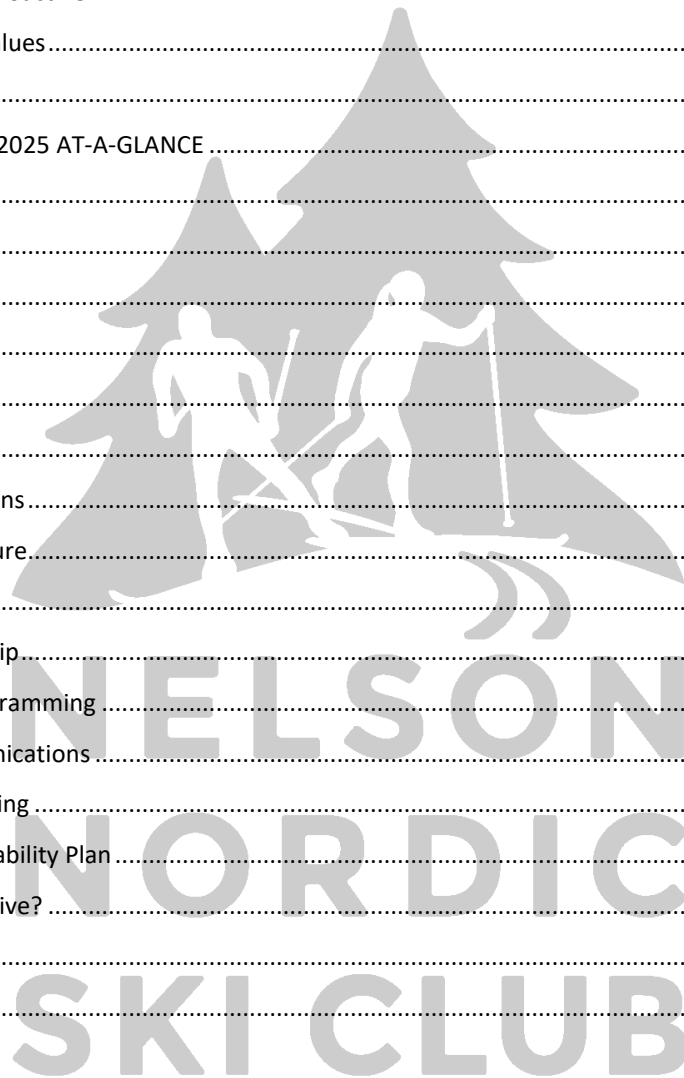




Nelson Nordic Ski Club- Strategic Plan 2022-2025

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EXECUTIVE SUMMARY

This strategic plan documents the vision, mission, and goals for the Nelson Nordic Ski Club (NNSC) for the Calendar years 2022-2025. It is informed by the 2016 strategic plan, membership feedback, Board and staff input, and the current situation.

PROCESS

Due to Covid 19 considerations, a combination of four virtual zoom sessions and numerous emails replaced the typical in-person planning process between September and December 2021.

RECENT HISTORY

Over the past two or more decades, the Club has developed approximately 25kms of trails on crown and private land, secured land use agreements, built several structures, and purchased necessary operations equipment. Its membership base is stable and consistent, and operations are continually improved.

The 2016 Strategic Plan outlined environmental concerns and set relevant goals for that specified period. Today, the climate change forecast remains a concern with its impact on skiing viability in the area. Although the Board constantly monitors this, it is not the focus of *this* Strategic Plan.

The Covid 19 pandemic greatly impacted participation in all sports in 2020. By the time the cross-country ski season began in December of 2020, the BC Provincial *Return to Sport* plan allowed activities to resume with strict protocols. The outdoor nature of cross-country skiing provided ideal conditions to safely return to activity. Consequently, the Club was busier than usual and financially benefitted from the increase of members and day-pass participants who were grateful to return to a healthy pastime. With the current December 2021 pandemic status, the outdoor activity trend is expected to continue, although perhaps not as vigorously as in the 2020-2021 season.

POSITIONING

The Club draws participants from around the immediate location of Kootenay Lake, South Slokan Junction and south to Salmo. The Nelson Nordic Ski Club location is 12kms south of the City of Nelson, 28kms north of Salmo, 45kms south-west of Balfour, and 30kms south-east of South Slokan.

Neighbouring clubs in proximity to Nelson that provide similar trails and programs are Castlegar Nordic Ski club (75kms west of Nelson), Rossland Nordic Ski Club (94kms southwest of Nelson) and Kaslo Nordic Ski Club (75kms north-east of Nelson).

The closest neighbour, Whitewater Ski resort, is 9 kilometres uphill, immediately adjacent to the NNSC Apex entrance and parking lot. Although WH20 is primarily geared for its downhill skiing facilities, there are 5 kilometres of no-charge multi-use xc trails. These are classified as moderate to steep trails and may extend the xc season once Apex and Busk are closed in spring.

Several outlying areas have free-of-charge community-provided trails on golf courses, parks or unused rail trails. However, none are expertly groomed or maintained, nor do they provide facilities, programming, or skate-ski tracks that rival the NNSC.

THEME—REACTIVE TO PROACTIVE

The current state of the organization is positive. As per the 2021 financial statement, the financial picture is healthy, and the operations continuously improved by having a year-round GM in place.

According to the membership and volunteer feedback in the 2021 survey, support for the club is stable and the club's credibility and reputation are solid in the local community.

This present position allows the organization to shift more from reactive to proactive management. That is, in addition to responding well to ongoing operations, emergencies, and challenges, such as the pandemic, forecasting and acting on the bigger picture is now possible.

The goals in this plan are laying the groundwork for future operations, conditions, and projects. They are not necessarily the exciting big project style goals but are the substance that provides ongoing stability and longevity to the much-loved club.

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VISION, MISSION AND VALUES

Vision – What drives us? Mission – What do we do and for whom? Values – How do we behave?



CORNERSTONES & PILLARS

An organization's function relies heavily on the efficiency and effectiveness of its supporting framework. Like the cornerstones in a building's foundation, these pillars lay down the parameters and guidance for all related decisions and actions.

The Strategic Planning committee recognized the following cornerstones supporting the club's stability, functionality, and longevity. While each of them is equally important and often linked to each other, governance is at the center of it all.



Governance—Leadership, Policy, Procedures, Finances, Agreements, Decisions, Guidance

Infrastructure—Land security (agreements), Land and Trail development/maintenance, Lodges, Equipment, Safety, Accessibility

Operations—Staffing (GM, Facility, volunteers, coaching/instructor), Facility management, Grooming, Sales

Membership—Growth, Retention, Involvement, Sales

Environment—Topography, Climate, Forests, Wetlands, Drainage, Wildlife

Communications—Input (Stakeholders (staff, Board), Internal), Output (Relationships, Marketing, Branding, Social media, Media releases, Stakeholders (members, landowners)

Programming—Recreation, Competitive, Development, Para-athletes

Fundraising—Grants, Events, Project-related campaigns, Sponsorships

STRATEGIC PRIORITIES 2022-2025 AT-A-GLANCE

Six of the eight cornerstones were identified as the areas of function to develop in this Strategic Plan.

INFRASTRUCTURE:

Intended Outcome: The club will be in existence and used by all for as long as possible.

GOVERNANCE:

Intended Outcome: Board, Volunteers and Staff are supported through policy and procedures to do their best work while providing an organization succession tool.

MEMBERSHIP:

Intended Outcome: Skiers feel welcome and are motivated, engaged, loyal and lifelong members.

PROGRAMMING:

Intended Outcome: Skiers of all ages, levels and abilities develop at their desired rate that leaves them competent and motivated for life.

COMMUNICATIONS:

Intended Outcome: Support for the club is well developed and loyal.

FUNDRAISING

Intended Outcome: Projects get completed, and programs are supported.

DEFINITIONS & ABBREVIATIONS

These definitions provide context and clarification of the planning process.

Vision—Idealistic picture of the preferred future. The driver, or the reason we do what we do.

Mission—Describes What we do, For Whom we do it, and Why (the benefit).

Values—1. Inform the vision and mission 2. Guide *How* we do *What* we do.

Goals—Broad long-term aims that define the accomplishment of the mission.

Objectives—Specific, Measurable, Attainable, Relative, Timebound aims (SMART).

Critical Success Factors—Major items or issues that must go right to achieve one or more objective

Barriers—Existing or potential challenges that hinder the achievement of one or more objective

Strategies—Broad activities required to achieve an objective, control a critical success factor or overcome a barrier.

Actions—Specific steps to be taken, by whom and by when, to implement the strategy.

Accountability—Being responsible and answerable to someone to hit targeted goals.

Monitoring—Mechanism for accomplishment.

Action Plan Summary—Outline of Strategies, Actions, Dates, Leads

Measurable Outcomes—The Results, rather than the actions or activities that lead to results

Abbreviations

Club—Nelson Nordic Ski Club

NNSC—Nelson Nordic Ski Club

P&P—Policies and Procedures

GOALS 1.0-4.0 INFRASTRUCTURE

1.0	GOAL 1 – INFRASTRUCTURE: To have long-term land security	
	OBJECTIVE 1— Secure Land use for the next 25 years on all properties currently accessed by the NNSC.	
Critical Success Factors (Major items that must go right to achieve the objective.) - Secure (purchase) land ourselves - Longer lease terms on private land - Expand tenure on crown land		
Barriers (Existing or potential challenges that hinder objective.) - Cost, availability, location - Relationship with owners - Other non-compatible tenures, public acceptance, First Nations acceptance, referral process		
GOAL OBJ. #	STRATEGIES	ACTIONS
1.0	a) Explore purchase and/or endowment options/costs	i. Develop a Policy & Procedure that covers the following: a. Agreeable methodology (who/when can approach whom) b. Reporting c. Creating a dedicated Land Purchase Savings plan ii. Identify criteria, scope, matching \$ expectations etc. iii. Research other land possibilities iv. Identify potential purchase or endowment partners
	b) Develop a relationship with potential funders, stakeholders	i. Meet with potential funding partners (e.g. CBT) for land purchase grants
	c) Maximize existing agreements and endowments	i. Write Policies and Procedures (P&P) to maintain consistent, ongoing management that includes: a. Representation on Camp Busk board (AGM) b. Regular contact with landowners (a minimum of

		twice a year in April and October. c. Ensure membership is respectful of private land by providing: i. Adequate on-site signage ii. Informative / reminder communications to membership iii. Dealing with trespassers or other errant members
	d) Expand land tenure	i. Identify, classify and document geographic areas of intended expansion for trail network ii. Apply to RSTBC for expansion iii. Identify appropriate First Nations to begin necessary FN referral process iv. Identify other tenure holders and stakeholders that should be considered and/or recognized

1.0—MEASURABLE OUTCOME – RESULT/CONSEQUENCE (NOT ACTIVITY)

Result
Agreement & Terms that work for NNSC
Secured land for the next 25 years
Increased geographic range/trails

2.0	GOAL 2 – INFRASTRUCTURE: To have well-developed trails that are an optimum ratio of kilometres to the number of skiers	
	OBJECTIVE 1 – To have a land access strategy and 25-year plan	
Critical Success Factors (Major items that must go right to achieve obj.)		
Have competent/informed researchers		
Barriers (Existing or potential challenges that hinder obj.)		
- Time - Priority		
GOAL OBJ.#	STRATEGIES	ACTIONS
2.0	a) Devise a research plan schedule	Examine what other clubs around BC have done - Identify which clubs have done it well - Make contact with clubs
	b) Review the existing quantity and range of suitable land	- Document the current trail system (inventory) - Determine the optimum ratio per current skier numbers - Determine the difference/need (if any) between optimum and current - Create a plan to develop the trails to meet optimum numbers

2.0 MEASURABLE OUTCOME – RESULT/CONSEQUENCE (NOT ACTIVITY)

Result
Increased number and/or length of trails
No “traffic jams” on trails
More trail options

3.0	GOAL 3 – INFRASTRUCTURE: To have appropriate buildings and structures that support the intended operations	
	OBJECTIVE 1. To produce a facilities plan that spans the next 10 years	
Critical Success Factors (Major items that must go right to achieve obj.) • Access to professional level expertise, contractors or volunteers		
Barriers (Existing or potential challenges that hinder obj.) • Cost for contractors • Staff and volunteer time		
GOAL OBJ. #	STRATEGIES	ACTIONS
3.0	a) Establish a Facilities committee (FC)	I. Appoint lead to instigate committee II. Assemble committee
	b) Review (collate) info/plans already in place	Formalize and document a <i>Facilities</i> plan that includes: I. Structure inspection: bridges, machine storage, lodge, etc. II. Maintenance III. Construction/Acquisition IV. Removal V. Needs Assessment
	c) Implement appropriate schedule (annual/bi/tri-annual)	Add/update schedule on Operations calendar

3.0 MEASURABLE OUTCOME – RESULT/CONSEQUENCE (NOT ACTIVITY)

Result
Facilities and amenities are in optimal condition, are safe and provide opportunities for continued use and growth
Structures and facilities meet inspection requirements

4.0	GOAL 4—INFRASTRUCTURE: To have trails and facilities that are accessible to various levels of abilities	
	OBJECTIVE 1 - Have a plan and schedule in place that addresses the required needs	
Critical Success Factors (Major items that must go right to achieve obj.)		
• Correct information • Acknowledge need		
Barriers (Existing or potential challenges that hinder obj.)		
• Priority • Time • Not knowing what the accessibility issues are		
GOAL OBJ. #	STRATEGIES	ACTIONS
4.0	a) Establish an Accessibility subcommittee that includes skiers/members directly familiar with accessibility issues	Select and assemble committee
	b) Partner with Facilities committee	I. Meet with Facilities committee to do needs assessment together in situ to: a. Identify and record the areas of accessibility that i. Are already in place. ii. Can be improved or created II. Draft a plan and schedule III. Report to Board/fundraising committees

4.0 MEASURABLE OUTCOME – RESULT/CONSEQUENCE (NOT ACTIVITY)

Results
Increased use of trails by skiers with accessibility needs
More participants in programs

GOAL 5 - GOVERNANCE

5.0	GOAL 5 – GOVERNANCE- To Have consistent, effective, efficient governance and succession planning that supports the Board’s decisions and actions.	
	OBJECTIVE 1 - Have a complete organizational Policy & Procedures (P&P) manual	
Critical Success Factors (Major items that must go right to achieve obj.)		
• Time commitment • Access to templates • Finding appropriate expertise • Designate a lead • Establish a committee of board members to review • Board consensus		
Barriers (Existing or potential challenges that hinder obj.)		
• Board capacity • Insufficient budget to hire someone • Time commitment • Lack of expertise • Potential funding barrier		
GOAL OBJ. #	STRATEGIES	ACTIONS
5.0	a) Establish a P&P Working group	Select & assemble a working group for Task 1, Task 2, Task 3, Task 4 (Cont’d next page)

	b) Complete 2-3 policies per year	Working group Task 1: Prioritize Policies (based on importance & need), and shall include -but not limited to the following: <table><tr><td>Risk Management</td></tr><tr><td> i. Incident Response ii. Liability </td></tr><tr><td>HR</td></tr><tr><td> i. Staff Bonus ii. Coaching iii. Record checks </td></tr><tr><td>Public Safety</td></tr><tr><td> i. Avalanche safety ii. Infection control </td></tr><tr><td>Infrastructure Management</td></tr><tr><td> i. Land security approach ii. Avalanche safety iii. Infection control </td></tr><tr><td>Fundraising</td></tr><tr><td> I. Acceptable events II. Frequency III. Priorities </td></tr><tr><td>Funding for Athletes</td></tr><tr><td> i. Criteria i. Limitations a. Maximum \$ amount b. Maximum timeframe </td></tr></table>	Risk Management	i. Incident Response ii. Liability	HR	i. Staff Bonus ii. Coaching iii. Record checks	Public Safety	i. Avalanche safety ii. Infection control	Infrastructure Management	i. Land security approach ii. Avalanche safety iii. Infection control	Fundraising	I. Acceptable events II. Frequency III. Priorities	Funding for Athletes	i. Criteria i. Limitations a. Maximum \$ amount b. Maximum timeframe
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		Working group Task 2: Designate completion dates and project lead for each Policy Working Group Task 3 Develop a schedule and plan for each policy completion. Working group Task 4 Work with subcommittees to ensure relevant procedures are included.												

5.0 MEASURABLE OUTCOME – RESULT/CONSEQUENCE (NOT ACTIVITY)

Results
Product – Policy-Procedure Manual Policies and procedures guide and support for governing and operational decisions and actions – especially in difficult times
Board and subcommittee members are better informed and supported in their responsibilities and tasks
Improved Risk management
Documented Calendar responsibilities (AGM, Financial, meetings, BC society act, etc.)
Succession planning Onboarding tool (information sharing for Board/Staff turnover)
Broad view/clarity for overall job tasks/responsibilities (who does what and when)



GOAL 6.1-6.2 - MEMBERSHIP

6.1	GOAL 6.1 MEMBERSHIP: To have a membership that is engaged, loyal and lifelong	
	OBJECTIVE 1. Increased participation, volunteering and involvement of the membership.	
Critical Success Factors (Major items that must go right to achieve obj.)		
- Volunteers to run events - Marketing, sponsorship		
Barriers (Existing or potential challenges that hinder obj.)		
- Covid protocols - Planning - Weather		
GOAL OBJ. #	STRATEGIES	ACTIONS
6.1	a) Establish annual event templates b) Host 3 or 4 events each season	i. List the events that will happen each year (Moonlight, Valentines etc.) a. Schedule events evenly throughout the season b. Add to calendar ii. Create a To-do template for each event that includes (but is not limited to): a. Coordinator’s tasks b. Add to Website and Calendar c. Plan media /advertising d. Identify and list sponsors, suppliers, volunteers
	c) Develop an event VOLUNTEER database	i. Review current records (Who, what they did/when they did it) ii. Gather new info/create expertise categories (e.g. builder, writer, coach etc.) iii. Choose or change to the best database app iv. Enter the data / keep current

6.1 MEASURABLE OUTCOME – RESULT/CONSEQUENCE (NOT ACTIVITY)

Results
More people and businesses are involved/participating / volunteering
More volunteers / lessened load for the existing volunteers

6.2	GOAL 6.2 – MEMBERSHIP To have a membership that is engaged, loyal and lifelong	
	OBJECTIVE - 2 Create partnership packages with businesses/sponsors/Members that offer 2-3 benefits	
Critical Success Factors (Major items that must go right to achieve obj.)		
• Create a Lead per event • Invitation to sponsors early • Personalized package distribution • Value-added reciprocity		
Barriers (Existing or potential challenges that hinder obj.)		
• Signboard efforts • Current profits/benefits in today’s markets for sponsors • Competition		
GOAL OBJ. #	STRATEGIES	ACTIONS
6.2	a) Review effectiveness of current sponsorship packages	i. Select and assemble a Membership subcommittee ii. Decide and act on the following: a. The effectiveness of APEX sponsorship sign (and its update or removal) b. Create New sponsorship package contents c. Marketing theme of the new packages/incentives d. SM ads to promote packages
	b) Establish a SPONSORSHIP database (including historical info)	I. Go through historic sponsorships for big-picture context II. Use the same database app used for volunteer records/create relevant info categories III. Enter data/keep current

6.2 MEASURABLE OUTCOME – RESULT/CONSEQUENCE (NOT ACTIVITY)

Results
More people and businesses are involved/participating / volunteering
More volunteers / lessened load for the existing volunteers

GOALS 7.1-7.4 -8.0— PROGRAMMING

7.1	GOAL 7.1 – PROGRAMMING To provide programs that recruit and develop skiers of all ages, levels and abilities.	
	Objective 1 - Grow Masters program by 25%	
Critical Success Factors (Major items that must go right to achieve obj.) • Instructor Cert as per regs. More instructors. • People wanting to participate and are aware of the program • Offering a variety of levels for participants • Skill level of instructor • Good grooming (i.e. late afternoon)		
Barriers (Existing or potential challenges that hinder obj.) • Reg fees • Time (e.g. when offered) • Coach attrition • Recruiting coaches • Currently no afternoon grooming • COVID policy for 2022		
GOAL OBJ. #	STRATEGIES	ACTIONS
7.1	a) Research/clarify if an LTAD Coach or CANSI coach can teach adults	i. Contact insurance/reg body (CANSI/CCBC) to clarify the certification level required for instructors
	b) Establish a Programs subcommittee to grow our programs	ii. Designate and assemble 2-4 members, including one Board director iii. Outreach to members to participate
	c) Develop a long term Programming plan	iv. Subcommittee create <i>Programming plan</i>

7.1 MEASURABLE OUTCOME – RESULT/CONSEQUENCE (NOT ACTIVITY)

Results
More youth in programs
More lifelong skiers
Elite athlete opportunities
Potential future coaches

7.2	GOAL 7.2 – PROGRAMMING To provide programs that recruit and develop skiers of all ages, levels and abilities.	
	OBJECTIVE 2. Start non-competitive Youth (10-18yrs) Winterfit program with a minimum of 15 participants	
Critical Success Factors (Major items that must go right to achieve obj.)		
• Have <i>Learn to Train</i> certification. • Meet liability requirements • A big pool of appropriately certified coaches/instructors • Fun, social, & non-competitive • Parent volunteers		
Barriers (Existing or potential challenges that hinder obj.)		
• The willingness and time commitment of coaches. • Current requirements L2T • Retention (participants and coaches). • Inappropriate focus from LTAD L2T model that CCBC wants to impose		
GOAL OBJ. #	STRATEGIES	ACTIONS
7.2	Work to relax certification requirements or find a suitable alternative (e.g. CANSI trained)	i. Petition CCBC (or appropriate body) ii. Investigate if a CANSI coach is suitable iii. Determine if L2T coach in vicinity on-snow is sufficient (but not leading) iv. Subcommittee develop an over-arching seasonal plan

7.2 MEASURABLE OUTCOME – RESULT/CONSEQUENCE (NOT ACTIVITY)

Results
More youth in programs
More lifelong skiers
Elite athlete opportunities
Potential future coaches

7.3	GOAL 7.3 – PROGRAMMING - To provide programs that recruit and develop skiers of all ages, levels and abilities.	
	OBJECTIVE —3 Increase the number of Track Attack & Junior Racers registrations/participants by 25%	
Critical Success Factors (Major items that must go right to achieve obj.)		
• Coaching, marketing, fundraising, • Maintain Value for money/affordability • Fun & social bonding • A critical mass of participants		
Barriers (Existing or potential challenges that hinder obj.)		
• Competition; downhill, other sports • Athlete retention • Level of time commitment • Affordable/available equipment		
GOAL OBJ. #	STRATEGIES	ACTIONS
7.3	Determine the annual allotment of funds raised that should go towards programming	i. Liaise with Fundraising Committee / GM / Head coach to determine needs such as rentals/equipment/other costs

7.3 MEASURABLE OUTCOME – RESULT/CONSEQUENCE (NOT ACTIVITY)

Results
More youth in programs
More lifelong skiers
Elite athlete opportunities
Potential future coaches

7.4	GOAL 7.4 – PROGRAMMING - To provide programs that recruit and develop skiers of all ages, levels and abilities	
	OBJECTIVE – 4 Expand outreach programs that include SD8 in general operations	
Critical Success Factors (Major items that must go right to achieve obj.)		
• Ample rental fleet. • NNSC Staff retention		
Barriers (Existing or potential challenges that hinder obj.)		
• Transportation issues • Struggle to get rentals		
GOAL OBJ. #	STRATEGIES	ACTIONS
7.4	Increase rental inventory	i. Liaise with other resources such as Gerick’s or School Outreach programs (to combine inventory) ii. Research grants to buy new rental equipment /Liaise with Fundraising for grant writing

7.4 MEASURABLE OUTCOME – RESULT/CONSEQUENCE (NOT ACTIVITY)

Results
More youth in programs
More lifelong skiers
Elite athlete opportunities
Potential future coaches

8.0	GOAL 8.0 – PROGRAMMING - To have programs that ensure longevity to the club	
	OBJECTIVE — 1 Provide local access for 1-2 Coach and Instructor development courses every season for new and existing coaches.	
Critical Success Factors (Major items that must go right to achieve obj.)		
• Offer annually. • Regional coordination. • Advertise for enrolment • Adequate participants to ensure courses run. • Affordable for both club and participant. • Available instructor to teach the course (preferably local).		
Barriers (Existing or potential challenges that hinder obj.)		
• Local Enrolment numbers. • Costs for transportation/accommodation. • Funding for the club to cover the majority of expenses • Availability of time (both for participants and to provide an instructor)		
GOAL OBJ. #	STRATEGIES	ACTIONS
8.0	a) Coordinate regionally	I. Contact Rossland Head Coach/board and coordinate at minimum a regional offering each year
	b) Recruit annually	II. Work with Communications Committee to promote opportunities III. Head Coach identify and approach potential members/parents
	c) Provide Annual Refresher Courses	IV. Schedule Head coach to offer a technique refresher for dryland and on-snow
	d) Promote enrolment to ensure sufficient participants.	V. Work with Communication’s committee to advertise courses & outreach to develop: Best medium, Frequency, Schedule

8.0 MEASURABLE OUTCOME – RESULT/CONSEQUENCE (NOT ACTIVITY)

Results
A reliable source of competent coaches to use every season
Skiers have better skills/participate more as a result

GOALS 9.0 – 12.0 COMMUNICATIONS

9.0	GOAL 9 – COMMUNICATIONS - To have a communication plan supporting club growth, loyalty and longevity.	
	OBJECTIVE 1—To have a complete Communications Plan for internal and external communications covering the next three years	
Critical Success Factors (Major items that must go right to achieve obj.)		
• Designate a primary person responsible. • Ensure capacity (time, \$ and skills). • Have Board support.		
Barriers (Existing or potential challenges that hinder obj.)		
• Lack of time for existing staff.		
GOAL OBJ. #	STRATEGIES	ACTIONS
9.0	a) Establish overall communications needs	i. Select and assemble Comms Lead and/or committee ii. Identify and list all the areas requiring consistent communications: May include: a. Internal i. Staff-to-Board visa- versa ii. Staff to volunteers – visa-versa b. External club-to-membership and public for: i. Fundraising ii. Event promotions/campaigns iii. Membership drive iv. Volunteer recruitment
	b) Develop Policy and procedures for consistent tone and messaging	i. Produce Communications Policy & Procedures for: a. Internal directives (who needs to know what, when) b. Feedback/complaint process c. Responsibility d. Funding/budget for marketing e. Marketing medium (SM, Press releases, Pamphlets, Posters, radio, Website)

	c) Establish best platforms/themes to use for external and internal communications	i. (External) Set up Proust questionnaire-style interview format for doing profiles of people in the club ii. Select best apps to use (email, FB, Insta, Kootenay Lk Tourism businesses etc.) iii. (Internal) Create Board-to-Staff-to-Board comms method/app (Team project management/work boards such as Trello, Wrike, Asana)
	d) Make comms plan simple and user-friendly through scheduling and templates	I. Research existing templates II. Choose the best simple, user-friendly app – or create one III. Create a reusable TO DO template IV. Create Annual comms schedule (based on annual plans) V. Add schedule to Calendar

9.0 MEASURABLE OUTCOME – RESULT/CONSEQUENCE (NOT ACTIVITY)

Results
Public/community is better informed AND more engaged/supportive
Continuous increase in membership
Proactive instead of reactive messaging
Clear lines of internal communications providing more efficient ops

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10.0	GOAL 10 – COMMUNICATIONS - To have more visitor interest and use.	
	OBJECTIVE 1. Increase visitor use by 25% from the Kootenays, Okanagan, & Alberta	
Critical Success Factors (Major items that must go right to achieve obj.)		
• Effective use of platforms • Partner with other communities • Host events • Offer deals		
Barriers (Existing or potential challenges that hinder obj.)		
• Time management		
GOAL OBJ. #	STRATEGIES	ACTIONS
10.0	a) Build relationships each year with target communities b) Develop platforms to facilitate easy outreach c) Hire summer students to do research projects	i. Contact NKL Tourism Asso. To partner with them ii. Identify target areas for promotion iii. Research best/efficient apps to use

10.0 MEASURABLE OUTCOME – RESULT/CONSEQUENCE (NOT ACTIVITY)

Results
Increased visitors from outside the local area
Improved reputation, prominence throughout the province/Alta/elsewhere

11.0	GOAL 11 – COMMUNICATIONS - Have a valued sense of “club.”	
	OBJECTIVE - 1. Increase club and membership connection to monthly outreach campaigns	
Critical Success Factors (Major items that must go right to achieve obj.)		
Staff and volunteer time and skills		
Share the task among several writers		
Barriers (Existing or potential challenges that hinder obj.)		
Time management		
GOAL OBJ. #	STRATEGIES	ACTIONS
11.0	a) Develop a regular staff/volunteer opportunity to build a repertoire/bank of stories	i. Start an SM file of stories ii. Interview members, staff, youth skiers
	b) Sell merchandise	i. Choose which merch to buy/sell ii. Figure Cost/retail = profit margin iii. Decide where/how will be sold
	c) Have fun with the writing	i. During the season, post 1-3 weekly SM posts from members about WHY they belong to NNSC ii. Profile 1 Valued Member each week of the season on SM iii. Start a WIIFM/WIIFY campaign on SM 2x week

11.0 MEASURABLE OUTCOME – RESULT/CONSEQUENCE (NOT ACTIVITY)

Results
Increased respect and appreciation for club, supplied publicly, by the membership at large on SM
Public reach is exponentially increased through SM

12.0	GOAL 12 – COMMUNICATIONS - Have good relations with local supporting businesses, sponsors and landowners	
	OBJECTIVE 1 - Increase sponsorships and business support by 25%	
Critical Success Factors (Major items that must go right to achieve obj.)		
• Staff and volunteer time and skills • Partnership with Fundraiser team • Find willing partners		
Barriers (Existing or potential challenges that hinder obj.)		
• Time availability		
GOAL OBJ. #	STRATEGIES	ACTIONS
12.0	a) Engage with businesses at every opportunity to ensure there’s a personal connection	i. Create a <i>sponsor appreciation</i> ski day/night or another occasion just for the sponsors/businesses/landowners ii. Develop a bonus package to encourage sponsorship —to make it more worthwhile
	b) Share the tasks among several writers	i. Identify a team of writers ii. Create a schedule of projects/timeline per writer
	c) Have fun with the writing	a) Create a “Valued partner” OR valued “sponsor” campaign 2x a week on SM b) Create a “sponsored” Trail guide/Website banner

12.0 MEASURABLE OUTCOME – RESULT/CONSEQUENCE (NOT ACTIVITY)

Results
Increased sponsorships = more income
Consistent, reliable community support
Continued longevity

GOALS 13.1-13.2 FUNDRAISING

13.1	GOAL 13– FUNDRAISING – To have a Fundraising Plan that supports identified projects	
	OBJECTIVE – 1 Have a Roadmap outlining the fundraising needs for the next 3-5 years	
Critical Success Factors (Major items that must go right to achieve obj.)		
• Be well informed on all the projects, priorities, and expected timing. • Dedicated time and consistent input • Reasonable expectations from the plan		
Barriers (Existing or potential challenges that hinder obj.)		
• Changing priorities with unexpected challenges • Competing priorities • Volunteer time • Limited staff time		
GOAL OBJ #	STRATEGIES	ACTIONS
13.1	a) Establish a working Fundraising subcommittee b) Include as a regular monthly meeting agenda item for review	i. Select and assemble a Fundraising subcommittee ii. Schedule dates for the following tasks: a. List Proposed long and short-term projects with pros and cons for each b. Prioritize listed projects c. Estimate project costs d. Create 3-5-year project calendar and action plan e. Create a 3-5 year fundraising plan f. Create project “restricted fund” bank sub-accounts g. Build and maintain a grant resource directory h. Align funding apps with Funding source deadlines i. Create a spreadsheet doc for all projects

13.2	GOAL 13 – FUNDRAISING – To have a Fundraising Plan that supports identified projects	
	OBJECTIVE 2 - To have a Fundraising Policy and Procedure that addresses the following (not limited to): i. Levels of support (too little/not relevant) ii. Acceptable & appropriate Sources of support i. Schedule & frequency ii. Management/supervision/performance	
Critical Success Factors (Major items that must go right to achieve obj.) • Work with Policy & Procedure committee/Board on time • Be well informed on all the projects and expected schedule • Understand which projects are a priority and the expected schedule • Board/Treasurer agreement/buy-in • Good fiscal management		
Barriers (Existing or potential challenges that hinder obj.) • Priority • Changing priorities with unexpected challenges • Competing priorities • Juggling more than one project at a time • Volunteer time • Limited staff time • Reasonable expectations from the plan		
GOAL OBJ. #	STRATEGIES	ACTIONS
13.2	a) Work with Governance subcommittee for P&P b) Consider a Professional Fundraiser c) Maximize student schemes	i. Examine Fundraising policies from other not-for-profit groups ii. Schedule timeline of P&P with the subcommittee iii. Add timeline to calendar iv. Consider the “Summer Student” program for off-season fundraising research v. Investigate professional fundraisers cost/availability

13.1 AND 3.2 MEASURABLE OUTCOME – RESULT/CONSEQUENCE (NOT ACTIVITY)

Results
A proactive, dependable plan that sustains and encourages the development of the club's projects.
Funds are consistently raised
Projects get done.



MONITORING AND ACCOUNTABILITY PLAN

This three-level monitoring model encourages the focus and commitment needed to deliver the plan's promise.

This table outlines valuable questions to ask, when to ask them and to whom to report:

When & What	Details and Questions	Accountable /Report to
Monthly (Activity)	Are we doing what we said we would do? If not, what is the next feasible target? 1. Update status of action plans to ensure we are on track and keeping our promises. 2. Performance report at monthly Board meetings for accountability	Sub-Committees & Board
Quarterly (Deliverables/Outcomes)	Are we getting the intended results? What results have we seen? At this current rate, where do we expect to be by the end of the year?" 1. Review status, progress, and strategies of objectives 2. Decide which strategies to stop, start, continue 3. Adjust objectives as warranted based on issues and priorities	Board
Annual (Adjustments)	Are there adjustments we need to make to our targets and priorities? Why do we need to adjust or change them? See NOTE* 1. Review annual progress a. Identify new barriers and critical success factors b. Change objectives if necessary c. Re-establish priorities and action plans 2. Report annual status to Membership at AGM	Board & Membership

WHY CHANGE AN OBJECTIVE?

- The team has concluded that an objective is no longer important. (See NOTE below)
- The resources required to achieve an objective are not available, or other conditions cannot be met.
- The team has concluded based on additional information that the target set was too low or too high.

NOTE: Reasonable or poor execution?

While mid-term changes to an objective can be warranted, avoid changing an objective simply because the actual performance is below the target. It isn't unusual for a team, after one or two-quarters of poor performance, to want to change the target to make achievement easier. Be sure to recognize the distinction between poor execution of a reasonable target and a target that has been set inappropriately high. (Leadership Strategies 2011)

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ACTION PLAN SUMMARY

Grouped by Strategic Priority & Goals

1.0 INFRASTRUCTURE			
STRATEGIES	ACTIONS	COMPLETION DATE	LEAD PERSON
a) Explore purchase and/or endowment options/costs	i. Develop a Policy & Procedure that covers the following: a. Agreeable methodology (who/when can approach whom) b. Reporting c. Creating a dedicated Land Purchase Savings plan ii. Identify criteria, scope, matching \$ expectations etc. iii. Research other land possibilities iv. Identify potential purchase or endowment partners	Aug 2022	Leo, Mike,
b) Develop a relationship with potential funders, stakeholders	i. Meet with potential funding partners (e.g. CBT) for land purchase grants	2023	Jaime
c) Maximize existing agreements and endowments	i. Write Policies and Procedures (P&P) to maintain consistent, ongoing management that includes: d. Representation on Camp Busk board (AGM) e. Regular contact with landowners (a minimum of twice a year in April and October. f. Ensure membership is respectful of private land by providing: i. Adequate on-site signage	2023	LEO JAIME MIKE

	ii. Informative / reminder communications to membership iii. Dealing with trespassers or other errant members		
d) Expand land tenure	I. Identify, classify and document geographic areas of intended expansion for the trail network II. Apply to RSTBC for expansion III. Identify appropriate First Nations to begin the necessary FN referral process IV. Identify other tenure holders and stakeholders that should be considered and/or recognized	2022??	Jaime, Leo GM, Infrastructure Director

2.0 INFRASTRUCTURE

STRATEGIES	ACTIONS	COMPLETION DATE	LEAD PERSON
a) Devise a research plan schedule	Examine what other clubs around BC have done: i. Identify which clubs have done it well ii. Make contact with clubs	May 2022	Louise
b) Review the existing quantity and range of suitable land	i. Document the current trail system (inventory) ii. Determine the optimum ratio per current skier numbers iii. Determine the difference/need (if any) between optimum and current iv. Create a plan to develop the trails to meet optimum numbers	2022	Jaime, Mike, Leo

3.0 INFRASTRUCTURE			
STRATEGIES	ACTIONS	COMPLETION DATE	LEAD PERSON
a) Establish a Facilities committee (FC)	I. Appoint lead to instigate committee II. Assemble committee	AUG 2022	Jaime, Mike, Leo
b) Review (collate) info/plans already in place	Formalize and document a <i>Facilities</i> plan that includes: a. Structure inspection: Bridges, machine storage, lodge, etc. b. Maintenance c. Construction/Acquisition d. Removal e. Needs Assessment	Jan 2023	FC Lead
c) Implement appropriate schedule (annual/bi/tri-annual)	Add/update schedule on Operations calendar	Jan 2023	FC Lead
4.0 INFRASTRUCTURE			
STRATEGIES	ACTIONS	COMPLETION DATE	LEAD PERSON
a) Establish an Accessibility subcommittee that includes skiers/members directly familiar with accessibility issues	i. Select and assemble committee	Sept 2022	Jaime, Leo
b) Partner with Facilities committee	ii. Meet with Facilities committee to do needs assessment together in situ to: a. Identify and record the areas of accessibility that i. Are already in place. ii. Can be improved or created iii. Draft a plan and schedule iv. Report to Board/fundraising committees	May 2023	Jaime 2023

5.0 GOVERNANCE			
STRATEGIES	ACTIONS	COMPLETION DATE	LEAD PERSON
a) Establish P&P Working group	Select & Assemble working group for Task 1, Task 2, Task 3	Apr 2022	Board Governance Lead
b) Complete 2-3 policies per year	Working group Task 1: Prioritize Policies (based on importance & need), and shall include -but not be limited to the following:	June 2022	Working group Chair
	Risk Management iii. Incident Response iv. Liability		
	HR iv. Staff Bonus v. Coaching vi. Record checks		
	Public Safety iii. Avalanche safety iv. Infection control		
	Infrastructure Management iv. Land security approach v. Avalanche safety vi. Infection control		
	Fundraising IV. Acceptable events V. Frequency VI. Priorities		
	Funding for Athletes ii. Criteria ii. Limitations a. Maximum \$ amount b. Maximum timeframe		
	Working group Task 2: Designate completion dates and project lead for <i>each</i> Policy	Aug 2022	Working group Chair

5.0.b Cont'd	Working Group Task 3 Develop schedule and plan for each policy completion	Oct 2022	Working group Chair
	Working group Task 4 Work with subcommittees to ensure relevant procedures are included		



6.1 MEMBERSHIP			
STRATEGIES	ACTIONS	COMPLETION DATE	LEAD PERSON
a) Establish annual event templates b) Host 3 or 4 events each season	I. List the events that will happen each year (Moonlight, Valentines etc.) a. Schedule events evenly throughout the season b. Add to calendar & website II. Create To-do template for each event that includes (but is not limited to): a. Coordinator's tasks b. Plan media /advertising c. Identify and list sponsors, suppliers, volunteers	Sept 2022	Membership/Events committee Val/Chris
c) Develop an event VOLUNTEER database	I. Review current records (Who, what they did/when they did it) II. Gather new info/create expertise categories (e.g. builder, writer, coach etc.) III. Choose or change to the best database app IV. Enter the data / keep current	Sept 2022	Volunteer Lead Val/Chris/Denise

6.2 MEMBERSHIP			
STRATEGIES	ACTIONS	COMPLETION DATE	LEAD PERSON
a) Review effectiveness of current sponsorship packages	I. Select and assemble a Membership subcommittee II. Decide and act on the following: e. The effectiveness of APEX sponsorship sign (and its update or removal) f. Create New sponsorship package contents g. Marketing theme of the new packages/incentives h. SM ads to promote packages	SEPT 2022	Board / GM Membership lead/subcommittee Val/Chris
b) Establish a SPONSORSHIP database (including historical info)	I. Go through historic sponsorships for big-picture context II. Use same database app used for volunteer records/create relevant info categories III. Enter data/keep current	SEPT 2022	Membership lead/subcommittee Val/Chris

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7.1 PROGRAMMING			
STRATEGIES	ACTIONS	COMPLETION DATE	LEAD PERSON
a) Research/clarify if an LTAD Coach or CANSI coach can teach adults	i. Contact insurance/reg body (CANSI/CCBC) to clarify the certification level required for instructors	Jan 2022	Program ming subcom mittee Denise/A ndrew Board
b) Establish a Programs subcommittee to grow our programs	ii. Designate and assemble 2-4 members, including one Board director	Feb 2022	
c) Develop long term Programming plan	iii. Outreach to members to participate		
	iv. Subcommittee create <i>Programming plan</i>		
7.2 PROGRAMMING			
STRATEGIES	ACTIONS	COMPLETION DATE	LEAD PERSON
Work to relax certification requirements or find a suitable alternative (e.g. CANSI trained)	I. Petition CCBC (or appropriate body) II. Investigate if a CANSI coach is suitable III. Determine if L2T coach in vicinity on-snow is sufficient (but not leading) IV. Subcommittee develop an over-arching seasonal plan	Jan 2022	GM - Jaime Denise
7.3 PROGRAMMING			
STRATEGIES	ACTIONS	COMPLETION DATE	LEAD PERSON
Determine the annual allotment of funds raised that should go towards programming	Liaise with Fundraising Committee / GM / Head coach to determine needs such as rentals/equipment/other costs	JAN 2022	GM/Prog ramming Lead (Denise)

7.4 PROGRAMMING			
STRATEGIES	ACTIONS	COMPLETION DATE	LEAD PERSON
Increase rental inventory	I. Liaise with other resources such as Gerick's or School Outreach programs (to combine inventory) II. Research grants to buy new rental equipment /Liaise with Fundraising for grant writing	Sept 2022	GM / Programming lead (Denise)
8.0 PROGRAMMING			
STRATEGIES	ACTIONS	COMPLETION DATE	LEAD PERSON
a) Coordinate regionally	I. Contact Rossland Head Coach/board and coordinate at minimum a regional offering each year	Sept	GM / Programming lead
b) Recruit annually	II. Work with Communications committee to promote opportunities III. Head Coach identify and approach potential members/parents	Sept-Nov	GM / Programming lead
c) Provide Annual Refresher Courses	IV. Schedule Head coach to offer a technique refresher for dryland and on-snow	Dec/Jan Early Fall	GM / Programming lead
d) Promote enrolment to ensure sufficient participants.	V. Work with Communication's committee to advertise courses & outreach to develop: Best medium, Frequency, Schedule	Fall	GM / Programming lead

9.0 COMMUNICATIONS			
STRATEGIES	ACTIONS	COMPLETION DATE	LEAD PERSON
a) Establish overall communications needs	I. Select and assemble Comms Lead and/or committee II. Identify and list all the areas requiring consistent communications: May include: a. Internal i. Staff-to-Board visa- versa ii. Staff to volunteers – visa-versa b. External club-to-membership and public for: i. Fundraising ii. Event promotions/camp aigns iii. Membership drive iv. Volunteer recruitment		
b) Develop Policy and procedures for consistent tone and messaging	I. Produce Communications Policy & Procedures for: a. Internal directives (who needs to know what, when) b. Feedback/complaint process c. Responsibility d. Funding/budget for marketing e. Marketing medium (SM, Press releases, Pamphlets, Posters, radio, Website)		
c) Establish best platforms/themes to use for external and internal communications	I. (External) Set up Proust questionnaire-style interview format for doing profiles of people in the club II. Select best apps to use (email, FB, Insta, Kootenay Lk Tourism businesses etc.)		

	III. (Internal) Create Board-to-Staff-to-Board comms method/app (Team project management/work boards such as Trello, Wrike, Asana)		
d) Make comms plan simple and user-friendly through scheduling and templates	I. Research existing templates II. Choose best simple, user-friendly app – or create one III. Create a reusable TO DO template IV. Create Annual comms schedule (based on annual plans) V. Add schedule to Calendar		

10.0 COMMUNICATIONS

GOAL OBJ. #	STRATEGIES	ACTIONS	COMPLETION DATE	LEAD PERSON
10.0	a) Build relationships each year with target communities b) Develop platforms to facilitate easy outreach c) Hire summer students to do research projects	I. Contact NKL Tourism Asso. To partner with them II. Identify target areas for promotion III. Research best/efficient apps to use		

11.0 COMMUNICATIONS

GOAL OBJ. #	STRATEGIES	ACTIONS	COMPLETION DATE	LEAD PERSON
11.0	a) Develop a regular staff/volunteer opportunity to build a repertoire/bank of stories	I. Start an SM file of stories II. Interview members, staff, youth skiers		
	b) Sell merchandise	I. Choose which merch to buy/sell		

		II. Figure Cost/retail = profit margin III. Decide where/how will be sold		
	c) Have fun with the writing	I. During the season, post 1-3 weekly SM posts from members about WHY they belong to NNSC II. Profile 1 <i>Valued Member</i> each week of the season on SM III. Start a WIIFM/WIIFY campaign on SM 2x week		
12.0 COMMUNICATIONS				
GOAL OBJ. #	STRATEGIES	ACTIONS	COMPLETION DATE	LEAD PERSON
12.0	a) Engage with businesses at every opportunity to ensure there's a personal connection	I. Create a <i>sponsor appreciation</i> ski day/night or other occasions just for the sponsors/businesses/landowners II. Develop a bonus package to encourage sponsorship —to make it more worthwhile		
	b) Share the tasks among several writers	I. Identify a team of writers II. Create a schedule of projects/timeline per writer		
	c) Have fun with the writing	I. Create a "Valued partner" OR valued "sponsor" campaign 2x a week on SM II. Create a "sponsored" Trail guide/Website banner		

13.1 FUNDRAISING				
GOAL OBJ. #	STRATEGIES	ACTIONS	COMPLETION DATE	LEAD PERSON
13.1	a) Establish a Fundraising subcommittee b) Include as a regular monthly meeting agenda item for review	I. Select and assemble a Fundraising subcommittee II. Schedule dates for the following tasks: a. List Proposed long and short-term projects with pros and cons for each b. Prioritize listed projects c. Estimate project costs d. Create 3-5-year project calendar and action plan e. Create a 3-5 year fundraising plan f. Create project "restricted fund" bank sub-accounts g. Build and maintain a grant resource directory h. Align funding apps with Funding source deadlines i. Create a spreadsheet doc for all projects	2022 Mar	Fundraising Committee Lead-Val

13.2 FUNDRAISING				
GOAL OBJ. #	STRATEGIES	ACTIONS	COMPLETION DATE	LEAD PERSON
13/2	a) Work with Governance subcommittee for P&P b) Consider a Professional Fundraiser c) Maximize student schemes	I. Examine Fundraising policies from other not-for-profit groups II. Schedule timeline of P&P with the subcommittee III. Add timeline to calendar IV. Consider the “Summer Student” program for off-season fundraising research V. Investigate professional fundraisers cost/availability	2022 Aug 2022 Apr	Fundraising Committee lead -Val

SUMMARY END

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