



STRATEGIC PLAN

2010–2015

“BUILDING ON EXCELLENCE”

October 22, 2010

TABLE OF CONTENTS

MISSION AND VISION	2
INTRODUCTION.....	3
HISTORY	3
GUIDING PRINCIPLES	4
FULL SERVICE CROSS COUNTRY SKI CLUB	4
FAMILY PARTICIPATION BASED.....	4
ALIGNMENT WITH CCBC AND CCC	4
COACHING EXCELLENCE	4
LIFE-LONG SKIERS.....	4
PURSUIT OF EXCELLENCE	4
PARTNERSHIPS	5
FIVE YEAR GOALS.....	6
CHILDREN AND YOUTH PROGRAMS.....	6
ADULT PROGRAMS.....	6
PAID ADMINISTRATOR	7
PAID COACH.....	7
DEVELOPMENT OF VOLUNTEERS	7
COMPETITIONS	7
POLICIES AND PROCEDURES	8
TECHNOLOGY AND COMMUNICATION	8
WEBSITE.....	8
TECHNOLOGY.....	8
COMMUNICATION.....	8
CLUB EQUIPMENT AND FACILITIES.....	8
SUSTAINABLE FINANCES.....	8
BUSINESS PLAN TO ACHIEVE GOALS	9
CONCLUSION	11
APPENDICES	12
APPENDIX 1: LONG TERM ATHLETE DEVELOPMENT FOR CROSS COUNTRY SKIING	13
APPENDIX 2: CCBC FULL SERVICE CLUB MODEL.....	14

Mission and Vision

MISSION

Hollyburn Jackrabbit Ski Club is Vancouver's family cross country ski club.

We support skiers to develop to their potential and encourage life-long skiing in a fun, social environment. We strive to achieve excellence by providing a wide variety of programs delivered by qualified coaches.

VISION

We will evolve into a full service cross country ski club, recognized by Cross Country BC and Cross Country Canada as a leader in the country and become a winter sport activity of choice in Greater Vancouver.

Introduction

Our Strategic Plan 2010 to 2015 (the "Plan") provides the guiding principles for the Hollyburn Jackrabbit Ski Club ("Club") over the next five years. The Plan identifies how our Club will serve its membership and how it anticipates evolving.

The Plan is divided into four main sections:

1. History;
2. Guiding Principles;
3. Five Year Goals;
4. Business Plan to Achieve Goals.

History

The Club started in 1985 with volunteer coaches delivering a cross country ski program for children in Greater Vancouver. The program followed the guidelines of Cross Country Canada's Jackrabbit Ski League. In 1997, the Club was incorporated as a society to confirm its volunteer, not-for-profit status. From 1997 to 2001, the Club operated primarily to offer the Ski League Program for children ages 4 to 12 under the guidelines of Cross Country BC's BC Rabbit Ski League. In 2002, the Club documented its first mission and vision statements and started a strategic planning process towards becoming a full service cross country ski club offering a range of programs not only for young children, but for teens and adults as well.

In 2005 HSJC won the BC Midget Championships for the first time and has continued to win this award through 2010. In 2006, the club hired its first paid coach and in 2007 phased in the new long term athlete development model (LTAD) set out by Cross Country BC (CCBC) and Cross Country Canada (CCC). The Club has maintained full programs since 2004.

In 2008 the Club began the strategic planning process to develop its second five year plan. In 2008 all club members were invited to take part in a two day Strategic Planning meeting in which ideas were shared and documented. Then in 2009 and 2010 all club members were surveyed at the end of each season and the executive received a wealth of in-depth and thoughtful feedback. The many hours of consultation and input from hundreds of club members is the basis for the following strategic plan.

Guiding Principles

The following principles were defined through the 2010 strategic planning meeting process and will guide our Club over the next five years:

Full Service Cross Country Ski Club

The Club will follow the CCBC model of a full service club as the template for our Club as it grows. Our programs will focus on cross country skiing (recreational, competitive and backcountry) within the range of programs outlined by CCBC. 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 other roles as required.

Alignment with CCBC and CCC

The Club provides a ski program that is in alignment with CCBC and Cross Country Canada's Long Term Athlete Development (LTAD) plan. This plan provides the framework for athlete development as it defines the method of establishing a cross country ski program that fosters both life-long participation and international excellence. To this end, The Club offers programs developed by CCC (e.g. Bunny, Jackrabbit and Track Attack). It also offers a Racing Program which works together with the CCBC athlete development programs to prepare competitive athletes who have the interest and potential for the introductory level of the National Team system (National Development Centres).

Coaching excellence

The Club will strive towards coaching excellence by providing our coaches with the opportunity to continuously improve their qualifications through the National Coaching Certification Program (NCCP). Our coaches will work with our athletes to allow them to develop to their potential given their commitment to the sport. Through positive coaching each athlete will be supported to enjoy the sport to the fullest and to develop a life-long interest in skiing.

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 and offering a variety of programs from recreational to racing.

Pursuit of Excellence

The Club will strive to achieve excellence in all areas by continually looking for ways to improve. This includes the development and execution of programs and events offered by the club leaders and volunteers. Essential to this principle is the constant effort to improve the skills of

our coaches. This principle also extends to the children and young athletes in our Club who will be helped and encouraged to achieve their potential as skiers.

Partnerships

Forming and maintaining partnerships with key organizations and sponsors is essential to the operational and financial success of our Club. The following are key clubs and organizations for The Club: Cross Country BC and Cross Country Canada, Cypress Mountain, Whistler Olympic Park, The Callaghan Valley Cross Country Ski Club, The Callaghan Valley Training Centre, regional ski clubs and key corporate and government financial partners.

Five 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 five years.

Children and Youth Programs

Maintain and enhance all Bunny, Jackrabbit, Track Attack, Teen, and Racing programs.

- **Adventurers** (previously named "Teens on Skis") - further develop, enhance and market the teen program with recreational racing, overnight winter camping, and Loppet focused options for non racing teen skiers with the goal of attracting a significantly larger number of participants. Timeline – immediate for 2010 registration
- **Teen Coaches** – provide the opportunity for teens 16 years of age and older to take the coach training workshops and then assist in coaching Jackrabbit and Track Attack groups.
- **Back Country** – coordinate a back country overnight trip for Teens and Track Attack age skiers.
- **Adaptive Ski Program** – investigate opportunities and partnerships to support children with disabilities to develop in the sport of cross country skiing through specialized coaching and support. Timeline 3 -5 years.

Adult Programs

Develop a variety of adult programs to be introduced over the next five years as suitable volunteers arise to take charge of them. These initiatives are contingent on the availability of volunteers and resources to develop and spearhead these programs without detracting from child, youth or teen programs.

- **Young Adults** – introduce a program where graduates of our youth program can continue to stay involved with the Club. Potential opportunities include skiing with the racing teens, adventure teens or coaching the Jackrabbit program.
- **Ladies day/night** – reintroduce a women only technique/fun/social ski one day or evening per week. Needs a volunteer to spearhead and develop.
- **Adult Learn-to-Ski** – promote classic and skate ski lessons through Cypress for parents new to skiing. Needs volunteer to coordinate with Cypress and promotion.
- **Masters Racing** – support training and racing for parents and coaches at local and higher level races.
- **Loppet Development** – work with Nordic Racers to offer a Loppet Skill development option for adults. This requires a volunteer to spearhead, liaise with Nordic Racers and promote.

Paid Administrator

- Pursue the hiring of a part time administrator to reduce the work load of volunteers in areas such as: communicating with members and the public, coordinating volunteers, secretarial functions, updating information on the website, bookkeeping, registration, travel booking for race travel. Timeline immediate to 2 years to find the right candidate.

Paid Coach

- Pursue the hiring of a paid coach to oversee coaching and programs, developing coaching skills for all club coaches, developing consistency in coaching and programs delivered, and offering technical expertise to support our athletes who are committed to training to be successful at the provincial and national level. Timeline 1-5 years to find the right candidate.

Development of Volunteers

- **Revise and update volunteer positions.** Develop position descriptions for jobs outlined in the strategic plan, using the CCBC full service club model as a guideline. Explicitly request parents to volunteer for specific responsibilities during registration. Timeline – immediate to be ready for registration in fall 2010.
- **Develop a culture of volunteer participation.** The Club's success is based on volunteers. Communicate that parents are expected to volunteer and develop systems and processes that make it easier for volunteers to engage and contribute. Timeline – immediate to be ready for registration in fall 2010.
- **Develop a succession plan** to replace key volunteers. Timeline – immediate to 2 years.
- **Coach development and retention.** Create a sustainable plan for developing and retaining the coaches needed to run our programs. Determine the appropriate number of coaches at each level and determine how to develop coaches for the higher levels. The Club will continue to proactively offer a full complement of coach training workshops (NCCP's ICC, CC, L2T and T2T). Regular technique improvement sessions will also be offered for coaches. Timeline – immediate to 2 years.
- **Officials and Race Organizer Development.** Communicate and market race organizing and officiating opportunities. Recruit and train volunteers for running races and officiating.

Competitions

- Continue to run a Coastal Cup race
- Support the P'ayakentsut Loppet
- Run a Provincial level race at least every two years such as the Midget Championships or BC Cup
- Explore the opportunity to run a higher level race within the next five years

Policies and Procedures

- Review policies and procedures and collate into one document.
- Review the bylaws and constitution and update as appropriate. Timeline – immediate once a suitable volunteer can be determined.

Technology and Communication

Website

- Develop an integrated interactive communication system.
- Get the website fully functional by registration 2010

Technology

- Upgrade database software to a web based system to enable access by more than one person for communications and updating.
- Integrate registration and the website with the Club database. Timeline 2-5 years

Communication

- Implement up to date, transparent communication about club operations and structure. Timeline – Immediate for continuous improvement.

Club Equipment and Facilities

- Create a plan to track, maintain, care for, repair and replenish club equipment including looking after the club wax hut, wax box, hot box, skate skis, video cameras, TVs and other equipment as required. Timeline – immediate, as soon as a volunteer is recruited. Communicate in September 2010 registration process.

Sustainable Finances

- Develop a sustainable fee structure that does not rely on corporate donations and government funding for essential programming, allows the Club to hire special coaches and people to handle some time consuming administrative duties and encourages the volunteers we need.
- **Sponsorship and Fundraising:** Expand efforts at developing key corporate sponsors through a sponsorship program that is targeted to specific Club needs. Recruit a volunteer to spearhead this. Document the Raffle fundraising roles and responsibilities. Timeline immediate as soon as a suitable volunteer is in place.

Business Plan to Achieve Goals

To achieve the five year goals, the Club Executive has recommended the following tactics with the associated potential costs:

ACTIVITY	COST ESTIMATE	YEAR
<p>CHILD/YOUTH PROGRAMS Communicate current changes to program fees and structure by website and email before the end of August. Develop communication plan for the transition from Track Attack to teen programs and for Jackrabbits to Track Attack. Immediate for September 2010 registration and in future years to communicate transition information by email, website and year end meeting at the end of each ski season.</p>	N/A	2010
<p>TEEN PROGRAMS Rename the "Teens on Skis" program to "Adventurers" and add more challenging and adventurous components with the goal of attracting a larger number of participants. Immediate; for implementation and communication during the September 2010 registration process.</p>	N/A	2010
<p>ADAPTIVE SKI PROGRAM Communicate Club intent to search for a volunteer to research and review options for developing an adaptive ski program for children within the next three years.</p>	N/A	2014
<p>ADULT PROGRAMS Communicate Club intention to develop adult ski programs. Develop general descriptions of the various programs. Recruit for volunteers to spearhead these programs in the 2011 registration process. Communicate with Cypress Mountain and Nordic Racers about supporting their programs where there is a good fit.</p>	N/A	2011 - 2012
<p>PAID ADMINISTRATOR Develop specific tasks and responsibilities to add to the registrar position. Hire suitable candidate. Immediate; before September 2010 registration process if possible.</p>	\$15,000 - \$25,000/yr	2010
<p>PAID COACH Develop a job description, communication plan and funding plan for a sustainable part time paid technical coach starting immediately with target completion in 2011.</p>	\$25,000 - \$50,000/yr	2011
<p>DEVELOPMENT OF VOLUNTEERS Strike an executive committee to update and expand the volunteer job descriptions to address all the goals and programs outlined in the strategic plan. Highlight the importance of volunteering on the website. Immediately, before September 2010 registration.</p>	N/A	2010

ACTIVITY	COST ESTIMATE	YEAR
<p>OFFICIALS AND RACE ORGANIZERS Develop a competition committee to oversee the roles and responsibilities of running races. Develop a core group of qualified race officials. Outline the roles and volunteer positions required immediately to be recruited for in the September 2010 Registration.</p>	N/A	2010 - 2012
<p>POLICIES AND PROCEDURES Develop a single document that incorporates current policies and procedures. Starting 2010 for inclusion on the new website. Review the Club constitution and by-laws to consider if any updating is required.</p>	N/A	2011 - 2012
<p>TECHNOLOGY AND COMMUNICATION WEBSITE Improve use of website for communication purposes. Recruit a volunteer or make ongoing responsibility for this part of the registrar position.</p> <p>CLUB DATABASE Strike a committee to determine what other clubs are doing about registration, communication and technology. Try to get the Club database and registration system connected to the website to simplify registration and communication processes. Determine options after the 2010 registration and have a new system ready for September 2012 registration.</p> <p>COMMUNICATION Strive for more transparent and up to date communications across all Club programs. Ongoing.</p>	\$5,000 \$5,000 N/A	2010 2012 2010
<p>CLUB BRANDING Continue to brand Club through marketing materials, clothing, and reviewing the Club name and logo. Immediate and ongoing.</p>	N/A	ongoing
<p>EQUIPMENT/FACILITIES Develop a long term facilities and equipment management plan that would be spearheaded by a Facilities and Equipment Coordinator who would liaise with the executive and program coordinators on an ongoing basis to ensure that funds are allocated to maintain and replenish facilities and equipment effectively and efficiently. Recruit for this position at 2010 registration.</p>	\$20,000 first year, then \$10,000 /yr thereafter	2010
<p>SUSTAINABLE FINANCING - MEMBERSHIP FEES Revise membership fee structure to develop sustainable funding for our programs without dependence on government and sponsorship. Also recruit for a sponsorship coordinator.</p>	N/A	2010

Conclusion

The Club has grown and expanded its programs considerably over the past 25 years and this Strategic Plan aims to continue growing and refining programs to meet the evolving needs of members.

Based on the feedback of well over a hundred Club members, this ambitious plan aims to fund and support key initiatives to ensure the long-term sustainability of the Club. Essential to this is continually improving communication and transparency as well as expanding and developing our volunteer base. During the development of this plan, the first steps have been initiated towards these goals with the launch of the new website and clearer communication regarding needed volunteers. With the ultimate goal of excellence, the Club will continue to focus on these core elements going forward.

Appendices

APPENDIX 1: Long Term Athlete Development for Cross Country Skiing

APPENDIX 2: CCBC Full Service Club Model

APPENDIX 1: Long Term Athlete Development for Cross Country Skiing

LTAD STAGES FOR CROSS-COUNTRY SKIING

Active Start Males and Females 0-6

Cross Country Canada (CCC) encourages children to be involved in lifelong activity and to begin cross-country skiing at an early age through the Bunnyrabbit Program.

This is an essential period for acquiring fundamental movement skills that lay the foundation for more complex movements.



FUNDamentals Males 6-9 Females 6-8

Fundamental movement skills are mastered, motor development emphasized and basic cross-country ski skills learned. For optimal sport specific acquisition, all the basic ski skills, both classic and skating, should be learned before the end of this period.

To help children learn these skills, CCC's Jackrabbit Program provides guidance on equipment, technique, the appropriate number of practice sessions per season and the other elements that constitute an appropriate sport program that conforms to LTAD principles.



Learning to Train Males 9-12 Females 8-11

Important period for motor development, and windows of optimal trainability for motor-coordination. Children are developmentally ready to acquire the general sport skills that will be the cornerstone of their athletic development. Fitness becomes increasingly important.

CCC's Track Attack Program is designed to promote the continued development of physical literacy and fitness, and to enhance competence in the basic skills required to excel in cross-country skiing.



Training to Train Males 12-16 Females 11-15

Important period for developing aerobic capacity, which is especially critical for cross-country skiing (a lot of skiing at low intensity!).

Social and emotional considerations are very important. Team building, group interaction and social events should be emphasized.



Learning to Compete Males 16-20 +/- Females 15-19 +/-

Fitness preparation, sport and individual specific skills are developed. The development of self awareness and independence should be emphasized.

The gradual seamless integration of training and racing into the overall timetable and lifestyle of the aspiring competitive athlete.



Training to Compete Males 20-23 +/- Females 19-23 +/-

Important period for individualized fitness preparation. Fitness and medical monitoring is increasingly sophisticated, and sport and individual specific skills are mastered. Self-awareness and independence become increasingly important.

Athletes learn to compete internationally.



Training to Win Males 23 +/- Females 23+/-

During this stage athletes focus on high performance and undertake multi-year preparations for major events (i.e. Olympics, World Championships).

All aspects of training and performance are highly individualized.

Podium Performances.



Active for Life This stage can be entered at any age.

There is a better opportunity to be Active for Life if physical literacy is achieved before the Training to Train stage.



APPENDIX 2: CCBC Full Service Club Model

CCBC FULL SERVICE CLUB MODEL

CLUB								
Chairperson			Chairperson					
Chair Trails & Facilities	Chair Coaching Development	Chair Event Hosting	Chair Fundraising	Chair Athlete Development	Chair Social Activities	Secretary Registrar	Chair Backcountry Skiing	Chair Promotions
Trail System <ul style="list-style-type: none"> • development & maintenance • lit trails Day Lodge <ul style="list-style-type: none"> • construction & • maintenance Grooming <ul style="list-style-type: none"> • equipment purchase & maintenance • grooming & tracksetting Ski Playground Trail Maps Security Risk Management	Local Clinics <ul style="list-style-type: none"> • ski prep. • technique NCCP <ul style="list-style-type: none"> • ICC • Community Coach • L2T (Dryland) • L2T (On-Snow) • T2T (Dryland) • T2T (On-Snow) • Comp-Dev • High Performance • Athletes With a Disability Stream Mentoring Practical Training	Officials Dev. <ul style="list-style-type: none"> • CCC Officials Certification Program Mentoring Races <ul style="list-style-type: none"> • Ski Tourn. • Club Races • Regional Cups • Midget Cham. • Prov/Terr Winter Games • Prov/Terr Cups • Western Canadian Champs • National Champs • International Races Loppets Ski for Light	Bingo Ski Swap Sponsorship Bottle Drives Other...	Parents & Tots Ski S'Kool SDP <ul style="list-style-type: none"> • Bunnyrabbit • Jackrabbit • Track Attack Junior Racing Team Senior Racing Team Masters Racing Team Programs for Athletes With a Disability Adult Skill Dev. Programs <ul style="list-style-type: none"> • Women's Ski Fest • Learn to Loppet 	Club Socials New Year's Ski Lantern Ski Club Excursions <ul style="list-style-type: none"> • to other ski areas • to events • ski tours Year End Wrap-up Other...	Club Records <ul style="list-style-type: none"> • meeting minutes • policies Membership Registrar Trail Passes Newsletter Email News Bulletins	Cabins / Chalets <ul style="list-style-type: none"> • construction & maintenance Organized Tours	Club Website Local Newspaper Radio Brochures <ul style="list-style-type: none"> • facilities • programs Daily Trail Reports Public Service Announcements