

Whitehorse Cross Country Ski Club
5-YEAR STRATEGIC PLAN (2008-2013)

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

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

Goal #1: To maintain high quality ski trail and facilities	
<u>Objectives</u>	<u>Activities</u>
Ensure the trail network is suitable for all events and programs that occur.	<ul style="list-style-type: none"> - Complete current lighting project. - Investigate further lighting options. - Consider widening of all/more trails to allow for more efficient maintenance (PB).
Facilitate year-round trail maintenance and grooming program.	<ul style="list-style-type: none"> - Organize summer member volunteers for trail clearing (tree limb, willow and alder removal and deadfall removal). - Initiate necessary summer trail improvements...grading and key tree removal. - Annual mowing plan (volunteers, lease tractor, maintain mower). - Plan for trail improvements such as removal of berms, removal of rocks, widening tight corners, trail cover such as chips, sawdust, gravel, sand where required. - Investigate partnerships with summer recreation clubs/programs for assistance with trail maintenance.
Improve equipment storage.	<ul style="list-style-type: none"> - Investigate indoor storage alternatives for all equipment during summer months (Mount Mac storage facility).
Ensure that current equipment inventory meets the club's needs.	<ul style="list-style-type: none"> - Evaluate current snowmobile fleet and recommend replacement options. - Forecast current life of PB and investigate long-term replacement options.
Ensure ski club facilities within the Mount McIntyre Recreation Centre are meeting user needs.	<ul style="list-style-type: none"> - Survey/poll members to ensure needs being met - Continue to explore options for expanding the wax room.
Consider locker expansion possibilities.	<ul style="list-style-type: none"> - Construct new lockers as space allows. - Continue to explore wax room expansion with space dedicated to lockers.
Maintain trail huts.	<ul style="list-style-type: none"> - Study member hut use to determine best use. - Consider additional huts/improvements to huts - Consider building a new hut to replace old Fraser Hut on Mt McIntyre
Improve overall risk management.	<ul style="list-style-type: none"> - Evaluate club's approach to risk management. - Assess risk problems on trails (ex: two-way traffic). - Monitor Emergency Plan manual and update annually. - Continue to enforce, monitor and evaluate dog policy.
Continue to work with the City as a partner at the Mount Mac facility.	<ul style="list-style-type: none"> - Evaluate success of current tenant-landlord relationship. - Request capital improvements to building, as determined by user needs (investigate any capital improvement needs in concert with City) - Convene annual meeting with City officials - Improve the operational relationship (meet with City Parks and Recreation Manager to improve club access and use of Grey Mountain Room, storage facilities, etc.

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

<p>Maintain and further develop a collaborative relationship between WCCSC and Canada Games Centre.</p>	<ul style="list-style-type: none"> - Work towards common solution on connection between the two buildings. - Investigate cross-promotion of activities and facilities (web-site links). - Set up annual meeting with CGC. - Strive for better operational alignment between the CGC and Mount McIntyre facilities.
<p>Work with other recreational groups with interests that are compatible with cross-country skiing.</p>	<ul style="list-style-type: none"> - Develop “compatible use guidelines” for WCCSC. - Develop standard procedures for dealing with use enquiries. - Continue to work with the Curling Club on any shared equipment options. - Establish discrete partnerships for non-motorized use of the trail network, consistent with compatible use guidelines. Some examples include the following: <ul style="list-style-type: none"> ... Cycling Association of Yukon on club-based cycling events; ... Yukon Orienteering Association on year-round events; ... Contagious Mountain Bike Club to support development of dirt jump park ... Yukon Conservation Society to promote hikes on club trails; and ... Athletics Yukon to promote events on club trails - Evaluate operational and cost impacts of year-round operations.
<p>Partner with other community organizations to promote healthy living and use of the trails/facility.</p>	<ul style="list-style-type: none"> - Continue promotion of the club with other organizations. - Partner with RPAY to promote skiing as a lifestyle.
<p>Promote community involvement with club.</p>	<ul style="list-style-type: none"> - Encourage memberships from Kwanlin Dun First Nation and other First Nations. - Promote the link between the WCCSC and KDFN trail systems (promote first nations involvement at WCCSC and in skiing in the North; initiate an adult learn to ski for Kwanlin Dun; partner with Kwanlin Coyotes). - Provide special membership rates for groups such as Special Olympics, Cadets, Kaushee’s Place and others as determined by the Board. - Promote the use of trails by school groups from Whitehorse and rural communities. - Promote the use of trails by users outside the City of Whitehorse. - Promote Corporate memberships (under the policy). - Promote the Kids Recreation Fund.

Goal #2: To maintain a safe environment

Goal #2: To maintain a safe environment	
<u>Objectives</u>	<u>Activities</u>
Regularly assess the Mt Mac facility and the trail network for potential safety hazards.	<ul style="list-style-type: none"> - Investigate measures to reduce ice build-up from roof run-off near main doors - Do a complete trail sweep once per year to evaluate hazards. - Report to board on all potential hazards. - Consider all safety hazards when preparing annual budget. - Ensure parking lot lighting is sufficient. - Ensure all plans meet or exceed liability and insurance standards.
Maintain a hazard free wax room.	<ul style="list-style-type: none"> - Ensure floor surface is slip resistant in all areas. - Ensure doors are all in good working order. - Develop signs to request members to report any hazards. - Ensure ventilation system works for wax fume removal.
Evaluate the emergency plan.	<ul style="list-style-type: none"> - Review current plan. - Consider other plans that might be required. - Create annual review process for all emergency plans. - Ensure all plans meet or exceed liability and insurance standards.
Make trails as safe as possible for all users.	<ul style="list-style-type: none"> - Consider making some trails one way to avoid potential accidents. - Improve trail signage or message boards – junction signs and hazard signs. - Better signage vis-à-vis Harvey’s Hut proximity (school groups). - Ensure all steps are taken to limit dog hazards. - Investigate an alternate return loop for Dog Trail.

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

Goal #3: To ensure the continuing existence and economic viability of the club	
<u>Objectives</u>	<u>Activities</u>
Conduct analysis of club governance.	<ul style="list-style-type: none"> - Establish committee of board members, GM and consultant. - Analyze board, management capacity in light of changing environment (business model). - Review the need for committees or other structures and roles. - Investigate any possible changes to Board structure or membership (i.e. possible ex-officio members from partner groups). - Review club constitution, bylaws and membership code. - Review financial management practices, contracts and other agreements. - Examine club's ability/capacity to provide services in an environment with increasing use. - Investigate all scenarios and/or associated with increased membership and related WCCSC capacity, including HR, building infrastructure and equipment.
Maintain financial stability.	<ul style="list-style-type: none"> - Establish annual work plan and budgeting process - Study possible effects of major membership drop...develop mitigation strategies. - Study price of services to members to ensure they are appropriate. - Hold Annual Ski Swap as a community service and major fundraiser (possibly review if this is the best method for this fundraiser). - Anticipate reduced funding through City Rec Branch and Lotteries and look for alternatives. - Maintain and enhance Reserve Funds as established in 2001. - Investigate investment strategies for reserve funds. - Develop common language for grant applications to defend use of reserve funds.
Conduct relevant HR planning.	<ul style="list-style-type: none"> - Investigate HR issues related to the provision of club services, related to the manager and all support staff. Is the current make-up appropriate?

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

<p>Provide appropriate level of service according to demographics and interests of membership and other users.</p>	<ul style="list-style-type: none"> - Collect and maintain current membership demographics data through a revised membership form and/or through some form of member survey. - Promote participation from users of all ages: <ul style="list-style-type: none"> ... Encourage school use of the facilities; ... Ensure trails are safe for all age groups; ... Continue to provide Jackrabbit/Bunny programs; and ... Offer non-competitive ski instruction for youth; - Recruit and train leaders so that minimum coaching standards are met; - Provide leadership development opportunities in cooperation with CCY; - Promote heritage of the club - Further develop relationship with First Nation community - Promote inclusiveness of the club in line with the demographics of the community. - Conduct full membership survey by 2009/10 - Ensure Wax Room Hours are meeting member needs.
<p>Maintain and improve communication with members.</p>	<ul style="list-style-type: none"> - Continue important email communication with members. - Produce two newsletters per year. - Email newsletter to avoid paper consumption. - Maintain WCCSC website - Improve/enhance information signs in Wax Room and vicinity. - Consider offering a computer monitor in wax room that provides updated information on waxing, trail conditions, events and membership - Build information kiosk outside Wax Room entrance (similar to the one installed at Stadium trail head. - Build information kiosk outside Wax Room entrance. - Provide safety information on day pass tickets. - Monitor and update policies on as-needed basis. - Monitor and evaluate policy regarding dogs and provide information at trailheads. - Encourage attendance at the annual general meeting. - Initiate "ski host" program, where identified individuals are available to answer questions from new skiers or new people to the club (non Ski Base people).
<p>Maintain and improve WCCSC's profile outside the club.</p>	<ul style="list-style-type: none"> - Report on WCCSC events via press releases or other local media spots, pre- and post-event. - Work with tourism industry (YG and TIA) to ensure club is promoted in marketing material provided to visitors.

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

<p>Strengthen the volunteer base at the club in a targeted manner.</p>	<ul style="list-style-type: none"> - Provide training opportunities for all relevant jobs, including grooming and track-setting, hosting racing events, ski instructing, etc... - Recognize volunteers in the club newsletter, wax room display, year- end newspaper ad and through any other appropriate avenue. - Provide a reception or special event to recognize volunteers and present awards. - Provide yearly refresher for PB operators. - Offer incentives to Yukon Ski Team to volunteer as Jackrabbit Leaders – ie honorariums to be provided through CCY for ski team travel. - Recruit new chiefs and event organizers. - Initiate a mentoring system for training new chiefs. - Recruit and train all volunteers for the Nationals 2010, should the club win bid. - Recruit and train all volunteers for the AWG 2012.
<p>Continue to partner with Whitehorse businesses to sponsor and support events.</p>	<ul style="list-style-type: none"> - Confirm Northwestel sponsorship for Loppet. - Confirm Coast Mountain Sports sponsorship for waxing clinics. - Confirm Alpine Bakery 'free ski day'. - Recruit other corporate sponsors for club events and programs, within and outside the territory. - Ensure that sponsorship tracking and agreements are in place each fall. - Update and use an overall sponsorship plan. - Promote Corporate memberships.

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

Goal #4: To balance the needs of recreational and competitive skiers.	
<u>Objectives</u>	<u>Activities</u>
Endeavour to meet the needs of a wide variety of skier interests and abilities, within available resources.	<ul style="list-style-type: none"> - Improve signage where appropriate. - Determine if less challenging trails for skating, recreational and low intensity training are required and, if so, develop them. - Determine if club needs are being met with current lighting. - Ensure that racing trails are available and to standard.
Host recreational events for club members.	<ul style="list-style-type: none"> - Continue providing events, such as the Wax & Wine Series, Moonlight Skis, Poker Rally, Manager's Challenge, Sugar Shack (AFY), as well as others. - Consider providing waxing clinics via the City of Whitehorse Leisure Guide.
Host high-level competitive events at the regional and/or national level.	<ul style="list-style-type: none"> - Plan to host the 2010 National Ski Championships. - Plan to host the 2012 AWG Ski Championships.
Host local club competitive events.	<ul style="list-style-type: none"> - Host Subway Series events, or similar events. - Host Yukon Loppet (review goals and format of this event) - Promote WCCSC involvement in Buckwheat Classic - Ensure races are member- and racer-driven (ski club management should support, not lead these events).
Maintain an excellent relationship with CCY to ensure the longevity of the racing program.	<ul style="list-style-type: none"> - Host one formal meeting per year between CCY and WCCSC to share concerns, objectives, plans, etc... - Dedicate a WCCSC board member as a liaison with CCY. - Encourage more WCCSC involvement at CCY meetings.

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

Goal #5: To protect the trail network through more secure land tenure.	
<u>Objectives</u>	<u>Activities</u>
<p>To protect the trail network through more secure land tenure.</p>	<ul style="list-style-type: none"> - Commission a study on the options for land tenure, advantages and disadvantages, likelihood of achieving, timeframe and cost. - Continue to work with City of Whitehorse and Government of Yukon around the creation of a recreational park, or a similar status that provides WCCSC with greater land certainty than the current Licence of Occupation provides. - Educate key stakeholders on the options available for land tenure, as well as the proper avenues for achieving these options. - Continue with communications campaign on land tenure, both within the ski club membership and in the larger community. - Continue to engage the board's Land Tenure Committee on this work. - When the timing is right, collaborate with other recreational groups, where compatible interests exist. - Monitor potential development on the trail network to achieve optimal solutions for ski club members. - Develop clear statements on the club's position on land tenure to reference when communicating with members and organizations outside the club. - Develop a response plan to potential land development encroachments to the trail network.