

# **Whitehorse Cross Country Ski Club**

**Business Plan: 2008/09**



## Whitehorse Cross Country Ski Club

### BUSINESS PLAN (2008/09)

#### Our Vision

A cross-country ski club that provides excellent ski trails and facilities.

#### Our Mission

To promote the sport of cross-country skiing in a friendly, safe environment.

#### Our Values

- |  |   |
|--|---|
| ✓ Affordability and accessibility            | ✓ Natural setting within the City of Whitehorse |
| ✓ Communication with members and community   | ✓ Recreational and competitive skiing           |
| ✓ Community partnership                      | ✓ Safety  |
| ✓ Cross country skiing as a lifelong pursuit | ✓ Volunteerism                                  |
| ✓ Family participation                       | ✓ Welcoming environment                         |
| ✓ Healthy living                             |   |

#### Our Goals

- To maintain high quality ski trails and facilities
- To maintain a safe environment
- To ensure the continuing existence and economic viability of the club
- To balance the needs of recreational and competitive skiers
- To protect the trail network through more secure land tenure

## **Introduction**

This Whitehorse Cross Country Ski Club (WCCSC) Business Plan 2008/09 is a product of two key sources:

1. The WCCSC Strategic Plan (2008/09 to 2012/13)
2. The WCCSC Board of Directors Annual Planning Meeting, held May 26, 2008.

The Board recognizes that the goals, objectives and activities of the 5-year Strategic Plan are diverse and represent a comprehensive compilation of our desires over the coming years. At this point, a concrete distillation of these broader desires is required to develop a specific business plan for the coming year.

Recognizing that all goals and objectives cannot realistically be achieved in the first year of a multiple year process, board members have sought to prioritize activities for the upcoming year within the confines of this Business Plan. This exercise has been achieved by closely following the WCCSC vision, mission and values, as articulated on the first page of this document, and as well as in our Strategic Plan.

It should be noted at the outset that the priorities of the WCCSC are comprised of two main types of activities. First, there are activities that have a more 'operational' focus, those that generally occur on an annual and repetitive basis. These are types of things the club "would do anyway" even if there was no explicit 'plan' in place. As articulated in the WCCSC Strategic Plan, there is a long list of such items, ranging from (1) ensuring all facilities are safe for use by skiers to (2) providing leadership and management of specific events such as the Northwestel Loppet to (3) maintaining the finances of the club through proper financial controls. Rather than repeat this long list of important tasks, the board directs the reader to the WCCSC Strategic Plan, where such objectives and activities are clearly outlined. It should also be noted that this is not an exhaustive list but a reflection of some of the main highlights within this category. As the year proceeds, new items will undoubtedly surface that require the immediate attention of the WCCSC manager and his staff (as well as the Board of Directors). These adjustments will be made as the year progresses.

The second key type of activity for consideration under the Business Plan are those items that might be termed 'strategic' as they include broader items that might not be captured in the day-to-day affairs of managing a nordic ski club facility. These are the activities that affect the present and future management of our operation. They also represent activities that, more often than not, require new resources, both human and financial, that are not normally committed during the annual budgeting process.

While neither the operational nor the strategic goals are viewed as paramount over the other, the latter represents the primary focus of this Business Plan. The purpose of this Business Plan is to highlight those major strategic issues on which the WCCSC – and its board of directors – will focus over the coming year.

As such, this Business Plan is a compilation of the priority 'strategic' activities for 2008/09. It will include the activities for the upcoming year, the strategic/objective goal to which they are aligned and a description of activity details. It should be noted that the Board of Directors will also develop, monitor and maintain a companion document for these priorities that will track such key components as project lead, budget and timelines.

### **Strategic Activities for 2008/09**

The following represents the strategic activities that the WCCSC will undertake in 2008/09 listed by strategic goal (and in rank order) to which each is aligned. While the Board of Directors will seek to complete these tasks throughout the year ahead, each will be contingent on both the acquisition and allocation of key resources, both financial and human.

#### ***Goal #1: To maintain high quality ski trails and facilities***

1. Consider widening of all/more trails to allow for more efficient maintenance – Using the Pisten Bully (PB) is thought to be the most efficient method of trail grooming. The Board would like to investigate the implications of widening more of the trail network to make this a reality. Ski club member support would be sought before any major changes are made.
2. Evaluate current snowmobile fleet and PB and recommend replacement options – In keeping with proper use of the club's finances, the ongoing study of grooming equipment costs is imperative. Work is required in this area.
3. Continue to explore options for expanding the wax room – With more than 1,000 members at WCCSC, the current wax room is reaching capacity. Expansion is a possibility that requires careful thought.
4. Develop "compatible use guidelines" for WCCSC – Throughout the 2007/08 season, the ski club manager and the board of directors received numerous requests related to use of the land within and surrounding the trail network. A consistent message is required that details the club's position on use of this area by other user groups.
5. Evaluate club's approach to risk management – The current risk management plan requires a review and, if necessary, an update.
6. Enhance engagement with City of Whitehorse at numerous levels – The club interacts with the City of Whitehorse on many levels, on issues including tenant-landlord, land tenure and Canada Games Centre collaboration. A closer working relationship will be sought between the WCCSC and the City of Whitehorse.

#### ***Goal #2: To maintain a safe environment***

1. Evaluate the emergency plan – While the current plan is reviewed annually, it requires a comprehensive review to ensure it is inclusive of all relevant information.

#### ***Goal #3: To ensure the continuing existence and economic viability of the club***

1. Conduct relevant HR planning – Key human resource questions need to be answered, such as (1) does the current staffing make-up at the club meet our needs and (2) is succession planning necessary and, if so, how should it be approached?

2. Recruit new chiefs and event organizers – There is a sense a small pool of leaders are tasked with running competitive events at the club. A strategy to attract new organizers is required (perhaps by way of a Competitive Race Committee, made up of interested ski club members).
3. Conduct analysis of club governance – The WCCSC management model has evolved significantly over the past decade. Is this model best meeting our needs? Is there a better approach? A comprehensive study of WCCSC governance is required.
4. Enhance overall member engagement – Through member emailers, newsletters, info line and club web-site, communication to members has increased substantially in recent years. However, there is still limited feedback from members on club activities and operations. A strategy is required to enhance member feedback (possibly through a survey of members).
5. Initiate “ski host” program – To reach out to new members, and reduce the work burden on Ski Base staff, a “ski host” program could recruit volunteer members to assist new club users with the many questions posed during a typical ski day.

***Goal #4: To balance the needs of recreational and competitive skiers***

1. Maintain an excellent relationship with CCY – The lines between the duties of the WCCSC and Cross Country Yukon have blurred over the years. Greater clarity is required.
2. Plan to host the 2010 National Ski Championships – Should WCCSC achieve success with its 2010 bid, work will need to begin to prepare for this major event, likely the largest racing event in the history of the club.
3. Evaluate events for recreational skiers – The club has offered programs and activities for recreational skiers for many years. Now is the time to step back and evaluate the effectiveness of these programs and consider new alternatives.

***Goal #5: To protect the trail network through more secure land tenure***

1. Continue the work of the Land Tenure Committee (LTC) – Over the coming year, the LTC will develop a work plan for greater protection of the WCCSC trail network. The board will communicate this plan to members, seek member support for its direction and advocate on behalf of members to the appropriate decision-making bodies.