



CROSS COUNTRY BC OPERATIONAL PLAN 2018-19

Major Initiatives 2018/19

This list is comprised of the prioritized activities which will be resourced, programmed and implemented (or initiated) within the Cross Country BC Operational Plan 2018/19.

Initiative #1 – Improve resource levels to support implementation of the strategic plan.

Increase revenues through sponsorship and donation initiatives to facilitate further program growth and development.

Initiative #2 – Increase the number of children, in the Fundamentals stage of athlete development (nine years and younger), participating in competitive skiing activities.

Initiative #3 – 2010 Legacy: event hosting. Initiate plans to utilize the 2010 Olympic/Paralympic venue (Whistler Olympic Park) for high level national and international events during the next 2 planning quadrennial (to 2026), including the FIS World Junior/U23 Championships.

Initiative #4 – Improve athlete retention in the high performance stream. Extend the focus of the BC Ski Team to better meet the needs of post-secondary athletes who choose to continue with their club programs until they graduate from the U23 category.

Initiative #5 – Enhance the Teck Regional Camp Program. This program helps prepare athletes for more advanced camp experiences. Utilize Cross Country BC coaching staff to both raise the technical standard and provide mentorship/NCCP evaluation opportunities for club coaches.

Initiative #6 – Increase the number of club paid coach positions, both full-time and part-time.

Initiative #7 – Grow membership across the province. Help clubs grow their membership via another concerted membership drive initiative.

Resources 2018/19

OPERATING BUDGET

The macro Operating Budget for Cross Country BC 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.

Revenues

Grants & Support	
viaSport Contribution	288,000
viaSport BCSP Grant	20,000
Community Gaming	102,000
Other	2,000
Programs	
Athlete Development	173,000
Coaching Development	53,000
Officials Development	5,000
Club Development	0
Competitions	2,000
Fundraising	
Sponsorship and Marketing	95,000
Donations	60,000
Membership Fees	166,500
Miscellaneous	8,500
Total Revenues	975,000

Expenses

Programs	
Athlete Development	531,000
Coaching Development	60,000
Officials Development	5,000
Club Development	71,000
Competitions	11,000
Sport Promotion	23,000
Administration	
Staff & Contractors	228,500
Office & Division	66,500
Total Expenses	996,000

Excess of revenues over expenses -21,000

ATHLETE DEVELOPMENT OPERATIONAL PLAN 2018/19

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.);
- Kal Tire Skill Development Program - Bunnyrabbit (Active Start);
- Kal Tire Skill Development Program - Jackrabbit (FUNDamentals);
- Kal Tire Skill Development Program - Track Attack (Learning to Train);
- Teck 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/Training to Compete); and
- College/University Cross-Country Racing 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 – 2022 as identified in the current Strategic Plan. Tasks specified within each Objective will be resourced and implemented in 2018/19 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 Learning to Train, Training to Train and Learning to Compete 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 magazine, Cross Country BC AGM, NCCP CCI -L2T and CCI Advanced (T2T) workshops, broad distribution of an electronic version of CCC’s LTAD Growth and Maturation poster, etc.

- Task 3:** Encourage LTAD alignment of club 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 (L2T) programs, and (2) promotion of the CCC Athlete Development Matrix now posted on the CCC website.
- Task 4:** Arrange for Cross Country BC coaching staff to visit the following clubs to meet with/mentor club coaches and parents of athletes - Toby Creek Nordic Ski Club, Fernie Nordic Ski Club, Nelson Nordic Ski Club, Williams Lake Cross Country Ski Club, Sea to Sky Nordic Ski Club, Spud Valley Nordic Ski Club and Whistler Nordic Ski Club.

Objective #2: Increase the number of children, in the Fundamentals stage of athlete development (nine years and younger), participating in competitive skiing activities.

- Task 1 -** Gather information from club head coaches regarding perceived obstacles to recruitment and possible initiatives for improving participation. Use to develop a recruitment strategy going forward.
- Task 2 -** Consult with club head coaches in vulnerable BC Winter Games (BCWG) zones and determine strategies to improve BCWG participation numbers that are zone specific. The target zones are 3, 4, 6, 7 and 8. Use to develop a recruitment strategy going forward.
- Task 3 -** Revitalize the Racing Rocks! Program with new incentives and a vigorous promotion campaign, with the objective of reaching 1500+ children annually.
- Task 4 -** Develop SDP imaging that both reflects LTAD principles and appeals to children who wish to be involved with a competitive sport.
- Task 5 -** Increase efforts to educate coaches and parents regarding LTAD and competition – when and how children should be introduced to competition.

Objective #3: Continue to improve the Teck Regional Camp Program (a component of the Teck Skier Development Program targeting athletes in the L2T and T2T-1 stages of development) to help prepare athletes for more advanced camp and race experiences.

- Task 1 -** Arrange with identified clubs to hire their club paid coaches, on a part-time basis, for regional coach duties - to lead and help support the delivery of the program.
- Task 2 -** Arrange for CCBC coaching staff/contractors to lead and/or help support the delivery of a minimum of eight regional camps, including the two in the northern region.

- Task 3** - Promote the program extensively via the Cross Country BC website, Cross Country BC E-News network, Ski Cross Country magazine and clothing with Regional Camp Program branding (T-shirts and headwear).
- Task 4** - Complete a Regional Camp Guidebook with stage-appropriate camp outlines, sample camp menus, instructions for recognizing sponsor support, etc.
- Task 5** - Monitor the implementation of the program for compliance to LTAD principles and meeting commitments to sponsors.

Objective #4: Continue to improve the Provincial Team Programs.

- Task 1** - Provide three training camp opportunities for BC Talent Squad athletes (the same as in 2017-18); continue to ensure consistent leadership by contracting two qualified coaches to lead all three camps.
- Task 2** - Provide six training camps opportunities (a minimum of two camps on-snow including a Haig Glacier Camp experience) for BC Development Squad athletes; continue to provide a dedicated coaching support team that is both qualified and competent.
- Task 3** - Provide seven training camp opportunities (a minimum of two on-snow including a Haig Glacier Camp experience) for BC Ski Team athletes; continue to provide high level technical support with respect to ski equipment selection and grinding; continue to provide a dedicated coaching support team that is both qualified and competent.
- Task 4** - As part of Task #3, provide a training camp opportunity in Europe for junior BC Ski Team athletes. This will include training with another national/regional/club junior team and training on snow in a ski tunnel.
- Task 5** - Continue to improve data collection and use of data/analysis technology (Airtable; Training Peaks; Coaches Eye, etc.).
- Task 6** - Maintain records of individual high performance program benchmarks (planned/actual) on CSI-P targeted athlete list (Level 2 and higher plus any additional athletes that are current members of the BC Ski Team).
- Task 7** - Maintain records of individual key performance indicators (KPI) (planned/actual) - factors that contribute to improved results but are not results themselves; i.e. field tests, hours trained, # of competitions, etc. on IPS targeted athlete list (Level 2 or higher plus any additional athletes that are current members of the BC Ski Team). Indicate clear LTAD appropriate (KPI) at major athlete development steps. (Athlete Development Matrix)

- Task 8 -** Do a year-end review of progress of CSI-P targeted athletes (plus any additional athletes that are members of the BC Ski Team) - by the HP/Athlete Development committee members, Provincial Coach, Assistant Provincial Coach and other key high performance coaches.
- Task 9 -** Improve the standard of medical monitoring of BC Ski Team and BC Development Squad athletes. At the start of the season email athletes, parents and personal coaches an information package of what is expected including an annual general medical examination and twice annual ferritin tests. Establish a system for monitoring compliance.
- Task 10 –** Continue to develop a structured, long term approach to the use of performance enhancement services by establishing a two year planning cycle that includes a progression of opportunities for the BC Talent Squad, BC Development Squad, and BC Ski Team and a review process.
- Task 11 –** Improve performance enhancement opportunities for the BC Ski Team (quality, timing, accessibility. etc.); shift sport psychologist and dietician support away from the camps to allow more time for training. Refer to the following section on Sport Science Programming for details.
- Task 12 –** Increase and improve the performance enhancement opportunities for the BC Development Squad. Refer to the following section on Sport Science Programming for details.
- Task 13 -** Continue the performance enhancement opportunities provided to the BC Talent Squad in 2017-18. Improve the introduction of sport psychology by bringing the sport psychologist to the camp to join in with other camp activities. Refer to the following section on Sport Science Programming for details.
- Task 14 -** Conduct athlete exit interviews with CSI-P targeted athletes that dropped off the targeted list at the end of last season.
- Task 15 -** Continue to improve the provincial team clothing program.
- Task 16 -** Continue to promote the various post-secondary skiing/education options in British Columbia that are available to cross country ski athletes, to raise awareness and ultimately retain more athletes.
- Task 17 -** Provide a B-Tour in Europe for BC athletes that meet or are close to meeting the International Performance Benchmarks (IPBs) for their age.
- Task 18 -** Organize a team (both able-bodied and para-nordic athletes) for the 2019 Canada Winter Games in Red Deer, AB.

Objective #5: Improve programming for athletes with a disability.

- Task 1** - Continue to fund a part-time coach position dedicated to facilitating the growth and development of club programs across the province for athletes with a disability and further developing the BC Para-Nordic Squad and BC Para-Nordic Team Programs.
- Task 2** - Host ‘Skiing is Believing’ clinics in Whistler (x2), Prince George, Mt. Washington, and potentially more locations as opportunities arise.
- Task 3** - Recruit and prepare a group of athletes for the 2020 BC Winter Games.
- Task 4** - Prepare the ‘long-list’ of athletes for the 2019 Canada Winter Games. Provide coaching support for BC Para Nordic Team at Canada Winter Games
- Task 5** - Prepare identified athletes for transition to the National Para-Nordic Team.
- Task 6** - Provide the following camp opportunities: May CCBC Camp (Whistler), July W.I.N. Camp (Kaslo), September BC Para Nordic Camp (Richmond), November CCBC Fall Snow Camp (Whistler), and November CCC Prospects Camp (Canmore).
- Task 7** - Provide competitive opportunities to eligible athletes including Teck Coast Cups #2 & 3, Teck BC Cup #1, Teck BC Cup #2, Teck BC Championships, World Para Nordic Skiing Championships (Prince George) and the Canada Winter Games.
- Task 8** - Introduce a more structured, long term approach to the use of performance enhancement and medical/para-medical services.

Objective #6: Increase Indigenous participation in cross country skiing.

- Task 1** - Continue to work with Spirit North to maintain and grow their efforts in BC, with the goal of reaching out to additional First Nations schools and communities.
- Task 2** – Continue to target and support Ski S’Kool programs near First Nations communities.

2018-19 Sport Science Programming

Threshold testing (May)	BCST/BCDS	Stacey Hutton
V02 testing (Sept)	BCST	Stacey Hutton
FM Screening (May)	BCST/BCDS	Sean Campbell
FM Screening (Sept)	Remaining BCST/BCDS	Sean Campbell

Sport Psychologist – Group Online Wksp (May)	BCST/BCDS	Dave Freeze
Sport Psychologist - Individual talk x 2	BCST	Dave Freeze
Sport Psychologist - Individual talk x 1	BCDS	Dave Freeze
Sport Psychologist – Presentation at camp (Aug)	BCTS	Dave Freeze
Dietician – Presentation at camp (May)	BCST/BCDS	Joanna Irvine
Dietician Assessment/individual talk	BCST/BCDS	Joanna Irvine
Nutritionist – Presentation at camp (June)	BCTS	Kavanagh Danaher
Nutritionist – Presentation at camp (Sept)	BCST/BCDS	Kavanagh Danaher
Strength//Conditioning Coach (May)	BCST/BCDS	Kayla Dodson
Strength//Conditioning Coach (Sept)	BCST/BCDS	Kayla Dodson
SMBC Concussion Wksp (Sept)	BCST/BCDS	TBD, SMBC
Relative Energy Deficiency – Presentation at camp (Sept)	BCST/BCDS	Natasha Kutlesa & Kelly Dragger

2018/19 Provincial / Regional Camp Schedule

May 4-6	Teck Regional Spring Snow Camp (Coast Region-VI) Mt Washington, BC
May 17-21	May Snow Camp (BCST/BCDS/BCPNT) Whistler, BC
May 31-June 3	Talent Squad Summer Camp (BCTS) Richmond/Whistler, BC
July 2-10	Haig Glacier Camp #1 (BCST/BCDS) Canmore, AB
July 23-31	Haig Glacier Camp #2 (BCST/BCDS) Canmore, AB
July 31-Aug 16	International Junior Camp (National Junior Team/BCST) Norway
Aug 27-Sept 2	CCBC August Camp (BCST/BCDS) Revelstoke, BC
Aug 30-Sept 2	Talent Squad Fall Camp (BCTS) 100 Mile House, BC

Sept 7-9	Teck Regional Fall Dryland Camp #1 (Okanagan Region) Kelowna, BC
Sept 14-16	Teck Regional Dryland Camp (Coast Region-VI) Courtenay, BC
Sept 21-23	Teck Regional Fall Dryland Camp (Coast Region) Whistler, BC
Sept 26-30	CCBC Fall Dryland Camp (BCST/BCDS) Whistler, BC
Sept 21-23	Teck Regional Dryland Camp #2 (Okanagan Region) Revelstoke, BC
Sept 28-30	Teck Regional Dryland Camp (Kootenay Region) Kimberley, BC
Sept 14-16	Teck Regional Fall Dryland Camp (Northern Region) Prince George, BC
Oct 31-Nov 4	Fall Snow Camp (BCST/BCDS) – Callaghan Gold storage snow Whistler, BC
Nov 8-12	Talent Squad Snow Camp (BCTS) Vernon, BC
Nov 16-18	Teck Regional Snow Camp #1 (Okanagan Region) Vernon, BC
Nov 23-25	Teck Regional Snow Camp #2 (Okanagan Region) Vernon, BC
Nov 29-Dec 2	CCC National PN Development Camp Canmore, AB
Nov 30-Dec 2	Teck Regional Snow Camp (Kootenay Region) Invermere, BC
Nov 30-Dec 2	Teck Regional Snow Camp (Northern Region) Smithers, BC
Nov 16-18	Teck Regional Snow Camp (Coast Region) Whistler, BC
Dec 27-30	Teck Regional Snow Camp (Coast Region-VI) Mt Washington, BC
Jan TBD	B-Tour Europe, location TBD

Feb 23-Mar 2 Canada Winter Games
Red Deer, AB

Mar 13-20 National Championships
Gatineau, QC

BCST – BC Ski Team (Learning to Compete/Training 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 2018/19

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;

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 – 2022 as identified in the current Strategic Plan. Tasks specified within each Objective will be resourced and implemented in 2018/19 or in a multi-year plan.

Objective #1 - Encourage growth and development of existing member clubs.

Task 1 - Support each of the following clubs – Toby Creek, Williams Lake, Spud Valley, Bulkley Valley, Caledonia, Fernie, Nelson, Sea to Sky, Whistler Nordic Ski Club by sending Cross Country BC coaching staff to meet with/mentor club coaches and parents of athletes.

Task 2 - Encourage membership growth through sharing of best practices and launching the third annual Club Membership Contest, a province-wide membership growth initiative.

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

Task 1 - Hold a Club Development Workshop in conjunction with the 2019 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 Podium program- Cross Country BC website, email network, 'Ski Cross Country' magazine, Cross Country BC AGM, etc.

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

COACHING DEVELOPMENT OPERATIONAL PLAN 2018/19

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 – 2022 as identified in the current Strategic Plan. Tasks specified within each Objective will be resourced and implemented in 2018/19 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 - When possible, coordinate partnerships with member clubs to assist them in hiring full time paid coaches.

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

- Task 1 -** Organize and deliver a Technique & Equipment Update for all Coach Developers (LFs, Evaluators).
- Task 2 -** Continue with the formal evaluation and certification of all levels of Coach Developers to meet CAC policy requirements. Complete evaluations of 90% of all active Coach Developers.
- Task 3 -** Oversee the successful transition to the new, partly online, Community Coach context. Ensure continuity of current participation numbers and current coach training standards.
- Task 4 -** Train a minimum of five new coaches at the Community Coach AWAD level.
- Task 5 -** Continue to improve the delivery of the evaluation component of the CCI, CCI Advanced and Comp-Dev contexts to provide more value to coaches.
- Task 6 –** Improve the delivery of the new NCCP Challenge Program to ensure a meaningful experience for participating coaches.

Objective #3: Host a high level ski preparation workshop for club wax technicians in the Coast region.

- Task 1 -** Organize and deliver a CCBC Ski Preparation workshop in Whistler in November.

Objective #4: Train and certify coaches in the NCCP Comp-Dev (L2C) context.

- Task 1 -** Host both a Comp-Dev (L2C) Dryland and On Snow workshop in BC.
- Task 2 -** Continue to coordinate opportunities for and financially support coaches in the Comp-Dev (L2C) pathway to complete their evaluation and practical experience tasks.

Objective #5: Support two coaches to complete the new NCCP CDAG (T2C) context.

- Task 1 -** Coordinate opportunities for and financially support coaches in the Competition Coaching Development – Advanced Gradation (CDAG) pathway to complete their training, evaluation and practical experience tasks.

Objective #6: Ensure coaches working with CSI-P targeted athletes have current training with respect to the following:

- Task 1 -** Concussion Awareness Workshop.

Task 2 - Drug Education Workshop (CCES - True Sport Clean 101 online workshop).

Objective #7: Review the 'Responsible Coaching Movement' (RCM) standards for ensuring a safe sport environment, and develop/update/implement policies and procedures as appropriate.

Task 1 - Inform clubs, coaches, parents and athletes about vulnerable situations and issues, the RCM and Cross Country BC's commitment to the pledge.

Task 2 - Develop and implement a Travel Policy.

Task 3 - Develop a Rule of Two Policy.

Task 4 - Update other recommended RCM policies.

Task 5 - Take the RCM pledge.

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 2018/19

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 workshops);
- 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 – 2022 as identified in the current Strategic Plan. Tasks specified within each Objective will be resourced and implemented in 2018/19 or in a multi-year plan.

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

Task 1 - Develop handouts and course conductor materials that will complement 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 - Refine the 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 3 - Recruit and financially support the training of Level 3 officials.

Objective #3: Facilitate knowledge of, and access to, timing equipment for club officials.

Task 1 - Organize and deliver a Zone4 Timing Clinic.

Task 2 – Finalize and issue the instructions for loan-out of CCBC’s new Zone4 timing equipment.

CCBC Policy

Minimum Mandatory Officials Qualifications:

All competitions are to be administered under the supervision of an individual with the appropriate qualifications:

1. Competition Managers (Chief of Competition) of divisionally registered events/competitions/activities must be CCC Officials Level 1 certified. These are lower-level competitions which are not accorded sanctioning and where no Technical Delegate is assigned, for example Regional Cup races, smaller loppets, club races, etc.
2. Competition Managers (Chief of Competition) of divisionally sanctioned events/competitions/activities must be CCC Officials Level 2 certified. A divisionally sanctioned event would be the BC Winter Games or a major loppet.
3. Competition Managers (Chief of Competition) of nationally sanctioned Tier 2 events/competitions held in BC must be CCC Officials Level 2 certified. A Tier 2 event would be the BC Cup Series, etc.
4. Competition Managers (Chief of Competition) of nationally sanctioned Tier 1 events/competitions held in BC must be CCC Officials Level 3 certified. A Tier 1 event would be the National Championships, Western Canadian Championships, Nor Ams, etc.

COMPETITIONS PROGRAM

OPERATIONAL PLAN 2018/19

The role of the Competitions Program is to: (1) ensure a progression of competitive opportunities for athletes from the FUNDamentals through to the Training to Compete stages of development, and (2) encourage and support hosting major events as identified in Cross Country BC's High Level Event Hosting Plan.

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 – 2022 as identified in the current Strategic Plan. Tasks specified within each Objective will be resourced and implemented in 2018/19 or in a multi-year plan.

Objective #1: Start preparing for the 2020 BC Winter Games in Fort St John.

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' magazine, Cross Country BC AGM, etc.

Objective #2: Update all relevant CCBC Technical Packages.

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’ magazine.

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 - 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 2 - Improve internal procedures for promoting and tracking media coverage, and processing/filing photos.

Task 3 - Coordinate the distribution of race bibs, banners, medals and ribbons to the various events.

Objective #6: 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 2026).

Task 1 - Together with the Cross Country Canada, Whistler Sport Legacies and other partners, develop a strategy for implementing CCBC's event hosting plan to 2026.

Objective #7: Initiate plans to bid for and host an FIS World Junior/U23 Championships

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

Objective #8: Lengthen the competition season (earlier/later) and increase the number of competitions available to developing athletes.

Task 1 - Utilize storage snow and host races in early November at WOP.

Link to full competition calendar: <http://www.crosscountrybc.ca/competition-schedule>

Link to Teck Regional Cup calendar: <http://www.crosscountrybc.ca/teck-regional-cup-program>

MARKETING AND COMMUNICATIONS OPERATIONAL PLAN 2018/19

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’ magazine;
- 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 – 2022 as identified in the current Strategic Plan. Tasks specified within each Objective will be resourced and implemented in 2018/19 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 - Continually improve the servicing plan to strengthen relationships with current sponsors.

Objective #2: Enhance external communications.

Task 1 - Develop, publish and distribute the 2018 edition of ‘Ski Cross Country’ magazine to the homes of members, MLA’s, ski equipment retailers, etc.

Task 2 - Develop and implement strategies for increasing the reach of Cross Country BC's Facebook page.

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

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

Task 1 - Renew contract with key sponsor one year in advance of expiry.

Task 2 - Obtain a sponsor for the Skill Development Program.

Task 3 - Develop and implement strategies to encourage individual and business donations, specifically by launching the third annual online fundraiser.

Objective #6: Help promote Nordic tourism in British Columbia.

Task 1 - Launch second annual BC Punch Pass.

ORGANIZATIONAL DEVELOPMENT: OPERATIONAL PLAN 2018/19

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 – 2022 as identified in the current Strategic Plan. Tasks specified within each Objective will be resourced and implemented in 2018/19 or in a multi-year plan.

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

Task 1 - Review/update policies as needed.

Task 2 - Develop and implement Terms of Reference for the Athlete Development Operational Committee.

Objective #2: Update the financial systems of Cross Country BC.

Task 1 - Implement new systems: electronic payroll, QuickBooks Online (including invoicing), Receipt Bank, online banking, electronic Accounts Payable via EFT, new Chart of Accounts, etc, and general streamlining of financial processes.