



STRATEGIC PLAN

2005-2010

“BECOMING A FULL SERVICE CLUB”

June, 2004

TABLE OF CONTENTS

| | |
|---|-----------|
| INTRODUCTION..... | 3 |
| OUR MISSION AND VISION..... | 3 |
| GUIDING PRINCIPLES | 4 |
| EVOLVE INTO A FULL SERVICE CLUB | 4 |
| FAMILY PARTICIPATION BASED..... | 4 |
| BUNNIES/JACKRABBITS PROGRAM..... | 4 |
| FUNDAMENTALS BASED..... | 5 |
| LIFE-LONG SKIERS..... | 5 |
| SUPPORTIVE COACHING | 5 |
| ADVANCED PROGRAMS | 5 |
| COACHING EXCELLENCE – NCCP 2 AND 3 | 5 |
| PARTNERSHIPS | 5 |
| FOCUS ON CROSS COUNTRY SKIING | 5 |
| 5 YEAR GOALS | 6 |
| HEAD COACH | 6 |
| COACHING..... | 6 |
| PROGRAMS | 6 |
| PARTNERSHIPS | 7 |
| SPONSORSHIP PROGRAM..... | 7 |
| 2010 WINTER OLYMPICS | 8 |
| BUSINESS PLAN TO ACHIEVE GOALS..... | 8 |
| CONCLUSION | 9 |
| APPENDICES..... | 10 |
| APPENDIX 1: DRAFT MOU WITH CYPRESS MOUNTAIN | 10 |
| APPENDIX 2: DRAFT MOU WITH NORDIC RACERS SKI CLUB..... | 10 |
| APPENDIX 3: DRAFT MOU WITH YMCA AND NORDIC RACERS | 10 |
| APPENDIX 4: RABBIT CHALLENGE PROGRAM..... | 10 |
| APPENDIX 5: MIDGET PROGRAM..... | 10 |
| APPENDIX 6: JUNIOR/JUVENILE PROGRAMS..... | 10 |
| APPENDIX 7: ADULT PROGRAMS | 10 |
| APPENDIX 8: BACKCOUNTRY PROGRAM..... | 10 |

We are Greater Vancouver's family cross country ski club.

We support young athletes to develop to their potential and encourage life-long skiing through NCCP qualified coaching excellence and a fun club and team environment.

We will evolve into a full service cross country ski club, recognized by Cross Country BC and Cross Country Canada as being a leader in the country.

Introduction

Our Strategic Plan 2004 to 2008 (the "Plan") provides the guiding principles for the Hollyburn Jackrabbit Ski Club ("HJSC") over the next 5 years. The Plan identifies how our Club will serve its membership and how it anticipates evolving.

The Plan is divided into five sections:

1. mission and vision statements;
2. our guiding principles;
3. partnerships;
4. 5 year goals;
5. annual workplan.

Our Mission and Vision

HJSC started in 1985 as a volunteer program to offer cross country skiing to children in Greater Vancouver. The program followed the guidelines of Cross Country Canada's Jackrabbit Ski League. In 1997, HJSC was incorporated as a society to confirm its volunteer, not-for-profit status. From 1997 to 2001, HJSC operated primarily to offer the Ski League Program for children ages 4 to 13 under the guidelines of Cross Country BC's BC Rabbit Ski League. In 2002, HJSC documented its first mission and vision statements and started a strategic planning process.

Mission (who we are, what we do and why)

Hollyburn Jackrabbit Ski Club is an affordable, non-profit cross-country ski club run by a volunteer executive and qualified volunteer coach/leaders. We provide the opportunity to learn cross-country skiing in a fun, convenient and encouraging environment. We support the life-long development of cross-country skills for both children and adults as skiers, leaders and coaches.

Vision (what we strive to become)

Hollyburn Jackrabbit Ski Club will be Greater Vancouver's fun, thriving family oriented cross-country ski club that develops young athletes with qualified coaches that strive to inspire a life-long love of cross-country skiing in a progressive learning environment.

Our programs and activities support an integrated athlete development system up to the provincial team level.

In 2003, HJSC became a full-fledged "club" by requiring at least one parent per child enrolled in the Club's programs to become a club member. This policy change resulted in the Club registering 479 members of whom 212 were in the Jackrabbit Ski League program, 30 in the Rabbit Challenge program, 85 coach/leaders and assistants and 152 parents.

HJSC differentiates itself from other cross country ski clubs in Greater Vancouver by:

- focusing its programs on children and their parents;
- requiring its coaches to be NCCP certified to age appropriate levels as recommended by Cross Country BC;
- encouraging all parents to become involved in both skiing and volunteering
- supporting our coaches to develop into higher level coaches and to move up through the various age categories with their children.

Guiding Principles

The following principles were defined through the 2003 strategic planning process and will guide our Club over the next 5 years:

Evolve into a full service club

HJSC will follow the CCBC model of a full service club as the template for our Club as it grows. We will add programs to serve our membership within the context of a full service club. We will grow the social/friendship aspect of being a member of the Club.

Family participation based

The foundation of our Club is the families that participate in our programs and volunteer their time to become coaches, be involved with the executive and help with the other roles as required.

Bunnies/Jackrabbits program

Our CCBC endorsed BC Ski League Program for Bunnies and Jackrabbits aged 5 to 13 will be our core program as it is recognized that the key to keeping athletes involved in sport is through developing sound technique at a young age in a fun social environment.

FUNdamentals based

Our programs will be based on the formula of: technique + speed + games = fun. Competition in the form of races, both informal and official ones, will be used as a vehicle to achieve personal goals to improve technique and speed.

Life-long skiers

Our programs will strive to keep our athletes – children, teens and adults – involved in the sport of cross country skiing throughout their lives. This will be achieved by focusing on keeping our programs and activities fun and social. Programs will be developed and added to offer something relevant to the majority of our members.

Supportive coaching

Our coaches will work with our athletes to provide the opportunity for the athletes to develop to their potential given their commitment to the sport. Through techniques of positive coaching, each athlete will be supported to enjoy the sport to the fullest.

Advanced Programs

Through our advanced programs – Rabbit Challenge, Midget Program, Juvenile/Junior– athletes will have the opportunity to ski and train more frequently with year round programs being developed for the older committed children. Our program and activities support an integrated athlete development system providing the opportunity for young athletes to progress to the provincial team level.

Coaching excellence – NCCP 2 and 3

Our coaches will strive to offer coaching excellence by continuously improving their qualifications through the National Coaching Certification Program.

Partnerships

Forming and maintaining partnerships with key organizations and sponsors is essential to the operational and financial success of our Club. The following partners are considered to be key to our successful future: Cross Country BC and Canada, Cypress Mountain, Nordic Racers, YMCA, Sigges, key corporate financial partners (to be determined)

Focus on cross country skiing

Our Club will focus its programs on cross country skiing (recreational, competitive and backcountry) within the range of programs outlined by CCBC.

5 Year Goals

For the Club to be successful in living its guiding principles, the following goals have been identified as being priorities over the next 5 years.

Head Coach

- Pursue the hiring of a paid Head Coach to allow for our programs to be expanded into weekdays and to offer our developing athletes the best opportunity to be successful and advance on to the provincial and national programs

Coaching

- Coach retention strategy
 - Proactively offer continued training (NCCP 2 and 3)
 - More technique/coaching refresher courses
 - Waxing workshops
 - Good equipment
 - Club coaching vests to identify coaches
 - Coach appreciation evening/family BBQ/fall hikes
- 4 Level 3 coaches
- 10 fully certified Level 2 coaches
- Technique improvement sessions for coaches
- Produce a technique video for badge levels
- Develop event/race volunteers to qualify to participate at 2010
- Support CCBC / Callaghan Valley Ski Club on 2010 work

Programs

- Develop Midget, Juvenile, Junior program
- Continuously refine and improve the Jackrabbit Ski League program
- Learn to ski program with Cypress for parents
- Workshops for all coaches/parents/jackrabbits on waxing
- Produce a professional video/dvd that explains our programs and athlete development potential
- Document year round Club schedule for website

Chicks on Sticks – women only technique/fun ski one evening per week. Program introduced in 2003/2004 - for 2004/2005 strengthen program to make it a permanent offering of the Club.

Adult Learn-to-Ski – introduced in 2003/2004, in partnership with Cypress Mountain instructors. The program offers new or newer parents the opportunity to learn the skills of classic and skate skiing while their children are in the Ski League program. Strengthen program for 2004/2005 to make it a permanent offering of the Club.

Backcountry Touring – introduced in 2003/2004 as an overnight winter camping trip to Diamond Head. Strengthen program for 2004/2005 to make it a permanent offering of the Club. As our Ski League/Rabbit Challenge kids become teenagers grow this program to offer more challenging trips.

Midget Program – being introduced for the 2004/2005 season (with dryland training already starting in the summer of 2004). Define program by August 2004 to become a viable next step for our Rabbit Challenge mini-midgets.

Racing Rabbits – consider transitioning our Rabbit Challenge/Midget programs into a Racing Rabbit program by 2005/2006.

Teens on Skis – consider starting this program for 2005/2006 for teens that want to ski more and do not want to focus on racing.

Weekday Ski League – consider starting an after-school program in 2005/2006 to lessen the weekend load on the ski area and to accommodate more skiers overall.

Junior/High Performance Program – start a program at this level by 2006/2007 with a Paid Head Coach.

Masters Program – start a program to meet the needs of adult Club members by 2006/2007 with a Paid Head Coach.

Partnerships

- Strengthen relationships with CCBC and CCC and build relationship with VANOC and related Olympic organizations
- Redevelopment of the YMCA cabin into a joint club cabin
- Co-stage annual Holly Burn Sprint Races (with Nordics and Cypress)
- Support/partner on races at Callaghan
- Advise Cypress on new trails/day lodge, etc
- MOU with Nordic Racers
- MOU with Cypress
- Develop key corporate sponsors (Cypress, Sigge's, Ryders, banking, food, etc) through a sponsorship program

Sponsorship Program

- Develop a sponsorship program
- Annual funding application thru Provincial Gaming Revenue \$20,000 to \$30,000 (increase by \$25,000 more by 2006/2007 to pay cost of a paid Head Coach (50% thru Gaming Revenue and 50% thru Corporate and Private Sponsorships)
- Annual raffle to raise \$5000 to \$10,000
- Corporate/Private sponsorship program – to raise \$25,000 per annum effective 2006/2007 to support paid Head Coach

2010 Winter Olympics

- The Club will be an active participant providing volunteer support in staging the cross country skiing events at the Callaghan Valley venue.
- The Club will work with other clubs and CCBC, CCC and VANOC (the Vancouver Organizing Committee for the 2010 Winter Olympic and Paralympic Games) to ensure there is a positive legacy for our sport and clubs post Olympics.

Business Plan to Achieve Goals

To achieve the 5 year goals, the HJSC Executive have recommended the following tactics with the associated potential costs:

| ACTIVITY | COST ESTIMATE | YEAR |
|---|--|--|
| Rebuilding YMCA Cabin | | |
| <ul style="list-style-type: none"> ▪ Finalize Partnership Agreement with YMCA and Nordic Racers ▪ Negotiate agreement with Cypress Mountain and BC Parks ▪ Design and construction of cabin (funded 50% through Gaming Revenue capital and 50% through corporate fundraising) ▪ Annual operating cost of cabin (funded through corporate sponsorship) | N/A N/A \$300,000 \$5,000 | 2004 2005 2006 2007 onwards |
| Cypress Mountain | | |
| <ul style="list-style-type: none"> ▪ Finalize Partnership Agreement with Cypress that defines how we will work to benefit our collective goals | N/A | 2005 |
| Nordic Racers Ski Club | | |
| <ul style="list-style-type: none"> ▪ Develop a Partnership Agreement with NRSC that defines how we will compliment our activities and work together on events such as co-hosting the Holly Burn Sprint Race | N/A | 2005 |
| CORPORATE SPONSORSHIP PROGRAM | | |
| <ul style="list-style-type: none"> ▪ Develop a corporate sponsorship plan that targets key sponsors to support our business plan goals with a target goal of raising \$25,000 per annum to pay for 50% of Head Coach cost. | N/A | 2004/05 |
| PAID HEAD COACH | | |
| <ul style="list-style-type: none"> ▪ Develop job description and funding plan during 2004/2005 to hire a Head Coach for the 2005/2006 season | \$50,000 | 2005/2006 |
| CLUB NAME AND BRANDING | | |
| <ul style="list-style-type: none"> ▪ Continue to brand Club name through marketing materials (brochures, stickers, badges, etc.) | \$500 | 2005/2006 |

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| MEMBERSHIP FEES <ul style="list-style-type: none"> ▪ Revise membership fee structure to reflect quality of coaching and programs offered | N/A | 2004/2005 |
| WEBSITE <ul style="list-style-type: none"> ▪ Rework website to allow for on-line membership registration and comprehensive new programs, on-line club clothing ordering | \$2,000 | 2005/2006 |
| EQUIPMENT <ul style="list-style-type: none"> ▪ Acquire new Club equipment to include: <ul style="list-style-type: none"> ○ 2 wax benches \$1000 ○ 2nd wax kit \$500 ○ 10 pair roller skis \$5000 ○ 2 club tents \$3000 ○ Digital video camera \$1500 ○ Officiating Equipment \$5000 | \$16,000 | 2005 to 2007 |

Conclusion

To achieve its goals, the Club must embark on a formal operational and capital fundraising and sponsorship campaign. Developing this strategy will be the focus of our efforts during 2005 and 2006 and the success of the campaign will determine our ability to develop the coaching and officiating excellence that will drive our Club to become the cross country skiing club and winter sport activity of choice in Greater Vancouver.

Appendices

APPENDIX 1: Draft MOU with Cypress Mountain

APPENDIX 2: Draft MOU with Nordic Racers Ski Club

APPENDIX 3: Draft MOU with YMCA and Nordic Racers

APPENDIX 4: Rabbit Challenge Program

APPENDIX 5: Midget Program

APPENDIX 6: Junior/Juvenile Programs

APPENDIX 7: Adult Programs

APPENDIX 8: Backcountry Program