

Columbia Gorge Windsurfing Association • Swell City Strategic Plan • Fall/Winter 2014-2015

Vision	To provide a safe launch site with an integrated, diverse & engaged windsurfing community that has access to appropriate facilities which are responsibly managed in a fair and transparent method.			
Items	Item 1: Maintenance	Item 2: Management	Item 3: Facilities	Item 4: Finances
Concepts	1.1 Work Parties 1.2 Beach Improvements 1.3 Paths to/from rigging area and beach 1.4 Safety	2.1 Day to day management 2.2 Implementing Site Manager 2.3 Liability 2.4 CGWA Memberships 2.5 Youth Involvement	3.1 Rigging area 3.2 Signage 3.3 Picnic Tables 3.4 Changing Structure 3.5 Bathrooms 3.6 Gear Storage 3.7 Parking	4.1 Annual Budget 4.2 Manager “Salary” 4.3 CGWA Revenue 4.4 Fundraising

CORE VALUES

- Fun!
- Safe and user friendly access
- Safety conscious windsurfers and other river users
- Integrity and transparency in operation, management, policies and all other facets of windsurfing at Swell City
- Continued and open windsurfing access at Swell City now and in the future
- Actively pursue new users, specifically the sports youth from visiting and local areas
- Responsible stewardship of the resources supporting Swell City, which include environmental, economic, and social
- Support from the Swell City users to achieve these values

SWELL CITY ADVISORY COMMITTEE

CGWA will maintain a Swell City Advisory Committee to provide guidance and advice for the CGWA Board of Directors to make educated decisions regarding the management and operation of Swell City as put forth in this plan. This committee will have at least *one* CGWA Board Member, the CGWA Executive Director, and no less than 3 Swell City regular users who can accurately and fairly represent the greater Swell City contingency. The CGWA Board Member(s) on the Swell City Committee will be responsible for conveying the sentiments of the committee to the Board of Directors during board meetings. The Committee will be responsible for setting its meeting schedule and generating its own goals unless otherwise directed by the CGWA Board of Directors.

Item 1: Maintenance

Concept	Strategies	Owner	Target Deadline	Status Updates
1.1 Work Parties	<ul style="list-style-type: none"> a. Hold spring and fall work parties b. Set specific work party goals and methods appropriate for achieving these goals c. Have work a party champion(s) on site to accomplish goals using planned methods d. All work parties must be approved by the CGWA ED 	CGWA ED and/or Site Manager and/or Advisory Committee	Annually	Spring 2014 work party went beyond intended function. We now recognize the need to have a well-planned <i>and</i> managed work party.
1.2 Beach Improvements	<ul style="list-style-type: none"> a. Evaluate need for improvements at water's edge on a regular basis b. Identify best method of improvement c. Incorporate improvements in work parties or by hired laborers 	CGWA ED and/or Site Manager and/or Advisory Committee	Annually	Spring 2015 will look at adding gravel to beach area.
1.3 Paths to/from rigging area and beach	<ul style="list-style-type: none"> a. Evaluate need for erosion control on pathways b. Identify best method of improvement c. Consult path building specialists d. Incorporate any approved improvements in work parties 	CGWA ED and/or Site Manager and/or Advisory Committee	Annually, Spring 2015	Look into adding railroad ties on eastern path with gravel fill (\$500?)
1.4 Safety	<ul style="list-style-type: none"> a. The CGWA, Swell City Advisory Committee, users, managers, and others should work to make sure facilities, paths, rigging, launching are kept in a usable and safe manner 	CGWA, Advisory Committee, Manger, etc.	Ongoing	

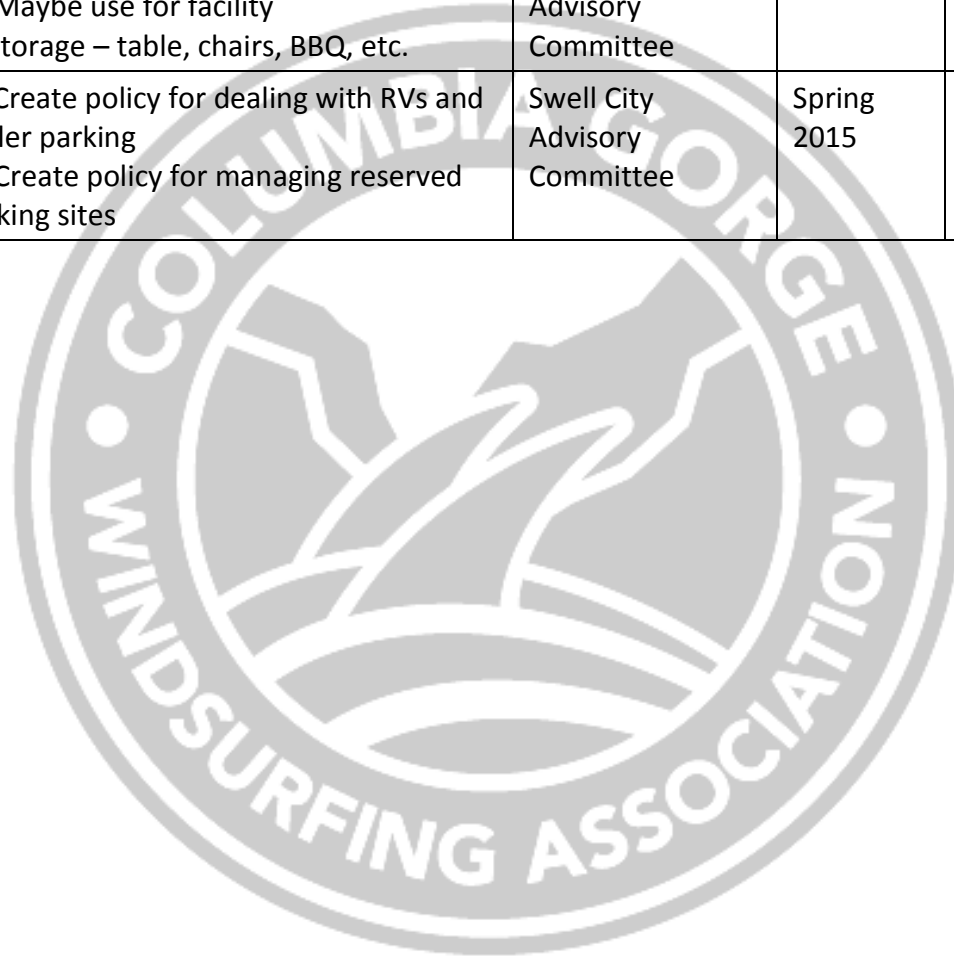
Item 2: Management

Concept	Strategies	Owner	Target Deadline	Status Updates
2.1 Day to day management	<ul style="list-style-type: none"> a. Identify who will manage the day to day operations of Swell City b. Identify long term solutions for who will manage the day to day operations of Swell City c. Create a working “job description” for the management of Swell 	Swell City Advisory Committee	Spring 2015	<ul style="list-style-type: none"> - Brenda is desired site manager as long as she is willing - “Job description” should be completed prior to start of 2015 season
2.2 Implementing Site Manager	<ul style="list-style-type: none"> a. Option 1: Lease land to Brenda b. Option 2: use job description to draw from internal Swell community – Park Host c. Option 3: open position to greater public – Park Host 	Swell City Advisory Committee	Spring 2015	<ul style="list-style-type: none"> - Brenda is interested in signing lease for 2015 season - Continue to work on “Park Host” concept for future
2.3. Liability	<ul style="list-style-type: none"> a. Identify potential liability issues with operating Swell City b. Create policy to ensure all liability concerns are covered c. Ensure appropriate insurance policies are in place 	Swell City Advisory Committee, CGWA	Ongoing, Spring 2015	
2.4 CGWA Memberships	<ul style="list-style-type: none"> a. Create policy to ensure a maximum number of CGWA Memberships are submitted and renewed from Swell City users 	Swell City Advisory Committee	Spring 2015	Complete – membership required for season pass holders <ul style="list-style-type: none"> - Discounted day pass for CGWA members
2.5 Youth Involvement	<ul style="list-style-type: none"> a. The CGWA will continue to explore opportunities to use Swell City to attract and involve youth windsurfers 	CGWA, Swell Advisory Committee	Ongoing	

Item 3: Facilities

Concept	Strategies	Owner	Target Deadline	Status Updates
3.1 Rigging area	<ul style="list-style-type: none"> a. Maintain a suitable surface in rigging area b. Bring in round river stone gravel to adequately cover rigging area as needed c. Pursue longer term solutions such as synthetic surface, grass, etc. if possible 	CGWA ED And/or Site Manager and/or Advisory Committee	Ongoing, Spring 2015	Priority ONE for Spring 2015
3.2 Signage	<ul style="list-style-type: none"> a. Create clear and concise language for permanent sign b. Research most durable, permanent, and financially reasonable materials to use 	CGWA	Spring 2015	Priority TWO for Spring 2015
3.3 Picnic Tables	<ul style="list-style-type: none"> a. Buy or find cheap picnic table b. Bring down on June 1st c. Make moveable to find ideal location d. chain and lock to deter theft e. explore more permanent option if this works 	CGWA ED and/or Swell City Advisory Committee	Spring 2015	Priority THREE for Spring 2015
3.4 Changing Structure	<ul style="list-style-type: none"> a. Find cheap, moveable, temporary structure/tent b. put up and taken down daily by Brenda c. if used and well received – consider permanent structure 	CGWA ED and/or Swell City Advisory Committee	Spring 2015	Priority FOUR for Spring 2015
3.5 Bathrooms	<ul style="list-style-type: none"> a. Reevaluate portable toilet rentals regularly to ensure we are getting clean and suitable units b. Look into opportunities to install a vault toilet 	CGWA ED and/or Site Manager and/or Advisory Committee	Ongoing, Spring 2016	NOT priority for Spring 2015

Concept	Strategies	Owner	Target Deadline	Status Updates
3.6 Gear Storage	<p>a. Very little interest from committee for Gear.</p> <p>b. Maybe use for facilities storage – table, chairs, BBQ, etc.</p>	CGWA ED and/or Swell City Advisory Committee	Spring 2015	Reevaluate next year
3.7 Parking	<p>a. Create policy for dealing with RVs and trailer parking</p> <p>b. Create policy for managing reserved parking sites</p>	Swell City Advisory Committee	Spring 2015	Completed - See Policies document



Item 4: Finances

Concept	Strategies	Owner	Target Deadline	Status Updates
4.1 Annual Budget	a. Create an annual budget for Swell City operations	Swell City Advisory Committee	Annually, January	
4.2 Manager "Salary"	a. Determine what is fair compensation for the site manager b. Create policy to lock in compensation method	Site manager and/or Swell City Advisory Committee	January 2015	Site manager to retain 50 % of earnings
4.3 CGWA Revenue	a. For the time being, the CGWA does not need Swell City income in its general fund b. All money earned at Swell City will be invested back into the site. c. Create policy to ensure CGWA achieves revenue goals	CGWA	Annual Review	
4.4 Fundraising	a. Identify potential fundraising avenues for specific projects, within Swell City users, and in greater CGWA community b. Determine if "matching funds" fundraising is viable option	Swell City Advisory Committee, CGWA	Ongoing	