



Strategic Plan 2017-2020



ABOUT WORCA

We are passionate about pedaling mountain bikes on great trails, creating community connections, fostering the sport, and enjoying good times. Sharing this passion are our 1,700+ members, 10 directors, 3 staff, 15 coaches and 4 contract trail builders – all enjoying the amazing trails Whistler has to offer.

WORCA manages the majority of Whistler's recreation trails outside of municipal parks, including over 300 kilometers of trails from Brandywine in the south, to the Soo Valley in the north. WORCA is responsible for trail maintenance, planning and construction throughout this area in collaboration with partners and stakeholders.

The trail network managed by WORCA supports about 257,000 rides per year (62% locals, 38% visitors), and is of significant economic importance. In 2016, \$16 million of 'industry output' was attributed to this trail network - approximately 25% of all mountain biking related economic activity in Whistler. As a result, local businesses experienced \$13.1 million in spending, governments collected \$2.7 million in tax revenue and \$4.6 million was paid in wages and salaries, supporting approximately 100 local jobs.

With input from members and partners, WORCA has created a conceptual vision for further development of Whistler trails that will help to enhance trail diversity, improve connectivity, and build on the significant investments our community has already made to Whistler trails.

ABOUT THIS PLAN

This strategic plan was developed to guide and focus our efforts and resources over the next three years. The strategic priorities contained within the 'how we're moving forward' section are the crux of this plan – they are being pursued as resources permit and as opportunities arise, and will be adjusted as new information becomes available.

In simple terms, strategic planning is the process by which an organization clearly defines where it's going and how it's going to get there. Knowing where the organization is now is also important to plan effectively.

Our process was structured by these three steps and the plan itself is framed by them:

- 1. Where we're going:** WORCA's vision, mission and goals provide us with shared direction and a shared platform for dialogue and decision-making.
- 2. Where we are now:** Knowing our key strengths, weaknesses, opportunities and threats (SWOT) helps us to understand where we are today so we can be more strategic in moving forward in the coming years.
- 3. How we're moving forward:** Our strategic priorities and some key deliverables describe how we are moving toward our goals and where we are focusing our efforts and resources over the next few years.



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WHERE WE'RE GOING



Our Vision & Mission

Our Vision – what we're trying to achieve: **A passionate community, connected by sustainable trails and pedal-powered good times for all.**
 Our Mission – our role in achieving the vision: **We are leaders in fostering mountain bike experiences and delivering world-class trails.**

Our Goals¹

Trails 🚲 Development, maintenance and protection of Whistler's off-road, non-motorized trail network.

Whistler's trails are world-class – they are well-planned, well-built and well-maintained; they meet trail standards and provide an amazing off-road experience.

Whistler trails offer a diversity of experiences and challenges, delivering a good mix of fun, flow and safety for all riders. Trail designations are clear, and motorized use occurs only in designated areas.

Riders are stewards of the trails and the environment in which they ride, respecting trail designations, etiquette, closure/condition status, and other trail users.

Residents and partners understand the value of trails to Whistler's economic and community well-being; they support trail work with funding and volunteer time.

Youth 🚲 Programs for youth on bike safety, skills, etiquette and trail stewardship.

Programs are inclusive, meeting the needs of all youth in the community – all ages, genders, incomes and abilities.

Participants are enthused about riding; they learn about all aspects of mountain biking, including safety, skills, etiquette, bike maintenance and trail stewardship.

Retain a large pool of qualified, passionate local coaches to enable maximum participation.

Participants create memories, friendships and skills for life.

Events 🚲 Rides, races and other events for fun, competition and skill development.

Experiences are fun, safe, social, well-organized and true to Whistler's culture and character.

Events are efficiently run, financially sustainable and/or revenue generating, and well-supported by partners who see good value for their contributions.

A variety of offerings enable riders of all ages and abilities to participate and be challenged.

Participants respect the trails and each other; they follow event rules and trail etiquette.

Capacity 🚲 The human and financial resources, membership base, facilities, governance and risk management systems, partnerships, etc. to achieve the other goals.

All Whistler mountain bike riders are WORCA members because they understand the value membership delivers to the trail network, youth, the local economy and community well-being.

WORCA has clear direction and priorities, is efficiently run, and risks are managed to the greatest extent possible.

WORCA is financially secure, with appropriate reliance on external grants and sound financial management practices.

Strong partnerships are in place to achieve mutual mountain bike and resort community goals.

The volunteer base is committed, passionate and large enough to achieve WORCA's goals and avoid burnout.

Board and staff roles and responsibilities are clear and well distributed, helping to create good corporate culture, work/life balance, and the distinction between board oversight and staff administration.

HOW WE'RE MOVING FORWARD

Our Priorities and Key Deliverables²

Finalize and implement the long-term vision/plan for trails, reviewing it annually and planning for the following year.

Explore hiring a trail manager as part of the organizational review, including the feasibility and partner funding options.

Help manage e-bike use with partners.

- Work with partners to create a designated controlled recreation area e-bike/motorized zone.
- Communicate e-bike areas and rules to retailers/renters.

Improve trail management systems.

- Develop trail building/maintenance protocol document to ensure standards are met, risk is managed, and value is delivered.
- Work with Trail Forks to help manage and fund trails.
- Explore options for a trail management system/database/GIS.
- Monitor trail use with trail-counters.

Improve communication of proper trail etiquette to trail users.

- Condense and communicate the trail etiquette document.
- Use Trail Forks to communicate trail closures and conditions.

Increase coach recruitment.

- Expand coach hiring committee.
- Develop and deliver a youth coach development program.
- Create and communicate more flexible coaching schedules and job sharing.
- Explore coach recruitment through partnerships with winter operators (e.g., seasonal employers and universities).

Embed camp policies and procedures firmly into camp and coach culture.

- Develop policies and procedures to include all 'youth goals,' and review them annually.
- Train staff and coaches annually on camp policies, procedures and safety protocols.
- Improve camp processes, procedures and documentation.

Maintain and enhance camp inclusivity for lower income families and First Nations.

- Maintain the relationship with Whistler Community Services Society to subsidize camps for lower income families.
- Establish a relationship with the Lil'wat Nation school to enable Lil'wat youth participation.
- Strengthen programs within all Whistler schools to increase youth participation.

Ensure continuation of a weekly ride that delivers an element of skill-development and trail familiarization.

Improve communication of trail etiquette and accident procedures to participants.

Develop and deliver a large signature annual event that can be efficiently replicated, easily refreshed and that establishes a strong following and reputation.

Develop and deliver an annual fundraising event.

Ensure WORCA has the resources to deliver on its expanding responsibilities to deliver trails that are world-class and generate significant economic activity.

- Gather data related to recent trail responsibilities, including resource investments and the economic and social returns.
- Determine the human and financial resource requirements WORCA will need to deliver on its expanding trail responsibilities, considering the results of the organizational review.
- Secure the necessary resources, working with resort community partners to do so.

Conduct an organizational review to create a more efficient and effective structure and division of responsibilities.

- Clarify board roles and responsibilities, and identify those that should be moved to staff/administration, enabling the board to become more strategic and less operational.
- Identify staffing needs, develop clear roles, and recruit as feasible.

Strengthen the systems to meet WORCA's financial, legal and insurance requirements.

- Establish systems/resources to efficiently meet CRA accounting and reporting requirements.
- Establish a risk management sub-committee of the Board.

Improve the AGM and director nomination and election processes.

- Change the timing of the AGM/financial year-end.
- Increase member engagement in the AGM and elections.
- Review and refine the director nomination and election process, considering a nomination committee and a suitable board succession/turnover schedule.

Grow involvement in WORCA.

- Communicate WORCA's value and opportunities to get involved to all stakeholders, including those who might not be aware of WORCA.
- Increase promotion of partners and sponsors to deliver better sponsorship value/ROI.

WHERE WE ARE NOW

SWOT³ Highlights

Strengths: Strong local and regional partnerships; world-class trail network; growing volunteer participation in trail work.

Weaknesses: Limited beginner and intermediate trails; Lost Lake trails provide these levels, but are becoming overcrowded; systems for trail-works management and accountability are lacking; rider education about trail etiquette to minimize erosion and conflicts.

Threats: Climate change impacts on trails and riding (erosion and closures); e-bike impacts on trails from increased usage.

Strengths: WORCA rides/races have a great reputation and large following.

Weaknesses: Toonie participation extremes (some too high, others too low), putting the experience and reputation at risk.

Threat: Increasing insurance premiums and requirements.

Strengths: WORCA camps are in high demand and offer good value to families
 Weaknesses: Camp waitlists – can't meet the demand; not all youth demographics are participating.

Threats: Cost of bike equipment creating barriers to some.

Opportunity: High demand for programs.

Strengths: Strong membership and volunteers, passionate staff and board, community support, sponsor and partner relationships.

Weaknesses/gaps: Funding reporting and accountability systems; governance systems; reliance on limited external funding sources; gaps in staffing (primarily trails and financial functions).

Threats: Incidents that create legal and insurance challenges.

Opportunities: Growth in biking culture and tourism; economic impact associated with trails managed by WORCA estimated at \$16M of 'industry output.'

¹ Goals describe what we want to achieve in the long-term. ² Priorities define the high-level area that will focus and guide our efforts, and then specific key deliverables will be implemented within each as resources permit and opportunities arise. ³ Strengths, Weaknesses, Opportunities (external) and Threats (external).



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MORE ABOUT WORCA

WORCA is Whistler's mountain bike advocacy group, working with local and regional governments, First Nations, developers, utility operators, private land owners, the community forest and other stakeholders to keep our non-motorized trails open and accessible to locals and visitors alike – whether they're mountain biking, hiking, dog walking, trail running or nature viewing.

WORCA has partnered with organizations such as the Resort Municipality of Whistler, Cheakamus Community Forest, Alpine Club of Canada/Whistler, AWARE, Whistler Blackcomb Foundation, American Friends of Whistler, and other local supporters to put even more resources into our local trail system. And our trail maintenance projects don't always stop at our boundaries; we also lend a hand when other bike and trail organizations in the region need assistance in areas of mutual interest like the South Chilcotin Mountains Park and other areas.

WORCA also fosters the evolution of the sport through youth programs, events, group rides and clinics, as well as teaching safety, technique, and trail etiquette to cyclists.



GET INVOLVED

Membership: Joining WORCA means you care about trails and about the future of mountain biking in your community. Your membership fee supports trail maintenance and advocacy, youth development and provides training and equipment to WORCA trail builders.

Trail maintenance: Join us Tuesday evenings to get your hands dirty, connect with people and get out into Whistler's backyard.

Trail supporter: Help boost our trail maintenance fund by purchasing a trail supporter sticker or t-shirt – an easy way to contribute to Whistler's trail network.

Events: Weekly Toonie rides, Phat Wednesdays, the annual bike-swap, social rides and special events connect the community, and are great ways to meet people and make new friends.

Sponsorships: Sponsoring WORCA's work connects businesses to our 1700+ members and is a great way to give back to the community.

Operations: WORCA directors frequently engage members and the broader community in sub-committees to meet operational needs.

Funding: WORCA welcomes donations and funding agreements to provide trail stewardship and foster mountain biking experiences.

CONTACT US AND STAY IN TOUCH

Email us: info@worca.com

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