

Strategic Plan

Report



Introduction

Strategic planning is a process that a Provincial Sport Organization (PSO) undertakes to set priorities, allocate resources, focus energy, and ensure that stakeholders are working towards common goals. It provides a framework for making decisions on how a PSO can achieve its objectives and fulfill its mission in a challenging and changing amateur sport landscape. Cross Country Ski NS worked closely with the Sport Nova Scotia Organizational Effectiveness (OE) department to facilitate this process to ensure outcomes align with the Sport Nova Scotia Sport Development Tool (SDT) to capitalize on performance and funding opportunities.

Key Components:

Environmental Scan & SWOT Analysis: Strategic planning requires a thorough understanding of both internal factors (such as strengths and weaknesses) and external factors (such as opportunities and threats). Techniques like **SWOT Analysis** (Strengths, Weaknesses, Opportunities, Threats) and **Environmental Scans** (inter provincial PSO's & National Sport Organization's) are essential and were followed as part of the framework in creating this plan.

Goal Setting: Clear and specific goals are established, aligning with the PSO's budget and operational capacity. These goals must be Specific, Measurable, Achievable, Realistic and Time Bound (**SMART**), and were followed as part of creating this plan.

Implementation: The finalized strategic plan needs to be actioned with the appropriate resources assigned. Once the plan is approved, Sport Nova Scotia's OE department will connect the PSO to each of the SDT Pillar Leads to ensure support is provided such that progress can be monitored.

Progress & Evaluation: Continuous monitoring of the plan by the PSO is essential. Updates at board meetings and AGM's will be required. Regular evaluations allow PSO's to adapt to changing circumstances and make necessary adjustments to their plans.

Conclusion:

Strategic planning is a critical roadmap that ensures that PSO's are working towards clear and strategically aligned goals to maximize their development in between funding cycles. For reference, SDT 2.0 Funding Allocation for Cross Country Ski NS is detailed below:

2024-2027 Funding Allocations: Cross Country Nova Scotia

Source	Year 1 2023-2024	Year 2 2024-2025	Year 3 2025-2026	Year 4 2026-2027
Core	\$ 18,000.00	\$ 20,000.00	\$ 22,000.00	\$ 24,000.00
Participation	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00
Excellence	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00
Total	\$ 36,000.00	\$ 38,000.00	\$ 40,000.00	\$ 42,000.00



Strategic Planning Framework



ORGANIZATIONAL EFFECTIVENESS

Initiative	Description
1.1 Safe Sport	<p>Goal: Adopt the Sport Nova Scotia Safe Sport policy suite and confirm its acceptability from Nordiq Canada</p> <p>Specific: Review and adopt the SNS Safe Sport policy once it becomes available</p> <p>Measurable: Complete the review and integration process before the end of the 2024/2025 season</p> <p>Achievable: Ensure the policy review involves key stakeholders within Nordiq Canada and Cross Country Ski Nova Scotia, to confirm its suitability and alignment with Nordiq Canada's values and requirements</p> <p>Relevant: The adoption of the SNS Safe Sport policy is crucial for maintaining a safe and supportive environment within CCNS, aligning with our commitment to athlete welfare and ethical standards</p> <p>Time-Bound: Complete the adoption process and confirm the policy's acceptability for CCNS no later than March 2025</p>
1.2 Committees	<p>Goal: Establish a committee to oversee and lead the activities of the CCNS high-performance program</p> <p>Specific: Committee to consist of 3 key members from relevant stakeholders to oversee and lead the activities of the high-performance program</p> <p>Measurable: By November 2024, the committee will have selected and confirmed 3 key members, each with defined roles and responsibilities within the high-performance program</p> <p>Achievable: The committee members will be selected from people known for their expertise and involvement in high-performance initiatives, ensuring they have the necessary skills and experience to contribute effectively</p> <p>Relevant: The establishment of this committee aligns with our organizational goal of enhancing performance and fostering a culture of excellence within CCNS</p> <p>Time-Bound: The committee will be fully established and operational, with defined roles and responsibilities by December 2024</p>

ORGANIZATIONAL EFFECTIVENESS

Initiative	Description
1.3 Program Administration	<p>Goal: Engage the CCNS PSO Administrative Coordinator in the management of the Ski Ambassadors Program</p> <p>Specific: Engage the PSO Administrative Coordinator to handle outreach to groups, manage the online registration process, and directly support the Ski Ambassadors for event data tracking and compensation</p> <p>Measurable: Develop and implement a plan detailing the PSO Administrative Coordinator’s responsibilities, including outreach, registration management, and support by the end of the off-season. Complete the transition of these responsibilities to the PSO Coordinator by the start of the 2025 active season</p> <p>Achievable: Ensure the PSO Administrative Coordinator receives appropriate training and resources to manage the Ski Ambassador program and support tasks effectively. Establish clear communication channels and support systems to facilitate the transition</p> <p>Relevant: Having the PSO Administrative Coordinator be responsible for the program will streamline operations, enhance growth and sustainability while contributing to the overall success of the Ski Ambassadors Program</p> <p>Time-Bound: Complete preparation work in the off-season by December 2024, and successfully transition the PSO Admin Coordinator’s responsibilities by the start of the active season in January 2025</p>
1.4 Human Resources Policy	<p>Goal: Create and adopt a Human Resources policy</p> <p>Specific: Create a comprehensive HR policy tailored from the Sport NS template that includes guidelines for employee management, engagement, and compliance while addressing seasonal work as well</p> <p>Measurable: Complete the policy draft by October 2024. Obtain approval from the SNS HR department and CCNS executive team by January 2025. Implement policy by January 15, 2025. Track the number of policy-related queries and adjustments needed post-implementation</p> <p>Achievable: Assemble a cross-functional team consisting of Organizational Effectiveness Consultants and board members. Use existing templates and best practices as a foundation and adjust for specific CCSNS needs</p> <p>Relevant: This policy will ensure clear guidelines for managing the school Ski Ambassadors as well as any other staff of CCNS</p> <p>Time-Bound: Draft Completion: October 31st, 2024. Approval: November 30th, 2024. Implementation: January 1st, 2024</p>

ORGANIZATIONAL EFFECTIVENESS

Initiative	Description
1.5 Bylaws	<p>Goal: CCNS will establish a working group to review and update the CCNS bylaws</p> <p>Specific: Establish a working group to review and update the bylaws of CCNS to reflect current best practices</p> <p>Measurable: Establish the working group by March 2025. Complete the review and update of bylaws by March 31, 2026. Ensure the updated bylaws are approved and adopted by the board</p> <p>Achievable: Form a working group consisting of board members and other stakeholders. Utilize existing bylaws, research best practices, and consult with experts in nonprofit governance</p> <p>Relevant: Updating the bylaws will align CCNS with best practices and improve governance and operational efficiency, which is crucial for maintaining credibility and effectiveness as a non-profit</p> <p>Time-Bound: Working Group Formation: Establish by March 2025. Bylaws Review: Start the review process immediately after forming the working group and complete it by December 31, 2025. Approval and Adoption: Finalize and approve the updated bylaws by March 31, 2026</p>
1.6 Policies	<p>Goal: CCNS will review current policies to identify strengths, weaknesses, opportunities and gaps, align with current organizational practices</p> <p>Specific: Establish a small working group to review CCNS policies, identify strengths, weaknesses, opportunities, and gaps, align policies with current organizational practices, and develop draft updated policies to be presented by the AGM in 2025</p> <p>Measurable: Working Group Formation: By September 1, 2024. Policy Review and Drafting: Complete draft updated policies by the AGM in 2025. Presentation: Present updated policies at the AGM in 2025</p> <p>Achievable: Form a working group with representatives from relevant areas and stakeholders. Utilize policy review tools, frameworks, and expertise to assess and update policies</p> <p>Relevant: Updating policies will ensure they are aligned with current practices and effectively address organizational needs and challenges, which is crucial for operational efficiency and compliance</p> <p>Time-Bound: Working Group Formation: October 2024. Policy Review and Drafting: September 2024 to the 2025 AGM</p>

ORGANIZATIONAL EFFECTIVENESS

Initiative	Description
1.7 Board of Directors	<p>Goal: Board Member Recruitment, Transition and Succession Strategy. Project board structure with vacancies for each fiscal remaining within the current funding cycle</p> <p>Specific: Develop a comprehensive strategy for board member recruitment, transition, and succession, including a project board structure with clear roles and identified vacancies, to be implemented within the current funding cycle</p> <p>Measurable: Strategy Development: Complete by January 31, 2025. Project Board Structure: Establish by April 30, 2025. Identify Vacancies: Document and communicate by April 30, 2025.</p> <p>Achievable: Form a task force with existing board members and external CCNS people to draft the strategy and structure. Utilize best practices and templates for board recruitment and succession planning</p> <p>Relevant: Ensuring a structured approach to board recruitment and succession will maintain effective governance and align with organizational goals, maximizing the impact of available funding</p> <p>Time-Bound: Task Force Formation: By November 1, 2024. Strategy and Structure Completion: By December 31, 2024</p>

PARTICIPATION & OFFICIATING

Initiative	Description
2.1 Ski Ambassador Program	<p>Goal: Review Ski Ambassador Program</p> <p>Specific: Evaluate the CCNS Ski Ambassador position to ensure effectiveness and sustainability. Liaise with clubs for input of program and review finances associated with program</p> <p>Measurable: By November 1st, 2024, complete reviews from last season to shape job plan for new season of Ski Ambassador program</p> <p>Achievable: Key program stakeholders and clubs have provided feedback, and a financial report is completed for review</p> <p>Relevant: Ski Ambassador program aligns with CCNS target of increasing participation in multiple areas of the province and also is directly aligned with the mandate of targeting underserved populations</p> <p>Time-Bound: Completed by Winter 2025 season</p>
2.2 Masters Camp	<p>Goal: Host a NS masters camp in North Highlands Nordic for February 2025 with Ski Ambassadors</p> <p>Specific: Host a NS Masters Ski Improvement Camp at NHN Winter of 2025. Dave Hubley is connecting with the club director and coach facilitators to start the planning for this event</p> <p>Measurable: Successful event hosted for Masters Skiers at NHN Winter of 2025 with 10 participants in attendance</p> <p>Achievable: The template for these events has been established over the past 2 winters with successful events held for Coach Development at NHN 2023 and Masters Ski Camp at Charlo 2024</p> <p>Relevant: Masters Ski Camp aligns with the CCNS target of providing quality instruction to club members and specifically targeting the Masters Age group. High priority – Direct alignment with Sport Development Tool</p> <p>Time-Bound: Completed by end of Winter 2025 season</p>



PARTICIPATION & OFFICIATING

2.3 Season #2 - Ski Ambassadors Program	<p>Goal: Continued delivery of programming to underserved populations, including New Canadians, Para Athletes, Low SES schools, LGBTQ+ communities</p> <p>Specific: Advertise for, hire and collaborate with new candidates for Ski Ambassador season. Review protocol and plans for upcoming season and deliver programming learning from our first season</p> <p>Measurable: Participation data and demographics are collected for events. A successful season would connect with approx. 500 participants per year</p> <p>Achievable: A very successful 1st year of the program indicates that this should be suitable to expand upon</p> <p>Relevant: This program strongly supports the CCNS mandate of increasing participation especially targeting underserved populations.</p> <p>Time-Bound: Running through the Winter of 2025</p>
2.4 Youth Competition Festival	<p>Goal: Develop a "youth competition festival" package that member clubs can utilize to introduce youth to competitions</p> <p>Specific: Engage current clubs and youth coaches to establish a package that would engage youth participants in the competition aspect of XC racing. Connect with Ski Ambassador for last year's initial development of this plan. Having a shareable model that could be distributed to clubs would be ideal</p> <p>Measurable: An annual Youth Competition Festival in place for the Winter of 2026</p> <p>Achievable: With coach leadership and parental volunteer support this could be a high impact, low cost way to introduce youth to racing</p> <p>Relevant: Aligns with CCNS goal of promoting a High-Performance Development pathway</p> <p>Time-Bound: Effective by end of Winter 2026</p>



STRATEGIC PLAN

PARTICIPATION & OFFICIATING

Initiative	Description
2.5 CCNS Grants Policy	<p>Goal: Review and update CCNS grants policy and procedures with a view to ensure alignment with CCNS strategic priorities by 2026</p> <p>Specific: Form a committee of 3 CCNS members to review and update the CCNS Grants policy for Fall of 2025.</p> <p>Measurable: Updated Policy available to clubs by October 2025</p> <p>Achievable: Suggest asking the existing Grants Review Committee to complete the Policy review as they have detailed knowledge of the policy and the recent Club Recipients</p> <p>Relevant: Aligns with CCNS goal of supporting club development</p> <p>Time-Bound: Completed by October 2025</p>
2.6 Officials Database	<p>Goal: Get full compliance from all officials on registering with Nordiq Canada's official's registration system</p> <p>Specific: Ensure all officials are registered with Nordiq Canada's official registration system (Snow Reg)</p> <p>Measurable: Achieve 100% registration of officials by January 31st, 2025</p> <p>Achievable: Provide training and support to officials who may have difficulties with the registration process</p> <p>Relevant: This goal aligns with promoting compliance and ensuring that all officials are recognized and eligible to officiate for the coming year</p> <p>Time-Bound: Complete the registration by January 31, 2025</p>

COACHING

Initiative	Description
3.1 Adult Instructors Course	<p>Goal: Nordiq Canada has developed a new Adult Instructor course designed to train coaches to specifically introduce Adult aged skiers to the fundamentals of both Skate and Classic Skiing. Having successfully trained 3 Learning Facilitators last year, CCNS will offer this course to our coaches</p> <p>Specific: Delivery of Adult Instructors Course</p> <p>Measurable: Offer a course to train 3-5 new coaches to instruct adult skiers</p> <p>Achievable: Having successfully trained 3 Learning Facilitators last year we plan to offer a Course to coaches based in NS.</p> <p>Relevant: Increasing the number of Instructors supports the CCNS mandate of getting more skiers on snow</p> <p>Time-Bound: Delivery of course by the end of Winter 2025</p>
3.2 Community Coach Course	<p>Goal: Delivery of Community Coaching Course</p> <p>Specific: Continue to offer an annual Community Coaching Course to those wishing to coach Youth Skiers. We have alternated between the Mainland and Cape Breton Regions following the demand for the course.</p> <p>Measurable: Offer a course this winter to train 3-5 new coaches to coach youth skiers</p> <p>Achievable: We have been successful in offering this course annually in the previous year when snow conditions permitted, and interest was high</p> <p>Relevant: Increasing the number of Coaches available to support CCNS mandates to support getting more youth on snow and creating a pipeline to youth interested in pursuing the high-performance race pathway</p> <p>Time-Bound: Delivery of course by the end of Winter 2025</p>

COACHING

Initiative	Description
3.3 Learn to Train Workshop	<p>Goal: Deliver or co-ordinate with CCNB for an L2T workshop</p> <p>Specific: We would like to coordinate with CCNS to fund coaches to participate in the next level of Coach Development, L2T</p> <p>Measurable: Recruit and fund 2 coaches to participate in L2T program</p> <p>Achievable: CCNS has been successful in increasing the number of CC-trained coaches over the past several years and L2T is the next step in the pathway</p> <p>Relevant: To support the pipeline of youth having opportunities to participate in high-performance racing we need to increase the number of coaches trained at this level</p> <p>Time-Bound: Certification of 1-2 L2T coaches by end of 2027</p>
3.4 Roller-ski Camp	<p>Goal: Offer an introductory Roller-ski Camp to Coaches (Youth and Adult)</p> <p>Specific: Host an introductory Roller-ski camp for current coaches to introduce the fundamentals of Roller-skiing as a way to increase year-round ski-related participation</p> <p>Measurable: Offer a course to train 3-5 coaches on introductory Roller-ski fundamentals</p> <p>Achievable: Member club SCOTIA XC has a fleet of roller skis available to facilitate this project</p> <p>Relevant: With the changing climate, getting more people on roller skis is a keyway to keep people engaged with Ski related activities</p> <p>Time-Bound: Have 3-5 coaches attend a Roller-Ski Camp by the end of 2026</p>



Calendarized Priorities

