

Miramichi Cross Country Ski Club
Business Plan

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Prepared by:
Nola Chiasson

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1. EXECUTIVE SUMMARY

The Miramichi Cross Country Ski Club provides both classic and skate skiing on 25 kilometers of groomed trails, four kilometers of which are lighted for night skiing. Users include members, day pass holders and school and community groups.

The club wants to expand its present services to become a year round school and family outdoor activity healthy lifestyle center. Expansion and maintenance of the trail system, including paving of 6.5 kilometers of trail, will allow for improved opportunities for skiing and snowshoeing in the winter, as well as hiking, biking and roller skiing in the spring to fall seasons. The development of a lighted Biathlon stadium will attract more members and community groups such as cadets and scouts to the club. These additions will allow for more competitive events to be held at the club, not only benefiting the club economically, but also the city. The club plans to build three paved outdoor skating rinks that can be used both summer and winter. As well, when the snow is gone the Biathlon stadium will become a regulation size soccer field, the only one in the city. The Biathlon range will also serve as an archery range in the summer with the potential for Ski archery during the winter.

A new passive solar clubhouse will have a large common area with a cathedral ceiling and a wood stove in the center. A large office will accommodate ski and snowshoe rental. Two guest rooms with double bunks to sleep four, and separate washrooms / changerooms with showers will allow the club to host groups or individuals seeking accommodation and will be revenue generating. Improved kitchen facilities and a well ventilated or separated wax room will complete the building. A new garage will be built allowing for better access and better storage for the existing and new grooming equipment and supplies.

The club will require funding from various organizations to develop this plan. The expansion will be carried out over a two – three year period with the purchase of new grooming equipment, additional rental equipment and storage facilities being the immediate goal. Acquiring a new building and development of a Biathlon stadium will be a long term project. The club must first settle land issues with UPM-Kymmene and the City of Miramichi.

Funding is available to aid in the project but the club must attract new members and day-users as well as plan fund raising events to maintain the new facilities. Completion of the project will result in an exceptional facility benefiting not only the club and region economically but also the people of the region by providing a wide variety of outdoor all season activities for people of all ages and levels of fitness and skill.

2. CLUB OVERVIEW

2.1 Mission Statement

The Miramichi Cross Country Ski Club is dedicated to providing cross country skiing opportunities to the residents of the Miramichi region as well as visitors to the area.

2.2 Vision

The Miramichi Cross Country Ski Club wants to expand its present services to become a year round school and family outdoor activity healthy lifestyle center.

2.3 Objectives

Our main objectives over the next five years are:

- To develop a year round school and family outdoor activity healthy lifestyle center;
- To increase membership and day pass usage by people of all ages and levels of interest;
- To expand and diversify programs by improving infrastructure and introducing new activities;
- To obtain appropriate grooming equipment for the 2008-2009 season, i.e. a machine that will pack, groom and set track with one to two passes and have tilling capabilities;
- To secure staffing;
- To secure access to the UPM Kymmene and private woodlots;
- And to replace the clubhouse with a more functional building/buildings.

2.4 Ownership

The Miramichi Cross Country Ski Club, Ltd. is a not-for-profit corporation. It is operated by an executive that is elected annually at the club's Annual General Meeting held in early April each year.

2.5 Company History

The Miramichi Cross Country Ski Club was established as a not-for-profit organization in 1975 by a group of people interested in participating in and promoting the sport. The original aim of the ski club was to provide outdoor recreation through cross country skiing for people of all ages. This continues to be the club's purpose.

Initially the club had no trail system or clubhouse and skiing consisted of weekend tours to various locations around the Miramichi. Meetings were held in members' homes. From 1976 to 1979 the club used a building located on the rifle range property in Nordin as their clubhouse. A network of trails was developed in the Nordin area that served the club for several years.

In 1979 the club obtained a building from the Woodlands division of Boise Cascade Canada Ltd, which still serves as the clubhouse today. The clubhouse was first located

on the Newcastle side of the French Fort Cove area, and remained there until 1982, when it was moved to Douglastown. In Douglastown a new network of trails was developed and the club grew each year until membership exceeded 400.

In 1986, after severe forest fires destroyed the trees surrounding 80% of the trail system, the club started to look again for a new home. In October of 1991 the clubhouse was moved to Nelson and the Miramichi Cross Country Ski Club was amalgamated with the Nelson Ski Club. The Miramichi Cross Country Ski Club continues to operate in Nelson and has expanded the trail system during the last five years.

During its thirty-three year history the Miramichi Cross Country Ski Club has hosted many skiing events at both the local and Provincial levels. From 1978 to 1985 the club co-hosted the 2-day North 100 Ski Marathon with the Bathurst Ski Club. Since 1986 the ski club has hosted a one-day "loppet" known as the Miramichi Loppet. This Loppet, a mass participation event open to all skiers regardless of age or ability, is one of eight which make up the Provincial Loppet Circuit.

2.6 Location and Facilities

The Miramichi Cross Country Ski Club is located in Nelson-Miramichi, within the limits of the City of Miramichi. Its 25 kilometer trail system winds through woodland crossing Carding Mill Brook several times. All 25 Kilometers are groomed for classic skiing while ten kilometers are wide enough to allow for a freestyle (skate skiing) lane. The classic trails vary in difficulty from beginner to expert as do the skating trails. A five kilometer stretch of skating trail, designed for championship racing, often attracts skiers from other parts of the Maritimes. The trail system has six substantial bridges constructed with flatbed truck trailers.

A unique aspect of the club is its convenient location within the city limits. City residents have no more than a fifteen minute drive to the trail head. Even with this location however there is a feeling of wilderness when on the trails and the forested trails are inhabited by a wide variety of native New Brunswick wildlife.

The clubhouse is a former forestry woodlands Quonset hut approximately 60 feet long and 20 feet wide. It is approximately 50 years old. It allows for 11 small tables with accompanying chairs and benches, a ski waxing bench, a woodstove, a modest kitchen, limited storage and a single washroom. The clubhouse has character and is appreciated by its users but is becoming dilapidated to the point the roof leaks and the floor is rotting. It is inadequate for the needs of the club.

The storage barn is used for storing firewood, trail signs, lumber and some tools. It is also a Quonset style and quite primitive. The equipment shed in which the grooming equipment is stored is the most substantial of the three buildings but is barely large enough for present needs.

The grooming equipment consists of two snowmobiles (1994 Alpine and 2000 Skandic) and four pieces of equipment that are dragged to condition the snow and set the track.

The trails are available from dawn until 10:00pm each day and are open to the public through either membership or a day pass system. A limited ski rental program allows for rentals to adults and young children (3-5 years old).

2.7 Strengths and Core Competencies

The Miramichi Cross Country Ski Club boasts 25 kilometers of groomed trails said by many to be the best trails in the province. In 2003 lighting was installed on 4 kilometers of trail allowing for night skiing and in 2007 the club began a limited ski rental program. The success of the club however comes from the dedicated volunteers who carry out the administration duties, develop and run the programs and groom the trails.

2.8 Significant Challenges

To continue to meet the needs and interests of present users, and to attract new members and tourists from outside of the area, the club needs to address some immediate concerns. The MCCSC is operating with an aging and cramped clubhouse facility, with aging and labour intensive trail grooming equipment on land that has an uncertain future. Though the Clubhouse sits on land owned by the city, which is relatively secure, the trails are on land owned by UPM Kymmene, the city, and a number of small land owners. Also in the past the club's only paid staff member was hired for 14 weeks by way of a government grant which is never a sure thing. Usage of the trails by non members and people that choose not to buy a day pass has been frequent and without staff at the clubhouse during all hours of operation, policing of this is impossible. The resulting loss of funds to the club is thought to be considerable and this activity has angered some paying members. All of these issues must be addressed in the short term if the club is to maintain its present level of service to the community.

Funding will need to be found to help expand the programs offered, purchase new equipment and buildings, and agreements will need to be developed between current landowners to secure the clubs future. The purchase of equipment that can be moved should the club change location should not be an issue to funding agencies however the land ownership issue should be resolved before attempting to obtain funding for a new building and any substantial trail and infrastructure improvements. Continued access to funding for staff positions will enable the club to operate efficiently but is an annual pursuit.

3. PROGRAMS AND SERVICES

3.1 Present Level

The Miramichi Cross Country Ski Club maintains 25 kilometers of groomed ski trails on woodlands within the city of Miramichi. These trails are made available to the public through the purchase of season memberships or individual day passes. To enhance the skiing opportunities and experience the club has a number of programs and services which it hopes to expand upon over the next two – three years.

3.1.1 Open House/Clubhouse/ Website

An Open House is held annually to introduce potential new members/day users to the club's programs and facilities. Volunteers are at the site all day to answer questions and give free lessons. The clubhouse has a wood stove, seating for 40 – 50 people, a washroom, limited canteen service and a small kitchen. There are also waxing forms to use for ski preparation. The club website, www.skimiramichi.com provides information on upcoming events as well as trail conditions, trail maps (Appendix 1), and general club information. All trails are marked and difficulty indicated.

3.1.2 Classic and Freestyle (skate) Skiing

The MCCSC provides 25 kilometers of Classic ski trails, ten kilometers of Freestyle ski trails and four kilometers of lighted trails for night skiing to members and day pass holders. The trails vary in difficulty from beginner to expert. A playground area and training grid are also available. MCCSC members and visitors use the trail system for the most part on their own and at their own risk. Each junction has directional signs and there are trail maps at six locations showing skiers where they are. Skiers are asked to sign in before heading out on the trail and are to indicate which trail they plan to use. The level of difficulty and length of trail are clearly indicated. Visiting groups such as youth and school groups are accompanied by adults familiar with the trail system. As the club is a member of Cross Country New Brunswick (www.xski-nb.ca) and Cross Country Canada (www.cccski.com), all members and visiting skiers are insured under the Cross Country Canada Liability Insurance Plan (www.xcski-nb.ca/insurance_manual.pdf).

The MCCSC membership brochure is available from the clubhouse or online at www.skimiramichi.com/membership.html (Appendix 2).

Annual membership fees for the 2007-2008 season were:

Adults:	\$75	Seniors (60+):	\$65
Youth/Student*:	\$25	Children (under 6 Free):	\$20
Family:	\$160		

*includes dependent child in full time study

Day/Evening Passes were available at the following rates:

Adults:	\$5	Seniors (60+):	\$4
Children/Youth	\$3	Family:	\$12

Membership allows access to the club trails throughout the season for day and evening skiing and is at a comparative rate to similar clubs in the province.

3.1.3 Ski Rental

In 2007 the club began a limited ski rental program with ten sets of ski equipment suitable for older adolescents and adults. In 2008 ten sets of ski equipment suitable for young children (ages 3 – 5) were purchased by the club and are available free of charge. Many parents of small children have commented on the value of this service as it saves them from purchasing skis that children will quickly outgrow. It also allows them to get the children interested in skiing very early. The club also owns a pulk that can be borrowed to tow very young children along the trail. The club was assisted in these purchases by the New Brunswick Department of Wellness, Culture and Sport and the organization “Every Child Counts in Northumberland County”.

Skiers requiring rental equipment in the past needed to be aware of the scheduled hours of the lodge keeper as he was responsible for passing out and receiving back rented equipment. It was possible to arrange equipment outside of posted hours, especially for groups.

3.1.4 Introductory Lessons

The MCCSC offers free introductory lessons to adults on Saturday afternoons. Participants are asked to register at the clubhouse prior to the lesson. Throughout the season the club also offers waxing and ski technique clinics depending on demand and availability of instructors. These clinics are posted at the clubhouse as well as on the website.

3.1.5 Jackrabbit Program

The Jackrabbit program was designed by Cross Country Canada, the national sport governing body for cross-country skiing in Canada. It is a modern skill development program for children comprised of three stages, Bunnyrabbit (ages 3 - 5), Jackrabbit (ages 6 – 9) and Track Attack (ages 10 – 14). The overall objective of the program is to assist children in the development of a love of the outdoors, a healthy lifestyle, excellent technical skills and a good level of physical fitness within a sport environment.

The MCCSC offers all three programs and classes are held Saturday afternoons from 1:30 to 3:00. The program normally begins the second week of January and runs until the end of March. The past three years has seen an average of 25 students registered for the programs.

Each program has very specific skills and knowledge that the students need to learn about cross country skiing. The Bunnyrabbit program is based on being active; the Jackrabbits learn fundamentals by playing games and the Track Attack students learn to train and train to train.

The MCCSC has a playground area and training grid and the trail system provides varying levels of difficulty for students to learn to ski. Depending on what program the youth are working on, they are required to participate in various activities such as sprint racing, ski tournaments, Midget Camp, ski camp, etc. Some of the students have participated in the MCCSC annual loppet and the provincial ski championships as well as ski tournaments and camps held at various clubs around the province.

3.1.6 School Program

The MCCSC invites school groups to use the trails. Equipment is available, having been provided by GO-NB grants from the New Brunswick Department of Wellness Culture and Sport and Sport Canada. As a partner with local schools in this program, the MCCSC offers the rate of \$1.00 per skier per session. Schools are asked to provide adequate supervision and make arrangements for equipment and transportation. The MCCSC makes every effort to have club members volunteer to provide basic instruction and leadership.

3.1.7 Grooming

Following all storms the 25 kilometers of trails must be groomed. Present grooming practices are very labour intensive, relying on volunteers using aging snowmobiles dragging grooming equipment. The trail system had been adequately maintained over the years but the 2007-2008 winter was so intense weather-wise that it was rare to see the entire trail system completely open.

After a large snowfall groomers must make an initial run with just snowmobiles. The trail then needs to be left to freeze overnight. Using three machines (two owned by the club and one owned by volunteer), five to six trips are required around the wider trails (18 – 20 feet) and one trip is required on the back narrower trails (6 – 8 feet).

Providing volunteers and three machines are available, the following morning would see the grooming and tracksetting. The lead machine would pull the 'bedframe' taking the air out of the snow and compacting it. The Alpine pulls the YTS Groomer, further compacting, removing any bumps and filling in any holes. The Skandic then follows with the renovator that levels the trail and creates a smooth skating track (corduroyed). The wider trails require three passes while the narrower trails require two. The tracksetter is then hooked to the Skandic and one Classic ski lane track is set on all trails.

Following large storms an average of 40 – 60 hours is put in by volunteers preparing the trails. Though members are very thankful for the great job done by the volunteers, skiers are sometimes left waiting for trails to open and the potential for not being ready on competition days is always there. During the 2007-2008 ski season, six to seven days of skiing were lost due to storms and the time required to groom.

3.2 Future Program, Service and Infrastructure Development

The Miramichi Cross Country Ski Club plans to greatly expand its programs and infrastructure. This section will discuss the programs and or development as well as costs and possible funding sources.

3.2.1 Grooming Equipment

The most immediate need of the Miramichi Cross Country Ski Club is appropriate grooming equipment. At present the club owns and uses a 2000 Skandic 24" wide track, a 1994 Alpine Ski doo, a bedframe, a YTS groomer, a renovator and a tracksetter. The total value is approximately \$22,000. With this equipment, after a storm it takes from 40 – 60 hours of volunteer grooming to completely pack, groom and set track. After a large storm it may take up to two days before trails are open to skiers. The demand on the trails continues to increase and if the club is to move forward potentially hosting more

weekend competitions and increasing membership, a two day downtime is not acceptable. With the proposed new grooming equipment the quality of the trails will improve and trails will be open much quicker.

The club requires a ski trail grooming machine that will reduce the time and fuel consumption required for trail preparation and improve the quality of the groomed trails, particularly when icy conditions persist. Pisten Bully is recognized as the worldwide leader in Nordic trail grooming vehicles and attachments providing optimum preparation of both track and skating lanes.

The Pisten Bully 100 is a strong performance, high quality machine, highly economical to operate, versatile and reliable. It pulls a Tracksetting Tiller, available in three widths - 2.5 m, 2.8 m and 3.1 m. The 2.5m and 2.8m tillers can pull two track setting pans while the 3.1m tiller can pull 3 track setting pans. The independent track setting pans are mounted on a cross bar that allows the pans to be moved closer or farther apart from one another. The club normally lays only a single track but during races two tracks are required. With a speed of 0-25 km/hr the entire trail system could be completely groomed and set within five hours.

To purchase a new Pisten Bully 100 Nordic may be impractical considering the price of \$185,000. (for Quote see Appendix 3). Used Pisten Bully groomers do become available and at present a PB160 D is available from Track Vehicle Repair in Barrie ON (<http://www.trackvehiclerepair.com/used.html>).



The machine is fully serviced, in excellent condition and has had only 2757 hours of use. It comes with 2.5M Aluminum Low-profile Tracks, 2.7M All-way Blade and a 2.5M Tiller with twin-tracksetters. At a cost of \$65,000 (Quote Appendix 4) plus freight and taxes it may be a more reasonable expense.

Track Vehicle Repair expects to have a PB130 available soon and the club should investigate the condition and price of that machine before making a decision. The contact person at Track Vehicle Repair is Fred Archer – 705-722-6606; sales@trackvehiclerepair.com .

Should neither of these machines be adequate or available the club could look for help from George LeFeuvre (506-488-2075 (H); 506-471-4601 (cell); iglef@nbn.net.nb.ca) who worked with the club to acquire the existing grooming equipment and works closely with Track Vehicle Repair and Pisten Bully. Another possible contact would be Paul Lacelle of S.M.S. Mont Tremblant (819-687-3943; sms@expresso.qc.ca).

Snowmobile

To supplement the two current aging snowmobiles for narrow trails and as a back-up to the Pisten Bully the club requires a new snowmobile and tracksetter. The Skandic SWT V-800 is the recommended choice as it is the only machine available with a 24 inch track, offering the power and flotation needed in all snow conditions. The present cost of the Skandic SWT is \$12,499CDN plus tax (Appendix 5).



Skandic SWT V-800

Groomer and Tracksetter

The groomer suggested to pull behind the Skandic is the YTS Ginzugroomer by Yellowstone Track Systems Inc. (www.yellowstonetrack.com). The Ginzugroomer comes in two widths – 60 inch and 84 inch. The 60 inch Ginzugroomer is the perfect tool for classic ski trail preparation while the 84 inch is a great tool for creating beautifully groomed skating lanes. With the addition of the Ginzugroomer Tracksetter both can be used for classic trail grooming.

Both Ginzugroomers have two rows of double knives that provide accurate, progressive cutting of the snow surface. They are spring loaded for adjustable tension and safety release. There are rubber mounts for vibrating action in hard snow.

The knives of the Ginzugroomer are “bolt on” and are easily replaceable. There is an HDPE cover over the knife section to prevent snow from building up on the mat. The electric actuator makes it possible to adjust the depth of cutting while you groom. The mat is a heavy PVC and is UV resistant. There are 2 rows of snowcomb on the mat section which are easily replaceable. The groomer can be backed up easily. There are replaceable side skags for side slopes as well. All Ginzugroomers now come standard with wings and sweeps.

The 60" YTS Ginzugroomer is priced at \$2795US plus Freight, GST and Customs broker charges while the 84" is priced at \$3195 plus Freight, GST and Customs broker charges (Appendix 6). The club has 10 kilometers of skating trails and thus it would be worth the extra \$400 to purchase the wider model. If trail size does not allow for this larger width machine a decision to widen all trails to accommodate the wider track would be necessary before the decision to purchase.

The Ginzugroomer Tracksetter is run from the snowmobile with an electric actuator, with switched raising and lowering. The down pressure is adjustable up to 250 lbs. The fiberglass spring bends for accurate, precise tracking in curves.



2007 84" Ginzugroomer with Tracksetter.

The picture on the right above shows the Tracksetter behind an 84" Ginzugroomer, raised, precutters and molds showing. All tracksetters have 1 1/4" deep urethane track molds and stainless steel precutters. Side skags offer greater stability for quality track setting. The price of the Ginzugroomer Tracksetter is \$1295 US plus GST and Customs Broker charges. Freight is included in the cost quoted for the Ginzugroomer (Appendix 6).

Orders placed in early June can expect delivery in November so the club should make a decision quickly on ordering.

Possible Funding:

The club should apply immediately to the Family and Youth Capital Assistance Program for the Pisten Bully, the Snowmobile and the Ginzugroomer/Tracksetter. This fund provides assistance to non-profit organizations engaged in youth and family related projects. The program provides a non-repayable grant of 50% of the total project cost to a maximum of \$50,000. Total cost before taxes of the three pieces of equipment would be \$87,250. The Miramichi Regional Economic Development Fund is designed to be a complimentary program to other financial assistance programs and will cover an undetermined percentage of the project. Total stacking laws restrict funding to exceed 90% of the total costs so it would be appropriate to apply for 40% of the cost from this fund. The remaining 10% would be covered by the club.

3.2.2 Staffing

Funding has been accessed in the past through the Province of New Brunswick Work Ability program to hire a lodge keeper for 14 weeks per year. He was responsible for maintaining the clubhouse, receiving day pass and rental fees, registering members,

maintaining the woodstove and supporting the grooming operation by purchasing fuel and doing minor repairs to the equipment. When he was not present the club operated on the honour system with the last person skiing for the day locking up the premises. With the proposed expanded programs and new facilities that system will no longer be feasible. Initially the club will have to access sources of funding that will provide assistance to hire staff for seven days a week, preferably two shifts a day. An alternative would be to rely on adult volunteers, scheduled to work evenings or weekends. All future clubhouse positions should be expected to groom trails when time permits.

Possible Funding:

New Brunswick Post Secondary Education, Training and Labour has three programs to which the club may apply to access funding for employees. The Workforce Expansion Employer Reimbursement Program provides from 50 – 70% up to \$8.00 per hour for 24 – 40 weeks for permanent employees. It also funds annually recurring seasonal jobs but pays only 50% for half of their employment period.

The Work Ability Program will reimburse employers minimum wage for up to 40 weeks as well as the employers share of benefits. It is designed to provide job experience.

The Student Employment Experience Development (SEED) Program is designed to provide work experience to students and is normally a summer employment program.

Information on all programs can be obtained and discussed with Maurice Vautour (Maurice.Vautour@gnb.ca or 627-4420).

The Miramichi Regional Economic Development Fund may also be accessed to supplement the wages of employees and thus could be accessed to supplement the Workforce Expansion program.

3.2.3 Clubhouse, Buildings and Equipment

The club plans to build a passive solar clubhouse approximately 4500 square feet in size. It will have a large common area with a cathedral ceiling, anti slip flooring and a 360 degree view wood stove in the middle. Separate washroom / changerooms for Ladies and Men will contain three toilets and two showers. An office/rental station and a large kitchen will facilitate the operation of the new clubhouse and activities. Two guest rooms containing two sets of bunks, along with the showers and kitchen, will allow the club to rent accommodations to groups or individuals, generating further revenue. Beds will be rented at \$15 per night and clients will have to bring their own bedding, towels, etc. The new clubhouse will be built on a concrete slab with no stairs, allowing for wheelchair access.

The club also requires a new garage large enough to store the new equipment/materials as well as the old with doors oriented for easy access / egress. The garage will be 1200 (30x40) square feet in size with two separate areas – one left unheated to provide optimum conditions for storing the machines, and one heated as an area for people to work on machines and other equipment. The garage should be large enough to provide ease of removal of any machine, especially emergency equipment or the grooming machine. It will require proper off season ventilation and a grated floor.

Attached either to the clubhouse or the garage will be a waxing room or set of waxing rooms. Waxing rooms should not be open by any doorway to other areas of use and must be well ventilated. Waxing bothers some people and should only be done in a properly ventilated room.

The third building required is a storage shed for rental cross country skis and snowshoes. Miramichi Valley High School students build barns each year as part of the curriculum and the club has been put on the list to purchase one in the fall of 2008. Cost of the barn will be the cost of materials (estimating \$2000). The building should have doors on each end to allow for flow through traffic and this should be discussed with class instructor Raymond Innes. As well the club should contact school Vice Principal Mary Lou Hudson in September to ensure it is still on the list for a building.

Cost of the clubhouse has been estimated at \$150 per square foot plus 7% professional fees. This amounts to \$675,000 for the building and \$47,250 for professional fees. Furnishings for the building, including kitchen appliances, bedroom furnishings, tables, chairs, and accessories, are estimated at 25% or \$168,750.

Cost of the garage has been estimated at \$50 per square foot for a total of \$60,000.

The excavation and backfill for the clubhouse and garage, and preparation for the concrete slab has been estimated at \$10,000 for the clubhouse and \$4000 for the garage (Appendix 7).

A new entrance from the Highway will be required to the clubhouse as well as parking facilities and the cost of paving the 500 feet driveway and parking lot is estimated at \$190,000.

Maintaining the clubhouse will entail payment of annual taxes (2008 rate - \$31,360), insurance, utilities, plowing and maintenance. The club will have to ensure enough money is raised annually to cover these costs.

Initial Concerns: The new clubhouse, outbuildings and paving are by far the most expensive components to the new plan for the Miramichi Cross Country Ski Club. Funding for such large projects is available through non repayable government grants but the application process is time consuming and final approval could be in the distant as opposed to the near future.

The initial concern to the club must be the ownership of the land. The land the clubhouse presently sits on, and where the new clubhouse is proposed to be built, is currently owned by the City of Miramichi. The city has shown interest in the project and understands its value to city residents as a venue for outdoor recreation and healthy living and to city businesses as potential new revenue through visitors from outside the area. The city will help in producing a funding application but the new council must be presented the plan and be sold on the project. Jeff MacTavish, Director of Economic Development for the city, is the first point of contact and can be reached at 623-2062 or jeff.mactavish@miramichi.org.

Regarding ownership of the land presently owned by the city, there are two routes that the club may go. The club may retain ownership of the building with the land being given to the club by the city as part of its contribution to the project. The land is currently valued at \$520,000 including the land that presently holds the Nelson Fire Hall and Boy Scout hall. The city would give the club the entire parcel with the understanding that the two existing halls would be torn down and the club would then have access to the entire parcel.

The other option would be for the building to become municipally owned with the city giving access to the building to the ski club. This option relieves the club of maintenance, taxes and insurance of the building but does also give up some control over what the building is used for. The city is currently paying to maintain the two halls and usage of those halls is very low. They may be interested in putting that money toward a new building. It is believed the city is interested in building a new fire hall in the Chatham Head area that would cover the area presently served by the Nelson Fire Hall. The community of Nelson, however, may not be happy losing their volunteer fire hall.

The club executive may want to discuss the two options with other clubs that have gone one of the routes. Rheel Laviolette from Les Aventuriers de Charlo can be reached at 684-2233 or laviorll@nbnet.nb.ca. The Charlo club maintained ownership of their buildings and pay all operation costs including taxes. After much discussion with the government they did get their taxes cut by 40%. They rent the club out in the summer but to do this need additional insurance besides the building and activity insurance covered by Cross Country Canada and Biathlon Canada. They estimate they had to raise over 50% of their operating costs through fundraisers but since have raised membership and day fees to \$90 for individuals, \$170 for families, and \$10 for a day pass. This along with increasing rental revenue has helped lower the fundraising required.

The Bathurst Snow Bears Cross Country Ski Club Inc. went the other route using a chalet owned by the city of Bathurst. Initial problems concerned club members and administrators not being able to gain access to the building and recently the City of Bathurst has sold the building and the club no longer has any building to work out of. Should the MCCSC go this route they would have to submit to the fact that control would belong to the city. Further information on the Bathurst Ski Club can be obtained by contacting Club President is Carl White (ccwhite@rogers.com).

Possible Funding:

There are two government funds with budgets large enough to support this part of the project.

The Innovative Communities Fund (ICF) managed by ACOA invests in strategic projects that build the economies of Atlantic Canada's communities. Though the fund focuses on investments that lead to long-term employment and economic capacity building in rural communities, urban initiatives that stimulate the competitiveness and vitality of rural communities may be considered on a selective basis.

To qualify the project must be compatible with the overall objectives of the program and clearly demonstrate linkages and partnerships within the community. It must provide economic development and lead to sustainable economic activity (Accompanying Document 1). The plan the MCCSC is putting forward would qualify. Though the fund initially had \$175 million available it is now reported that the New Brunswick office has \$3 million remaining and applications worth \$8 million submitted. This should not stop the club from applying however. The ICF is scheduled to end March 31, 2010 and all projects must be completed by that date. The contact person for application information is Mike Lavigne (778-1909 or Michael.lavigne@acoa-apeca.gc.ca).

The Municipal Rural Infrastructure Fund (MRIF) agreement was signed in 2003 and was to last 10 years providing one billion dollars to smaller communities to invest in

infrastructure projects that promote local culture, recreation and tourism. The Canada – New Brunswick MRIF Agreement had both the federal and provincial governments contributing \$33 million to the fund with the remaining third of project costs to be covered by the municipalities whose projects won MRIF support. This agreement was shortened to five years and will be replaced with the Building Canada Fund – Communities Component (www.buildingcanada-chantierscanada.gc.ca/regions/nb/nb-bcf-fcc-eng.html#cc).

Under the Building Canada Fund – Communities Component Program the federal government will contribute \$33 million for infrastructure investments in communities with populations of less than 100,000. Building Canada offers support for sports and culture infrastructure projects providing significant regional or economic development that can:

- Provide increased opportunities for sports activities that can improve the health of Canadians and strengthen Canadian communities;
- Provide increased opportunities for the development of Canadian athletes and/or hosting of major amateur athletic events;
- Support arts and/or heritage facilities;
- Help communities express, preserve, develop and promote their culture and/or heritage within Canada.

The MCCSC plan would qualify for this program funding by fulfilling the two sports criteria and promoting the healthy community lifestyle. Though \$33 million has been committed by the federal government, a funding agreement between them and the province is still in negotiations and information regarding the application process will be posted once available.

Project proposals to the MRIF will be accepted until all of the money has been allocated. After that project proposals will be accepted by the Building Canada Fund. Projects with a completion date past March 31, 2010 will not be considered by the MRIF. The MRIF Project Application Form and Guidelines can be found in Accompanying Documents 2. The City of Miramichi would have to be an active partner in the completion and submission of this application or that to Building Canada. The club should contact Jeff MacTavish (623-2062 or jeff.mactavish@miramichi.org) to begin the process.

For further information on both the MRIF and the Building Canada Fund the club can contact:

Infrastructure Canada Communications
6th Floor, 90 Sparks Street Ottawa, ON K1P 5B4
Email: info@buildingcanada.gc.ca
Telephone: 613-948-1148
Telephone Toll free: 1 800 O-Canada (1 800 622-6232)

The provincial component of the MRIF and Building Canada Fund proposals, and additional funding to supplement the ACOA Innovative Communities Fund, would be provided by the Miramichi Regional Economic Development Fund (REDF). The Miramichi REDF expires in April of 2009 but it is expected it will be renewed. The contact for not-for profit organizations is the Enterprise Miramichi office and the club should contact Wayne Carpenter at 622-7890 or wayne.carpenter@gmail.com.

Another source of funding that would help supplement the one third of the cost that the municipality must share in the Building Canada Program could be the Chatham Rotary

Club. They are presently looking for a new project. The club meets every Thursday at noon at the Portage Restaurant in Chatham. A letter explaining what we are planning should be sent to Judy Losier and she has agreed to take it to the meeting. The Rotary Club, if interested, will then invite the MCCSC to make a presentation at a future meeting. This letter should be sent or dropped off at the Losier residence as soon as possible before another project is endorsed.

Mrs. Judy Losier
Nichol Street
Miramichi NB

The club must consider not only the costs of initial development but also the annual maintenance. Annual maintenance costs would be covered by increased membership, day usage and rentals. It is estimated that the new club could expect membership to increase from the current 200 to 1000. It would be in use all year instead of the current three to four months. Day usage and rental of equipment would also increase as equipment becomes available.

3.2.4 Expanded Skiing/Skating

The current trail system offers 25 kilometers of groomed classic ski trails, ten kilometers of which also support freestyle or skate skiing. The club intends to widen ten more kilometers of trail from its present 6-8 feet to 10 feet to provide more freestyle skiing trails to its users.

As well the club will clear two new trails. A four kilometer trail will be cleared 16 feet wide to complete a biathlon track for the club. Also another four kilometer trail will be cleared to accommodate members wishing to take advantage of the new snowshoe program.

The cost to widen the existing trails and to clear the snowshoe trail will average at approximately \$800 per kilometer totaling \$11,200. The cost to clear the four kilometer biathlon trail would be more, at \$1000 per kilometer totaling \$4000.

There are a number of trail and junction signs throughout the trail system and with the expanded trails these will need to be replaced and/or added to. Estimated cost of new signage is \$5280 plus HST (Appendix 8)

Possible Funding:

The clearing of existing trails and of the snowshoe trail could be submitted with the initial proposal to the Family and Youth Capital Assistance program as those projects could be completed in the 2008-2009 season. The Biathlon project will require major funding and thus the clearing of the trail for the Biathlon project could be included in the larger application to ACOA or Building Canada.

The club currently spends \$4000 – 5000 per year on trail maintenance which has been covered by club funds.

3.2.5 Emergency Sled / First Aid Equipment

The club has expressed interest in obtaining an emergency rescue sled to haul an injured person from the trail. A number of years ago the Miramichi Snowmobile Club purchased an emergency sled complete with windshield, seating for the medic to travel with the injured person, and a back rack which allowed for first aid equipment or trauma

bag to be strapped on. The sled is presently kept at the Regional Hospital and if the club has someone hurt on a trail that requires an ambulance they request the sled be brought. The sled fits conveniently on a stretcher while in the ambulance and can be hooked easily to a snowmobile. The sled was there for anyone that needed it – not just the Snowmobile Club.

Paul Connell, an ambulance attendant working out of the Miramichi Hospital and Snowmobile Club member, has expressed reservations however about what may happen to the sled with the recent takeover of provincial ambulance services by MediVie Blue Cross. The new organization does not as yet have a policy regarding its employees using the sled but he expects they will not allow any employee to travel on it or a snowmobile during a rescue. Injured persons would have to be brought to them. If that is the case the future location of the sled is unknown. If the club would like to pursue the issue with MediVie Blue Cross they should contact Marcia Mazerolle, Operations Manager, at 773-3961.

The MCCSC, should they have an injured person on a trail, would not have a relatively long distance to travel to extract that person. The proper equipment however, in the form of an emergency sled could make a huge difference in the outcome. Outdoor Sports in Truckee CA sells the Rescue Boggan. It is strong, lightweight and easily towed. A superior suspension and cushioned hitch provides a high level of patient comfort. The hood and attendant's seat are easily removed for full access to the patient. It is available as a sleigh model starting at \$1500 but has many accessories including skis that can be purchased as well. www.rescueboggan.com/

Heart disease and stroke account for 38% of all deaths and kill over 79,000 Canadians every year. The only effective treatment for ventricular fibrillation is the delivery of an electrical shock by a defibrillator. Should someone suffer an attack at the club or on the trail time is critical. Each minute of delay before defibrillation reduces survival by about 10%. Portable defibrillators, called **A**utomated **E**xternal **D**efibrillators, or AEDs, are now available.

Automated External Defibrillators

- Analyze the heart's rhythm and tells the user to deliver a shock if it is needed.
- Are small, about the size of a laptop computer.
- Are simple to use and gives the user both audible and written instructions.
- Are Designed to prevent a shock from being delivered if it is not needed.

While CPR survival rate after a cardiac arrest is only 3%, with AEDs the survival rate is as high as 40%. AEDs are simple to use and incorporate voice prompts to "walk" the user through the process.

SOS Emergency Response Technologies of Toronto (www.sostechnologies.ca) recommends the Lifeline by Defibtech (www.defibtech.com). The Lifeline AED, complete with carry bag, prep kit, 2 sets of electrodes, 'AED Equipped' decals, manual, etc. would cost \$1595 (shipping included, tax extra).

A well equipped First Aid kit should also be bought and can be found locally.

Possible Funding:

The purchase of an emergency sled, defibrillator and First Aid Kit could be submitted with the initial proposal to the Family and Youth Capital Assistance program/MREDF as well allowing for purchase in the upcoming season.

3.2.6 Ski / Snowshoe Rental

The ski club has ten sets of adult classic ski equipment available for rental. As well ten sets of equipment suitable for young children (ages 3-5) are available at no charge. The ski rental program brought in over \$1700 in revenue in the 2007-2008 ski season and there was significant demand to justify the purchase of more equipment in a variety of sizes.

The club plans to purchase 15 sets of skis suitable for children in grades 1 – 4, 15 sets for children in grades 5 – 8, and 15 sets for children in grades 9 – 12. As the club offers both classic and freestyle skiing the skis for each group will include ten sets of classic skis and five sets of freestyle skis. As well the club will purchase an extra five sets of classic skis for the age 3- 5 year olds and five sets of freestyle skis to accompany the ten sets of classic skis presently available for adults. These skis will be available for rental as well as for the school and community programs described later in this report.

The club also intends to create a four kilometer snowshoe trail exiting from and returning to the clubhouse. Initially rental of five sets of snowshoes for men, five sets for women and five sets for youth will be available.

The club expects that the demand will continue to increase for both ski and snowshoe rental, for school groups as well as evening and weekends, and will plan to purchase additional skis and snowshoes annually.

Cost of the new skis and snowshoes is as follows:

3-5 year old	5 pairs of classic	\$ 900
Grade 1 - 4	10 pairs classic;	\$1,800
	5 pairs skating	\$1,600
Grade 5 - 8	10 pairs classic;	\$1,800
	5 pairs skating	\$1,600
Grade 9 -12	10 pairs classic;	\$1,800
	5 pairs skating	\$1,950
Adults	5 pairs skating	\$2,000
Total cost		\$13,450
Snowshoes : 10 adult, 5 junior/kids (Appendix 9)		\$ 1,650

Possible Funding:

A \$5000 grant is available from the Department of Wellness Culture and Sport entitled Go NB – Sport Participation for Children and Youth. Its purpose is to provide funding to support partnerships among NB sport and recreation organizations, schools and youth organizations, and communities. The aim is to offer successful "Learn To" / Introductory sport participation programs and initiatives for school-aged children and youth. The club should contact Rene Pelletier (Rene.Pelletier@qnb.ca or 778-8976) in September and

he will aid in filling out the application. Approval and receipt of funds could take four to eight weeks but will be in time for the 2008-2009 ski season. Skis purchased with this funding will be used in the School Program.

The True Sport Community Fund awards \$5000 and \$25,000 grants to organizations interested in providing opportunities for children and youth to participate in sports in their community. The True Sport Community Sport Fund is designed to help communities increase inclusion and accessibility in new or existing sport programs for children and youth, aged four to seventeen, from low income, Aboriginal and new Canadian families. Applicants must describe in detail how the True Sport Community Fund grant will be used to positively impact sport participants by offering an inclusive, accessible and welcoming environment. The local First Nations as well as the local Big Brothers/Big Sisters Club have been informed of the program and are interested in having their students participate. One of the initiatives eligible under the True Sport Community Fund is 'creating new or expanding existing sport programs that address common barriers to participation such as accessibility to equipment and facilities'. The club should apply to the fund with the purchase of ski and snowshoe equipment as only one component of the application. See School/Community Programs below for further discussion.

The cost of purchasing some of the skis and all of the snowshoes should also be included in the application to the Family and Youth Capital Assistance Program and the Miramichi REDF.

3.2.7 School and Community Programs

Previous grants from Go – NB have provided ski equipment for the Ski Club's school program. Nelson Rural School and Croft Elementary both were co-applicants to the grant program in the past and due to a lack of storage facilities at the Club, the skis purchased through the program are being kept at the schools. The schools have taken great care of the skis and have made them available to other schools wishing to utilize the club with their students.

To participate in the school program, schools must schedule ahead of time, pay \$1.00 per student and must provide transportation to the club and supervision of the students. A volunteer from the club provides lessons and guidance on the trails. Schools are very keen to participate in the program and during the 2007-2008 season, 20 classes including over 400 children visited the club.

The club should actively pursue more schools to participate in this program. The District 16 Health Advisory Committee should be made aware of the program and invitations should be sent to all schools. School contact information is available in Appendix 10.

As mentioned previously the True Sport Community Fund grant is awarded to community groups displaying how the grant will be used to positively impact sport participants from low income, Aboriginal and new Canadian families by offering an inclusive, accessible and welcoming environment. The Miramichi Cross Country Ski Club is an ideal applicant to this program.

Examples of possible initiatives include but are not limited to:

- Creating new or expanding existing sport programs that address common barriers to participation such as accessibility to equipment, facilities, and transportation or language and financial issues;
- Creating a sport program that offers a safe and welcoming environment and an alternative to less desirable lifestyle choices such as inactivity, poor nutrition, gang-related activity and/or alcohol and drug abuse;
- Creating sport opportunities that may have a broader appeal to Aboriginal or new Canadian children and youth such as cricket, rugby, wrestling, archery, soccer, etc.;
- Providing volunteer, coach and official training and certification to engage parents and adults within the community.

True Sport only accepts applications that address issues of access and inclusion for child and youth sport programs for low income, Aboriginal and new Canadians families. Sample scenarios can be found at www.truesportpur.ca/index.php/language/en/category/184. The 2007 recipients of the \$25,000 grant included the Village of Plaster Rock. Their funding will be used along with Federal and Provincial money to support the building of a new arena. \$5000 grant recipients included the Boys and Girls Club of Charlotte County to purchase floor hockey equipment, and Special Olympics New Brunswick to offset start-up costs for basketball programs in seven communities. www.truesportpur.ca/index.php/language/en/category/207

The club has two options for applying for funding from True Sport. MCCSC 's first option would be to apply for funding for skis and/or snowshoes explaining access to equipment and facilities would be at no cost to the children. The project would include enrollment in the Jackrabbit program, and participation in competitive events focusing on First Nations involvement as well as children from the local Big Brothers/Big Sisters Club. Thirty sets of classic skis at \$180 per set would cost \$5400.00. Other expenses could be added to the budget including jackrabbit enrollment, coaching, administration and travel with the club covering the overage.

The other option would be to submit a proposal including the First Nations and Big Brothers/Big Sisters as partners that would help cover the cost of ski equipment, biathlon equipment, archery equipment, coaching, access to facilities, transportation from the First Nations and Big Brothers Club to the ski club and to events, and participation in competitive events; not difficult to reach \$25,000. If the proposal was submitted as part of the larger plan with the First Nations and Big Brothers support the club should have an excellent chance of receiving the grant. They will expect a well thought out and developed proposal with the club asking for their help to cover appropriate costs (those costs that will provide access and inclusion for Aboriginals and children from low income families).

Eel Ground First Nation Chief George Ginnish and Metepenagiag First Nation leader Pam Ward (also President of the Board of Directors at Enterprise Miramichi) are both very interested in having their youth participate in a cross country ski program (Appendix 11). Chief Ginnish (chiefginnish@msn.com) acknowledges that a program that allows First Nation youth to access equipment and facilities at the club, and participate in training and competitions supports what the School and Health Center are presently doing to promote active lifestyles to combat diabetes and other chronic diseases. Pam

Ward (pamward@nbnet.nb.ca) has suggested a meeting between Metepenagiag Band Manager, Eel Ground and the Club to pursue the project further.

Big Brothers/Big Sisters has sent a letter of support (Appendix 12) and is very interested in its members having access to the equipment and facilities. In both the case of the First Nations and the Big Brothers/Big Sisters Club, having children access the facilities at the club will also increase 'usership' by adults accompanying them when not in a scheduled program. All information required to create the proposal and application to the True Sport Community Fund can be found at www.truesportpur.ca/index.php/category/181. Deadlines for grant application are May 31st and October 31st.

The New Brunswick Department of Wellness Culture and Sport also provides funding to First Nations to allow youth access to sports activities. Though the focus has been to provide on-reserve access the club should talk to Jason Peters, Aboriginal Sports Development Officer with Wellness, Culture and Sports at 643-2114 or Jason.peters@gnb.ca. Jason is awaiting a call to set up a meeting to explore the project further. With the support of the local First Nations Councils, submission to this source as well as True Sport could fund the purchase of required equipment and related fees.

Funding is also available to aid coaches in attending coaching clinics and to help purchase required materials for the Jackrabbit programs. Again Rene Pelletier at the New Brunswick Department of Wellness Culture and Sport should be contacted to access funding through that department's Leadership program.

As well, the club should apply for GM's Making Dreams Possible Club Coaching Grant. It is open to sport-specific clubs operating at the community level and directing the majority of their programs toward children and youth. \$2000 is available to 100 recipients each year to allow clubs to host coach training and education activities in support of community sports programs. This can include:

- National Coaching Certification Program workshops;
- Technical/Tactical Clinics for coaches and athletes;
- Coaching Seminars; and
- Web based resources

3.2.8 Biathlon

Traditional Biathlon is a combination of two completely contradictory disciplines, cross country skiing and shooting – one demanding full-out physical exertion over long distance and time periods and the other requiring precise control and stability.

Biathlon New Brunswick is the governing body for Biathlon in the province. There are presently four biathlon clubs in New Brunswick with more than 200 members. A number of training camps and coaching clinics are planned for the upcoming season within the province as well as Provincial Championships, NB Cadet Championships, the Atlantic Cup and the Eastern Canadian Championships.

In European countries Cross Country skiing is the most watched winter sport on television. It has grown in popularity in Canada especially since Myriam Bedard's

success at the Winter Olympics in 1992 where she emerged with a bronze medal and in 1994 where she brought home two gold medals, the first North American ever to do so.

The increasing popularity of Biathlon makes it a natural program for the Miramichi Cross Country Ski Club to develop. The many benefits from Biathlon ranging from physical fitness to self discipline to the satisfaction of coaches seeing their athletes perform make it an attractive sport to all levels of participants. Many club members mentioned it as an activity they would like to see available at the club, not all looking at the competitive nature but rather a variety of people looking for a new personal challenge.

The club is planning to develop four kilometers of trail to accommodate Biathlon participants and enable the club to host competitions. A stadium area will also be constructed containing the shooting range as well as room for competitors, coaches and judges and skiing lanes for entrance and exit. The shooting range will have 24 targets, as required for Canadian Championships, with everything built to national specifications (Accompanying Documents 3).

Ray Kokkonen, (kokkonen@nbnet.nb.ca) President of Biathlon New Brunswick has designed every competitive Biathlon Stadium in Canada and lives in Trout Brook. He has suggested the layout for the Biathlon Stadium at MCCSC. Wilson Bell with the Miramichi Planning Commission and Jim Lamkey, Miramichi city clerk have confirmed that according to planning and city bylaws there is no reason the club could not have a biathlon range at MCCSC as long as all provincial and federal gun and range regulations are met. Emile Albert of the New Brunswick Firearms Office inspected the site on May 7th 2008 with Ray Kokkonen and the conclusion was that the shooting range as it was proposed is approved.

The youth program coaches at the club have attended information meetings and have planned to participate in coaching clinics during the upcoming season. There are two coaching programs– Community and Competitive - each with different levels. As well there is an officiating program which can lead to the individual traveling to events nationally and internationally. Two members plan to attend the Basic Officials Course in September and the Community Gold Coaching Course in December.

Within New Brunswick there are seven classes of competition as well as a youth training program allowing for all ages to be involved should they choose to compete.

Biathlon Bears Training	9 - 13
Junior Boys and Junior Girls	13/14
Senior Boys and Senior Girls	15/16
Youth Men and Youth Women	17/18
Junior Men and Junior Women	19/20
Men & Women	21 plus
Master Men and Master Women	30 plus

A Biathlon facility would be a draw to community groups as well as individuals. [Cadets Canada](#) offers biathlon to cadets across Canada, with 3 stages; zones, provincials and nationals. Captain Jackie Murray, Commanding Officer of the Air Cadet Squadron in Newcastle has been approached by cadets regarding starting a Biathlon team and would be willing to work with the MCCSC should it move forward. (Appendix 13). She has assigned Lieutenant Margot Losier as the officer for the range team and has asked her

to become involved in the Biathlon project as well. Lieutenant Losier will be contacting the club. Captain Murray has also worked closely with Army Cadet Commanding Officer Gary White (whiteg@nbnet.nb.ca) in the past and would value his input as well. Commanding Officer White attended the meeting held in Miramichi introducing the Biathlon program. Locally seven to nine cadet corps could access the Miramichi Club.

At present cadets from Prince Edward Island, Nova Scotia and New Brunswick all travel to Charlo to practice and compete in the Biathlon. Miramichi is closer and therefore would be a logical alternative for some teams. It is interesting to note that Myriam Bedard's quest for gold began on the ranges and trails of Valcartier, Que. as a cadet.

Biathlon is not only a demanding sport for participants but it is also very highly demanding for organizers of events. The Washington Biathlon Association has a short description of what it takes to put on a race at www.wabiathlon.org/misc/ToPutOnARace.htm.

Costs

Costs for the construction of a Biathlon Facility and accompanying equipment and training are extensive but providing access to a new sport not only benefits members health-wise but can be an economic boost to the club / city / region / province by increasing club membership as well as visitors and competitors to the area. Construction cost estimates can be found in Appendix 7 but in summary are:

Clear and build up area for stadium (and soccer field)	\$65,000
Biathlon Range (with protective berm):	\$150,000
Stadium Lighting:	\$185,000
Trenching and Bedding for Underground Wiring	\$5,000
Biathlon Wax Test Hill (Bunny ski hill/Toboggan Hill)	\$75,000
Total Construction Costs	\$480,000

Equipment Costs

To host a Canadian Championship would require a minimum of 24 targets. The traditional biathlon rifle is the Anschutz made in Germany. The 64R Biathlon Rifle is a special design entry model for the summer and winter biathlon sport and also for three position shooting. It makes a super junior rifle. The Smallbore Biathlon rifle Mod. 1827 Fortner Sprint is the preferred model by adults. In Canada there is one vendor, North Sylva Co. Div.Ont. and they can be contacted at 416-242-4867. The price with accessories for the Fortner Sprint will be approximately \$4000. An American company advertises the junior and senior model at less cost but does not include accessories and there may be issues regarding bringing firearms across the border (www.champchoice.com/shop.php?code=22BIAT&action=clear).

A previous manufacturer, Izshmash of Russia, has gone out of business.

Targets:	24 targets @ \$1000	\$24,000
Rifles:	4 Rifles @ \$4000	\$16,000

The club should investigate all legalities regarding firearm ownership and usage (licenses required) before purchasing the equipment. The Charlo Biathlon Club does not

own any rifles but Biathlon NB owns seven Izshmath's that are registered in the name of Phil Nadeau, a Charlo Club member. Phil has done a lot of research on rifles and can be contacted at Philip.Nadeau@hotmail.com. The rifles owned by Biathlon NB are available for leasing each year but due to the small number available the club is advised to purchase a few of its own. Serious Biathlon participants do purchase their own rifles however the cost is prohibitive in many cases.

Coaching and officiating;

The course fee structure for all coaching and officiating courses can be found in Appendix 14. The club should plan on sending at least two individuals to coaching clinics and officiating clinics each year, as they are offered by Biathlon NB.

Membership to Biathlon NB Costs:

Club Membership to Biathlon NB:		\$150
Individual Membership: There are three levels of individual membership		
Regular Non –competitor	Coach, Official Supporter	\$25
Regular Athlete Senior	Masters, Men/Women, Junior Men/Women	\$90
	Youth Men/Women, Senior Boys/Girls	
Regular Athletes – Junior	Junior Boys and Girls and Younger	\$60

Possible Funding:

Funding for the major construction of the stadium should be included in the application to ACOA, Building Canada or the MRIF Fund as described in section 3.2.3 regarding the building and infrastructure.

A \$15,000 grant is available through the Sport Participation Development Program sponsored by Sport Canada through Biathlon Canada and would help cover the cost of rifles, coaching clinics and other expenses. The club is required to match the funding. A successful application was made by Les Aventuriers in Charlo in 2006 and can be found in Accompanying Document 4.

Membership, day usage and rental of the Biathlon Facilities and equipment would also generate sufficient income to maintain the equipment annually.

3.2.9 Archery/Ski Archery

Two common variations on biathlon are summer biathlon, where skiing is replaced by a cross-country run, and archery biathlon (or ski archery), where the rifle is replaced by a recurve bow.

The construction of a Biathlon stadium will provide most of the required facilities for ski archery in the winter and archery or summer biathlon during other seasons. Summer Biathlon is often used as training for the traditional winter biathlon and would draw from across the Maritime provinces. To set up for ski archery would require purchasing additional equipment but could also be used by the local archery club for their events in the summer season. Miramichi Archery Club contact Bill Haining is interested and would consider hosting provincial invitational events should the facility be available.

Costs

Butresses (12 @\$300)	\$3600
Safety Net (100 FT 2 \$22 per)	\$2200

Possible Funding:

Costs for this equipment should be included with traditional Biathlon funding requests to ACOA's ICF and the MRIF/Building Canada funds.

3.2.10 Geocaching

On May 2, 2000, satellite systems around the world were "unlocked", providing civilian users of GPS (Global Positioning Systems) the ability to pinpoint locations up to ten times more accurately than they previously could. GPS is a satellite-based system that provides accurate location and timing data to users worldwide.

On May 3, one GPS enthusiast, Dave Ulmer, wanted to test the accuracy by hiding a navigational target in the woods. He called the idea the "Great American GPS Stash Hunt" and posted it in an internet GPS users' group. The idea was simple: Hide a container out in the woods and note the coordinates with a GPS unit. The finder would then have to locate the container with only the use of his or her GPS receiver. The rules for the finder were simple: "Take some stuff, leave some stuff". On May 3rd he placed his own container, a black bucket, in the woods near Beaver Creek, Oregon. Along with a logbook and pencil, he left various prize items including videos, books, software, and a slingshot. He shared the waypoint of his "stash" with the online community. Within days people found his stash and the concept spread.

The word Geocaching comes from the combination of two words. The prefix *geo*, for Earth, is used to describe the global nature of the activity. Caching, from the word *cache*, has two different meanings, the original definition refers to a hiding place someone would use to temporarily store items. The second, technology related definition refers to *Memory cache* - computer storage that is used to quickly retrieve frequently used information. The combination of Earth, hiding, and technology makes *geocaching* an excellent term for the activity.

Through word of mouth, press articles, and even accidental cache discoveries, more and more people have become involved in geocaching. First started by technology and GPS enthusiasts, the ranks of geocachers now include couples, families, and groups from all walks of life. The excitement of the hunt appeals to everyone. Today you can do a search on just about anywhere in the world and be able to walk, bike, or drive to a nearby hidden cache.

In Miramichi, School District 16 has taken on the challenge of developing geocache tours. Rick Hayward has been developing a GPS/MP3 walking tour of Downtown Chatham with his students. Tourists will be able to walk around the Chatham Business District and learn about the interesting history of some of the buildings in the downtown region. As well, along with Rodney Buggie of Blackville school, Rick has developed a proposal in conjunction with a proposed river tour of the Main Southwest Miramichi. Tourists will be able to canoe down the river and when they get to specific GPS coordinates they will be able to hear about the history of the camp or the pool, etc. This will serve as a model for a larger GPS/MP3 tour. They are also in the process of developing a literacy GPS tour whereby a person would bring a book, find a cache of books according to a GPS coordinate and then exchange their book for one of the books in the cache. The types of caches can be open-ended and designers can be as creative as their imaginations allow.

Rick will also be working with Wendy Comeau at Beaubear's Island to put together a GPS tour there. That tour would be similar to what could be done at the Miramichi Cross Country Ski Club - an Environmental GPS tour on the walking/ski/snowshoe trails whereby certain coordinates would lead hikers to specific plants or points of interest, making them more aware of, and helping them to more greatly appreciate, the natural environment of the Miramichi. Rick is available to help the club design the tour and can be contacted at Rick.Hayward@gnb.ca or 778 – 6087. He notes that

“Schools would definitely be interested in using the trails for GPS outings.

We actually already use them with students in the winter on cross-country skis to teach them GPS material. The coordinates lead them to specific points along the ski trails which they have to note. This allows them to learn about GPS coordinates without having to leave the ski trails.”

The club could build on what Rick is presently doing and attract many school and community groups as well as visitors to the area all seasons of the year.

Guidelines to beginning your Geo-caching can be found at <http://www.geocaching.com/about/> including hiding and listing your cache and buying a GPS unit.

Costs of plaques to mark Geo-Cache sites and related equipment is approximately \$5000 and will be applied for with the Family and Youth Capital Assistance Program and the MREDF.

3.2.11 Soccer

Soccer New Brunswick was established in 1965 with senior members only until 1976 when youth soccer became part of the sport in Canada. The sport has seen a growth of over 500% in New Brunswick over the last 10 years and has now surpassed hockey's player registration to be the most played sport in the province.

At present the City of Miramichi has six soccer fields, most located at schools, none of which are regulation size. The development of a Biathlon facility at the club will allow for the development of a regulation size soccer field to be used spring – fall. Soccer teams within the city cover members from under ten to seniors (over 18) including many mini soccer teams up to the Miramichi United Soccer Club women's senior team.

3.2.12 Skating/Curling

Outdoor skating within the city is reserved for backyard rinks and ponds. The Newcastle Rotary Club hosts an annual pond hockey tournament attracting over 100 teams increasing the popularity of the sport. The Rotary Club prepares the outdoor rinks at the French Fort Cove but the rinks are only maintained for the weekend of the tournament. An outdoor rink at the MCCSC would be accessible to individuals and families for recreational skating and to anyone looking for a friendly hockey game all season long. Initially a limited numbers of skates would be available for rent at the club with numbers increasing as years pass.

Curling is presently only available at the Miramichi Curling Club in the French Fort Cove Eco-Centre building. Access is by membership or through bonspiels. No outdoor curling is available in the region. Second hand curling stones are available online and will need to be researched at time of purchase.

The cost of construction of an arena including a curb around the outside has been quoted at \$40,000. The club plans to build three rinks at a total cost of \$120,000. Sideboards will be required for summer use.

Possible Funding:

Funding for construction of the outdoor arenas should be included with the application to ACOA ICF and the Building Canada Fund.

3.2.13 Hiking/Biking/Roller skiing

The majority of users to the club in the spring to fall seasons will be people looking to use the trails for walking, hiking and biking. Roller skiing is also becoming popular especially with cross country skiers as off season training. Paved trails will be required for roller skiing and may be more attractive for walking than natural trails at other venues within the city by people with limited physical abilities. The club intends to pave 6.5 kilometers of trail at a cost of \$571,820.

Possible Funding:

Funding for the expansion and paving of trails should be included with the application to ACOA ICF and the Building Canada Fund.

4. MARKETING

The rate of lifestyle related medical conditions is very high in Miramichi. The need for people of all ages to engage in physical activity is pointed out frequently by medical professionals. Cross country skiing is an excellent form of outdoor recreation offered at a time of year when outdoor activity is often quite limited. It is recognized as being the most effective form of exercise from a cardio-respiratory point of view.

According to Cross Country Canada (CCC), the national sport governing body for cross-country skiing, two million Canadians participate annually. It is an activity with “no boundaries” for age, region, gender or conditioning level. It is easy to learn and its benefits for health and fitness are well known and unmatched. A national opinion poll in 2007 determined that 30% of parents identified cross country skiing as the winter sport in which they would prefer to have their children participate (up from 18% in 2002). The Jackrabbit ski program is prospering in all provinces, with participation growing 60% since 2002.

Though many people enjoy cross country skiing on their own properties with tracks set using whatever methods they have available, clubs are really the foundation of cross country skiing. They attract skiers to the sport, making skiing enjoyable and rewarding for their members by delivering programs for youth, adults, racers, officials and coaches. There are 375 clubs in the country registered with Cross Country Canada. Within New Brunswick there are 17 cross country ski clubs, 16 listed by Cross Country Canada and an additional one listed on the New Brunswick site (Appendix 15). The Miramichi Cross Country Ski Club is one of the more established clubs having been in existence for 33 years.

4.1 Target Market

Cross country skiing is popular in the Maritimes. Geographically areas that are further to the north and further away from the Atlantic Ocean, however, tend to have more reliable and consistent snow conditions. Miramichi is a somewhat central location for eastern New Brunswick and only two hours from the borders of Nova Scotia and Prince Edward Island. It can be considered to have this ‘northern advantage’, as demonstrated by the 2007 – 2008 season.

In New Brunswick there tends to be a greater participation in cross country skiing amongst the Francophone population. The majority of present participants at MCCSC are Anglophones but North East New Brunswick is rich with both cultures.

Club membership over the past few years has averaged at 200 and is presently evenly divided between men and women. Regular skiers tend to be older adults (35+) with young families skiing more on weekends. There has been a sharp increase in day pass users this past year, partly due to the availability of equipment, either through rentals or loans. The youth program is attracting young people to the sport as are the school programs. An increase in school and community programs will drive membership and usage by those students and their families. The club does have occasional visitors from other parts of New Brunswick and other Maritime provinces.

4.2 Programs and Services

The development of a year round school and family outdoor activity healthy lifestyle center will provide a wide variety of outdoor all season activities for people of all ages and levels of fitness and skill. When complete the center will provide:

- Cross country skiing trails – classic and freestyle
- Snowshoeing trails
- Biathlon Facility (traditional, summer and ski archery)
- Skating/Curling Rinks
- Hiking/Biking/Walking Trails
- Geocaching
- Soccer Field
- Rental facilities for all activities
- Modern Clubhouse
- Proper grooming equipment

The benefits to the community are many. The club is situated within city limits and thus is a short drive for most to participate. As well the city has many amenities to offer visitors to the club in way of hotels, restaurants, shopping and other recreation activities. The new clubhouse will provide the homey atmosphere that many members are afraid to lose, but will also be a source of pride for all members and the city of Miramichi as a modern, full service building; a model for other clubs.

Rental equipment will increase revenue to the club as well as introduce potential new members to the sport. As well it will allow school and community groups access to an activity they may otherwise not be able to try. This also may drive revenue as it introduces the sport to potential new members and their families.

Proper grooming equipment will make trail availability more certain, providing a quick turn around after storms, improving skiing opportunities as well as the clubs reputation for not only the best trails in the province but the best run club in the province. As mentioned people do ski on trails they prepare themselves but for beginners a club could provide a more enjoyable ski experience increasing the chance that the person will become an avid cross country skier. Groomed trails also lead to a better physical workout as it is easier to maintain a steady pace.

The addition of a Biathlon Facility, along with the new clubhouse, improved grooming and rental facilities (skis, snowshoes and skates), and the additional geocaching challenge will all contribute to an economic boost for the club and city. The club will benefit from increased revenue from new members and day users as well as rentals. The city will benefit by an increase in visitors looking to use the new facility. At present there are skiers from Nova Scotia who drive to Kouchibouquac every weekend to ski. That area does not have the accommodation facilities that Miramichi has to offer but people go there as they know what to expect in a federal park. The city of Miramichi has many hotels/restaurants/shopping/theatres and people from Nova Scotia, PEI, and southern New Brunswick would all come for a family weekend at a winter activity complex.

There are hiking/biking and walking trails in the city now with the French Fort Cove and Strawberry Marsh being the most popular walking trails. The addition of a geocaching site on the MCCSC trails will draw individuals and community groups. The Miramichi Mountain Bike Club utilizes the biking trails at French Fort Cove but for novice bikers these trails may prove difficult, where trails at the MCCSC may be more appropriate for casual bikers.

A regulation soccer field would be a welcome addition to the city. With an increase in the popularity of soccer and teams at all age levels participating in the city, the soccer field could help the city attract more league and provincial championships.

The winter physical recreation needs of Miramichi residents are not going to change. The aging population could turn to this low impact, easily accessible activity of cross country skiing. With the winter Olympics in Vancouver in 2010 the awareness of winter activities will increase in Canadian society. With the exception of curling and hockey, no other Winter Olympic sport is practical in the Miramichi region and cross country skiing, it can be argued, is the most easily experienced of the three, with obvious long term benefits.

In all the new facility would not only benefit the club and city economically but would be a source of pride for all citizens. By utilizing key marketing strategies the club will attract users from near and far.

4.3 Marketing Strategy

4.3.1 Niche

With the belief that the outdoor activity center will appeal to all ages and levels of fitness, the MCCSC is interested in promoting the club and its many activities to the total population of the region as well as to people throughout the Maritime Provinces. Serious athletes looking for training facilities both summer and winter, families looking for day or weekend outings, and all individuals looking for winter and/or summer outdoor physical activity at the casual or competitive level will all be attracted to the club and its amenities.

4.3.2 Competition

There tends not to be competition for skiers between the clubs within the province as for the most part they are scattered geographically. The expansion at the Miramichi Cross Country Ski Club will draw on people from other areas, but it is thought that they will also retain their memberships at their home clubs.

The competition from other forms of recreation in winter comes mainly from curling, hockey, figure skating, and fitness gyms as indoor activities and from snowmobiling as an outdoor activity. Cross country skiing and snowshoeing provide a low cost outdoor aerobic activity which is sensitive to the environment. Though snowshoeing is already quite popular it is not catered to in an organized manner in the region as of yet.

There are two indoor skating arenas in the city though scheduling results in public skating only being offered at specific times. There is one outdoor rink at the Carrefour Beausoliel though it is not known if it is available at all times to the public. There is a new indoor curling facility in the city but access is by membership or through bonspiels. A rink or rinks at the Club with skate rental and curling stones available would provide anytime

access to individuals or families in addition to or instead of skiing. Costs for usage would be included in their membership or day use fee with rentals being extra. There is nothing similar available in the region.

Summer activities such as use of trails do have competition from other trail systems in the city. Walking, hiking and biking trails could be accessed free of charge to increase usage and familiarity of the club and its other facilities. Similarly the soccer field could be provided to the city free of charge with a small fee paid if used at night requiring lights.

4.3.3 Promotion

The Miramichi Cross Country Ski Club has obtained its current membership and day usage mainly through word of mouth, both locally and through other clubs throughout the province. The club's website, found at www.skimiramichi.com, offers information on the club history, location, trail maps, membership, programs, rentals and activities available. Past promotion has been through newspaper articles, occasional newspaper ads, public service announcements on the radio, letters of invitation to area schools, distribution of brochures, attendance at lifestyle shows, links on tourism websites, road signs and membership in Cross Country New Brunswick.

To increase membership, day pass usage and rentals the club must increase its visibility. The club executive must take a proactive approach to promoting the club locally and provincially and this can be achieved without high cost.

Mighty Community Group

The club currently hosts its website with the Mighty Community Group and its Miramichi affiliate – www.MightyMiramichi.com. MightyMiramichi.com has successfully marketed products and services throughout the Miramichi and offers a number of promotional programs that will help the Ski Club. In May they publish the Miramichi River Guide and in June the Tourism edition of the Bread 'n Molasses community magazine is released.

The River Guide is mailed to over 1200 businesses and is on display in over 100 locations throughout the region including visitor information centres, hotels and restaurants. It provides businesses the opportunity to showcase their products and services all year. The Tourism edition of the Bread 'n Molasses magazine focuses mainly on summer activities so as the club expands to include hiking, archery and other revenue generating summer recreation activities, advertising in this edition may be an option. A Tourism Map is also produced and is available with the Tourism edition of the magazine. The Miramichi River Route 2005 Consumer Profile stated that "Upscale visitors who are true nature lovers and "spur of the moment" decision makers... their trips are long and unstructured. They will spend unplanned time at destinations if they find things that are of interest." This supports the belief that local advertising can influence tourist travel plans.

On the MightyMiramichi.com website any business is able to enter their information and receive a free listing under the appropriate community and sector. This is the first thing that should be done by the club executive. On the main page select Contact from the Sidebar menu and select Add Your Business.

The deadline for 2008 publication of the River Guide, Bread 'n Molasses Tourism Edition and Map was in May but the club should consider advertising in the River Guide and perhaps the Tourism issue in 2009. The manager of MightyMiramichi.com, Terry Matchett, has offered to put the ski club on the Tourism Map this year at no charge.

2008 marketing packages are shown below – costs for 2009 may change.

Ad Size	1/12 th Page	1/6 th Page	1/3 rd Page	½ Page	Full Page
The River Guide	\$190	\$325	\$525	\$700	\$1000
B 'n M Tourism Magazine	\$190	\$325	\$525	\$700	\$1000
Business Name on Map	\$100	\$100	\$100	\$100	\$100
Place Ad in Both	\$285	\$487	\$787	\$975	\$1495

Tourism New Brunswick

The province of New Brunswick Tourism Department offers complimentary guides and vacation planners to tourists. The winter guide is at present only available online. The province accepts listings for Day Adventures as well as overnight Getaways. The 2008-2009 Winter Getaway Package and Winter Day Adventure submission forms can be found in Appendix 16.

Tourism New Brunswick employees located in Miramichi are available to meet with a club representative to develop the packages. The deadline for submissions for 2008-2009 Winter Packages is September 1, 2008. A participation fee of \$580 is charged per package but the province does have funding available to cover half of the cost. Contact Terry Power - 778-6911 - terry.power@gnb.ca and/or Wade Hallihan - 778-6989 - wade.hallihan@gnb.ca.

The Winter Getaway Package requires the club work in conjunction with a hotel/motel or other business that can provide accommodations. Early enquiries resulted in interest from the Best Value Inn and Suites located on Edward Street Miramichi. The location is excellent and owner Henk Lenting is very interested in promoting winter sports, already advertising the Miramichi Cross Country Ski Club with a full page of information on his website's Virtual Activities Guide (http://bestvalueinnmiramichi.com/virtual_cross_country_skiing_bvi.html). Henk can be contacted at the hotel at 778-6989 or at home at 622-1763.

The Morada Resort Canada (Frank's Holiday Resort) in Chelmsford has previously catered to German tourists during the spring to fall seasons only. New management has modified their strategy to now promote the destination to both European and Canadian tourists and will now also take reservations throughout the winter season. Manager Iekje Hendriks is interested in promoting cross country skiing through a New Brunswick Getaway package as well as providing brochures to any interested clients. He can be contacted at 622 7057 or fhresort@nb.aibn.com.

Other hotels in the city could also be approached but the cost for each listing would be \$580. The Winter Getaway Packages tend to draw more attention to the accommodation than the activity. Up to three pictures are allowed per advertisement so the club must ensure they get as much exposure as possible if splitting the costs. If the budget is limited the club may want to focus on promoting day adventure packages initially. Terry Power is awaiting a call to set up a meeting to discuss options and look at the best value for the club's dollar.

Miramichi Open River Eco Museum

The Miramichi Open River Eco Museum is based on the idea of experiencing nature, culture and history at places where key events occurred. The aims of the project are to strengthen the bonds between the people and the river and also to foster a stronger sense of community in the City of Miramichi. Eleven sites have been identified as the initial sites to be further developed. The sites are: Beaubear's Island, Vye's Beach, Strawberry Marsh, Ritchie Wharf, Canadian Point, French Fort Cove, Morrison Cove, Waterford Green, Historic Water Street, Middle Island, and St. Andrew's Point. Sites will be given a "face-lift" before the official opening in 2009: enhanced hiking/walking trails; improved marine access; construction of new public spaces and entertainment facilities; and the expansion of the interpretive offerings i.e. interactive displays, geocaching, theatre productions, genealogy.

An Eco museum has 5 basic elements: a document centre, several visitor-centres with exhibitions, historical workshops, objects of interest in the landscape, and paths and routes. If the Ski Club can become a future addition to the Eco Museum it would provide great exposure. The proposed geocaching and hiking trails would fit into the objectives of the museum and though there is no winter aspect to the museum right now the Ski Club could be a winter component providing geocaching via skis and snowshoes. At minimum the club should ask to be added to the Eco Museum's Links page under Attractions.

Project Manager for the Miramichi Open River Eco Museum is Paul McGraw. He has expressed some interest in speaking with the Ski Club executive and can be reached by phone at 773-1800.

Other

The club executive should ensure that the club is listed on all free tourism and recreational activities listing both municipally and provincially. Any activities such as free lessons on weekends and loppets should be listed on the radio station "The River"'s website and Club brochures should be distributed to all local hotels and Bed and Breakfasts as well as those in outer areas as far away as Rogersville, Bathurst and Doaktown. The Miramichi Lifestyle show and the Miramichi Tourism show (first annual at EcoCentre this year) are both held in the spring but a presence at these shows for minimal cost may expose the club to people in the community who do not know it is there.

The Provincial Trail System is expanding to include a route through the Nelson area between Caraquet and Cap Pele. They are very interested in the trail traversing the ski club trails from south west of the silver trail at the abandoned Railway line at Hwy 126

and using the new club as a rest site for through hikers. The accommodations at the ski club will provide much appreciated showers and kitchen facilities. The club should contact

Rumours that the city is planning on having cruise ships visit twice a week for 50 weeks a year are at present just that. However the City of Miramichi is a member of the Atlantic Canada Cruise Association, and although nothing has been confirmed to date, Director of Community and Tourism Development, Peter Murphy, continues to work with other small ports in Atlantic Canada in an effort to attract these ships. Should any ships be scheduled the club would benefit from actively advertising tours, winter and summer.

4.3.4 Pricing

The prices of memberships, day passes and rentals have in the past been structured to cover the costs of running the club and were kept as low as possible. With the use of volunteers for almost all administrative, maintenance, grooming, and coaching, costs have been kept low. It is counterproductive to the objectives of the club to have pricing which is in any way prohibitive. The costs compare favorably with fees charged for other activities in the area as well as to other similar clubs throughout the province.

The expansion of the club facilities will definitely increase membership and day pass users. It is also evident however that there will be many increased costs to maintain the new facility. Les Aventuriers de Charlo have recently raised their membership fees to \$90 single, \$170 family and \$10 day passes to help supplement the fund raising activities required to run their club. Many MCCSC members have mentioned the great fee structure at the club but also understand that to run the club requires funds and would understand a rate increase.

5. MANAGEMENT AND ORGANIZATION

5.1 Organization Structure

The Miramichi Cross Country Ski Club is governed by an executive committee made up of officers elected by the membership at the Annual General Meeting. The positions, all voluntary in nature, and current holders are:

President:	Don Lynch
Vice President:	Bunny Dempsey
Past President:	Peter Gadd
Secretary:	Holly Arsenault
Treasurer:	Julia Connell
Social Committee Chairperson:	Robert and Joyce Jones
Coaching Chairperson:	Kris Wirzcholslawski
Instruction Chairperson:	Gerald Smith
Jackrabbit Instruction Chairperson:	Yves St Germain
Loppet Chairperson:	Deana Gadd
Trails Chairperson:	Gilles Chiasson
Director at Large:	Nancy Phillips
Public Relations:	Norm Brown

Much of the work needed to maintain facilities, equipment and trails is done by volunteers. Tasks requiring specialized equipment/knowledge such as engine repairs, fall trail mowing, and electrical maintenance are contracted out using club funds and contributions in kind.

The only paid position at the club is that of lodge keeper whose wages have been made available through grants provided by the provincial government. He answers to the club executive.

The club president's role is very much one of an executive director in that in addition to chairing monthly meetings through the ski season, he/she is very active in seeing that the decisions of the executive committee are carried out.

The executive committee meets monthly through the season, In the spring the club's AGM is held. At this meeting the overall operation of the club is reviewed, the executive committee is formed and directions for the coming year are set. This structure has served the club well but as the club expands a review will be needed.

An expansion plan committee will be formed to ensure all applications for funding are well written and submitted on time and all laws are abided by. The club should consider forming an advisory board while going through the process consisting of a lawyer, accountant, insurance agent, banker, consultants and mentors, all of which may be able to be drawn from current membership.

New chair positions will be required as new programs are developed. A minimum of two employees should be hired in the upcoming season with an outlook of three when the new facility is open.

5.2 Regulatory Issues

The Miramichi Cross Country Ski Club is affiliated with Cross Country New Brunswick and Cross Country Canada and follows standards set by these governing bodies. Skiers are covered by insurance arranged through Cross Country Canada with premiums being paid by the club through the provincial association. The club takes every precaution possible to provide a safe facility. Great care is taken in trail design and maintenance to keep conditions safe. Trails are well marked and indications of trail difficulty and areas requiring caution are pointed out.

5.3 Risks

At present there is uncertainty regarding the tenancy of much of the land on which the MCCSC trails exist. The current majority landholder, UPM Kymmene, is closing down its local operation and divesting itself of its assets. UPM is not interested in separating the property from the rest it is selling so the club will need to wait and negotiate with the new owner.

6. OPERATING PLAN

Presently the club operates during the winter season, seven days a week, provided trails are available. One paid lodge keeper works 40 hours a week with club members voluntarily filling in when needed in the lodge, as well as doing all grooming, coaching, lessons and school programs.

With the expansion of the club to an all season center there will be a need for more paid staff. Two paid lodge keepers would provide for coverage of the majority of time but volunteers would still be required within the lodge as well as for the other activities mentioned. The present format of "last person out locks up and turns off the lights" would not work in the new facility. The club has very dedicated coaches and an enthusiastic grooming team and must continue to promote volunteerism within the club. The club should contact Miramichi Valley High School Leadership Program instructor Jim Watters as students may be available to volunteer at certain events. To complete the course students must complete 30 hours of volunteer work and the club would be a natural place for them to volunteer as many are focusing on leadership in sport.

2008 - 2009

During the 2008 – 2009 season the club will purchase the new grooming equipment described earlier, a new baby barn from Miramichi Valley High School, first aid equipment and sled, expand the existing trails and develop the new snowshoe trail and purchase new signage. As well it will hire two full time employees for the duration of the season. It will purchase new skis and showshoes for the school and rental programs and expand the school and community programs to include more groups including First Nation schools and the Big Brothers/ Big Sisters club.

Cost Breakdown

Pisten Bully	75,975	Taxes \$3796 & \$6074
Skandic SWT	14,125	Taxes \$1625
GinzuGroomer & Tracksetter	5,250	
Skis and Snowshoes	17,063	Taxes \$1963
Emergency Sled	1,500	
First Aid Equipment	2,028	Taxes \$233
Trail Development	11,200	
Baby Barn	2,000	
Signage	1,000	Taxes \$130
Geo-Cache equipment		5,000
Wages (2 people 14 weeks)	9,856	

The club will apply for funding immediately for the above activities to the Family and Youth Capital Assistance Program, The Miramichi Regional Economic Development Fund, the New Brunswick Department of Wellness Culture and Sport Go-NB, Leadership and Aboriginal Sport Funding programs, the True Sport Community Fund, GM's Making Dreams Possible Club Coaching Grant, and the New Brunswick Work Ability and Workforce Expansion programs. All funding is required for the upcoming season.

Fund Raising

If the club is successful in obtaining all of the requested funding it will still have to contribute at least 10% of the project cost. Also, in most cases the invoices will have to be submitted to funding agencies before payments are made. In the case of the Pisten Bully the club will have to put \$10,000 down when they agree to purchase and with the Ginzugroomer are required to put 25% down. Similarly the work done to prepare the trails in early fall will require payment. All of this comes before the club begins receiving membership for the upcoming season and as seen in the Financial section Cash Flow statement, by the end of September the club will be approximately \$15,000 in the red.

The club will need to raise some funds over the summer and early fall to carry it through the implementation of the plan. As well, over the winter months the club should continue any fund raising efforts available to prepare for probable fund raising required to implement the second phase of the project (new building and Biathlon program) and maintain the club over the years to follow.

Summer Barbeque – The club should plan to host a barbeque/corn boil in early to mid August. This could be a multi purpose function. Advertising would be required to draw the public to the event. Calls, emails or letters should be sent to members requesting their presence and or help at the event (donation of barbeques and volunteering time). Early Bird membership rates could be offered to existing members who would agree to pay membership fees before the end of August. Discounted new – membership fees could be offered to any new member wishing to join. Tours of the trails could be offered and new plans for the club could be described. The local radio station should be invited to bring the “Summer Events” van and broadcast from the site. Local businesses could be solicited for donations of hamburgers, hot dogs etc or the club could purchase and sell at a profit. If the local Rotary Club expresses interest in the program they could also be asked to sponsor. Invitations should be sent to the local Boys and Girls Club as well as any groups that will utilize the club in the future (Girl Guides, Cadets, etc). Expected profit - \$1000.

Signage – When contacting local businesses for donations the club should also consider asking these businesses for sponsorship in the way of the purchase of a sign to be posted at the club, possibly in the parking lot, advertising the business. Sponsorship could be \$200 plus the cost of the sign. Many businesses do not know the club is there or the usage and the number of people who visit over a season. Sponsorship cost could go up each year in line with membership and increased usage. The goal should be 10 businesses for the first year with a profit of \$2000.

Tickets – The club should sell tickets on a ski equipment set – tickets should be mailed to each member with their renewal notification and when they send in their dues they can also send in the tickets and money. Members should be urged to send fees in early along with the tickets. Draw date could be mid to late December with the winner choosing the type of package they wish. Should the club sell one ticket to each member the profit could range from \$1500 - \$2000.

50/50 Pool – the club should implement a 50/50 daily draw at the club. As skiers sign in the log book to ski they can also add their name to the pool for a cost of \$1. Having staff

at the club will enable this process. A name will be drawn from all who sign in and the winner will be contacted. The club could expect to average \$250 profit each month.

Life Membership / Sponsorship– The club will need to approach its membership and / or local businesses for some contributions to raise the money required for the purchase of the new equipment. Many organizations provide life membership or sponsorship opportunities to members and businesses to help raise funds and provide an advertising opportunity to business. Initially the club should approach members with the goal of signing up 10 Life Members in 2008 and an additional 2 – 3 Life Members per year. As well the club should aim to collect from 5 businesses in 2008 and an additional 2 per year. The cost would be \$1000 and the member/business would receive a plaque for their home/office and would be listed on a plaque at the club. Cost to the Club would average less than \$100 per member/sponsor raising approximately \$13,500 in 2008-2009.

Texas Hold-Em – Not for profit organizations are now eligible to hold Texas Hold-Em tournaments in New Brunswick. The executive should discuss if this is an approach they wish to take to raise the necessary funds. The Department of Public Safety has released the terms and conditions for holding tournaments and they can be found at <http://www.gnb.ca/0276/publications/TexasHoldem-e.pdf>. An application must be sent to the commission at least 30 days prior to the intended date of the first tournament. Once an organization has obtained the necessary license(s) it may hold a maximum of one (1) tournament per week and 13 tournaments per license. Each license has a maximum term of 3 months from the date of the first tournament. Organizations are allowed to rent premises to hold the tournaments. At present the ski club would need to do that but the new building may be ideal for such fund raising in the future.

The club must, as soon as possible, solve the land issues relating to ownership of city land and usage of UPM Kymmene and other small land owner properties. If the club intends to retain ownership of the building and site it should begin negotiations now with the city for a reduction in municipal taxes. For the most part the activities described above will not be affected by ownership issues.

The club will form an expansion plan committee and advisory board to aid in the development of the new facilities.

Though the club does carry liability insurance for users through its membership with Cross Country Canada, it will have to investigate insurance costs on the new equipment. With expanded facilities will come increased revenue and the club is required by law to apply for an HST number when revenue exceeds \$30,000. Initial investigation suggests that grants and membership fees to not-for-profits are not considered revenue but day passes and rental fees would be considered. It may, however, be to the clubs benefit to apply immediately for a number. As a not-for-profit, the club is eligible to receive back 50% of all taxes paid out. It would have to charge HST on day passes and rentals and submit that money. As the club plans many major purchases over the next few years it would be recommended.

2009 and Beyond

Once ownership issues have been resolved the club will apply for funding for the new clubhouse, garage, and Biathlon Facility, skating rinks and accompanying equipment as

well as further trail expansion and paving of trails and parking. It is hoped funding will be approved to begin construction by fall of 2009 with completion by spring of 2010.

Funding applications will be sent to the ACOA Innovative Communities Fund, the Municipal Rural Infrastructure Fund, and the Building Canada Fund. Partnership with the city is necessary for these applications and thus the club must start now promoting the idea and developing the applications. Jeff MacTavish is the city Economic Development Officer and has agreed to work on the project. As well the club will approach the Chatham Rotary Club immediately to ask for their support in fundraising for the new facilities.

7. FINANCIAL PLAN

The following pages contain financial projections for the 2008- 2009 and 2009 – 2010 seasons based on plans discussed in this document.

Notes re Revenue and Expenses

Membership: Increase fees slightly and increase membership – 2007-2008 membership revenue of \$10,953 to increase by just over \$7000 and in 2009-2010 to increase by 50%

Equipment Rental: In 2007-2008 with rental income of \$1700 the club rented each pair 42 times. If triple the amount of rentals and increase rental fee to \$5 would take in \$6300 in 2008-2009. In 2009-2010 increase by 50%.

Day Passes: 2007-2008 brought in 4589 in day pass fees. Project to triple the amount in 2008-2009 to \$13,500 split evenly over January – March (\$4500 each month)

Race/Event Registration – increase to \$2000 in 2008-2009 from \$1500. In 2009-2010 increase by 20%.

AGM Tickets: Must recover at least the cost of the dinner. Increase price of ticket to cover cost plus the cost of meals for invited guests. Spouses of volunteers should pay for their ticket. Meal cost of \$15 with ticket cost of \$20 requires 60 people to pay for 80 dinners (\$1200).

Canteen: Sales of coffee, tea, hot chocolate, pop, water, juice, chips, bars, possibly fruit – should sell at least \$210 per month. Cost of \$100 per month covered in Office/Clubhouse Supplies expense.

Fund Raising: As described in Operating Plan (page 41)

HST Refund: Refund 50% if registered – HST paid on all capital expenditures

Project Specific Funding/Capital Expenditures

Pisten Bully requires \$10,000 on order. Ginzugroomer and Tracksetter requires \$1325 on order. Trail development – widening of existing trails and developing snowshoe trail – will incur costs in September, October and November. All capital expenditure costs were slated for December before start of season. Reimbursement by Project Specific Funding is possible on receipt of invoice so could be paid same month.

2009-2010

Should project move forward more specific forecasting will be required based on funding and construction. Major change in expenses besides costs of construction will be taxes on the building – 2008 rate for a building valued at \$675,000 is \$31,360.

Appendices