



**STRATEGIC PLAN
2025-2030**

HOLLYBURN
Cross Country Ski Club

TABLE OF CONTENTS

3	Letter From the Board
4	Acknowledgments
5	Vision
6	Values & Priorities
7	Introduction
8	About Hollyburn
10	Strategic Priorities
15	Conclusion
16	Appendix A: Engagement Survey Results





LETTER FROM THE BOARD

We are excited to present the strategic plan for the Hollyburn Cross Country Ski Club, developed to guide our club's growth and sustainability over the next five years. As a volunteer-driven organization dedicated to fostering a love for cross country skiing, we recognize the importance of a clear vision and actionable strategies to ensure our club thrives.

We are grateful to all the members who engaged in the development of this plan, from those who gave initial ideas at the Volunteer celebration event, to the over 116 members who responded to the survey; sharing feedback on club activities, and hopes for the future was a crucial step to the development of this strategic plan. Together, we can work to pursue our vision, cultivate a vibrant community of skiers, foster new friendships, and create unforgettable experiences. We invite all members to continue to engage in club activities, and get involved to breathe life into the ideas you have for our club.

Thank you for your commitment to the Hollyburn Cross Country Ski Club. We look forward to an exciting future together!

Warm regards,

Dirk Rohde



ACKNOWLEDGEMENTS

We acknowledge our privilege to recreate and train on the unceded ancestral territories of the Skwxwú7mesh-ulh Temíxw (Squamish) and Tseil-Waututh Nations. We are committed to learning how we can conduct club activities in reciprocal relationships with the land and the people whose land we conduct club activities.

We acknowledge all club volunteers who give their time to enrich the Hollyburn Cross Country Ski Club community, and all the members who gave their time to engage in the strategic planning process through participation in surveys, interviews, meetings, offering their experiences and ideas from which this plan was built. Thank you.

We acknowledge the Hollyburn Cross Country Board members, current and past, who work tirelessly, year-round, to ensure the continuity of high-quality programming that is the bedrock of our community. Board members engaged in this strategic process include:

DIRK ROHDE, President

MORNA FRASER, Vice President

SHANNON HARRIS, Club Secretary

JENNY WILLIAMS, Treasurer

HEIDI HORLACHER, Coaching Coordinator

JAKE WEAVER, Racing Program Coordinator

JEN GOW, Jack Rabbit Program Coordinator

MARIEVE LEGRAND, Track Attack Program Coordinator

ANDREA HAY, Director at Large

DAVID MORRIS, Director at Large

BIRGIT WEAVER, Director at Large

JOANNE FENWICK, Director at Large



And, lastly, we acknowledge Gillian Aubie Vines for leading the strategic planning process. Thank you for stewarding us to articulate our vision, values, and strategic priorities.

VISION

To provide high-quality cross country ski programming to families in Greater Vancouver, and be recognized by Cross Country BC and Nordiq Canada as a national leader in athlete development.



VALUES

PASSION

We are committed to fostering a lifelong love of skiing and appreciation of the outdoors.

COMMUNITY

Our sense of belonging is supported by collaboration, volunteerism, and we work to create opportunities for youth leadership.

RESPECT

We accept and uplift every member of our community for who they are, and work hard to foster a safe, welcoming, equitable, and inclusive community.

HEALTH

We prioritize the mental, social, and physical health of all club members.

EXCELLENCE

We set a high bar for sporting success — fairly and ethically.

ENVIRONMENTAL RESPONSIBILITY

We conduct club business with a mind to reduce the environmental and climate impacts of our sport.

ORGANIZATIONAL SUSTAINABILITY

We are fiscally responsible, to ensure the longevity of our organization, and the contributions we make to the cross country skiing community.

STRATEGIC PRIORITIES

1. Develop our volunteer structures and systems to share responsibilities of club delivery across a broader, renewable team.
2. Continue to invest in the development of our programs, coaches and skiers across all stages of the Long Term Athlete Development spectrum.
3. Develop a communications strategy to improve communications pathways with members and partners.
4. Create more opportunities for connection between all members of the Hollyburn community.
5. Enhance our collective understanding of what reconciliation and equity mean in the context of our ski club, and advance action in this area.
6. Improve awareness of diversity and mental health, and offer support for youth athletes.
7. Adapt our operational practices to reduce our impact on climate change.
8. Create legacy infrastructure that serves the club vision.

INTRODUCTION

In the spirit of continuous improvement, the Board launched a strategic plan update in the Spring of 2023 to guide club priorities over the next 5-8 years. This plan articulates the vision, values and strategic priorities for the Club, based on feedback gathered through the 18-month strategic planning process.



An important part of the process was the execution of a membership survey. With over a 20% response rate, the fulsome feedback confirmed that our shared values and community spirit are very important to members. Overall, respondents reported an overall high satisfaction with the club, and are grateful for the significant amount of work that volunteers undertake year after year to support our programs. A key area for improvement was around communication – there is a need to do a better job of sharing key messages about programs and the Long Term Athlete Development model that underpins our programs. We are excited about opportunities to improve communication and knowledge transfer to new club members, and supporting skiers as they transition through club programs.

In addition, members are interested in and passionate about acting as good community stewards through improved inclusivity, fostering a better understanding of our impacts on climate change, and doing more to support our natural environment. There is also a keen interest in transferring knowledge to a new generation, to prepare the club for continued success.

The sections below offer context on our club, and present actions by strategic priorities, for further refinement through our implementation planning process.

ABOUT HOLLYBURN

KEY ELEMENTS OF OUR CLUB

When preparing for our strategic planning process, the executive outlined key themes that describe the Hollyburn Cross Country Ski Club. Where there are many interconnections between these themes, they are used to organize strategic planning priorities in this document.

WHO WE ARE

- Strong volunteer-led team
- Supportive family environment

WHAT WE DO

- Programs for all ages
- High performance

HOW WE OPERATE

- Good governance
- Align with our values
- Strong relationships & communications
- Facilities and equipment

WHO WE ARE

Hollyburn is a non-profit cross country ski club, based in Vancouver, British Columbia, run by a volunteer executive and over 100 qualified volunteer coaches. With a membership base of approximately 500, we follow Nordiq Canada endorsed programs to introduce children to cross country skiing, fitness and winter fun, and support them to pursue their interests in nordic skiing. The club skis at the Hollyburn Ridge cross country area of Cypress Mountain, located in Cypress Provincial Park.

Through our shared love of sport and the outdoors, we participate in a variety of athletic events throughout the year, and host a wide variety of social events throughout the ski season.



WHAT WE DO

Hollyburn offers a range of sport for life programming for all ages and interests, following Nordiq Canada's Long-term Athlete Development (LTAD) model (<https://nordiqcanada.ca/athlete-hub/long-term-athlete-development/>)

The younger members benefit from skill development programming that caters to a full range of skills and interests, including:

JACK BUNNIES – which is directed at children in the “Active Start” stage of athlete development (children five years of age)

JACK RABBITS – which is directed at skiers in the “FUNdamentals” stage of athlete development (children six to nine years of age), is the second level of SDP.

TRACK ATTACK – which helps skiers age 10–12 becoming technically competent cross-country skiers, and utilize their skills to explore a wide range of activities, from backcountry excursions, to ski races.

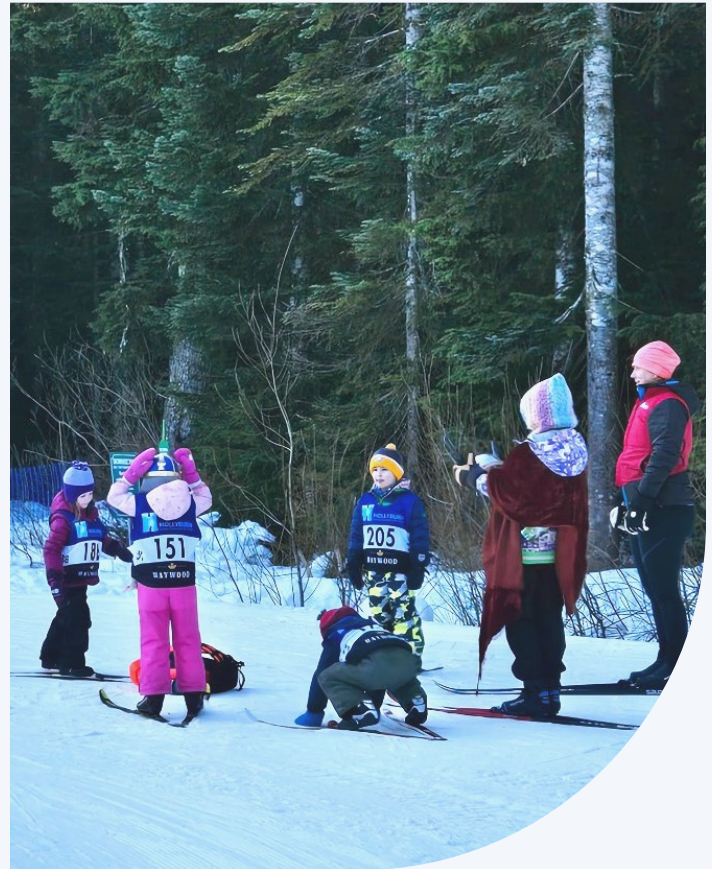
There are two streams of programming offered through the club for skiers age 13–18:

ADVENTURERS – caters to skiers 13–18 who are recreationally focused and interested in a broad variety of ski experiences.

RACE TEAM – provides athletes interested in racing an opportunity to develop their skills in alignment with their personal goals.

We are proud to promote skiing for life and offer:

MASTERS – aimed at intermediate and experienced adult skiers who are interested in refining their technique, improving their fitness, skiing in a team environment, having fun, and maybe even entering a race or two.



HOW WE OPERATE

Hollyburn is run by volunteers who sustain all club activities. We strive to foster a life-long love of cross-country skiing and the outdoors, and keep kids in sport. We keep fees low by leveraging grant and partnership opportunities, and relying on volunteers to fill club roles. As guests in Cypress Mountain Provincial Park, we work closely with Cypress Mountain resort to maintain access to the trails they manage in the Hollyburn cross country ski area.

Many modes of communication are used to share information with parents and the nearly 300 athletes registered in the club. This includes our website, newsletters, TeamSnap, and Facebook and Instagram accounts.

STRATEGIC PRIORITIES

WHO WE ARE

STRENGTHS

Over 100 volunteer coaches
High athlete return rates
Well attended community events

AREAS FOR IMPROVEMENT

Diversification of workload
Succession planning

Strategic Priority #1

Develop our volunteer structures and systems to share responsibilities of club delivery across a broader, renewable team.

ACTIONS:

Document responsibilities and processes associated with all key volunteer and executive roles.

Review Board roles, composition, and renewal practices to ensure representation from all club levels and programs.

Create replicable processes for succession planning.

Create a committee to recruit and hire a new head coach.

Identify a process to secure a new registrar.
(Complete)



WHAT WE DO

STRENGTHS

Popular programs for all ages (5+) and interests

Growing programs

Strong race team commitment and outcomes

AREAS FOR IMPROVEMENT

Communications on our program offerings

Continued investment in programs, coaching skills / excellence



Strategic Priority #2

Continue to invest in the development of our programs, coaches and skiers across all stages of the Long Term Athlete Development (LTAD) spectrum.

ACTIONS:

PROGRAMS

Support management of the Adventurers program with a coordinator, and a stronger link to team communications systems. (Complete)

COACHES

Continue to recruit and train new coaches, to support program renewal.

Encourage returning coaches to continue to develop their skills through community coaching courses.

Provide technique clinics for coaches to better transfer skills to athletes.

SKIERS

Formalize and provide skills clinics for athletes of all ages, and across programs, hosted by members with exceptional technique.

Improve member education on the LTAD model, and how club programs are designed to develop recreational and competitive athletes using this model.

HOW WE OPERATE

STRENGTHS

Comparatively low fees
TeamSnap and program meetings
Website
Low barrier access to equipment
Team van
Gear swap
Wax hut at Cypress

AREAS FOR IMPROVEMENT

Communications on our program offerings
Member awareness of broad club information, beyond communications with their session coach
Equity and inclusion
Connection between members
Climate action
Legacy assets

Strategic Priority #3

Develop a communications strategy to improve communications pathways with members and partners.

ACTIONS:

Improve club communications around club processes, activities, and training events, beyond communications with session coaches through TeamSnap.

Create enhanced opportunities for volunteer recognition.

Clarify channels for feedback and dispute resolution.

Improve communications and relationship with Cypress Mountain to ensure we can operate in a fashion that enables us to meet our vision.

Strategic Priority #4

Create more opportunities for connection between all members of the Hollyburn community

ACTIONS:

Explore seasonal social events for all interested club members.

Facilitate social opportunities between family members at club events (e.g. Pop-up warm drinks, mixers and ice-breakers, etc.).



Strategic Priority #5

Enhance our collective understanding of what reconciliation and equity mean in the context of our ski club, and advance action in this area.

ACTIONS:

Conduct Equity, Diversity, and Inclusion (EDI) training with board members and key volunteers.

Offer cultural sensitivity training to the board, as a first step in how to be in good relations with the land and people of the territories we conduct club business.

Identify new strategies to support equity-seeking and neuro-divergent athletes, and the coaches who work with them.

Strategic Priority #6

Improve awareness of diversity and mental health, and offer support for youth athletes.

ACTIONS:

Offer educational sessions to coaches on how to support neuro-divergent athletes to be successful in sport, including proven tools and approaches to address a variety of situations.

Share information on diversity in sport with members.

Provide education on Relative Energy Deficiency (RED-s) in Sports, for coaches, athletes, and families, including guidelines and resources to support athlete nutrition needs.

Provide education for coaches and parents on how to foster a healthy racing mindset, including accessible resources.

Strategic Priority #7

Adapt our operational practices to reduce our impact on climate change.

ACTIONS:

Educate parents on the impacts of cross country skiing on climate change, and ways to reduce these impacts.

Promote the use of second-hand clothing and gear before purchasing new gear through clothing and gear swaps.

Encourage and facilitate ride sharing to events, and explore bus transportation when appropriate.

Develop a green procurement guideline, which prioritizes greenhouse gas emissions in procurement decisions, including eco-certified hotels, low carbon transportation, and environmentally-friendly team equipment.

Continue to offer Zero Waste options at all team events (bring your own plate, etc.).

Explore the possibility of hosting local / regional races at Cypress Mountain.

Strategic Priority #8

Create legacy infrastructure that serves the club vision. Actions (Pending champions):

ACTIONS:

Invest in the wax-hut / explore a team clubhouse that can be used to host club activities.

Explore the development of a permanent team hut at Whistler Olympic Park.





CONCLUSION

THIS IS YOUR CLUB!

Through this work, the Board has confirmed that our core values and vision are aligned with those of members. Decision making will be guided by the vision and values in this plan, and the Board and membership will continue to work together to advance the strategic actions.

This plan will be followed by the development of an implementation plan that articulates the short, medium and longer term actions, and highlights resource needs to advance each action. This is your invitation to express interest in leading or supporting the actions in this plan, that you as members have put forward.

APPENDIX A:
Engagement Survey Results