
STRATEGIC FRAMEWORK

2024-2027



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WELCOME TO MOUNT SIMA



📷 Mount Sima

Mount Sima was established in 1993 and is located in the Whitehorse, Yukon, municipal boundary. The location is leased from the City of Whitehorse and run by the non-profit organization The Friends of Mount Sima Society (FMSS). FMSS represents a group of dedicated volunteers who work towards creating and sustaining a multi-year and multi-season operation for the benefit of the community.

The Mount Sima ski and snowboard area has a vertical drop of 318 m (1,043 ft) with one chairlift

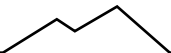
and a handle tow serving 37.5 hectares of terrain. While Mount Sima is primarily a winter and skiing/snowboarding-focused facility, FMSS welcomes other forms of compatible mountain activities as well as mountain biking and summer camps.

The FMSS recognizes with gratitude and respect that the mountain and FMSS facilities are located on the Traditional Territories of the Kwanlin Dün First Nation and Ta'an Kwäch'än Council, the original stewards of this land.

OUR CONTEXT



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The FMSS Board of Directors and General Manager are proud of the current state of Mount Sima: our relevance to the community, our state of finances and asset management, our capacity, and our strong organizational culture. And, the FMSS recognizes that we are in a time of flux and cannot take anything for granted for **four reasons**:

01

First, we are emerging from the pandemic years when we had a “captive market” with high expenditure behaviours. Today, and looking forward, we are planning for a period of discretionary spending competition and financial restraint by individuals, businesses and governments.

02

Secondly, we have entered a time of increased climate volatility leading to both Whitehorse snow unpredictability and a greater southern interest in Mount Sima.

03

Third, we recognize that Whitehorse is experiencing significant demographic changes ranging from an aging population to a significant influx of new residents from other parts of Canada and beyond.

04

Fourth, we recognize shifts in societal norms and values around important topics ranging from reconciliation with Indigenous Peoples to climate change adaptation, to digitization, to rapid changes in how we connect with each other.

Our leadership embraces the opportunity that change brings and is working to instill a culture and facility that can easily pivot, adapt and benefit from changes while maintaining community relevance and organizational sustainability.



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OUR VISION



Mount Sima: Whitehorse's Northern Mountain Vibe. We are an inclusive community of winter sports and mountain enthusiasts. As a valued community pillar, we contribute to a high quality of life, a sense of place and connection.

OUR MISSION

To provide a safe, consistent, and high-quality mountain user experience

To run a responsible organization with strong governance and financial management

To offer and support programs that enable users at all levels to achieve their goals

To be a preferred employer that values and empowers its staff and volunteers

To manage and improve our network of runs and facilities

To be a trusted partner based on common values and interests



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OUR CORE VALUES

The promise of inclusive family activities

Being a place where local families can gather and spend the day together outside in a fun and healthy way is fundamental to securing Mount Sima's place as a core Yukon institution.

Mount Sima is, first and foremost, a ski/snowboard facility

At its core, Mount Sima is about skiing and snowboarding. Alternative recreation opportunities, such as summer mountain biking will be supported if they can be done so sustainably.






A steadfast commitment to partnerships

Our strength is our community. Partnerships with governments, local and national organizations, volunteers and committed staff are key to our success.

A professional and resilient organization

We are a non-profit organization that acts like a business and values organizational agility so that we can effectively adapt to a dynamic environment.



 Mount Sima

OUR PRIORITIES



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PEOPLE

What Success Looks Like

Alpine recreation is a valued part of Whitehorse's community culture with low-barrier options that all can access and enjoy.

Customers, Volunteers, Partners, and Staff:

- ❄ experience a welcoming, inclusive and respectful environment on the trails, in our facilities and in the workplace.
- ❄ enjoy opportunities to connect in support of a vibrant, knowledgeable and dynamic alpine recreation community.

Key Strategies

1. Customers

Develop a comprehensive communication strategy to ensure customers are informed and engaged on issues and opportunities affecting Mount Sima.

Develop a customer acquisition and retention strategy, starting with kids.

Work with under-represented communities to explore how Mount Sima can provide a welcoming environment for everyone.

Develop customer onboarding with education and user etiquette to build ownership and pride.

2. Staff and Volunteers

Develop a staff and volunteer recruitment and retention strategy.

3. Partners

Develop a policy to guide successful partnerships.

Develop ways to acknowledge the Traditional Territory where Mount Sima is located, including imagery and Southern Tutchone.



ACTIVITIES

SPORT AND RECREATION

What Success Looks Like

- ❄ Alpine recreationists of all ages, backgrounds, abilities and levels of performance can access the facilities, equipment and programming to meet their needs.
- ❄ Customers can test their skills and abilities (and have fun!) through events.
- ❄ Mount Sima can host local and national events that help sustain and improve the organization by building our capacity and reputation.

Key Strategies

1. Partners

Work with the Alpine Ski Association of Yukon, Snowboard Yukon, and Yukon Freestyle Ski Association to plan for and develop the capacity needed to effectively host a range of competitive events.

2. Programming

Work to ensure that everyone, from beginners to experts, and from all backgrounds, ages and abilities can access the programs, instruction, coaching and support they need to develop as alpine recreationists and competitors.

Continue to pilot summer kids camp programs that serve our community, generate revenue and strengthen our reputation as a multi-season facility.

Continue to develop mountain biking opportunities that serve our community, generate revenue and strengthen our reputation as a multi-season facility.

3. Tourism

In light of changing winters, continue to advance tourism opportunities with governments, partners and other organizations that generate revenue.



TRAILS AND FACILITIES

What Success Looks Like

- ❄️ Customers at all levels of abilities can access a system of accessible, safe, challenging and high-quality trails and features.
- ❄️ Infrastructure accommodates and harmonizes the diversity of alpine recreational activities, prioritizing skiing and snowboarding.
- ❄️ The infrastructure needed to host local and national competitions.
- ❄️ The organization continues to secure long-term tenure arrangements with the City of Whitehorse needed for long-term investment planning.
- ❄️ Actions are taken to adapt to the impact of climate change on our activities and facilities.
- ❄️ Actions are taken to reduce the impact of our facility on the climate and land.

Key Strategies

1. Infrastructure

Continually review, refine and monitor health and safety procedures and practices to protect the health and well-being of skiers and staff.

Continue to explore the development of infrastructure to sustainably accommodate the growth of the needs of customers.

Continually develop an asset management strategy to facilitate the management of Mount Sima while also reducing staffing, operational and environmental costs.

Develop a terrain expansion needs assessment and feasibility assessment.

2. Partners

Work with Alpine Ski Association of Yukon, Snowboard Yukon, and Yukon Freestyle Ski Association, and the City of Whitehorse and other stakeholders on initiatives that are of mutual interest concerning infrastructure.

3. Climate and Environment

Work with customers, government and environmental organizations to assess our current carbon contribution and develop a long-term climate change policy and action plan to guide reductions in our climate contribution adaptation actions.

Work with relevant agencies to develop a wildfire response plan.

Develop a facility-greening plan to reduce carbon impact including micro-generation.

4. Tenure

Work with the City of Whitehorse and the Government of Yukon toward renewed and more certain tenure arrangements to replace, expand or strengthen the current seasonal License of Occupation and other arrangements related to tenure/use trails.



GOVERNANCE

What Success Looks Like

- ❄ We have effective board governance focussed on policy first, and operations second.
- ❄ We are financially, environmentally and operationally sustainable.
- ❄ We are a transparent and accountable organization, committed to open and honest dialogue with society members, customers, and key stakeholders.
- ❄ We have motivated, well-trained and empowered staff who feel valued by Mount Sima.
- ❄ We have respectful and effective working relationships with governments (the City of Whitehorse, Kwanlin Dün First Nation, Ta'an Kwäch'än Council, the Government of Yukon), partners and sponsors.

Key Strategies

1. Board Governance

Invest in board governance training and support, and transition toward and implement policy-based governance, including a full suite of board policies and procedures, clear definition and delineation of board and staff roles and responsibilities, and the development of board member orientation.

Plan board member succession to ensure Board continuity and improved representation of the Mount Sima community and the general population.

Create a yearly operational calendar highlighting milestones, reports and key concerns throughout the business year.

Collect more of the right data to support decision-making.

2. Staff

Develop a staff retention, recruitment and training plan to ensure we have the professional capacity and operational needs and to achieve strategic goals.

Develop a General Manager succession plan.

Explore housing supports for staff.

3. Partners

Work with all partner organizations to define or refine our working relationships to ensure expectations are clear and arrangements and agreements are equitable.

Explore partnership opportunities with other organizations to promote alpine recreation and culture.

Continually improve our corporate sponsorship policy and strategy.

Explore business-to-business opportunities (e.g. Yukon Hospital Corporation as part of health-care professional recruitment and retention).



