



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 volunteer directors, 3 administrative staff, 15 coaches and 4 full-time 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 four years. The priorities within the 'how we're moving forward' section are the core part 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 the helping and hindering forces currently affecting mountain biking generally and WORCA specifically helps us to be more strategic in moving forward in the coming years.
- 3. How we're moving forward:** Our priorities and key deliverables describe how we are moving toward our goals and where we are focusing our efforts and resources over the next four years.

WORCA Strategic Plan 2021-2024

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.**

	Trails 🚲 Development, maintenance and protection of Whistler's off-road, non-motorized trail network.	Youth 🚲 Programs for youth on bike safety, skills, etiquette and trail stewardship.	Events 🚲 Rides, races and other events for fun, competition and skill development.	Capacity 🚲 The human and financial resources, membership base, facilities, governance and risk management systems, partnerships, etc. to achieve the other goals.
Our Goals¹	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. 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.	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.	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.	All Whistler trail users 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	Improve trail management systems and expertise, becoming the professional, 'go to' experts on trails in Whistler. <ul style="list-style-type: none"> Develop a trails database. Attend all trails-related meetings held by community partner organizations. Allocate funds for trail crew professional development. Better estimate how much trail work we can undertake in a season based on staff resources to help with planning and funding requests. Deliver a world-class trail network that meets diverse community needs, rehabilitating or upgrading existing trails as much as possible. <ul style="list-style-type: none"> Co-develop a trails master plan guided by the Recreational Trails Strategy, balancing the needs of diverse user groups. Establish cohesive loops using existing trails and by focusing new trail building on loop routes. Rehabilitate or upgrade existing trails to single black or blue designation where appropriate to create smarter loops and/or to create needed trail diversity. Improve route wayfinding by cleaning up Trailforks routes and improving route signage. Increase member and community engagement in trail work. <ul style="list-style-type: none"> Develop, maintain and grow the number of professional trail crew in this community. Upskill and involve trail crew and community members in 'professional trail builds' rather than outsourcing to construction companies. Host stakeholder-specific trail nights to encourage more diverse participation in trail work (e.g. youth, women, etc.) 	Ensure camp offerings, policies and procedures continue to meet industry standards and help to advance best practices. <ul style="list-style-type: none"> Develop and/or update camp policies and procedures to ensure all youth-related goals are embedded. Conduct an annual review of industry regulations and best practices, and adjust offerings, policies and procedures as needed. Create and annually refine as needed, a thorough coach training program, and deliver it annually to all coaches. Deliver a survey regularly through the summer to gather parent, participant and coach feedback related to camp value, improvements, and policy and procedure compliance. Share our knowledge with other organizations to support youth mtb development in other communities. Improve camp access for a greater diversity of youth. <ul style="list-style-type: none"> Continue to offer access for low-income families through Whistler Community Services Society. Establish a relationship with the Lil'wat Nation school to enable Lil'wat participation in camps and coaching. Maintain and where possible strengthen programs within all Whistler schools to increase youth exposure to the sport. 	Improve event access for a greater diversity of riders. <ul style="list-style-type: none"> Create a video to welcome new/novice riders and build their knowledge related to rules, etiquette and safety. Create a schedule of Toonie courses that progress in difficulty through the season. Encourage sponsors to offer a Chiller course at Toonie events. Explore and deliver additional strategies to improve access to WORCA events, considering group rides at Chiller Toonies and a mentorship approach to promote events to a greater diversity of riders. Improve event formats. <ul style="list-style-type: none"> Create and consistently deliver event survey(s) to gather feedback on event formats. Establish a virtual backup plan for all 2021 events. Encourage a strong après scene when possible. Enhance the Bike Swap format to increase revenues and use it as a season kick-off celebration (post-COVID). Improve event communications. <ul style="list-style-type: none"> Ensure consistent event messaging that can be easily shared by sponsors. Release a weekly social media event announcement. Communicate Toonie rider etiquette and safety. Improve the financial model of events, ensuring they are revenue neutral at minimum. <ul style="list-style-type: none"> Promote the Toonie season pass. Use the Westside Wheel Up to raise funds for other non-profits. Charge an entry fee for all Toonies (including virtual), using prizes to incentivize entries. Host and facilitate events. <ul style="list-style-type: none"> Host annual WORCA events, including the Toonies, Westside Wheel Up, Back Forty and the Bike Swap. Facilitate an annual enduro event. Integrate the format, communication and access improvements above into events whenever possible. 	Increase and diversify membership and volunteers, growing to 2,000+ members. <ul style="list-style-type: none"> Develop and annually update and deliver a membership campaign, focusing on the value of membership, Whistler trails and WORCA's work, and targeting a diversity of audiences (e.g. ages, genders, incomes, trail users). Identify the skills needed to optimize board composition and recruit members to fill gaps that may exist. Improve risk management. <ul style="list-style-type: none"> Formalize and utilize the Risk Management Committee. Create risk management policies that encompass all relevant areas including financial, board and association structures, operations, and human resources. Stabilize financial revenues. <ul style="list-style-type: none"> Secure a more diverse and sustainable portfolio of funding, including RMOW non-grant sources (e.g. RMI, fee for service). Enhance WORCA's sponsorship program and relationship management to secure additional revenue, delivering good value, a coordinated approach and specific opportunities related to trails, camps and events.
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WHERE WE ARE NOW

Helping and Hindering Forces³	Helping: Strong local and regional partnerships; world-class trail network; experienced trail builders. Hindering: Trail overuse/degradation and overcrowding; sustainable funding; rogue trail building; wildlife conflicts; ebike conflicts and impacts on trails from increased usage; management systems somewhat lacking.	Helping: WORCA camps are in high demand and offer good value to families, including low-income families through WCS. Hindering: COVID risks and uncertainties; not all youth demographics are participating; cost of bike equipment creating barriers to some.	Helping: WORCA's events have a good reputation and following; virtual events tested through the Toonies in 2020. Hindering: COVID restrictions and uncertainties; limited funding.	Helping: Strong membership and volunteers, passionate staff and board, community support, sponsor and partner relationships; growth in biking culture and tourism; economic impact associated with trails managed by WORCA estimated at \$16M of 'industry output'; resiliency of biking to COVID. Hindering: Stable funding sources; reliance on limited external funding sources; incidents that create legal and insurance challenges.
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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 Similar to a SWOT analysis, helping and hindering forces help us plan more strategically.

WORCA Strategic Plan 2021-2024



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, and other local supporters to put even more resources into our local trail system.

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 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.

STAY IN TOUCH

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Facebook: [WORCA](#)

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WORCA