



# CROSS COUNTRY BC OPERATIONAL PLAN 2012-13

## Major Initiatives 2012/13

This list is comprised of the prioritized activities which will be resourced, programmed and implemented (or initiated) within the Cross Country BC Operational Plan 2012/13.

**Initiative #1 – Establish a Marketing and Communications department.** Develop a sponsorship culture within Cross Country BC with the objective of enhancing the Association's capacity to operate a financially sustainable operation going forward.

**Initiative #2 – Improve the Callaghan Valley Training Centre/National Development Centre program.**

**Initiative #3 – Increase the number of full time paid coach positions in BC.**

**Initiative #4 – Expand and enhance Cross Country BC's human resource base.** Increase Cross Country BC's staff capacity to better support identified high priority program areas.

**Initiative #5 – Increase revenues.** This initiative is required in order to achieve the objectives in the 2012/13 Operating Plan.

**Initiative #6 – Improve the delivery of the new NCCP program.** Roll out the NCCP evaluation component for the CCI and CCI Advanced contexts.

**Initiative #7 – Launch a province-wide Regional Cup Series.** This is a multi-year strategic initiative to increase the number of skiers in our competitor base (target age 9-14).

**Initiative #8 – Launch a new, more structured Regional Camp Program.** The new program will be part of the new Skier Development Program, targeting athletes in the L2T and T2T-1 stages of development.

**Initiative #9 – Initiate the transition to the new CCC Officials Certification Program.** The program for training and certifying officials requires updating and a new generation of course conductors and Technical Delegates needs to be recruited and trained. This is a multi-year initiative because of the size and scope of the project.

**Initiative #10 – Introduce Club Excellence to Cross Country BC member clubs.** 'Club Excellence' is a quality assurance program that recognizes and rewards clubs that demonstrate that their programs are LTAD-aligned.

## **Resources 2012/13**

### **OPERATING BUDGET**

The macro Operating Budget for Cross Country BC in 2012/13 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.

<b><u>2012-13 BUDGET</u></b>		
<b><u>Revenue</u></b>		
Government Support		237,725
Provincial Government Grant	215,725	
Other	22,000	
CCBC Programs		306,700
Athlete Development	250,000	
Coaching Development	21,400	
Officials Development	2,400	
Club Development	20,000	
Competitions	12,900	
Marketing & Fundraising		60,100
BC Gaming Commission		60,000
CCC NDC Funding		78,000
Membership Fees		160,000
Donations		50,000
NWSA Grant		15,000
PN Grants		10,500
Other		6,000
<b>Total Revenues</b>		<b>\$984,025</b>
<b><u>Expenses</u></b>		
Programs		618,000
Athlete Development	524,000	
Coaching Development	35,500	
Officials Development	8,000	
Club Development	20,000	
Competitions	5,100	
Marketing / Communications	25,400	
Administration (staff, insurance)		243,000

Membership Fees		96,000
Coaching Staff		25,200
<b>Total Expenses</b>		<b>\$982,200</b>
<b><u>Unfunded</u></b>		48,000
Marketing Position (part-time)	30,000	
BCST /BCDS Team Uniforms	18,000	
		<b>\$48,000</b>

# ATHLETE DEVELOPMENT OPERATIONAL PLAN 2012/13

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 2012/13 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 Annual General Meeting (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:** Launch a new, more structured Regional Camp Program, as part 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 (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.

**Objective #3:** Improve the Provincial Team Program.

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

**Task 2 -** increase the size of the BC Development Squad to 20 athletes; provide four camps opportunities for each athlete including a Haig Glacier Camp experience just for this group (a minimum of two camps on-snow); provide a dedicated coaching support team that is both qualified and competent.

**Task 3 -** expanded programming for the BC Ski Team includes a minimum of four camp opportunities for each athlete including two in conjunction with NDC – Callaghan Valley; access to better ski equipment and grinding; clothing at reduced cost and a dedicated coaching support team that is both qualified and competent.

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

In addition to regular programming to prepare athletes for the World Jr/U23 Championships and National Championships:

**Task 1 -** select and begin to 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.

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

**Task 1** - continue the professional development plans for all three paid coaches affiliated with the Centre.

**Task 2** - utilize the Marketing and Communications Program area/staff to improve the CVTC website, initiate news releases, secure and follow up with sponsors, etc.

**Task 3** - include CAIP gold level coverage as one of the benefits of team fees and make enrolment compulsory for all CVTC athletes.

**Task 4** - acquire a double poling ergometer.

**Task 5** - improve monitoring and testing - bring this area up to the next level.

**Task 6** - introduce athlete agreements - include points such as adherence to the Training Centre program; returning to the Centre as scheduled; maintaining training logs, etc.

**Task 7**- establish policies, procedures and protocols for a number of areas such as risk management; who is responsible for what with respect to health issues; athlete departures from the program, etc.

**Task 8** - significantly expand outreach efforts, including specific responsibilities for both assistant coaches (Maclean – BC Ski Team and National Talent Squad; Lundgren- regional camps in the Sea to Sky Corridor)

**Task 9** – develop and launch a new CVTC website.

**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.

## **2012/13 NDC-Callaghan Valley and Provincial Team Camp Schedule**

May 11-13	BC Para-Nordic Spring Camp Vernon, BC
May 18-21	Spring Dryland Camp (BCDS) 100 Mile House, BC
May 28-June 3 May 30-June 3	May Snow Camp (CVTC) May Snow Camp (BCST) WOP, Callaghan Valley, BC
June 12-17	June Snow Camp (CVTC) Callaghan Lodge, Callaghan Valley, BC
July 12-30	Haig Glacier/Canmore Camp (CVTC) Canmore, AB
July 30-Aug 7	Haig Glacier Camp (BCST/ BCDS) Canmore, AB
Aug 15-21	National Talent Squad Camp – NDC Callaghan Valley Whistler, BC
Aug 29-Sept 2	August Dryland Camp (BCTS) 100 Mile House, BC
Sept 13-16	Fall Dryland Camp (BCST/CVTC) Revelstoke, BC
Sept 17-21	Fall Dryland Camp (CVTC) Rossland
Sept 27-Oct 1	Fall Dryland Camp (BCDS) Revelstoke, BC
Nov 9-12	Fall Snow Camp (BCTS) Vernon, BC
Nov 14-18	Fall Snow Camp ((BCST/ BCDS) Vernon, BC
Nov 19 -23	Fall Snow Camp (CVTC) Whistler, BC

Feb 22-24	BC Para-Nordic Training Camp Callaghan Valley, BC
May 5-9	Spring Snow Camp (CVTC/BCST) Whistler, BC
<b><u>LEGEND</u></b>	
CVTC – Callaghan Valley Training Centre/National Development Centre ( <i>Learning to Compete/Training to Compete</i> )	
BCST – BC Ski Team ( <i>Learning to Compete</i> )	
BCDS – BC Development Squad ( <i>Training to Train</i> )	
BCTS – BC Talent Squad ( <i>Training to Train</i> )	

<b><u>2012/13 Regional Camp Program Schedule</u></b>	
<b><u>Region: Coast</u></b>	
May 11-14	Regional Spring Snow Camp Mt. Washington, BC Head Coach: Dave Battison Contact: <a href="mailto:battison.dj@gmail.com">battison.dj@gmail.com</a>
Sept 7-9	Regional Fall Dryland Camp Mt. Washington, BC Head Coach: Dave Battison Contact: <a href="mailto:battison.dj@gmail.com">battison.dj@gmail.com</a>
Sept 21-23	Regional Fall Dryland Camp Whistler, BC Head Coach: Jake Weaver Contact: <a href="mailto:biweaver@shaw.ca">biweaver@shaw.ca</a>
Dec 14-16	Regional Snow Camp Whistler, BC Head Coach: Jessica Aldegheri Contact: <a href="mailto:coach@whistler.ca">coach@whistler.ca</a>
Dec 27-30	Regional Christmas Camp Mt Washington, BC Head Coach: Dave Battison Contact: <a href="mailto:battison.dj@gmail.com">battison.dj@gmail.com</a>

**Region: Northern BC**

Sept 21-23      Regional Fall Dryland Camp  
Burns Lake, BC  
Head Coach: Chris Werrell  
Contact: [coach@bvnordic.ca](mailto:coach@bvnordic.ca)

Nov 30-Dec 2    Regional Snow Camp  
Smithers, BC  
Head Coach: Chris Werrell  
Contact: [coach@bvnordic.ca](mailto:coach@bvnordic.ca)

**Region: Kootenay**

May 11-13      Regional Spring Camp  
Rossland, BC  
Head Coach: Dave Wood  
Contact: [owenwood@me.com](mailto:owenwood@me.com)

Sept 28-30      Regional Fall Dryland Camp  
Kimberley, BC  
Head Coach: Frank Ackermann  
Contact: [frankackermann@me.com](mailto:frankackermann@me.com)

Nov 24-25      Regional Snow Camp  
Rossland, BC  
Head Coach: Dave Wood  
Contact: [owenwood@me.com](mailto:owenwood@me.com)

**Region: Okanagan**

Sept 21-23      Regional Fall Dryland Camp  
Kelowna, BC  
Head Coach: Adam Elliot  
Contact: [coachadam@telemarkracers.org](mailto:coachadam@telemarkracers.org)

Nov 9-11        Regional Snow Camp  
Vernon, BC  
Head Coach: Adam Elliot  
Contact: [coachadam@telemarkracers.org](mailto:coachadam@telemarkracers.org)

# **CLUB DEVELOPMENT OPERATIONAL PLAN 2012/13**

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 2012/13 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 2013 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** - introduce and promote Club Excellence - Cross Country BC website, email network, Ski Cross Country, Cross Country BC AGM, etc.

**Task 2** - 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 2012/13

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 2012/13 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 NCCP Community Coach Learning Facilitators; hold a NCCP Community Coach Facilitator Training Clinic.

**Task 2** - update **all** NCCP Community Coach Learning Facilitators; hold a NCCP Community Coach Facilitator professional development Clinic.

**Task 3** - provide NCCP Facilitator training with a focus on teaching technique effectively to active facilitators.

**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:** Roll out the NCCP evaluation component for the CCI and CCI Advanced contexts.

**Task 1** - educate coaches and club leaders regarding the 'in the field' evaluation process (formal observation sessions).

**Task 2** - deliver the new component.

**Objective #5:** Host a sport-specific CDAG Module.

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

**Task 2** - update course materials for the participants.

## **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; or

Coaches must have completed the NCCP Level 1 Technical course in order to supervise, instruct, or coach ski activities for children under the age of sixteen.

### **This policy will take effect at a future date still to be determined:**

Note that this policy refers to the new NCCP system only. That is because the Coaching Association of Canada expects to transfer active old NCCP system coaches over to the new NCCP system at some point in time.)

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.

Please note that there are liability insurance implications associated with policies that establish standards of practice.

# OFFICIALS DEVELOPMENT OPERATIONAL PLAN 2012/13

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 – 2014 as identified in the current Strategic Plan. Tasks specified within each Objective will be resourced and implemented in 2012/13 or in a multi-year plan.

**Objective #1:** Coordinate a successful transition to the new CCC Officials Certification Program – Level 1.

**Task 1 -** undertake the changeover to the new program and provide the ski community with a comprehensive explanation of how to adapt to and take advantage of this change.

**Task 2 -** resolve issues relating to the two different CCC data management systems currently being used for officials data.

**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.

**Task 4** - recruit and train (new system) Level 1 course conductors.

**Objective #2:** Strengthen the leadership capacity of CCC's Officials Certification Program.

**Task 1** - work closely with CCC to develop the new CCC Officials Certification Program – Level I curriculum.

**Task 2** - coordinate and deliver a Level 1 CCC Officials Certification Program Course Conductor Training Workshop.

**Objective #3:** 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.

**Objective #4:** Host a specialized race management workshop.

**Task 1** - deliver a ZONE4 Introduction Clinic to prepare timing officials for the upcoming 2013 National Championships, 2015 Canada Winter Games and other races.

# COMPETITIONS PROGRAM

## OPERATIONAL PLAN 2012/13

The role of the Competitions Program is to: (1) ensure a progression of competitive opportunities for athletes in the FUNdamentals to 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 BC Cup Series, Midget Championships, the College/University Racing Circuit, the 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 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;
- ensuring a sufficient number of Canada Points List (CPL) and Canada Sprint List (CSL) races annually to meet the needs of developing BC athletes; and

### 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 2012/13 or in a multi-year plan.

**Objective #1:** Host a successful National Championships in the Callaghan Valley, March, 2013.

**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 Annual General Meeting, etc.

**Objective #2:** Develop or update all relevant CCBC Technical Packages to reflect sponsor involvement.

**Task 1:** develop a Technical Package for each of the four Regional Cup Series – Northern Regional Cup, Okanagan Regional Cup, Coast Regional Cup and Kootenay Regional Cup.

**Task 2:** update the BC Cup Series Technical Package to include information on responsibilities to event sponsors.

**Task 3:** update the BC Midget Championships Technical Package to include information on responsibilities to event sponsors.

**Objective #3:** Increase the number of clubs hosting 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:** Launch a new Regional Cup Series program in all four zones. This program is part of the new 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, and coordinated with the BC Cup Series, BC Midget Championships, Western Canadian Championships and National Championships.

**Task 2 -** promote the new program extensively via the Cross Country BC website, Cross Country BC E-News network and Ski Cross Country.

**Task 3 –** develop a Regional Cup Technical Package (see Objective #2) and a club aggregate awards system.

**Objective #5:** Prepare to have a title sponsor for the BC Cup Series, Regional Cup Series (x4) and BC Midget Championships.

**Task 1:** order race bibs and banners to meet the needs of all the above events.

**Task 2:** order medals and ribbons to meet the needs of the above events.

**Task 3:** develop schedule and coordinate distribution of race bibs, banners, medals and ribbons to the various events.

## **2012/13 Regional Cup Series Schedule**

### **Coast Cup Series**

- Dec 2            Coast Cup # 1  
Callaghan Valley, BC  
Dirk Rohde  
[info@hollyburn\\_xc.ca](mailto:info@hollyburn_xc.ca)
- Jan 19            Coast Cup #2  
Whistler, BC  
Suki Cheyne  
[admin@whistlernordics.com](mailto:admin@whistlernordics.com)
- Mar 9-10        Coast Cup Finale - #3 & 4  
Mt Washington, BC  
Alison Stocks  
[info@strathconanordics.com](mailto:info@strathconanordics.com)

### **Northern Cup Series**

- Dec 29 & 30    Northern Cup #1 & 2  
Smithers, BC  
Steve Osborn  
[race@bvnordic.ca](mailto:race@bvnordic.ca)
- Feb 17           Northern Cup #3  
Burns Lake, BC  
Terri Dickson  
[tdickson7@gmail.com](mailto:tdickson7@gmail.com)
- Mar 2            Northern Cup Finale - #4  
Prince George, BC  
Jim Burbee  
[competitions@caledonianordic.com](mailto:competitions@caledonianordic.com)

### **Kootenay Cup Series**

- Nov 24-25      Kootenay Cup #1 & 2  
Golden, BC  
Troy Hudson  
[goldenights@uniserve.com](mailto:goldenights@uniserve.com)
- Dec 15-16      Kootenay Cup #3 & 4  
Rossland, BC

Rob Spiller  
[robspiller@telus.net](mailto:robspiller@telus.net)

Jan 27 Kootenay Cup #5  
Nelson, BC  
Louise Poole  
[klpoole@shaw.ca](mailto:klpoole@shaw.ca)

Feb 16-17 Kootenay Cup Finale - #6 & 7  
Kimberley, BC  
Bill Green  
[wgreen6@gmail.com](mailto:wgreen6@gmail.com)

**Okanagan Cup Series**

Dec 30 Okanagan Cup #1  
Salmon Arm, BC  
John Thielman  
[info@johnsskishack.com](mailto:info@johnsskishack.com)

Feb 16 Okanagan Cup #2  
Kamloops, BC  
Natalie Manhard  
[nmanhard@shaw.ca](mailto:nmanhard@shaw.ca)

Mar 10 Okanagan Cup Finale - #3  
Vernon, BC  
Bruce Sandilands  
[sandilands@shaw.ca](mailto:sandilands@shaw.ca)

# MARKETING AND COMMUNICATIONS OPERATIONAL PLAN 2012/13

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;
- 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 2012/13 or in a multi-year plan.

**Objective #1:** Enhance external communications.

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

**Task 2** - develop, publish and distribute the 2012 edition of ‘Ski Cross Country’ to the homes of members, MLA’s, ski equipment retailers, etc.

**Task 3** - initiate a quarterly newsletter for communicating to sponsors.

**Objective #2:** 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 #3:** Develop a sponsorship culture within Cross Country BC.

**Task 1** - establish a Marketing and Communications position (initiate as a part-time position).

**Task 2** - establish a Board of Directors position specifically for this program area.

**Task 3** - designate 30% of a Program Coordinator position to support this program area.

**Task 4** - provide appropriate tools for, and train, club volunteers to meet the sponsor obligations of Cross Country BC and its member clubs.

**Task 5** - design the new Cross Country BC and NDC-Callaghan Valley websites to address sponsor recognition requirements.

**Task 6** - develop a Cross Country BC marketing business plan (strategic and operational) in time for the 2013-14 operational year.

**Task 7** - review and upgrade logos, letterhead and other images that have a significant influence on the Cross Country BC 'brand'.

# **ORGANIZATIONAL DEVELOPMENT: OPERATIONAL PLAN 2012/13**

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 2012/13 or in a multi-year plan.

**Objective #1:** Expand and enhance Cross Country BC's human resource base.

**Task 1 -** increase Cross Country BC's staff capacity to better support identified high priority program areas – specifically an Technical Coordinator (Cross Country BC office), full time Assistant Coach (CVTC) and Marketing and Communications Coordinator (Cross Country BC office).

**Objective #2:** Increase internal revenues, through program fees, by 1%.

**Task 1 -** increase registration fees for Cross Country BC's Skill Development Programs.