identified as a priority; however, the cost of NDC support must be carefully balanced with other initiatives supported by CCC that benefit athletes at similar stages of development, including development athlete racing tours, national camps, etc.

General Funding Considerations

CCC operates on an April 1 to March 31 fiscal year, and also plans around 4-year, winter Olympic quadrennials.

The national office of CCC currently directs a significant portion of its undirected/unrestricted funds to supporting NDCs, and is committed to continuing to do so. There are several established and aspiring NDCs in Canada, and CCC would like to be able to support all of them, but unfortunately that is not possible.

CCC understands the importance of relative financial certainty to effective operation of an organization. Financial support for NDCs will generally be indicative for four years, subject to a successful annual evaluation.

Funding Conditions and Annual Accountability Agreements

Actual funding from CCC to NDCs will be confirmed annually in Funding and Accountability Agreements with each NDC. While the terms of such agreements may change annually, the general purpose of such agreements is to confirm:

- 1) Annual financial support from CCC to NDCs, broken down by "blocks" (Coaches' salaries and professional development, Integrated Support Team, Training, Administration, Other) in which specified funds may be allocated by NDCs or to other partners (e.g. Canadian Sport Institutes) that provide services to NDCs;
- 2) NDC adoption of CCC policies applicable to NDCs (e.g.: Coach and Athlete Code of Conduct, Harassment Policy, etc.); and
- 3) Partner approval and commitment to activation of NDC Business Plans.

It is expected that all projects, commitments and requirements set out in Funding and Accountability Agreements will be completed, and that partner approved Proposals and Business Plans will be effectively and successfully activated.

NDCs will have the flexibility to allocate funds across projects within specific blocks (but not to projects outside such blocks). Requests to reallocate funds from one block to another shall require approval from CCC and should be made as early as possible in the funding year.

Selection of NDCs

CCC intends to partner with NDCs representing two different orientations, the first providing services to National Team athletes and development athletes: National Team Development Centres (NTDCs), and the second providing services to only non-National Team athletes: National Development Centres (NDCs). In this document, the acronym NDC is used to refer to both NTDCs and NDCs. Further detail about orientation and athlete selection process and is provided in attachment “A” to this document. Special consideration will also be given to facilitating the operation of a NDC in a bilingual or French language environment.

In order that the best partners are identified and supported, CCC will accept applications for NDC or NTDC status from all aspiring training centres at the beginning of each quadrennial, and may also request and accept applications from aspiring NDCs (but not NTDCs) half way through the quadrennial.

Templates for NDC Proposals and for NDC Business Plans are attached to this document and marked as “B” and “C”. **Training centres hoping to be accredited and supported as NDCs for the upcoming quadrennial are requested to complete a proposal (Proposal) and business plan (Business Plan) and submit them to CCC by the date designated by CCC.**

By two weeks prior to the CCC/NDC review meeting (approximately May 1) of each year during the quadrennial, NDCs are required to submit a business plan for the subsequent year. Business plans set out a plan for operations and HP services for the subsequent year. It is strongly encouraged that business plans also set out some long-term or multi-year objectives. CCC may provide feedback and advice in the creation of business plans before finalizing annual Funding and Accountability Agreements. Business plans are particularly important, because they not only set business direction for the year, but will also be a basis for evaluation of productivity at year-end.

The Proposal template (“B”) details criteria on which Proposals will be evaluated. Such criteria have been developed in consultation with many stakeholders (both within CCC and outside) and are divided into two categories:

- 1) **Eligibility Criteria:** These are requirements that all NDCs shall meet at the time of application or plan to meet within the first year of the quadrennial. If such requirements are not currently met, the application should address how and when such criteria will be met.
- 2) **Best Practices:** These are criteria that have been identified as beneficial to the athletes and the development of an effective training centre system. CCC recognizes that, depending on circumstances, these criteria may or may not be reasonable expectations in the immediate future. Training centres meeting or planning to meet such criteria should clearly indicate so in their Proposals.

CCC will review Proposals as soon as possible after the deadline for receiving them and will determine which applicants to offer status as NDCs and NTDCs. The decision of which to recognize will depend on the quality of applicants (as measured by application in consideration of criteria identified in “B”) as well as the objectives, requirements and budget of the CCC high performance and high performance development programs. Selected NDCs will be notified of the offer of partnership when selected. Prior to

selection, CCC may also suggest modifications to NDC Proposals and/or Business Plans, if such modification might be expected to strengthen a proposal.

Continuance of NDC/NTDC status and annual contributions from CCC will be subject to annual execution of a Funding and Accountability Agreement and agreements with other partners that are related to this agreement, if applicable (e.g.: funding from Division).

Funding – Reporting and Review

The objective of CCC is to work in partnership with NDCs to achieve podium performance potential of athletes and teams. Success requires regular review of performance and planning as well as collaboration on plans.

NDCs are required to submit performance reports to CCC, annually by March 31. These performance reports will form the basis for annual CCC-NDC reviews, discussion and planning. Annual performance reports shall report on the following:

- Actual use of funds received from CCC;
- Confirmation that NDC continues to meet Eligibility Criteria set out in “B”;
- Progress or achievement of any Best Practices set out in “B”;
- Progress against partner approved Business Plans, including athlete performance targets (see paragraph below);
- NDC program gap and/or SWOT (strength, weakness, opportunity and threat) analysis; and
- Other considerations relevant to the operation of a NDC.

There are many factors that impact athlete performance targets. NDC Business Plans shall include athlete performance targets based on the current indicators or measures used by CCC. CCC will continue to work with NDCs and other stakeholders to develop and refine performance indicators and podium pathway metrics to provide a basis for developing and measuring athlete performance and progress. CCC will from time-to-time provide updates and report to NDCs on the evolution of performance and podium pathway metrics.

Between March 31 and May 31, CCC will host a review meeting with key representatives of each NDC. During the review meeting, NDC representatives will be invited to present further information related to annual performance reports and to introduce and discuss Business Plans for the coming year.

The outcomes of the annual review / gap analysis exercise should be used to fine tune NDC Business Plans and operations for subsequent years and should be shared with CCC.

Coach and Integrated Support Team (IST) Planning and Implementation

CCC is committed to integrating and aligning National Team (including World Cup Team) and NDC programs. This Policy provides that World Cup Team Coaches and Athletes will be “embedded” in NTDCs (but not NDCs). CCC will work with NTDC leaders to

place one or more well suited World Cup Team coaches in each NTDC. Such coaches will work collaboratively with and provide leadership to NTDC coaches and athletes. NTDCs and NDCs will work with CCC to hire additional coaches required to maintain applicable coach/athlete ratios.

In addition to hiring embedded National Ski Team coaches and collaborating with NDCs in the hiring of additional coaches, CCC will assist in the development and activation of professional development plans for all NDC coaches.

CCC is committed to structuring all HP operations around an Integrated Support Team model (see HP Campaign Plan for further detail). The purpose of an IST is to work together with the coaching staff and CCC High Performance Director to develop the most effective plan for facilitating optimal athlete advancement and performance, through the integration of sport science, sport medicine and performance technology/innovation. The design and implementation of the program should be driven by the Coaches' overall YTP and quadrennial plan for training, competition, and recovery and should be guided by performance indicators and podium pathway metrics developed by CCC and its partners.

CCC understands that the needs of teams and athletes will differ and that the means available for IST support will differ between NDCs and NTDCs. CCC will work with NDC/NTDC leaders to identify and maintain a high-quality and effective IST to provide the support required to facilitate optimal athlete development.

Other (Non-Financial) Support to NDCs from CCC

CCC is committed to assisting the NDCs meet the challenges of operating sustainable organizations and providing high quality programming to athletes while relying on volunteer support and limited resources. CCC will provide leadership and assistance to NDCs in addressing gaps identified from past and future review processes.

The following represents a current list of planned non-financial support to NDCs:

- **HP Campaign Plan.** CCC will develop and share a HP Campaign Plan endorsed by CCC's funding partners including Own the Podium and Sport Canada which will provide details about the system and roles and responsibilities relevant to all parties working with high performance athletes. The plan will identify strategies and key initiatives intended to maximize the improvement and sustainability of Canadian international performances 2014-22. NDC/NTDC plans must be aligned with CCC's HP Campaign Plan.
- **Annual CCC Business Plans.** CCC will develop and share annual business plans for its operations.
- **Assistance with Annual NDC Business Planning.** CCC will provide business-planning tools, including a template for annual business planning for NDCs.
- **CSI Liaison.** CCC will facilitate communication on an ongoing basis with the Canadian Sport Institutes ("CSIs") related to relevant HP initiatives, IST support, program support and agreements between CCC, the CSI and the NDC. CCC will also, in the case of NTDCs, engage in meetings with CSI a minimum of once annually and will regularly convene quarterly IST Team meetings.

- **HR Support.** CCC will provide consultation and advice related to the hiring and professional development of the NDC Head Coach and Assistant Coach/Wax Technician as applicable and relevant to their individualized professional development plans and program needs.
- **YTP Development.** CCC will provide consultation and advice related to the development and delivery of YTPs.
- **Podium Pathway Metrics:** In order to improve our knowledge and understanding about how athletes develop below the World Cup level, CCC will pursue a holistic assessment of all athletes on the HP performance pathway in order to better understand their needs and establish normative data for an athlete development system. This document shall be prepared by CCC from time to time and made available to NDCs to assist with the development of athlete training plans.
- **Calendaring and Race Opportunities.** CCC will develop and manage a Canadian race calendar that will include as many race opportunities as possible with a level of competition suitable to NDC athletes.
- **Policy and Governance Resources.** In addition to the policies specifically referred to in this agreement, CCC will provide resources and templates designed to assist NDCs with the development and refinement of their own policies and governance.
- **Supplier Pool Clothing.** CCC will negotiate and manage agreements with suppliers in the CCC pool. In negotiating such agreements, CCC will endeavour to create opportunities for NDCs to access products and services on favourable terms. NDCs accessing such support may be required to accept additional terms and conditions related to the contractual arrangements, which exist between CCC and the supplier. Category exclusivity will not be provided to hard goods suppliers in the ski, boot and pole categories.
- **Uniforms.** CCC will supply coach uniforms. NDC coaches agree to respect the contractual arrangements, which exist between CCC and its sponsors, and obligations reflected in the NST clothing policy (described in the NST Athlete Handbook).
- **Ski grinding service.** CCC will endeavour to provide opportunities for ski grinding of NDC athletes' active racing skis subject to coordination by NDC coaches. Note that such services are typically available only prior to the commencement of the competition season.

Marketing and Communications Guidelines

The following Marketing, Communication and Brand guidelines have been developed to facilitate compliance with CCC's obligations to its sponsors and to provide suggestions to help present a coordinated story to media, CCC members, public and other organizations.

CCC and any CCC/NDC sponsor (if applicable) are identified as a funding partner in all NDC media releases and public documents. Example of boilerplate language for such documents:

(insert NDC name) is a *(National Development Centre or National Team Development Centre)* for cross-country skiing. With the support of its valued corporate partners *(insert NDC partners)* along with Cross-Country Ski de Fond Canada, Statoil and *(insert supporting division name)*, *(insert NDC name)* develops future World Cup and Olympic podium athletes. Please visit us at *(insert NDC website)* and www.cccski.com.

CCC logo to be prominently placed on NDC websites, with a link to www.cccski.com; logo should not be altered or manipulated without the express consent of CCC.

CCC be included at media press conferences, events and in all public relations materials such as media guides, folders, etc. represented as a funding partner of the NDC.

The NDC assists, where possible, to ensure that athletes, coaches, staff and volunteers are well-versed in CCC messaging – to be provided to NDCs by CCC communications personnel.

CCC/NDC Planning and Evaluation Cycle Graphic



Attachment “A” NDC Orientations and Athlete Selection Process

Orientation NDC/NTDC

CCC’s HP Campaign Plan contemplates a role for supported training centres representing two different orientations. First, “National Team Development Centres” (NTDCs) are intended to provide services to National Team (including World Cup Team) athletes and to development athletes. Second, “National Development Centres” are intended to provide services to development athletes who have not yet met the criteria to become National Senior Team athletes. Junior National Team Athletes may be eligible to attend either NDCs or NTDCs.

Athletes selected to NDCs may range from Junior level athletes at the Learn to Compete stage of the Long Term Athlete Development model for CCC (available on CCC’s website) to National Team members at the T2W stage. The athlete selection process will take into consideration the facilitation of “training groups” and provide opportunities for athletes to train in groups with similar needs.

Dependant on resources, CCC may also consider supporting additional training centres that provide HP support to athletes, submit Proposals and Business Plans, and demonstrate that they are working toward full NDCs in future.

NDC Proposals should make clear the orientation that is being applied for; however, CCC will consider each application and make offers of NDC status and orientation taking into account all of the factors set out in this Plan.

Athlete Quotas, Selection Principles & Guidelines and Nomination Process

NDC Athlete quotas will be determined following a review of applications submitted at the beginning of each funding cycle and may be revised following annual evaluations. Factors considered will include:

1. Ability of NDCs to fund their operations;
2. Ensuring a coach-to-athlete ratio of not more than 1-10; and
3. Anticipated regional demand (from eligible athletes).

The nomination of athletes to NDCs shall strike a balance between the preference of the athlete and the need to maintain a viable and effective NDC that fulfils its roles and responsibilities. Nominations will be made and confirmed by CCC’s Director of High Performance, with advice and support from the CCC HP Committee based on published Selection Criteria and Selection Principles and Guidelines. Nomination of athletes to NDCs will be based on the following principles, in the following order of priorities:

- a. All nominations shall fit within NDC orientations mandates and quotas.
- b. Senior Development Team and World Cup Team athletes may be nominated to a NTDC based on factors such as the size of the team, the composition of the team (e.g. stage of development, regional derivation) and the budget allocated to

support the team. At the discretion of CCC, such athletes may be provided programming directly by CCC or provided programming in partnership with one or more NTDCs.

- c. In order to favour a motivating and productive team environment for each gender, and provided there are enough candidates of each gender meeting the NDC's orientation and guidelines, each NDC should have close to equal numbers of athletes of each gender minimum of 3 athletes of each gender is the target for each NDC.
- d. Non-senior NST athletes will be ranked on the NDC selection list (defined and referred to in the specific yearly selection criteria), which will serve as the main guidance for remaining NDC selections. Some positions may be reserved for athletes from the NDC's region and NDC's coaches' recommendations to the HPC based on considerations defined in the annual NDC team selection criteria.
- e. A certain percentage of athletes in each NDC representing the divisions within the NDC's region will be considered, provided that enough athletes from the NDC's region have chosen to attend that specific regional NDC and meet applicable selection standards. This consideration of regional athletes will be requested annually by each NDC in collaboration with their regional divisions and the CCC HPD prior to the selection meetings.
- f. Talent retention and development: Athletes who were selected to a NDC the previous season and who have exemplified commitment, development potential and have met the selection standards may be considered for selection ahead of other athletes on the ranking list based on the knowledge that talent development in its early stages often lacks consistent brilliant performances.
- g. Suitability of athletes to enhance the composition and team structure of each NDC will be taken into consideration. This includes leadership and mentoring aspects of talent development.
- h. At any time, NDCs with athletes that lack commitment and/or adherence to the athlete agreement may request to the HPC that these athletes be put on probation or not be selected to their NDC for the current season.

Athlete Performance Criteria

Athlete performance criteria will be developed for each quadrennial period based on the overall goals and objectives of the High Performance System and its plans. Measurements will be primarily based on key performance indicators (KPIs) for athletes in two groups (in each gender):

- a. Athlete identification and development – T2T/T2C: primary focus junior/U23 athletes
- b. HP athletes: National Team and AAP carded athletes T2C/T2W: primary focus U23 and +U23 athletes

	General Selection Priorities (selection criteria governs)
NTDC	1) Selection to World Cup Team 2) Selection to Development Team or AAP development carding

	<ul style="list-style-type: none"> 3) International – top 12 U23 and top 30 WC 4) Domestic – NorAm podium, leading NorAm series 5) Standards: meet IPB for their age
NDC or NTDC	<ul style="list-style-type: none"> 1) International: Top 30 WJC, top 12 U23, top half WC 2) Domestic: NorAm/Nationals –junior = podiums@ junior level, top 10 overall in NorAm races; U23 athletes - NorAm/Nationals podium 3) Standards: meet IPB for their age, Exceptional best single race in the last 2 years in a Tier 1 race event, demonstrate CPL improvement 4) Guidelines: CCC athlete development matrix

Attachment “B” NDC Proposal Template

General Instructions

In order to be considered for NDC status and associated support from CCC, a training centre is required to complete a proposal outlining plans to meet:

- 1) **Eligibility Criteria:** These are requirements that all NDCs are required to meet at the time of application or plan to meet within the first year of the quadrennial. If such requirements are not currently met, the application should address how and when such criteria will be met.
- 2) **Best Practices:** These are criteria that have been identified as beneficial to the athletes and the development of an effective training centre system. CCC recognizes that, depending on circumstances, these criteria may or may not be reasonable expectations in the immediate future. Training centres meeting or planning to meet such criteria should clearly indicate so in their Proposals.

Of course, the criteria addressed in this attachment are not intended to be exhaustive and NDCs are encouraged to adopt any additional practices, procedures and policies that they feel will best facilitate successful function.

This attachment is available in Word version, and training centres are invited to provide short narrative detail of how each criterion will be met by adding detail to form below. It is not a requirement that the information be presented in such form and applications may also include other documents or attachments. Bullet form is acceptable.

Eligibility Criteria for NDC Status (required to be met or planned)

The following eligibility criteria shall be met annually in order for a training center to become or maintain status as a NDC:

- a. **Number of Athletes.** The number of athletes nominated to each NDC will be determined by the NDC in collaboration with the CCC HP Committee based on orientation, capacity, resources and athlete demand. In general NDCs should have a minimum of ten (10) and a maximum of twenty (20) athletes, including National Team athletes.
- b. **Coaches and their qualifications.** Coaching is provided at an appropriate standard and coach-to-athlete ratio.

	Minimal Requirements
NTDC	<p>Head Coaches</p> <ol style="list-style-type: none"> 1) Level IV certified coach or equivalent (as determined by NCCP equivalency process), employed full time (minimum of 1800 hrs/year) 2) Five years coaching experience at national and international level (team programs or trips with NST and/or A or B mandated NDC) <p>All Coaches</p>

	3) Participation in a minimum of one professional development initiative per year (chosen in consultation with CCC's Director of High Performance) 4) Maximum ratio of 10 athletes per coach; minimum ratio of five athletes per coach
NDC	Head Coaches 1) Minimum of six Level IV tasks completed or equivalent (as determined by NCCP equivalency process), employed full time (1800 hours/year) 2) 5 years coaching experience at provincial and national level (ex: head coach of one of top 10 clubs at Nationals or head coach of provincial team) All Coaches 3) Participation in a minimum of one professional development initiative per year (in consultation with CCC's Director of High Performance) 4) Maximum ratio of 10 athletes per coach; minimum ratio of five athletes per coach

Please provide proposed number of athletes, detail of coaches and their qualifications:
 <INSERT>

c. Dryland and On-Snow Training Infrastructure. Quality dry-land and on-snow training facilities and/or venues that are accessible within a reasonable travel distance from the central location of the NDC. Such facilities should be adequate to meet the development needs of NDC athletes, and include well equipped strength training facilities and physiology testing space.

	Minimal Requirements
All NDCs	1) Unlimited access to high quality skiing facilities with well-maintained network of trails (minimum 20km) for classic and skating meeting CCC homologation standards 2) Adequate access to well-equipped strength training facility 3) Access to approved physiology testing lab for VO2max, lactate and thresholds testing 4) Maintained and accessible running trails with hills 5) Accessible and safe roller skiing terrain for both classic and skating (minimum 10km) and supported by local law enforcement

d. Dependable Snow Conditions. Average reliable snow season should permit skiing to take place within a reasonable distance of central NDC location from December 1st to March 31st as demonstrated by historical annual snow accumulation data or by use of artificial snow making installations.

Please provide detail of dry-land and on-snow training infrastructure:
 <INSERT>

- e. **Technical Support.** NDC will have access to professional expertise of a qualified wax technician to assist with athlete technical support at all national and international level events.

	Minimal Requirements
NTDC	1) Level IV task 3 (ski preparation) completed 2) Half time employed from November 1 st to March 31 st (≥ 375 hrs) and available for all national level events on the NDC calendar 3) Three years ski preparation experience at national and international level 4) Participation in a minimum of one professional development initiative per year (in consultation with CCC's Director of High Performance)
NDC	1) Level IV task 3 (ski preparation) completed 2) Part time employed from November 1 st to March 31 st , available for all national level events on the NDC calendar 3) Three years ski preparation experience at provincial and national level (with club or provincial team or training centre) 4) Participation in a minimum of one professional development initiative per year (in consultation with CCC's Director of High Performance)

Please provide detail of planned technical support:

<INSERT>

- f. **Integrated Support Team (IST) Services.** Access to an IST that works together with the coaching staff of the NDC and collaboratively with CCC staff and contractors to develop the most effective integrated plan for optimal performance success through the use of sport science, sport medicine and performance technology/innovation

	Minimal Requirements
NTDC	1) Development of annual IST integration and alignment plan ensuring that IST are internally aligned and networked with CCC HP system and NST program. 2) Prioritized year-round access to physiologist, strength and conditioning trainer, a para-medical specialist (physiotherapist, osteopath, massage), nutritionist, sport psychologist and physician (all specialists to be approved by regional CSI). 3) The IST program is required to be comprehensive and strategically designed and integrated into all elements of the high performance plan that is developed by the coach. 4) Regular planned IST meetings which will include annual debrief and planning sessions.
NDC	1) Development of annual IST integration and alignment plan ensuring that IST are internally aligned and networked with CCC HP system and NST program (as applicable).

	<ol style="list-style-type: none"> 2) Reasonable year-round access (subject to cost considerations) to medical specialist, strength and conditioning trainer, a para-medical specialist (physiotherapist, osteopath, massage), and to additional support if possible (nutritionist, sport psychologist). 3) The IST program is required to be integrated into the high performance plan that is developed by the coach. 4) Regular planned IST meetings which will include annual debrief and planning sessions.
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Please provide detail of planned IST support:

<INSERT>

g. Financial Resources. In combination with CCC’s financial support, a NDC is responsible for generating sufficient funding to successfully operate under its business plan.

	Minimal Requirements
NTDC	<ol style="list-style-type: none"> 1) PTSO of the host division awards a minimum grant of \$15,000 in cash per year (greater commitments will be evaluated positively) 2) The NDC raises over at least \$45,000 in independent funding (cash and in kind, as accounted in financial statements), excluding contributions from PTSO or athletes
NDC	<ol style="list-style-type: none"> 1) Host PTSO provides a minimum grant of \$7,000 in cash per year (greater commitments will be evaluated positively) 2) The NDC raises at least \$17,000 in independent funding (cash and in kind, as accounted in financial statements), excluding contributions from PTSO or athletes

Please provide a draft budget and/or detail of planned fundraising initiatives and evidence of financial contribution from other partners:

<INSERT>

h. Organizational Structure and Governance Model. NDCs shall be independently incorporated not-for-profit entities. As an integral part of the HP System, NDCs will agree to foster, maintain effective governance and an organizational structure that provides reasonable oversight of operations. While NDCs may have a relationship with a club or other organization, it is the intent of this policy, that NDC governance and management arrangements demonstrate sufficient independence so that influence of such related organization is limited and NDC operations are expected to be sustainable with or without the continuance of such relationship.

Please describe the organizational structure and governance model of the training Centre:

<INSERT>

- i. **NDC Policies and Procedures.** CCC is committed to an “athlete centred” approach. In CCC’s experience, certain policies and procedures have proven to be desirable and/or necessary in the effective management of athletes and coaches and the avoidance of conflict. CCC has developed examples of the following policies, which NDCs may use as templates for developing their own policies. At minimum, NDCs are required to have policies and procedures related to the following:
- **CCC Policies.** NDCs shall adopt CCC’s current policies related to the following:
 - **Conflicts of interest** for board of directors, employees and volunteers.
 - **Code of conduct and Ethics** applicable to board of directors, employees, volunteers, coaches and athletes.
 - **Sexual Harassment Policies.**
 - **NDC Policies.** NDCs may adopt their own policies related to the following (examples available from CCC):
 - **Athlete Feedback/Review.** A formal process where athletes are invited to provide feedback on all aspects of the training centre experience. Feedback should flow directly to the NDC’s Board of Directors (not first to coaches), and athletes should be invited to assess coaching, facilities, team dynamic and any other issues they believe are relevant to the effective function of a training centre. After a formal review by the Board, athlete reports should be provided to CCC.
 - **Documented Non-Coach Communication Channel.** Athletes should be provided with a documented option for direct and confidential communication with the chairperson of the NDC board or another delegated board member for providing direct feedback on urgent issues that may impact athlete privacy and safety. The NDC will immediately report such feedback to the Director High Performance at CCC. This channel may be documented in Athlete agreements.
 - **Finance/Accounting.** NDC boards should institute a financial accounting and budgetary process which includes the annual approval by the NDC board of budgets and financial statements and regular financial reporting to the board a minimum of 4 times throughout each year.
 - **Athlete Agreements.** The rights and responsibilities of athletes are required to be documented by athlete participation agreements;
 - **Human Resources.** NDCs should develop comprehensive human resource policies and procedures applicable to all coaches, contractors and employees, which include:

- Employment contracts specifying terms of employment, the right of the NDC to enquire of past criminal charges,
- A process for annual review of employee performance,

Please provide details of current policies addressing the above criteria and/or plans to adopt such policies and procedures including a timeframe for development and adoption:

<INSERT>

- j. Administrative Support.** The effective operation of a NDC necessarily requires some administrative support. Coaches' weekly work time allocation to administrative tasks should be minimized to ensure effective coaching. Not including tasks directly related to coaching such as training plan design, communication with athletes, planning and organizing camps and competition trips, administrative burden on any coaches should not represent more than 20% of work time. Administrative tasks targeted by this clause would include tasks associated with fund raising, communication with sponsors and suppliers, managing the wax boxes, reporting to the board and to funding agencies, website editing, etc.

Please provide detail of planned administrative support:

<INSERT>

Best Practices

The following criteria have been identified as particularly beneficial to the effective function of a training centre. Training centres are encouraged to make best efforts to adopt the following best practices and applications will be evaluated accordingly.

- k. Bilingual services.** The ability to provide all essential services (including coaching, technical and IST support) to athletes in French and English languages.

Please specify bilingual services provided:

<INSERT>

- l. Female coaches.** It is generally understood that there may be benefits to athletes related to having at least one female coach on staff.

Does the training centre currently employ one or more female coach?

<INSERT>

- m. Post-Secondary Education.** Feasible athlete access to post-secondary education programs and institutions.

Please provide detail regarding accessibility to post secondary programs and institutions:

<INSERT>

Attachment “C” NDC Business Plan Template

Preamble

The purpose of this document is to provide a template and outline for the preparation of an organizational plan covering a four year quadrennial, with specific emphasis on each up-coming year.

At the beginning of each Olympic quadrennial, a significant refresh of the plan would set out the long term (4 year) plan with specific details for the first year of the plan. Each year, an annual assessment would result in an update to the 4-year plan and provide detailed plans for the upcoming year. For instance, in 2014 a plan would cover the 4 years from April 2014 to March 31st 2018 as a long-term plan, and include details for the year ended March 31, 2015.

The organizational plan would include supporting schedules and would normally be summarized in a presentation document (PowerPoint) for use to communicate the key elements of the plan to stakeholders (athletes, parents, sponsors, CCC, Clubs, PSOs and the IST).

Each NDC is in a unique place with respect to its development and lifecycle. Therefore, the template provides a framework, but each NDC should adapt the template to address its own priorities and issues.

Outline of Plan

TABLE OF CONTENTS

- I. Executive Summary
- II. Mission, Objectives and Goals
- III. Key Plan Assumptions and Risks to the Plan
- IV. Current Assessment
 - a. Athlete Performance
 - b. Four Quadrant Performance
 - c. SWOT Analysis
- V. Athlete Analysis and Plan
- VI. Coaching and Staffing Assessment and Plan
- VII. Fundraising Assessment and Plan
- VIII. Outreach Assessment and Plan
- IX. Board of Directors Assessment and Accountability Plan
- X. Financial Budget and Plan

SCHEDULES

1. Athlete Plan Summary
2. Organization chart from Athletes to Coaches and staff to Board of Directors
3. Financial Projections
4. Map of Actions to Strategic Objectives

I - EXECUTIVE SUMMARY

This section is prepared last and would normally include one-paragraph of 3 – 5 sentences summarizing the key planning issues from each section of the plan.

Mission, Objectives and Goals

Key Plan Assumptions and Risks

Current Assessment

Athletes

Coaches

Fundraising

Outreach

Board of Directors

Finance

II - MISSION, VISION AND GOALS

NDCs are organizations whose primary purpose is to provide high performance (“HP”) focused services and infrastructure aligned with those of Cross Country Canada (“CCC”) to select and develop athletes in the L2C and above stages of long term athlete development (“LTAD”) with the goal of maximizing the probability of podium performances at World Championships and Olympic Games.

The Mission statement of each NDC would normally start with an athlete centered definition of success on the international field of competition, and include references to:

- The focus (NDC or NTDC);
- Longer term orientation;
- The full array of stakeholders including PSOs, Clubs, etc.

The Vision statement should be the long-term (Quadrennial or beyond) goal of the NDC.

Goals would be set out in each of the main areas of the plan and be SMARTER (specific, measurable, attainable, realistic, time-dated, ethical and responsible).

A point form summary or a table could be used, as follows to summarize the goals from each area of the plan:

Goals:	2015	2016	2017	2018
Athletes				
Coaches and staff				
Fundraising				
Outreach				
Board of Directors				
Financial				

There would be detailed goals and plans for 2015, and long-term targets for 2018. These goals would flow up from the assessment and the plan in each area.

III - KEY PLAN ASSUMPTIONS AND RISKS TO THE PLAN

This area covers the main assumptions in the plan with respect to each area. Risks to the plan are meant to be the main risks that would cause the plan not to be achieved as well as an assessment of the main risks at the NDC.

Key Plan Assumptions

Risk Assessment and Risk Management

IV - CURRENT ASSESSMENT

At the end of each year, the Board of Directors should organize and lead an assessment of the performance of all areas of the NDC. A factual assessment of each area, based on inputs from all stakeholders provides a 360-degree view of performance.

a. Athlete Performance

Athlete performance is based on a detailed review of the athlete's plan between the coach and the athlete. The results are summarized for an overall team view of athlete performance and measured against the NDC goals for athlete performance.

b. Four Quadrant Performance

This framework consists of 4 quadrants of analysis:

1. Top Talent (effectiveness of athlete and coach development)
 - a. Identification and attraction of future athletes and coaches
 - b. Development (improvement) and retention by gender

- c. Graduation results (to WC teams and National Teams, or from NDC to NTDC)
2. Performance (effectiveness of training regimes):
 - a. Performance of Top Quartile athletes
 - b. Team size and composition
 - c. Podium results
 3. Quality - Best practices in everything we do:
 - a. Overall program quality
 - b. Systems in place for
 - i. Division level outreach/in-reach
 - ii. NDC technical leadership and coaching,
 4. Financial Performance:
 - a. Return on investment for each major category of financial contributor (recognizing that each would have different priorities):
 - i. CCC financial support
 - ii. Divisional financial support
 - iii. Sponsors (eyeballs on team logos)
 - b. Self sufficiency indicator / metric
 - i. Ability to withstand short term financial problem
 - c. SWOT Analysis

The strengths weaknesses opportunities and threats analysis would flow from the analysis above.

Strengths and Weaknesses are from an internal perspective, while opportunities and threat refer to external forces impacting the NDC.

V - ATHLETE ANALYSIS AND PLAN

This section would take the individual athlete analysis and plans, and combine them into a team analysis.

Metrics and measurement for consideration might include:

1. Total CPL points for NDC team
2. Total of Development team athletes and coaches: 50 points per athlete
3. Total World Cup points for NDC team
4. Average, median and Std dev. of CPL of all athletes and then of each of three segments (top quartile, bottom quartile and the middle two quartiles)
5. Total CPL change in that year based on all athletes (again, segmented)
6. Analysis of cumulative +/- of each athlete over IPL (again segmented)
7. Athletes qualified for U23/WJC: 20 points per athlete
8. FIS COC series aggregate leaders: 50 points per athlete
9. International results: WC top 30 = 100 points, top20 WJC = 100 points; top 12 U23 = 100 points; podium = 300 bonus
10. Athletes graduating to Development Team: 25 points per athlete
11. Athletes graduating to WCT: 100 points

After the assessment, the section should set out the team plans, including:

1. Training camps.
2. Competition schedule
3. IST integration
4. Other?

VI - COACHING AND STAFFING ASSESSMENT AND PLAN

Based on the career plans of each coach and staff person, the Board would conduct an annual review and based on this review, the assessment and plan would set out the goals and the support the NDC would provide to attract, train and retain top coaches.

The plan should set out on a person-by-person basis.

This section should also set out the details of the IST members and the plan to utilize the IST appropriately.

VII - FUNDRAISING ASSESSMENT AND PLAN

This section reviews the needs of each major sponsor and sets out a plan for retention of the sponsor.

Further this section would set out the plan for the year.

VIII - OUTREACH ASSESSMENT AND PLAN

This section sets out the Outreach plan for the NDC.

IX - BOARD OF DIRECTORS ASSESSMENT AND ACCOUNTABILITY PLAN

Issues to discuss in this section include:

1. Roles and responsibilities of Board members
2. Succession plan for Board members
3. Meetings schedule and annual agenda plan.
4. Other?

X – FINANCIAL BUDGET AND PLAN

Discussions and analysis based on budget and plans.

SCHEDULES

1. Athlete Plan Summary
2. Organization chart from Athletes to Coaches and staff to Board of Directors
3. Financial Projections
4. Map of Actions to Strategic Objectives (see example).