





Strategic Plan



<p>VISION: <i>We aspire to achieve:</i> A vibrant healthy sport community!</p>	<p>PURPOSE: <i>We exist to:</i> Facilitate high performance sport Provide community assets Enhance tourism products</p>	<p>MISSION: <i>What we do:</i> We deliver inclusive sport and recreation experiences through our games legacies</p>	<p>VALUES: Inclusivity Respect Empowerment Integrity Teamwork Safety</p>
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Strategic Directions and Priorities:

grow sport

 <p>Optimize Sport Participation & Venue Utilization</p>	 <p>Be an Inclusive Employer of Choice</p>	 <p>Develop Opportunities</p>	 <p>Maximize Funding</p>
<p>Attract and support athletes, teams, coaches and sport events</p>	<p>Attract and retain colleagues</p>	<p>Seek commercial partners for economic growth</p>	<p>Deliver the highest confidence to our partners to maximize funding</p>
<p>Facilitate competition that aligns with the Long-Term Athlete Development Framework</p>	<p>Foster a safe, collaborative and entrepreneurial culture</p>	<p>Explore development opportunities on existing land</p>	<p>Pursue government funding for long-term venue viability</p>
<p>Support growth of regional sport</p>	<p>Offer competitive wages and meaningful benefits</p>	<p>Pursue new business opportunities</p>	<p>Explore grants, philanthropic and charitable options</p>
<p>Be responsible stewards of our natural environment</p>	<p>Provide relevant training and development opportunities</p>	<p>Integrate truth and reconciliation</p>	<p>Have shovel-ready projects ready for grant applications</p>



Optimize Sport Participation & Venue Utilization

#	Actions	Deliverables	Timeline
Priority A: Attract and support athletes, teams, coaches and sport events			
1	Develop sport terms of engagement detailing the growth, development and success of sport	<ul style="list-style-type: none"> Communicate decision making criteria and sport direction Host venue specific sport "summits" with partners 	2023-24
2	Meet with our sport partners to ascertain what the barriers/gap (analysis) are in Whistler that we can overcome to increase optimization on our venues.	<ul style="list-style-type: none"> Develop implementation requirements for a track at Bailey Park and sliding start facility (location TBD) with partners Include events (e.g., one WCH at WSC every four years) 	2023-24
3	Engage with local Indigenous peoples to facilitate sport participation	<ul style="list-style-type: none"> Set meeting with the appropriate leadership to have at least one activity for winter for indigenous youth. 	2023-24
4	Keep current with all accessible trends and regulations to facilitate Para Sports on our venues	<ul style="list-style-type: none"> Connect with all of our core para-sports annually to ensure we are aware of future changes (NSO and PSO to provide direction programming and communications) 	2023-24
5	Prioritize the design of access packages to WOP and WSC that includes accommodation/food	<ul style="list-style-type: none"> Build a stay and compete/train package that can be tailored to fit existing and new user groups 	2023-24
6	Expand the concept of the Legacy Club to qualify for funding	<ul style="list-style-type: none"> Prepare a feasibility study 	2023-24
7	Ensure principles of hazard and risk management, incident reporting and investigation are current	<ul style="list-style-type: none"> Colleague Safe Sport orientation and training to assist in identifying and reporting safe sport compliance on our venues. Orientation for hazard identification 	2023-24
8	Assist organizing committees in marketing and promotion of events	<ul style="list-style-type: none"> Collaborate with sport to develop marketing and communication plans for events 	2023-23
Priority B: Facilitate competitions that align with our values, Olympic & Paralympic Long-Term Development model			
1	Create WSL strategy for events and internal revenue/cost recognition	<ul style="list-style-type: none"> Work with sport event organizers to reduce number of hosting entities and provide clear operational and cost restraints on our venue 	
2	Expand sport in event facilitation and organization	<ul style="list-style-type: none"> Create dedicated work team/group to explore sport event delivery 	
Priority C: Support growth of the region's sport organizations			
1	Prepare fulsome review of sport to identify themes or consistent gaps in pathway	<ul style="list-style-type: none"> Expand summit to regional partners Leverage the Regional Alliance LSO development plan 	
2	Review WSL sport development program	<ul style="list-style-type: none"> Outline 5-year plan for products and outcomes 	
3	Facilitate quality sport practices with sport organizations	<ul style="list-style-type: none"> Define goals and determine how WSL will influence sport, athlete and coach development and then disseminate information internally and externally Ask each of our sport partners for WSL representative on their respective boards 	
Priority D: Be responsible stewards of our natural environment			
1	Ensure sustainable responsibility to reduce impact including required waste management and building practices	<ul style="list-style-type: none"> Set standards that meet or exceed current regulations set by the SLRD & RMOW. 	
2	Operate in harmony with the environment and nature	<ul style="list-style-type: none"> Communicate to colleagues, community, partners and stakeholders 	
3	Minimize the potential for human/wildlife interaction	<ul style="list-style-type: none"> Consistently update processes for how to handle wildlife on venues according to best practices 	
4	Follow legislative compliance in accordance with environmental laws	<ul style="list-style-type: none"> Create a colleague environmental committee (put environment on venue meeting agendas) Eliminate, reduce, reuse, recycle and dispose appropriately Communicate methods for responsible stewardship Champion environmental practices Identify and assess hazards while controlling risk 	



Be an Inclusive Employer of Choice

#	Actions	Deliverables	Timeline
Priority A: Attract and Retain Colleagues			
1	Create a compelling employer brand	<ul style="list-style-type: none"> Prepare a guidebook promoting WSL history to be used as a tool for managers and supervisors during the recruitment process Continually update and share core role succession planning document with senior team for their information Promote employment opportunities with WSL internally/regionally 	ONGOING
2	Maintain a robust recruitment and retention strategy	<ul style="list-style-type: none"> Revisit recruitment strategy annually for winter seasonal colleagues Review & circulate organizational onboarding/offboarding processes for endorsement for company wide practice RPromote employment opportunities with WSL internally/regionally 	ONGOING
3	Maintain colleague surveys	<ul style="list-style-type: none"> Launch corresponding surveys for measurement as required 	ONGOING
4	Promote detailed competencies for employer of choice	<ul style="list-style-type: none"> Managers and supervisors to use information document defining pathways for success 	ONGOING
5	Promote inclusion, diversity and equity (IDE)	<ul style="list-style-type: none"> Update current documents to include definition of IDE (e.g., colleague handbook, etc.) Include and share IDE criteria and definitions in information documentation for managers and supervisor to use 	2023-24
6	Embrace Truth and Reconciliation Principles and Calls to Action	<ul style="list-style-type: none"> Develop culturally informed communication tools to enhance colleague knowledge and understanding at orientation Liaise with Indigenous groups to explore work experience opportunities 	
Priority B: Foster a safe, collaborative and entrepreneurial culture			
1	Reward and recognize positive attitudes and behaviours that align with the strategic plan	<ul style="list-style-type: none"> Maintain the recognition and reward program, with incentives, promoting and increasing productivity, profitability, safety, and environmental actions Include strategic plan comprehension questions within engagement surveys Prepare straight forward strategic plan modules and collateral for manager and supervisor use 	ONGOING
2	Inspire the Olympic spirit	<ul style="list-style-type: none"> Communicate and inspire Olympism through marketing, sport, sales and human resources 	ONGOING
3	Review safety best practices and update accordingly	<ul style="list-style-type: none"> ?? 	ONGOING
4	Commit to safety compliance, industry standards and applicable legislation	<ul style="list-style-type: none"> Prevent workplace accidents through safe work practices and by reporting and correcting potential hazards Document and define standards and procedures Form JOH&S committees as required by WorkSafeBC Promote colleague health and safety at all times 	ONGOING
5	Implement the strategic plan through leadership, communications, and processes	<ul style="list-style-type: none"> Managers and supervisors to champion strategic plan internally, to influence a positive culture Managers and supervisors to continually reference the strategic plan for all work endeavours 	When Plan is Complete / Approved



Be an Inclusive Employer of Choice

#	Actions	Deliverables	Timeline
Priority C: Offer competitive wages and meaningful benefits			
1	Benchmark compensation and benefit package	<ul style="list-style-type: none"> Research competitive external indicators as required 	Ongoing/as directed by BOD
2	Define and determine compensation and benefits package components	<ul style="list-style-type: none"> Complete competitive compensation and benefit reviews as required 	Biannually
Priority D: Provide relevant training and development opportunities			
1	Leadership Development	<ul style="list-style-type: none"> Determine and facilitate training sessions for managers and supervisors 	ONGOING
2	Ensure organizational chart and corresponding position descriptions are aligned with strategic plan initiatives, actions and deliverables	<ul style="list-style-type: none"> Managers to review as necessary and revise 	ONGOING
3	Seek apprentice and training programs for business needs	<ul style="list-style-type: none"> Managers to explore and intensify apprentice initiatives for relevant roles 	ONGOING



Develop Opportunities

#	Actions	Deliverables	Timeline
Priority A: Seek commercial partners for economic growth			
1	Prioritize non-sport activities with high return on investment	<ul style="list-style-type: none"> Compare WSL with other similar operations i.e. Park City/Winsport/Lake Placid to ascertain if there are opportunities that could fit within our venues. 	2024
2	Explore and expand for-profit opportunities	<ul style="list-style-type: none"> Activate CSI partnership to increase revenue at WAC and WOP Explore on site food and beverage operator at WAC Develop Olympic tour product at our venue 	2024
3	Build business relationships with commercial partners	<ul style="list-style-type: none"> Ensure we are receptive to opportunities from third party operators Identify products/activities that align with WSL's vision and values 	ONGOING
Priority B: Explore development opportunities			
1	Explore third-party business and partnership development	<ul style="list-style-type: none"> Prepare supporting documents detailing opportunities 	TBD
2	Discover how global Olympic organizations generate revenue	<ul style="list-style-type: none"> Hire third party (student) to create document on revenue generating opportunities at worldwide Olympic venues 	2024
3	Asset development	<ul style="list-style-type: none"> Pursue WAC land development opportunities including long-term revenue streams Create permanent structures for social and sport events at WSC Develop the Phase 2 expansion plan for the WOP campsite and pad accommodation by identifying the specific site and start the planning with the SLRD. 	2024
4	Sustain WSC Sport Experience Program	<ul style="list-style-type: none"> Ensure Pilot continual development 	ONGOING



Develop Opportunities

#	Actions	Deliverables	Timeline
Priority C: Pursue new business opportunities			
1	Design 5 – 10-year vision plan for each venue based on Strategic Plan	<ul style="list-style-type: none"> Prepare and share for implementation by departments 	2024
2	Maintain the stakeholder listing	<ul style="list-style-type: none"> Foster stakeholder relationships Ensure stakeholder listing is current Share internally for information or action 	ONGOING
3	Develop venue specific business tactics to achieve strategic plan deliverables	<ul style="list-style-type: none"> Prepare and share for implementation by departments 	2024
4	Prepare WAC accommodation agreements in conjunction with venue access	<ul style="list-style-type: none"> Sales and venues to liaise for the development of specific access and accommodation packages Ensure WAC is included as an accommodation option for all events in Whistler 	ONGOING
5	Engage the community in venue opportunities	<ul style="list-style-type: none"> Create a summer event for Cheakamus Crossing with partners (CSI, Whistler Gymnastics, soccer etc.) Pursue and/or partner for delivery of community events (i.e. sponsor a WORCA Toonie ride, neighbourhood dinner) 	2024
6	Explore an organizational for-profit signature event at each venue	<ul style="list-style-type: none"> Prepare opportunity matrix and share for decision making and/or implementation 	TBD
Priority D: Integrate Truth and Reconciliation			
1	Embrace TRC Principles and Calls to Action	<ul style="list-style-type: none"> Prepare and activate 3-year implantation plan including communication and participation details (e.g. digital signature, event representation and land acknowledgements etc.) 	ONGOING
2	Foster a respectful relationship with Indigenous communities	<ul style="list-style-type: none"> Liaise with Indigenous groups to learn and embrace opportunities 	ONGOING



Maximize Funding

#	Actions	Deliverables	Timeline
Priority A: Advocate for maximum 2010 Games Operating Trust funding			
1	Re-establish and maintain positive relations with GOT Chair and both federal and provincial sport representatives	<ul style="list-style-type: none"> CEO/WSL Board Members to communicate in person with Provincial & federal representatives regarding long term life expectancy of WSL Venues. 	ONGOING
2	Explore and expand for-profit opportunities	<ul style="list-style-type: none"> Activate CSI partnership to increase revenue at WAC and WOP Explore on site food and beverage operator at WAC Develop Olympic tour product at our venue 	ONGOING
Priority B: Pursue government funding for long-term venue viability			
1	Pursue and attain funding for projects and facility upgrades for sport and recreation	<ul style="list-style-type: none"> Identify venue priority projects for funding Align with stakeholder (NSO/PSO/Clubs/Regional governments) priorities through needs assessment Form a working group with expert input for action 	TBD
2	Protect long term viability of venue assets by deepening governments' knowledge and understanding of replacement requirements and costs	<ul style="list-style-type: none"> Create external document (Omicron) detailing capital replacement plan to send to government representatives 	2024
Priority C: Explore grants, philanthropic and charitable options			
1	Seek donation, grant, and funding opportunities	<ul style="list-style-type: none"> Identify specific funding goals and priorities (e.g., capital replacement, sport infrastructure, sport programming, etc.) Review/apply for available grants and funding to pursue: renewable energy projects and transition to green initiatives 	ONGOING
Priority D: Seek grant applications for shovel-ready projects			
1	Identify qualifying short and long-term capital projects for future funding cycles	<ul style="list-style-type: none"> Leverage capitol reserves to optimize fund-matching opportunities 	ONGOING
2	Prepare project list for grant and funding opportunities	<ul style="list-style-type: none"> Prepare details costing information and approve identified projects 	ONGOING