



CROSS COUNTRY BC OPERATIONAL PLAN 2026/27

Major Initiatives 2026/27

This list is comprised of the prioritized activities which will be resourced, programmed and implemented (or initiated) within the Cross Country BC Operational Plan 2026/27.

Initiative #1 – Implement a comprehensive, efficient monitoring system using leading edge data collection/analysis technology (i.e. utilize data science to monitor athlete training).

Initiative #2 – Train coaches to meet the new BC Winter Games minimum mandatory coaching qualification requirements.

Initiative #3 – Improve the governance of Cross Country BC by working with ViaSport BC and Sport Law to develop/review/update the Association's policies.

Initiative #4 - Rebuild our programs for athletes with a disability.

Initiative #5 - Train, certify and update coaches in the NCCP Comp-Dev (L2C) context.

Initiative #6 - Launch a monthly Cross Country BC newsletter. Develop and implement strategies for increasing the reach of the newsletter.

Initiative #7 - Improve competitive experiences for children in the U12 age range.

Initiative #8 - Replace the current CCBC website using an up-to-date platform.

Initiative #9 - Develop a new generation of officiating leadership in BC.

Initiative #10 - Host a successful National Championships at Whistler Olympic Park (Whistler, BC).

CROSS COUNTRY BC

BUDGET 2026-27

Revenues

Grants & Support	
Provincial ViaSport Contribution	309,000
Provincial ViaSport, other grants	0
Community Gaming	110,000
Other	2,000
Programs	
Athlete Development	266,000
Coaching Development	29,000
Officials Development	3,000
Fundraising	
Sponsorship and Marketing	179,000
Donations	10,000
Membership Fees	194,000
Other	8,000
Total Revenues	1,110,000

Expenses

Programs	
Athlete Development	654,000
Coaching Development	46,000
Officials Development	4,000
Club Development	30,000
Sport Promotion	0
Administration	
Staff & Contractors	331,000
Office & Division	62,000
Total Expenses	1,127,000
Excess of revenues over expenses	-17,000

ATHLETE DEVELOPMENT OPERATIONAL PLAN 2026/27

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 – 2030 as identified in the current Strategic Plan. Tasks specified within each Objective will be resourced and implemented in 2026/27 or in a multi-year plan.

Objective #1: Implement a comprehensive, efficient monitoring system using leading edge data collection/analysis technology (i.e. utilize data science to monitor athlete training). Reference Coaching Development, Objective #2 for more information.

Task 1 - Finalize the Cross Country BC-specific “data science” platform.

Task 2 - Educate BC Ski Team athletes, BC Development Squad athletes and their personal coaches on how to use it.

Objective #2: Rebuild our programs for athletes with a disability.

Task 1 - CCBC staff organise and host ‘Intro to Skiing’ clinics in locations to be determined.

Task 2 - Recruit athletes with disabilities for the 2028 BC Winter Games.

Task 3 - Prepare a team of Para Nordic athletes for the 2027 Canada Winter Games.

Task 4 - Provide the BC Para Nordic Ski Team with provincial training camp opportunities and/or access to appropriate national training camp opportunities including the Nordiq Canada Para Nordic Development Camp in Canmore in November.

Objective #3: Utilize Cross Country BC's roller ski treadmill at Whistler Olympic Park.

Task 1 - Maintain the treadmill and the room it is housed in.

Task 2 - Operate and make effective use of the treadmill.

Objective #4: Continue to improve the Provincial Team Programs.

Task 1 - Prepare a team of able-bodied athletes for the 2027 Canada Winter Games in Quebec City, QC.

Task 2 - Provide three training camp opportunities for BC Talent Squad athletes; continue to ensure consistent, appropriate leadership by contracting four suitably qualified coaches to lead all three camps.

Task 3 - Provide four training camp 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 4 - Provide four training camp opportunities (a minimum of two on-snow including a Haig Glacier Camp experience) for BC Ski Team athletes; continue to provide high level technical support with respect to equipment selection and grinding; continue to provide a dedicated coaching support team that is both qualified and competent.

Task 5 - Host the team from the Gallivare Skigymnasium, Sweden, in Whistler, in September.

Task 6 - Provide appropriate performance enhancement opportunities for the BC Talent Squad, BC Development Squad and BC Ski Team.

Task 7 - Offer three online sessions for the purpose of educating parents on what is expected from provincial team athletes (BCST, BCDS and BCTS) with respect to nutrition, physiology (training hours, etc.) and mental performance.

Objective #5: Increase the number of children in the Fundamentals stage of athlete development (nine years and younger), participating in competitive skiing activities. Reference Competition Development, Objective #2 for more information.

- Task 1** - Develop SDP imaging that both reflects LTAD principles and appeals to children who wish to be involved with a competitive sport.
- Task 2** - Encourage regional and provincial cup race organizers to hold their events for U8 and U10 children either in a terrain park, or using terrain similar to that in a terrain park.
- Task 3** - Increase efforts to educate coaches and parents regarding LTAD and competition – when and how children should be introduced to competition.

Objective #6: 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 for Cross Country BC coaching staff/contractors to lead and/or help support the delivery of all eleven regional camps.
- Task 2** - Promote the program extensively via the Cross Country BC website, E-News network, monthly newsletter and clothing with Regional Camp Program branding (T-shirts and headwear).
- Task 3** - Monitor the implementation of the program for compliance to LTAD principles and meeting commitments to sponsors.

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

2026-27 Performance Solutions Plan (Sport Science/Sport Medicine)

Nutrition	Genevieve Masson	Athlete Education	BCTS	Cooking & education sessions
Nutrition	Genevieve Masson	Athlete Education	BCST/BCDS	Cooking & education sessions
Nutrition	Genevieve Masson	Athlete Monitoring	BCST/BCDS	Nutrition screening; all athletes
Nutrition	Genevieve Masson	Athlete Monitoring	BCST/BCDS	Hydration testing
Nutrition	Genevieve Masson	Athlete Consultation	BCST/BCDS	Flagged athletes
		& Follow Ups		
Mental Perf.	Geoff Heckett	Coach Enhancement		Coach Dev. Workshops
Mental Perf.	Geoff Heckett	Coach Enhancement		Athlete data collection
Mental Perf.	Geoff Heckett	Athlete Education	BCST/BCDS	2 Workshops
Mental Perf.	Geoff Heckett	DTE/Daily Operations	BCST/BCDS	DTE Visit
Mental Perf.	Geoff Heckett	Athlete Consultation	CWG Athletes	Individual sessions
Strength & C.	Laura Strenger	Testing/Assess/Analysis	BCST/BCDS/BCTS	
Strength & C.	Laura Strenger	Programming	BCST/BCDS	
Physiology	Stacey Hutton	Testing & Analysis	BCST/BCDS	Incremental treadmill testing
Physiology	Gayatri Raghavan	Testing & Analysis	BCST/BCDS	Incremental treadmill testing
Physiology	Cameron Gant	Testing & Analysis	BCST/BCDS	Fundamental Movement
				Screening
Medical	Katie Combaluzier	Health Assessment	BCST	Plus follow-up to review bloodwork

CLUB DEVELOPMENT

OPERATIONAL PLAN 2026/27

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 – 2030 as identified in the current Strategic Plan. Tasks specified within each Objective will be resourced and implemented in 2026/27 or in a multi-year plan.

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

Task 1 - Provide free NCCP Community Coaching courses to seven remote BC communities through the ViaSport BC Sport Participation Program (Provincial Sport Development Fund). Reference Coaching Development, Objective #9.

Task 2 - Encourage membership growth through sharing of best practices and launching the annual Club Membership Contest, a province-wide membership growth initiative.

Task 3 - Continue to host a series of virtual club workshops on a variety of key topics in order to strengthen our clubs (e.g. funding athlete development programs, improving the Skill Development Program, capital improvements, retaining membership, strategic planning, etc).

- Task 4 -** Facilitate and promote the online Annual Club Fundraiser, raising significant funds for club programs and facilities.
- Task 5 -** Launch a new corporate sponsorship program to diversify revenue streams and generate additional funding for club, athlete, coach, and officials development.
- Task 6 -** Provide letters of support for major club grant applications.
- Task 7 -** Financially support clubs through the annual Kal Tire SDP grant program.

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

- Task 1 -** Hold a Club Development Workshop in conjunction with the 2026 Cross Country BC Annual General Meeting (AGM).
- Task 2 -** Encourage the establishment of paid staff positions (general manager, program coordinator, head coach, head groomer, etc.) 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, Cross Country BC AGM, etc.
- Task 2 -** Launch a monthly newsletter that highlights club and athlete achievements, as well as opportunities for athlete, coach, and officials development.
- Task 3 -** Implement a new document management system at CCBC and promote digital risk management practices amongst clubs.
- Task 4 -** Assist clubs with bylaw revisions as needed.

COACHING DEVELOPMENT OPERATIONAL PLAN 2026/27

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 accurate records of NCCP training of BC coaches in the Coaching Association of Canada database (“The Locker”);
- 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 develop appropriate, individualized YTPs and corresponding monitoring 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 – 2030 as identified in the current Strategic Plan. Tasks specified within each Objective will be resourced and implemented in 2026/27 or in a multi-year plan.

Objective 1: Train coaches to meet the new BC Winter Games minimum mandatory coaching qualification requirements. Reference Competitions Development, Objective #1, Task 1, for more information.

Task 1 - NCCP Comp-Int Advanced (T2T) certification (Cross Country Skiing) for Zone Head Coaches.

Task 2 - NCCP Comp-Int Advanced (T2T) "trained" for Zone Assistant Coaches.

Objective #2: Implement a comprehensive, efficient monitoring system using leading edge data

collection/analysis technology (i.e. utilize data science to monitor athlete training). Reference Athlete Development, Objective #1 for more information.

Task 1 - Finalize the Cross Country BC-specific “data science” platform.

Task 2 - Educate the personal coaches of BC Ski Team and BC Development Squad on how to use it.

Task 3 - Collect sufficient data to start/continue learning and making informed decisions.

Task 4 - Continuing educating coaches on efficient monitoring and utilization of data visualizations from athlete testing and training log data.

Task 5 - Ensure the tool is sufficiently user-friendly that it can be handed over to someone else.

Objective #3: Train, certify and update coaches in the NCCP Comp-Dev (L2C) context.

Task 1 - Continue to coordinate opportunities for and financially support coaches in the Comp-Dev (L2C) pathway to complete their evaluation and practical experience tasks.

Task 2 – Upgrade the NCCP L2C Coach Experience Form to improve the preparation of coaches progressing towards L2C certification.

Task 3 - Negotiate with Nordiq Canada to host both Comp-Dev (L2C) Dryland and On Snow workshops in BC in the future.

Task 4 - Host a coaching seminar to educate/update NCCP Comp-Dev (L2C) coaches, and compliment what is offered in Comp-Dev workshops. The focus will be on physiology, technique and waxing.

Objective #4: Increase the number of club 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 - Coordinate partnerships with member clubs to assist them in hiring full-time paid coaches.

Objective #5: Improve the delivery of the NCCP program.

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

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

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

Task 4 - Train a minimum of three new coaches at the Community Coach AWAD level.

Objective #6: Provide leadership regarding ski preparation to clubs and members.

Task 1 - Recruit and train a new course conductor for the CCBC Ski Preparation Workshop.

Task 2 - Organize and deliver a CCBC Ski Preparation Workshop in the Okanagan in November.

Objective #7: Support two coaches to undertake advanced coach education (beyond NCCP Comp-Dev training).

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.

Task 2 - Coordinate opportunities for and financially support coaches in the UBC Masters of High Performance Coaching and Technical Leadership program.

Objective #8: Launch a campaign to educate both coaches and parents on the importance of children developing excellent technique by 12 years of age, and to provide coaches with the skills needed in order to achieve this.

Task 1 - Continue to educate our broader sport system on the importance of young skiers developing excellent technique by 12 years of age – via the Cross Country BC website, the CCBC monthly newsletter, NCCP workshops, club online educational sessions, etc.

Task 2 - Continue to offer PCE assignments to our coaching community. This has proven to be an effective way to educate developing “Community Coach” and higher-level club coaches.

Task 3 - Continue sending experienced ‘CCBC’ coaches to ALL regional camps. This also proven to be an effective way to reach large numbers of Community Coach and higher-level club coaches.

Objective #9: Secure funding to support the delivery of NCCP Community Coach Workshops:

Task 1 - To provide free Community Coaching Workshops to seven remote communities throughout the province – Kaslo, Golden, 100 Mile House, Fernie, Houston, Terrace, Castlegar. Reference Club Development, Objective #1, Task 1.

Task 2 - To reimburse \$50 of the new NCCP Making Ethical Decisions (MED) fees for all coaches that complete their Community Coaching Workshop.

Objective #10: Ensure that all coaches working with CSI-P targeted athletes have current training with respect to the following:

Task 1 - CAC Safe Sport.

Task 2 - CCES - True Sport Clean 101 online workshop.

CCBC Policy

Current Minimum Mandatory Coaching Qualifications:

All coaches coaching for seven (7) hours or more, for any age group, must have a [Nordiq Canada Coaching Licence](#) and be coaching/instructing on behalf of a club; and

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, 'trained' NCCP CCI coaches (*must have completed the L2T (Dryland) & L2T (On-Snow) Workshops & L2T Experience Form*) in order to supervise, instruct or coach ski activities for children nine to sixteen years of age; and

Coaches must be active, 'trained' NCCP CCI coaches (*plus have completed the Para Nordic module for coaching athletes with a disability*) in order to supervise, instruct, coach or assist with the coaching of ski activities for skiers with a disability.

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

Canada Winter Games Mandatory Coaching Qualifications

NCCP Comp-Dev (L2C) certification (Cross Country Skiing) for the Head Coach and Assistant Coach

NCCP Comp-Dev (L2C) certification in the Para context for the Para-Nordic Coach

NCCP Comp-Int Advanced (T2T) 'trained' for the Team Manager and Wax Technician

BC Winter Games Mandatory Coaching Qualifications

NCCP Comp-Int Advanced (T2T) certification (Cross Country Skiing) for Zone Head Coaches

NCCP Comp-Int Advanced (T2T) "trained" for Zone Assistant Coaches

OFFICIALS DEVELOPMENT OPERATIONAL PLAN 2026/27

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;
- the training of course conductors for Level 1 and 2 Officials Certification Courses;
- the development and delivery of specialized courses as needed (i.e. Zone4 Race Management workshops);
- the development/maintenance of an annual schedule of courses for training officials;
- the management of Cross Country BC's electronic timing system equipment (administered by Zone4);
- ensuring qualified Technical Assistants are appointed for all Tier 3 events (races and loppets);
- coordinating and providing administrative support for Technical Delegate assignments;
- supporting the advancement of national and international level Technical Delegates from BC;
- the maintenance of our own provincial database of active certified officials; and
- ensuring that "The Hub", Nordiq Canada's officials registration site, is kept up to date with respect to BC 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 – 2030 as identified in the current Strategic Plan. Tasks specified within each Objective will be resourced and implemented in 2026/27 or in a multi-year plan.

Objective #1: Improve start list and results postings.

Task 1 - Update and circulate CCBC's "Timekeeping Tips" handout for the purpose of improving start lists and results postings.

Task 2 - Organize and deliver a Zone4 Timing Clinic.

Task 3 - Organize and deliver an online Timekeeping Update session for timing officials before the race season begins.

Objective #3: Develop a new generation of officiating leadership in BC.

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

Task 2 - Recruit qualified candidates for the 2027 Level 3 Officials Course for training TDs.

Objective #4: 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.

Objective #5: Facilitate knowledge of, and access to, timing equipment for club officials.

Task 1 - Increase awareness of CCBC's Zone4 timing equipment that is available for loan out to clubs free of charge.

CCBC Policy

Minimum Mandatory Officials Qualifications:

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

1. Competition Managers (Chief of Competition) of division sanctioned Tier 3 events/competitions must be a Level 1 certified NC official. This would apply to Regional Cup races, smaller loppets (less than 300 participants), club races, etc.
2. Competition Managers (Chief of Competition) of the following division sanctioned Tier 3 events/competitions - the BC Winter Games, BC Track Attack Championships or major loppets (more than 300 participants) – must be a Level 2 certified NC official.
3. Competition Managers (Chief of Competition) of national/division sanctioned Tier 2 events/competitions held in BC must be a Level 2 certified NC Official. 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 a Level 2 certified NC official. A Tier 1 event would be the National Championships, Western Canadian Championships, Canada Cup, etc.

COMPETITIONS PROGRAM

OPERATIONAL PLAN 2026/27

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;
- 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 – 2030 as identified in the current Strategic Plan. Tasks specified within each Objective will be resourced and implemented in 2026/27 or in a multi-year plan.

Objective #1: Begin preparations for the next BC Winter Games, which will be held in Kamloops from March 2-5, 2028.

Task 1 - Identify the 2028 Zone Representatives and Zone Coaches in early fall, 2026, to allow enough time for the coaches to prepare to meet the new minimum mandatory coaching qualifications set by the BC Winter Games Society. Reference Coaching Development, Objective #1, for more information.

Task 2 - Provide the host club (Overlander Ski Club) with officials training, a suitable “practice” event (i.e. BC Track Attack Championships) and other support services needed in order to prepare them for this event.

Objective #2: Research Nordic Canada's proposal that U12 competitions should no longer include rankings, podiums, medals, or awards based on placements for the purpose of improving

the competitive experience for children in this age range. Reference Athlete Development, Objective #5 for more information.

- Task 1 -** Find out if any credible research has been done in this area.
- Task 2 -** Find out if the Swedish Ski Federation is recommending this proposal to their ski community, and if so, what alternative incentives they plan to use to motivate U12 athletes to compete to the best of their ability.
- Task 3 -** Find out how other Canadian sports recognize effort in U12 competitions – what are some best practices that Cross Country BC might consider implementing?
- Task 4 -** Find out how the Quebec, Ontario and Alberta divisions plan to implement this proposal.
- Task 5 -** Engage experienced coaches in a conversation on ways to improve the competitive experience for U12 athletes.
- Task 6 -** Pilot any ‘best practices’ that result from this process.

Objective #3: Strengthen collegiate competition.

- Task 1 -** Continue to offer the BC Cup Series College/University Aggregate Awards Program.
- Task 2 -** Look into the possibility of integrating the Canadian Collegiate Nordic Series (CCNS) into our Tier 2 events this season.

Objective #4: 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 2028 BC Winter Games Technical Guidelines.

Objective #5: 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, E-News network and monthly newsletter.

Task 3 - Improve the club aggregate awards program.

Objective #6: Host the 2027 Western Canadian Championships at the Black Jack Ski Club facility (Rossland, BC).

Objective #7: Host the 2027 National Championships at Whistler Olympic Park (Whistler, BC).

Task 1 - Host an appropriate test event (Canada Winter Games Trials) at Whistler Olympic Park, January 2-3, 2027, to prepare for this event.

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 2026/27

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 a monthly newsletter;
- communication and outreach through 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 – 2030 as identified in the current Strategic Plan. Tasks specified within each Objective will be resourced and implemented in 2026/27 or in a multi-year plan.

Objective #1: Service existing sponsors by continuing to improve Cross Country BC's ability to facilitate regular, high quality communication, collaboration and activation/servicing opportunities.

Task 1 - Meet all contractual reporting requirements and increase mentions on social media by Cross Country BC and member clubs to strengthen relationships with current sponsors.

Objective #2: Enhance external communications.

Task 1 - Launch a monthly newsletter. Develop and implement strategies for increasing the reach of the newsletter.

Task 2 - Develop and implement strategies for increasing the reach of Cross Country BC's social media channels.

Objective #3: Improve Cross Country BC's photo library.

Task 1 - Pro-actively recruit good quality, high resolution photographs for use in promotional initiatives.

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.

Task 2 - Develop a formal sponsorship package to identify provincial sponsors based on their level of financial support.

Objective #5: Generate new revenues through corporate sponsorship, donations and fundraising.

Task 1 - Obtain a minimum of one new corporate sponsorship.

Task 2 - Develop and implement strategies to encourage individual and business donations, including facilitating the annual charitable club fundraising campaign and the annual membership contest.

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

ORGANIZATIONAL DEVELOPMENT: OPERATIONAL PLAN 2026/27

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 – 2030 as identified in the current Strategic Plan. Tasks specified within each Objective will be resourced and implemented in 2026/27 or in a multi-year plan.

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

Task 1 - Work with ViaSport BC and Sport Law to develop/review/update the Association's policies as necessary.

Task 2 - Develop and implement internal human resource policies in consultation with Sport Law.

Task 3 - Continue to develop a secure, digital document archive for essential organizational files, including AGM Reports, historical ski magazines, photos, minutes from Board of Directors meetings, etc.

Task 4 - Secure the content of links to historical information and store in a safe location.

Objective #2: Obtain Board approval for the current Strategic Plan.

Task 1 - Update the Strategic Plan based on current industry data and submit it to the Board of Directors.

Task 2 - Develop an Operational Plan for 2026-27 and post it on the Cross Country BC website.

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

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

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

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

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

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