



CROSS COUNTRY BC OPERATIONAL PLAN 2013-14

Major Initiatives 2013/14

This list is comprised of the prioritized activities which will be resourced, programmed and implemented (or initiated) within the Cross Country BC Operational Plan 2013/14.

Initiative #1 – Enhance the Callaghan Valley Training Centre/National Development Centre program. The priority for this program area is to improve all aspects of IST support.

Initiative #2 – Improve the governance structure of Cross Country BC. This initiative includes the development and implementation of a policy-driven governance model as well as bylaw revisions to comply with anticipated changes to the BC Societies Act.

Initiative #3 – Continue to build a Marketing and Communications department. The objective is to develop a sponsorship culture within Cross Country BC for the purpose of enhancing the Association's capacity to operate a financially sustainable operation going forward.

Initiative #4 – Develop a new Cross Country BC website. Include multi-media features such as Facebook and Twitter.

Initiative #5 – Improve resource levels to support implementation of the strategic plan. This is a necessary step to facilitate program growth.

Initiative #6 – Improve the delivery the Teck Regional Cup Series in all four zones. This is a multi-year strategic initiative to increase the number of skiers in our competitor base (target age 9-14).

Initiative #7 – Build an effective Teck Regional Camp Program that helps prepare athletes for more advanced camp and race experiences. This program is part of the Skier Development Program targeting athletes in the L2T and T2T-1 stages of development.

Initiative #8 – 2010 Legacy: event hosting. Initiate plans to utilize the 2010 Olympic/Paralympic venue (Whistler Olympic Park) for high level national and international events on an annual basis during the next two planning quadrennials (to 2022).

Initiative #9 - Update Cross Country BC's strategic plan to 2022+.

Initiative #10 – Improve the delivery of the new NCCP program.

Resources 2013/14

OPERATING BUDGET

The macro Operating Budget for Cross Country BC in 2013/14 is shown below.

Revenues and expenses are provisional, based on information known at the time this plan was developed. Changes to revenue or to expenditure forecasts will be incorporated through the monthly financial statements of the Association as new information becomes available.

<u>2013-14 BUDGET</u>		
<u>Revenue</u>		
Government Support		247,375
Provincial Government Grant	232,375	
Other	15,000	
CCBC Programs		377,100
Athlete Development	320,400	
Coaching Development	39,000	
Officials Development	5,200	
Club Development	0	
Competitions	12,500	
Marketing & Fundraising		148,100
BC Gaming Commission		80,000
CCC NDC Funding		85,000
Membership Fees		172,000
Donations		20,000
Coaching Grants		15,000
PN Grants		6,000
Other		<u>6,000</u>
Total Revenues		\$1,156,575
<u>Expenses</u>		
Programs		780,250
Athlete Development	620,850	
Coaching Development	62,500	
Officials Development	8,000	
Club Development	23,500	
Competitions	17,000	
Marketing / Communications	48,400	
Administration (staff, insurance)		221,000

Donations	20,000
Membership Fees	102,000
Coaching Staff	<u>33,300</u>
Total Expenses	\$1,156,550

Unfunded

National Championships Trip	<u>30,000</u>
	\$30,000

ATHLETE DEVELOPMENT OPERATIONAL PLAN 2013/14

The Athlete Development Program is responsible for providing a comprehensive and progressive athlete development system up to the National Ski Team level.

The Athlete Development Program is structured to support:

- Recruitment Initiatives (Ski S’Kool, etc.);
- CCC Skill Development Program - Bunnyrabbit (Active Start);
- CCC Skill Development Program - Jackrabbit (FUNdamentals);
- CCC Skill Development Program - Track Attack (Learning to Train);
- Regional Camp Program - Vancouver Island, Coast, Kootenays, Okanagan, Northeast, Northwest (Learning to Train/Training to Train);
- BC Talent Squad Program (Training to Train);
- BC Development Squad Program (Training to Train);
- BC Ski Team Program (Learning to Compete);
- National Development Centre – Callaghan Valley Training Centre (Learning to Compete/Training to Compete); and
- College/University Cross-Country Racing Programs.

Program Objectives and Tasks

The objectives and tasks listed below have been selected to lead to the achievement of Cross Country BC’s Mid-Term Objectives – 2014 as identified in the current Strategic Plan. Tasks specified within each Objective will be resourced and implemented in 2013/14 or in a multi-year plan.

Objective #1: Continue to align all athlete development programs with CCC’s LTAD Model.

Task 1 - Evaluate club alignment with LTAD principles by assessing how programs are being implemented at the Active Start, FUNdamentals and Learning to Train stages of development (e. g. evaluate compliance with standards that are in accordance with CCC’s athlete development guidelines).

Task 2 - Continue to systematically educate coaches, parents and athletes on the growth, maturation and trainability considerations of developing athletes, and the implications on their competitive needs - Cross Country BC website, Cross Country BC E-News network, Ski Cross Country, Cross Country BC AGM, NCCP CCI -L2T and CCI Advanced (T2T) workshops, broad distribution of CCC’s LTAD Growth and Maturation poster, etc.

Task 3: Encourage alignment of athlete development programs and individual YTPs for the Training to Train and Learning to Compete stages of development through (1) vigorous promotion of the NCCP CCI Advanced (T2T) and CCD programs, and (2) promotion of the CCC Athlete Development Matrix now posted on the CCC website.

Objective #2: Build an effective Teck Regional Camp Program that helps prepare athletes for more advanced camp and race experiences (a component of the new Skier Development Program targeting athletes in the L2T and T2T-1 stages of development).

Task 1 - Arrange with identified clubs to hire their club paid coaches, on a part-time basis, for regional coaches duties - to lead and help support the delivery of the program in all four zones - Okanagan, Kootenay, Coast/Vancouver Island and Northern BC.

Task 2 - Promote the new program extensively via the Cross Country BC website, Cross Country BC E-News network, Ski Cross Country and clothing with Regional Camp Program branding (T-shirts and ball caps).

Task 3 – Develop a Regional Camp Guidebook with stage-appropriate camp outlines, sample camp menus, instructions for recognizing sponsor support, etc.

Task 4 - Monitor the implementation of the program for compliance to LTAD principles and meeting commitments to sponsors.

Objective #3: Continue to improve the Provincial Team Program.

Task 1 - Provide three training camp opportunities with qualified, competent coaches for BC Talent Squad athletes (a minimum of one on-snow).

Task 2 - Provide four camps opportunities including a Haig Glacier Camp experience (a minimum of two on-snow) for BC Development Squad athletes; provide a dedicated coaching support team that is both qualified and competent.

Task 3 - Provide four camp opportunities including one in conjunction with NDC – Callaghan Valley; continue to provide high level technical support with respect to ski equipment selection and grinding; provide team clothing at reduced cost; ensure a dedicated coaching support team that is both qualified and competent.

Task 4 - Upgrade the team clothing program.

Task 5 - Introduce athlete agreements for the BC Ski Team and BC Development Squad Programs.

Objective #4: Continue preparations for sending a team (both able-bodied athletes and athletes with a disability) to the 2015 Canada Winter Games.

Task 1 - Identify and prepare a qualified team of coaches and technicians.

Task 2 - Identify a long-list of potential able-bodied athletes, monitor their progress and provide enhanced training opportunities as appropriate.

Task 3 - Ensure three more opportunities for BC athletes to familiarize themselves with the new Canada Winter Games competition courses; encourage all athletes on the long-list to make use of this advantage.

Objective #5: Improve the NDC - Callaghan Valley program.

Task 1 - Improve all aspects of IST support, including:

- develop a detailed plan specifically for this aspect of the program;
- the level of subsidized sport science/sport medicine support available through CSI-Pacific;
- optimize CAIP services;
- introduce systematic education and support re sport psychology;
- introduce systematic education and support re nutrition;
- the coordination of sport science/sport medicine specialists (create a true IST);
- the sport-specific knowledge of the specialists;
- an integrated medical support team (CAMP); and
- integrate strength training support into individual training programs.

Task 2 - Continue with current marketing and communication initiatives, and:

- increase efforts to promote the CVTC program;
- increase efforts with respect to sponsor recruitment; and
- increase/improve athlete engagement with respect to: building awareness of the CVTC in the Sea to Sky region; recognizing sponsors; CVTC communication initiatives, and fundraising initiatives.

Task 3 - Expand outreach initiatives with a focus on the Sea to Sky Corridor:

- regional outreach – Yukon and British Columbia;
- provincial outreach – British Columbia; and
- local outreach – Sea to Sky Corridor.

Refer to the Callaghan Valley Training Centre 2013-14 Operational Plan for more detailed information.

Task 4 - Increase self-help revenues (sponsorship, donations and fundraising):

- increase the level of sponsor support; and
- undertake two new fundraising projects.

Task 5 - Improve monitoring and testing.

Task 6 - Increase staff capacity:

- establish a full-time, paid female coach position;
- increase CCBC's Marketing and Communications Coordinator's time allocated to the CVTC program area; and
- establish a contract position for an experienced, part-time wax tech; target promising young wax technicians for apprenticeship opportunities with the CVTC wax technician team.

Task 7 - Start the season with a retreat for staff and athletes focusing on team cohesion – invite a mental performance coach.

Task 8 - Launch the 2013-14 CVTC team with an informal sponsor/media event and photo opportunity.

Task 9 – Improve the functional capacity of the CVTC office – shelving; printer; upgraded computers, etc.

Task 10 - Encourage and financially support professional development plans for all three paid coaches affiliated with the Centre.

Task 11 - Improve guidance/support for the academic interests of athletes.

Task 12 - Successfully apply for funding to purchase a wax tent for race situations.

Task 13 - Provide NCCP training and practical coaching experience opportunities for all CVTC athletes.

Task 14 - Implement CCC's National Talent Squad program:

- provide an opportunity for the athletes to live and train with the CVTC team in Whistler; and
- provide a YTP and support for an athlete who does not have full training support from their club.

Task 15 - Continue to raise awareness within the cross-country ski community in BC about the vital role of the CVTC in our athlete development system.

Objective #6: Improve programming for athletes with a disability.

Task 1 - Successfully apply for funding to continue a part-time coach position dedicated to facilitating the growth and development of club programs for athletes with a disability and further developing the BC Para-Nordic Squad Program.

Task 2 - Establish new racing programs for athletes with a disability in existing cross-country ski clubs.

Task 3 – Recruit and prepare a team of athletes (BC Para-Nordic Squad) for both the 2014 BC Winter Games and 2015 Canada Winter Games.

2013/14 Teck Regional Camp Program Schedule

Region: Coast

- May 10-13 Teck Regional Spring Camp
Mt Washington, BC
Head Coach: Dave Battison
Contact: battison.dj@gmail.com
- Sept 13-15 Teck Regional Fall Dryland Camp
Mt Washington, BC
Head Coach: Dave Battison
Contact: battison.dj@gmail.com
- Sept 13-15 Teck Regional Fall Dryland Camp
Whistler, BC
Head Coach: Jake Weaver
Contact: biweaver@shaw.ca
- Dec 13-15 Teck Regional Snow Camp
Whistler, BC
Head Coach: Jessica Aldighieri
Contact: coach@whistler.ca
- Dec 27-30 Teck Regional Snow Camp
Mt Washington, BC
Head Coach: Dave Battison
Contact: battison.dj@gmail.com

Region: Northern BC

- Oct 4-6 Teck Regional Fall Dryland Camp
Prince George, BC
Head Coach: Andrew Casey
Contact: coachcasey@caledonianordic.com
- Dec 6-8 Teck Regional Snow Camp
Smithers, BC
Head Coach: Chris Werrell
Contact: coach@bvnordic.ca

Region: Kootenay

April 26-28 Teck Regional Spring Camp
 Rossland, BC
 Head Coach: Dave Wood
 Contact: owenwood@me.com

Sept 27-29 Teck Regional Fall Dryland Camp
 Kimberley, BC
 Head Coach: Paul Freeze
 Contact: oldsquidge@yahoo.ca

Nov 22-24 Teck Regional Snow Camp
 Rossland, BC
 Head Coach: Dave Wood
 Contact: owenwood@me.com

Region: Okanagan

Sept 20-22 Teck Regional Fall Dryland Camp
 Salmon Arm, BC
 Head Coach: Adam Elliot
 Contact: rostby@telus.net

Nov 22-24 Teck Regional Snow Camp
 Vernon, BC
 Head Coach: Adam Elliot
 Contact: coachadam@telemarkracers.org

2013/14 NDC / Provincial / Regional Camp Schedule

April 26-28 Teck Regional Spring Camp (Kootenay Region)
 Rossland, BC

May 10-13 Teck Regional Spring Camp (Coast Region-VI)
 Mt Washington, BC

May 17-19 BC Para-Nordic Spring Camp
 Vernon, BC

May 16-20 May Snow Camp (BCST)
 WOP, Callaghan Valley, BC

May 17-20 Spring Dryland Camp (BCDS)

	100 Mile House, BC
May 17-20	Spring Dryland Camp (BCTS) 100 Mile House, BC
May 20-June 6	Spring Snow Camp (CVTC) Vancouver Island/WOP, Callaghan Valley, BC
July 8-29	July Camp (CVTC) Salt Lake, Utah, USA
July 29-Aug 6	Haig Glacier Camp (BCST/BCDS) Canmore, AB
Aug 27-Sept 1	National Talent Squad Camp (CVTC) Whistler, BC
Aug 28-Sept 1	August Dryland Camp (BCTS) 100 Mile House, BC
Sept 9-15	Haig Glacier Camp (CVTC) Canmore, AB
Sept 13-15	Teck Regional Fall Dryland Camp (Coast Region-VI) Mt Washington, BC
Sept 13-15	Teck Regional Fall Dryland Camp (Coast Region) Whistler, BC
Sept 16-22	Rossland Camp (CVTC) Rossland, BC
Sept 20-22	Teck Regional Fall Dryland Camp (Okanagan Region) Salmon Arm, BC
Sept 23-29	Fall Dryland Camp (CVTC)
Sept 26-29	Fall Dryland Camp (BCST/BCDS) Revelstoke, BC
Sept 27-29	Teck Regional Fall Dryland Camp (Kootenay Region) Kimberley, BC
Oct 4-6	Teck Regional Fall Dryland Camp (Northern Region) Prince George, BC
Oct 5-6	BC Para-Nordic Dryland Camp

	Vancouver, BC
Oct 14-20	Frozen Thunder Camp (CVTC) Canmore, AB
Nov 14-17	Vernon Snow Camp (BCST/BCDS) Vernon, BC
Nov 14-17	Vernon Snow Camp (BCTS) Vernon, BC
Nov 22-24	Teck Regional Snow Camp (Kootenay Region) Rossland, BC
Nov 22-24	Teck Regional Snow Camp (Okanagan Region) Vernon, BC
Dec 6-8	Teck Regional Snow Camp (Northern Region) Smithers, BC
Dec 13-15	Teck Regional Snow Camp (Coast Region) Whistler, BC
Dec 27-30	Teck Regional Snow Camp (Coast Region-VI) Mt Washington, BC
CVTC - Callaghan Valley Training Centre/National Development Centre (Learning to Compete/Training to Compete)	
BCST – BC Ski Team (Learning to Compete)	
BCDS – BC Development Squad (Training to Train)	
BCTS – BC Talent Squad (Training to Train)	
Regional Camps (Learning to Train, Training to Train)	

CLUB DEVELOPMENT OPERATIONAL PLAN 2013/14

The Club Development Program is responsible for developing “full service clubs” that provide a wide range of programs and services - foremost of which is a progression of athlete development opportunities up to the National Development Centre level - in communities throughout British Columbia.

The Club Development Program is structured to support:

- the development of full service clubs, including guidance with policies and procedures, constitution and bylaws, risk management, club planning, etc.;
- membership development;
- a risk management strategy for educating our various internal constituencies – clubs, officials, coaches, athletes;
- trail and facility development including the coordination of Trail Development Workshops and the distribution of relevant information;
- the training of trail groomers and tracksetters, including the organization of Trail Grooming & Tracksetting Workshops and the distribution of relevant information;
- coordinating Club Development Workshops; and
- Club Excellence, a quality assurance program that recognizes and rewards clubs that demonstrate that their programs are LTAD-aligned.

Program Objectives and Tasks

The objectives and tasks listed below have been selected to lead to the achievement of Cross Country BC’s Mid-Term Objectives – 2014 as identified in the current Strategic Plan. Tasks specified within each Objective will be resourced and implemented in 2013/14 or in a multi-year plan.

Objective #1 - Encourage growth and development in existing new/small member clubs.

Task 1 - Coordinate club visitations by Cross Country BC Board members, office staff or coaching staff to each of the following: Barriere Outdoor Club, China Ridge Cross Country Ski Association, Clinton Snow Jockey Club, McKinney Nordic Ski Club, Tetrahedron Outdoor Club and Skmana Ski Club Society.

Objective #2 - Promote and encourage the development of full service clubs.

Task 1 - Hold a Club Development Workshop in conjunction with the 2014 Cross Country BC Annual General Meeting (AGM).

Task 2 - Encourage the establishment of paid club program coordinator positions by promoting grant opportunities; circulating examples (best practices) of job descriptions and facilitating the sharing of best practices at the Cross Country BC AGM.

Objective #3: Improve the organizational standards and athlete-centred focus of member clubs.

Task 1 - Promote Club Excellence - Cross Country BC website, email network, Ski Cross Country, Cross Country BC AGM, etc.

Task 2 - Assist clubs with bylaw revisions to align with anticipated changes to the BC Societies Act.

Task 3 - Follow-up on the Cross Country BC AGM-approved requirement that full service clubs include the following purpose in their club constitution – “to establish and maintain programs and activities that support an integrated athlete development system up to the provincial team level.”

COACHING DEVELOPMENT OPERATIONAL PLAN 2013/14

The role of the Coaching Development Program is to provide a seamless and effective coaching system that delivers coaches up to the national level.

The Coaching Development Program is structured to support:

- the delivery of the National Coaching Certification Program (NCCP);
- the delivery of the NCCP stream for coaches of athletes with a disability;
- the training of NCCP Learning Facilitators/Evaluators, and the scheduling of workshops;
- the training of NCCP External Evaluators and the coordinating and administration of evaluations that take place 'in the field' (formal observation sessions);
- the delivery of specialized coaching courses (e.g. ski preparation workshops);
- the maintenance of a databank of active certified coaches;
- the delivery of the Provincial Coaching Experience Program (PCE);
- encouraging and facilitating the establishment of club paid coaching positions, as well as appropriate salaries and benefit packages; and
- educating club leaders and coaches (of clubs with T2T and older athletes) on how to set up effective, stage-appropriate integrated support teams (IST).

Program Objectives and Tasks

The objectives and tasks listed below have been selected to lead to the achievement of Cross Country BC's Mid-Term Objectives – 2014 as identified in the current Strategic Plan. Tasks specified within each Objective will be resourced and implemented in 2013/14 or in a multi-year plan.

Objective #1: Increase the number of paid coach positions.

Task 1 - Promote grant opportunities; circulate examples (best practices) of job descriptions, grant applications, etc.; assist clubs with grant applications; facilitate the sharing of best practices at the Cross Country BC AGM.

Task 2 - Coordinate partnership arrangements with member clubs to assist them in hiring full time paid coaches. Cross Country BC staff positions that can be used to support this initiative are: BC Ski Team Head Coach, BC Development Squad Coach, Regional Coaches and BC Para-Nordic Coach.

Objective #2: Improve the delivery of the new NCCP program.

- Task 1 -** Recruit and train the next generation of CCI-L2T Learning Facilitators/Evaluators; update existing CCI-L2T Learning Facilitators/Evaluators.
- Task 2 -** Host a CCI-L2T Facilitator/Evaluator Training Clinic.
- Task 3 -** Recruit and train additional CCI Advanced (T2T) Learning Facilitators/Evaluators; update existing CCI Advanced (T2T) Learning Facilitators/Evaluators.
- Task 4 -** Recruit and train additional CCI Advanced (T2T) External Evaluators.
- Task 5 -** Improve the delivery of the NCCP evaluation component of the CCI and CCI Advanced contexts to provide more value to coaches.
- Task 6 -** Recruit and train additional External Evaluators for the CCI Advanced (T2T) context.

Objective #3: Prepare Cross Country BC's membership for implementing the next step in minimum mandatory coach qualification standards.

- Task 1 -** Promote the benefits of minimum coach qualification standards and communicate future minimum BC Government requirements – Cross Country BC website, email network, Ski Cross Country, Cross Country BC AGM, etc.

Objective #4: Host a high level ski preparation workshop for club wax technicians.

- Task 1 -** Organize and deliver the Ski Preparation module.

Objective #5: Train and certify ten CCD (L2C) coaches by September 2014.

- Task 1 -** Encourage and financially support eligible candidates to complete both the dryland and on-snow components during 2013-14 ski year.
- Task 2 -** Coordinate opportunities for and financially support coaches in the CCD pathway to complete their CCD evaluation and practical experience tasks.

CCBC Policy

Current Minimum Mandatory Coaching Qualifications:

Coaches must be active NCCP Community Coaches 'in training' (*must have completed the ICC Workshop*) in order to supervise, instruct, or coach ski activities for children six years of age and younger, or assist with the supervising, instructing or coaching of ski activities for children six to nine years of age; and

Coaches must be active, 'trained' NCCP Community Coaches (*must have completed the Community Coach Workshop*) in order to supervise, instruct, or coach ski activities for children six to nine years of age, or assist with the supervising, instructing or coaching of ski activities for children nine to sixteen years of age; and

Coaches must be active NCCP CCI 'trained' coaches (*must have completed the L2T (On-Snow) Workshop*) in order to supervise, instruct, or coach ski activities for children nine to sixteen years of age.

OFFICIALS DEVELOPMENT OPERATIONAL PLAN 2013/14

The role of the Officials Development Program is to provide program-specific services and training that will ensure competent officiating at cross-country ski competitions from the club level through to the international level.

The Officials Development Program is responsible for:

- the delivery of the CCC Officials Certification Program including the development of participant/course conductor materials specific to BC;
- the training of course conductors;
- the scheduling of courses and the training of local course organizers;
- the management of Cross Country BC's electronic timing system equipment and the training of operators;
- the development and delivery of specialized officials courses as needed (i.e. ZONE4 Race Management Clinics);
- enhanced training for provincial level Technical Delegates and coordinating their assignments; supporting the advancement of national and international Technical Delegates; and
- the maintenance of a databank of active certified officials.

Program Objectives and Tasks

The objectives and tasks listed below have been selected to lead to the achievement of Cross Country BC's Mid-Term Objectives – 2014 as identified in the current Strategic Plan. Tasks specified within each Objective will be resourced and implemented in 2013/14 or in a multi-year plan.

Objective #1: Strengthen the leadership capacity of CCC's Officials Certification Program.

Task 1 - Work closely with CCC to develop a CCC Officials Certification Program Level 2 curriculum.

Task 2 - Coordinate and deliver a Level 2 CCC Officials Certification Program Course Conductor Training Workshop.

Task 3 - Develop handouts and course conductor materials that will compliment the new national resource materials, while specifically addressing the needs of the BC program.

Objective #2: Develop Cross Country BC's Technical Delegates for leadership roles at events up to and including the international level.

Task 1 - Develop a list of potential Technical Delegates for all levels of competitions.

Task 2 - Develop individualized plans for, and provide systematic training and practical experiences opportunities for this new generation of leaders.

Task 4 - Recruit and financially support the training of Level 3 officials.

Objective #3: Host a specialized race management workshop.

Task 1 - Deliver ZONE4 Introduction and Advanced Clinics to prepare timing officials for the upcoming 2014 Western Canadian Championships, 2015 Canada Winter Games and other races.

COMPETITIONS PROGRAM

OPERATIONAL PLAN 2013/14

Cross Country BC's Competitions Program ensures a progression of competitive opportunities for athletes from Active Start through to the Training to Compete stages of development, and encourages and supports the hosting of citizen races (loppet) as well as major national and international events.

This section of the website is dedicated to providing information that will keep athletes, parents, coaches, event organizers, officials and technical delegates informed about the competition calendar, policies, rules and regulations for cross-country skiing.

The Competitions Program area is responsible for:

- coordinating the annual competition schedule;
- designing and overseeing the delivery of the following programs – the Teck BC Cup Series, Teck BC Midget Championships, the College/University Racing Circuit, the Teck Regional Cup Series and the cross-country events at the BC Winter Games;
- developing/maintaining and distributing Technical Packages for the above programs;
- developing and implementing the Cross Country BC Awards Program and Teck Regional Cup Series aggregate awards;
- promoting and encouraging Racking Rocks! activities;
 - Racing Rocks! – Double Cross
 - Racing Rocks! – Team Sprints
 - Racing Rocks! – Ski Tournaments
- event sanctioning; and
- ensuring a sufficient number of Canada Points List (CPL) and Canada Sprint List (CSL) races annually to meet the needs of developing BC athletes.

Program Objectives and Tasks

The objectives and tasks listed below have been selected to lead to the achievement of CCBC's Mid-Term Objectives – 2014 as identified in the current Strategic Plan. Tasks specified within each Objective will be resourced and implemented in 2013/14 or in a multi-year plan.

Objective #1: Host a successful NorAm/Western Canadian Championships at the 2015 Canada Winter Games venue (test event) in Prince George in February, 2014.

Task 1 - Provide officials training and deliver other support services as appropriate.

Task 2 - Promote the event – Cross Country BC website, email network, Ski Cross Country, Cross Country BC AGM, etc.

Objective #2: Update all relevant CCBC Technical Packages based on what was learned last year when the Teck Skier Development Program was first rolled out.

Task 1 - Update the Technical Guidelines for each of the four Teck Regional Cup Series – Northern Regional Cup, Okanagan Regional Cup, Coast Regional Cup and Kootenay Regional Cup. Include a direct link to CCBC’s revised Sponsor, Awards Protocol and Media (SAM) information package for event hosting.

Task 2 - Update the Teck BC Cup Series Technical Guidelines, including a direct link to CCBC’s revised SAM information package for event hosting.

Task 3 - Update the Teck BC Midget Championships Technical Guidelines including a direct link to CCBC’s revised SAM information package for event hosting. .

Objective #3: Improve the hosting standard and LTAD alignment of Racing Rocks! activities.

Task 1 - Provide information to assist clubs in setting up venues with appropriate terrain variation.

Task 2 - Promote examples of successful events and circulate information on ‘how to’ for the purpose of encouraging member clubs to experiment with LTAD-aligned competitive activities for the FUNdamentals and Learning to Train stages of athlete development.

Objective #4: Improve the delivery the Teck Regional Cup Series in all four zones (this initiative is part of the Teck Skier Development Program targeting athletes in the L2T and T2T-1 stages of development).

Task 1 - Together with club race organizers develop a schedule with a minimum of three regional cup races in each zone. Coordinate the schedule with the Teck BC Cup Series, Teck BC Midget Championships, Western Canadian Championships and National Championships to maximize participation.

Task 2 - Promote the program extensively via the Cross Country BC website, Facebook, Cross Country BC E-News network and Ski Cross Country.

Task 3 - Improve the club aggregate awards program.

Objective #5: Improve the delivery of Teck-sponsored events with respect to sponsor recognition, awards protocol and media coverage.

- Task 1** - Increase the supply of relevant race equipment and materials (i.e. site banners, bibs) to meet the needs of all sponsored events.
- Task 2** - Train club volunteers to implement the hosting guidelines outlined in CCBC's SAM Information Package, as appropriate for the level of their respective events.
- Task 3** - Improve internal procedures for promoting and tracking media coverage, and processing/filing photos.
- Task 4** - Coordinate the distribution of race bibs, banners, medals and ribbons to the various events.

Objective #6: Host successful cross-country ski competitions at the 2014 BC Winter Games in Whistler.

- Task 1** - Assemble a team of officials to host the race, and support them as necessary because a club hasn't stepped forward to take responsibility.
- Task 2** - Facilitate a successful working relationship among the key partners – the BC Games Society, Whistler Olympic Park, Biathlon BC, P'ayak organizers and the race committee.

Objective #7: Update and implement plans to utilize the 2010 Olympic/Paralympic venue (Whistler Olympic Park) for high level national and international events on an annual basis during the next two planning quadrennials (to 2022).

- Task 1** - Update CCBC's High Level Event Hosting Plan to 2022.
- Task 2** - Together with the Callaghan Valley Cross Country Ski Club, Whistler Sport Legacies and other partners, develop a strategy for implementing CCBC's event hosting plan to 2022.

Objective #8: Initiate plans to bid for and host an FIS World Junior/U23 Championships prior to 2020.

- Task 1** - Establish a work group to get the process started.

2013/14 Regional Cup Series Schedule

Teck Coast Cup Series

- Dec 1 Teck Coast Cup #1
Coast Cup Series
Callaghan Valley
Dirk Rohde
(604) 942-6410
info@hollyburnxc.ca
- Jan 18 Teck Coast Cup #2
Coast Cup Series
Callaghan Valley
Suki Cheyne
(604) 938-6441
admin@whistlernordics.com
- Jan 19 Teck Coast Cup #3
Coast Cup Series
Callaghan Valley
Delores Franz Los
(604) 894-6182
dfflos@hotmail.com
- Mar 8-9 Teck Coast Cup #4 & 5
Coast Cup Series Finale
Mt Washington
Alison Stocks
races@StrathconaNordics.com

Teck Northern Cup Series

- Dec 28–29 Teck Northern Cup #1 & 2
Northern Cup Series
BC Winter Games Trials - Zone 7 (Northeast)
Smithers
- Jan 18 Teck Northern Cup #3
Northern Cup Series
Vanderhoof
Wanda Nemethy
250-567-5324

bwruntwo@telus.net

Feb 2 Teck Northern Cup #4
Northern Cup Series Finale
Burns Lake
Alison Patch
(250) 695-6340
agpatch1@xplornet.com

Teck Kootenay Cup Series

Dec 14-15 Teck Kootenay Cup #1 & 2
Kootenay Cup Series
Rossland
Ian Sibbald
(250) 362-2130
isibbald@telus.net

Jan 18-19 Teck Kootenay Cup #3 & 4
Kootenay Cup Series
Kimberley
Bill Green
(250) 427-5554
wgreen6@gmail.com

Feb 2 Teck Kootenay Cup #5
Kootenay Cup Series Finale
Nelson
Louise Poole
(250) 825-9202
klpoole@shaw.ca

Teck Okanagan Cup Series

Dec 29 Teck Okanagan Cup #1
Okanagan Cup Series
BC Winter Games Trials - Zone 2 (Okanagan)
Revelstoke
Debbie Koerber
(250) 837-6376
debbie@apexrafting.com

Feb 2 Teck Okanagan Cup #2
Okanagan Cup Series Finale
Penticton
Jerome Jang
(250) 494-1972

MARKETING AND COMMUNICATIONS OPERATIONAL PLAN 2013/14

The role of the Marketing and Communications Program is to: (1) promote the image of cross-country skiing as a dynamic, accessible sport, and (2) play an important role in building a financially self-sufficient Association.

The Marketing and Communications Program area is responsible for:

- the publication and distribution of ‘Ski Cross Country’;
- communication and outreach through the development and maintenance of the Cross Country BC website;
- internal communication through Cross Country BC’s email distribution network;
- promoting and marketing the Cross Country BC ‘brand’;
- the development and delivery of ‘image campaigns’ aimed at specific target groups;
- the development and distribution of regular news releases, newsletters to sponsors and annual promotional packages to the media, MLA’s, sport retailers;
- Cross Country BC’s donation program;
- marketing and fundraising; and
- generating financial and in-kind resources needed to expand and provide stability for CCBC programming.

Program Objectives and Tasks

The objectives and tasks listed below have been selected to lead to the achievement of Cross Country BC’s Mid-Term Objectives – 2014 as identified in the current Strategic Plan. Tasks specified within each Objective will be resourced and implemented in 2013/14 or in a multi-year plan.

Objective #1: Look after existing sponsors by continuing to improve Cross Country BC’s ability to facilitate regular, high quality communication, collaboration and activation/servicing opportunities.

Task 1 - Initiate a quarterly newsletter for communicating to sponsors.

Task 2 - Design the new Cross Country BC website to address sponsor recognition requirements (See Objective #2, Task 1).

Task 3 - Develop and maintain an annual servicing and activation plan that will build relationships with current sponsors.

Objective #2: Enhance external communications.

Task 1 - Renovate the Cross Country BC website to align with Cross Country Canada's new site; include multi-media features such as Facebook and Twitter.

Task 2 - Develop, publish and distribute the 2013 edition of 'Ski Cross Country' to the homes of members, MLA's, ski equipment retailers, etc.

Task 3 - Develop a social media policy and create an internal social media "how to" tips and guidelines document.

Objective #3: Improve Cross Country BC's photo library.

Task 1 - Pro-actively recruit good quality, high resolution photographs for use in Ski Cross Country and other promotional material.

Task 2 - Develop an indexed electronic photo library.

Objective #4: Continue to build a sponsorship culture within Cross Country BC.

Task 1 - Establish a Board of Directors position specifically for the Marketing and Communications program area.

Task 2 - Provide appropriate tools and training to help club volunteers to meet sponsor obligations at the club and division levels.

Task 3 - Launch the CVTC team with an informal sponsor/media event; photo opportunity

Objective #5: Generate new revenues through corporate sponsorship, donations and fundraising.

Task 1 - Increase efforts with respect to sponsor recruitment.

Task 2 - Develop strategies to encourage individual donations.

Task 3 - Undertake two fundraising initiatives:

- Canada/Whistler Ironman event (CVTC volunteers); and
- Host a joint CCC/CCBC/CVTC Sponsor Reception and Fundraiser.

ORGANIZATIONAL DEVELOPMENT: OPERATIONAL PLAN 2013/14

Organizational Development encompasses the structure, governance, and administrative functions of Cross Country BC. This component of the Association's operations is responsible for providing an effective, provincial sport system that enables Cross Country BC to meet its goals and objectives.

This section of the plan covers the following areas of responsibility:

- management of the Cross Country BC Office;
- the development and maintenance of a membership roster for the Association;
- Annual General Meetings, Board of Directors meetings, planning meetings, etc.;
- policies and procedures including the Constitution and Bylaws of the Association;
- sport history and archives;
- volunteer awards;
- strategic planning and operational planning;
- financial management; and
- risk management including Cross Country BC's liability insurance program.

Program Objectives and Tasks

The objectives and tasks listed below have been selected to lead to the achievement of Cross Country BC's Mid-Term Objectives – 2014 as identified in the current Strategic Plan. Tasks specified within each Objective will be resourced and implemented in 2013/14 or in a multi-year plan.

Objective #1: Improve the governance structure of Cross Country BC.

Task 1 - Determine the requirements for compliance with BC's new Societies Act once it becomes available for review.

Task 2 - Identify one or more individuals to consider options for changes to the bylaws that may be required to comply with BC Society Act and/or improve Cross Country BC's governance structure.

Task 3 - Present any proposed bylaw changes to the membership at the 2014 AGM.

Task 4 - Develop and implement a policy-driven governance model that meets the current needs of the Association.

Objective #2: Update Cross Country BC's strategic plan to 2022+.

Task 1 - Identify one or more individuals to lead the development of the plan.

Task 2 - Develop a timeline and work plan for engagement of stakeholders and development of the plan:

- prepare a draft version of the plan by December 15th, 2013; and
- prepare a final version of the plan by March 31st, 2014.

Objective #3: Increase Cross Country BC membership fees to cover raised membership fees to Cross Country Canada.

Task 1 - Inform clubs of the fee increase well in advance and help them prepare for the change.

Objective #4: Promote 'True Sport' values within Cross Country BC.

Task 1 - Join the True Sport movement.

Task 2 - Encourage Cross Country BC clubs to join True Sport.



CHARTS

- **LTAD Stages for Cross-Country Skiing**
- **LTAD Stages for Athletes with a Disability**
- **NCCP Athlete and Coach Progression**
- **NCCP Stream for Coaches of Athletes with a Disability**
- **CCBC Full Service Club Model**
- **CCC Officials Development Pathway**
- **CCBC Volunteer Support Structure**