

Whitehorse Cross-Country Ski Club

Strategic Plan Update 2023–25







The 2020-2022 period was at once an exciting, successful and challenging time for our organization. While the global pandemic created a climate of uncertainty, we were able to creatively manage this challenges and have even emerged as a larger and stronger organization. The pandemic did, however, affect our ability to fully execute on some of elements of our strategic plan.

The WCCSC's board of directors reviewed the 2020-2022 strategic plan and found that the vast majority of the Key Success Measures and Key Strategies remain relevant. The Board decided to retain, with slight modifications in wording, most of the key strategies that will guide its actions up to 2025. A few Key Strategies have been deleted and some have been added.

This update also includes a summary of the Key Actions taken since 2020 with respect to each Key Strategy.

The Board of Directors will use this update as its new roadmap until 2025. In mid 2024, the Board expects to fully engage with membership, other users, partners and stakeholders in the development of a new strategic plan.

Thank you all for your patience, involvement, passion, support and encouragement over the past 3 years.

The Board of Directors, Whitehorse Cross Country Ski Club

PEOPLE

What Success Looks Like

- Cross-country skiing is a low barrier sport that all can access and enjoy.
- Skiers and staff experience a welcoming, inclusive and respectful environment on the trails, in our facilities and in the workplace.
- Skiers and staff enjoy opportunities to connect with each other in support of a vibrant, knowledgeable and dynamic nordic sport community.
- The organization is supported by a vibrant, engaged and talented pool of volunteers.

Key strategies

1. Work with under-represented communities to explore how the Club can provide an inclusive, respectful barrier-free and welcoming environment for everyone.

KEY ACTIONS TO DATE

- Outreach to KDFN and TKC on how we can contribute to reconciliation;
- Reconciliation, Inclusion, Diversity, Equity and Accessibility sub-committee established and action plan developed;
- Kwanlin Koyotes hut incorporated into Hut-to-Hut event;
- Indigenous artist engaged to paint ski tunnel in 2023;
- Continued support for grooming Kwanlin Koyotes trails;
- Queer Yukon provided welcoming table and snacks at club;
- Tracking of diversity through voluntary information at registration;
- All spaces in post-retrofit interior will be free of gender barriers;
- Financial barriers to participation lowered through special rates (2 for 1 day passes, family rates, free rental for kids under 5);
- No fee increase for annual pass in 5 years;
- Sit-ski purchased for accessibility;
- “Who’s On the Trails” communication on social media;
- Food Bank donations with Day Pass sales.



2. Continue to develop and refine the volunteer recruitment, orientation/training, human resources and recognition strategy.



KEY ACTIONS TO DATE

- Volunteer recruitment and recognition has been formalized;
- Development of webpage for volunteer sign-up;
- Volunteer participation has increased;
- Volunteer positions have been clearly defined.

3. Develop and implement a comprehensive communication strategy and plan to ensure skiers are informed and engaged on issues and opportunities affecting our organization and our sport.

KEY ACTIONS TO DATE

- Regular communications through monthly newsletters, social media postings and other media (e.g. radio);
- Information is provided on skiing and other matters affecting our sport (climate change, inclusion, accessibility);
- Many opportunities provided for member feedback on registration form, annual surveys and for specific projects (e.g. renovation project).

4. *The original key strategy here has been removed as events and activities are now managed by staff. Committees of members will be established to support specific events, as needed.*



THE SPORT

What Success Looks Like

- Skiers of all ages, backgrounds, abilities and levels of performance can access the lessons, equipment and support they need.
- Skiers have opportunities to test their skills and abilities through local ski events and loppets.
- Whitehorse has the capacity, expertise and infrastructure to host local, regional and national events that help sustain the Club and allow our athletes to compete in front of their home community.

Key strategies



NEW WORDING

1. Work with Cross-Country Yukon (CCY) to plan for and develop the capacity needed to effectively host competitive racing events such as the National Cross-Country Ski Championships in 2026, Western Championships and US/Canada SuperTour and to support the continued development of the Yukon Ski Marathon.

KEY ACTIONS TO DATE

- Recruited volunteers and officials for WCCSC and CCY-hosted races;
- Provided financial support for equipment needed to run races more efficiently;
- Coordinating with CCY on development of officials and facilities needed to bid for regional and national races;
- Expression of interest sent to Nordiq Canada on hosting Nationals in 2026.





2. Work to ensure that everyone, from beginners to experts, and from all backgrounds, ages and abilities can access the programs, instruction, coaching and support they need to develop their skills as cross country-skiers.

KEY ACTIONS TO DATE

- The WCCSC has trained 40 volunteers as entry-level/intermediate ski instructors for adults;
- Adult ski programs for beginner and intermediate skiers have been introduced (300+ skiers);
 - Program offerings for children and youth have expanded to meet needs (300+ skiers);
 - creation of Snowshoe Hare Program (6-8 years old);
 - more spaces in Jackrabbit programs (4-8 years old);
 - expansion of Junior Development Program (12-18 years old);
 - Bobcat Program (9-12 Learn to Ski);
 - Lynx Program (9-12 years old);
 - Spring Break camp program introduced;
- Ski S'cool program continues (500+ skiers).

3. Research the potential for ski tourism opportunities with governments, partners and other organizations.



TRAILS AND FACILITIES

What Success Looks Like

- Skiers at all levels of abilities can access a system of accessible, safe, challenging and well-groomed trails, including trails for those who wish to ski with dogs.
- The designation needed to host national competitions is maintained.
- The ski trail system accommodates a number of Nordic ski sports and harmonizes with other trails in the Mount McIntyre area that are used by our members and the wider community.
- Measures are taken to adapt to the impact of climate change on our sport and to mitigate the impact of our sport on the climate.
- The club secures more formalized long-term tenure arrangements that provide the certainty needed when making long-term investments in trails and facilities.

Key strategies

1. Explore the development of infrastructure to accommodate the growth of the ski community and the needs of skiers.

KEY ACTIONS TO DATE

- A funding proposal is being prepared for functional planning of stadium facilities and ski club outbuildings;
- “New Trail” built as an additional dog-friendly option;
- Staff hired at peak season to assist skiers at dog parking lot;
- One-way trails established on Dog/Sundog to address congestion;
- Leash policy amended to address trail hazards;
- Staff promoting use of alternate access points during peak season and on race weekends;
- Options for alternate access points/trails being explored with City;
- Trails widened in specific areas to address trail hazards;
- Working with City to ensure Chalet retrofits accommodate accessibility and needs of users.



2. Develop an asset management strategy and a trail management plan to facilitate management of the trail network while also reducing staffing, operational and environmental costs.



KEY ACTIONS TO DATE

- There is a written asset management plan to acquire and replace equipment;
- Trail improvements have been made to address trail degradation and improve safety;
- New equipment purchased is more energy efficient and has lower carbon emissions.

3. Work with Biathlon Yukon, Cross Country Yukon, Sport Yukon, the City of Whitehorse and other stakeholders on initiatives that are of mutual interest with respect to trails and facilities.



KEY ACTIONS TO DATE

- Feasibility study on incorporating biathlon facilities at Mt Mac completed – decision was made not to proceed;
- Engaged with City of Whitehorse on future stadium improvements for summer and winter use;
- Member survey conducted and input provided to City on Chalet retrofit;
- Funding request submitted for functional planning for stadium and outbuildings.

4. Work with skiers, government and environmental organizations to assess our current carbon contribution and develop a long-term climate change policy and action plan to guide reductions in our climate contribution adaptation actions.

KEY ACTIONS TO DATE

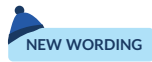
- Climate change sub-committee established to develop mitigation and adaptation plan;
- Purchases consider carbon contribution and adaptation (higher efficiency equipment, electric tools and equipment where possible, machines that groom better in low snow);
- Efficiency taken into account when grooming.



5. Work with Yukon Government and the City of Whitehorse toward renewed and more certain tenure arrangements to replace, expand or strengthen the current seasonal License of Occupation and other arrangements related to tenure/use of trails.

KEY ACTIONS TO DATE

- Exploring longer-term solution to lease with ATCO and City for Pierre Harvey trail area;
- Support for Yukon Government protection of McIntyre Creek Park;
- Working with Yukon Government on better, more secure form of tenure than current License of Occupation;
- Provided input on KDFN/YG Fish Lake Management Plan;
- Provided input to City of Whitehorse on Official Community Plan 2040.



6. Continually review, refine and monitor health and safety procedures and practices to protect the health and well-being of skiers and staff.

KEY ACTIONS TO DATE

- Manual for workplace safety policy and procedures has been developed;
- New emergency response system developed with Whitehorse Fire Department, providing more reliable, effective and comprehensive emergency response on trails 24/7;
- Operational procedures for emergency response formalized in policy manual.





GOVERNANCE

What Success Looks Like

- We are financially, environmentally and operationally sustainable.
- We are a transparent and accountable organization, committed to open and honest dialogue with membership and key stakeholders.
- We have effective policy-based Board governance, and motivated, well-trained staff.
- We have effective working relationships with Yukon First Nations, partners and sponsors.

Key strategies

1. Continue the transition toward and implement policy-based governance.

KEY ACTIONS TO DATE

- A full suite of policies and procedures is in place to guide governance of the organization, define staff and board members' roles and set operational policies and procedures;
- Policy governance and board orientation training offered for board members.



NEW WORDING

2. Work with all partner organizations to define or refine our working relationships to ensure expectations are clear and arrangements and agreements are equitable.

KEY ACTIONS TO DATE

- In progress



NEW WORDING

3. Further explore partnership opportunities with other organizations to promote nordic sports and winter outdoor recreation.

KEY ACTIONS TO DATE

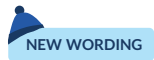
- Partnership with Icycle Sport to rent fat bikes for use on the City of Whitehorse trail network at Mt Mac;
- Partnership with curling club for use of lounge facilities by skiers;
- Grooming support provided to Biathlon Yukon for events
- Competitive ski training programs provided for cross-country skiers, biathletes and multi-sport athletes;
- Winter festival held to celebrate and promote cross-country skiing and other outdoor winter recreation.



4. Develop a staff retention, recruitment and training plan to ensure we continue to have the professional capacity we need to meet our operational needs and to achieve our strategic goals.

KEY ACTIONS TO DATE

- Human resources manual developed;
- Contracts renewed and job descriptions formalized for senior staff;
- Staff salary re-set to account for Whitehorse cost of living – contracts now include leave, health and retirement benefits;
- Human resources sub-committee in place – meets with staff annually to review performance and set goals, identify training needs;
- Assistant manager position established and staffed.



5. Plan board member succession to ensure Board continuity and improved representation of the ski community and general population.

KEY ACTIONS TO DATE

- Board advertised open positions and invited applications from individuals from under-represented groups;
- Board training offered;
- A board orientation package is available;
- Reconciliation, Inclusion, Diversity, Equity and Accessibility plan developed and includes measures to improve diverse representation on Board.



6. Re-engineer and re-invigorate our corporate sponsorship strategy.

KEY ACTIONS TO DATE

- Strategy revised to bring greater consistency to how various sponsorships are recognized



