



WOSTAWEA STRATEGIC PLAN, 2023-2025

MISSION

Wostawea is an inclusive cross-country skiing community that provides facilities, programs, and social events to foster a life-long love of the sport.

VISION

To inspire more people to embrace cross-country skiing by making outstanding ski experiences available to all.

VALUES

Inclusive Community: We welcome recreational and competitive cross-country skiers of all ages, skill levels, cultures and socioeconomic backgrounds.

Fun: We experience and foster the joy of skiing, the outdoors, and the fellowship of others.

Sustainability: Our actions will be measured by their contribution to the long-term sustainability of the club and of the environment in which we ski.

Accessibility: Our trails, programs, and leaders are accessible to all cross-country skiers.

Collaboration: We collaborate internally and with our external partners and stakeholders for mutual benefit.

Integrity: We conduct ourselves with integrity and strive for transparency and accountability in all aspects of our activities.

Simplicity: Recognizing the efforts and respecting the time of our volunteers, we aim to keep tasks and systems effective but simple.

STRATEGIC PRIORITIES

- Built Infrastructure
- Revenue Development
- Participation In Recreational Activities
- Volunteer Capacity

STRATEGIC PRIORITIES, GOALS, OBJECTIVES and INITIATIVES 2023 - 2025

Strategic Priority: Built Infrastructure

Goal Statement

Develop and improve built infrastructure to enhance skiers' access to and enjoyment of cross-country skiing.

Objectives and Initiatives

1. SECURE DEDICATED WOSTAWEA LODGE SPACE AT KLP: Explore renovation/expansion of KLP lodge for Wostawea use by 2024.
Initiatives
 - a. Meet with City regarding partnership and lodge priority (2023)
 - b. If City provides green light, create scope of work/project description (2023)
 - c. Conduct feasibility study (2024)
2. ENHANCE KLP GROOMING QUALITY: Achieve complete grooming of all KLP trails daily, subject to weather and snow conditions by 2024.
Initiatives
 - a. Dialogue and continue to engage City regarding (i) physical trail improvements (i.e., homologation) (ii) equipment deployment (i.e., PB on site) (iii) staff training (i.e., Charlo site visit) (iv) trail condition tools (i.e., Nordic Pulse) (2022 - 2023)
3. ENHANCE WOODLOT TRAIL ACCESS: Provide better trail access via Lian Street by 2024.
Initiative
 - a. Dialogue with UNB and JDI regarding improving Lian Street access (2022, 2023) and enhance access (2022 - 2024)
4. IMPROVE STORAGE CAPABILITY FOR KW/UNB WOODLOT GROOMERS: Provide appropriate storage for grooming equipment at Lian Street access by 2024.
Initiative
 - a. Dialogue with JDI regarding need for grooming storage by Lian Street access and secure appropriate storage (2022 - 2023)

Strategic Priority: Revenue Development

Goal Statement

Increase revenue to support program, facility and trail development.

Objectives and Initiatives

1. STRENGTHEN RELATIONSHIPS WITH KEY PARTNERS: Strengthen our relationships with four existing strategic partners and develop at least two new strategic partnerships, establishing an MOU for each of them by 2025.

Initiatives

- a. Meet with each existing partners (e.g., UNB, Kingswood, City of Fredericton, JDI) before or during the 2022-23 season
- b. Identify an executive lead for each strategic-partner relationship by 1 Dec. 2022
- c. Identify two or more possible new strategic partners by 15 Apr. 2023

2. ATTRACT SPONSORS: Attract or retain up to ten sponsors for club activities or events.

Initiatives

- a. Brainstorm potential sponsors and identify a lead to establish value packages at varying levels by 1 Dec. 2022, plus one or more additional leads to approach prospective sponsors
- b. Publicize sponsorship opportunities in the newsletter
- c. Secure five or more existing or new sponsors by 31 Jan. 2023, remainder by 2024 season.

3. INCREASE FINANCIAL CONTRIBUTIONS: Increase total financial contributions (memberships and donations) from individual members and non-members by 15% over each of the next three years (2023, 2024, 2025) by developing accessible mechanisms to donate and better articulated reasons to join.

Initiatives

- a. Investigate possibility of obtaining charitable status
- b. Generate more opportunities to donate to club beyond the registration form and special appeals: e.g., post donation boxes at trailheads; create donation button / QR code and post widely (e.g., trails blog, signage on trails, newsletters)
- c. Expand list on registration form of options for targeting donations to specific programs/needs
- d. Develop new and existing “reasons to join Wostawea” messaging and ways of communicating it to non-member cross-country skiers
- e. Identify a lead for each of the above initiatives

4. SUPPORT PAID COACH POSITION: Ensure sustainability of paid coach position for five years by summer 2023.

Initiatives

- a. Identify possible funding sources (e.g., government and Nordiq Canada granting programs, sponsors)
- b. Strike a committee that includes both executive and non-executive members (e.g. ski team parents) to pursue most likely sources

Strategic Priority: Participation in Recreational Activities

Goal Statement

Increase participation in programs and recreational ski activities to enhance member and community engagement.

Objectives and Initiatives

1. DELIVER 50TH ANNIVERSARY EVENTS IN 2023: Integrate 2-3 events into 2023 calendar to celebrate 50th anniversary

Initiatives

- a. Strike committee to oversee 50th anniversary activities (2022-2023)
e.g., 50 Days of Skiing Challenge, 50 km loppet, weekly newsletter photos, publicity

2. SUPPORT DELIVERY OF NEW EVENTS BY MEMBERS: Annually support members in their efforts to increase exposure to cross country skiing by initiating new events and competitions such as competitive ski races and multi-generational participation events.
Initiatives
 - a. Communicate support through newsletter, website, word of mouth and provide support to event leads (2023-2025)

3. EXPAND YOUTH SKI OPPORTUNITIES: Support youth ski programs (to complement Jackrabbit program) focusing on participation, socialization and non-competitive outdoor fun. (2023-2025)
Initiatives
 - a. Enhance current efforts and engage partners in program delivery (e.g., outdoor educators, dietitians, Partners For Youth, high school educators)

Strategic Priority: Volunteer Capacity

Goal Statement

Increase volunteer base to ensure effective delivery of programs and service.

Objectives and Initiatives

1. DEFINE VOLUNTEER AND LEAD ROLES: Ask past leads to write up a general description of their lead role to include task, timeframe, and # of volunteers to expect on the 'team'. (2023)
Initiatives
 - a. Create a template for position descriptions (2023)
 - b. Identify gaps and work to fill gaps (2023-2025)

2. EXPAND AND DEVELOP VOLUNTEER RECRUITMENT STRATEGY: Create mechanisms that will attract volunteers (2023-2025)
Initiatives
 - a. Host a fall picnic with families involved in the youth lessons and invite coaches to attend and encourage parents to volunteer with the club (2022)
 - b. Create volunteer sign up opportunity on Zone4 registration form (2023-2025)
 - c. Regularly post volunteer recruitment messaging in newsletters and social media (2023-2025)
 - d. Directly email targeted groups to encourage them to volunteer (e.g., JR parents, senior skiers) (2023 - 2025)

3. EQUIP AND FACILITATE VOLUNTEER SUPPORT: Support volunteers with lesson plan template, equipment/props for lessons, and annual certification courses. (2023-2025)
Initiatives
 - a. Compile and make available lesson plans for different youth group levels (2023-2025)
 - b. Develop a list of equipment needed with a committee of volunteer coaches, check budget with treasurer, get approval from Executive, purchase new equipment, make it available to all coaches this winter (2023-2025)
 - c. Organize a community coaching clinic for new volunteer coaches and for volunteer coaches who completed the theoretical portion of the course last year and need to complete the on snow portion this year. (2023)