



CANADIAN CYCLING ASSOCIATION



LONG-TERM ATHLETE DEVELOPMENT

VOLUME 2



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CCA Long-Term Athlete Development - Volume 2
September 2008



1 - Introduction

Between 2005 and 2008, the Canadian Cycling Association (CCA) LTAD Working Group studied ways to improve the development pathway for Canadian cyclists of all ages and all levels of ability and disability. In the interests of promoting cycling in general, and improving long-term elite cycling performances in particular, the CCA reviewed the state of the cycling “sports system” in Canada and made recommendations for its improvement.

The discussions of the LTAD Working Group revealed that Canadian cycling faces a number of challenges in the development of our athletes and the promotion of our sport. If we examine the various contexts across Canada where cycling is formally organized - such as cycling clubs, schools, provincial organizations, and training centres - we discover several key challenges:

- Canadian cycling needs a recognized, rationalized pathway for cyclists to pursue progressive, logical development in their sport.
- The various Canadian cycling organizations and forums are not always creating the maximum benefit from their partnerships and alliances.
- Limited facility development in Canada is inhibiting the growth of certain cycling disciplines.
- As a consequence of these factors, Canadian cyclists are at risk of losing ground in international competition, and participation at all ages and level of ability and disability appears to be decreasing.

In response to these and other related challenges, the CCA endorsed Long-Term Athlete Development (LTAD) as a cornerstone of the process of building cycling at all levels of competition and participation in Canada. LTAD presents a progressive pathway for athletes to optimize their development according to recognized stages and processes in human physical, mental, emotional, and cognitive maturation. The LTAD model is founded on the work of the LTAD Expert Group based at the Canadian Sport Centres and has been adopted by Canada’s Sport Ministers as a foundation for Canadian sport. In 2008 CCA released Volume 1 of its LTAD guide, which outlined a progressive model of cycling athlete development from birth to high performance and/or to life-long participation.

LTAD has implications for the transformation of key aspects of cycling’s sport system. Cycling’s Long-Term Athlete Development Volume 1 touched upon 17 key LTAD initiatives to improve cycling in Canada. These initiatives, endorsed by the CCA Board of Directors, are a framework for improvement in five key areas of our sport environment: Organizations, Competitions, Facilities, Coaching, and Leaders. This Volume 2 document explores the 17 LTAD initiatives in more detail, and outlines the changes needed to our system if we are to provide optimal support to our athletes.

LTAD is more than a model - it is a system and philosophy of sport development. LTAD is athlete-centered, coach-driven, and administration-supported. Since athlete and participant development is at the core of the CCA’s mission, LTAD is key to everything we do, whatever our role or level within the cycling system. This Volume 2 articulates this system and philosophy as a basis for our ongoing strategic planning and positive change at all levels. Change can be difficult. Prior to beginning to implement change, it is essential to understand the key values and principles that are the basis for change. Here are the key principles agreed to by the LTAD planning team:

- Partnership within Canadian cycling and across the sport system
- Integration of cycling disciplines and structures to meet overall development goals
- LTAD is the common “road map” for all partners, each with clear, agreed roles and responsibilities
- Focus on holistic athlete development - a Canadian strength
- Clear high-performance targets and improved accountability.

Fulfilling our responsibility to our sport and our nation requires that the CCA, its members, and its partners provide the same level of commitment given by our athletes. Whether our role is that of participant or administrator, coach or official, staff or volunteer, or whether we work at the community, provincial / territorial or national level, we cannot achieve our goals without careful planning, hard work, and dedication. Our obligation is to help every Canadian cyclist fulfill their aspirations and be the best they can be. To do this, we must do two things: keep our sights set on the best in the world, and work together to meet and exceed that standard. That is the reason for this document.



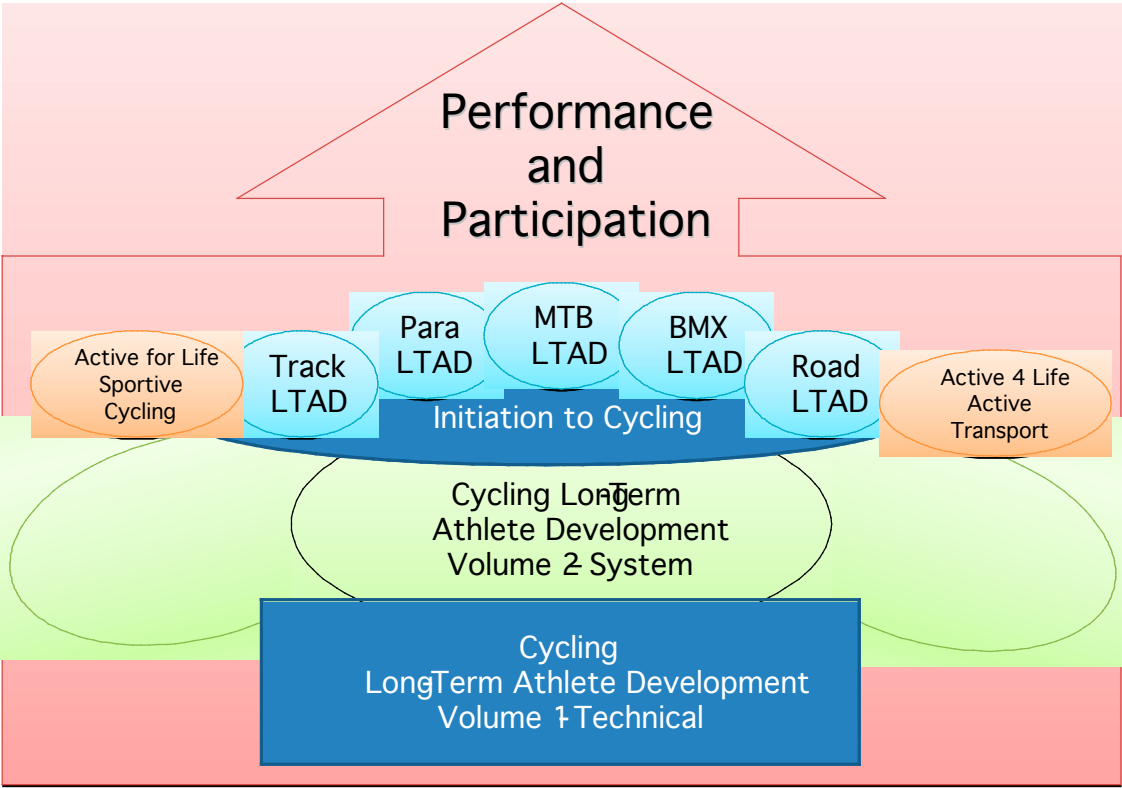
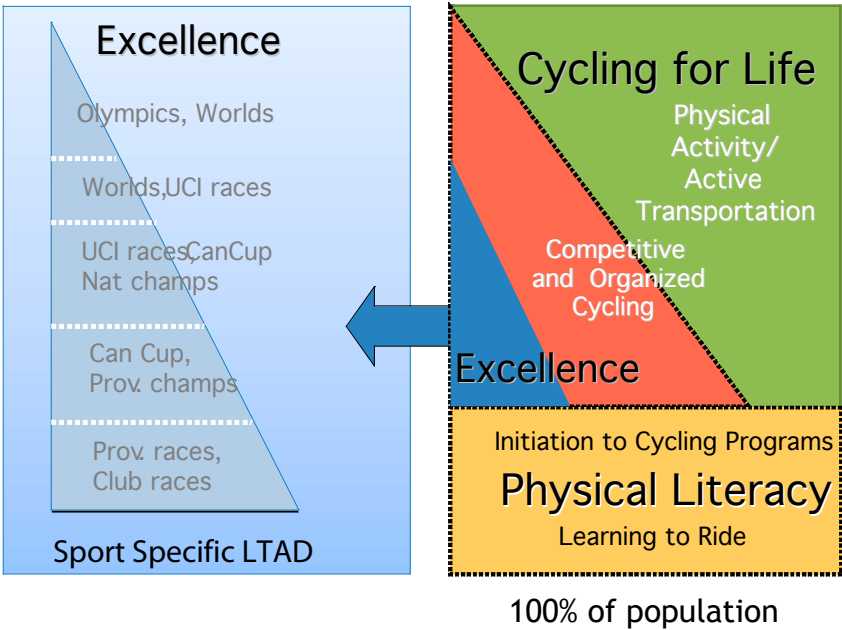


Figure 1: Cycling’s LTAD Documents

This document is one of several created by CCA as part of our LTAD planning. Additional sport-specific documents for individual cycling sports (Road, Track, MTB, BMX, Paracycling) will be developed in the future.

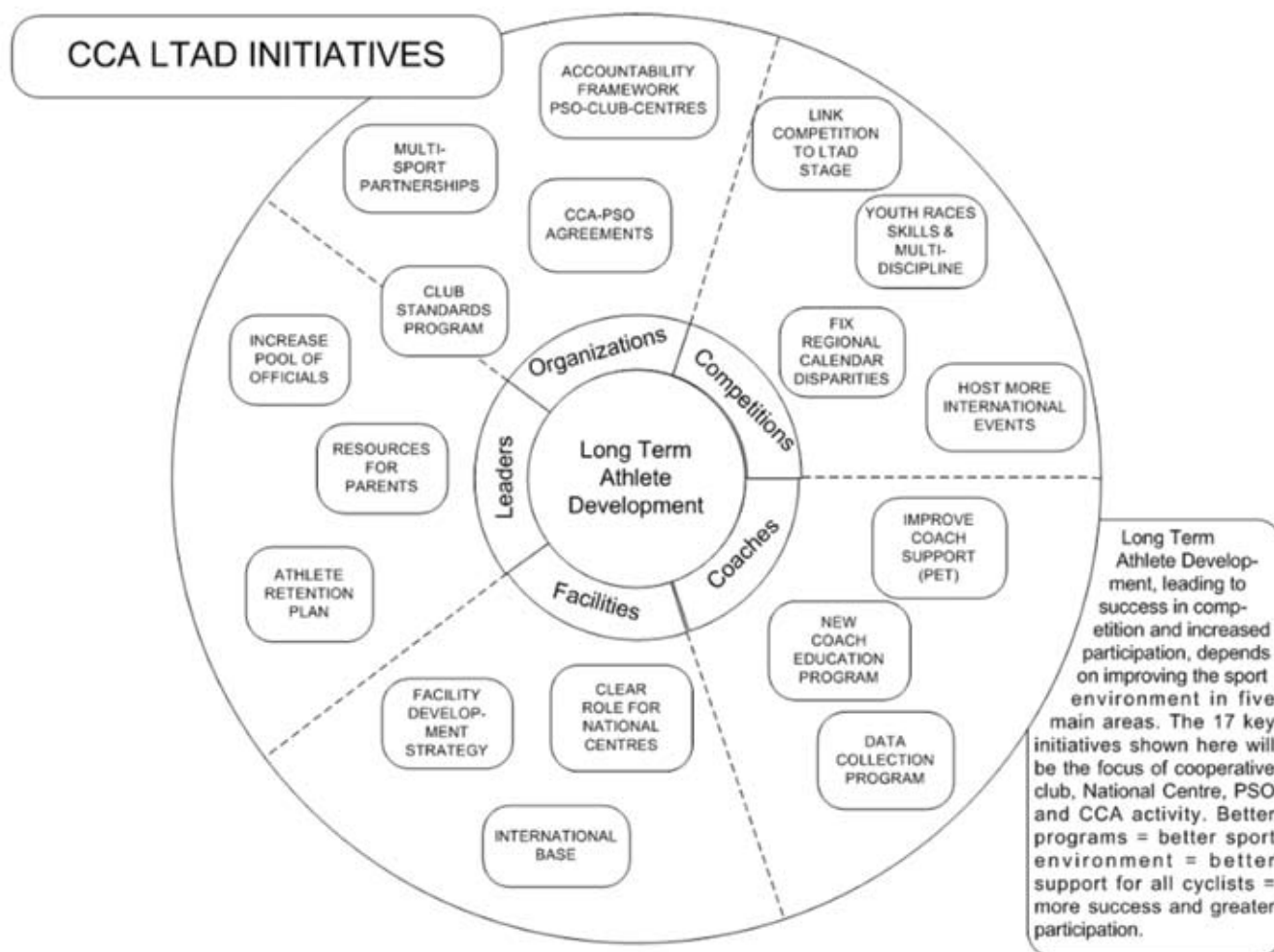


2 - From Theory to Practice: The 17 Strategic Initiatives

The LTAD Working Group identified 17 initiatives in five categories- Organizations, Competitions, Facilities, Coaching, and Leaders- as keys to meeting the goals of “Canadian cyclists on podiums”, and “quality events and programs to allow as many Canadians as possible to participate life-long in cycling.” Through these initiatives, Canada’s cycling leaders and organizations can turn LTAD concepts into positive change and progress for cycling.

The majority of these initiatives require partnership between CCA and provincial/territorial cycling associations, and some require additional active partnership with community and regional-level cycling clubs and other stakeholders. Virtually none can be achieved by CCA alone. For this reason the initiatives “Accountability Framework” and “CCA-PSO Agreements” are of primary importance. While CCA can provide leadership through strategic planning, program development, and shared use of resources, successful partnership will be the key to building a stronger sport.

The following pages provide an overview and more detail on the 17 initiatives.



	Initiative	Where We Are Now	Where Want to be	Gap	What we need to do	Who does it?	When (Starting)
1	Accountability Framework CCA – PSO – Club (see page 10)	No formal frameworks in place. Concept outlined in LTAD Vol. 1 and 2	Clear roles and responsibilities to achieve LTAD objectives	Lack of clarity and agreed-upon mandates	Engage stakeholders to come to consensus. Link to Club Capacity #4	CCA leads with all stakeholders involved	2009
2	Multi-sport Partnerships (see page 10)	No partner-ships in place with other NSOs	Shared pathways and resources facilitate entry into Cycling and development	Athletes come randomly to Cycling from other sports. No sharing of recruitment, resources.	Identify partners, work together to share expertise, complimentary programs, talent identification	Podium Canada w/ CCA and other NSOs	2009-2010
3	CCA – PSO agreements (see page 10)	Started in 2005 but discontinued	Comprehensive agreements, stronger relationships	Currently not done	Engage PSOs, negotiate mutual responsibilities and contributions	CCA and PSOs	2008
4	Club Standards Program- Club Capacity Building (see page 10)	No national program in place to support club development	Strong clubs take greater role in development using LTAD model	Lack of capacity to attract new participants, monitor results, or reward efforts	A national club development/quality program addressing the gap	CCA w/PSOs and Clubs	2009
5	Increase pool of officials (see page 11)	Insufficient number of active officials in some regions	Adequate number of quality officials for all levels of competition	Lack of recruitment, few training opportunities, training program needs overhaul	Create updated training program, recruit potential officials	CCA develops training, PSOs deliver and recruit	2008
6	Resources for Parents (see page 11)	Lack of resources explaining Cycling development pathway	Parents ready and able to support optimal participation of young cyclists	Limited means of reaching parents; need targeted resources	Create brief LTAD document(s) for web, print distribution	CCA w/PSOs and Clubs.	2009
7	Athlete Retention plan (see page 11)	Many athletes continue competing to Masters age but few give back as coaches, officials, leaders	15-20% of all athletes become active sport leaders. 30-40% of ex-National Team athletes become sport leaders.	No recruitment or incentive plan in place. Need flexible training programs.	Create recruitment and incentive programs. Modular leadership training for athletes.	CCA develops, CCA recruits National Team, PSOs deliver regionally	2009

	Initiative	Where We Are Now	Where Want to be	Gap	What we need to do	Who does it?	When (Starting)
8	Facility Development Strategy (see page 11)	Uncoordinated regional initiatives from time to time. Little central CCA support.	BMX tracks in major population centers; velodromes in each province; quality MTB venues available for competition in each province	Lack of comprehensive resource materials to support facility development.	Maintain current specifications for all facility types; develop plan with PSOs to identify potential sites, partners	CCA creates database; CCA and PSOs plan for regional development	2008
9	Clear Role for National and Development Centers (see page 12)	Agreements are in place but still work to do on funding, role and responsibility of Centers	Centers are central focus of athlete development per LTAD model	Centers have different levels of service, links to PSOs, capacity and funding	Continue to define roles, support levels, role in LTAD	CCA leads	2008
10	International Base (see page 12)	Canadian National Teams competing in Europe lack a base of operation and support	Provide an affordable base of operations in central location to increase support to riders	Funding, local expertise to manage accountably	Determine funding capacity, continue to look for partnerships (multi-nation?)	CCA	2009
11	Data collection program (see page 12)	Licence, race results, some testing data collected	CCA and PSOs have comprehensive accessible database of athlete information useful for talent identification, performance tracking	Data collection uncoordinated (different formats, software, protocols) and not centrally collected or analyzed	Create agreements with PSOs, Nat Centres, testing labs to use common formats and protocols and to post data to central database. Link to initiatives 1 and 4	CCA leads	2009
12	Coaching support (IST) (see page 12)	Sport medicine, science, psych, etc services not available or consistent for all Nat Teams and training in Canada	Support services accessible by all Nat Team and pool athletes domestically and in international competition	Limited funding, challenge finding experts available in all areas/regions	Explore augmenting funds, sharing resources across Centers and regions, identifying and recruiting resources	CCA w/ Centers	2008



	Initiative	Where We Are Now	Where Want to be	Gap	What we need to do	Who does it?	When (Starting)
13	Complete an Education Strategy & New Coach Education Program (see page 12)	Education strategy linking coach, officials, leader education not complete. Two new NCCP contexts now complete.	Comprehensive, easy to access, up-to-date education programs for development of all leaders	Funding, resources available permit slow progress	Maintain progress; continue to build partnerships to accelerate progress	CCA w/PSOs	2007
14	Link Competition to LTAD stage (see page 13)	Traditional competitions not always appropriate for LTAD stage of participants	Every competition provides optimal development for athletes: level of competition, technical requirements, etc	Some races too long/ short, terrain and technical aspects not appropriate, competition too hard/easy, etc	Conduct competition review to determine how races meet development needs stage-by-stage; adjust rules, hosting policies accordingly	CCA w/PSOs	2009
15	Youth races and multi-discipline skills (see page 13)	Traditional competitions do not optimally build technical skills for L2T, T2T athletes	Skill-based competitions build skills while de-emphasizing "winning" for early-stage participants	Most provinces do not hold skill-based events for youth participants.	Review good practices (e.g. Quebec skill competitions) and adapt and pilot in other areas.	CCA w/PSOs	2009
16	Fix National Calendar disparities (see page 13)	National-level events concentrated in a few areas, limited opportunity for distant athletes to participate	All appropriate athletes have equitable access to National events for development	Lack of organizing capacity, resources in some regions.	Within competition review, identify means to improve access to this level of event.	CCA w/PSOs	2009
17	Host more International Events (see page 13)	Several International events hosted regularly for MTB, road; more needed for BMX, road, track	Canadian athletes exposed to highest level of competition here at home	Lack of capacity, resources; hard to get onto international calendar in some cases	Within competition review, identify opportunities for international hosting and define strategy	CCA	2009

The 17 Initiatives in Detail

Initiatives for Organizational Development

1. Create better communication, defined roles and an accountability framework to facilitate close cooperation between PSOs, Clubs and Centres.

Linking development roles to specific LTAD stages is an important concept. Currently, PSOs, clubs and National Centres are working with athletes in many or all stages, in order to fill program gaps or generate revenue. While this has arisen through necessity, the result is an unfocused, incoherent development system. Building a system in which each organization and individual knows and does their job, and has the resources to create success is essential to meeting LTAD goals.

We must challenge ourselves and each other to meet high standards. Whether in our athlete selection standards, coach education programs, or in our organizations, we cannot settle for “good enough” or excuse poor performance by lack of resources. A solid accountability framework with inter-organization agreements and regular reporting is essential to ongoing evaluation of our progress.

2. Multi-sport partnerships are needed.

Ultimately, no single sport organization can achieve its LTAD goals alone. Canada needs an integrated sport system, with coordinated action by school boards, municipalities, provincial and federal government, and corporate partners to ensure all Canadians can participate in sport and pursue their dreams. In particular, different sports need to work together to share expertise, complimentary programs, talent identification results and other information. We must recognize that in the best system, developing athletes can migrate to the sport of their choice, and the one which best suits their aptitudes. It will be far easier, for example, to recruit promising cyclists from major Canadian youth sports such as hockey and soccer at age 14-16, than to build and maintain a youth cycling system that can compete with hockey and soccer.

3. Develop reciprocal CCA-PSO agreements, with flexible terms recognizing regional and capacity differences.

A concrete step toward defining and acting on an accountability framework, as well as agreeing to share in work on the 17 initiatives, is to develop reciprocal agreements between CCA and its PSO partners. These agreements, reviewed and amended annually, define “who does what”, how CCA can support various PSO-level activities and vice-versa.

The advantage of creating a series of agreements between CCA and individual PSOs is the flexibility to recognize the different levels of capacity, interest and regional environments of the different PSOs. Clearly, all PSOs are not created equal, and this will be reflected in the agreements. It is anticipated that development of the agreements will help all parties coordinate planning and activities based on what they can uniquely contribute.

4. Build club capacity and create a ‘quality standards’ program similar to Sport England’s “Clubmark” for standards-based club ranking and recognition.

Local cycling clubs are the best partners for attracting and retaining participants into organized cycling. Unfortunately, there is currently no program in place to support clubs in attracting new participants, monitoring their results, or rewarding their efforts. Such a program is desperately needed to facilitate increased participation for all ages and types of cyclists.



Sport England's "Clubmark" program is such a national club award and accreditation system. NSFs subscribe to Clubmark and meet Sport England standards, then customize and administer Clubmark for their own sports. The British Cycling Federation, for example, operates its "Go Ride" program for clubs working at the FUNdamentals and Learn to Ride stages, as its Clubmark initiative.

Components of such a program may include leadership education and development in areas including duty of care, equitable access, and volunteer risk management as well as effective club business management. Several other Canadian sports (gymnastics, curling) have created club development programs which are a basis for the True Sport Club Excellence program (in development since 2007). In addition, over the past two years several additional NSOs have worked on their own individual club development programs.

The CCA will, in partnership with cycling PSOs, develop a similar club award and accreditation program for Canadian cycling clubs. This is a vital step toward harnessing the power and creativity at the club level while ensuring that club programs across the country are integrated into the LTAD plan.

Initiatives for Leadership Development

5. Increase the pool of officials qualified and active for national and provincial events.

Maintaining an adequate pool of officials available to work at provincial and national events is essential. This effort will require the training of new course conductors and evaluators, as well as recruitment and training of new officials. Ability to operate electronic timing equipment, and cross-disciplinary certification to allow officials to work an increasing number of multi-discipline youth competition, should receive special attention.

The development of a new officials training program within CCA's Education Strategy will contribute to the ability of CCA and PSO partners to increase the number of qualified officials. An officials training program which draws on NCCP experience, which is modular and more accessible, and which incorporates good practice from similar program around the world, will increase the number of officials trained.

6. CCA, PSOs provide introductory resources, "pathway" guides and cycling youth development expertise to parents and leaders.

One outcome of the LTAD plan must be a centralized knowledge base of information on cycling development, especially youth development, which is available to all program leaders. This information, regularly reviewed and revised, should be available from CCA and PSO web sites, via cycling coaches and instructors, and in live or on-line presentations of the cycling development pathway to leaders and parents. Parents in particular, as prime funders and supporters of young athletes, need a clear picture of the development pathway; BC has already pioneered a "SportMap" program with generic sport information to meet this need.

7. A retention and succession plan is needed to involve athletes in coaching and leadership.

More than any other factor, the growth and success of Canadian cycling is constrained by lack of capacity-insufficient numbers of qualified coaches and leaders at all levels. From community clubs to National Team programs and hosting of international competitions, we simply need more, better trained and equipped staff and volunteers to achieve our goals. The CCA must lead in development of a program to "convert" more athletes to coaches, officials and leaders, and to retain the leaders we have.

Initiatives for Facility Development

8. Create a facility development strategy to support a revised calendar and high performance development.

Support for the development of new cycling facilities must receive greater priority. While neither the CCA nor cycling PSOs have the resources to build new facilities, we can provide more information, resources, and expertise to facilitate the development of those facilities or prevent closure or denial of access to others, such as roads and trails. This will be done in context of a strategy which prioritizes activity in identified regions to fill facility gaps and take advantage of potential partnerships. At the same time, greater awareness of external developments such as the development of national and regional event hosting strategies, bids for major Games, etc will create opportunities for facility development which CCA must be positioned to pursue.

9. Clarify role of National Centres to be high performance focus with flexible/regional programs.

Our National Centres fulfill a variety of roles, depending on the structure and needs of the surrounding region. Many have become increasingly focused on youth development, initiation programs or event management in order to meet those needs or to generate needed revenue. This may compromise the ability of the Centres to provide support to next generation National Team athletes in the Train to Compete and Learn to Win stages. Increasing financial support to the Centres while focusing and better-defining their roles and responsibilities will help them succeed in high performance development while still maintaining a range of other services to meet local/regional needs.

10. Create a permanent base to support our cyclists in international competition.

Currently, Canadian cyclists competing in Europe depend on short-term rentals or hotel accommodation, which is not conducive to optimal performance. Other nations have created permanent bases which are a focus for local partnerships, performance enhancement teams, etc. These bases are managed such that they are revenue-neutral or even revenue generating, and they offer a significantly higher level of support to national team athletes. The CCA will investigate creating a similar base for Canadian cyclists.

Initiatives for Coach Development

11. Create a comprehensive performance data collection and analysis system.

Work on this LTAD project underlined the challenges we currently face in collecting, pooling and analyzing performance data. Records of how Canadian cyclists perform, and physiological and other data, are not collected in a standard way which allows for comparison to international norms, and often are not collected at all. This makes it difficult for coaches to track the progress of athletes or develop appropriate training programs as the athletes move from LTAD stage to stage. It is also difficult to see where Canadians stand compared with international competitors.

We need a simple yet effective, standardized method of collecting important information on athlete performance, combined with a database system that allows information to be accessed and analyzed. Further support for Performance Enhancement Teams (PET) working with our National Centres to provide sport science expertise will help in attainment of this goal. Of course, data collection must be done in accordance with privacy and other legislation and safeguarded appropriately.





12. Improve support to coaches, especially those working at the Train to Compete, Learn to Win and Train to Win stages.

Coaching is critical to the development of high performance cyclists. Our current structure provides support to National Team and National Centre coaches, but little to coaches in the critical Train to Compete, Learn to Win and Train to Win stages. A new coach development program (NCCP- for all coaches), and creation and support for Performance Enhancement Teams (PET) is essential. PET typically consist of sport science, sport medicine and other specialists, who form a support network for coaches and athletes. We must also investigate other ways of supporting and developing cycling coaches at all levels to ensure our coaches, like our athletes, are among the best in the world.

13. Build a new coaching education program to dramatically increase the number and competence of club and community coaches.

Coaches are the key to all sport development; they are the interface between the athlete and sport organization, the recruiters, the organizers and builders. New and expanded youth programs are leaderless, and therefore worthless, without coaches to offer them. These coaches must be specialists in youth development and age-appropriate programming, and they must have the special skills required of youth coaches: the ability to motivate and inspire while keeping the fun in sport. Most sport structures concentrate the most expert coaches at the high performance level- we must have equally proficient coaches, with different, specialized competencies, at the entry level.

Fortunately, the timing of revisions to the National Coaching Certification Program (NCCP) works in our favour. The CCA is designing its new NCCP to be consistent with the goals of this LTAD plan. The new NCCP will be competency-based and will feature new streams for Community Coaches and Instructors. This re-design must be a top-priority activity, and a focus must be the development of excellent youth and community coaches and instructors.

Initiatives for Competition Development

14. Link competition level to LTAD stages

Simply put, athletes in different LTAD stages need different competitions. Allowing, or pushing athletes to compete in competitions beyond their level of maturation, skill, psychological readiness or physical fitness results in injury or burn-out. The cycling competition calendar at all levels, from community to national must be reviewed and adjustments made to align competitions to LTAD stages. Cycling events at Provincial and Regional Games should be tailored to needs of recruiting and developing Learn to Compete athletes who will advance to Canada Games in the Train to Compete stage.

15. Create a new approach to youth competition: emphasize skills, not winning.

“Traditional” racing programs for youth reward the winning of races. Unfortunately, only one competitor wins a race, and the victory may be due to a temporarily faster rate of maturation rather than superior skills or tactics. This approach does not focus sufficiently on skill development to maximize the benefits of racing in an integrated athlete development system. Rather than emphasizing and rewarding the winning of races, competitions up to the Training to Train stage should give trophies, prizes or other recognition for development of skills, and these skills should be transferable to other cycling disciplines. In this way, a far greater number of young competitors can be rewarded, and skills developed in a more comprehensive way.

In addition, young competitors in the Learn to Train, Train to Train and Learn to Compete stages need exposure to a range of cycling disciplines to help develop a broad skill base (including physical, motor, technical and tactical skills). One way to do this is to hold multi-discipline competitions that broaden the range of skills. Canada Games are already multi-discipline: cyclists compete in both road and mountain bike events. Quebec holds a series of multi-discipline inter-provincial series events, and other provinces have held a limited number of multi-discipline events. Expanding and formalizing the use of multi-discipline events (BMX-MTB, MTB-road, and so on) in FUNdamental, Learn to Train and Train to Train stages will improve skill development.

16. Address regional disparities in the national calendar.

Currently, major national and international events are concentrated in Quebec and BC, which creates a challenge for athlete development in the Atlantic and Prairie regions. These regional disparities must be addressed to increase exposure to national competitions for Learn to Compete and Train to Compete athletes from the under-served regions.

17. Host more international events in Canada.

Hosting international competitions in Canada allows more Canadian cyclists to be exposed to high-level racing. While the challenge of finding suitable opportunities on the international calendar and organizing events can be considerable, the CCA must identify possibilities in priority disciplines and assist the bidding and hosting effort to increase the number of international competition held here.



3 - Getting There: Roles and Responsibilities

Our greatest challenge in developing Canadian cycling is not lack of technical ability, nor even lack of resources. It is the challenge of mobilizing all stakeholders in and around the cycling community to work together toward defined goals. The CCA, cycling PSOs, hundreds of cycling clubs, sport leaders including coaches and officials, industry partners, multi-sport organizations and governments, and individual cyclists need to contribute to our future. The 17 strategic initiatives represent the recommendations of the Canadian Cycling Association for change; we must work together to achieve progress.

This section proposes several different views of how key partners and stakeholders can support the initiatives outlined in this document and support cycling development.



Initiatives Perspective:

The table below indicates how various partners can contribute to work on the 17 initiatives.

	CCA	PSO	Club	Coaches Officials	Athlete (Parent)	Other MSOs	School	Other
Accountability Framework CCA – PSO - Club	lead	support	support					
Multi-sport Partnerships	lead @ National	lead @ Prov	lead @ Community					NSOs
CCA – PSO agreements	lead	support						
Club Capacity and Standards Program	lead	support	support					
Complete an education strategy & increase pool of officials	lead	support		support		support		
Resources for Parents	lead	lead	support					
Athlete Retention plan	lead				support	support		
Facility Development Strategy	lead	support						
Clear Role for National Centres	lead	support		support	support			
International Base	lead							
Data collection program	lead	support	support					
Improve coaching support (IST/PET)	lead			support				
New Coach Education Program	lead	support		support				
Link Competition to LTAD stage	lead	lead	support	support				
Youth races and multi-discipline skills	lead	lead	support	support				
Fix National Calendar disparities	lead	lead						organizer
Host more international events	lead							organizer



10 Key Factors of LTAD Perspective:

This view shows how leaders and organizations can contribute to following the 10 Key Factors of LTAD:

	10-Year Rule	FUNDamentals	Specialization	Developmental Age	Trainability	Physical, Cognitive, Mental Development	Periodization	Competition Planning	System Alignment & Integration	Continuous Improvement
Athletes	Action	Action	Action	Action	Action	Action	Action	Aware	Aware	Action
Coaches	Action	Action	Action	Action	Action	Action	Action	Support	Support	Action
Parents	Support	Action	Support	Support	Support	Support	Support	Support	Support	Support
Organizations & Leaders	Support	Support	Support	Support	Support	Support	Support	Action	Action	Action
Support Team	Aware	Aware	Aware	Aware	Aware	Aware	Aware	Aware	Action	Action





Program Perspective:

This chart shows the involvement of various partners in delivering competition and development programs for athletes.

LTAD Stage	Delivery Partner	Evaluation Program	Competition Program	Program Context	Cycling Prescription	Facilitator
Active for Life	PSO, Club	none	as desired	Individual	as desired	Sport Can COC OTP Sponsors Prov govt Bike shop Education Municipal Parents
Train to Win	CCA, Sponsor	Advanced sport science	Olympics, Worlds	Nat team Pro team	Comprehensive Multi-year Program	
Learn to Win	CCA, Sponsor	Sport science	Worlds, UCI races	NCT, NDT Pro team	Comprehensive Multi-year Program	
Train to Compete	CCA, Sponsor, PSO	Sport science	UCI races, Can Cup	NCT, Pro, Prov team	YTP & Daily plan	
Learn to Compete	PSO, Club	Intro to sport science	Can Cup, Prov races	Prov team Club team	YTP & Daily plan	
Train to Train	Club, School	Field tests (e.g. TT) and intro to sport science	Club races	Club team Sport school & Nat Centre	STP & Weekly plan	
Learn to Train	Club, School	Becoming a cyclist, TT	School, club races	Club, Sprockids	< 6 sessions per week	
FUNDamentals	Club with school, recreation department	Fun and skills	Skill clinics BMX	School, Recreation programs, BMX	< 3 to 5 sessions per week	
Active Start	Parents	Fun and skills	none	none	1 session per week	

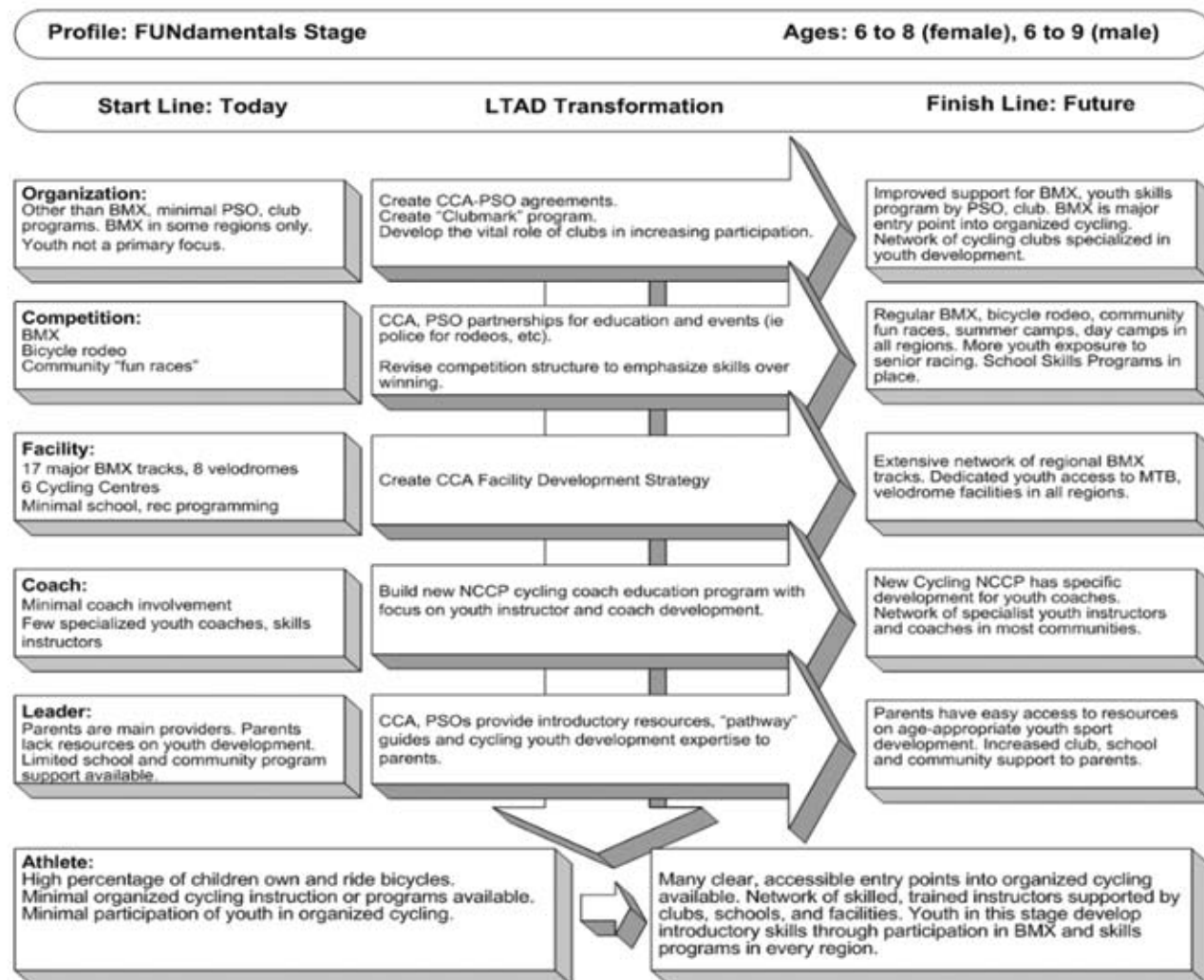
Definitions: COC = Canadian Olympic Committee, OTP = Own the Podium (a program of COC and NSOs), NCT = National Center Team, NDT = National Development Team, STP = Seasonal Training Program, TT = time trial, YTP = Yearly Training Program.

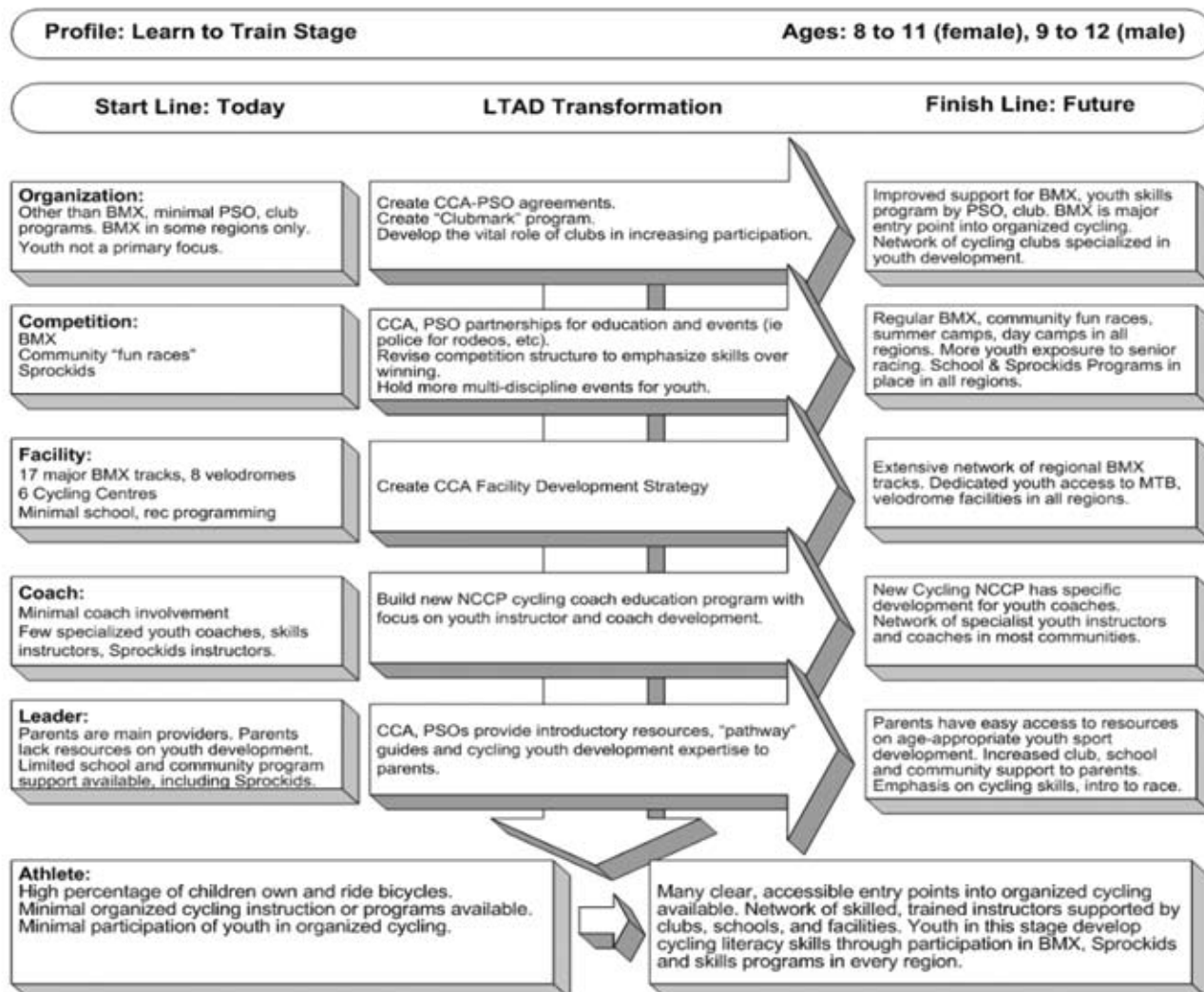
These views reinforce the need for partners to work cooperatively to build a stronger future for cycling in Canada. Every partner has something to contribute- to the development of different stages of athlete, and to work on the 17 initiatives. We can get there- together.

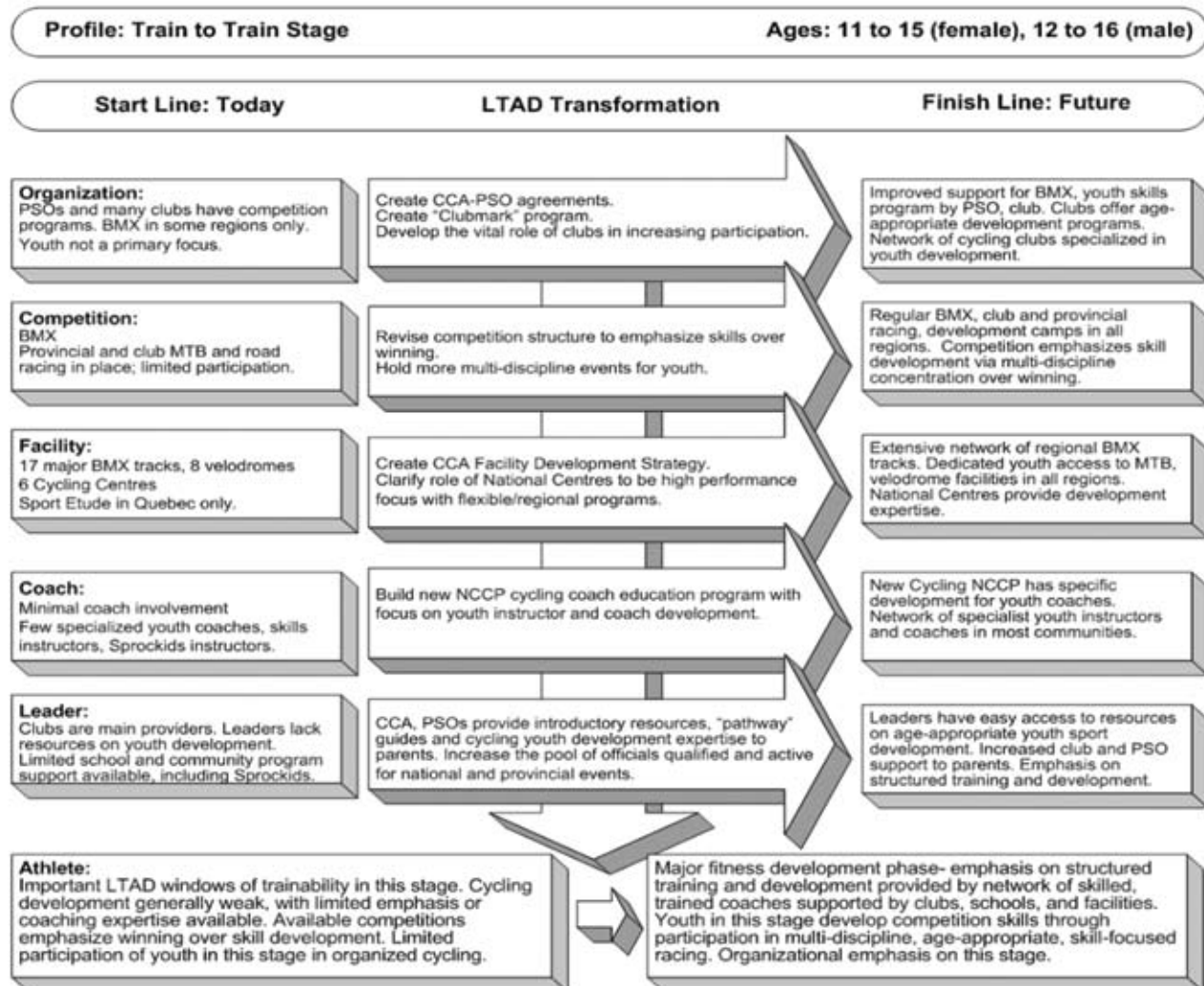


4 - Finish Line: Transforming Cycling Stage by Stage

The following charts show how implementing the 17 initiatives will transform cycling for athletes from FUNdamentals through Active for Life stages. "Start Line" shows the current state of the sport as reviewed by the LTAD Working Group. "Finish Line" shows the desired future state of the sport in Canada relative to athletes in each LTAD stage. The Athlete "transformation" at the bottom of each chart shows how the system changes will support athlete development.







Profile: Learn to Compete Stage**Ages: 15 to 17 (female), 16 to 18 (male)****Start Line: Today****LTAD Transformation****Finish Line: Future****Organization:**

National, PSO and club competition programs. BMX in some regions. Increased focus on this stage as "pre-Canada Games".

Create CCA-PSO agreements. Create "Clubmark" program. Develop the vital role of clubs in increasing participation. Multi-sport partnerships are needed.

Clubs offer age-appropriate development programs in all disciplines. Network of youth-specialized cycling clubs supported by National Centres. Cross-sport partnerships in place.

Competition:

BMX
Provincial and club MTB and road racing in place; limited participation.

Link competition level to LTAD stages. Address regional disparities in the national calendar.

Provincial & national-level racing and development camps for all disciplines in all regions. Competition emphasizes tactical development, preparation for high performance.

Facility:

17 major BMX tracks, 8 velodromes
6 Cycling Centres
Sport Etude in Quebec only.

Create CCA Facility Development Strategy. Clarify role of National Centres to be high performance focus with flexible/regional programs.

Extensive network of regional BMX tracks. Dedicated youth access to MTB, velodrome facilities in all regions. National Centres provide development expertise.

Coach:

Some coach involvement.
Few specialized youth coaches.
Misuse of adult programs for youth.

Build new NCCP cycling coach education program with focus on youth instructor and coach development. Create a comprehensive performance data collection and analysis system.

New Cycling NCCP has specific development for youth coaches. Network of specialist youth instructors and coaches in most communities. Standard test and data system in place.

Leader:

Clubs are main providers. Leaders lack resources on youth development.

CCA, PSOs provide introductory resources, "pathway" guides and cycling youth development expertise to leaders. Increase the pool of officials qualified and active for national and provincial events.

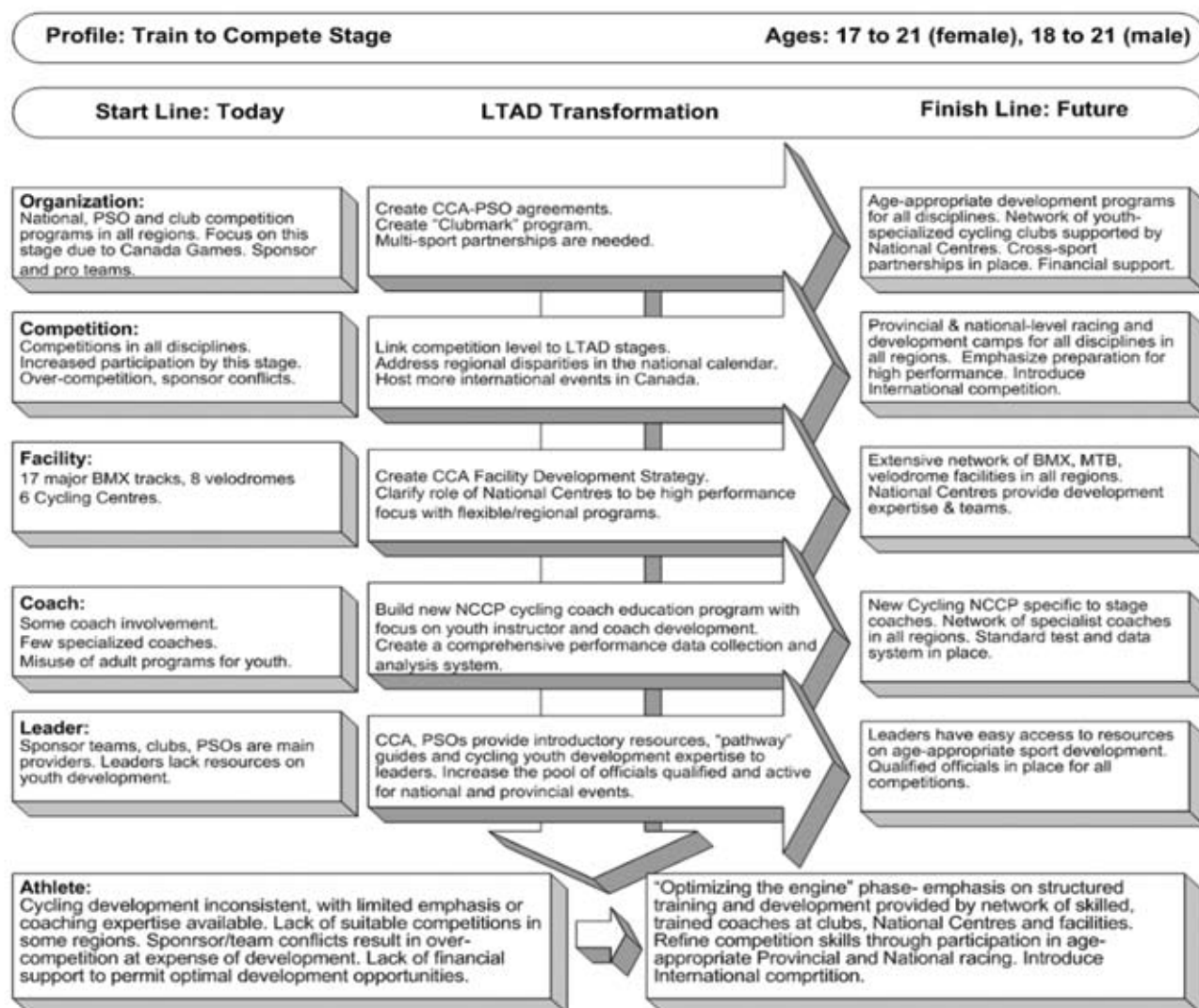
Leaders have easy access to resources on age-appropriate youth sport development. Increased club and PSO support to parents. Qualified officials in place for all competitions.

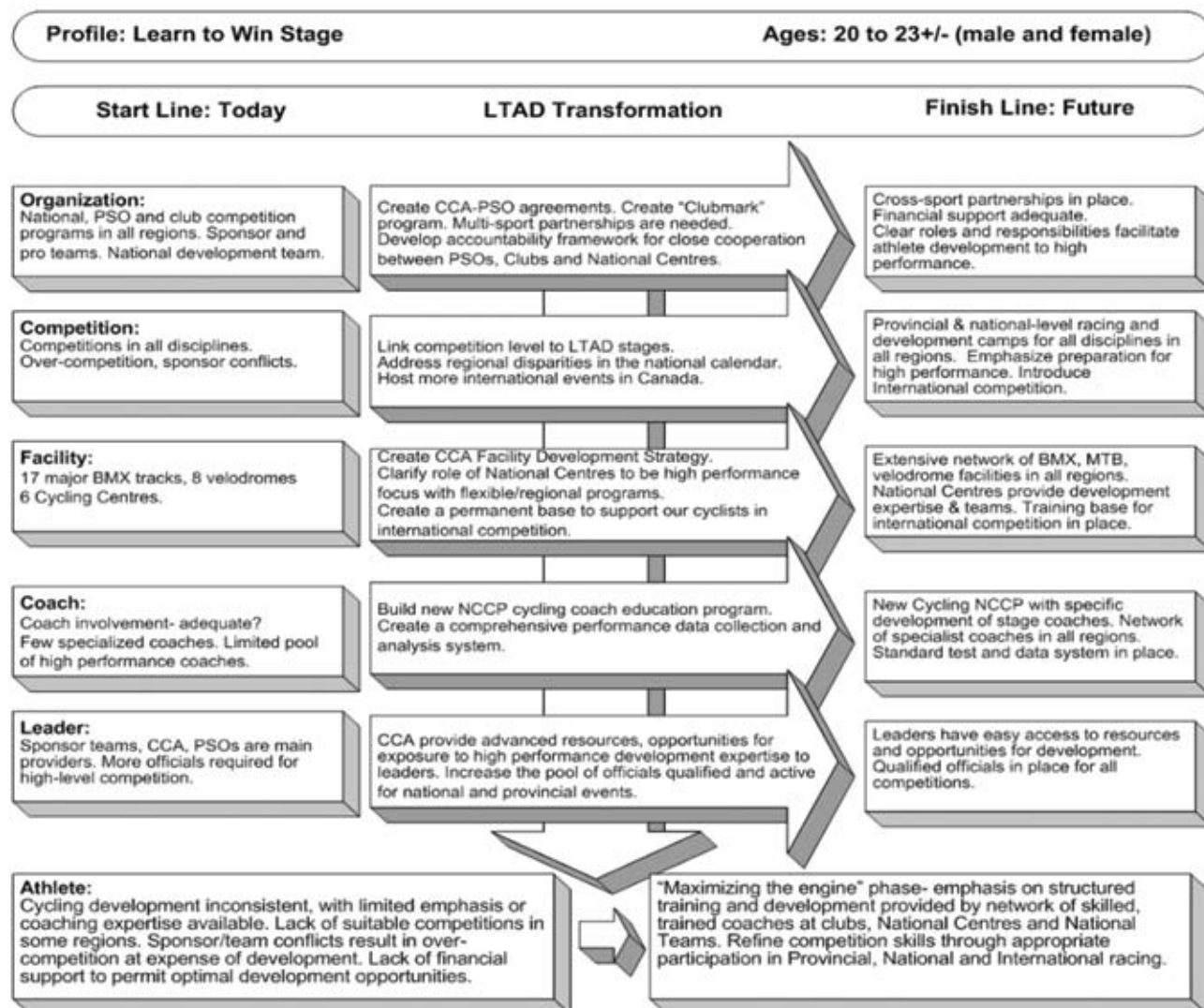
Athlete:

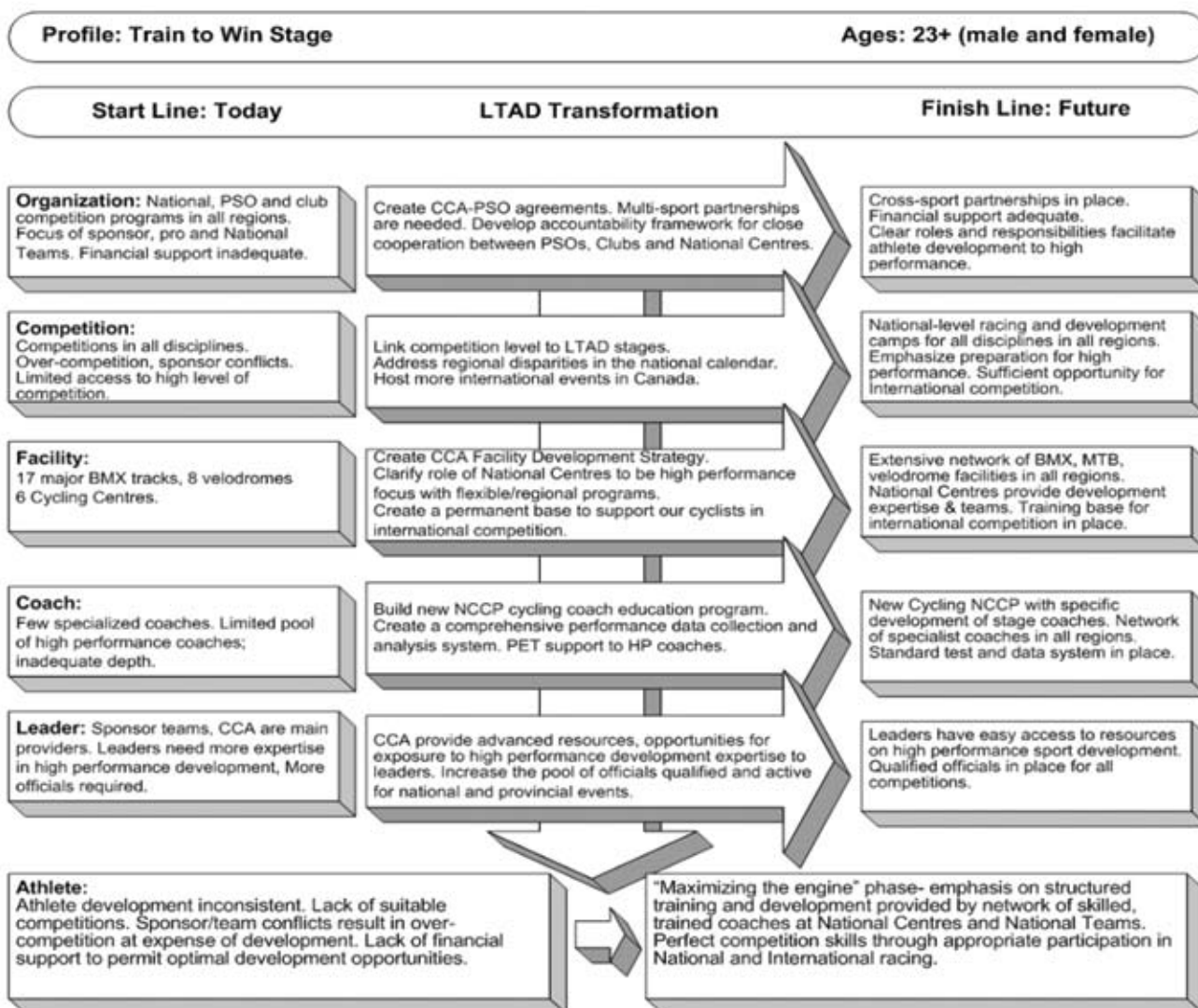
Important LTAD windows of trainability in this stage. Cycling development inconsistent, with limited emphasis or coaching expertise available. Lack of suitable competitions in some regions. Not all Prov Games linked to development of this stage. Limited participation of this stage in organized cycling.

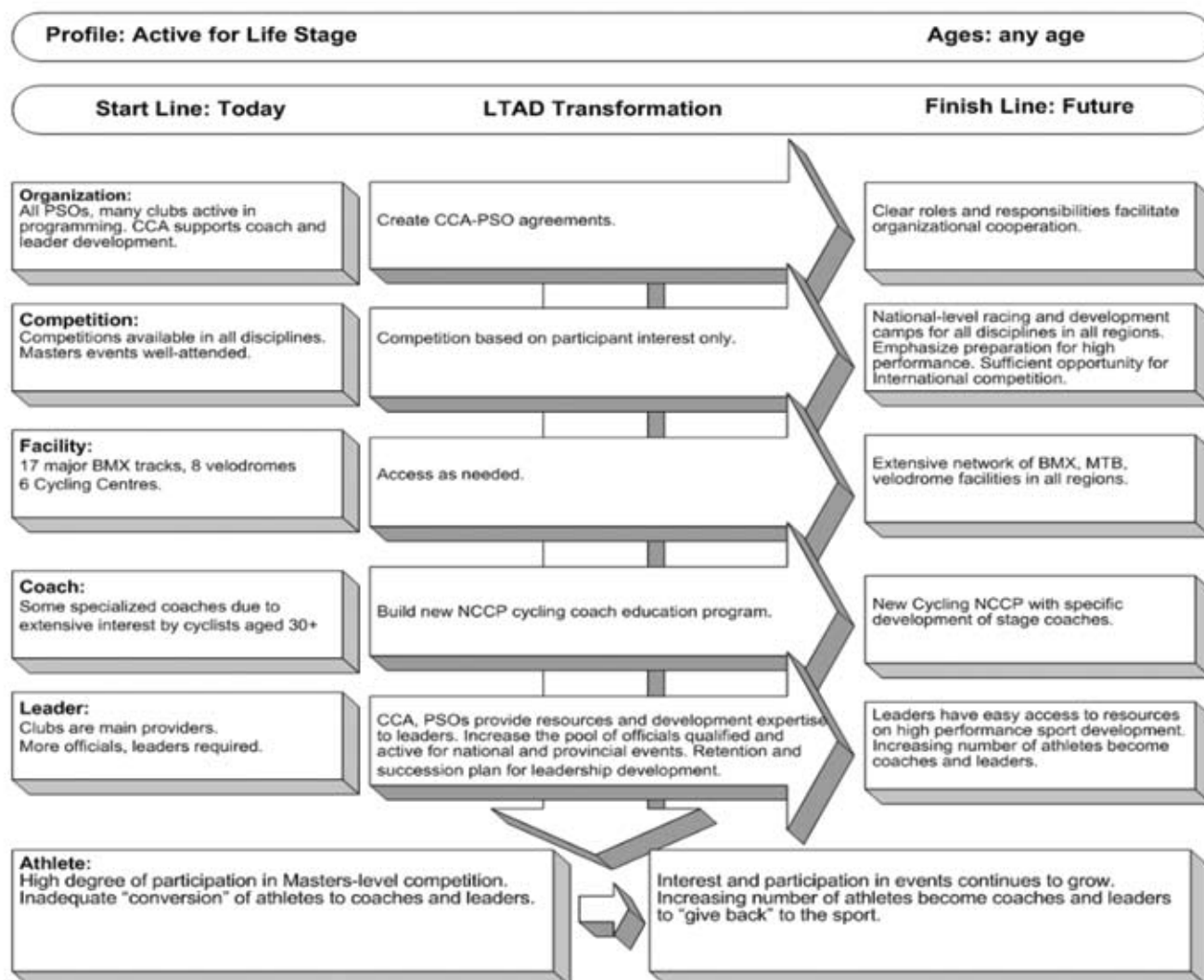
"Optimizing the engine" phase- emphasis on structured training and development provided by network of skilled, trained coaches supported by clubs, National Centres and facilities. Youth in this stage refine competition skills through participation in age-appropriate Provincial and National racing. Organizational emphasis on this stage.













5 - Conclusion

The Long-Term Athlete Development (LTAD) model is founded on the work of the LTAD Expert Group based at the Canadian Sport Centres and has been adopted by Canada's Sport Ministers as a foundation for Canadian sport. LTAD is the integration of sport science research, combined with the practical experience of working with thousands of athletes and coaches, to develop a comprehensive set of principles for effective athlete development. Each of Canada's National Sport Organizations has developed its own LTAD model, part of a historic effort to improve sport for all Canadians.

This is our opportunity to make Cycling a stronger sport, one in which more Canadians participate life-long and in which more talented athletes reach the podium in international competition. The CCA's LTAD model, found in the LTAD Volume 1 document, is our guide.

Our athletes and sport participants will only succeed to the extent that the sport system supports their success. This LTAD Volume 2 document describes 17 initiatives recommended by the CCA LTAD Working Group and endorsed by the CCA Board of Directors as key steps in building the Canadian cycling system. The initiatives are not the totality of a multi-year Strategic Plan for CCA, which must also include plans for the essential areas of administration and marketing, but they are important foundations for a Strategic Plan. The initiatives cannot be accomplished immediately, but will be as resources and partners permit. Finally, the initiatives are not an end-point in themselves; the 10th Key Principle of LTAD is Continuous Improvement, and we must be prepared to adapt and learn as we move forward. The 17 initiatives are a beginning. Success in cycling requires effort and dedication, and success in improving the sport of cycling will require a similar degree of hard work, focus, and patience.

The primary challenge in implementing the 17 initiatives outlined in this document is the challenge of cooperation. The CCA, its PSO partners, and cycling clubs, coaches, and other leaders across Canada must agree to work toward implementation over the long term. Cooperation, itself, requires effort: it takes time and energy to communicate, to understand, to agree on mutual roles. The effort is worthwhile: teamwork brings rewards. As a good coach works together with an athlete to fulfill a program, so the CCA LTAD is our program for success. Working together, we will succeed.



LONG-TERM ATHLETE DEVELOPMENT

VOLUME 2

