



# CROSS COUNTRY BC OPERATIONAL PLAN 2015-16

## Major Initiatives 2015/16

This list is comprised of the prioritized activities which will be resourced, programmed and implemented (or initiated) within the Cross Country BC Operational Plan 2015/16.

**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.** Expand and improve the BC Ski Team, BC Development Squad and BC Talent Squad programs.

**Initiative #3 – 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 #4 – Improve the governance of Cross Country BC.** This initiative includes the development and implementation of Terms of Reference for both Operational Committees and Board positions to align with Cross Country BC's new bylaws, as well as a review and update of the Association's policies and procedures.

**Initiative #5 – Improve the delivery of the new NCCP program.** Initiate the formal evaluation of Coach Developers (LFs, Es) to meet new CAC Coach Developer policy requirements. Complete evaluations of 50% of all active LFs and Evaluators (leading to certified status).

**Initiative #6 – 2010 Legacy: event hosting.** Initiate 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).

## **Resources 2015/16**

### **OPERATING BUDGET**

The macro Operating Budget for Cross Country BC in 2015/16 is shown below.

Revenues and expenses are provisional, based on information known at the time this plan was developed. Changes to revenue or to expenditure forecasts will be incorporated through the monthly financial statements of the Association as new information becomes available.

<b>BUDGET, 2015-16</b>		April 1/15
<b><u>Revenue</u></b>		
Government Support		257,375
Provincial Government Grant	232,375	
BCSP	25,000	
CCBC Programs		191,300
Athlete Development	128,500	
Coaching Development	42,700	
Officials Development	5,500	
Club Development	0	
Competitions	14,600	
Marketing & Fundraising		117,100
BC Gaming Commission		75,000
Membership Fees		323,000
Donations		27,000
Coaching Grants		2,000
PN Grants		<u>7,000</u>
<b>Total Revenues</b>		<b>\$ 999,775</b>
<b><u>Expenses</u></b>		
Programs		545,850
Athlete Development	396,000	
Coaching Development	56,150	
Officials Development	9,300	
Club Development	25,500	
Competitions	30,900	
Marketing / Communications	28,000	

Administration (staff, insurance)	264,500
Donations	2,000
Membership Fees	164,150
Coaching Staff	<u>45,300</u>
<b>Total Expenses</b>	<b>\$1,021,800</b>

**Unfunded**

Provincial Camp Program	<u>22,025</u>
	<b>22,025</b>

# ATHLETE DEVELOPMENT OPERATIONAL PLAN 2015/16

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 2015/16 or in a multi-year plan.

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

**Task 1 -** Evaluate club alignment with LTAD principles by assessing how programs are being implemented at the Active Start, FUNdamentals and Learning to Train stages of development (e. g. evaluate compliance with standards that are in accordance with CCC’s athlete development guidelines).

**Task 2 -** Continue to systematically educate coaches, parents and athletes on the growth, maturation and trainability considerations of developing athletes, and the implications on their competitive needs - Cross Country BC website, Cross Country BC E-News network, Ski Cross Country, Cross Country BC 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, Strathcona Nordic Ski Club and Golden 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 camps.

**Task 3 -** Promote the program extensively via the Cross Country BC website, Cross Country BC E-News network, Ski Cross Country 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 including a camp in June in Whistler (new); arrange for CCBC coaching staff to lead and/or help support the delivery of all three camps.

**Task 2 -** Provide five 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 including a Haig Glacier experience (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** - 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** - Provide the necessary financial and coaching support to allow BC Ski Team athletes to attend the Frozen Thunder Super Camp (with multiple other provincial teams) in Canmore, AB.
- Task 6** - Maintain a list of individual high performance program benchmarks (HP benchmarks) (planned/actual) on Integrated Performance System (IPS) targeted athletes (athletes 70 points or higher on CPL lists - sprints and distance).
- 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 (Level 2 or higher 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** - Provide functional assessments for BC Ski Team athletes twice annually - at the Spring Snow Camp (May) and CVTC Summer Camp (August).
- Task 11** - 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, BC Ski Team and CVTC. Incorporate a review process to determine the relationship between these services and, where applicable, established athlete performance benchmarks. Implement this plan.
- Task 12** - Conduct athlete exit interviews with IPS targeted athletes (Level 2 or higher plus any additional athletes that were members of the BC Ski Team) that dropped off

the previous year's targeted list.

**Task 13** - Continue to improve the provincial team clothing program.

**Task 14** - Update athlete agreements for the BC Ski Team and BC Development Squad Programs, including a requirement to register for IPS athlete carding if applicable.

**Objective #4:** Improve the Callaghan Valley Training Centre program.

**Task 1** - Improve guidance/support for the academic interests of athletes. Ensure post-secondary educational opportunities are accessible to future Training Centre athletes.

**Task 2** - Continue to raise awareness within the cross-country ski community in BC about the vital role of the CVTC in our athlete development system.

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

**Task 1** - Successfully apply for funding to continue a part-time coach position dedicated to facilitating the growth and development of club programs for athletes with a disability as well as further developing the BC Para-Nordic Squad and BC Para-Nordic Team Programs.

**Task 2** - In addition to hosting a 'Skiing is Believing' clinic in Whistler, coordinate with and lead clinics held in conjunction with the Sun Peaks Nordic Ski Club, Sovereign Lake Nordic Club, Nelson Nordic Ski Club and Caledonia Nordic Ski Club.

**Task 3** - Recruit and prepare a group of athletes for the 2016 BC Winter Games.

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

**Task 5** - Provide five camp opportunities including the May Snow Camp (Vernon), August Summer Camp (Penticton), Fall Dryland Camp (Richmond), CCC Development Camp (Canmore, AB), and BC Winter Games Camp (Penticton).

**Task 6** - Provide six competitive opportunities to eligible athletes including BC Cup #1, BC Cup #2, IPC World Cup, BC Winter Games, BC Championships, and National Championships.

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

## **2015/16 Provincial / Regional Camp Schedule**

May 1-4	Teck Regional Spring Camp (Coast Region, VI) Courtenay, BC
May 14-18	May Snow Camp (BCST) Vernon, BC
May 15-18	Spring Snow Camp (BCDS) Vernon, BC
May 15-18	BC Para-Nordic Spring Snow Camp Vernon, BC
June 4-7	BCTS Summer Camp (BCTS) Whistler, BC
July 5-13	Haig Glacier Camp #1 (CVTC/BCST/BCDS) Canmore, AB
July 10-12	Teck Regional Summer Camp (Coast Region) Whistler, BC
July 22-27	Haig Glacier Camp #2 (BCDS) Canmore, AB
July 24-Aug 8	Sweden Camp Sweden
Aug TBD	Para-Nordic Summer Training Camp Penticton, BC
Aug 30-Sept 6	CVTC Summer Camp (CVTC/BCST/BCDS) Whistler, BC
Sept 3-6	BCTS Fall Dryland Camp (BCTS) 100 Mile House, BC
Sept 11-13	Teck Regional Fall Dryland Camp (Okanagan Region) Vernon, BC
Sept 11-13	Teck Regional Fall Dryland Camp (Coast VI Region) Courtenay, BC
Sept 17-20	Fall Dryland Camp (CVTC/BCST/BCDS) Revelstoke, BC



Sept 25-27	Teck Regional Teck Fall Dryland Camp (Kootenay Region) Kimberley, BC
Oct 2-4	Teck Regional Fall Dryland Camp (Northern Region) Prince George, BC
Oct 2-4	Teck Regional Fall Dryland Camp (Coast Region) Whistler, BC
Oct 2-4	BC Para-Nordic Fall Dryland Camp Richmond, BC
Nov 11-15	Fall Snow Camp (CVTC/BCST/BCDS/BCTS) Whistler, BC
Nov 20-22	CCC Para-Nordic Development Camp Canmore, AB
Nov 27-29	Teck Regional Snow Camp (Okanagan Region) Vernon, BC
Nov 27-29	Teck Regional Snow Camp (Northern Region) Smithers, BC
Dec 4-6	Teck Regional Snow Camp (Coast Region) Whistler, BC
Dec 4-6	Teck Regional Snow Camp (Kootenay Region) Golden, BC
Dec 26-29	Teck Regional Snow Camp (Coast Region - VI) Mt Washington, BC
Jan 12-18	World JR/U23 Championships Trials Thunder Bay, ON
Feb 25-28	BCWG Para-Nordic Camp Penticton, BC
Mar 17-26	National Championships (CVTC/BCST) Whitehorse, YK

**CVTC** - Callaghan Valley Training Centre/National Development Centre (Learning to Compete/Training to Compete)

**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 2015/16**

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 2015/16 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, Strathcona Nordic Ski Club and Golden Nordic Ski Club - by sending Cross Country BC coaching staff to meet with/mentor club coaches and parents of athletes.

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

**Task 1** - Hold a Club Development Workshop in conjunction with the 2016 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 2015/16

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 2015/16 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 Learning Facilitators/Evaluators.
- Task 2** - Host a national CC Facilitator/Evaluator Training Clinic.
- Task 3** - Begin the formal evaluation of Coach Developers (LFs, Es) to meet new CAC Coach Developer policy requirements.
- Task 4** - Update the training and certification of current MLF and ME to lead the process.
- Task 5** - Complete the training of a current LF and Evaluator to credit them with Advanced trained status to assist with the process.
- Task 6** - Complete evaluations of 50% of all active LFs and Evaluators (leading to certified status).
- Task 7** - Train a minimum of one Para-Nordic coach at the AWAD Comp-Int level.
- Task 8** - Improve the delivery of the NCCP 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 2016 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 Northern BC.

- Task 1** - Organize and deliver the Ski Preparation program.

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

- Task 1** - 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 CCD Advanced (T2C) context (under development).

- Task 1** - Coordinate opportunities for and financially support coaches in the CCD Advanced (T2C) pathway to complete their training, evaluation and practical experience tasks.

**Objective #7:** Coaches working with Level 2 or higher 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 (in the past three years).

**Task 2 -** Female Triad/Weight Control Workshop (in the past three years).

### **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 2015/16

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 2015/16 or in a multi-year plan.

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

**Task 1 -** Work closely with CCC to develop a CCC Officials Certification Program Level 2 curriculum.

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

**Task 3 -** Develop handouts and course conductor materials that will compliment the new national resource materials, while specifically addressing the needs of the BC program.

**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 4** - 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 2015/16

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 2015/1 or in a multi-year plan.

**Objective #1:** Host a successful 2016 BC Winter Games in Penticton in February, 2016.

**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.

**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 Callaghan Valley Cross Country Ski Club, 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 prior to 2020.

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

### **2015/16 Teck Regional Cup Series Schedule**

#### **Teck Coast Cup Series**

Nov 29	<b>Teck Coast Cup #1</b> Callaghan Valley
Jan 30	<b>Teck Coast Cup #2</b> Callaghan Valley
Jan 31	<b>Teck Coast Cup #3</b> Callaghan Valley
Feb 13-14	<b>Teck Coast Cup #4 &amp; 5</b> <i>Coast Cup Series Finale</i> Mt Washington, BC

#### **Teck Northern Cup Series**

Jan 3	<b>Teck Northern Cup #1</b> Smithers, BC
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Jan 31                    **Teck Northern Cup #2**  
Burns Lake, BC

Feb 20-21                **Teck Northern Cup #3 & 4**  
Prince George, BC

Feb 27                    **Teck Northern Cup #5**  
*Northern Cup Series Finale*  
Vanderhoof, BC

**Teck Kootenay Cup Series**

Jan 2-3                    **Teck Kootenay Cup #1 & 2**  
Kimberley, BC

Jan 17                    **Teck Kootenay Cup #3**  
Nelson, BC

Jan 30                    **Teck Kootenay Cup #4**  
Invermere, BC

Feb13                    **Teck Kootenay Cup #5**  
Fernie, BC

Feb 28                    **Teck Kootenay Cup #7**  
*Kootenay Cup Series Finale*  
Rossland, BC

**Teck Okanagan Cup Series**

Jan 2                    **Teck Okanagan Cup #1**  
Revelstoke, BC

Jan 30                    **Teck Okanagan Cup #2**  
*Okanagan Cup Series Finale*  
Kelowna, BC

# MARKETING AND COMMUNICATIONS OPERATIONAL PLAN 2015/16

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

The Marketing and Communications Program area is responsible for:

- the publication and distribution of ‘Ski Cross Country’;
- communication and outreach through the development and maintenance of the Cross Country BC website;
- internal communication through Cross Country BC’s email distribution network;
- promoting and marketing the Cross Country BC ‘brand’;
- the development and delivery of ‘image campaigns’ aimed at specific target groups;
- the development and distribution of regular news releases, newsletters to sponsors and annual promotional packages to the media, MLA’s, sport retailers;
- 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 2015/16 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 -** Complete the new Cross Country BC website by adding another multi-media feature (Instagram) and a Word Press search box.

**Task 2** - Develop, publish and distribute the 2015 edition of 'Ski Cross Country' to the homes of members, MLA's, ski equipment retailers, etc.

**Task 3** - 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 through the Cross Country BC Donations Program.

**Task 3** - Undertake a new fundraising initiative - Cross Country BC's first annual Gala.

# **ORGANIZATIONAL DEVELOPMENT: OPERATIONAL PLAN 2015/16**

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 2015/16 or in a multi-year plan.

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

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

**Task 2 -** Develop and implement Terms of Reference for the all Operational Committees.

**Task 3 -** Develop a Terms of Reference for the Treasurer position on the Board of Directors.

**Objective #2:** Assist member clubs in dealing with the 2015 Cross Country Canada membership fee increase.

**Task 1** - Inform clubs of the 2015 fee adjustment well in advance and help them prepare for the change.