



MISSION, OBJECTIVES AND VISION

MISSION

We are a professional, not-for-profit corporation of national stature and presence whose mission is to:

- promote an understanding, appreciation and celebration of Canada's snow skiing/boarding traditions and accomplishments, and their significance to Canadian life and identity.

OBJECTIVES

- Foster awareness of the heritage of snow skiing/boarding and its contribution to Canadian society, economy and culture
- Acquire, conserve, interpret and promote public displays of artifacts and archival assets that reflect Canada's snow skiing/boarding heritage
- Honour individuals and organizations that have made exemplary contributions to Canadian snow skiing/boarding
- Nurture a sense of community, tradition and goodwill among those dedicated to the recognition of the Canadian snow skiing/boarding experience
- Support endeavors of other partners with shared and complementary interests.

CORPORATE VISION

- A world class national snow skiing/boarding Museum and Hall of Fame:
 - A well-balanced and diversified program that reflects the full richness and importance of the snow skiing/boarding experience in Canada and its diverse regions
 - Professional standards of program design and delivery, consistent with a museum of national stature and world repute
 - Communication in Canada's Official Languages: English and French
 - A permanent site in the National Capital Region, with access, relevance, and outreach in all provinces and territories
 - An engaging, accessible corporate character and spirit.



KEY STRENGTHS, OPPORTUNITIES AND CHALLENGES

- Key Strengths and Opportunities:
 - Unparalleled collection of artifacts and archival assets
 - Distinctive and uncrowded market niche
 - Credible institution, volunteers and advocates
 - Rich, untapped history and national interest.

- Key Challenges:
 - Expand facilities and improve their suitability for all aspects of the Museum's activities
 - Expand technological capacity for all aspects of the Museum's activities
 - Strengthen identity and presence across Canada
 - Expand use of French in all aspects of the Museum's activities and communications
 - Manage acquisition and deaccession to expand the Museum's collection and ensure that it represents the broad range of Canada's skiing/boarding artifacts and archival assets
 - Expand the Museum's volunteer network
 - Financial sustainability.



BUSINESS LINES

MUSEUM HOLDINGS PROGRAM

- Carefully collected, properly conserved, responsibly documented, and intelligently interpreted holdings of artifacts and archival assets that are readily accessible in person and online.
 - Acquisition of artifacts and archival assets
 - Conservation and preservation of artifacts and archival assets
 - Research and interpretation of artifacts and archival assets, and their context and significance
 - Public displays of artifacts and archival assets, and related interpretive materials and activities.

CANADIAN SKI HALL OF FAME AND COMMUNITY RELATIONS PROGRAM

- Nationally prominent and engaging activities that honour and reinforce a sense of tradition, accomplishment and camaraderie in the snow skiing/boarding world.
 - Canadian Ski Hall of Fame and recognition
 - Community Sports and Social Activities
 - Public Awareness and Education.

GOVERNANCE AND MANAGEMENT

- Transparent, effective, and publicly accountable governance complemented by efficient and sustainable operations delivered through a suitable balance of paid staff and volunteers.
 - Board Affairs
 - Finance
 - Administration
 - Communications.



STRATEGIC DIRECTIONS: 2004-05 – 2009-10

MUSEUM HOLDINGS PROGRAM

- **Acquisition of artifacts and archival assets**

Continue:

- on-going acceptance of donated materials

Initiate:

- long-term acquisition plan, with explicit priorities:
 - deliberate outreach to key niches currently under-represented
 - aggressive pursuit of “marquee” acquisitions of broad appeal
- deaccession and incoming and outgoing lending program to minimize conservation load and diversify displays of items of broad interest and relevance.

- **Conservation and preservation of artifacts and archival assets**

Continue:

- basic documentation of current assets
- careful, secure, climate-controlled storage
- maintenance of adequate insurance coverage.

Initiate:

- systematic conservation of priority assets
- systematic electronic photo documentation (for insurance, archival, reference and website display purposes)
- securing of adequate facilities that meet standards for security, climate control and conservation (part of broader facility plan).



- **Research on and interpretation of artifacts and archival assets**

Continue:

- basic asset documentation and minimal interpretation (for reference rather than final display purposes)
- selected interpretations for on-going information, awareness and outreach activities, and correction/updating of existing displays.

Initiate:

- selected interpretation of web-site amenable “displays” as a priority (to increase visibility, outreach and partner engagement)
- long-term research and interpretation program consistent with plans for asset acquisition and on-site and web display.

- **Public displays of artifacts and archival assets**

Continue:

- correction and updating/refreshment of existing displays.

Initiate:

- interactive, multi-purpose website for full range of display, information, and governance/accountability purposes
- long-term program of web display
- acquisition/development of new prominent and permanent facilities for the full range of acquisition, storage, conservation and display, and related office/administration functions
- outreach and incoming and outgoing lending arrangements with partners to minimize on-site storage needs, diversify displays, and maximize presence and outreach.



CANADIAN SKI HALL OF FAME AND COMMUNITY RELATIONS PROGRAM

- **Canadian Ski Hall of Fame**

Continue:

- transformation of Honour Roll into the Canadian Ski Hall of Fame
- induction ceremony and banquet.

Initiate:

- a new Canadian Ski Hall of Fame display in the Museum's existing facilities
- more diversified honours program.

- **Community Sports and Social Activities**

Continue:

- prominent fun sports events (e.g., Legends races, moonlight XC outings for "friends of the Museum").

Initiate:

- web-based outreach to friends and partners
- replace existing Honour Roll of Canadian Skiing pages on website with updated Canadian Ski Hall of Fame pages
- more diversified sports and social program for friends and partners.

- **Public Awareness and Education**

Continue:

- periodic interpretation and communications products and activities
- newsletter, pending additional/alternative communications and outreach vehicles
- outreach activities, such as displays at the Gatineau Park Visitors Centre. At Chelsea, QC, Queen's park in Toronto, and the Norwegian Displays' at Gatineau's Maison du Citoyen.

**Initiate:**

- systematic outreach to targeted audiences
- partnerships with key compatible organizations to extend outreach.

GOVERNANCE AND MANAGEMENT

- **Board Affairs**

Continue:

- regular board meetings and AGM.

Initiate:

- review of board functions in the light of legal requirements and the business plan
- assignment of defined responsibilities to individual directors, including directors outside the National Capital Region
- recruitment and succession planning for directors nationally
- determination of the Museum's relationship with other ski museums in Canada
- public reporting/accountability, including publication of business plan, agenda and minutes on Museum website
- assessment of directors' liabilities.
- identification or major projects (e.g., new, expanded facilities) requiring oversight by the Board

- **Finance**

Continue:

- current fund raising activities.

Initiate:

- development of comprehensive medium term financial component of business plan aimed at long term sustainability
- development of comprehensive plan for generating revenue from multiple, diverse sources including: Museum events, non-profit, corporate, government sponsors/funders, donations, memberships, sales



- development of annual revenue generation plans
- creation and operation of a gift shop on location at the Museum's facilities and on the website.

- **Administration**

Continue:

- current responsibilities (e.g., reception, book keeping, etc.).

- *Initiate:*

- review of requirements in the light of the business plan: role, qualities and number of staff (full-time, part-time) and volunteers; office facilities/equipment/ technology; procedures; budget)
- definition of responsibilities (e.g., reception, book keeping, board agenda/minutes, etc.)
- inventory and culling of paper and electronic files
- systematic review and planned replacement of office equipment.

- **Communications**

Continue:

- website, newsletter (hard copy & digital), activity reports, media interviews/releases.

Initiate:

- development of medium term communications strategy:
 - goals, audiences, messages, activities and media/vehicles, partnerships, advertising, budget
- development of annual communications plans
- development of interactive website with expanded functionality
- routine inclusion of all directors (regional and NCR-based) in all communications.
- assignment of responsibility for communications to one or more directors.