

REPORT

Larch Hills Nordic Society

Strategic Plan



April 2015

REPORT



CONFIDENTIALITY AND © COPYRIGHT

This document is for the sole use of the addressee and Summit Environmental Consultants Inc. The document contains proprietary and confidential information that shall not be reproduced in any manner or disclosed to or discussed with any other parties without the express written permission of Summit Environmental Consultants Inc. Information in this document is to be considered the intellectual property of Summit Environmental Consultants Inc. in accordance with Canadian copyright law.

This report was prepared by Summit Environmental Consultants Inc. for the account of Larch Hills Nordic Society. The material in it reflects Summit Environmental Consultants Inc.'s best judgement, in the light of the information available to it, at the time of preparation. Any use which a third party makes of this report, or any reliance on or decisions to be made based on it, are the responsibility of such third parties. Summit Environmental Consultants Inc. accepts no responsibility for damages, if any, suffered by any third party as a result of decisions made or actions based on this report.

Table of Contents

SECTION	PAGE NO.
Table of Contents	ii
1 Background	1
1.1 Larch Hills Nordic Society	1
1.2 Strategic Plan Objectives	1
1.3 Approach	1
2 Vision Statement	3
3 Governance	4
3.1 Governance Impact Statement	4
3.2 Governance Outcomes	4
3.3 Governance Outputs	4
4 Infrastructure & Capital Expenditures	6
4.1 Infrastructure & Capital Expenditures Impact Statement	6
4.2 Infrastructure & Capital Expenditures Outcomes	6
4.3 Infrastructure & Capital Expenditures Outputs	6
5 Land Use & Trail Planning	8
5.1 Land use & Trail Planning Impact Statement	8
5.2 Land use & Trail Planning Outcomes	8
5.3 Land use/Trail Planning: Outputs	8
6 Operations	9
6.1 Operations Impact Statement	9
6.2 Operations Outcomes	9
6.3 Operations Outputs	9
Appendix A – Consultation Results	
Appreciative Inquiry Interviews	11
Governance Assessment	11
Open Space community Engagement	11
Online Survey	12
Appendix B – Task Group Reports\	
Governance	1
Land Use Planning/Trails	3



Land Use Planning/Trails (continued)	4
Infrastructure & Capital Expenditures	6
Operations	8

1 Background

1.1 LARCH HILLS NORDIC SOCIETY

The Larch Hills Nordic Society (LHNS) operates the Larch Hills Ski Area located south of Salmon Arm in the Columbia Shuswap Regional District. LHNS and volunteers build and maintain trails and infrastructure providing well-maintained and groomed trails, Nordic programs and special events for over 900 club members and the public. Winter activities include snowshoeing and cross-country skiing. Trail maintenance is shared 50/50 with the Shuswap Trail Alliance.

1.2 STRATEGIC PLAN OBJECTIVES

The Larch Hills Nordic Society Executive Directors recognized the need to update the Strategic Plan, last completed in 2009. The Strategic Plan outlines the priority outcomes to be addressed over the next one to three years (between 2015 and 2018). Strategic Plan A Strategic Plan is intended to guide ongoing effort and work already underway, create common ground, serve the diverse interests of members, provide transparency for decision processes and is accountable to the members. The Strategic Plan would in turn lead to the development of a business or operational-level planning.

Strategic Plan The following elements are included in the Strategic Plan:

- Vision statement – the overall direction or change that will result from doing the work.
- Impact statement – the change that will result from work on a particular aspect of the Strategic Plan.
- Outcomes – the near term changes that will result from the work, which will guide the organization towards the intended impact.
- Outputs (deliverables) – the tangible results from doing the work; things that can be counted or will contribute directly to the desired outcomes.

1.3 APPROACH

The Executive Directors invited eight members with extensive experience with the Society to form a Strategic Plan Steering Committee. These members worked diligently over the past seven months to prepare the Larch Hills Nordic Society Strategic Plan.

To provide opportunities for input from the community, a series of consultation activities were conducted over a four month period. Consultation strategies included:

- interviews with Steering Committee, key volunteers and partners,
- a governance assessment completed by the Steering Committee,
- a community engagement session based on Open Space, and
- an online survey.

Summaries of the consultation activities are included in Appendix A. Detailed reports were posted to the website over the course of the planning process.

Following consultation, four priority areas were identified by the Steering Committee for consideration in the Plan:

- 1) governance,
- 2) infrastructure & capital expenditures,
- 3) land use & trail planning, and
- 4) operations (programs and services).

Task groups were formed by the Steering Committee and the Executive to further develop strategies to achieve the outcomes for each priority area. Each working group had members of the Steering Committee and other LHNS members who could provide insight into the particular area of focus.

Working group summaries including assumptions and risk (where these were developed) are included in Appendix B.

Once the Strategic Plan has been completed, operations planning and implementation are the next steps. Operations planning and the work to run the Larch Hills Nordic Society will be contributed by members. There will be significant effort from many members to produce the outputs, which once completed, should lead to the desired outcomes and long term impact.

Operational planning will include the following for each outcome and output identified in the Strategic Plan:

- Activities - the specific work required. Much of this work is already being done. The Strategic Plan provides the framework into which ongoing and new activities are channelled.
- Resources – the human, physical and financial resources that will be required to do the work.
- Performance metrics – the qualitative and quantitative measures to monitor and evaluate the effort to achieve the intended outcomes.

2 Vision Statement

A vision statement describes the purpose of the society, and its reason for being; it should reflect the overall purpose of the organization and serve as a guide for current and future work undertaken to deliver services to members. A draft Vision Statement was prepared by the Steering Committee and based on the results of the community engagement. The draft vision was included in the survey and received overwhelming support from the membership.

The **Vision** for the **Larch Hills Nordic Society** is to **promote** cross-country skiing and other outdoor recreation activities for users of all ages so that the **community of volunteers** can support, develop and maintain trails, facilities and programs in a way that is cooperative and sustainable.

3 Governance

3.1 GOVERNANCE IMPACT STATEMENT

LHNS is accountable to the members: communication and decisions are transparent. Roles and responsibilities are clear and readily available with Board providing overall governance and committees managing programs and services.

3.2 GOVERNANCE OUTCOMES

1. By-laws represent the organizational structure including the number of directors and with clear functions for all directors.
2. All committee functions are clearly defined and members are actively involved.
3. Communication is transparent and frequent so that information is easily available to the members.
4. Policies reflect the current Vision of the society and committees and working groups engage new members.
5. Elections are offset by one year to ensure continuity.
6. The financial policy protects the interests of the club and members in all programs.
7. Members actively contribute to the ongoing accountability and transparency for all club plans and activities.

3.3 GOVERNANCE OUTPUTS

1. Present a motion at the 2015 Annual General Meeting to amend elections so that terms for directors are offset by one year in order to provide continuity as new directors come on board.
2. Establish a governance working group to set priorities and present revisions at the 2016 Annual General Meeting for member approval. The working group will establish directors as required and considering the following:
 - i) Executive Directors will include:
 - President,
 - Vice President,
 - Treasurer (finance, capital expenditures and granting),
 - Secretary, and
 - Past president.
 - ii) Directors at Large (5 or 6) whose proposed role will be to liaise with committees in place, such as

- Tracksetting,
 - LandUse & Trails Planning,
 - Infrastructure and Capital Expenditures,
 - Operations (including programs and facilities management),
 - Special Events,
 - Communication and Marketing, and
 - Volunteers and Membership (succession, training)
3. Identify members and establish committees and/or revise terms of reference, reporting process and policies for existing committees and working groups to include guidelines for finance, community and media relations and volunteer development including the following:
- i) Standing Committees (chaired by or with a Director as a member)
 - LandUse Planning & Trails
 - Operations Programs – race program, loppet and special events, tracksetting
 - Infrastructure & Capital Expenditures
 - Finance Budgets
 - Volunteers
 - Nominations
 - ii) Ad Hoc committees will be established for a specific purpose, such as to develop a policy or financial proposal.
4. Review and revise policies and organizational chart to describe working relations and functions. Specifically, the following policies will be reviewed:
- i) Financial policy - consider revising to clarify the function of treasurer when determining how program budgets are developed
 - ii) Use of site policies - consider risk management precautions, including managing OHV in a non-motorized area, agreement among various user groups and partnership agreements, insurance, etc.
 - iii) Race program policy - review funding and granting to ensure access to funds for the whole club.
5. Develop a communication policy that establishes guidelines for communication, website and archives that will be reviewed by the Executive.

4 Infrastructure & Capital Expenditures

4.1 INFRASTRUCTURE & CAPITAL EXPENDITURES IMPACT STATEMENT

The Larch Hills Ski Area is inviting to all and meets the needs of all user groups. Infrastructure serves our diverse membership, maintains the 'rustic feel' and addresses the impacts of climate change.

4.2 INFRASTRUCTURE & CAPITAL EXPEDITURES OUTCOMES

1. The infrastructure committee provides guidance to plans for infrastructure including financial planning.
2. We recognize the value and benefits of our infrastructure:
 - i) The larger chalet accommodates our large and very successful Jackrabbit , Explorer, and Race Team programs.
 - ii) We can host major ski events like the Reino Keski-Salmi Loppet and BC Championships with the ability to offer warmth and shelter to all.
 - iii) Geezers, Wenches, Lady Striders, and Snowshoers can sit in the warm and well lit chalet and socialize after a fantastic morning of outdoor adventure.
3. A new snowmobile shed is built to house and maintain our grooming machines and equipment in good working order because they are properly stored and cared for.
4. Our master's program is thriving because our working community is able to come up for a ski in the evening after work on the lit trails. Our junior racers are able to practice in the evenings as well.
5. Our new "back country" cabin allows many recreational skiers to enjoying overnight adventures in the "back of beyond".
6. Snowshoers are enjoying lunch at the newly improved Pentti's shelter at the South Hub.

4.3 INFRASTRUCTURE & CAPITAL EXPEDITURES OUTPUTS

1. Establish terms of reference and an Infrastructure Committee to prioritize work over the next three years.
2. Prepare a climate change adaptation plan as part of preliminary work for all infrastructure planning.
3. Present a chalet plan and preliminary budget to the membership. The plan will consider the needs of LHNS user groups and the interests of members, the effects of climate change, and regulatory requirements.

4. Present a snowmobile shed plan and preliminary budget to the membership. The plan will consider the protection of equipment, the effects of climate change, and regulatory requirements.
5. Present a trail lighting plan and preliminary budget to the membership. The plan will consider the needs of LHNS user groups and the interests of members, the effects of climate change, and regulatory requirements.
6. Present a new “back country” cabin plan and preliminary budget to the membership. The plan will consider the needs of LHNS user groups and the interests of members, the effects of climate change, and regulatory requirements.
7. Present a plan and preliminary budget to improve Pentti’s shelter at the South Hub to the membership. The plan will consider the needs of LHNS user groups and the interests of members, the effects of climate change, and regulatory requirements.

5 Land Use & Trail Planning

5.1 LAND USE & TRAIL PLANNING IMPACT STATEMENT

Land use planning guides the maintenance and new development of infrastructure, including trails on the Larch Hills Nordic skiing area.

5.2 LAND USE & TRAIL PLANNING OUTCOMES

1. The land use planning committee focuses on priorities as identified in the Strategic Plan by the general membership of the Larch Hills Nordic Society.
2. The land use planning committee is responsible for all land use planning including additional cabins or shelters, campsites, parking areas, stadium, lit trail, signage, and mapping.
3. Land use planning includes the protection of the environment.
4. Land use plans will include measures to adapt to climate change.

5.3 LAND USE/TRAIL PLANNING: OUTPUTS

1. Develop terms of reference and create a Land Use Planning Committee to provide leadership for agreements with landowners, regulatory agencies, forest licensees, and other stakeholders.
2. Prepare a plan for trail maintenance.
3. Prepare a long term trail plan, including new development, which considers the desire for a diverse set of trails in the Larch Hills.
4. Develop a protocol for the approval of new trails.
5. Develop environmental guidelines for all LHNS activities that have potential for environmental impact, including trail maintenance, establishing new trails, and tracksetting.
6. Complete a climate change study to be used by the Larch Hills Nordic Society when developing plans for the future.

6 Operations

6.1 OPERATIONS IMPACT STATEMENT

No impact statement was prepared.

6.2 OPERATIONS OUTCOMES

1. All programs and committees will provide a brief written report on an annual basis.
2. The Larch Hills Nordic Society actively supports its current ski programs.
3. The Larch Hills Nordic Society encourages, invites and expands instruction for new adult skiers.
4. The Larch Hills Nordic Society actively supports the Safety Committee.
5. Race tails are established and well separated from recreational trails.

6.3 OPERATIONS OUTPUTS

1. Prepare terms of reference for annual reporting by program committees that will
 - i) summarize season's activities, successes and expenses,
 - ii) assess needs and desires for improvement for next season,
 - iii) establish budgets and priorities for next season and beyond, and
 - iv) report the number of volunteers and volunteer hours accumulated.
2. Conduct annual facilities inspections and prepare a report for the Board of Directors that includes a summary of maintenance completed and proposed for all facilities.(e.g. chalet, Ski Doo sheds, storage sheds, outhouses, shelters), groomed and ungroomed trails, snow shoe trails, signs, electrical services, and safety equipment.
3. Establish a Facilities Management Committee. .
4. Undertake planning for trail realignment so that races leave an access open for at least one snowshoe trail, and one recreational groomed trail that allows access access to an ungroomed trail.
5. Plan trail grooming by considering weather forecasts and appropriate timing to facilitate best grooming outcomes for trail condition.
6. Review track setting operations to consider trail user volume, and frequency of track setting to maintain optimal skiing conditions as well as efficient and effective use of machines and personnel.

7. Develop a consistent protocol for removing set tracks on hills.
8. A Facilities Management Director on the board will oversee all facilities, appointing and receiving reports from various facility committees.
9. Maintain all buildings to ensure they are clean and in good repair by the start of ski season.
10. Prepare a plan for early season tracksetting considering water courses and soft ground.
11. Prepare plans to develop
 - i) a 5 km race course,
 - ii) a course for beginners,
 - iii) a warming shelter at the S hub.
12. Promote summer use of non-motorized activities in the Larch Hills trails system.
13. Posses equipment to deal with the widest adverse weather possible.
14. Provide shelters or viewing stations and outhouses at the farthest most used ends of our ski area.
15. Rehabilitate select single tracks for early season skiing.

Appendix A – Consultation Results

APPRECIATIVE INQUIRY INTERVIEWS

Appreciative Inquiry is designed to foster relationships within the Larch Hills Nordic Society and among the various stakeholders who use and/or are affected by activities in the park and surrounding areas. Appreciative Inquiry is a proven process for organizational planning based on the belief that every organisation, and every person in that organisation, has positive aspects that can be built upon.

The Appreciative Inquiry interview process was introduced to the Steering Committee at the first meeting. Steering Committee members were asked to repeat the same interview with key members and partner organization representatives. The results were presented to the Steering Committee with the intention of stimulating conversation and creating a broad understanding of the key contributions the Society makes to the community.

A total of 22 interviews were conducted resulting in over 146 comments. Interviews describe the generous contributions the Society has provided to the community, the sport and individuals over the years. A sense of pride is evident from the society's commitment to volunteerism and the resulting programs and services offered. A summary of all comments is included in Appendix B.

GOVERNANCE ASSESSMENT

A governance survey was provided to the Steering Committee members. For the most part respondents were satisfied with the way the organization was run. The need for clarity around roles and responsibilities, and the working relationship among various activities was identified as an area for further work.

OPEN SPACE COMMUNITY ENGAGEMENT

A community input session was held using the Open Space process. Over 120 members LHNS and users of the Larch Hills Ski area participated and proposed over 30 different topics for further exploration. The full report was posted to the website.

Participants selected the following topic(s) for further discussion:

- Prioritize Track setting
- Improving Trail Diversity
- New Chalet
- Stadium
- Racing Trails
- Lighted Trails
- Dog Trails

- Access
- Long Term Trail Planning
- Change in Snowpack
- Governance/ Committee Structure
- Ecological Preservation, Education, and Stewardship
- Daily Trail Fee System
- Social
- Volunteers
- Additional Topics (not selected for small group discussion)
 - improve signage
 - increase cell coverage for emergencies
 - daily grooming
 - no hunting in close proximity to trails
 - first aid facilities for Loppet
 - ski trails on Larch Hills canine free.

The Steering Committee reviewed the summary document and grouped the results into five categories to represent the key areas of responsibility for the Society. These categories included: vision, governance, land use, operations, facilities, track setting and volunteers.

ONLINE SURVEY

To ensure adequate opportunity for member participation, a survey was developed using Fluid Survey, an online engagement tool. Questions were grouped into categories on governance, land use planning, infrastructure and capital programs and facilities, finances, community liaison and human resources.

Over 150 members and non-members responded to the survey. The survey gathered information on preferences and asked for respondents to rank options so that priority areas for further work could be identified. Once the results of the survey were tabulated, the Executive asked members of the Steering Committee and key volunteers to work in small groups to begin the final stage of preparing the Strategic Plan. Summary results were posted to the website.

REPORT

Appendix B – Task Group Reports\

The following section represents the work completed by the task groups for inclusion in the Strategic Plan. The information in this section contains useful information and details for operations level planning.

GOVERNANCE

<p>What is the problem this task group will address?</p> <p>Need to communicate how we work and more often. Often things don't come through the board so accountability. Clear communication of committees through the board and to the membership. Reporting through liaison board member. Minutes published promptly and posted to website. Understand roles of the directors. Constitution and by-laws updated and on the website. Every board member has a function. Have to elect new slate every year half new every year for continuity.</p>	
<p>What are the other points of view for this problem?</p> <p>Refer to consultation summaries</p>	<p>How would these other points of view describe the problem?</p> <p>Clarification of what is currently happening There isn't a problem. Just have patience it will all come together (no timeline)</p>
<p>Who will be helped by the work you do to address the problem?</p> <p>Same</p>	<p>Who will be affected by the work you do to address the problem and how?</p> <p>Elected directors, Committee chairs, Program volunteers Members, Local businesses, Ski Clubs Other groups e.g. Hut and Trails, Tolko, Landowners</p>
<p>Describe the problem again taking into consideration the various perspectives you have described above:</p> <p>LHNS is accountable to the members: communication and decisions are transparent. Roles and responsibilities are clear and readily available with Board providing overall governance and committees managing programs and services.</p>	
<p>Outcomes</p> <ol style="list-style-type: none"> 1. By-laws are updated to represent the organizational structure and with clear functions for all directors 2. All committees are reviewed and functions are clearly defined so members can find a way to be involved. 3. Communication is transparent and frequent so that information is easily available to the members. 4. Policies are reviewed and revised to reflect current society and board function. 5. Elections will be offset to ensure continuity. 6. The financial policy is developed to protect the interests of the club and membership for all programs is reviewed and approved by the board and so budgets are communicated to the board. 7. All changes contribute to improved accountability and transparency. 	

Governance (continued)

Outputs

- 1) By-laws revised and presented at next AGM for member approval including:
 - a) Establish Directors as follows:
 - i) Executive:
 - ii) President
 - iii) VP
 - iv) Treasurer (Finance & capital expenditures & granting)
 - v) Secretary
 - vi) Past president
 - vii) Directors at Large (5 or 6) - Proposed liaison with committees primarily in place e.g.
 - Trackset
 - LandUse Planning & Trails
 - Programs
 - Special Events
 - Communication and Marketing
 - Facilities
 - Volunteers & Membership (succession, training)
 - b) Motion to amend elections for offset terms to provide continuity.
- 2) Committees – prioritize and establish ad-hoc and or policies for standing committees:
 - a) Nominating Committee
 - b) Standing
 - c) Ad Hoc
 - d) Reporting
 - e) Budgets and volunteers
- 3) Policies reviewed and organizational chart to describe working relations and functions:
 - a) Financial policy revised
 - i) Consider function of treasurer when determining how program budgets are developed
 - b) Use of site policies including:
 - i) Risk Management (executive) – how to manage OHV in a non-motorized area. Mixed use harmony among user groups and partnership agreements in place, insurance etc.
 - c) Review race program policy re: funding & granting to ensure access to grants for the whole club.
- 4) Communication reviewed by Executive e.g. Website and Archives

LAND USE PLANNING/TRAILS

Outcomes, Influential Factors, Assumptions and Risks

Outcomes	Influential factors	Assumptions and risks
A land use plan will be developed to guide the maintenance and new development of infrastructure on the Larch Hills Nordic skiing area.	Existing agreements, regulations, guidelines, and LRMP. Existing joint trail committee between LHNS and Shuswap Outdoors. Development by other land users in the area.	There will be a heavy workload and short timeframe for the LUP committee. Targeted dates may not be fully met. There are many stakeholders and activities involved. Communicating with all of them and the number of meetings required will be considerable.
Land use planning will focus on the priorities identified by the general membership of the Larch Hills Nordic Society.	The feedback from those who took part in the Strategic Planning process .Development by other land users in the area.	Difficult to meet the needs of all users all of the time. New development on private land and the Violet Creek Park may be limited.
Land use planning will include the protection of the environment.	Existing regulations and agreements.	Environmental protection is an ongoing dynamic process, and despite best efforts, plans may not always be able to predict environmental impacts. LHNS cannot control the activities of others in the area, especially in summer.
Land use plans will include measures to adapt to climate change.	The year 2014 was the warmest year across global land and ocean surfaces since records began in 1880. 9 of the 10 warmest years on record have occurred in the 21 st century. [1998 ranks 4 th warmest year] *NOAA, National Climatic Data Centre, US Department of Commerce	Models of climate change are based

Outputs

- 1) **By-laws revised and presented at next AGM**
 - a) **Establish Directors as follows:**
 - i) **Executive:**
 - ii) **President**
 - iii) **VP**
 - iv) **Treasurer (Finance & capital exp)**
 - v) **Secretary**
 - vi) **Past president**
 - vii) **Directors at Large (5 or 6) - Propose 1 to replace e.g.**
 - **Trackset**
 - **LandUse Planning & Trails**
 - **Programs**
 - **Special Events**
 - **Communication and Marketing**
 - **Facilities**
 - **Volunteers & Membership (s)**
 - b) **Motion to amend elections for officers**
- 2) **Committees – prioritize and establish ad hoc committees:**
 - a) **Nominating Committee**
 - b) **Standing**
 - c) **Ad Hoc**
 - d) **Reporting**

LAND USE PLANNING/TRAILS (CONTINUED)

Outputs/Performance metrics

Outputs	Performance metrics
A land use planning committee will be formed.	A committee of 4 to 6 members will be formed by May 2015. The committee will report to the board and membership regularly. The land Use planning committee, with input from the executive, may form sub-committees or working groups for issues such as environmental guidelines to reduce the work of the planning committee.
A plan for trail maintenance will be completed.	A trail maintenance plan with cost estimates will be completed and submitted to the executive for approval by August 31, 2015. The plan will be updated by May 1 annually.
A long term trail plan, including new development, will be completed which considers the desire for a diverse set of trails in the Larch Hills. A protocol will be developed for the approval of new trails.	A plan for new trails will be completed by February 28, 2016. A first draft of the plan and protocol will be done by November 15, 2015. The plan will prioritize the new development and provide cost estimates. The plan for development of new trails will be approved by the general membership.
Agreements with landowners, regulatory agencies, forest licensees, and other stakeholders will be reviewed, and renegotiated or developed where necessary.	The land use committee will be responsible for developing the agreements which will be subject to the approval of the executive.
Environmental guidelines will be developed for all LHNS activities that have potential for environmental impact, including trail maintenance, establishing new trails, and tracksetting.	Guidelines to be developed, if there are no existing regulations or guidelines, and implemented by September 30, 2015. Guidelines to be approved by the executive and/or membership.
A climate change study will be conducted to be used by the Larch Hills Nordic Society when developing plans for the future.	The land use committee will obtain the services of qualified club members or contract out the services of experts to conduct a climate change study to be completed by June 30, 2015.
The land use planning committee will be responsible for all land use planning including additional cabins or shelters, campsites, parking areas, stadium, lit trail, signage, and mapping.	The committee will develop plans for land use other than trails as the need arises.

Land Use Planning/Trails (continued)

Assets

Existing trails, stadium, mapping, and signage.

There are club members with expertise in forestry, hydrology, mapping, biology, planning, and inter-agency relationships.

The experience, knowledge, and dedication of those currently looking after trail maintenance and signage.

Existing reports available from the Shuswap Trail Alliance covering Violet Creek and Mara Meadows Management, Non-winter Use, Trail Design, Signage Standards, Trail Environmental Screening, and the Shuswap Regional Trail Strategy.

Good relationships with other agencies and stakeholders: Shuswap Trail Alliance, Shuswap Outdoors, BC Parks, Ministry of Forests, Land and Natural Resource Operations, Forest Licencees, Grazing Lease holder, EQ Trails Association, BC Backcountry Horsemen (Shuswap and N. Okanagan Chapters), Splantsin and Secwepemc Bands (through STA contacts), Nature's Nomads ATV Club (Salmon Arm) and Sicamous Quadders.

INFRASTRUCTURE & CAPITAL EXPENDITURES

What is the problem this task group will address?

The current infrastructure of the Larch Hills Ski Area does not meet the needs of all of our current members.

What are the other points of view for this problem?

- 1) *Infrastructure development is too expensive and will raise cost of skiing*
- 2) *Climate change will impact the ski season to the extent that infrastructure development will be a waste of money*
- 3) *Infrastructure development will ruin the rustic feel of our ski area*

How would other points of view describe the problem?

- 1) *We need to limit development of the area to limit cost*
- 2) *We need to move the ski trail system to higher elevation*
- 3) *There isn't a problem*

Who will be helped by the work you do to address the problem?

Membership at large

Who will be affected by the work you do to address the problem and how?

- 1) Chalet expansion would affect all members who use the chalet - especially younger users groups (Jackrabbits, race team, schools, young families. Shelter, protection and immense social value.
- 2) Ongoing maintenance /construction of buildings (sheds for storage and protection of groomers/ equipment) is necessary for protection of investment/assets of ski society
- 3) Lit trails – would benefit membership at large, race team, jackrabbits, all people who work during the day
- 4) Shelters/cabins in trail system - would benefit members at large

Describe problem again taking into consideration the various perspectives you have described above:

(We didn't do this)

What will have changed as a result of the work you do in relation to this problem by the time your work on this project or program is finished?

The Larch Hills Ski Area is inviting to all and meets the needs of all user groups.

Larger chalet The chalet is large enough to accommodate our large and very successful Jackrabbit, Explorer, and Race Team programs. We can host major ski events like the Reino Keski-Salmi Loppet and BC Championships with the ability to offer warmth and shelter to all. Geezers, Wenches, Lady Striders, and Snowshoers can sit in the warm and well lit chalet and socialize after a fantastic morning of outdoor adventure.

New snowmobile shed Our grooming machines and equipment are in good working order because they are properly stored and cared for.

Lit trail Our adult program is thriving because our working community is able to come up for a ski in the evening after work. Our junior racers are able to practice in the evenings as well.

Infrastructure & Capital Expenditures (continued)

New “back country” cabin Many recreational skiers are enjoying overnight adventures in the “back of beyond” thanks to our new cabin in the woods.

Better shelter Snowshoers are enjoying lunch at the newly improved Pentti’s shelter at the South Hub.

1) Problem or Issue

Expand Chalet

Ski-doo shed

Lighted trail

Another remote cabin

2) Community Needs/Assets

3) Intended Results (Outputs, Outcomes, Impact)

Year round recreation facility for community at large with:

- Expanded chalet which can be used for events year round and wheel chair accessible
- Adequate buildings/structures for grooming equipment
- Lit trail
- Improved/expanded shelters/cabins in trail system which can be enjoyed year round by the membership at large

4) Influential Factors (Assumptions and Risks)

- *Adequate funding*
- *Concerns about climate change:*
 - ❖ There has been no history to date of being unable to use area for significant parts of winter
 - ❖ We have a better snow situation than most other clubs in the area
 - ❖ Climate science is far from certain
 - ❖ There is strong potential for expanded summer use of Larch Hills Ski Area by hikers, mountain bikers, and horse riders. Infrastructure development will have great inherent value regardless of future climate.

5) Strategies

- Infrastructure development recognized as an important priority in the Strategic Plan (particularly chalet expansion)
- Chalet expansion committee (already in existence) brings proposal to executive for vote by general membership

6) Assumptions

- Membership will accept proposal for chalet expansion (suggested by the high level of response on survey and at community meeting)
- Funding will be found
- Expanded chalet will have inherent value regardless of future climate situation

OPERATIONS

Program and Operations

To maintain and improve the winter experience for visitors to the Larch Hill

Program Short Term Outcomes

1. Each Program and committee will through brief written report :
 - implement an annual year end review to:
 - summarize season's activities, successes and expenses.
 - asses needs and desires for improvement for next season.
 - Cost and prioritize for next season and beyond.
 - report the number of volunteers and volunteer hours accumulated.
2. The society will acquire several counters to better assess traffic and needs.
3. The Larch Hills Nordic Society actively supports its current ski programs.
- 4.The Larch Hills Nordic Society will plan ways of encouraging/inviting and expanding the instruction of new adult skiers.
- 5.The Larch Hills Nordic Society actively supports The safety Committee.

Operations Short Term Outcomes

- 1.Facilities Management will include annual inspection and report re maintenance completed and needed for all facilities.(Chalet, PB Shed, Ski Doo sheds, Storage sheds. outhouses, shelters etc, groomed and ungroomed trails, snow shoe trails, signs, electrical service, and safety equipment.
- 2.A Facilities Management committee will be established
3. Planning for trail realignment so that Races leave an access open at least one snow shoe trail, and one recreational groomed trail will be will be undertaken. (The groomed access will allow access to an ungroomed trail).
- 4.Trail grooming will consider using weather forecasts in planning regular and daily grooming and possible grooming time of day changes to facilitate best grooming outcomes.
- 5 Track Setting will be reviewed considering trail user frequency, and frequency of track setting in order to maintain optimal skiing as well as efficient and effective use of machines and personnel.

6. The Larch Hills Nordic Society will develop a consistent protocol for removing set tracks on hills.

7. The Larch Hills Nordic Society will develop a policy (guidelines) concerning colours, sizes, types, placement and removal for both permanent and temporary signs and maps in the Larch Hills. This policy should consider placement, visual impact and usefulness in terms of both regular users and first time visitors

Long Term Outcomes

1. A Facilities Management Director will oversee all facilities, appointing and receiving reports from various facility committees.

All buildings will be clean and in good repair by the start of ski season.

A plan for early season tracksetting will be in place considering water courses and soft ground..

2. The Larch Hills Nordic Society will have a 5 k race course.

3. The Larch Hills Nordic Society will have a beginners course.

4. The Larch Hills Nordic Society will have a warming shelter at the S hub.

5. The Larch Hills Nordic Society will be promoting summer non motorized activities in the Larch Hills.

6. Race Trails will be better separated from recreational trails.

7 The Larch Hills Nordic Society will possess the equipment to deal with the widest adverse weather possible.

8. The Larch Hills Nordic Society will have shelters/viewing stations and outhouses at the farthest most used ends of our ski area.

9. The Larch Hills Nordic Society will be rehabbing our closest in single tracks for early season skiing.

.....