



Overlander Ski Club Plan 2007-2012

Purpose of club

The club's purpose as stated in the constitution is;

- **"To promote and encourage recreational and competitive cross-country skiing at all levels and for all ages in the Thompson area of British Columbia"**

To do so we continue to operate as a full service club recognized by **Cross Country BC (CCBC)** as a Nordic Ski leader in the Southern Interior of BC.

The development of this 5-year plan (2007-2012) is based upon membership feedback received from extensive surveys, SWOT (strength weakness opportunities and threats) analysis from the Trails committee, and many Executive subcommittee discussions. The following plan is broken down by the focus areas listed below, with item identified as HIGH priority (A), MEDIUM priority (B), and LOW priority (C). This Ski plan will be reviewed annually at the AGM.

Focus Areas	Goal
Trails	<ul style="list-style-type: none"> • To offer trails that will provide exceptional recreational and competitive skiing opportunities in the Nicola/Thompson area
Facilities	<ul style="list-style-type: none"> • To provide high quality day use facilities to suit the membership and trail users • To enable us to hold high quality recreational and competitive events.
Membership	<ul style="list-style-type: none"> • To continue to steadily increase our membership. • To meet the needs of the membership now and in the future.
Governance	<ul style="list-style-type: none"> • To establish bylaws to authorize action and to delegate responsibility • To manage the business of the club in an efficient and effective manner with clear policies and procedures
Skier Development:	
Recreational Skiing	<ul style="list-style-type: none"> • To provide an enjoyable recreational ski experience
Lessons	<ul style="list-style-type: none"> • To provide our club members opportunities to develop their skiing potential to the level that they would like
Competitive Skiing	<ul style="list-style-type: none"> • To ensure our coaching is high quality and enables skiers of all ages to develop to their potential and to deliver programs consistent with the Long-Term Athlete Development model (www.ccski.com/ltad)
Youth	<ul style="list-style-type: none"> • To provide our youth with an enjoyable skiing experience through well trained and motivated coaches so that they will be encouraged to stay in skiing

Trails

We have a system of trails that provide a variety of recreational opportunities, the capability to host a BC-cup level of event and we maintain these trails to a standard to safely operate on a minimal amount of snow. The backbone of a ski area is the trail system. The recreational and competitive skiing goals of the club can be partially met with a system of trails tailored to each aspect of skier development. The following action items are the responsibility of the trail committee.

Action items	Who	When	Comments	Budget/costs	Priority
Develop a program called "Adopt a kilometer for cleaning" to look after the pre-season trail maintenance.	Trails Committee	October 2007			B
Develop the Geronimo to Lookout link.	Trails Committee	October 2007	Completing work summer 2007		A
Develop Snow shoe trails	Trails Committee	October 2008	Opportunity to develop in conjunction with MPB harvest		B
Investigate the possibility of dog trails.	Executive subcommittee, report to TC	October 2008	Contact interested parties to investigate possibilities. Dog trail must be separate from main network		B
Develop a terrain park	Ski-league coordinator Trails committee?	October 2007	Opportunity to develop in conjunction with MPB harvest		A

A loop of lit trail will be developed	Trails Committee	Summer 2008 (Phase I); poles first	Contingent on funding sources	\$200,000	C
Fine tune the race trails for a BC-cup level of event and finish announcing tower	Trails Committee	October 2007	Specific areas have been identified – opportunity to do in conjunction with MPB harvest	\$600	A

Facilities and equipment

To increase our capacity to accommodate up to 700 trail users per day at peak times. Our facilities are under-utilized during the week, and are at capacity for a short time one day every weekend. Membership expansion will create more of a burden on the weekend because we don't have facilities that we can grow into. Efforts should be made to spread out usage over the weekend (i.e. lessons both Saturday and Sunday).

Action items	Who	When	Comments	Budget/costs	Priority
To establish an annual fund to replace the snow machine when needed.	Executive	September 2007	Snow machine purchase scheduled for 2014. Consider purchase from 2010 Olympics	Up to \$10,000/yr	A
To determine an appropriate site for a future lodge and expanded parking.	Trails Committee	2010	Refer to site plan review		C
Provide improved toilet facilities near the day lodge on a temporary basis until expansion plans move forward	Trails Committee	October 2007	Look into renting a portable trailer facility.	\$2000/yr	A
To investigate, financially, the possibilities for improved toilet facilities.	Executive subcommittee	May 2008	Plan to install improved toilets summer 2008	\$30,000	A
To improve the existing waxing area underneath the deck.	Trails Committee	October 2007	Level floor, fixed bench and possibly enclose	\$5,000	B
Review options for ticket collection and possible upgrade of the current ticket booth	Trails committee	2007	Add ability to handle credit cards		B
Investigate need and cost to build a new timing hut.	Racing subcommittee	2007	Current timing hut is cramped for space – option to utilize it as the new ticket booth	\$20,000	

Investigate the possibility of a warming hut at the Sidewinder, Geronimo and Ambush junction.	Trails committee	2010		\$10,000	C
Investigate new equipment needs as required	Trails Committee	Summer 2008	Evaluate need for track pans and Ginzu-groomer. Consider equipment sharing with other clubs.	\$10,000	B
Investigate the possibility of establishing a Shuttle Service to Stake Lake	Sub-Committee	October 2008	Service from the Versatile Petro-Can		B
Purchase/obtain adult rental equipment	Trails Committee	October 2008		Cost recovery basis	B
Upgrade machine shop with improved shelving, heating, and finish the drywall. Consider improvements to accommodate ski event usage.	Trails committee	November 2007		\$5,000	A
Drive through storage shed	Trails committee	October 2008	Develop estimates		B

Membership

The heart and soul of a club is its membership. Club demographics are changing, as are member's expectations of club services. We are a medium-sized club that operates on a combination of volunteers and paid staff. Concern has been expressed that too few are doing too much and that a review of this balance is required to fit with our goals.

Action items	Who	When	Comments	Budget/costs	Priority
Identify ways to have a more active membership (volunteers)	Executive	September 2007	See Marketing Analysis Report - make membership more attractive		A
Survey membership every two years to determine what services they would like from their club	Executive	December 2008/2010/2012	On-line survey		A
Executive to become more visible at the chalet and during skiing	Executive subcommittee	November 2007	Post photo board of positions in cabin, website		A
Initiate waxing workshops prior to ski season and refresher course midseason	Operations Manager	December 2007/February 2008, annually	Expertise in-house		A
Improve our social program for the enjoyment of all members	Social coordinator	June 2007	Develop an annual social calendar		A

Establish new position titled "Volunteer Coordinator"	Executive	2008	<p>This position will act to:</p> <ul style="list-style-type: none"> • Improve communication with volunteer activities • Improve current volunteer recognition system • Work to establish good-will ambassadors, who will promote the "friendly nature" of the club on the trails. • Actively canvas membership for volunteers • Be the focal point for club activities that require volunteers 		A
Club sign at gate entrance (MOVE TO FACILITY)	Signage subcommittee	November 2007	Partnership with TRU trades/graphic design	\$1,000	A
Promote cross-country skiing at TRU	Operations Manager	November 2007			B
Improve Club Marketing Plan	Public Relations Director	September 2007	See Amanda Mercer's marketing analysis report – update website, branding umbrella of Stake services	\$3,000	A

Governance

Our governance objectives are to: service the largest number of skiers possible in the local area to support the aims of OSC, CCBC, and CCC; and, to establish and maintain programs and activities that support an integrated Athlete Development system up to the provincial team level.

Action items	Who	When	Comments	Budget/costs	Priority
Develop a policy driven governance model for the club	Executive	2009	See CCBC Governance publication		B
Review club's Foundation Statements	Executive	2008	See CCBC Governance publication		B
Clarify decision making authority of board	Executive	September 2007	Ask an expert to facilitate board workshop on governance issues, review CCBC's governance paper		A
Develop a Risk Management Plan	Executive	2009	See CCBC Governance publication		B
Review (annually) the balance of paid staff and volunteers to meet club goals	Executive	2008	Expand role of operations manager?		B
Establish event calendar	Executive	June AGM	Develop a calendar to facilitate scheduling of following season on an annual basis.		A

Review strategic plan twice and year and update on an ongoing basis	Executive	June AGM, December 2007			A
Draft season budget preparation	Treasurer	September - annual			A
Prepare monthly review of ticket sales/accounts	Treasurer/Operations Manager	2007/08 season			A

Skier Development

Philosophy:

To establish and maintain programs and activities to support an integrated athlete development system from beginner skier to high performance skier, following the principles of Sport Canada's Long Term Athlete Development (LTAD) model.

This philosophy recognizes that our club caters to all age groups and skill level skiers.

Following the LTAD Model, we want children and youth to enjoy themselves, to have the opportunity to develop their skills so by the age of 12 they are technically proficient skiers, and to be members of a Club that is fun to belong to. We want children to choose cross country skiing as a significant focus of their athletic endeavours. Our goal is to foster Club spirit, team building opportunities, and to introduce our young skiers to competition in a fun filled atmosphere.

For competitive athletes, we want to provide the coaching and training opportunities that will enable those who so choose to compete at the highest level while a member of our Club.

Recreational Skiing: Recreational skiers enjoy their experience and return often. A portion of the club enjoys recreational skiing and wants to maintain this aspect of the sport within the club.

Lessons: All members should have the opportunity to improve their skiing through club-sponsored lessons.

Competitive Skiing: We consistently place Overlander skiers on the BC talent squad, BC Provincial team and field skiers bi-annually in the BC Winter Games. A portion of the club enjoys competitive skiing, actively participates in events and wants to develop the competitive aspect of the sport within the club. Programs shall be consistent with the LTAD model.

Youth Program: We want kids to enjoy themselves and have fun on the trails; provide opportunities for young skiers to advance to competition. Youth typically drop from sports at an ever-increasing rate peaking in early teenage years and the club wants to try to increase youth participation rates.

Action items	Who	When	Comments	Budget/costs	Priority
Improve the quality of our coaching staff by providing more opportunities for continuing education	-Coaching Coordinator - Head Coach	End of 2007/ 2008 Season	Will be done in-house or by outside coaching staff		A
Create the position of Head Coach who will be responsible for coaching the highest level skiers and for providing support to our coaching staff	Coaching Committee	June 2007 (at the AGM)	Must have excellent coaching qualifications and be charismatic enough to inspire our members.		A
Create the position of Coaching Coordinator who will be responsible for skier development through providing opportunities for the growth of our coaches, lesson participants and general members	Coaching Committee	June 2007 (at the AGM)	-Not necessarily a great skier, but needs good organizational skills. - Organizes workshops for coaching development, waxing, and technique development. - Organizes out-of-town race trips. - The vision is for this to be a paid position once a suitable person is found and appropriate funds secured.		A

Increase participation in the Ski S'kool program with a target of more than 1 school per week in the next 2 years, and up to 3 or 4 schools per week within 5 years.	Coaching Coordinator	2008	-This is an underdeveloped area of our program and we want to work towards it being a self-supporting and self-funding program with a paid coordinator. -Possibly one of the responsibilities of the Coaching Coordinator.		A
Increase participation in age-appropriate events outside Kamloops (e.g. Midgets, BC Cup, BC Winter Games)	-Coaching Coordinator -Head Coach -Ski League and Junior Development Program Coordinators -Club Coaches	2007/08 season	Make it a part of the Rabbit Program that children are to participate in one of these events annually. It is to be an introduction to competition in a fun filled atmosphere.		A
Continue to host a variety of events including regional camps, races, loppets, and time trials.	Race Committee	Ongoing	-These events foster Club spirit. -They provide opportunities for team building, and they introduce younger skiers to competition in a fun filled environment.		A