

# Whistler Nordics Strategic Plan on 3 Pages

WHO WE ARE			
Mission	<b>Elevating Nordic skiing in Whistler</b> <i>The Whistler Nordics do this by providing access to Nordic skiing in Whistler for all ages and abilities</i>		
WHERE WE'RE GOING / WHAT WE'RE AIMING TO ACHIEVE			
Vision	Nordic skiing is central to Whistler's winter experience, enhancing community wellbeing and attracting visitors.		
Focus Areas	Goals/Desired Outcomes to 2020 WHAT success looks like	2016-17 Strategies HOW to achieve the Goals	2016-17 Key Actions
<b>Programs/ Learning</b>	<p>Children and youth of all ages are attracted to our programs that combine learning and fun and create a lifelong love of Nordic skiing. The athlete program is comprehensive, fun and produces national team members</p> <p>Our masters and adult programs offer challenges and social opportunities for all levels s</p> <p>We attract and retail excellent coaches who are able to develop the skills they need through programs we deliver.</p>	<b>1. Strengthen existing programs</b>	<p>Contact Cross Country BC to find out if athlete development poster/visual already exists</p> <p>Work with Skill Development Coordinator to integrate a camp into the 2016/17 Skill Development Program</p>
		<b>2. Enhance/develop more rec/informal learning offerings</b>	<p>Contact High School to initiate discussion about developing xc program similar to alpine program</p> <p>Source coach for adult beginner racing program for 2016/17 season</p> <p>Contact Resort Municipality to plan and promote the Come ski with us program</p>
		<b>3. Develop Coaching capacity</b>	<p>Adjust 2016/17 budget to hire P/T Head coach</p> <p>Re-engage experienced/retired coaches to mentor new coaches 2016/17 season</p> <p>Create road map for coaches</p> <p>Establish a mentoring program for new rookie coaches from experienced coaches and experts</p> <p>Communicate training progression to all local coaches</p>
<b>Facilities and Trails</b>	<p>Trails are consistently groomed and well connected, offering a high quality experience.</p> <p>The trail experience is diverse, offering something for everyone, including serenity, fun, fitness, affordability and a diversity of challenges.</p> <p>The length of the ski seasons is suitably long and reliably consistent.</p> <p>We are partners in delivering a high quality trail and facility experience, and there is a shared vision for what we're collectively aiming to achieve.</p>	<b>4. Strengthen relationships with partners</b>	<p>Contact Tim Hope of Whistler Sport Legacies to start to build relationship and understanding common objectives</p> <p>Develop method of communicating regular trail feedback and improvements – May/Nov/Jan</p> <p>Create advisory group of Whistler Olympic Park users</p> <p>Contact Roger Weetman of Resort Municipality of Whistler to a Board meeting start to build relationship and understanding common objectives. 1.</p> <p>Create advisory group of Lost Lake Park users</p>

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<b>Members</b>	<p>Our membership has achieved a critical mass that enables us to achieve our vision and goals.</p> <p>Our membership is diverse and all age groups and abilities are well represented.</p> <p>Our members are committed, involved and actively engaged.</p> <p>We provide good value to and engage with our members; as a result, they return year after year and their enthusiasm helps to attract new members.</p>	<p><b>5. Build Nordic Community and presence</b></p>	<p>Decorate club house</p> <p>Develop “Walmart Welcomers”/on-trail friendly hosts</p> <p>Expand and promote the club clothing program</p> <p>Seek out a Director of PR</p> <p>Develop a communications plan (PR Director)</p> <p>Host Nordic information nights during Turkey Sale. 2.</p> <p>Approach Tourism Whistler on how to consistently promote XC Skiing and club events</p> <p>Host a club tent at Whistler Olympic Park and Lost Lake opening day</p>
		<p><b>6. Enhance value for members and volunteers</b></p>	<p>Improve membership – value propositions:</p> <p>Contact partners for membership perks e.g. adult ski pass for members 30% off, student ski pass 50% off, Free Pulk, Rental, Wax discounts at shops, Shop discounts</p> <p>Plan free wax clinics for members for 2016/17 season</p> <p>Plan free programs for members for 2016/17 season, e.g. 20 min helpful hint ski lessons</p> <p>Explore opportunities to grow offerings to become a full service club.</p>
<b>Events</b>	<p>We host sport events for elite and recreational athletes, and social fundraising events for the broader membership and community.</p> <p>Our events help to attract and retain members, volunteers, directors, sponsors and partners.</p> <p>Social events are fun, social, inclusive of all ages and abilities, eagerly anticipated.</p> <p>Sport events are well-planned and promoted, offering annual products to a diverse variety of participants</p>	<p><b>7. Host fun social and/or recreational events</b></p>	<p>Host fun social events in 2016/17 season: Toonies, Holiday Bonfire, Nordic Festival</p> <p>Skill Development Program activities: Chariot races, parent/child team races, Ski cross</p>
		<p><b>8. Increase participation in races</b></p>	<p>Host basic wax workshops and invite all members</p> <p>Invite race kids to tell their race story</p> <p>Prepare parent package and calendar of events</p> <p>Clarify that all race are inclusive</p> <p>Create events for specific age groups</p> <p>Create matrix to work out how to subsidise race trips via funding</p>
		<p><b>9. Expand leadership capacity at events</b></p>	<p>Recruit, train and mentor new race chiefs</p> <p>Provide officials courses</p> <p>Request experienced volunteers mentor volunteers on-site at events</p> <p>Parents sign-off on a volunteer job at events</p> <p>Incentivize leadership roles, e.g. reduce registration fees/membership fees</p> <p>Implement a mandatory membership requirement that every child in a program must have a parent/family member registered</p> <p>Develop an event coordinator role</p>

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<p><b>Organizational Capacity</b> Includes board and staff capacity, financial resources, partnerships, code of conduct, etc.</p>	<p>Partnerships are strong and collaborative; we treat each other with respect and equal consideration.</p> <p>The Club is financially strong and stable</p> <p>We have an engaged and dedicated pool of volunteer with strong numbers to host events and programs.</p> <p>We have sufficient coaches to deliver the full spectrum of Long Term Athlete Development (LTAD) programs.</p>	<p><b>10.</b> Increase collaboration amongst partners</p>	<p>Request Whistler Sport Legacies appoint sport representatives from Cross Country BB/Canada to their Board</p> <p>Share finished strategic plan with partners and ask them to identify shared objectives</p> <p>Suggest local club Board Members meet for a social end of season debrief to learn what worked/didn't work</p> <p>Schedule quarterly partner meetings to review and plan</p> <p>Send representative to CCBC AGM to find out how Provincial Sports Organisations collaborate, if at all</p>
	<p>Our Board is comprised of strong and engaged members with the necessary skills to support staff and lead our organization in achieving our vision and goals. Being on the Board is a rewarding and fun experience, and members compete for the opportunity to join.</p>	<p><b>11.</b> Improve financially sustainability of the club</p>	<p>Research and select potential sponsors</p> <p>Prepare sponsorship proposal for potential sponsors</p> <p>Seek out a Director of Fundraising</p>
	<p>Our staff are committed and passionate, they have the skills and capacity to perform their roles.</p>	<p><b>12.</b> Enhance HR capacity ( Includes staff, board, coaches, volunteers</p>	<p>Provide all Board members with free compulsory Board Governance Training</p> <p>Create an incentive package for Board members, e.g. free ski pass</p> <p>Formalise Board positions and their job descriptions, responsibilities and deliverables</p> <p>Create volunteer descriptions for general event volunteers to educate new members/volunteers</p> <p>Contract out timing/tech race positions to relieve burn out of volunteers</p> <p>Request Cross Country Canada/BC develop a lower level of Officials Course for entry volunteers similar to the NCCP Intro to Coaching = Intro to volunteering at events (generic)</p> <p>Create a volunteer uniform</p> <p>Contact partners for volunteers passes and free bring a friend passes</p>

## Footnotes

1. Provide strategic plan in advance and agenda of discussion points to allow preparation. Include: Develop method of communicating re/ trail grooming; Programs – Come ski with us program; Membership – Member/Volunteer/Coach passes
2. Set up booths for youth programs, fundraising, races. Create membership sign-up lists. Provide beer, BarBQ venue for socialising. Advertise in newspaper (include Lower Mainland), Facebook, website, social media, Mountain FM