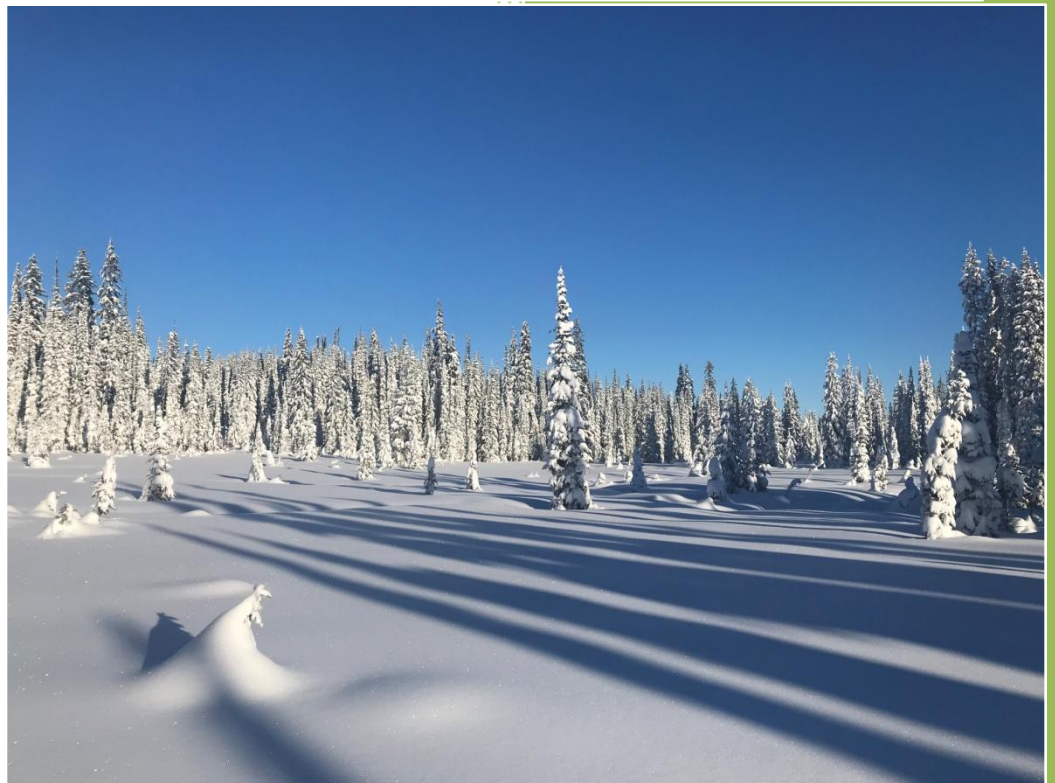




2018

# FIVE YEAR STRATEGIC PLAN



2017/2018 Board of Directors

Lumby Mabel Lake Snowmobile Association

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## INTRODUCTION

### **BACKGROUND:**

The Lumby Mabel Lake Snowmobile Association (Hereinafter referred to as the LMSA or the club) has been in existence since separating from the Vernon and Lumby Snowmobile Association in 1999. The original board was comprised largely of long time VSA members and local Lumby sledders. This board created the society and a unique identity for the organization. The original board members began to move on after approximately 10 years and by 2012-2013 the board was largely replaced with new members and a slightly different focus.

As the sport of snowmobiling grows in popularity the, normally very quiet, Park Nelson area is seeing a substantial growth in ridership. The current growth rate is sustainable, but the area is seeing increased interest from outside of the traditional local area, including out of region and out of province. As more well known areas become crowded, riders will be drawn further south and east from Enderby, Sicamous and Revelstoke looking for a new riding experience. The terrain is particularly well suited in some areas for snow biking and this will also result in increased usage of the riding area.

The recent changes to the climate have resulted in unusually large snowfalls and a very long season. Crowding at other riding areas is bringing in riders from across the province. The Board recognizes that change is coming but at the same time wishes to maintain a small-town feel at this riding area.

With the sudden passing of the Club President in early 2018, the Board recognized that a direction was needed to ensure the long term success of the LMSA. The determination was made to establish a long term plan to ensure the Board, and future boards have a pathway to sustainability.

### **TERMS OF REFERENCE:**

At the request of the Board of Directors, a Committee was formed to establish a Strategic Plan for the organization. The Committee shall establish a plan in five distinct areas and set the focal points for each of these areas. The Committee is comprised largely of the Board Members, however the committee shall report to the General Membership as a whole and the determination to proceed with the Strategic Plan will be voted on and accepted by a majority vote at the 2018 Annual General Meeting.

The Resolutions contained at the end of this document will establish the authority for the Board to carry out the plan. Except where otherwise noted, budgets shall be determined on a year to year basis when putting the plan into effect.

The Plan will be revisited at a mid-point of each season, and at each Annual General Meeting thereafter to determine successes, setback and means of improvement. In the 2022/2023 season the Board of the time shall be tasked with setting a new strategic direction.

\*Where the term “snowmobiler” or “sledder” is used in this plan, the reader shall take it to assume Snowmobile, rider, and Snow Biker as meaning the same.



## *MISSION STATEMENT*

*The mission of the Lumby Mabel Lake Snowmobile Association is to promote the sports of Snowmobiling and Snow Biking in the Lumby area for generations to come*

*The Lumby Mabel Lake Snowmobile Association will accomplish this mission by promoting Safety, inclusiveness and accessibility for all riders in a family friendly environment which respects the small town values our club was founded upon.*

*The Club and the members will endeavor to promote the sport to young riders and to make every effort to train, support and mentor new snowmobilers. This will ensure the next generation of riders maintain the same respect for the environment and for the community that has guided this club from the beginning.*

*The Board of Directors will pursue partnerships with local businesses and agencies to further these goals while respecting our values and helping to ensure the long term sustainability of the club.*

*The Lumby Mabel Lake Snowmobile Association will embrace our history and make every effort to record our history. In particular we will always remember those members who came before us and recognize all they have done for the club, for the community and for the sport.*

The 2018 Board of Directors

Lumby Mabel Lake Snowmobile Association

## FINANCE

### Revenue Sources:

The club operates on a break-even financial model with a small portion of funds allocated for emergencies. The current revenue break-down is as follows:

Trail Fee Collection	32%
Memberships	38%
Corporate Sponsorships	20%*
Fundraising	10%

\*The corporate sponsorships are comprised of cash, and in-kind donations which are included in the 20% of revenue

### Future Revenue Sources:

It is expected that the club will see modest increases in revenues for next 5 years. The Board wishes to capture the memberships of those who regularly ride the area but do not purchase memberships. As a result, the Membership numbers are expected to rise approximately 5% each year. Coupled with anticipated membership cost increases, revenue will increase in this segment over the next 5 years as detailed below.

It is expected that, based on previous numbers, the Trail Pass revenue will increase on the order of 7.5% per year. At this time there are no plans to increase the cost of this revenue stream.

Corporate Sponsorships and Fundraising are projected to remain at or near current levels. This is due to market saturation in a small town, as well as three snowmobile clubs operating in the north end of the Okanagan Valley alone. The club recognizes that there are potentials for more in-kind donations from local businesses which may be unique to Lumby. To that end the Board will put a renewed focus on Members and Corporate Members by creating a Director position focused on this.

## **FIVE YEAR FINANCIAL PLAN – FINANCE:**

### Year One, 2018-2019 Season:

1. Increase Membership to \$125 per person.
2. Board will investigate varying levels of membership including Child and Family memberships to further the goals of the organization.
3. Maintain the Trail Pass at \$20.00 as per Parks and Recreation agreement
4. Create a Director of Membership to liaise with local businesses and look for unique opportunities to ensure more engagement from corporate sponsors.
5. Create a set price for Movie Night tickets
6. Establish a budget for the coming year

### Year Two 2019-2020:

1. Maintain Memberships at \$125
2. Maintain the Trail Pass at \$20.00 as per Parks and Recreation agreement
3. Review existing policies for Corporate Members and Sponsorships and ensure needs are being met
4. Apply for a BC Community Gaming Grant by August 2019

### Year Three 2020-2021:

1. Increase Membership to \$150
2. Increase trail pass if conditions and ridership warrant the change, and Parks & Recreation agreement allows it
3. Budget for 20<sup>th</sup> Anniversary of the Club and consider special on Memberships and/or trail passes for certain times

### Year Four 2021-2022:

1. Maintain membership at \$150
2. Maintain the Trail Pass as set in Parks and Recreation agreement
3. Apply for another BC Community Gaming Grant
4. Review Corporate Sponsorships and cost of memberships
5. Begin fundraising for future capital projects

### Year Five 2022-2023:

1. Increase Membership to \$170 and re-evaluate family and child membership costs (note that these final numbers will be driven by costs passed onto the club by the BCSF)
2. Continue capital project fundraising for renovations, replacements or additions to cabins.

## INFRASTRUCTURE:

The Lumby Mabel Lake Snowmobile Association is able to operate efficiently due to the limited infrastructure which the riding area has. With one cabin, and two main access trails, the burden of infrastructure maintenance is less than that of some other local clubs.

The Park Mountain Cabin was built in 1994/1995 and is in reasonable shape. There have been improvements made to the structure over the years including the roof and some interior refurbishments. The life span of this structure will be investigated in the next five years.

The two access trails – Squaw Valley (Park Mt. Main) and Taylor Creek FSR receive regular maintenance by logging companies using the roads. In the 2017/2018 season there was extensive logging in the area which opened up some new riding areas and saw brushing and regular maintenance completed on most accesses. Due to the rough access the bulk of the maintenance to the smaller trails accessing the alpine areas are completed in the winter months with limited summer maintenance by ATV.

In the early days of the club there was a temporary shelter on Nelson Mountain and this idea has resurfaced in recent years. In the last several years Nelson sees a slight majority of the riders on any given day. There is a case for a shelter there to support increased ridership and the plan will reflect this. Given the limited amount of infrastructure this section will not be a large one.



## **FIVE YEAR PLAN - INFRASTRUCTURE**

Year One – 2018-2019:

1. Plan Improvements to the Park Cabin and budget for first set of improvements
2. Conduct a thorough assessment by a Professional Building Inspector, Contractor or Professional Engineer to determine the life span of the building and any potential structural issues
3. If the assessment is successful, begin planning for summer 2020 and 2021 work.

Year Two – 2019/2020:

1. Provided the gaming grant is approved and received, begin planning for trail signing program in the summer of 2020
2. Begin phase one of improvements to the Park Cabin
3. Establish “CheckPoint” system on the trails for riders, and groomer operators to use as check in.
4. Install trail signs

Year Three – 2020-2021:

1. Complete trail signs and improvements to the Park Cabin
2. Establish a Committee to look in to the feasibility of a structure on Nelson
3. Review existing collection huts for location and continued use.

Year Four – 2021-2022:

1. Begin Fundraising for Nelson Shelter if found to be feasible
2. Establish Committee to look into Groomer “loop” trail from Star Creek to Latewhos trail.

## EQUIPMENT

The Lumby Mabel Lake Snowmobile Association has a limited amount of equipment to maintain. The aging groomer was recently replaced and has an expected useful life span of at least ten years. The Club could use some more equipment to further the goal of safe operations and to ensure future needs are met.

Year One – 2018-2019:

1. Groomer Hours budgeted at 150
2. Addition of a dry box to the groomer with proper tools
3. Call out for experienced operators to ride along and be mentored
4. Start a logbook for the groomer and a “Grooming Operations Manual” for future groomers
5. Conduct an inventory of the club’s assets by December 2018

Year Two – 2019-2020:

1. Purchase a drag for the groomer
2. If Gaming Grant is successful, purchase hand held radios
3. If Gaming Grant is successful, purchase new chain saw(s)
4. Beginning of a formal training program for new groomer operators
5. Budget groomer hours to 160

Year three – 2020-2021

1. Budget Groomer hours to 160
2. Continue with training program
3. Conduct inventory count

Year Four – 2021-2022:

1. Budget groomer hours to 170
2. Conduct detailed professional inspection of the groomer and review the maintenance plan for the unit

Year Five – 2022-2023:

1. Budget groomer hours for 180
2. Budget for track grouser bar replacement

## PUBLIC RELATIONS AND SUSTAINABILITY

The Lumby Mabel Lake club has maintained strong support in the community. The club supports local students with scholarships, and participates in, or plans, four to six events every year which engage many different parts of the community.

The club wishes to build upon the existing strong community support while ensuring that the club remains sustainable into the future.

Although no specific tasks have been identified in the plan for Sustainability, it should be noted that this is a major focus of the LMSA. The need to ensure the club is sustainable long term is what is primarily driving the need for this plan; essentially this entire plan is the sustainability plan.

The Directors identified that the overarching goal of this plan is to show progress and use that momentum to attract new members and new members to the Board of Directors. All members and Directors shall assume that everything included in this plan is for the sustainability of this club – to make it better, to make it more inclusive and to ensure the club is here for future generations.

The Public Relations focus of the club is related to four existing events:

1. Movie Night: the Vernon Town Theatre is rented to show sledding movies and the proceeds of the evening are donated to Vernon Search and Rescue
2. BC Provincial Snow Show: the club attends the snow show primarily as a membership drive.
3. Lumby Days Parade: This is done in June and shows support for the community. It generates no revenue but also very little cost
4. Family Day: This evolved from an earlier memorial ride/club appreciation day and turned into a large event which is focused on kids.

There are two new events coming up:

1. Snow Bike Ride – this was previously put on by the local Snow Bike group but the club needs to “own” the event for liability reasons. Very little cost or human resource cost.
2. Memorial Ride: To commemorate the birthday of former President Travis Squair, a ride is planned for early December

A focus moving forward from the Board will be to promote meetings and events earlier and to liaise with other area clubs to ensure they are aware.

## **FIVE YEAR PLAN - PUBLIC RELATIONS**

Review each event, including a profit and loss statement, at the AGM every year and decide on changes for the following year.

### **MOVIE NIGHT:**

1. Set for Thursday November 15<sup>th</sup>, 2018
2. Begin advertising after Thanksgiving 2018
3. Discuss with partner a plan for the after party which allows a family friendly event
4. Set ticket price of \$15

### **SNOW SHOW**

1. Friday and Saturday November 9<sup>th</sup> and 10<sup>th</sup>
2. Set schedule for the event at first meeting of 2018

### **FAMILY DAY:**

1. Sunday January 27<sup>th</sup>, 2018
2. Increase demo sleds
3. Contact Search and Rescue Adventure Smart to provide outreach for kids.

### **MEMORIAL RIDE:**

1. Sunday December 9<sup>th</sup>, 2018

### **SNOW BIKE DAY:**

1. Saturday Feb 23<sup>rd</sup>, 2019

## CORPORATE GOVERNANCE

A more robust Corporate Governance structure will help to ensure the long term viability of the LMSA. The focus moving forward in the short term will be ensuring stability on the Board while at the same time bringing new members on the board.

A focus on a slightly more formal structure to the meetings will help ensure that Director's legal obligations are met. Member engagement in the actual running of the club is a challenge in any volunteer organization. The Board recognizes this and wishes to ensure their strong program of transparency is maintained, and improved.

A desire to delegate and slowly bring in new members by means of committees is of interest to this Board and is a way to ensure sustainability by sharing the load. It is evident in the writing of this plan that the current Board is very engaged, very eager to plan for the future and is dedicated to the long term sustainability of this club. The Board will look into the feasibility of other community members who are now snowmobilers, or who no longer ride, who may be interested in coming onto the board.

## **FIVE YEAR PLAN - CORPORATE GOVERNANCE**

### Year One – 2018/2019

1. Approve the Strategic Plan at the 2018 AGM
2. Create new Directors Positions: Director of Trails and Chalets, Director of Public Relations and Promotions and Director of Membership
3. Set Budget for the 2018/2019 Season by October 01 2018
4. Agenda and Minutes of meeting to be published and/or emailed to members prior to each meeting
5. Review Strategic Plan at 2019 AGM

### Year Two – 2019/2020

1. Review Director's job descriptions at first meeting of the season
2. Review the requirements for employee/employer relationships with trail collectors and groomer operators and ensure compliance.
3. Establish Committee for Gaming Grant Application – members to solicit quotes and to determine strategy for grant application
4. Establish Committee to plan 20<sup>th</sup> Anniversary celebration and to gather club history
5. Review Strategic Plan at AGM

### Year Three – 2020/2021

1. Establish committee for possible shelter on Nelson
2. Review Strategic Plan at the AGM
3. Review Meeting location and structure if required

### Year Four – 2021-2022:

1. Establish committee to produce new Strategic Plan
2. Review Strategic Plan at AGM

### Year Five – 2022-2023:

1. Produce ten year strategic plan to ensure long term sustainability
2. Begin planning for 25<sup>th</sup> anniversary of the LMSA in 2025

## RESOLUTIONS:

The following Resolutions should be motioned and voted on at the 2018 Annual General Meeting (prior to elections):

1. Motioned that the Lumby Mabel Lake Snowmobile Association adopt the “2018 Strategic Plan” as a governing document from this day forward and that it is reviewed at least annually
2. Motioned that the Lumby Mabel Lake Snowmobile Association Adopt the Mission Statement contained within this document, and that the Mission Statement be published electronically and in club facilities.
3. Motioned that the Lumby Mabel Lake Snowmobile Association set the membership rate at \$125.00 for the 2018/2019 Season, and, that a committee be established to determine membership rates for children, family and seniors.
4. Motioned that the daily trail pass fee be maintained at \$20 per day as per parks & recreation agreement. To be reviewed with 2020 agreement.
5. Motioned that a new Director position be created: Director of Trails and Chalets, responsible to oversee day to day maintenance of trails and chalets in the winter season and to plan and oversee summer work parties, including membership on any committee
6. Motioned that a new Director Position be created: Director of Public Relations and Promotions, responsible to oversee event planning, and maintain the clubs presence on Social Media, on the BCSF web site, and in the local media.
7. Motion that a new Director Position be created: Director of Membership, responsible to liaise with the BCSF and with local riders and community/corporate sponsors including day to day management of memberships.