

# Vernon Ski Club Member Handbook



*Excellence in Skiing and Life*

November 5, 2023



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## I. Welcome

Welcome to Vernon Ski Club!

VSC's mission is *Excellence in Skiing and Life* and all the programs, coaching and member activities reflect this mission. At VSC, your child will be encouraged to develop as an alpine race athlete and the skills they need to succeed in life. Families are welcomed into the club environment and community of alpine racing and VSC strives to create an inclusive environment where new members feel right at home.

Our club thrives on the dedicated support of our members and volunteers. We are passionate about building life-long skiers and we work hard to provide positive role models and a learning environment that develops great skiing skills. We also know that involvement in healthy sporting activities has additional benefits that go beyond the ski slopes and will last a lifetime. It is our goal to help our members excel *in skiing and in life* by providing fun, safe, high quality programs.



Many graduates of the Vernon Ski Club have gone on to the Provincial and National Ski Teams. Some have followed career paths into coaching, instructing, management and other aspects of the ski industry. Others have gone on to professional careers bringing with them the life skills they developed while part of the club. We are very fortunate to have some of our alumni return to the club as coaches and parent<sup>1</sup> volunteers. They bring with them a wealth of experience and are our own living proof of how passion for the sport is passed from one generation to the next.

**VSC welcomes you and your family!**

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<sup>1</sup> "Parent" is used throughout this manual to denote adult caregivers of VSC athletes.



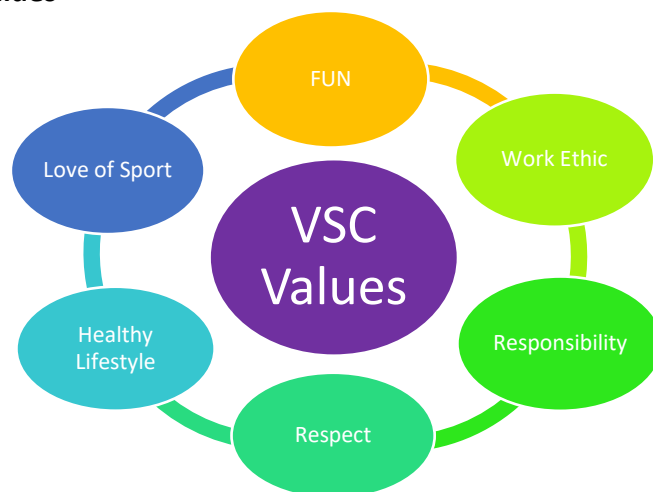
## VSC History

**The Vernon Ski Club**, established in 1935, has a long and successful history. As one of the largest alpine ski clubs in the BC Interior, Vernon Ski Club continues to offer many benefits to young people while they enjoy skiing throughout their school years. Joining the club is an opportunity to build skills and develop friendships that will last a lifetime. Confidence, self-discipline and pride grow through the camaraderie, friendly competition and family-oriented skiing activities that the club is known for.

## Program Objectives

- ✓ Help prepare children and young adults to become successful and independent people.
- ✓ Teach young people the virtues of hard work, respectful behaviour, organization and independent thought.
- ✓ Create an environment where young people learn how to become a team member and learn how to be a leader.
- ✓ Improve skiing so that children can enjoy the sport for life and ski a wide variety of terrain with confidence.
- ✓ Improve skiing to a point where the child / athlete is innately motivated to progress through the alpine ski racer pathway.
- ✓ Progress athletes through the long-term development pathway from club to provincial team, national team and elite level (World Cup, Olympic games) if they have the desire, ability and resources to achieve this.
- ✓ Develop a comprehensive athletic training program to give children the tools to be active and fit for life.
- ✓ Foster a lifelong passion for winter and outdoor sports among young athletes.
- ✓ Create a strong community in the club through which everyone feels connected to our mission.
- ✓ To make VSC the #1 choice of competitive alpine ski clubs in BC.

## Vernon Ski Club Values



## II. About This Handbook

This Handbook will guide you through the VSC programs, membership and events. As your child moves from Entry Level programming (U8, U10) to the introduction to competition in U12 and progresses through U14 – U18 there will be new equipment needs, events and opportunities. The Handbook will assist to orient you to each level and answer many commonly asked questions.

In the event of conflicting information between this Handbook and the website, please refer to the website as the most current information. If you require clarification or do not find what you are looking for, please reach out to coaching staff or a member of the Board of Directors. Contact information is on our [website](#).

## III. Organization

### **Board of Directors**

VSC has a volunteer governance board with up to 9 Directors including a President, Vice President, Treasurer, and Secretary. Other positions may include an Alpine Director, Communication Director, Entry Level Coordinator, Sponsorship Director and/or Marketing Director. The current Director listing and contact information is on our website and you are encouraged to reach out with any questions or concerns.

The Annual General meeting is held before the end of June each year. All members are welcome and encouraged to attend.

### **Coaching Staff**

VSC prides itself on the incredible coaching staff in the organization. From the Program Director to Head Coaches and support coaches at each level, VSC offers outstanding coaching for competitive alpine ski racing. Coaches lead on-snow and dryland programs with VSC and use the Long-Term Athlete Development (LTD) model when designing program activities. Read more about the LTD stages at <https://sportforlife.ca/long-term-development/>



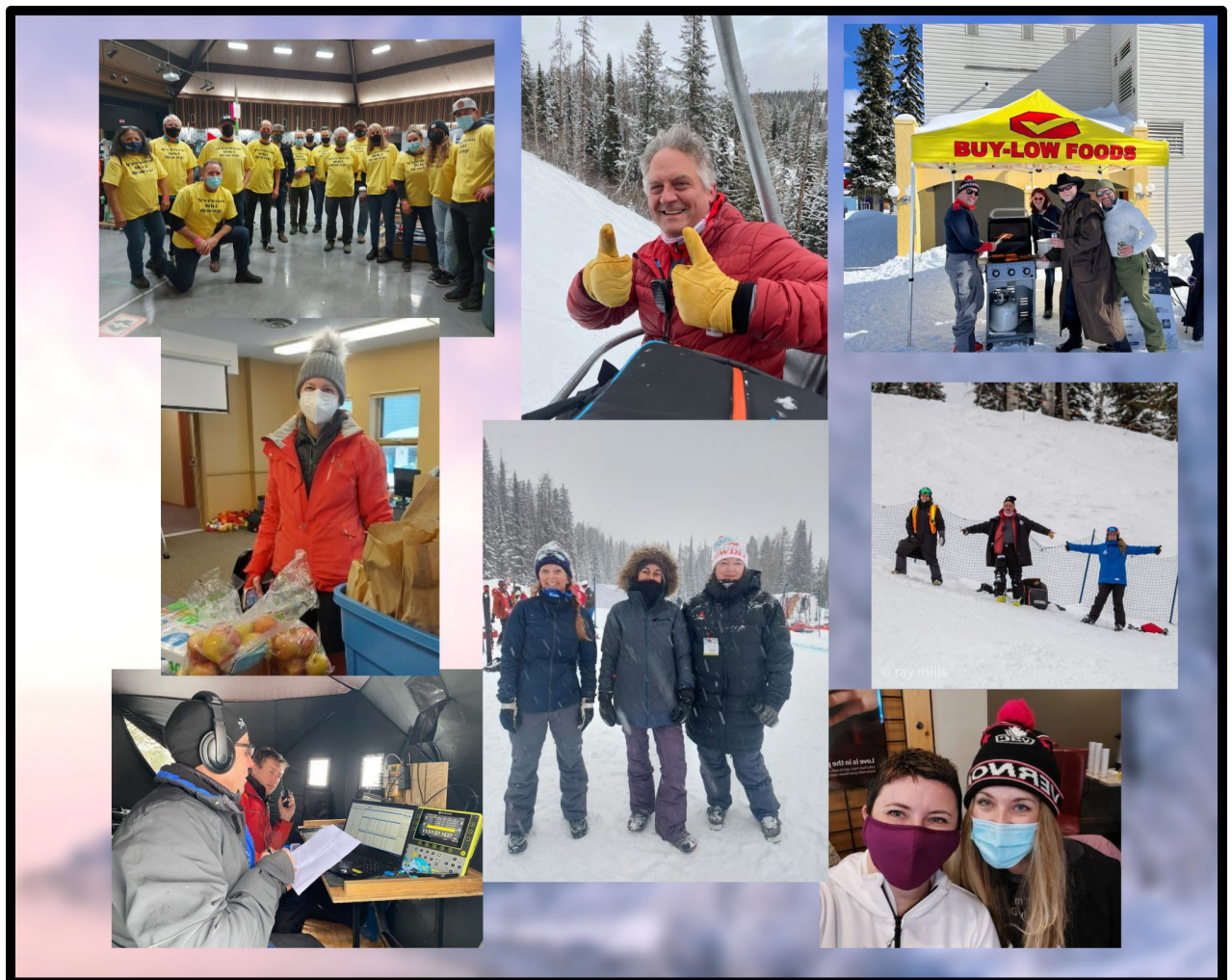


## Volunteers

In order to provide excellence in programming, VSC relies heavily on all members to volunteer time with the club. Some positions are time-limited while others require someone to oversee a specific area. For example, we have a Volunteer Coordinator who organizes all volunteer activities for VSC. A volunteer Registrar oversees the registration for our various programs and a Ski Swap Lead is responsible for the smooth operations of our largest fundraiser. Within that event are also department leads who oversee specific departments such as finance, consignment, sales, equipment, etc., We also have a Raffle Lead who coordinates our annual raffle fundraiser and a Uniform Coordinator.

Each year we look to cross-train for these positions to increase and maintain the capacity of our club and ensure we have coverage in the event that a volunteer steps away from a role. If you are interested in any of these positions, please reach out to our [Volunteer Coordinator](#).

For more information on volunteer commitments and opportunities, please see section [VI](#).



## IV. Code of Conduct

VSC strives to create and maintain a positive environment for athletes, volunteers, coaches and all other members. We rely on a strong relationship with our host mountain, SilverStar Mountain Resort (SSMR), and work to ensure that as a club we treat SSMR staff, property and terrain with respect.

To outline our values and expectations, VSC has a code of conduct for both athletes and parents and is found at [Appendix A](#). The purpose of the Code of Conduct is to ensure that all athletes and members have a great experience while participating in VSC activities and that all members represent VSC in a positive way.

All athletes and parents are required to sign the code of conduct at registration and/or the beginning of the season. Parents are responsible for ensuring that their children understand and abide by the code of conduct. If there are behaviours that contravene the code, disciplinary action commensurate with the violation will be taken, and could include the following:

- Verbal warning
- Written warning
- Removal from training/competition area
- Temporary suspension from club activities
- Long-term suspension.

As stated in the code of conduct and repeated here due to importance, cell phones are not permitted during training. This includes on lifts, in lines, on the hill and during break times. If an athlete needs to contact a parent or has another urgent need for their device, they can speak to their coach.

If you have any questions about the Code of Conduct or any concerns arising from participating in the club, please reach out to your coach, the Program Director or a Board member.





## V. Policies

VSC has various policies pertaining to the operations of the club. These are on our [website](#) and are updated from time-to-time.

## VI. Volunteering

VSC cannot exist without the support and dedication of our members, primarily through volunteering at our races and other events. Time spent volunteering and the relationships with other parents that are developed are often some of the most memorable experiences parents have with the club.

Volunteering is a reward in itself. Volunteering at ski events makes you part of the action. You can ski, enjoy the day, watch your child race and contribute to their successes. You will become involved with a great group of people who work hard, play hard and really know how to enjoy the sport.

Funding for our programs comes from several sources, a significant amount of which is generated by volunteers. Thousands of dollars (45%) of our annual program funding is generated by the club hosting major race events and our annual Ski Swap. All of these events are run entirely by volunteers. We require the support of all of our members to ensure we can continue to run these events and in turn, maintain reasonable fees. Volunteering means keeping money in your pocket!

In addition to fundraising, race events are a key component of ski skill development and provide the opportunity for our racers from Entry Level to Masters to test their competitive skills on our home course. They are great fun to participate in and are a fantastic introduction to the competitive aspect of our sport. We are very fortunate to have solid support from SilverStar Mountain Resort and together we have built a reputation for running great race events for all racers that participate in our programs.

Volunteer opportunities are on-snow and off-snow so skiing ability is not required as there are many tasks that can be completed away from the race course. Off-snow volunteer roles include race office, club cabin maintenance, cabin cleaning and organizing club social events.



Training is provided for all on-snow volunteer positions and this is a great way to meet other VSC members while learning the ropes. Additionally, VSC typically runs an *Officials I* course each season which is an overall introduction to alpine race organization with an emphasis on timekeeping and gate judging methods. Parents of racers in the entry level programming find this course an excellent introduction to race officiating and in gaining an insight into the racing program as a whole.



To underscore the importance of volunteering with the club, we have established volunteer expectations that outline the recommended commitment from our member families. Obtaining a commitment from our membership eases the load on our organizing committees (who are volunteers and parents as well) and greatly simplifies our event planning. The requirements are not intended to be onerous and they have been established with the hope that all families in the club will easily achieve their volunteer commitment.

### **Volunteering Expectations**

VSC's minimum volunteer expectations for parents/caregivers is four (4) volunteer shifts per enrolled athlete during the ski season, as well as participation in all club fundraising activities (see section [VII](#)). U12-U18 teams may require more volunteer time from parents depending on the number of events hosted in a season, as we need 60+ volunteers every time we host an event.

U8 parents may satisfy their commitment through acting as “tailgunner” for the team. Tailgunners follow the team down the runs to ensure no athlete is separated from the group and this is a great way to see your child progress through the season. U8 coaches and parent reps will communicate when they need tailgunners.

Please note that volunteering at away races does not satisfy the VSC volunteer commitment although it is a great way to be part of the action and usually nets the volunteer a complimentary lift pass and lunch from the host mountain, not to mention cheers from the VSC spectators.

See [Appendix B](#) for volunteer FAQs.

## VII. Fundraising

Fundraising is one way we can keep the costs of alpine racing to a reasonable level. There are two major fundraisers each year, the annual Ski Swap and the VSC Raffle, and all families are required to participate. Other fundraisers/social events may be held throughout the year.

### a. Ski Swap

VSC has been offering the Ski Swap for 50+ years and it draws massive crowds of deal-seekers from up and down the valley. It brings in tens of thousands of dollars in revenue. As mentioned earlier in this Handbook, VSC relies on every family to provide volunteer time to ensure it runs smoothly.

The Ski Swap is held each October at the Vernon Recreation Centre. We offer consignment for gear and race clothing that is in good condition, as well as new items from vendors. There is typically gear for alpine and nordic skiing and snowboarding. You might even find snow shoes at the swap. Consignment and set-up are Friday and the swap runs all day Saturday with consignment payout Saturday afternoon and tear down that evening. Watch for communication from the Swap Lead in late summer/early fall to sign up to volunteer.



### b. VSC Raffle

Each year VSC holds a raffle to raise funds for the club. Each athlete is given a book of 10 tickets to sell (to a max of 2 booklets per family). Raffle revenue is collected at athlete registration and families get their money back as they sell tickets. Tickets are distributed early in the new year and the draw is typically held one of the last weekends of the season. The prizes are fabulous and tickets are easy to sell.

### c. Team Fundraisers

Team fundraisers may be held to raise monies for specific costs, such as travel to an event. Parent Reps will liaise with the Board for guidelines when considering a team fundraiser.

## VIII. Equipment

If you are new to alpine racing getting to know the necessary equipment can be a big learning curve, and there are many experienced coaches and parents in the club that can help out. There is a comprehensive list of what equipment your child will need for U8 through U16 on our website: it can be found under “General” on the Documents [tab](#). Take a look, and reach out to your coach or the Program Director with any questions.



Alpine ski racing is not inexpensive so if you are looking to pick up used equipment keep the [VSC Buy & Sell](#) page and the annual Ski Swap in mind.

### Respect for equipment

One of the life skills we work on as a club is respect for equipment. This includes the equipment the athlete owns, that of their teammates, club and mountain gear. This value is an important part of our club's code of conduct and any disrespectful behaviour displayed towards equipment will be corrected.

### Equipment Maintenance

As your athlete progresses through the club they (and you!) will learn to properly care for their gear. There are many YouTube videos (see [Swix School](#)) and tutorials you can watch to familiarize yourself with tuning equipment. The basement of the club cabin is equipped with a tuning table and you are welcome to use this area when athletes are not on break. There are many parents available to assist and teach ski maintenance skills and coaches of older groups will usually hold a tuning lesson during the season.

Each family, and older athletes who travel independently, will want to build a tuning kit. See [Appendix C](#) for a list of items to include in your kit.



## IX. Uniforms



Vernon Ski Club recognizes the value of having uniforms to promote team atmosphere, increase visibility of our club on our home hill, and to represent our club at events.

Athlete uniforms include bibs for U8 & U10 and black jackets for U12+, each with VSC logo and sponsor patches. Coach uniforms are red jackets with VSC logo and sponsor patches.

VSC places a uniform order each Spring and that order is typically fulfilled before the next season starts. Uniform jackets are embroidered with the VSC logo and sponsor logos. Only athletes and coaches are permitted to wear club jackets with sponsor logos.

Entry level (U8 & U10) athletes are provided a VSC bib to wear on training days and it is mandatory that they do so for safety purposes.

For U12+ it is not mandatory to have a club jacket although it is a great way to represent VSC on our home mountain and at away events. There are usually used club jackets (and other gear) for sale on the [VSC Buy & Sell](#) page each season so it is possible to purchase uniforms outside of the club order. If an athlete chooses not to purchase a club jacket, a VSC bib will be provided and charged to their race account.

Other swag with VSC logo may be offered for sale from time-to-time. These items are not considered uniform items.



## X. Communication

There is a lot to know as a member of VSC, and the Board, Program Director and coaches do their best to communicate “need to know” information throughout the season. This typically happens through emails, TeamSnap updates and newsletters. We run social media channels on [Instagram](#) and [FaceBook](#) which are other great ways to stay up-to-date. Communication is a two-way street so if you don’t have what you need to fully participate in the club, please reach out.

### Season Start Team Meetings

The Program Director and lead coach for each team will host a meeting at the beginning of each season. This is an opportunity to meet your coaches and parent rep, get to know other team members, hear about the plans for the year, learn about equipment needs and get answers to any questions you have. The VSC Code of Conduct and expectations for athletes will be reviewed at the meeting.

### Social Media

Keep an eye on our [Instagram](#) and [FaceBook](#) feeds for news on our club events, teams and general alpine ski news.

We are always looking for content for our social media channels and urge you to submit pictures and write ups. We especially love pictures from all the events that athletes attend. Submissions can be made to the [Communications Director](#) throughout the season.

## XI. Officials Training

VSC endeavours to offer Officials Training each season – typically the Officials I course designed for those looking to become familiar with race events and some years the Officials II course as well.

Each year we have several families graduating from the club or moving on to the Okanagan Ski Team / FIS and with this we need to have incoming members learn the ropes of alpine ski racing. We urge all parents to take the Officials I course, as it is ideal to learn more about the sport and events and help develop the confidence to volunteer in various roles throughout your child’s involvement with the club.

Watch for communication on upcoming courses and reach out with any questions you have.

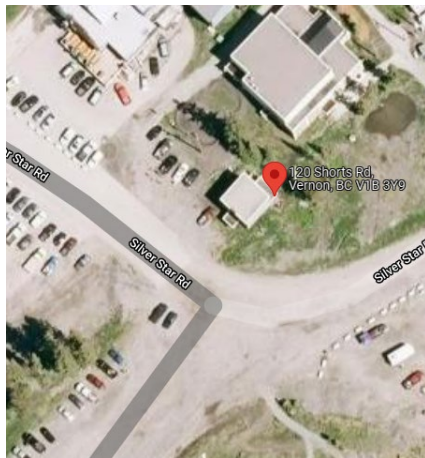




## XII. Club Cabin & Meeting Areas

### Club Cabin

VSC is extremely fortunate to have a club cabin at SilverStar. The land is leased to us for \$1 per year by the National Altitude Training Centre. All members are welcome and encouraged to use the cabin – it is a great asset and belongs to you!



The club cabin is located directly in front of parking lot C2. This is a great spot to park in the morning to get your kids to their programs.

**Please DO NOT park on the road directly in front of the cabin. It blocks the sightline of drivers and is dangerous when our athletes are crossing the road.**

The cabin has a lockbox with a key and will be unlocked/locked up each day by staff.

The cabin has three floors:

**Basement:** The basement houses much of our training and race equipment, has some ski storage racks for athletes, a ski tuning area and a video room where athletes and coaches can review video footage from training.

**Main Floor:** The main floor is the athlete break room and washrooms. There is a microwave and kettle, hooks and cubbies. This is where athletes can get ready for the day, will take breaks and eat lunch. There is a balcony where barbeque lunches may be held.

**Upstairs:** The top floor is the Program Director's office, also called the "race office" during events, the coaches' room and the parent lounge. This floor is off limits to athletes and is a place where adult members can get ready, take breaks and get to know other club members. Coaches take their breaks on this floor and store their personal and work gear.



#### **Important notes:**

- Please have your child store their bags and gear neatly as we have as many as 100 athletes through the cabin on weekend days.
- Garbage and recycling can be a nuisance due to the number of people using the cabin so VSC asks that everyone packs out what they bring in to reduce the amount of garbage that needs to be removed each weekend.
- Storage space is limited in the cabin. As such, day storage of gear is permitted but only athletes can store skis overnight.
- Cabin cleaning is an ongoing need and all families are required to sign up to clean the cabin 1-2x per season. This entails cleaning the bathrooms, removing garbage, cleaning the tables, mopping up excess water from the floors, etc. The Volunteer Coordinator will send out a sign-up sheet before the season starts.
- Regular cabin maintenance is essential and VSC has a volunteer Asset Coordinator who tracks maintenance items and ensures they are complete. If you have any special skills (electrical, plumbing, carpentry, etc) this would be a great place to contribute your volunteer hours. All club members are encouraged to help with day-to-day tasks such as snow removal from the balcony and walkways.

### XIII. Van

VSC has a club van to get academy athletes to dryland training in the off-season, athletes up the hill on weekdays, and to shuttle coaches and athletes to races at other mountains.

There is a sign up form on the website for athletes who require a ride and a \$5 charge per ride locally or \$50/TBD to races.





#### XIV. Race Centre

VSC is very fortunate to have a strong relationship with SilverStar Mountain Resort (SSMR). SSMR provides VSC with a training centre on Cloud 9 that is reserved for training VSC athletes and is closed to other mountain users on training and event days.

Cloud 9 is off the SilverWoods chair and is designated a blue run. Typically, coaches set courses on the run for training and there may be several teams in the centre at a time.



Parents/Non-athletes are welcome in the race centre to observe training. It is imperative that you use caution when in the centre as athletes will be actively training at high speeds.

The centre has two distinct areas: the top half is wide and houses the warming tent, race shack and race start. The bottom is narrower with a steep pitch. For those who do not want to ski the pitch or when the lower half is crowded with set courses, there is a 'ski out' trail on skier's left, about halfway down, that will take you over to North Star. The lower half of the centre can be observed from North Star and is a great spot to watch the athletes during training.

VSC will provide a tour of the Race Centre to new members at the beginning of the season and you are encouraged to reach out to coaches or Board members if you have questions about race centre etiquette and safety.



The Race Centre has a sea can on the side of Cloud 9. This is used for storage of equipment.

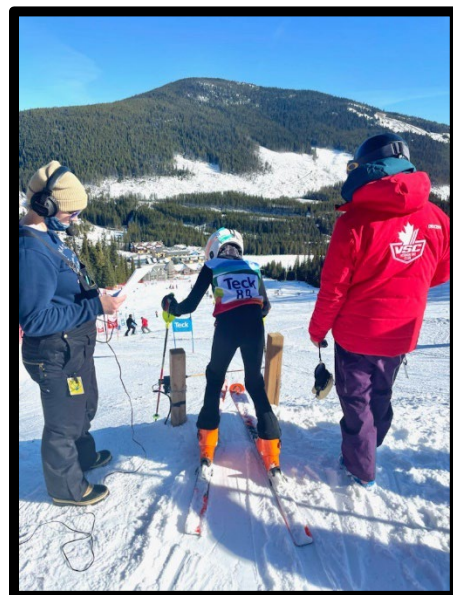
The sea can is off limits to athletes or anyone who is not there in an official capacity.

## XV. Coaches

VSC is fortunate to have the ability to hire and retain an experienced and knowledgeable coaching staff. Each team has a Lead Coach who sets the training plan for each week and coaches who lead groups within the teams. All coaches report to the Program Director and the Program Director reports to the Alpine Director, a VSC Board member.

Throughout the ski season, the Lead Coach for your team will be your main source of information about training days and event schedules. They will communicate through the TeamSnap app so it is imperative that you have this downloaded and easily accessible.

Because we train and race in an alpine winter environment sometimes even the best laid plans change due to weather or unforeseen obstacles. Coaches will do their best to communicate changes in a timely way





and your patience and flexibility as schedules are adapted is appreciated.

Coaching availability will vary on event weekends. At the beginning of the season the Program Director will schedule the teams to attend certain Nancy Greene Ski League and/or Zone events to participate in competition. Attendance is optional, however, if your team is scheduled to go to an away event and you choose not to attend, there may be limited coaching staff available to provide programming at SilverStar as resources will be made available to support competition. This will be communicated in advance and alternate options may be offered, but on some weekends there may not be programming at SilverStar for your team.



## XVI. Parent Reps

VSC has a parent rep system for each team. Parent Reps are volunteers who assist with team communication, orientation of new members, answer questions, and who plan travel, accommodation and team meals for away events. Parent Reps are introduced at the season start team meeting and are available to answer questions throughout the season. As your child moves through the various levels of programming there will be new things to learn and the parent rep will be there to guide you.

If you are interested in becoming or shadowing a Parent Rep, please reach out to the Board.





## XVII. Schedules

All team schedules are in TeamSnap. Once you have registered your athlete you will be invited to join their specific team on TeamSnap and will have access to the full calendar. As changes occur during the season, the calendar will be updated by coaches.

A general calendar of events is hosted on our [website](#). This lists club and other on-mountain events.

## XVIII. Races

A big part of competitive alpine ski racing is taking part in race events. VSC works to host events each year and most teams will travel to at least one away race each season.

When attending races at other mountains there are additional costs incurred by athletes. These include race entry fees, lift tickets, and coach expenses. Travel and accommodation costs are also incurred. Please see [Race Accounts](#) below for more information.

### **Some organizations/names to be familiar with...**

#### **a. BC Alpine**

BC Alpine governs the sport of alpine ski racing in British Columbia. As a club we look to their leadership and support when building programs, policy, and planning the ski season. BC Alpine hosts a wealth of information for athletes and parents on their website and we encourage you to check it out: [www.bcalpine.com](http://www.bcalpine.com)

#### **BC Alpine Calendar**

All events that VSC participates in can be found on the BC Alpine calendar: <https://bcalpine.com/calendar/> You can search by age group and month to see events that are coming up. Here you will find Race Notices that give the technical and general information about the event and official race results post-event. Events that VSC will be attending will be added to your team calendar in TeamSnap.

#### **b. Nancy Greene Ski League (NGSL)**

The Nancy Greene Ski League is a national program for athletes 4 – 11 years old (as of December 31<sup>st</sup>) and inaugurated shortly after Nancy Greene Raine's gold medal win at the 1968 Grenoble Olympic Winter Games. Since then, the program has been successful in introducing thousands of children to alpine skiing. Many of Canada's top international skiers received their early training in Nancy Greene Ski League programs.

The program is aligned with the Gliding Start, Skier Essentials and Learn to Train phases of the Long Term Skier Development Model and the Snow Stars Skill Achievements Program. Focus is on developing skills to ski on all terrain, in all conditions and most of all, have fun on skis! NGSL coincides with VSC's entry-level programming (U12 and under).

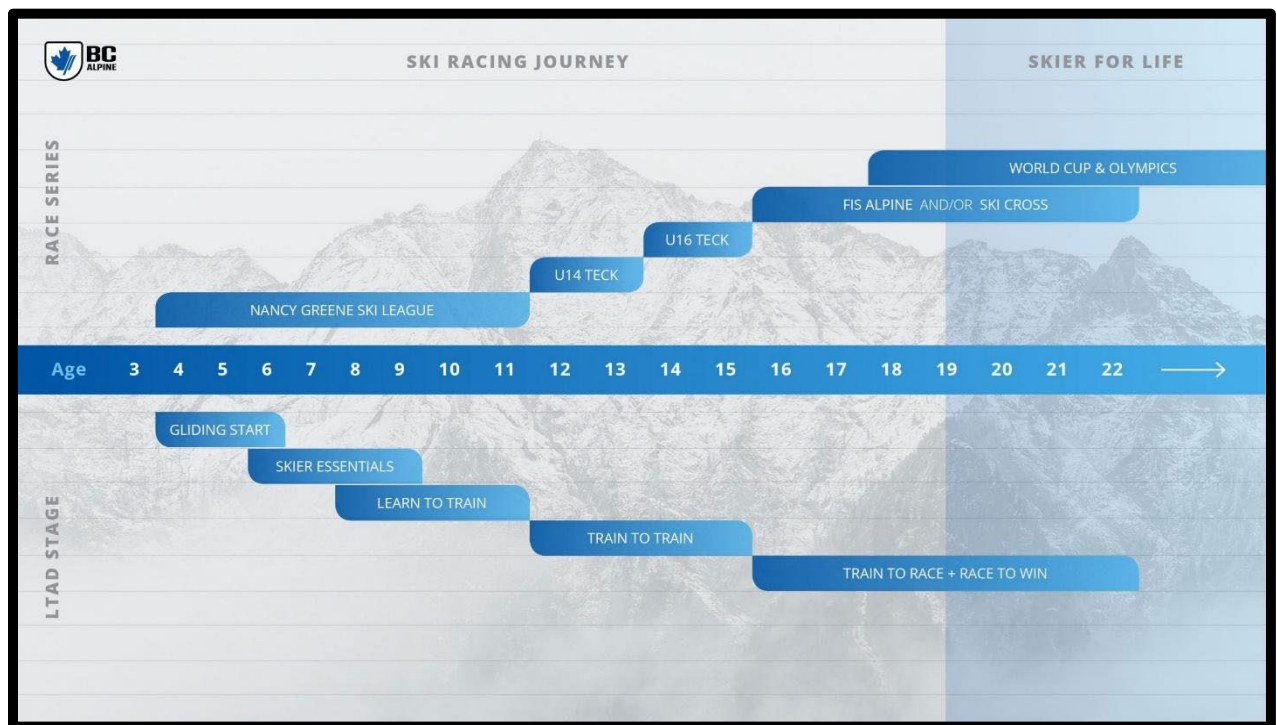
The Nancy Greene Ski League also introduces children to competition. These events, held at the club, zone, and provincial level, provide young skiers the opportunity to test the skills they have learned in the program in a fun and friendly environment. The emphasis in competition is on individual progress, team results, camaraderie, and fair play.

#### a. TECK

From NGSL, athletes progress into U14 Teck and then U16 Teck. At these levels there is more opportunity for competition within and outside the Okanagan Zone, and provincial and national competitions are held.

#### b. FIS

Federational Internationale de Ski (FIS) is the international governing body. FIS is the 'next level' of ski racing following U16. FIS races occur at regional, national and international level and competitions include the BC Cup series, U18 nationals, Senior Nationals, Nor Am Cups and beyond. Racing FIS is a unique and challenging experience which offers an athlete the opportunity to build their physical, technical and mental skills and life skills through rigorous training and competition.



#### c. Races & Coach Availability

VSC will consider sending coaches to events on other mountains based on the minimum number of VSC athletes attending. If we do not send a coach, we will usually arrange for a coach from another mountain to provide coaching for our athletes. Your coach can provide more details if this occurs.

For some away events, all coaches for a team will attend leaving no coach at SilverStar for those who have chosen not to attend the event. VSC will do our best to accommodate skiers who do not attend the event but as we are a competitive alpine ski club, our focus is to support those choosing to participate in races. Coaches will provide more information on this as events approach.



#### d. Race Accounts

Each athlete from U12-U18 has a Race Account with Vernon Ski Club from which the club can quickly and easily recoup costs affiliated with races and camps that an athlete attends. These costs may include the athlete's lift ticket, race entry fee, applicable food costs, applicable transportation costs, applicable accommodation costs, and coaching costs.

Families are required to keep a positive balance in their Race Account and payment schedules are offered as a way to disperse these costs throughout the season. Details on the amounts and dates that payments are due can be found on our website under "Ski Programs" and the specific team. After each event, an invoice will be provided to the family with a list of deductions made from the Race Account. Any positive balance at the end of the season will be returned to the athlete's family.

#### e. Travel for Events

Once it is determined what events VSC will participate in, Parent Reps will work on group accommodation rates where possible and communicate this to families. All families are responsible for their own bookings (see the exception of Athlete Travel U16+ below).

#### f. Athlete Travel U16+

At U16 and above it is common for athletes to travel with a coach and chaperone to away camps/races/events. Group accommodation is booked based on athlete intention to attend and cost is split between athletes, and deducted from race accounts. Chaperones typically prepare meals and that cost and their accommodation is also deducted from race accounts.

Due to the high cost of attending away races, and rigid accommodation cancellation policies at resorts, all athletes who provide intention to attend will be charged for group costs regardless of whether they attend or not, or whether they leave early. This is to avoid the cost being driven up for the rest of the team.

g. Suggested packing list



SKI RACE  
NECESSITIES

Often teams will engage in outdoor evening activities. Coaches and parent reps will let athletes know if they need skates or other items.

GEAR

- ☐ Helmet & chin guard
- ☐ Poles
- ☐ Speed suit, pants, jacket
- ☐ Gloves, goggles, buff, socks
- ☐ Boots
- ☐ Hand, boot warmers
- ☐ Skis (coach will specify what skis)
- ☐ Water bottle & backpack to carry snacks, lunch, water
- ☐ Tuning Kit

PERSONAL ITEMS

- ☐ Toque
- ☐ Extra gloves
- ☐ Clothes, pjs
- ☐ Swimsuit
- ☐ Toiletries

OTHER

- ☐ Boot/glove dryer
- ☐ Food: breakfast items, packable lunch, snacks

#### h. Okanagan Speed Camp

Starting in U12 athletes can participate in Speed Camp, a VSC-hosted event at SilverStar. Speed camp is a downhill race event held on Over the Hill and has a speed training component as well as timed event component. Athletes should source long skis for the camp and usually these can be found within the club, lent from other members. Just be sure to source them early so you can ensure you have the proper binders for your athlete's boot size.

As this is a VSC hosted event, it requires member volunteers. It is also a really fun event that and you will be sure to enjoy your time watching the racers from a key vantage point on the hill.

#### i. Live Timing

Clubs use Live Timing to track athletes' runs during events and it can be found [here](#). VSC values the efforts of individual athletes and their progress throughout a season, working towards goals they set for themselves, and less focus is placed on results. We offer the information about Live Timing as a useful tool to keep track of an event from afar and not to promote a focus on race results. In any case, LiveTiming does not provide official race results and is often inaccurate due to a variety of on-mountain factors.

## XIX. Athletic Programs

#### a. Fast & Fit

Our Fast & Fit program runs in the Fall and has two primary goals - develop the team culture early and develop the fundamentals of athleticism.

The program aligns with the 'Learn to Train' phase of long-term athletic development. See

<https://ltad.alpinecanada.org/stages/learn-to-train>.

Broadly speaking, the program targets 8-12 year olds, though we may accept younger or older kids if it is deemed appropriate.

The main goals of the program are:

- Have fun, play games, connect with your teammates and coaches.
- Increase awareness of how the body works and how to train.
- Develop physical literacy: agility, balance, coordination, basic speed, basic strength, through games and fun drills.





- Develop flexibility.
- Develop fundamental skills of throwing, kicking, running, hopping, balancing etc.
- Trampoline training with certified trampoline coaches is offered when available. This training improves body awareness and awareness in the air and improves how athletes fall and how they make contact with the ground. Trampoline training is an effective way to reduce the chance of injury in all sports / activities you do (skiing, biking, etc.)

#### b. Mountain Goats

Mountain Goats was designed to assist club members to develop their trail riding skills in a fun environment with team members and our pro coaches. Rides are scheduled in the Fall depending on numbers and registration can be found on the VSC website.

## XX. Ski Programs

#### a. U8 Race Cubs

U8 (Race Cubs) is an entry-level program for skiers who can parallel ski on easy blue terrain (such as Whiskey Jack or Lower Blue Dipper). Race Cubs offer a 1-day and a 2-day per week option. This program runs from 9:30am to 1:30pm.

The Race Cubs Program offers several opportunities to participate in fun-focused events at SilverStar that are intended to engage and motivate young skiers to improve and enjoy the sport of alpine ski racing and alpine skiing. As Alpine Canada states: "Time and mileage on-snow in the early years is more difficult to replace in the later stages of development". Even if your child does not continue to pursue competitive ski racing, they will develop strong ski skills and a desire to excel at a young age that will open doors, whatever they aspire to.





All of our coaches are current and Licensed Alpine Ski Coaches in good standing through Alpine Canada and many have a number of additional ski related certifications as well. VSC prioritizes manageable group sizes so that your child gets lots of individual attention from an experienced professional ski coach.

Parents are welcomed and are encouraged to take turns skiing with the group on regular training days, and offer support in the form of a "tail guide", as well as taking the opportunity to connect with like-minded parents. Athletes can expect to ski all over the mountain and in a variety of conditions in this program, as well as being challenged by fun "drill" courses that your coach will set up specifically for you.

#### b. U10 Race Tigers

U10 (Race Tigers) is an entry-level program for skiers who are 8 or 9 years old by December 31<sup>st</sup> of the ski season. Race Tigers offer a 1-day or a 2-day per week option.

This program starts on the second weekend in December and runs through to the first weekend in April. This program runs from 9:00pm - 3:00pm and strategically hires experienced coaches with a diversity of skill sets. The Race Tigers are exposed to a wide variety of training environments from which athletes can acquire the broad skiing skills required to be a successful skier and racer.

Race Tiger members can expect to improve quickly in this ideal "window of optimal trainability" for skill development, with coaches who truly know their game.



Race Tigers spend the majority of their ski time outside of ski race environments. Free-skiing with a certified coach is critical to establishing the skills needed in alpine ski racing now,



and in the coming years. Training in fun and creative drill and race courses are also important tools that we regularly challenge our skiers with. We encourage skiers who plan to do the U12 program to consider the 2-day per week option as it may make it easier to transition to the higher level of skiing we see within the U12 group. As Alpine Canada remarks, "time and mileage on-snow in the early years is more difficult to replace in the later stages of development".

Race Tigers will have the option of participating in a number of fun events at SilverStar Mountain that are included in the program costs. Race Tigers will also have the option of attending VSC-supported Nancy Greene Ski League (NGSL) events in the zone.

#### j. U12

U12 is for skiers who are 10 or 11 years old as of December 31<sup>st</sup> of the ski season. U12 offers a 1-day (Saturday only), 2-day or 3-day per week option (Friday - Sunday). This program starts as soon as the snow flies and runs through to the end of the season.

U12 runs from 8:30pm - 3:00pm and strives to get the most out of each day, in terms of number of laps, turns, jumps, gates, games, races, etc. The goal in U12 is to refine movement skills and ski skills as much as possible prior to the adolescent growth spurt.

This program prioritizes fun and skill development in the sessions. Much of the training time in U12 will be spent free-skiing outside of training courses and skiers will be exposed to a variety of terrain at a variety of speeds in a variety of conditions every session. Free skiing with intention is one of the most effective ways to develop strong alpine ski racing skills and the U12s do TONS of this work. Variety is everything at this stage, and it keeps training fun and engaging. In addition, being challenged by different course sets, radius, amount of offset, and terrain on a regular basis is very beneficial to the development of skills and this type of training is a feature of this program.

At the U12 level athletes can choose to participate in NGSL events and TECK Zone races. VSC will not usually send a coach for U12s going to NGSL events but this can be confirmed with the coach or Program Director. VSC will usually provide a coach to all Zone events and these dates will be added to the TeamSnap schedule.

U12 marks the beginning of Race Accounts for athletes. Please find more information [here](#) in the Handbook.

#### Tailgunning

U12 coaches may require parents to tailgun at the beginning or throughout the season. The coach or Parent Rep will communicate this and have parents sign up. It is important that when acting as a tailgunner that the adult skier has the necessary skills to keep up with the group.



### Break supervision

At the U12 level athletes are at a developmental stage in life where behaviours will sometimes come out in group settings. As U12 is usually a large group of athletes who train and take breaks as a team, VSC has put in place *break supervision* for the cabin in order to give coaches their required break and to ensure safety of all athletes. All parents of U12 athletes are required to sign up to supervise breaks throughout the season. The schedule and sign up will be communicated by the Parent Rep at the beginning of the season.

### k. U14 TECK

U14 is for skiers who are 12 or 13 years old as of December 31<sup>st</sup> of the ski season. U12 offers a 2-day or 4-day per week option (Thursday - Sunday). This program starts as soon as the snow flies and runs through to the end of the season. Pre- and post-season camps may be offered.

U14 runs from 8:30am - 3:30pm each training day and works to apply the skills developed in the previous years to becoming more consistent in challenging terrain and competitive environments.

Success in competition is measured by being able to apply what you have been developing in training, not necessarily winning the race. Fun is found in different forms with social involvement becoming ever more important and team building being a cornerstone to a healthy team atmosphere. Although ski racing is an individual sport, some of the strongest

support will come from your teammates who you will learn to count on and who will learn to count on you.



### Provincials & BC Winter Games

At the U14 level athletes have the opportunity to compete in Provincials; all registered U14 athletes are eligible to attend. This event will be listed on the BC Alpine calendar as well as the TeamSnap schedule and the location varies from year to year. This race features SL and GS events as well as a team dual race where athletes are placed on a team with those from other mountains to compete a dual course. This is usually the highlight of the event for U14 athletes.

BC Winter Games are held every two years in a different community in BC. U14 athletes<sup>2</sup> are eligible to compete to qualify for the games at qualifying races held prior to the Games. Find more information [here](#).

### Whistler Cup

Whistler Cup is held in April of each year and is a Festival-style event. VSC usually has spaces for 3 female and 3 male athletes and second year U14s are given preference. If additional athletes wish to attend it is possible that extra spaces will be available.

### 2<sup>nd</sup> year option of Academy Programming (8<sup>th</sup> grade)

Balancing academic work and time on snow becomes more important at this stage and VSC offers the "Snowsports Academy" which is available to students in Grade 8 and up through School District 22. This More details on the Snowsports Academy is provided [here](#).

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<sup>2</sup> Due to the postponement of the 2021 BC Winter Games, only second year U14 and first year U16s will be eligible to qualify for 2022. It is expected future Games will return to the U14 eligibility model.



## I. U16 TECK

U16 is for skiers who are 14 or 15 years old as of December 31<sup>st</sup> of the ski season. The U16 offers a 2-day and a 4-day per week option (Thursday - Sunday). This program starts as soon as the snow flies and runs through to the end of the season. Pre- and post-season camps may be offered.

U16 runs from 8:30am - 3:30pm each training day and is geared towards athletes who want to become expert skiers and skilled ski racers. The pathway varies in this group. Some of our athletes are looking to improve ski skills to a level where they may become an instructor or coach. Some enjoy the increased challenges that occur at this level. Others are looking for competitive success at a provincial, national and international level.

This group typically sees a range of personal interest, ability and competitive desire. All U16 athletes will attend many of the races together, whereas some will compete more. Many of our U16 athletes are registered in the VSC Snowsports Academy which allows them more flexibility with their studies when training and competing.

U16 sees more independent travel than at previous team levels and the U16 Parent Rep will assist the coach to determine athletes attending events and booking accommodation and travel. Please see [Athlete Travel U16+](#) in this Handbook for more information.



## Westerns, Nationals & Canada Games

At the U16 level athletes will compete in Western Championships and will compete in qualification races for Nationals.

The Canada Winter Games are held every 4 years and U16 athletes are eligible to compete to qualify for the games at qualifying races held prior to the Games. Find more information [here](#).

#### Whistler Cup

Whistler Cup is held in April of each year and is a Festival-style event. U16 athletes must qualify to attend.



#### m. Okanagan Ski Team (OST)

The Okanagan Ski Team is a FIS team that comprises athletes from five alpine ski clubs in the Okanagan (Apex, Big White, Vernon, Sun Peaks and Revelstoke). This program allows FIS-aged racers to train and compete together as the Okanagan Ski Team (OST) and generally offers more opportunity to train and race than in VSC's U18 program, but skiers can do as much or as little as they want. The OST FIS Team participates at a higher level of competition and training by applying for a FIS (International Ski Federation) competitor card. FIS cards allow racers to accrue FIS points after each FIS race finish.

*All Area Passes* are offered to these athletes to ski, race or train at any hill at no extra charge with just one season pass. Along with generous subsidies from BC Alpine, the Okanagan Alpine Zone Association and the five home clubs, it provides more affordable yearly fees.

The FIS racing circuit allows our athletes to compete with athletes from around the province as well as from other provinces at each event. Making the decision to join the OST FIS team involves a commitment to additional off-season dryland and on-snow training and the opportunity to train more days on-snow.

Racing on our OST team is an awesome experience of athletic excellence that can lead to university scholarships and is the pathway to the BC Development Team and the Canadian Alpine Ski Team.





#### n. SnowSports Academy

SnowSport Academy is a partnership program between Vernon Ski Club and School District 22 and is supported by all SD22 secondary schools, including VLearn if your child is homeschooling. The program is open to athletes from Grade 8 upwards, which corresponds with 2nd year U14 and older. Academy activities occur during school hours. This program allows our athletes the flexibility to maintain excellent grades and undertake the training required to achieve excellence in sport.

VSC's academy program focuses on the "Train to Train" phase of Long Term Athlete Development. In this phase, training becomes more structured and aims to improve strength, stamina, speed, skill and flexibility. Athletes are introduced to physical testing and are encouraged to be more accountable in all areas of physical preparation.

VSC athletes are motivated to be part of the program for a variety of reasons. For many this program helps balance the desire to have more days on snow with academic demands. Several of our athletes have achieved podium results in the BC Cup and aim to achieve selection to provincial team. Others simply want to become better skiers and better athletes. Some of our athletes are seeking the skills required to become a ski-pro (coach or instructor).

Below you will find some general information about this program. Please speak to VSC Program Director to discuss whether your child is a good candidate for Academy.

#### How Does Academy Work with School?

See here for School District 22 Academy Information: <https://sd22.bc.ca/academies/>

SnowSports Academy becomes your child's "B" block in their school calendar. When you receive their schedule, "B" block should read "SnowSports Academy". If it is not listed, they are not registered and you should contact the school and the SD22 SnowSports Coordinator.

As B block accounts for two courses out of eight in a school year, SnowSports Academy student athletes will be working toward credit in a course called "Sport Development - Alpine Ski Racing" as well as one other online course. Usually the second course is Physical Education (Active Living) although there are other online options if a student chooses to complete PE at school.

The online component is completed through VLearn, the online education portal for SD22. Athletes will have online coursework to complete throughout the year including a daily physical activity log and assignments.



Note: Please register your child with VLearn with their own email address so that they will receive the communication about their courses directly. [Parents can review student progress at the vLearn Parent Portal link.](#)

To enquire about personalizing your online courses or for any academic-related questions, reach out to the SD22 SnowSports Academy Coordinator at 250-549-3546 ext 103.

### Off-season

Outside of ski season, “B” block becomes a dryland session for the athletes. They participate in activities such as field sessions, trampoline, cross-fit, skating, mountain biking and more. The coach will pick up the athletes at their school in the VSC van at designated times to transport them to the dryland session and will drop them back to their school after the session ends. Your child should not miss any class time. If your child is homeschooled, you may be responsible for transportation.

Things to know:

- If “B” block falls at the beginning of the day, the athlete is responsible for making their way to the session (the van will not pick up at their school)
- If “B” block falls at the end of the day parents may need to arrange to pick up their child. Please consult the calendar to confirm
- It is a good idea to pack lunches/snacks that can be eaten in the van (nothing messy) as the athletes often miss their lunch break at school
- Block rotation for school year can be found on your school’s website

### Ski Season

During the ski season athletes will ski Thursday and/or Friday. “B” block becomes a study block for the other days unless a maintenance fitness component is scheduled. Athletes/parents should be speaking to teachers before the ski season starts to determine how to coordinate making up missed class work on Thursday/Fridays. Academy is a School District 22 supported academic program and if issues arise, the SnowSports Coordinator for SD22 can assist.





## Appendix A: VSC Athlete & Parent Code of Conduct

### **As an athlete participating in Vernon Ski Club activities:**

1. I will demonstrate good sportsmanship at all times.
  - I will display respect for my teammates and do my best to be a true team player.
  - I will not interfere with, bully, steal from or take advantage of another person / teammate.
  - I will not use foul, inappropriate or abusive language or behaviour.
  - I will acknowledge all good performances – those of my teammates and of my opponents.
2. I will be courteous and display respect for my coaches and come to activities prepared to listen and learn from them. I will exercise self-control and remember that coaches, officials and parents are there to help me. I will accept their decisions and show them respect.
3. I will participate in the activities of VSC to the best of my abilities. I will remember that having fun, improving skills, making friends, and doing my best are just as important as winning.
4. I will be on time for training and race events and inform my coach in advance of any absence. If I am late it will be my responsibility to catch up with my team.
5. I will obey the Skier's Responsibility Code at all times and act in a safe manner when participating in activities.
6. I will represent VSC positively while participating in training, competitions and other activities. I will wear my team uniform while training and competing.
7. I will respect all VSC equipment provided for my use. I will assist with tear down during training and at local and away race events.
8. I will respect the integrity and judgement of race officials.
9. I will respect all club facilities and clean up after myself. I will help keep the VSC cabin/tent clean by throwing away my garbage and tidying up at the end of the day.
10. I will behave appropriately while traveling in the VSC van ensuring that the driver is not distracted by disruptive and unruly behavior. I will always wear a seatbelt.
11. I am responsible for my own gear and will take care of it. I will respect my teammates' gear and not interfere with it.
12. I will not use drugs or alcohol.
13. I will not use my cellphone during club time including on the ski hill, during breaks, in lift lines or on lifts.

I will accept responsibility for my actions. I understand that if I fail to follow the above Code of Conduct I may be subject to disciplinary action that could include, but is not limited, to the following:

- Verbal warning
- Written warning
- Removal from training/competition area
- Temporary suspension from club activities
- Long term suspension



## Code of Conduct – Parents

As a parent member of the Vernon Ski Club:

1. I will be courteous, cooperative and respectful in my dealings with the Program Director, coaches, race officials, Board Members, volunteers, athletes, other club members and ski hill staff.
2. I will place the emotional and physical well-being of athletes ahead of any personal desire to win, realizing that athletes who feel they cannot meet their parents' expectations lose motivation.
3. I will provide support, care and encouragement for my child and all athletes participating in training, race events and other VSC activities.
4. I will guide my child(ren) to help them understand the importance of the VSC Athlete Code of Conduct.
5. I will support coaches and officials in providing a positive and rewarding sports environment for athletes and refrain from making critical comments.
6. I will support the Board of Directors, Program Director and coaches in their efforts at managing club activities and race events.
7. I will discourage the use of foul or abusive language and/or behaviour and the use of drugs.
8. I will fulfill my volunteer commitment with VSC to the best of my ability including participating in local and away race events.
9. I will provide my child(ren) with any club uniforms and ski equipment required by their programs.

**As the parent of the above athlete(s) I have read the above Code of Conduct with my child and ensure they understand it. I agree that if my child does not adhere to the Code of Conduct that disciplinary action will take place. I agree that if I do not abide by the Code of Conduct, my participation in club activities and/or presence at club venues or events may be limited, at the discretion of the Board.**

**I have read and agree to uphold the Parent Code of Conduct.**

_____ Name of Parent/Caregiver	_____ Signature	_____ Date
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_____ Name of Parent/Caregiver	_____ Signature	_____ Date
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*Note: In accordance with the VSC Discipline Policy:*

- *The Vernon Ski Club Board of Directors is responsible for administering disciplinary actions for any Code of Conduct violations, in consultation with the Program Director and coaches. The Board may consult with and/or take guidance from ViaSport, BC Alpine and/or Canada Alpine regarding policies and guidelines for Safety in Sport.*
- *There will be no refund of program fees for time missed resulting from any kind of disciplinary action.*





## Appendix B: Volunteer Roles & FAQs

### Volunteer FAQs

#### **I am not an expert skier. How can I possibly contribute to a ski race?**

All of our racing events are held on intermediate (Blue) or beginner (Green) runs. If you can ski Big Dipper or Gypsy Queen at Silver Star, you can help with our course set-up and maintenance, gate judging or timing.

#### **I can ski Gypsy Queen, but I'm not a really confident skier.**

There is still an on-snow job for you!

Gate judging, timing assistance, hand timing, time posting and bib collecting/sorting all require very little skiing activity and ALL of these positions put you in a location where you are participating directly in the race. If you are comfortable with electronics or using computer applications.... the timing shack may be the place for you!

#### **I have no race experience, I wouldn't know where to start....**

There is no need to have a racing background (most volunteers don't). "First timers" will work alongside more experienced volunteers so they can learn what needs to be done. Most jobs simply require a willingness to help and in the case of some course work, a bit of physical strength. We will not put people in positions that they are not able to handle.

#### **Gate Judging? Sounds too technical to me....**

Gate judging is one of the most important jobs on the course. BUT the fundamentals of gate judging can be taught in a short period of time using some very basic demonstrations. If you know the difference between the tips and tails of a pair of skis, you can be a gate judge. First-time gate judges will be placed in locations where they monitor as few gates as possible and where visibility is good. We also try to ensure that first-timers have some extra help. When it comes to gate judging, experience is the very best teacher. "Speed" events such as the Over Hill Downhill and the K2 Nationals "Super G" are very easy gate judging assignments. Slalom events are quicker and require a sharper eye, but all of the same fundamentals apply.

#### **What if I make a mistake?**

There are no mistakes - only learning opportunities!

Mistakes are made at every race, even by the most experienced volunteers. If mistakes are made, the team works together to rectify the problem and the race goes on. The highest priority on any race course is not timing, not the quality of gate judging and not the course set-up. It's SAFETY. We all work hard to ensure that we never compromise volunteer or racer safety - achieving this simply means using common sense and listening to basic directions from the more experienced volunteers.

#### **I don't ski at all, where can I help?**



For non-skiers there are opportunities to contribute in the race office or with event support. If you are comfortable working with numbers, spreadsheets and can manage basic computer applications, race administration may be for you. The race office also requires 1 or 2 additional people to help assist with basic office duties and organizing race bibs for each day. Event support duties include organizing volunteer lunches and après-ski volunteer appreciation as well as assisting with the award ceremonies. The amount of event support required will vary depending on the event being held but many hands make lighter work for all!

### **I've heard that volunteers are required for "camps", why?**

Camps are training opportunities for our athletes where we often set up race training courses and use timing equipment. Although we don't need a fully staffed course, it is often helpful to have a few extra people on hand to help run the camp, assist with course maintenance and other duties.

### **What is the schedule like?**

Every race schedule is different, but, generally....

Several days (or weeks) before: the general course location is confirmed, safety netting is installed for speed events, timing equipment (wiring) is installed and the final equipment list is established.

Day or two before: final wiring is installed, start and finish areas are constructed.

### **Race Day:**

**7:30 am** Final course-set and course preparation

**10:00 am** First Race Start

**1:00 pm** Second Race Start

**3:00 pm** Race complete

**4:00 pm** Tear-down and clean-up and complete

***We need volunteers to support all phases of the race schedule!***

### **Where can I learn more?**

Watch for the invitation to sign up for officials courses put on by VSC and other development opportunities. If you have questions, please reach out to the Program Director or VSC Board members.



## Appendix C: Ski Maintenance and Repair Kit

### Basic Kit

- Workbench - 35" to 45" height is best for most tuning needs. You will need an edge that your vices can attach. Portable ski wax tables are also available.
- Brake retainers - keeps ski brakes out of the way when tuning. These can be purchased or you can use thick elastic bands.
- Ski Vise - holds skis securely for filing and waxing. Recommended style is one with a vice in the middle, as opposed to options with a rubber band that hooks over the binding.
- Edge bevel tool or guide with clamp- to assure precise base and side edge bevel angles when filing, deburring or polishing. These tools set angles from 87 to 90 degrees. Check with your athlete's coach for recommended angle (recommended angle will change with age and ability of athlete and race type). There are edge bevel tools that are adjustable to set multiple angles as opposed to guides, which are single angle only.
- Diamond Stones medium and coarse - remove burrs and nicks from your steel edges and for polishing edges.
- File - to bevel and sharpen steel edges.
- Wax iron - to hot wax ski. Irons with thicker base plates and digital temperature read out are the best option. However, any ski iron will work ok.
- Wax- to keep your skis sliding and protect the bases. At a minimum, you need a universal wax – KUU Red is recommended by and available at Olympia. Beyond the basic wax, there are many options for wax (different manufacturers, different air/snow temperatures, and training and race wax options).
- Plastic scraper- to scrape off excess wax after hot waxing.
- Ski Straps - to protect freshly waxed bases during transport and storage.

### Advanced Kits

- True bar- to check bases for flatness. Bases that are not flat need to be ground down – this service is available at Olympia.
- P-tex repair material - to fill base gouges.
- Steel Scraper- to remove excess p-tex after filling.
- Scouring Pads – to polish p-tex repair area after steel scraper.
- File brush - to keep file teeth clean and sharp.
- Brass or steel brush - to clean out old wax & open base structure.
- Fiberlene - to wipe/clean bases.
- Side Wall Planer – to remove sidewall material to create clearance for your file.
- Base Edger Tool or Guide – to set or maintain the ski base edge.
- Scraper Sharpener – keeps your scraper sharp which makes scraping much easier.
- Roto Brushes with Drill – more costly alternative to hand brushes but does the job much faster. Great alternative when you have multiple pairs of ski to maintain. A typical set comes with a brass, nylon, and horsehair brush with handle.

**Label everything and put all of your tools in a small toolbox for traveling.**



## List of Updates to Member Handbook

### **November 2023**

- Updates to verbiage at Section IV
- Added Section VII.c. Team Fundraisers
- Removed Warming Tent information from Section XII
- Removed U18/FIS Program information from Section XX
- Updated Appendix A: Code of Conduct to November 2023 version





**Please reach out with any questions.**

**Contact information for our Board and Program Director can be found on our website.**

**Have a great season!**

Photo credits: Photos were provided by a variety of sources and we thank the photographers for their willingness to share their work.