



CROSS COUNTRY BC

OPERATIONAL PLAN 2022/23

Major Initiatives 2022/23

This list is comprised of the prioritized activities which will be resourced, programmed and implemented (or initiated) within the Cross Country BC Operational Plan 2022/23.

Initiative #1 – Improve the technical competency of athletes at each stage of the LTAD Model.

Initiative #2 – Increase the number of club paid coach positions, both full-time and part-time.

Initiative #3 – Develop a new generation of officiating leadership in BC.

Initiative #4 – Increase our investment in the earlier stages of high performance pathway (Track Attack program, regional camps, BC Talent Squad program).

Initiative #5 – Host a successful 2023 FIS World Junior/U23 Championships in Whistler, BC.

Initiative #6 – Replace the current CCBC website using an up-to-date platform.

Initiative #7 – Host a series of club Zoom sessions on a variety of key topics in order to strengthen our clubs (e.g. funding athlete development programs, improving the Skill Development Program, capital improvements, retaining membership, strategic planning, etc.).

Initiative #8 – Condense Cross Country BC's Athlete Development Pathway (World Cup medalists start winning medals at a younger age than before).

Initiative #9 – Install, commission, and operate Cross Country BC's new roller ski treadmill.

Initiative #10 – Find an additional major sponsor, or private donor(s), in order to grow revenue and continue to meet program needs.

Resources 2022/23

OPERATING BUDGET

The macro Operating Budget for Cross Country BC is shown below.

Revenues

Grants & Support	
viaSport Contribution	309,000
Community Gaming	90,000
Other	26,000
Programs	
Athlete Development	231,000
Coaching Development	47,000
Officials Development	5,000
Fundraising	
Sponsorship and Marketing	181,000
Donations	5,000
Membership Fees	225,000
Other	3,000
Total Revenues	1,122,000

Expenses

Programs	
Athlete Development	650,000
Coaching Development	70,000
Officials Development	7,000
Club Development	105,000
Sport Promotion	33,000
Administration	
Staff & Contractors	240,000
Office & Division	60,000
Total Expenses	1,165,000

Excess of revenues over expenses -43,000

ATHLETE DEVELOPMENT OPERATIONAL PLAN 2022/23

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 – 2026 as identified in the current Strategic Plan. Tasks specified within each Objective will be resourced and implemented in 2022/23 or in a multi-year plan.

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

Task 1 - Condense our Athlete Development Pathway (World Cup medalists now start winning medals at a younger age. Educate coaches and athletes on why our pathway needs to be condensed – the reasoning behind why athletes need to reach some current benchmarks at a younger age. Encourage and assist Nordiq Canada in updating sport-specific benchmarks in our national LTAD model.

Task 2 - 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 Nordiq Canada’s athlete development guidelines).

Task 3 - 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 NC's LTAD Growth and Maturation poster, etc.

Task 4 - 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 (L2C) programs, and (2) promotion of the Athlete Development Matrix now posted on the Nordiq Canada website.

Task 5 - Arrange for Cross Country BC coaching staff to visit the following clubs to meet with/mentor club coaches and parents of athletes – Morice Mountain Nordic Ski Club, Nechako Nordic Ski Club, Toby Creek Nordic Ski Club, Cariboo Ski Touring Club and Williams Lake Cross Country 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 - Revitalize the Racing Rocks! Program with new incentives and a vigorous promotion campaign, with the objective of reaching 1500+ children annually.

Task 2 - Develop SDP imaging that both reflects LTAD principles and appeals to children who wish to be involved with a competitive sport.

Task 3 - 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 Cross Country BC 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** - Improve the 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; continue to ensure consistent leadership by contracting two qualified coaches to lead all three camps.
- Task 2** - Provide four 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 four 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** - Continue emphasis on international experience for IPB athletes; going where the action is; bridging the gap with NST programming (this translates into International Junior Camp in Norway, camps with Swedish national junior team (or equivalent including USA), B-Tours in Europe, etc.
- Task 5** - Continue to improve data collection and use of data/analysis technology (Airtable; Training Peaks; Coaches Eye, etc.). Refine our athlete monitoring system and make it more convenient for club coaches to use. Expand on efforts to educate club coaches.
- Task 6** - Do a year-end review of the 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 7** – Improve implementation of established performance enhancement initiatives, in particular in the areas of sport psychology and diet. Refer to the following section on Sport Science Programming for details.

Task 8 - Continue the performance enhancement opportunities provided to the BC Talent Squad in the recent past. Refer to the following section on Sport Science Programming for details.

Task 9 - Conduct athlete exit interviews with CSI-P targeted athletes that dropped off the targeted list at the end of the 2021-22 season.

Task 10 - Continue to improve the provincial team clothing program.

Task 11 - Prepare a team of able-bodied athletes for the 2023 Canada Winter Games in Charlottetown, PEI.

Task 12 - 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 13 - Continue efforts to develop BC clubs that have the capacity to support post-secondary athletes up to the national ski team level.

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

Task 1 - Host 'Intro to Skiing' clinics in locations to be determined.

Task 2 - Recruit athletes with disabilities for the 2023 BC Winter Games.

Task 3 - Prepare athletes on the official long-list for the 2023 Canada Winter Games.

Task 4 - Provide training camp opportunities and/or access to appropriate training camp opportunities including the NC Prospects Camp (Canmore).

Task 5 - Provide appropriate competitive opportunities to athletes including Teck Regional Cups, Teck BC Cup #1, Teck BC Cup #2, Teck BC Championships and the National Championships.

Task 6 - 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 - 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 - Work with the BC Games Society to continue with their indigenous participation program for the 2023 BC Winter Games.

Task 3 - Work with Caledonia Nordic and Carrier Sekani to roll out the Team Up project to get children and youth from the Walk Tall program to experience cross country skiing.

Task 4 - Organize and host an Aboriginal Coach Module on National Day for Truth and Reconciliation (Sept 30).

Objective #7: Install and operate Cross Country BC's new roller ski treadmill at Whistler Olympic Park.

Task 1 - Prepare the facility where the treadmill will be housed; purchase the equipment the athletes use on the treadmill.

Task 2 - Install the treadmill.

Task 3 - Commission and operate the treadmill.

Link to CCBC Provincial/Regional Camp Schedule: <https://www.crosscountrybc.ca/camp-trip-schedule>

2022-23 Sport Science/Sport Medicine Programming

- Incremental Treadmill Testing (May camp)	BCST/BCDS	Stacey Hutton
- Incremental Treadmill Testing (Sept camp)	BCST	Stacey Hutton
- Physio Assessments/FMS	BCST/BCDS	Lauren Lipsius
- Develop data base for IST and field testing results	BCST/BCDS/BCTS	Ming-Chang Tsai
- Sport Psychologist introduction (May camp)	BCST/BCDS	Dave Freeze
- Sport Psychologist - individual talk x 3	BCST	Dave Freeze
- Sport Psychologist - individual talk x 2	BCDS	Dave Freeze
- Develop video library re: Sport Psychology		Dave Freeze
- Foundations of Sport Performance Psychology (8 sport specific modules)		
- Sport Psychologist (Sept camp)	BCST	Team BC Staff
- Sport Psychologist presentation (Nov camp)	BCST/BCDS/BCTS	TBD
- Dietician – present/work with athletes (Sept camp)	BCTS	Kourtney Gordon
- Dietary assessments (following May camp)	BCST/BCDS	Kourtney Gordon
- Dietician - individual talks with red flags	BCST/BCDS	Kourtney Gordon
- Relative Energy Def in Sport (RED-S) (Nov Camp)	BCST/BCDS/BCDS	Natasha Kutlesa & Kelly Dragger
- Strength/Conditioning		
- Monthly updates for decentralized sport system	BCST/BCDS/BCTS	
- Testing May camp	BCST/BCDS	Lauren Lipsius
- Testing Sept Camp	BCST	Lauren Lipsius
- Presentation at NCCP L2C and T2T Dryland Workshops	----	Lauren Lipsius (L2C)
Andrew Kates (Apr T2T), Lauren Lipsius (June T2T) and Deanne Taillieu (Sept T2T)		

CLUB DEVELOPMENT OPERATIONAL PLAN 2022/23

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 Training to Compete 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 seminars and the distribution of relevant information, best practices, and grant opportunities;
- coordinating seminars/workshops on relevant topics such as grooming, fundraising, volunteers, programs, land management, health & safety, etc, and the distribution of relevant information and best practices.

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 – 2026 as identified in the current Strategic Plan. Tasks specified within each Objective will be resourced and implemented in 2022/23 or in a multi-year plan.

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

Task 1 - Continue the Build the North project that was launched in December 2020. Continue to send an experienced coach to do outreach with northern BC clubs at no cost to those clubs. The purpose of this undertaking is to improve club Skill Development Programs through helping current and aspiring coaches to improve their coaching skills, and in a couple cases helping clubs start their very first SDP program, and in a couple other cases their first junior racing programs.

Task 2 - Arrange for Cross Country BC coaching staff to visit the following clubs to meet with/mentor club coaches and parents of athletes y BC coaching staff to visit the following clubs to meet with/mentor club coaches and parents of athletes – Morice Mountain Nordic Ski Club, Nechako Nordic Ski Club,

Toby Creek Nordic Ski Club, Cariboo Ski Touring Club and Williams Lake Cross Country Ski Club.

- Task 3** - Encourage membership growth through sharing of best practices and launching the sixth annual Club Membership Contest, a province-wide membership growth initiative.
- Task 4** - Continue to host a series of club Zoom sessions on a variety of key topics in order to strengthen our clubs (e.g. funding athlete development programs, improving the Skill Development Program, capital improvements, retaining membership, strategic planning, etc).
- Task 5** – Facilitate and promote the online Annual Club Fundraiser, raising significant funds for club programs and facilities.

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

- Task 1** - Hold a Club Development Workshop in conjunction with the 2022 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 and online seminars.

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 as needed.

COACHING DEVELOPMENT OPERATIONAL PLAN 2022/23

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 Coach Developers (Learning Facilitators/Evaluators), the scheduling of workshops, and the 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 database 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 – 2026 as identified in the current Strategic Plan. Tasks specified within each Objective will be resourced and implemented in 2022/23 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 and online seminars.

Task 2 - When possible, coordinate partnerships with member clubs to assist them in hiring full time paid coaches.

Task 3 - Continue Cross Country BCs Club Paid Coach Program to help increase the number of full-time professional club coaching positions in BC.

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

Task 1 - Organize and deliver an Administrative LF Update on Zoom for all Coach Developers (LFs, Evaluators).

Task 2 - Organize and deliver an on-snow Technique Update for Coach Developers (LFs, Evaluators).

Task 3 - 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 4 - Establish a higher technical standard for incoming LFs; phase out existing LFs that don't meet new standards.

Task 5 - Train a minimum of three new coaches at the Community Coach AWAD level.

Task 6 - Continue to improve the delivery of the evaluation component of the L2T, T2T and Comp-Dev (L2C) contexts to provide more value to coaches.

Task 7 – Upgrade the NCCP L2C Coach Experience Form to improve the preparation of coaches progressing towards L2C certification.

Objective #3: Provide leadership regarding ski preparation to clubs and members.

Task 1 - Organize and deliver a Cross Country BC Ski Preparation workshop in the Okanagan 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 that all coaches working with CSI-P targeted athletes have current training with respect to the following:

Task 1 - Add the requirement that All coaches must complete CAC Safe Sport training in order to obtain an annual Nordiq Canada Coaching Licence.

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

Objective #7: Review the B.C. Safe Sport Program Requirements 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.

Task 2 - Develop and implement a Travel Policy.

Task 3 - Ensure organizational Code of Conduct references and is aligned to the BC UCC.

Objective #8: Launch a campaign to educate our whole system on the importance of developing excellent technique by 12 years of age.

Task 1 - Develop an individual plan for key BC coaches to improve their ability to teach technique.

Task 2 - Continue to offer PCE assignments, which has proven to be an effective way to educate developing T2T & L2C coaches.

Task 3 - Continue sending experienced ‘CCBC’ coaches to ALL regional camps, which is also proven to be an effective way to reach large number of developing L2T & up club coaches.

Task 4 - Continue our campaign to educate our whole system on the importance of young skiers developing excellent technique by 12 years of age – via the Cross Country BC website, Ski Cross Country magazine, NCCP workshops, club zoom sessions, etc.

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 2022/23

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 NC 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 database 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 – 2026 as identified in the current Strategic Plan. Tasks specified within each Objective will be resourced and implemented in 2022/23 or in a multi-year plan.

Objective #1: Strengthen the effectiveness of Nordiq Canada's Officials Certification Program.

Task 1 - Develop handouts and course conductor materials that will complement national resource materials, while specifically addressing the needs of the BC program.

Task 2 - Update and circulate guidelines on timing/race management for the specific purpose of improving start lists and results postings.

Objective #2: Develop a new generation of officiating leadership in BC.

Task 1 - Introduce an Assistant Technical Delegate (ATD) program to provide a stepping stone for developing officials interested in becoming a Technical Delegate (TD).

Task 2 - Introduce an evaluation form that event organizers can use to provide feedback to a TD regarding the support they received for their event.

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

Task 1 - Organize and deliver a Zone4 Timing Clinic.

Task 2 - Increase awareness of CCBC's Zone4 timing equipment that is available for loan out to clubs free of charge.

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 NC 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 NC Officials Level 2 certified. A divisionally sanctioned event would be the BC Winter Games, BC Track Attack Championships or a major loppet.
3. Competition Managers (Chief of Competition) of nationally sanctioned Tier 2 events/competitions held in BC must be NC 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 NC Officials Level 3 certified. A Tier 1 event would be the National Championships, Western Canadian Championships, Canada Cup, etc.

COMPETITIONS PROGRAM

OPERATIONAL PLAN 2022/23

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 Track Attack 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 Racing Rocks! activities;
 - 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 – 2026 as identified in the current Strategic Plan. Tasks specified within each Objective will be resourced and implemented in 2022/23 or in a multi-year plan.

Objective #1: Prepare for the rescheduled 2022 BC Winter Games that will now be held in Vernon in February 2023.

Task 1 - Replace Zone Reps, Zone Coaches and athletes that dropped out after this event was rescheduled to the winter of 2023.

Task 2 - Provide officials training and deliver other support services as appropriate.

Task 3 - 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 Track Attack Championships Technical Guidelines including a direct link to CCBC’s revised SAM information package for event hosting.

Task 4 - Update the BC Winter Games Technical Guidelines.

Objective #3: Revitalize the Racing Rocks! program.

Task 1 - Return to using the kind of participation incentives that made the program so popular in the past. Every child gets a high quality toque or buff, and badges and posters as available.

Task 2 - Return to the event hosting standards that were required in the past.

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 and Teck BC Track Attack 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: Host appropriate test events to prepare for the 2023 FIS World Junior/U23 Championships.

Task 1 - Host Coast Cup #1 at Whistler Olympic Park in December 2022.

Task 2 - Host BC Cup #1/Canada Winter Games Trials at Whistler Olympic Park in early 2023.

Objective #7: Host the 2023 FIS World Junior/U23 Championships at Whistler Olympic Park (Whistler, BC).

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

Task 1 - Schedule early season races to take advantage of the snowmaking capabilities at Otway Nordic Centre (Prince George).

Task 2 - Promote the benefits of installing snowmaking systems to our membership (Ski Cross Country, CCBC website, CCBC E-News Network, etc.).

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 2022/23

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 and Facebook page;
- 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 – 2026 as identified in the current Strategic Plan. Tasks specified within each Objective will be resourced and implemented in 2022/23 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 2022 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 - Obtain one new corporate sponsorship.

Task 2 - Develop and implement strategies to encourage individual and business donations, including launching the seventh annual online fundraiser.

Objective #6: Replace the current CCBC website using an up-to-date platform.

ORGANIZATIONAL DEVELOPMENT: OPERATIONAL PLAN 2022/23

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 – 2026 as identified in the current Strategic Plan. Tasks specified within each Objective will be resourced and implemented in 2022/23 or in a multi-year plan.

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

Task 1 - Review (and update if necessary) Cross Country BC bylaws to ensure there is no conflicting language related to dispute resolution and member conduct.

Task 2 - Develop/review/update additional policies as needed.

Objective #2: Update Cross Country BCs Risk Management Plan.

Task 1 - Review and update the current version of the Risk Management Plan and post it on the Cross Country BC website.

Objective #3: Renew Cross Country BCs Strategic Plan for the next quadrennial period.

Task 1 - Evaluate and update the current Strategic Plan to 2030+.

Objective #4: Meet provincial BC Safe Sport Program requirements.

Task 1 - Ensure Commit to Kids training has been completed by:

- all board members
- staff members involved in policy development and/or oversight or management of sport programming, including recruitment and hiring of coaches and officials

Task 2 - Ensure screening policy meets the requirements of the Criminal Record Review Act.

Task 3 - Maintain a Safe Sport page on CCBC's website and create awareness of the BC Safe Sport Program with members.

Task 4 - Submit to viaSport all aggregate data relating to the number of reports received and the nature of the complaints.

Objective #5: Expand on Cross Country BCs history archives.

Task 1 - Grow the history section on the Cross Country BC website.

Task 2 - Secure the content of links to historical information and store in a safe location.

Task 3 - Continue to develop a safe place to store electronic and hard copy archives, including AGM Reports, annual ski magazines, photos, minutes from Board of Directors meetings, etc.