



CROSS COUNTRY BC OPERATIONAL PLAN 2021-22

Major Initiatives 2021/22

This list is comprised of the prioritized activities which will be resourced, programmed and implemented (or initiated) within the Cross Country BC Operational Plan 2021/22.

Initiative #1 – Improve the technical competency of coaches coaching athletes at each level 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 the number of children, in the Fundamentals stage of athlete development (nine years and younger), participating in competitive skiing activities.

Initiative #5 – Improve athlete retention in the high performance stream. Continue to address the ongoing need to motivate our top athletes to stay in sport post-secondary and to support the majority of them with appropriate programming in BC. Continue efforts to develop BC clubs that have the capacity to support post-secondary athletes, and particularly U23 athletes, up to the national ski team level.

Initiative #6 - Increase our investment in the earlier stages of high performance pathway (club visitations, Build the North program, regional camps, BC Talent Squad program).

Initiative #7 – Host successful test events leading up to the 2023 FIS World Junior/U23 Championships in Whistler, BC.

Initiative #8 – Capitalize on hosting the FIS World Junior/U23 Championships in BC to motivate athletes, encourage officials development and promote cross country skiing to the public at large.

Initiative #9 - Condense Cross Country BC's Athlete Development Pathway (World Cup medalists now start winning medals at a younger age).

Initiative #10 – Recruit and prepare a team of Para Nordic athletes for the 2023 Canada Winter Games.

Initiative #11 – Purchase roller ski treadmill equipment and install it in Whistler, BC (possibly in partnership with other agencies).

Initiative #12 – Assist clubs with retaining a substantial portion of the new membership experienced as a result of the pandemic. This is an unprecedented opportunity on many levels for our sport and clubs.

Resources 2021/22

OPERATING BUDGET

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

Revenues

Grants & Support	
viaSport Contribution	299,000
Community Gaming	78,500
Other	14,000
Programs	
Athlete Development	230,000
Coaching Development	45,500
Officials Development	5,000
Fundraising	
Sponsorship and Marketing	134,000
Donations	5,000
Membership Fees	208,000
Other	1,500
Total Revenues	1,020,500

Expenses

Programs	
Athlete Development	605,500
Coaching Development	57,500
Officials Development	5,500
Club Development	79,500
Sport Promotion	30,500
Administration	
Staff & Contractors	232,500
Office & Division	39,500
Total Expenses	1,050,500

Excess of revenues over expenses -30,000

ATHLETE DEVELOPMENT OPERATIONAL PLAN 2021/22

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 2021/22 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 - Toby Creek Nordic Ski Club, Fernie Nordic Ski Club, Cariboo Ski Touring 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** - Revitalize the Racing Rocks! Program with new incentives and a vigorous promotion campaign, with the objective of reaching 1500+ children annually.
- Task 3** - Develop SDP imaging that both reflects LTAD principles and appeals to children who wish to be involved with a competitive sport.
- Task 4** - 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 five 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** - Carry forward with our 2020 plan to host a joint training camp (in BC), with other Western Canadian Divisions, for T2T-2 & early L2C athletes.
- Task 4** - Provide five 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 5** - 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 6** - 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 7** - 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 8** – 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 9** - 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 10** - Conduct athlete exit interviews with CSI-P targeted athletes that dropped off the targeted list at the end of the 2020-21 season.
- Task 11** - Continue to improve the provincial team clothing program.
- Task 12** - 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 13** - Prepare a team of able-bodied athletes for the 2023 Canada Winter Games in Charlottetown, PEI.
- Task 14** - 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 15** - Continue efforts to develop BC clubs that have the capacity to support post-secondary athletes, and particularly U23 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 and prepare a group of athletes for the 2022 BC Winter Games.
- Task 3** - Recruit and prepare a group of athletes for the 2023 Canada Winter Games.
- Task 4** - Identify coaching support for BC Para Nordic Team at 2023 Canada Winter Games
- Task 5** - 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 NC Prospects Camp (Canmore).

Task 6 - Provide competitive opportunities to eligible athletes including Teck Coast Cups #2 & 3, Teck BC Cup #1, Teck BC Cup #2, Teck BC Championships and the National Championships.

Task 7 - 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 if they continue with their indigenous participation program for the 2022 BC Winter Games.

2021-22 Sport Science Programming

- FM Screening at camp & in Okanagan (May)	BCST/BCDS	Ross Mckinnon
- Incremental Treadmill Testing (May camp)	BCST/BCDS	Stacey Hutton
- Incremental Treadmill & V02 Testing (Oct camp)	BCST	Stacey Hutton
- Testing Results, Research, Dev. and Interpretation (May camp)	BCST/BCDS	Ming-Chang Tsai
- Testing explanation - virtual meeting (June 7)	BCST/BCDS	Ming-Chang Tsai
- Sport Psychologist introduction – virtual meeting (May 3)	BCST/BCDS	Dave Freeze
- Sport Psychologist - individual talk x 3 (May 3 on)	BCST	Dave Freeze
- Sport Psychologist - individual talk x 2 (May 3 on)	BCDS	Dave Freeze
- Sport Psychologist (May/June camp)	BCTS	Dave Freeze
- Exercise Physiologist – virtual meeting (June 7)	BCST/BCDS	Jessica Kryski
- Exercise Physiologist – virtual meeting (early May)	BCTS	Jessica Kryski
- Dietician – introduction, dietary assessments (May 3 on)	BCST/BCDS	Genevieve Masson
- Dietician - individual talks (May on)	BCST/BCDS	Genevieve Masson
- Dietician – work with athletes (May camp)	BCST/BCDS	Genevieve Masson
- Dietician – presentation at camp (May/June camp)	BCTS	Genevieve Masson
- Dietician – presentation/work with athletes at camp (Oct)	BCST/BCDS	Genevieve Masson
- Nutritionist – Presentation at camp (May/June)	BCTS	K. Danaher
- Nutritionist – Presentation at camp (May or Oct)	BCST/BCDS	K. Danaher
- Relative Energy Deficiency in Sport (RED-S) Or Sleep & Human Performance (Aug)	BCDS	
- Strength/Conditioning (May-Sept)		Targeted Athletes, Whistler

2021/22 Provincial / Regional Camp Schedule

May TBD	Teck Regional Spring Snow Camp (Coast Region-VI) Mt Washington, BC
May 19-23	May Snow Camp (BCST/BCDS) Whistler, BC
May 27-30	Talent Squad Summer Camp (BCTS) Whistler, BC
July TBD	Haig Glacier Camp #1 (BCDS) Canmore, AB
July TBD	Haig Glacier Camp #2 (BCST) Canmore, AB
Aug 18-22	Western Canada Development Camp (BCDS) Revelstoke, BC
Aug 31-Sept 5	BCST Penticton Camp (BCST) Penticton, BC
Sept 2-5	Talent Squad Fall Camp (BCTS) 100 Mile House, BC
TBD	Teck Regional Fall Dryland Camp (Okanagan Region) Kelowna, BC
Sept 25-26	Teck Regional Dryland Camp (Coast Region-VI) Courtenay, BC
Sept 24-26	Teck Regional Fall Dryland Camp (Coast Region) Whistler, BC
Oct 14-19	CCBC Fall Testing Camp (BCST/BCDS) Whistler, BC
TBD	Teck Regional Dryland Camp (Kootenay Region) Kimberley, BC
TBD	Teck Regional Fall Dryland Camp (Northern Region) Prince George, BC
Nov 11-15(17)	Fall Snow Camp (BCST/BCDS) Whistler, BC
Nov 18-22	BC Talent Squad Snow Camp (BCTS) Vernon, BC

TBD	Teck Regional Snow Camp (Okanagan Region) Vernon, BC
TBD	NC National PN Development Camp Canmore, AB
TBD	Teck Regional Snow Camp (Kootenay Region) TBD, BC
TBD	Teck Regional Snow Camp (Northern Region) Smithers, BC
Nov 26-28	Teck Regional Snow Camp (Coast Region) Whistler, BC
Dec 28-30	Teck Regional Snow Camp (Coast Region-VI) Mt Washington, BC
TBD	World Jr/U23 Championship/OWG Trials Canmore, AB
TBD	B-Tour Europe, location TBD
Mar 20-27	National Championships Whistler, BC
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 2021/22

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 – 2022 as identified in the current Strategic Plan. Tasks specified within each Objective will be resourced and implemented in 2021/22 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 - Toby Creek Nordic Ski Club, Fernie Nordic Ski Club, Cariboo Ski Touring Club, Williams

Lake Cross Country Ski Club, Sea to Sky Nordic Ski Club, Spud Valley Nordic Ski Club and Whistler Nordic Ski Club.

Task 3 - Encourage membership growth through sharing of best practices and launching the fifth annual Club Membership Contest, a province-wide membership growth initiative.

Task 4 - Host a series of online seminars on various club topics: grooming, fundraising, volunteers, programs, land management, health & safety, etc. Distribute relevant information and best practices.

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

Task 1 - Hold a Club Development Workshop in conjunction with the 2021 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 2021/22

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 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 2021/22 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 - Renew 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 Coach Experience Forms (Community Coach, L2T and T2T) to improve the preparation of coaches progressing from one level to the next.

Task 8 - Assist Nordiq Canada with revisions to the Community Coach Workshop program.

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 Kootenays in November.

Task 2 - Arrange for a workshop of leading BC wax technicians to test new non-fluoro waxes to help prepare Cross Country BC for the upcoming international ban on fluoro waxes.

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 - CAC SafeSport training.

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 - Feature this in the 2021 edition of ‘Ski Cross Country’.

Task 2 - Emphasize in both of the 2021 Coach Developer Updates.

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 2021/22

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 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 2021/22 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 - Recruit and financially support the training of a minimum of eight new Level 3 officials.

Task 2 - Provide appropriate practical experiences and further training opportunities for this new generation of leaders.

Task 3 - Develop a new generation of Technical Delegates for nationally sanctioned competitions.

Task 4 - Develop a new generation of Level 1 and Level 2 course conductors.

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

Task 1 - Organize and deliver a Zone4 Timing Clinic.

Task 2 – Update instructions to clubs for loan-out of CCBC’s 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 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 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, NorAms, etc.

COMPETITIONS PROGRAM

OPERATIONAL PLAN 2021/22

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 – 2022 as identified in the current Strategic Plan. Tasks specified within each Objective will be resourced and implemented in 2021/22 or in a multi-year plan.

Objective #1: Prepare for the 2022 BC Winter Games in Vernon.

Task 1 - Recruit and communicate with Zone Reps, schedule Zone Trials, help recruit and train Zone Coaches.

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.

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 - Organize and deliver the Cross Country component of an FIS Nordic Combined Continental Cup at Whistler Olympic Park in December 2021.

Task 2 - Host a BC Cup race at Whistler Olympic Park in early 2022.

Task 3 - Host the 2022 National Championships at Whistler Olympic Park, in conjunction with the Ski Jumping and Nordic Combined disciplines.

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

Task 1 - Develop strategies to use this event to motivate athletes, encourage officials development and promote the sport of cross country skiing to the BC public at large.

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

Task 1 - Utilize storage snow at Whistler Olympic Park to host races in November.

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 2021/22

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 – 2022 as identified in the current Strategic Plan. Tasks specified within each Objective will be resourced and implemented in 2021/22 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 2021 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 sponsors one year in advance of expiry.

Task 2 - Develop and implement strategies to encourage individual and business donations, specifically by launching the **sixth** annual online fundraiser.

ORGANIZATIONAL DEVELOPMENT: OPERATIONAL PLAN 2021/22

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 2021/22 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 -** Update privacy policy to ensure consent for the collection, use and disclosure of information as per BC SafeSport guidelines.
- Task 3 -** Update Cross Country BC Code of Conduct to ensure alignment to new BC Code of Conduct and post policy on website.
- Task 4 -** 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 all board members and staff members involved in the following activities have completed Commit to Kids training:

- Development and implementation of policy.
- Development and implementation of sport programming.
- Recruitment and oversight of coaches and officials.

Task 2 - Ensure organizational Code of Conduct references and is aligned to the BC UCC.

Task 3 - Ensure screening policy meets the requirements of the Criminal Record Review Act.

Task 4 - Create a Safe Sport page that is easily navigable on CCBC's website and create awareness of the BC Safe Sport Program with members.

Task 5 - 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 - 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.