



CROSS COUNTRY BC OPERATIONAL PLAN 2016-17

Major Initiatives 2016/17

This list is comprised of the prioritized activities which will be resourced, programmed and implemented (or initiated) within the Cross Country BC Operational Plan 2016/17.

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

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

Initiative #2 – Improve athlete retention in the high performance stream. Extend the focus of the BC Ski Team to better meet the needs of post-secondary athletes who choose to continue with their club programs until they graduate from the Junior Men/Women category.

Initiative #3 – Improve the BC Talent Squad program. Provide a dedicated coaching support team that is both qualified and competent, and introduce performance enhancement opportunities appropriate for this stage of development.

Initiative #4 – 2010 Legacy: event hosting. Initiate plans to utilize the 2010 Olympic/Paralympic venue (Whistler Olympic Park) for high level national and international events during the next planning quadrennial (to 2022), including the 2021 FIS World Junior/U23 Championships.

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

Initiative #6 – Improve the delivery of the NCCP program. Initiate the formal evaluation of Coach Developers (LFs, Es) to meet new Coaching Association of Canada policy requirements. Complete evaluations of 50% of all active Coach Developers (leading to certified status).

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

Resources 2016/17

OPERATING BUDGET

The macro Operating Budget for Cross Country BC in 2016/17 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.

BUDGET, 2016-17		April 1/16
<u>Revenue</u>		
Government Support		268,600
Provincial Government Grants	243,600	
BCSPP	25,000	
CCBC Programs		212,800
Athlete Development	161,900	
Coaching Development	42,700	
Officials Development	5,500	
Club Development	0	
Competitions	2,700	
Marketing & Fundraising		83,000
BC Gaming Commission		86,500
Membership Fees		304,000
Donations		22,000
CCC PN Grant		7,000
Other		<u>1,000</u>
Total Revenues		\$984,900
<u>Expenses</u>		
Programs		488,600
Athlete Development	364,300	
Coaching Development	52,900	
Officials Development	8,500	
Club Development	27,000	
Competitions	11,000	
Marketing / Communications	24,900	
Administration (staff, insurance)		264,000
Donations		2,000
Membership Fees		166,000
Coaching Staff		<u>64,300</u>
Total Expenses		\$984,900

ATHLETE DEVELOPMENT OPERATIONAL PLAN 2016/17

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 – 2018 as identified in the current Strategic Plan. Tasks specified within each Objective will be resourced and implemented in 2016/17 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 magazine, Cross Country BC AGM, NCCP CCI -L2T and CCI Advanced (T2T)

workshops, broad distribution of CCC's LTAD Growth and Maturation poster, etc.

Task 3: Encourage alignment of athlete development programs and individual YTPs for the Training to Train and Learning to Compete stages of development through (1) vigorous promotion of the NCCP CCI Advanced (T2T) and CCD (L2T) programs, and (2) promotion of the CCC Athlete Development Matrix now posted on the CCC website.

Task 4: Arrange for Cross Country BC coaching staff to visit the following clubs to meet with/mentor club coaches and parents of athletes - Bulkley Valley Cross Country Ski Club, Caledonia Nordic Ski Club, Kimberley Nordic Ski Club, Fernie Nordic Ski Society, Nelson Nordic Ski Club, Sea to Sky Nordic Ski Club and Whistler Nordic Ski Club.

Objective #2: 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) that helps prepare athletes for more advanced camp and race experiences.

Task 1 - Arrange with identified clubs to hire their club paid coaches, on a part-time basis, for regional coach duties - to lead and help support the delivery of the program.

Task 2 - Arrange for CCBC coaching staff to lead and/or help support the delivery of a minimum of six regional camps.

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 ball caps).

Task 4 – Complete a Regional Camp Guidebook with stage-appropriate camp outlines, sample camp menus, instructions for recognizing sponsor support, etc.

Task 5 - Monitor the implementation of the program for compliance to LTAD principles and meeting commitments to sponsors.

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

Task 1 - Provide three training camp opportunities for BC Talent Squad athletes (the same as in 2015-16); ensure consistent leadership by contracting two qualified coaches to lead all three camps.

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

- Task 3** - Provide a minimum of six camp opportunities, a minimum of three on-snow, for BC Ski Team athletes; continue to provide high level technical support with respect to ski equipment selection and grinding; provide team clothing at reduced cost; ensure a dedicated coaching support team that is both qualified and competent.
- Task 4** - As part of Task #3, provide a full week of ‘CVTC Summer Camp’ opportunities for BC Ski Team and older BC Development Squad athletes. The objective of the camp is to give athletes a taste of what it is like to be a National Development Centre athlete.
- Task 5** - As part of Task #3, provide a camp opportunity in Sweden for BC Ski Team athletes in secondary school and a glacier camp opportunity in Austria/Germany for post-secondary BC Ski Team athletes. The Sweden camp will include training with the Swedish National Junior Team and skiing in a ski tunnel. The camp in Austria/Germany will include training on the Dachstein Glacier and skiing in a ski tunnel.
- Task 6** - Maintain a list of individual high performance program benchmarks (HP benchmarks) (planned/actual) on Integrated Performance System (IPS) targeted athletes.
- Task 7** - Develop and maintain a list of individual key performance indicators (KPI) (planned/actual) - factors that contribute to improved results but are not results themselves; i.e. fitness scores, field tests, hours trained, # of competitions, etc. on IPS targeted athlete list (Level 2 or higher plus any additional athletes that are current members of the BC Ski Team). Indicate clear LTAD appropriate (KPI) at major athlete development steps.
- Task 8** - Annual review of progress of IPS targeted athletes (plus any additional athletes that are current members of the BC Ski Team) - HP benchmarks, KPI, PE, medical/para-medical services, other - by HP/Athlete Development committee member), provincial coach, regional high performance coaches and other key high performance coaches.
- Task 9** - Improve the standard of medical monitoring of BC Ski Team and BC Development Squad athletes. At the start of the season email athletes, parents and personal coaches an information package of what is expected including an annual general medical examination and twice annual ferritin tests. Establish a system for monitoring compliance.
- Task 10** - Introduce a more structured, long term approach to the use of performance enhancement services by establishing a two year planning cycle that includes a progression of opportunities for the BC Talent Squad, BC Development Squad, and BC Ski Team. Incorporate a review process to determine the relationship

between these services and, where applicable, established athlete performance benchmarks. Implement this plan.

Task 11 – Provide two performance enhancement opportunities for the BC Talent Squad - one a group presentation by a nutritionist and one by a sport psychologist.

Task 12 – Provide four performance enhancement opportunities for the BC Development Squad – two individual meetings with a sport psychologist (spring and fall), a hands-on training session with a nutritionist and a presentation on sleep and human performance.

Task 13 – Provide nine performance enhancement opportunities for the BC Ski Team - two individual meetings with a sport psychologist (spring and fall), two physio assessments (spring and fall), a hands-on training session with a nutritionist, individual feedback from a dietician, a Vo2 treadmill test, an incremental lactate test, and a presentation on sleep and human performance.

Task 14 - Conduct athlete exit interviews with IPS targeted athletes that dropped off the targeted list at the end of last season.

Task 15 - Continue to improve the provincial team clothing program.

Task 16 - Update athlete agreements for the BC Ski Team and BC Development Squad Programs, including a requirement to register for IPS athlete carding if applicable.

Task 17 – Develop a webpage outlining the various BC post-secondary options for athletes, to raise the awareness of what skiing/education options are available and ultimately retain more athletes.

Objective #4: Improve programming for athletes with a disability.

Task 1 - Successfully apply for funding to support two part-time coach positions, one dedicated to facilitating the growth and development of club programs across the province for athletes with a disability, and the other for further developing the BC Para-Nordic Squad and BC Para-Nordic Team Programs.

Task 2 - Host ‘Skiing is Believing’ clinics in Nelson, Sun Peaks, Whistler (x2), Prince George (x3), and potentially more as opportunities arise.

Task 3 - Recruit and begin preparing a group of athletes for the 2018 BC Winter Games.

Task 4 - Prepare identified athletes for transition to the National Para-Nordic Team.

Task 5 - Provide the following camp opportunities: May Dryland Camp (Whistler), Sep Regional Camp (Courtney), Nov Fall Snow Camp (Whistler), Nov CCC Prospects Camp (Canmore), Dec Regional Camp (Courtney), Jan CCC Prospects Camp (Edmonton).

Task 6 - Provide competitive opportunities to eligible athletes including BC Cup #1, BC Cup #2, BC Champs, Westerns, Easterns, Nationals, IPC World Cup.

Task 7 - Introduce a more structured, long term approach to the use of performance enhancement and medical/para-medical services.

2016/17 Provincial / Regional Camp Schedule

Apr 29-May2	Teck Regional Spring Snow Camp (Coast Region-VI) Mt Washington, BC
May 19-23	May Snow Camp (BCST/BCDS/BCPNT) Whistler, BC
June 2-5	Talent Squad Summer Camp (BCTS) Whistler, BC
July 4-11	Haig Glacier Camp (BCST/BCDS) Canmore, AB
July 15-17	Teck Regional Summer Camp (Coast Region) Whistler, BC
July 26-Aug 2	Dachstein Glacier Camp (BCST) Austria/Germany
July 29-Aug 14	Sweden Camp (BCST) Sweden
Aug 28-Sept 3	CVTC Summer Camp (BCST/BCDS) Whistler, BC
Sept 1-4	Talent Squad Fall Camp (BCTS) 100 Mile House, BC
Sept 16-18	Teck Regional Fall Dryland Camp (Coast Region-VI) Courtenay, BC
Sept 16-18	Teck Regional Dryland Camp (Okanagan Region) Kelowna, BC

Sept 16-18	Teck Regional Fall Dryland Camp (Coast Region) Whistler, BC
Sept 21-25	Fall Dryland Camp (BCST/BCDS) Revelstoke, BC
Sept 30-Oct 2	Teck Regional Dryland Camp (Kootenay Region) Kimberley, BC
Sept 30-Oct 2	Teck Regional Fall Dryland Camp (Northern Region) Prince George, BC
Nov 3-7	Fall Snow Camp (BCST/BCDS) Whistler, BC
Nov 9-13	Talent Squad Snow Camp (BCTS) Vernon, BC
Nov 18-20	Teck Regional Snow Camp (Okanagan Region) Vernon, BC
Nov 24-27	CCC National PN Development Camp Canmore, AB
Dec 2-4	Teck Regional Snow Camp (Kootenay Region) Ferne, BC
Dec 2-4	Teck Regional Snow Camp (Northern Region) Smithers, BC
Dec 2-4	Teck Regional Snow Camp (Coast Region) Whistler, BC
Dec 27-30	Teck Regional Snow Camp (Coast Region-VI) Mt Washington, BC
Jan 4-8	World Jr/U23 Championship Trials Park City, Utah
Mar 18-25	National Championships (BCST) Canmore, AB

BCST – BC Ski Team (Learning to Compete)

BCDS – BC Development Squad (Training to Train)

BCTS – BC Talent Squad (Training to Train)

Regional Camps (Learning to Train, Training to Train)

CLUB DEVELOPMENT OPERATIONAL PLAN 2016/17

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 – 2018 as identified in the current Strategic Plan. Tasks specified within each Objective will be resourced and implemented in 2016/17 or in a multi-year plan.

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

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

Task 2 - Encourage membership growth through sharing of best practices and launching a province-wide membership growth initiative.

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

Task 1 - Hold a Club Development Workshop in conjunction with the 2017 Cross Country BC Annual General Meeting (AGM).

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

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

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

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

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

COACHING DEVELOPMENT OPERATIONAL PLAN 2016/17

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 – 2018 as identified in the current Strategic Plan. Tasks specified within each Objective will be resourced and implemented in 2016/17 or in a multi-year plan.

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

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

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

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

- Task 1** - Recruit and train additional CC Coach Developers (LFs, Es).
- Task 2** - Host two national CC Coach Developer Training Clinics (Prince George and Kamloops).
- Task 3** - Continue with the formal evaluation and certification of all levels of Coach Developers to meet CAC policy requirements. Complete evaluations of 50% of all active Coach Developers.
- Task 4** - Update the training and certification of our current MCD to lead this process (Task 3).
- Task 5** - Complete the training of a second MCD to assist with the process (Task 3).
- Task 6** - Train a minimum of one Para-Nordic coach at the AWAD Comp-Dev level.
- Task 7** - Improve the delivery of the evaluation component of the CCI and CCI Advanced contexts to provide more value to coaches.

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 the minimum 2018 BC Winter Games requirements – Cross Country BC website, email network, Ski Cross Country, etc.

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

- Task 1** - Organize and deliver the CCBC Ski Preparation workshop.

Objective #5: Train and certify coaches in the NCCP CCD (L2C) context.

- Task 1** - Host a CCD (L2C) On-Snow workshop in BC.
- Task 2** - Coordinate opportunities for and financially support coaches in the CCD (L2C) pathway to complete their CCD evaluation and practical experience tasks.

Objective #6: Train coaches in the NCCP CDAG (T2C) context when it becomes available.

- 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 #7: Coaches working with IPS targeted athletes, plus any additional athletes that are members of the BC Ski Team, have current training with respect to the following:

Task 1 - Concussion Awareness Workshop.

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

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 2016/17

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 – 2018 as identified in the current Strategic Plan. Tasks specified within each Objective will be resourced and implemented in 2016/17 or in a multi-year plan.

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

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

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

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

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

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

Objective #3: Host a specialized race management workshop.

Task 1 - Organize and deliver a ZONE4 Timing Clinic.

CCBC Policy

Minimum Mandatory Officials Qualifications:

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

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

COMPETITIONS PROGRAM

OPERATIONAL PLAN 2016/17

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

The Competitions Program area is responsible for:

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

Program Objectives and Tasks

The objectives and tasks listed below have been selected to lead to the achievement of CCBC's Mid-Term Objectives – 2018 as identified in the current Strategic Plan. Tasks specified within each Objective will be resourced and implemented in 2016/17 or in a multi-year plan.

Objective #1: Start preparing for the 2018 BC Winter Games in Kamloops in February, 2018.

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

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

Objective #2: Update all relevant CCBC Technical Packages.

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

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

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

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

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

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

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

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

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

Task 3 - Improve the club aggregate awards program.

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

Task 1 - Train club volunteers to implement the hosting guidelines outlined in CCBC’s SAM Information Package, as appropriate for the level of their respective events.

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

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

Objective #6: Update and implement plans to utilize the 2010 Olympic/Paralympic venue (Whistler Olympic Park) for high level national and international events on an annual basis during the next two planning quadrennials (to 2022).

Task 1 - Together with the Cross Country Canada, Whistler Sport Legacies and other partners, develop a strategy for implementing CCBC's event hosting plan to 2022.

Objective #7: Initiate plans to bid for and host an FIS World Junior/U23 Championships in 2021.

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

2016/17 Teck Regional Cup Series Schedule

Teck Coast Cup Series

Nov 27	Teck Coast Cup #1 Callaghan Valley
Jan 21	Teck Coast Cup #2 Callaghan Valley
Jan 22	Teck Coast Cup #3 Callaghan Valley
Mar 4-5	Teck Coast Cup #4 & 5 <i>Coast Cup Series Finale</i> Mt Washington, BC

Teck Northern Cup Series

Jan 15	Teck Northern Cup #1 Vanderhoof, BC
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Jan 29 **Teck Northern Cup #2**
Burns Lake, BC

Feb 12 **Teck Northern Cup #4**
Northern Cup Series Finale
Smithers, BC

Teck Kootenay Cup Series

Jan 14-15 **Teck Kootenay Cup #1 & 2**
Kimberley, BC

Jan 28 **Teck Kootenay Cup #3**
Invermere, BC

Feb 11 **Teck Kootenay Cup #4**
Ferne, BC

Mar 4 **Teck Kootenay Cup #5**
Kootenay Cup Series Finale
Nelson, BC

Teck Okanagan Cup Series

Feb 11-12 **Teck Okanagan Cup #1 & 2**
Okanagan Cup Series Finale
Revelstoke, BC

MARKETING AND COMMUNICATIONS OPERATIONAL PLAN 2016/17

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

The Marketing and Communications Program area is responsible for:

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

Program Objectives and Tasks

The objectives and tasks listed below have been selected to lead to the achievement of Cross Country BC’s Mid-Term Objectives – 2018 as identified in the current Strategic Plan. Tasks specified within each Objective will be resourced and implemented in 2016/17 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 - Improve the servicing plan to strengthen relationships with current sponsors.

Objective #2: Enhance external communications.

Task 1 - Develop, publish and distribute the 2016 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 - Increase efforts with respect to sponsor recruitment.

Task 2 - Develop and implement strategies to encourage individual donations, specifically by launching a new online donation campaign.

Task 3 - Consider hosting a 2nd annual gala, combined with the 2017 Teck BC Championships.

ORGANIZATIONAL DEVELOPMENT: OPERATIONAL PLAN 2016/17

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 – 2018 as identified in the current Strategic Plan. Tasks specified within each Objective will be resourced and implemented in 2016/17 or in a multi-year plan.

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

Task 1 - Refine Cross Country BC's new bylaws to be compliant with recent changes to the incoming BC Societies Act.

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