

**Revelstoke Nordic Ski Club  
Strategic Plan  
2018-2022**

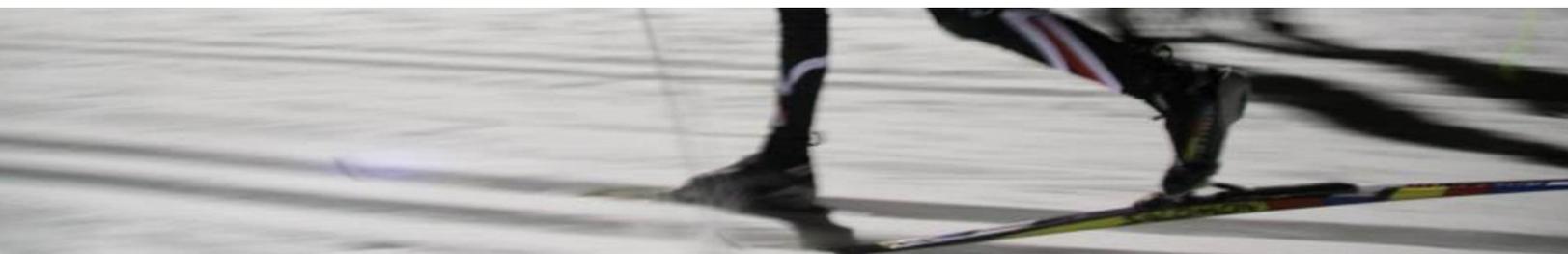


April 18, 2018



## Table of Contents

<b>Introduction</b>	<b>3</b>
<b>From 1891 to 2018</b>	<b>3</b>
<b>Purposes of the Club</b>	<b>4</b>
<b>Strategic Planning Inputs and Process</b>	<b>6</b>
<b>Strategic Cornerstones for a Thriving Club</b>	<b>7</b>
<b>Guiding Themes for 2018-2022</b>	<b>8</b>
<b>Cornerstone #1: Great Trails and Facilities</b>	<b>9</b>
<b>Cornerstone #2: Strategic Governance</b>	<b>12</b>
<b>Cornerstone #3: Sustainable Operations</b>	<b>15</b>
<b>Cornerstone #4: Programs and Events for All Ages and Abilities</b>	<b>17</b>
<b>Cornerstone #5: Communications, Marketing and Community Presence</b>	<b>19</b>
<b>Summary of Actions</b>	<b>21</b>
<b>Appendices</b>	<b>28</b>
<b>Appendix 1: List of Meetings with Key Partners and Stakeholders</b>	<b>28</b>
<b>Appendix 2: Online Survey Results</b>	<b>28</b>
<b>Appendix 3: Interview guides</b>	<b>29</b>
<b>Appendix 4: Helpful Board Resources</b>	<b>32</b>





## Introduction

In September 2017, Revelstoke Nordic Ski Club's (RNSC) Board of Directors initiated the development of a five-year strategic plan to guide and support the Club's operations and governance. The resulting plan, documented here, has been informed by members, users, staff, volunteers, past and current Directors, partners, stakeholders, and non-profit experts.

This plan is intended to be a living document that will be reviewed and updated annually, taking into consideration progress on actions, new and emerging risks and opportunities, and the positive growth of Nordic ski culture in the Revelstoke area. The Board is comprised of a dedicated group of volunteers who welcome constructive feedback and ideas from the Club's members and users on an on-going basis. The Board gratefully acknowledges the time and energy of each person who provided input to this strategic planning process.

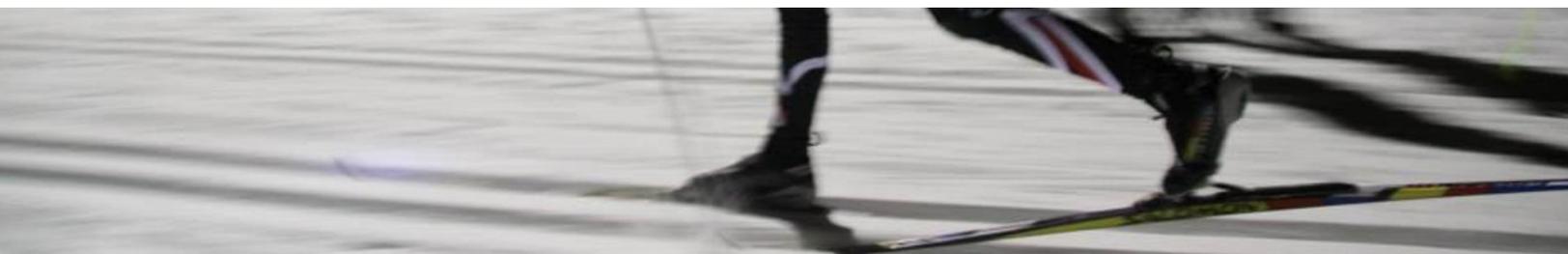
## From 1891 to 2018

The Revelstoke Nordic Ski Club is a registered non-profit organization that can trace its roots back to 1891. It moved its operations to Mount MacPherson in 1989 when it was realized that no further expansion of trails could occur in the national park. The Club was formally incorporated as a non-profit society in 1991.

The B.C. Forest Service worked collaboratively with the Club to establish the trail network through the 1990s and 2000s, during which time it constructed the Ole Sandberg hut (1992), replaced three bridges (1997), installed gates, levelled and graded trails, and expanded and plowed the parking lot.

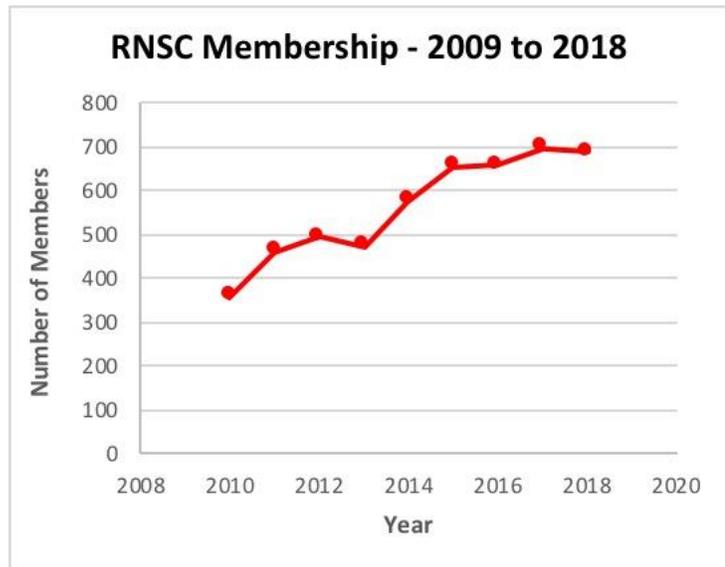
Under the provisions of the current User Agreement with the BC Ministry of Forests and Range, the Club maintains a system of ski trails on Mount Macpherson. The User Agreement requires the trails to be groomed at least once a week (usually prior to the weekend or after a significant snowfall) and it authorizes the Club to collect user fees. As an operator on Crown land, RNSC operates in a multi-use recreation policy environment.

The Club grooms its 26 km trail network for both skating and classic technique. The trail system's easterly aspect helps maintain excellent snow conditions despite average winter temperatures increasing at a rate of 3.3°C per century over the last 50 years. In 2014, the Club installed lights to illuminate 6 km of trail and implemented a 4 km dog loop.



The popularity of Nordic skiing continues to grow both provincially and locally. Over the last decade, the Club has experienced significant growth: its membership has almost doubled, and it has increased its youth programming; added facilities such as a day lodge, a maintenance shop and pole barn expanded its rental programs; added signage for snowshoeing and began offering snowshoe rentals; and purchased a new groomer as well as an ATV for grooming with a ginzu.

The Club has always relied on a strong culture and ethos of volunteerism. Many of the services provided by the Club are accomplished and/or assisted by dedicated volunteer members, including trail maintenance, trail grooming, special events, Club newsletter and website, and a Ski League Program for children and youth. The Club currently has three seasonal employees—an operations manager, a general manager, and a bookkeeper—and a year-round head coach.

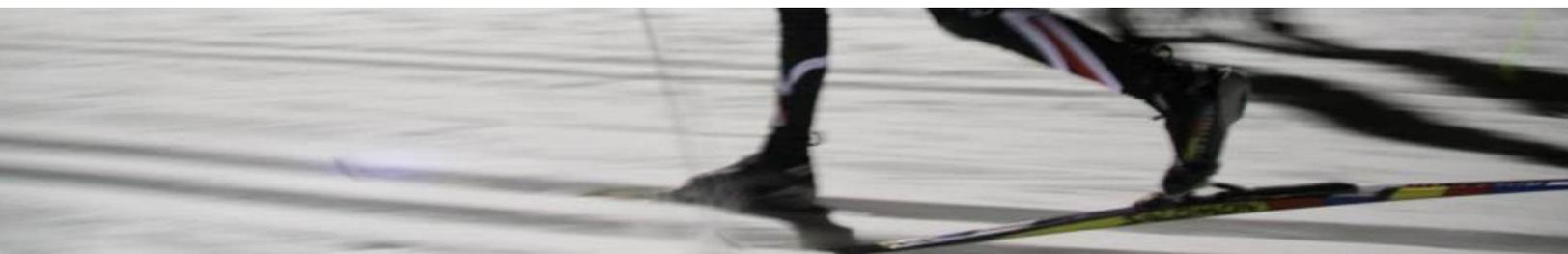


## Purposes of the Club

Section 2 of the Revelstoke Nordic Ski Club's constitution provides as follows:

The purposes of the Club are:

- To promote interest in and to develop sportsmanship and proficiency in Nordic skiing.
- To organize, administer and coordinate appropriate Nordic skiing opportunities for all ages in the community.
- To enter into affiliation or reciprocal arrangements with any other society or Club with which it is considered advisable, that it may in any way assist in achieving any or all of the purposes of the Club.
- To obtain and manage the necessary finances, personnel and equipment to operate Nordic skiing programmes and facilities.





The Club’s current Policy Manual sets out the organization’s objective and mission:

**Objective**

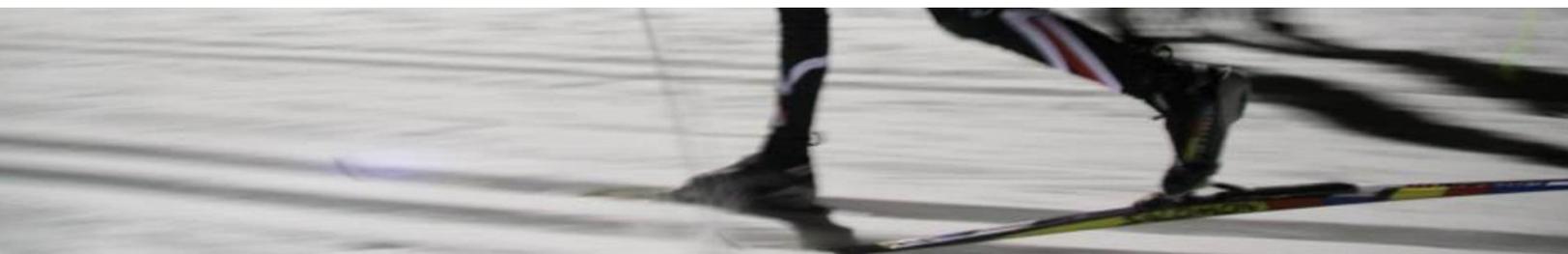
The objective of the Club is to provide and manage a facility for cross-country skiing, for its members and the public in general.

**Mission**

- To promote cross-country skiing, as a lifelong sport and as a basis for a healthy lifestyle.
- To assist individuals with the development of their skills.
- To provide training opportunities and support for those wishing to take up competitive skiing and to participate in races.
- To make cross-country skiing, fun for everybody.

RNSC could benefit from a more concise mission statement and inclusion of a statement of values. These are gaps the current Board wishes to address as per the actions in the table below.

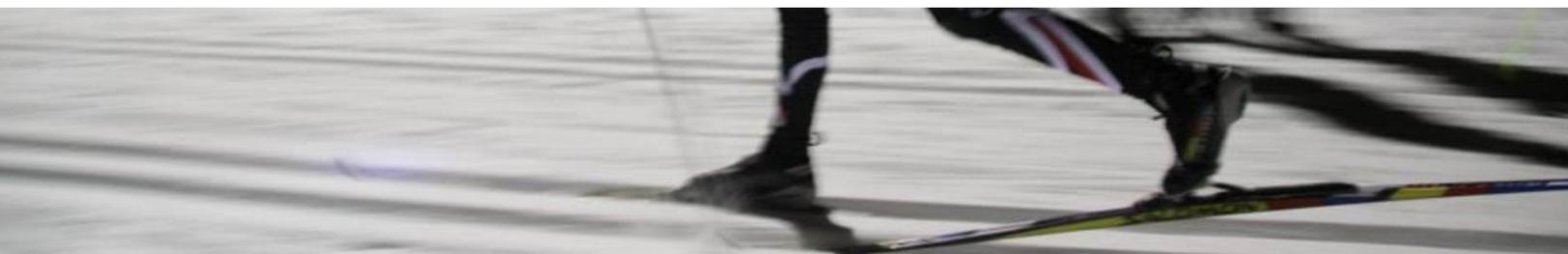
#	Action	Who	When	Notes/Comments
<b>Mission Statement and Values</b>				
1	Develop a set of core values that reflect and express the culture of the Club	Board	Spring AGM	For example: <ul style="list-style-type: none"> <li>•Collaborative / cooperative</li> <li>•Respectful</li> <li>•Community-focused</li> <li>•Family-friendly</li> <li>•Striving for Excellence</li> <li>•Fun</li> <li>•Welcoming of all ages and abilities</li> <li>•Sustainable</li> </ul>
2	Develop a short and concise mission statement for the Club	Board	Fall-Winter 2018	For example: <i>“RNSC serves the Nordic skiing community by providing high quality Nordic ski trails, facilities, programs and volunteer opportunities for all ages and abilities in an atmosphere of cooperation and respect.”</i>



## Strategic Planning Inputs and Process

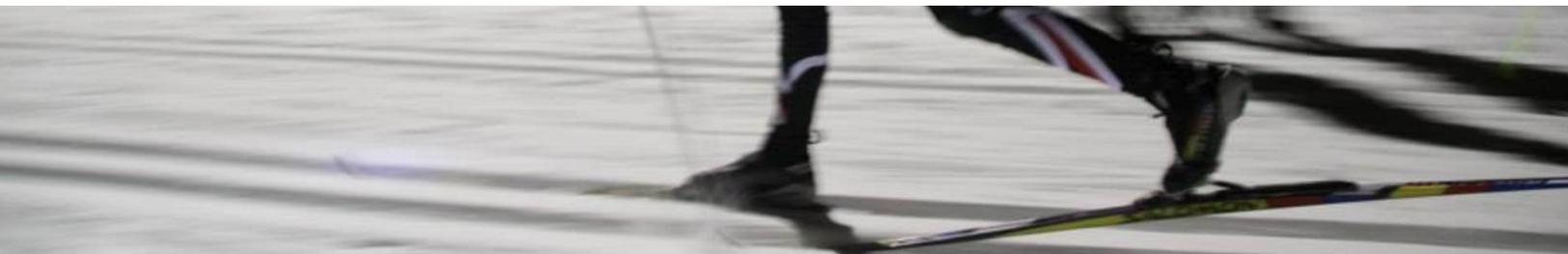
The table below provides an overview of the main steps and inputs to the Board’s strategic planning process. More detailed information can be found in the appendices.

Summer 2017	<ul style="list-style-type: none"> <li>• Board initiates Strategic Planning process</li> <li>• Board meets with local advisor to kick-off process</li> </ul>
October 2017	<ul style="list-style-type: none"> <li>• Strategic planning consultant hired</li> <li>• Columbia Basin Trust Non-Profit Advisor Program conducts Organizational Assessment</li> <li>• Board completes initial survey of Strengths, Weaknesses, Opportunities and Threats (SWOT)</li> </ul>
November 2017	<ul style="list-style-type: none"> <li>• Organizational Assessment Report and Recommendations received</li> <li>• SWOT results presented to Board and used to inform member survey</li> </ul>
December 2017	<ul style="list-style-type: none"> <li>• Development of online membership survey and interview guide for stakeholder meetings</li> </ul>
January 2018	<ul style="list-style-type: none"> <li>• Online membership survey sent to all current and recent members (248 respondents)</li> <li>• Meeting to gather input and advice from past RNSC directors (18 participants)</li> <li>• Interviews with key staff, stakeholders and partners (see appendix)</li> <li>• Onsite intercept interviews with facility users (32 users)</li> </ul>
February 2018	<ul style="list-style-type: none"> <li>• Strategic planning meetings with Board of Directors</li> </ul>
March 2018	<ul style="list-style-type: none"> <li>• Draft Strategic Plan presented to Board of Directors for review and feedback</li> </ul>
April 2018	<ul style="list-style-type: none"> <li>• Strategic Plan shared with the membership and finalized by the Board</li> </ul>
May 2018	<ul style="list-style-type: none"> <li>• Strategic Plan presented to membership at AGM for advancement to the 2018/2019 Board of Directors</li> </ul>



## Strategic Cornerstones for a Thriving Club

With the primary goal of ensuring a thriving Nordic ski Club that provides a welcoming environment and high-quality Nordic ski experience for all ages and abilities, the following were identified as strategic cornerstones for success for the next five years.





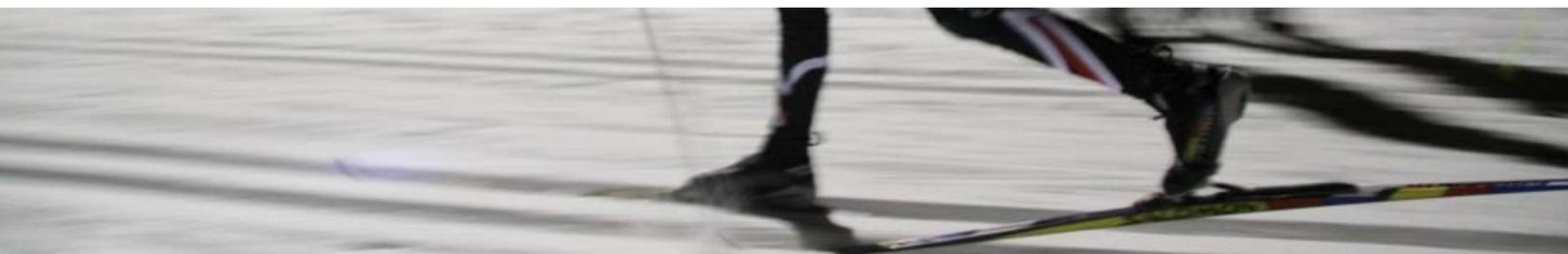
## Guiding Themes for 2018-2022

As noted above, the Club has seen considerable growth and expansion over the last decade. The organizational assessment conducted by Columbia Basin Trust's Non-Profit Advisors program in fall 2017 observed that the scope of work required is now going beyond what a volunteer Board can sustainably manage. In addition, a number of important themes emerged from the engagement of staff, volunteers and previous directors, many of which relate to an over-arching theme of sustainability.

As the Club continues to grow and evolve over the next five years, it is intended that the Board's planning and decision-making will be guided and shaped by the following themes:

### Summary of Guiding Themes

- Keep doing what we do well
- Catch up with growth where needed
- Engage in opportunities to cultivate and enhance Nordic culture in Revelstoke
- Seek sustainable growth of Club membership
- Ensure that any further expansions of trails, facilities and operations are sustainable over the long term
- Expand programs and events in alignment with volunteer and staff capacity
- Maintain a positive environment for Club staff and volunteers
- Streamline Board operations where possible and appropriate
- Build effective partnerships and collaborations that align with and/or benefit the Club's Nordic ski facilities and experience.
- Seek win-win outcomes within the multi-use recreation policy environment
- Engage in general "housekeeping" to eliminate old or redundant processes and paperwork





## Cornerstone #1: Great Trails and Facilities

The Club has approximately 26 km of ski trails, a parking lot, day lodge, grooming shed, maintenance building, pole barn, race building, and storage shed. As part of its User Agreement with the Ministry of Forests and Range, it is a caretaker for the Ole Sandberg hut, which is owned by the province. BC Timber Sales holds a forest licence for the Mount MacPherson area and has worked collaboratively with the Club over the years.

In addition, the Club's tenure area and trail system runs adjacent to two private properties. The Club seeks to maintain positive and cooperative relationships with both current and future owners and neighbours to ensure continued access to existing trails and is open to exploring mutual interest projects that align with the Club's mission and purposes.

A separate network of bike trails runs through the same area and is managed under a separate User Agreement with the Revelstoke Cycling Association. Given overlapping interests in the area, the Board recognizes the value of regular communications and updates with the Association.

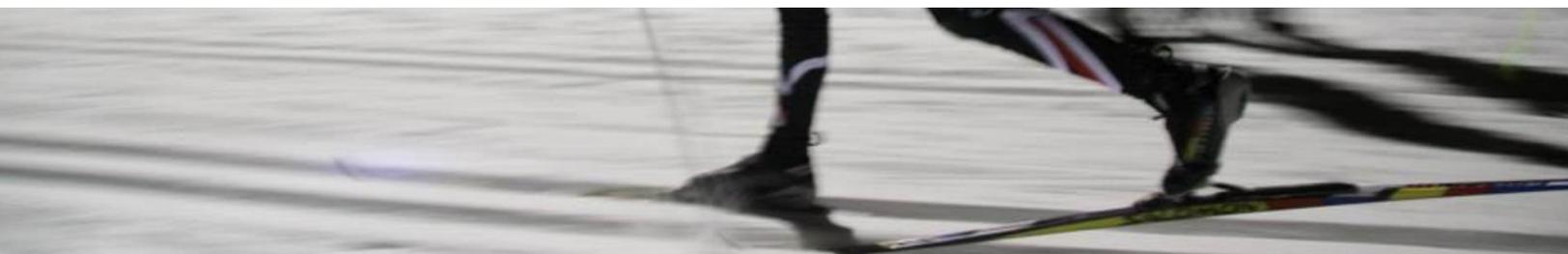
As part of its growth and evolution over the last five years, the Club added the dog loop in 2013 and 6 km of trails were lit for night skiing in 2014.

According to the online membership survey, members and users are very satisfied with the current trails and facilities, as well as the quality and frequency of grooming. Many expressed concern about the impacts of climate change and the need to plan for it. The priorities most consistently and universally identified by members were:

- 1) add more trails, e.g. high elevation, beginner and intermediate, race trails, single track, more lit trails, more dog trails
- 2) add more parking
- 3) trail maintenance

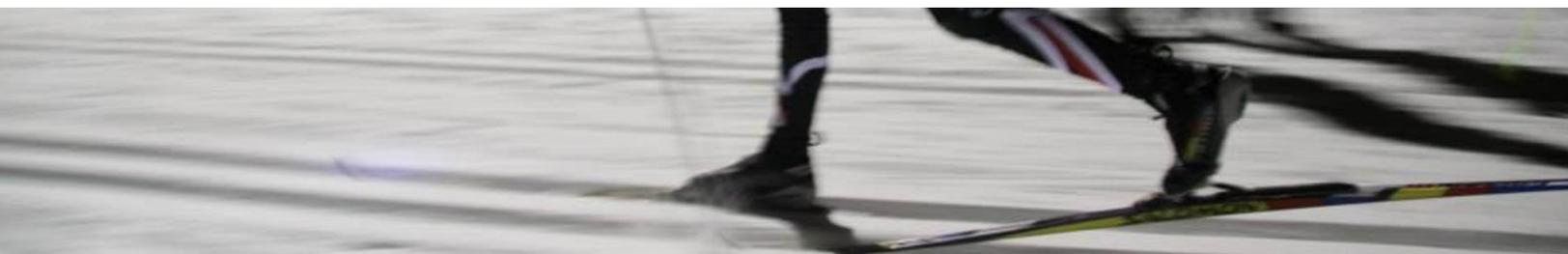
In 2018, the Club applied for funding for five projects described in action item #3 below. All five of these projects respond to member needs and priorities identified through both the online survey and associated meetings with staff, volunteers, past directors and facility users.

In keeping with this plan's guiding themes, especially catching up with growth where needed and ensuring the sustainability of its trails and operations, the Board will revisit trail expansion needs in 2020. With regard to dog loops, the member feedback showed an equal level of support for and opposition to the expansion of dog-friendly trails, so the Board will assess the situation again in 2020.



The following actions have been identified to help ensure great trails and facilities.

#	Description	Who	When	Notes/Comments
<b>Great Trails and Facilities</b>				
3	Complete capital projects identified in January 2018 grant application	Board	Fall 2018	In January 2018, RNSC applied for funding to conduct the following projects: <ol style="list-style-type: none"> <li>1. Expand the parking lot</li> <li>2. Add higher elevation trails</li> <li>3. Eliminate danger corners</li> <li>4. Establish race trails and stadium area</li> <li>5. Create a youth fun area</li> </ol> These projects are intended to address several key gaps and opportunities that have emerged over the last several years.
4	Upgrade kitchen in day lodge	Board	Fall 2018	RNSC has identified a need to assess and upgrade kitchen facilities in the day lodge to conform with existing regulations.
5	Maintain trail access on and along adjacent private properties	Board	2018	The current Board will continue to work cooperatively with its neighbours to maintain trail access, and to advance mutually beneficial development should such an opportunity arise
6	Assess need for and capacity to complete additional projects to enhance trails and facilities.	Board	2020	More specifically: <ul style="list-style-type: none"> <li>• Evaluate the need for additional expansion of parking capacity, e.g. conduct a user survey</li> <li>• Review the feasibility of an additional parking lot in the event that further expansion is needed</li> <li>• Move forward on new trail development needs and opportunities as funding and Club capacity for maintenance allows</li> <li>• Assess need for a larger rental shop and office area, which could include the addition of a separate caretaker cabin or trailer.</li> <li>• Assess the need for more toilets</li> </ul>





#	Description	Who	When	Notes/Comments
7	Assess need for continued maintenance and improvements to the Ole Sandberg Lodge and, taking into account climate change impacts, the need for additional high elevation trails and facilities.	Board	2022	This assessment may coincide with the next cycle of strategic planning. It is expected that planning for and responding to climate change will take on a much greater significance in the 2023-2028 period. Any improvements to the Ole Sandberg would be identified in consultation with the Ministry of Forests and Range in accordance with the User Agreement.



## Cornerstone #2: Strategic Governance

Following a period of rapid growth in facilities, equipment, membership and programs, the increased workload and expectations on what has traditionally been a working Board does not appear to be sustainable. It is unlikely that the current board can continue to act as a Committee of the Whole on a wide variety of issues. Accordingly, there is a need to “catch up with growth” and restructure roles, responsibilities and communications amongst the Board, staff and committees to reflect and respond to current needs and demands more effectively. The desired end goal is to create a more stable, predictable and sustainable workload for both Board and staff.

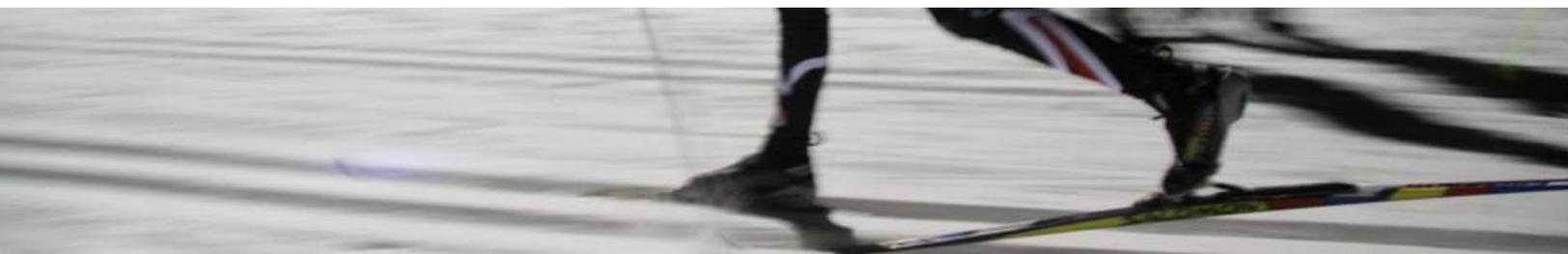
This need was identified by the Columbia Basin Trust’s Non-Profit Advisor (NPA) Organizational Assessment conducted in fall 2017 and it was recommended that RNSC consider accessing consulting through the NPA program to help design a more sustainable structure and roles for carrying out the Club’s operations.

The Board has identified a suite of actions to support the Board’s primary role of governance, focusing more immediately on clarifying Board roles and streamlining communications with staff.

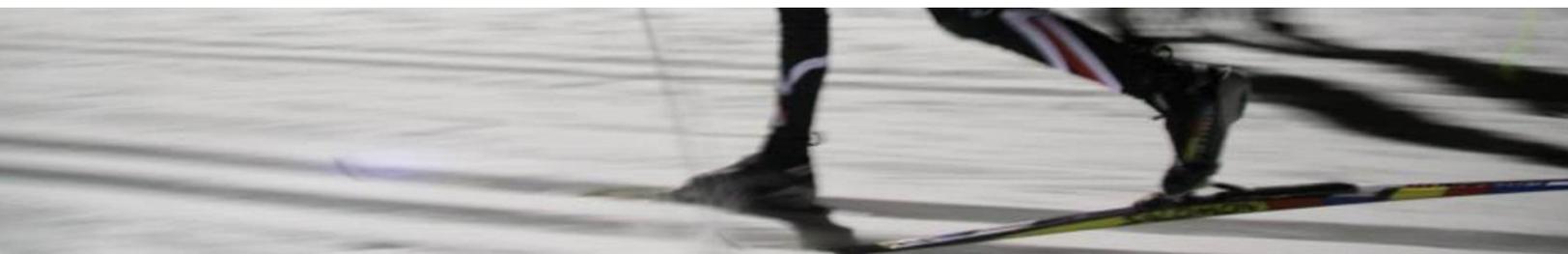
Other strategies to reduce the Board’s workload are to update governance and operational policies to reflect current realities, and to implement an effective and efficient committee structure based on clear terms of reference. This work will also serve to clarify the distinction between operational and governance matters, which is an important step in moving from a working board that is deeply involved in operational matters to a board that takes on more of a strategic governance role.

The Board may also find it helpful to talk to other successful Nordic clubs in the province to learn what approaches their organizations have taken to create effective governance structures and operational models.

An important ancillary goal of all these efforts is to restore the attractiveness of Board service for both current and prospective directors.



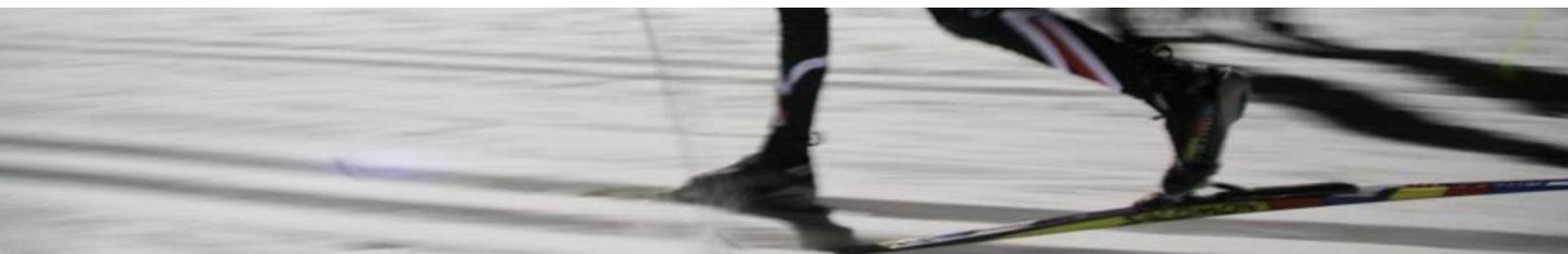
#	Description	Who	When	Notes/Comments
<b>Strategic Governance</b>				
8	Investigate HR consulting offered through CBT's NPA program	Board	Spring – Fall 2018	Follow up with the Columbia Basin Trust's Non-Profit Advisor program about accessing consulting to assist with re-structuring the Club's human resources to help ensure manageable workloads and sustainability for staff, Board and other key volunteers.
9	Develop, as a Board, a clear understanding of the distinction between organizational governance and operations.	Board	Spring-Fall 2018	In a working Board environment, Directors may be engaged in both governance and tasks associated with operations. Role confusion, inefficiencies and conflict are more likely to occur when the lines between these functions become blurred. See appendix for useful resources. Scheduling an annual orientation program for each new board could also be valuable.
10	Review and update the roster of Director portfolios in the Policy Manual	Board	Spring 2018	Each Board member to prepare short description of their current "portfolios" with reference to the 2014 Policy Manual. These descriptions should articulate the role and responsibilities of the portfolio and help inform updates/changes to the roster of portfolios.
11	Update the 2014 Policy Manual, with specific attention to health and safety policies and risk management policies	Board	Summer-Fall 2018	As each Board member prepares their portfolio, they will also review and identify any related parts of the policy manual that need to be updated, are in conflict with current practice, and any potential gaps in policy, so that the manual can be updated. Note that this action item is also connected with Sustainable Operations.
12	Clarify and streamline lines of communication between staff and Directors on matters related to a Director's portfolio.	Board	Summer-Fall 2018	The main purpose of this action item is to streamline communications and reduce the high volume of email. For any matters not covered by a Director portfolio staff should address these to the Board Chair and Vice Chair. A basic organizational chart could support this action.



#	Description	Who	When	Notes/Comments
13	Review current committee structure and redesign if/as needed	Board	2018	Consider establishing the following roster of committees reporting to the Board. For example: <ul style="list-style-type: none"> <li>• Finance and Fundraising</li> <li>• Human Resources and Safety</li> <li>• Communications and Marketing</li> <li>• Policy and Governance</li> <li>• Membership</li> <li>• Volunteers and social programs</li> </ul>
14	Prepare a Board policy manual	Policy and Governance Committee	2018-2020	See below for standard checklist of items in a Board policy manual. Determine priority policies for development, find template policies and adapt them as needed. Define an end-date for completion of the manual.
15	Start building a contingency fund	Board	TBD	The groomer loan will be paid off in 2021. Determine timing for starting a contingency fund.
16	Annual review and update of strategic plan	Board	2019 2020 2021	Review and update the Strategic Plan every spring prior to the AGM, beginning in 2019 until 2021.

As per action #14 above, this is a generic checklist of policies to consider including in a Board policy manual:

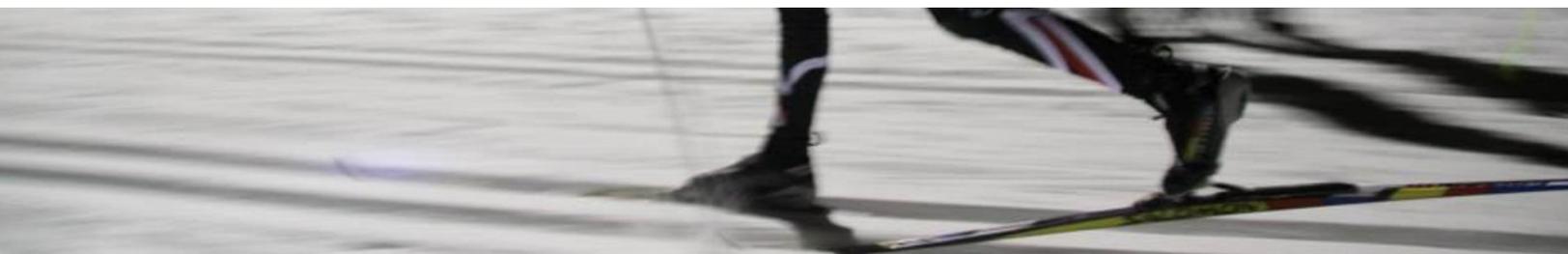
- Organizational mission, objectives and values
- Role and responsibilities of the board
- Board decision making and meeting practices (usually covered in part by by-laws)
- Conflict of interest policy
- Board member code of conduct
- Role, responsibilities, and authority of the President
- Terms of reference for all committees of the Board
- Financial management
- Personnel, hiring and other human resource practices
- Treatment and protection of members and users
- Fundraising (including ethical considerations)
- Accountability to members, stakeholders and community (this may be partially addressed by by-laws in references to annual general meeting and annual financial report)
- Constitution and bylaws



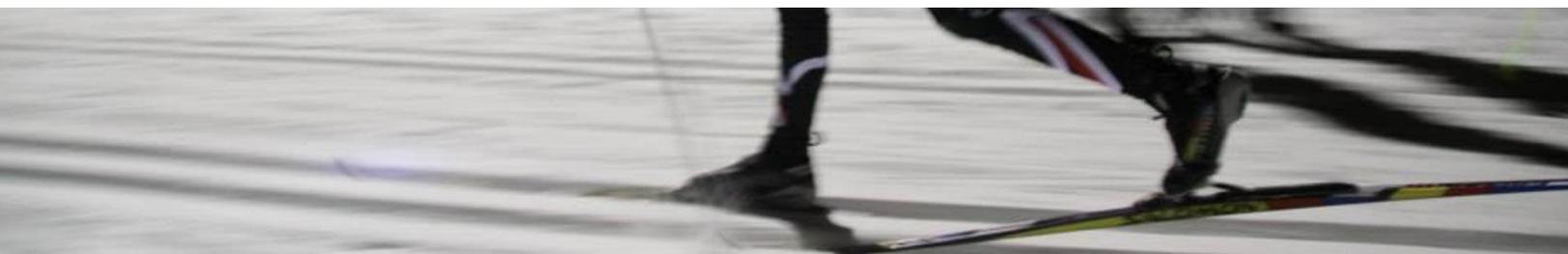
### Cornerstone #3: Sustainable Operations

Continuing to build on the general themes of “catching up with growth” and ensuring that further growth mirrors organizational capacity, actions were identified in four main areas to help support and facilitate more sustainable operations over the next five years:

1. **Sustainable Financial Plan:** taking into account the Club’s growth over the last 5-10 years, document the relationship between core revenue streams and core expenses, including key factors impacting variability, and undertake projections for future scenarios as needed to guide and inform future planning and decision-making around fundraising targets and efforts, membership drives, program fees, staff wages, capital projects, equipment maintenance schedules and expenses, partnerships and sponsorships, etc. This longer term financial plan should also inform the annual operating plan and budgeting process.
2. **Staffing:** Explore options for increasing the manager’s hours, taking into account the Club’s needs and what it can afford. This could be done as part of the HR consulting through the NPA program or through a different avenue. The manager’s role could be expanded to include tasks such as responding to operational questions; grant-writing; preparing the annual operational plan and reports to the ministry; ensuring operational policies for all key areas and updating them as needed; improving and refining business processes, etc.
3. **Volunteers:** Club volunteers provide race support, coaching, grooming, board and governance, trail maintenance, building and equipment maintenance. The availability of willing volunteers and a strong, supportive culture of volunteering are critical to the Club’s success: The Board seeks to increase volunteer recognition and attract and engage more millennials and young adults as volunteers.
4. **Membership:** Recognizing that one of the guiding themes is sustainable growth of Club membership, it is suggested to form an ad hoc membership group with terms of reference to a) review current membership categories, passes and fee structures; b) review member feedback received through this strategic planning process; c) review the current regulatory framework for user fees; d) reach out to other Nordic clubs to scan best practices around membership and user fees; and e) make recommendations to the Board.



#	Description	Who	When	Notes/Comments
<b>Sustainable Operations</b>				
17	Develop sustainable financial plan	Finance and Fundraising Committee	2018	See notes above
18	Take steps towards increasing the manager's role and responsibilities, adding additional hours as resources allow	HR Committee	2018	This may be an iterative process that progressively adds responsibilities, wage increases and contract time as resources allow.
19	Identify strategies to improve staff retention	HR Committee and manager	2018 and on-going	This could be addressed with the HR consulting assistance provided by the NPA program
20	Enhance volunteer recognition	Board, staff and committees	2018-19	Suggested approaches: <ul style="list-style-type: none"> <li>• Post photos of volunteers in the day lodge</li> <li>• Feature volunteers in the newsletter and on the website</li> <li>• Host Groomer Dinner</li> <li>• End-of-season volunteer recognition event</li> </ul>
21	Engage more millennials and young adults as volunteers	Board, staff and committees	2018-2020	Make a more focused effort to engage a younger generation of volunteers to ensure sustainability of Club programs and services
22	Establish an ad-hoc membership committee to review options for membership and day users	Board	Summer 2018	a) review current membership categories, passes and fee structures; b) review member feedback received through this strategic planning process; c) review the current regulatory framework for user fees; d) reach out to other Nordic clubs to scan best practices around membership and user fees; and e) make recommendations to the Board.



## Cornerstone #4: Programs and Events for All Ages and Abilities

The Club's flagship programs are its Ski League for children and youth and the annual New Year's Eve Lantern Ski. The Club also delivers Team Scream and Headlamp Heroes, and partners with School District 19 to deliver both day programs and an after-school ski program. Fee-based ski lessons are also available for individuals and groups.

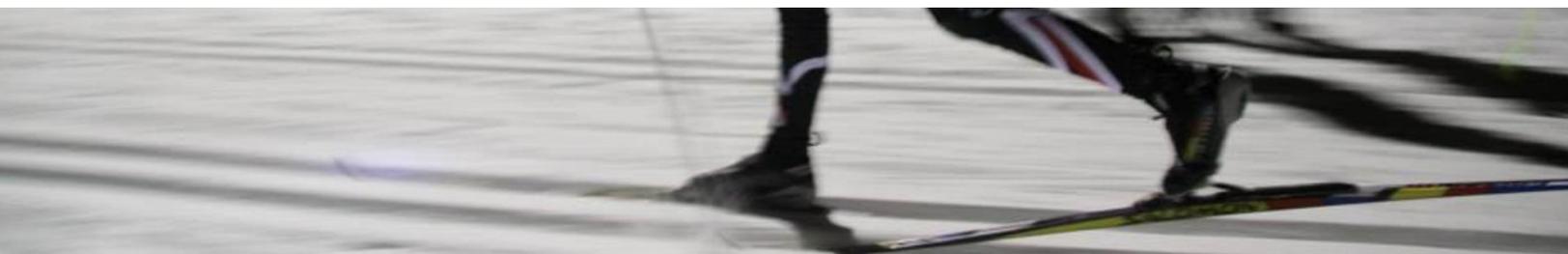
The Club's Ski League is very successful and there is a strong desire to support its continued success. Over 100 children are enrolled, with a number of Club athletes being named to the BC Ski Teams and attending the nationals. In addition to winter training and racing, the Ski League offers a summer dry land training program. All of this is led by a skilled and enthusiastic head coach supported by numerous volunteers.

Facilitating access to Nordic skiing by youth is a Club priority. A pilot program for free youth rentals (16 years of age and younger) in 2017-2018 was very well received.

The Board would like to see additional social events geared to a broad range of our membership and offered throughout the season. There is also interest in exploring the addition of a Masters' program.

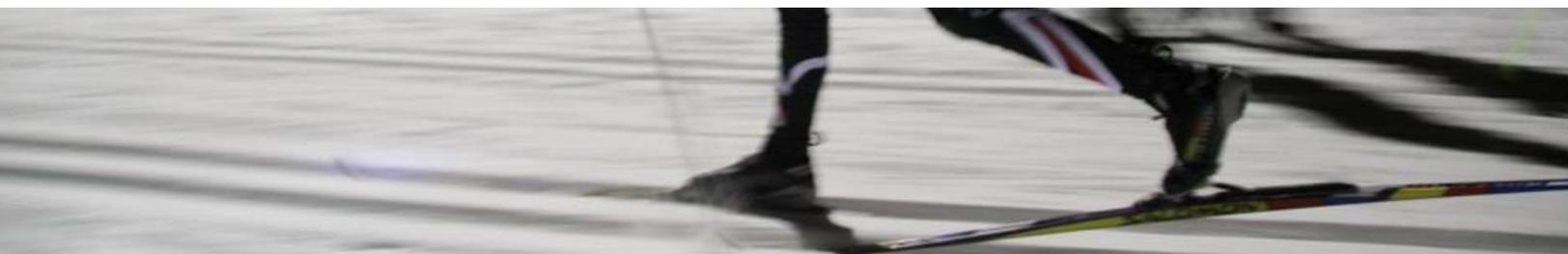
However, while there is significant interest in expanding the menu of programs and events, the addition of new programs and events will be contingent on Club capacity and volunteer resources. To that end, the Club's priority is to continue doing what it already does well, and it will reconsider the future of events that haven't delivered the desired results, such as the fall member registration night.

Improving transportation options to the Nordic Club was a significant theme in the online survey responses. While the Board does not see itself leading the development of transportation options, it recognizes the importance of this topic to its members and is receptive to supporting practical options to facilitate transport to the Nordic centre.



The following programs and events have been identified for further exploration:

#	Description	Who	When	Notes/Comments
<b>Programs and events for all ages and abilities</b>				
23	Pilot and assess demand for an evening ski rental program	Staff	2018-2019 season	Determine whether it makes business sense to offer evening rentals.
24	Apply for grants for the support and continuation of the youth racing program	Athlete Development Committee and staff	2018	The ADC is currently the only standing committee of the board. This has been a very successful program. Currently, there is a need to expand our race ski inventory
25	Host pre-season social and a social/fundraiser on the last grooming weekend	TBD	2018?	Timing will be contingent on securing volunteers and champions
26	Organize monthly social nights, e.g. ski-burger-beers-music	TBD	2019?	Timing will be contingent on securing volunteers and champions
27	Assess demand for a Masters' program	TBD	2019?	Identify preferred times, frequency, fees, etc.



## Cornerstone #5: Communications, Marketing and Community Presence

Feedback collected during the strategic planning process emphasized the value of raising the profile of Nordic skiing and culture in Revelstoke and increasing awareness of the Club and what it offers. The narrative can be simple and focus on key messages like Nordic skiing = Happiness! Fun! Great fitness! Affordable! Great people and community! Taking it a step further in terms of community presence and engaging more local interest in Nordic skiing, should the opportunity arise, there is an interest in grooming trails within the City in conjunction with winter festivals.

Local media such as the radio station and newspaper are receptive to sharing Club news and information. With 10 per cent of the community being RNSC members, there is real opportunity to leverage the Club's reach through local media.

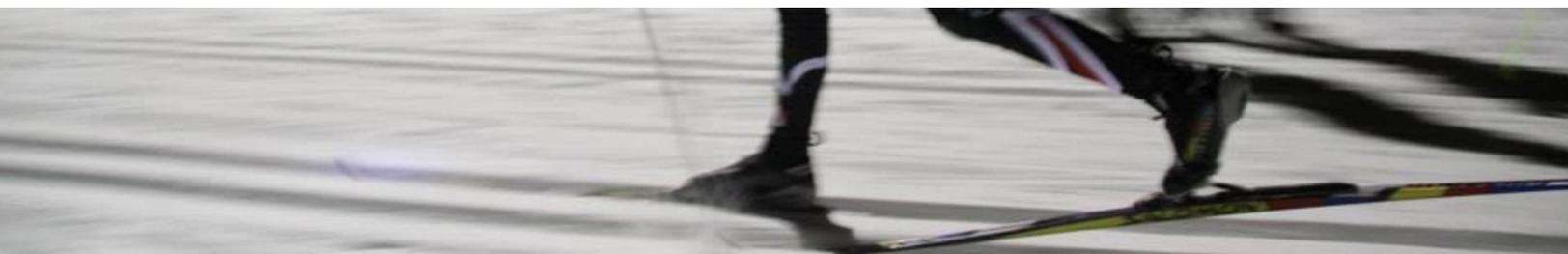
The Club's website and newsletter are currently the main channels for communications with members and users. RNSC has a Facebook page, but it is not updated regularly. There is recognition that better use of social media would assist with reaching members and users under 30, so the Club would like to expand its communications efforts to embrace popular social media channels.

Migrating the newsletter to a bulk email platform could result in some welcome efficiencies with maintaining mailing lists.

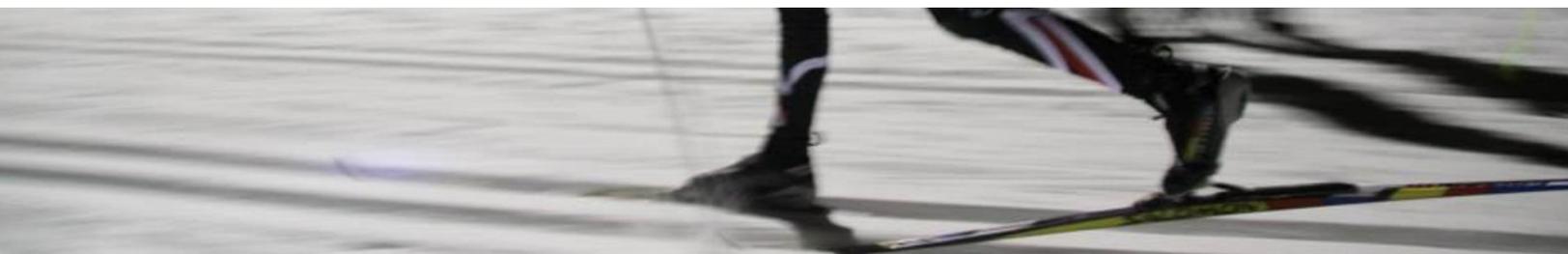
Three areas of focus were identified to support enhanced communications, marketing and community presence:

1. Develop a communications and marketing plan
2. Improve recognition and acknowledgement of partners and sponsors
3. Engage in community partner development

To help advance and achieve these goals, the Board will explore formation of a Communications and Marketing committee that includes as part of its terms of reference the development of a communications and marketing plan for the Club.

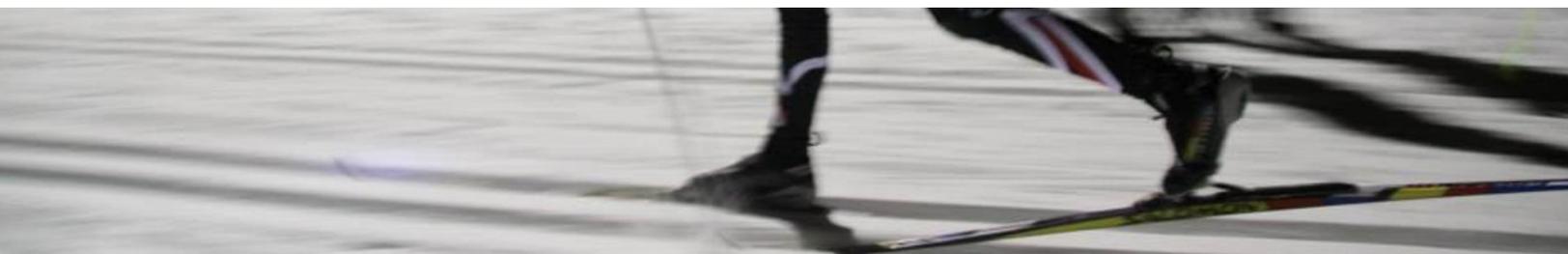


#	Description	Who	When	Notes/Comments
<b>Communications, Marketing and Community Presence</b>				
28	Develop a communications and marketing plan	Committee	2018-19	Form committee with terms of reference to develop a communications and marketing plan that addresses all media, including social media, and outlines a basic roadmap for an enhanced digital presence. The plan would address the other two focus areas
29	Improve recognition of partners and sponsors to members, users and the local community	Committee	2018	BC Timber Sales, School District 19 and BC Recreation Sites and Trails have contributed significantly to the Club's facilities and/or programs through a variety of means. The Club wishes to more effectively acknowledge and raise awareness of the contributions made by these organizations among its members, users and the community at large, using both the Club's media channels and local media.
30	Investigate adoption of bulk email platforms for mass emails and newsletters.	Director	2018	Mail Chimp was adopted in March 2018
31	Explore partnerships with key local businesses to promote Nordic skiing and culture in the Revelstoke area, including sales of Club memberships and day passes	Manager	2019	
32	Participate in efforts to create a local trails alliance	Director	On-going	Follow and support these efforts on behalf of RNSC

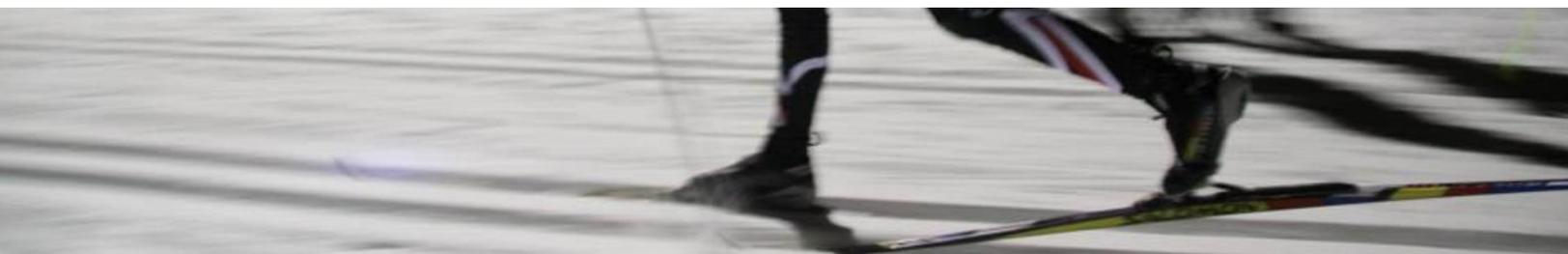


## Summary of Actions

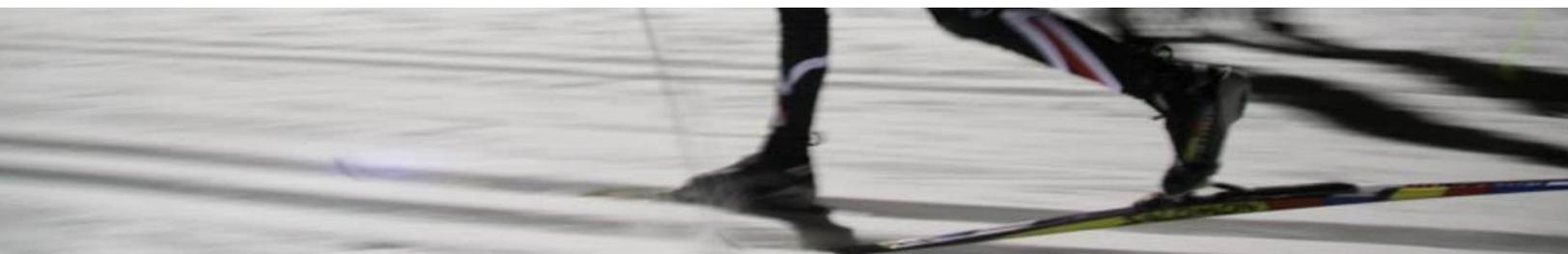
#	Description	Who	When	Notes/Comments
<b>Mission Statement and Values</b>				
1	Develop a set of core values that reflect and express the culture of the Club	Board	Spring AGM	For example: <ul style="list-style-type: none"> <li>•Collaborative / cooperative</li> <li>•Respectful</li> <li>•Community-focused</li> <li>•Family-friendly</li> <li>•Striving for Excellence</li> <li>•Fun</li> <li>•Welcoming of all ages and abilities</li> <li>•Sustainable</li> </ul>
2	Develop a short and concise mission statement for the Club	Board	Fall-Winter 2018	For example: <i>“RNSC serves the Nordic skiing community by providing high quality Nordic ski trails, facilities, programs and volunteer opportunities for all ages and abilities in an atmosphere of cooperation and respect.”</i>
<b>Great Trails and Facilities</b>				
3	Complete capital projects identified in January 2018 grant application	Board	Fall 2018	In January 2018, RNSC applied for funding to conduct the following projects: <ol style="list-style-type: none"> <li>1. Expand the parking lot</li> <li>2. Add higher elevation trails</li> <li>3. Eliminate danger corners</li> <li>4. Establish race trails and stadium area</li> <li>5. Create a youth fun area</li> </ol> These projects are intended to address several key gaps and opportunities that have emerged over the last several years.



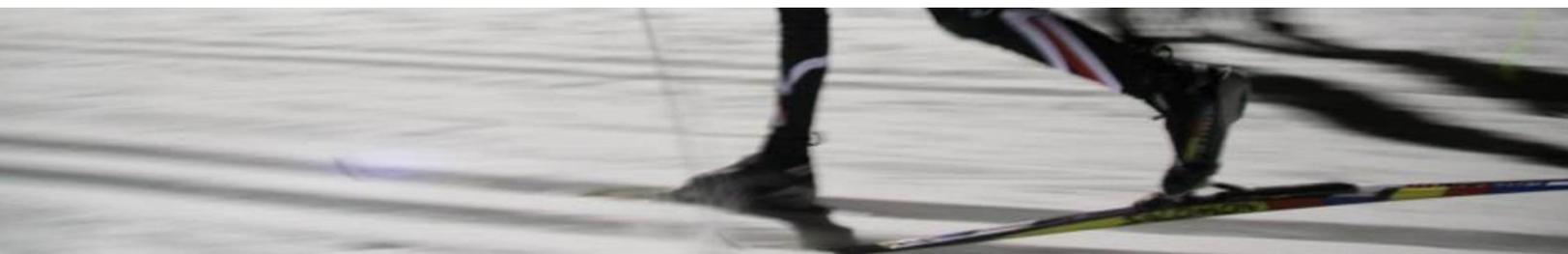
#	Description	Who	When	Notes/Comments
4	Upgrade kitchen in day lodge	Board	Fall 2018	RNSC has identified a need to assess and upgrade kitchen facilities in the day lodge to conform with existing regulations.
5	Maintain trail access on and along adjacent private properties	Board	2018	The current Board will continue to work cooperatively with its neighbours to maintain trail access, and to advance mutually beneficial development should such an opportunity arise
6	Assess need for and capacity to complete additional projects to enhance trails and facilities.	Board	2020	More specifically: <ul style="list-style-type: none"> <li>• Evaluate the need for additional expansion of parking capacity, e.g. conduct a user survey</li> <li>• Review the feasibility of an additional parking lot in the event that further expansion is needed</li> <li>• Move forward on new trail development needs and opportunities as funding and Club capacity for maintenance allows</li> <li>• Assess need for a larger rental shop and office area, which could include the addition of a separate caretaker cabin or trailer.</li> <li>• Assess the need for more toilets</li> </ul>
7	Assess need for continued maintenance and improvements to the Ole Sandberg Lodge and, taking into account climate change impacts, the need for additional high elevation trails and facilities.	Board	2022	This assessment may coincide with the next cycle of strategic planning. It is expected that planning for and responding to climate change will take on a much greater significance in the 2023-2028 period. Any improvements to the Ole Sandberg would be identified in consultation with the Ministry of Forests and Range in accordance with the User Agreement.



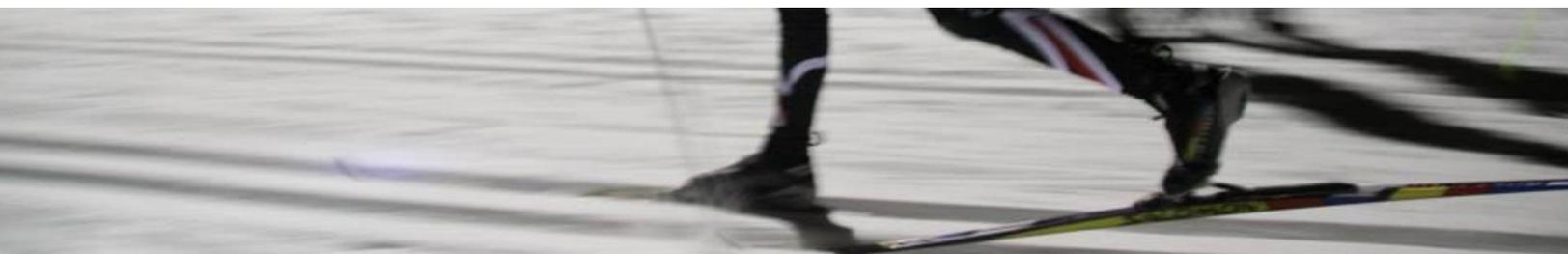
#	Description	Who	When	Notes/Comments
<b>Strategic Governance</b>				
8	Investigate HR consulting offered through CBT's NPA program	Board	Spring – Fall 2018	Follow up with the Columbia Basin Trust's Non-Profit Advisor program about accessing consulting to assist with re-structuring the Club's human resources to help ensure manageable workloads and sustainability for staff, Board and other key volunteers.
9	Board has a clear understanding of the distinction between organizational governance and operations.	Board	Spring-Fall 2018	In a working Board environment, Directors may be engaged in both governance and tasks associated with operations. Role confusion, inefficiencies and conflict are more likely to occur when the lines between these functions become blurred. See appendix for useful resources. Scheduling an annual orientation program for each new board could also be valuable.
10	Review and update the roster of Director portfolios in the Policy Manual	Board	Spring 2018	Each Board member to prepare short description of their current "portfolios" with reference to the 2014 Policy Manual. These descriptions should articulate the role and responsibilities of the portfolio and help inform updates/changes to the roster of portfolios.
11	Update the 2014 Policy Manual, with specific attention to health and safety policies and risk management policies	Board	Summer-Fall 2018	As each Board member prepares their portfolio, they will also review and identify any related parts of the policy manual that need to be updated, are in conflict with current practice, and any potential gaps in policy, so that the manual can be updated. Note that this action item is also connected with Sustainable Operations.



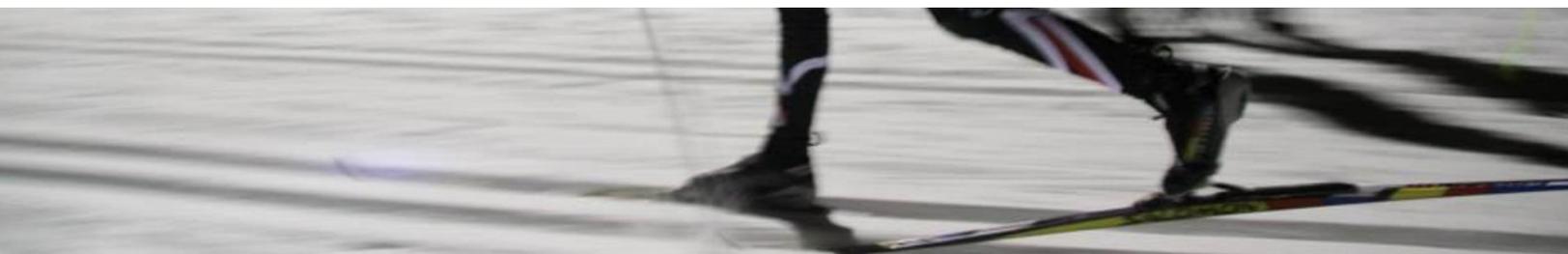
#	Description	Who	When	Notes/Comments
12	Clarify and streamline lines of communication between staff and Directors on matters related to a Director's portfolio.	Board	Summer-Fall 2018	The main purpose of this action item is to streamline communications and reduce the high volume of email. For any matters not covered by a Director portfolio staff should address these to the Board Chair and Vice Chair. A basic organizational chart could support this action.
13	Review current committee structure and redesign if/as needed	Board	2018	Consider establishing the following roster of committees reporting to the Board. For example: <ul style="list-style-type: none"> <li>• Finance and Fundraising</li> <li>• Human Resources and Safety</li> <li>• Communications and Marketing</li> <li>• Policy and Governance</li> <li>• Membership</li> </ul> Volunteers and social programs
14	Prepare a Board policy manual	Policy and Governance Committee	2018-2020	See below for standard checklist of items in a Board policy manual. Determine priority policies for development, find template policies and adapt them as needed. Define an end-date for completion of the manual.
15	Start building a contingency fund	Board	TBD	The groomer loan will be paid off in 2021. Determine timing for starting a contingency fund.
16	Annual review and update of strategic plan	Board	2019 2020 2021	Review and update the Strategic Plan every spring prior to the AGM, beginning in 2019 until 2021.



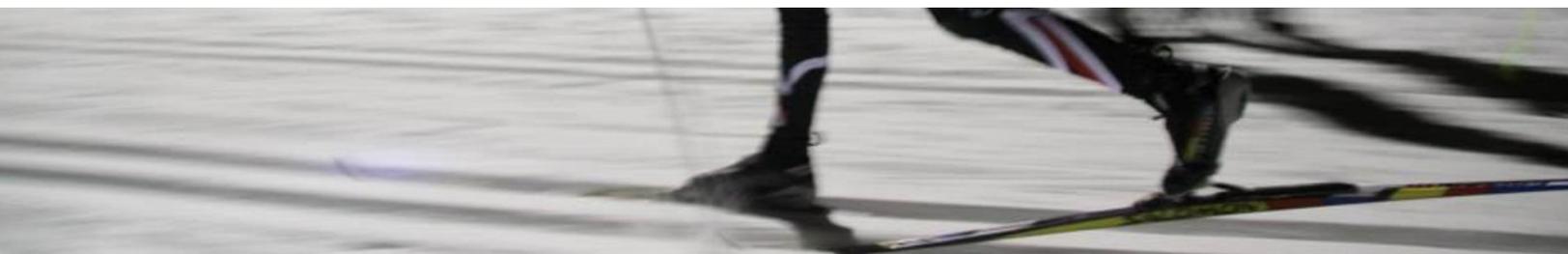
#	Description	Who	When	Notes/Comments
<b>Sustainable Operations</b>				
17	Develop sustainable financial plan	Finance and Fundraising Committee	2018	See notes above
18	Take steps towards increasing the manager's role and responsibilities, adding additional hours as resources allow	HR Committee	2018	This may be an iterative process that progressively adds responsibilities, wage increases and contract time as resources allow.
19	Identify strategies to improve staff retention	HR Committee and manager	2018 and on-going	This could be addressed with the HR consulting assistance provided by the NPA program
20	Enhance volunteer recognition	Board, staff and committees	2018-19	Suggested approaches: <ul style="list-style-type: none"> <li>• Post photos of volunteers in the day lodge</li> <li>• Feature volunteers in the newsletter and on the website</li> <li>• Host Groomer Dinner</li> </ul> End-of-season volunteer recognition event
21	Engage more millennials and young adults as volunteers	Board, staff and committees	2018-2020	Make a more focused effort to engage a younger generation of volunteers to ensure sustainability of Club programs and services
22	Establish an ad-hoc membership committee to review options for membership and day users	Board	Summer 2018	a) review current membership categories, passes and fee structures; b) review member feedback received through this strategic planning process; c) review the current regulatory framework for user fees; d) reach out to other Nordic clubs to scan best practices around membership and user fees; and e) make recommendations to the Board.



#	Description	Who	When	Notes/Comments
<b>Programs and Events for All Ages and Abilities</b>				
23	Pilot and assess demand for an evening ski rental program	Staff	2018-2019 season	Determine whether it makes business sense to offer evening rentals.
24	Apply for grants for the support and continuation of the youth racing program	Athlete Development Committee and staff	2018	The ADC is currently the only standing committee of the board. This has been a very successful program. Currently, there is a need to expand our race ski inventory
25	Host pre-season social and a social/fundraiser on the last grooming weekend	TBD	2018?	Timing will be contingent on securing volunteers and champions
26	Organize monthly social nights, e.g. ski-burger-beers-music	TBD	2019?	Timing will be contingent on securing volunteers and champions
27	Assess demand for a Masters' program	TBD	2019?	Identify preferred times, frequency, fees, etc.



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<b>Communications, Marketing and Community Presence</b>				
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## Appendices

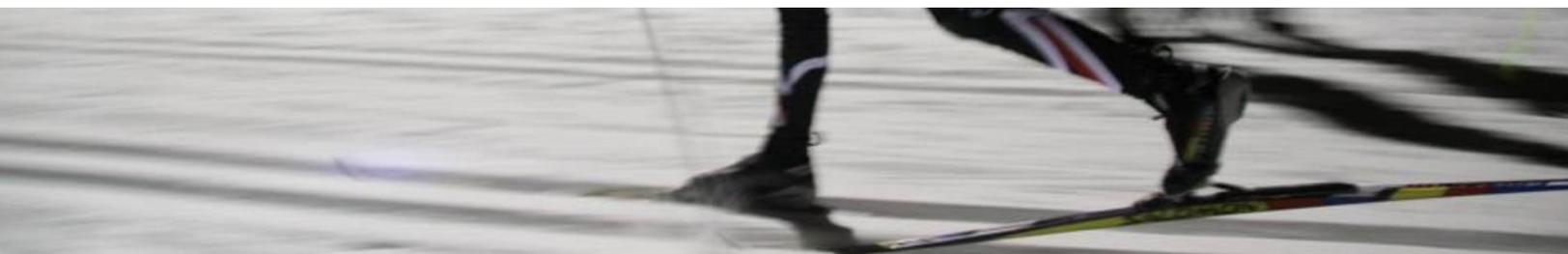
### Appendix 1: List of Meetings with Key Partners and Stakeholders

BC Recreation Sites and Trails  
BC Timber Sales  
MLA Doug Clovechok  
CSRD Electoral Area Director Parker  
Revelstoke Tourism  
Revelstoke Mountain Resort  
Revelstoke Cycling Association  
Adjacent private property owners (by telephone)  
Former RNSC General Manager (by telephone)  
RNSC Ski League volunteers, groomers and youth  
RNSC staff

### Appendix 2: Online Survey Results

The 2018 online survey results can be accessed at this link:

<https://drive.google.com/open?id=1nDFLyEFFLxamjStBvna4Hjb431EYAUVO>





## Appendix 3: Interview guides

### FRAMEWORK FOR EXTERNAL STAKEHOLDER MEETINGS/INTERVIEWS

Date:

Name of person(s) conducting interview:

Name of person(s) being interviewed:

Organization:

#### Background blurb:

In fall 2017, RNSC embarked on a strategic planning process with the goal of delivering a strategic plan to the Club's AGM in May 2018. A key component of the process is engaging club members, day users and key interested stakeholders in winter 2018 to help inform and shape the Club's vision and strategic priorities over the next 3-5 years.

The Club has had a consistent presence in Revelstoke for over 100 years and is one of the oldest Nordic clubs in Canada. In 2016/2017 the Club had over 700 members, equivalent to 9% of the population of Revelstoke.

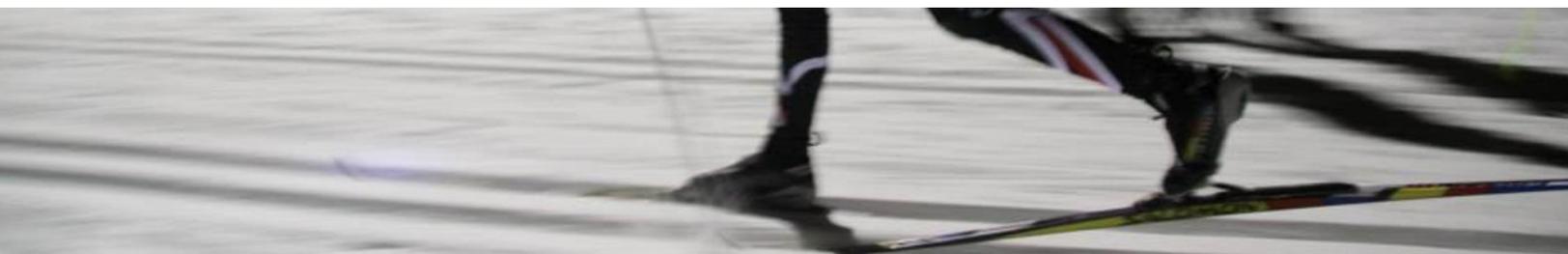
You / your organization has been identified as having an interest in the continued long-term success of RNSC. Hearing your perspectives on how RNSC can continue to play a strong and vital role in the community would be very helpful to us.

#### Questions

\*\*Devise questions based on the relationship with RNSC, the particular interests & perspectives of the external stakeholder, and how those relate to potential strategic priorities identified in the SWOT.

#### Summary of Findings

Document key learnings and findings relevant to the strategic planning process. Share these with the Board by February 16 (one week prior to the planning session).





## QUESTION FRAMEWORK FOR INTERNAL STAKEHOLDER MEETINGS/INTERVIEWS

Date:

Name of person(s) conducting interview:

Stakeholder group interviewed:

### Background blurb

Thank members/volunteers for taking the time to meet and help inform the Board's strategic planning process and identification of strategic priorities to guide the organization over the next 3 to 5 years. Acknowledge that their feedback and ideas are important to the future of the Club, and that you are there to listen.

### Sample questions for volunteers

1. What are you most proud of when you talk to others about your volunteer role(s) with RNSC?
2. What motivates you to volunteer for RNSC?
3. What do you see as the core strengths of RNSC?
4. How would you like to see RNSC grow/evolve over the next five years? What could it do differently?
5. What's working well in your volunteer role?
6. Can you share any recent successes or accomplishments that occurred as part of your role/contribution that you are particularly pleased about?
7. What is the biggest source of challenge and/or frustration in your volunteer role?
8. If you could change one thing about your role/program, what would that be?
9. Is there anything else you'd like to share with the Board to help inform its strategic planning process?

### Questions for youth

Suggest questions that engage their motivation to ski, participate, and volunteer with the Club, identify any potential barriers/challenges, identify hopes/aspirations, how do they see themselves participating 5 years from now, what they like about the Club, and anything they would change if they could.

### Questions for past Board members

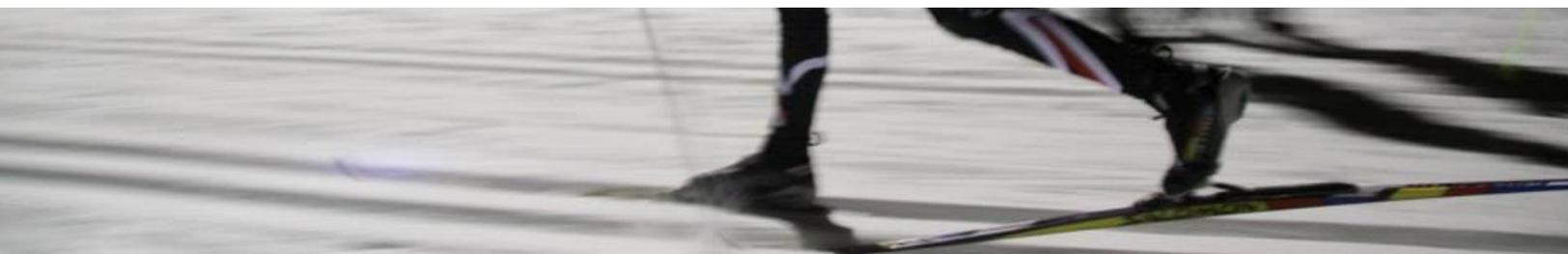
Adapt SWOT questions below based on what Board is hoping to learn from past Board members

### Questions for staff

Go through balance of SWOT questions below

### Summary of Findings

Document key learnings and findings relevant to the strategic planning process. Share these with the Board by February 16 (one week prior to the planning session).





## SWOT QUESTIONS

1. What are you most proud of when you talk or think about RNSC?
2. What are the three most critical issues facing RNSC that need to be addressed over the next three years?
3. Why are these issues important to RNSC?
4. How are these issues important to RNSC's members/community?
5. Are there areas where RNSC needs to make significant improvements? If yes, please describe.
6. If you could change three things about the way that RNSC serves the local Nordic ski community, what would you change? Why?
7. What operational investments (e.g. staff, technology, facilities, etc) would significantly improve the overall success of RNSC?
8. What one investment/initiative would have the biggest impact? Why?
9. Looking to the next 1 to 3 years, what worries you the most?
10. Looking to the next 5-10 years and beyond, what worries you the most?
11. What makes you most hopeful about the club's future?
12. If all the were to stars align, what's the ideal state for RNSC three years from now?
  - a. Who can contribute to RNSC's success?
  - b. Who has information to share:
  - c. Who really knows or cares a lot:
  - d. Who has resources to share:
  - e. Who has perspectives the Board needs to hear:
  - f. Who has partnerships to offer:



## Appendix 4: Helpful Board Resources

1. Columbia Basin Trust Non-Profit Advisors Program <https://ourtrust.org/our-work/community/non-profit-advisors-program>

A wide range of free non-profit resources can be found on this website, including on-demand webinars, addressing many topics of interest to non-profit organizations.

It is recommended that RNSC Directors start here. Most of what you may need will be found here.

### Non-profit Advisors Program



If you need support making your non-profit organization stronger, this program can help you increase capacity, become more sustainable and become more efficient.

- Program
- Societies Act
- Resources
- Webinars
- 2018 Workshops

This program can provide you with information resources. It can also connect you with an advisor who will assess your organization and provide recommendations. These services are free.

If the advisor thinks more specialized consulting support is needed, the program may also subsidize those services.

You can obtain advice in areas like these:

- planning and direction
- material resources
- human resources
- financial management
- legal/risk management
- administration/management
- governance
- community relationships.

The program does not provide grants or core funding, or fund activities like projects, professional development or training.

View the [program overview](#).

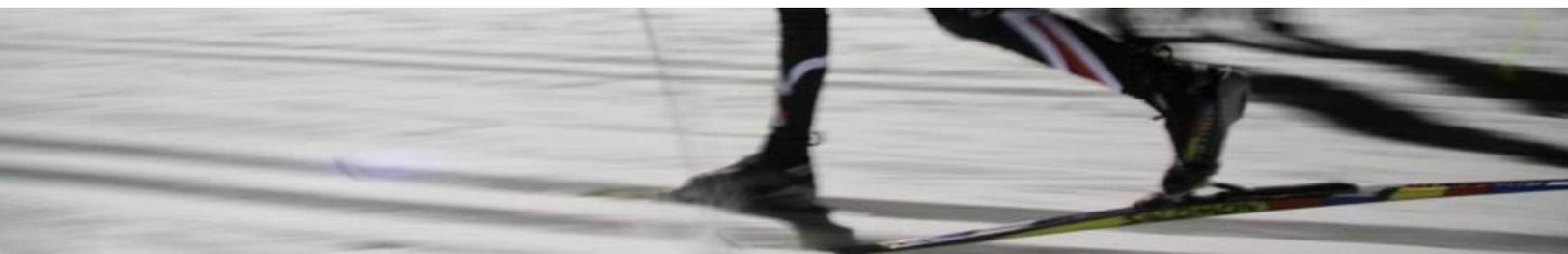
#### Who Can Access This Program?

You may access this program if you represent an organization that:

- is based in the [Trust region](#)
- is a registered non-profit
- actively delivers programs that support broad public good (not programs that primarily benefit membership) in the Trust region.

Groups interested in starting a non-profit are not eligible.

For other eligibility requirements, contact the program manager.



2. Governing Good

<http://www.governinggood.ca/>

GG offers reflections, stories and ideas on non-profit leadership, with a focus on board development and strategic governance.

REFLECTIONS, STORIES & IDEAS ON NON-PROFIT LEADERSHIP.

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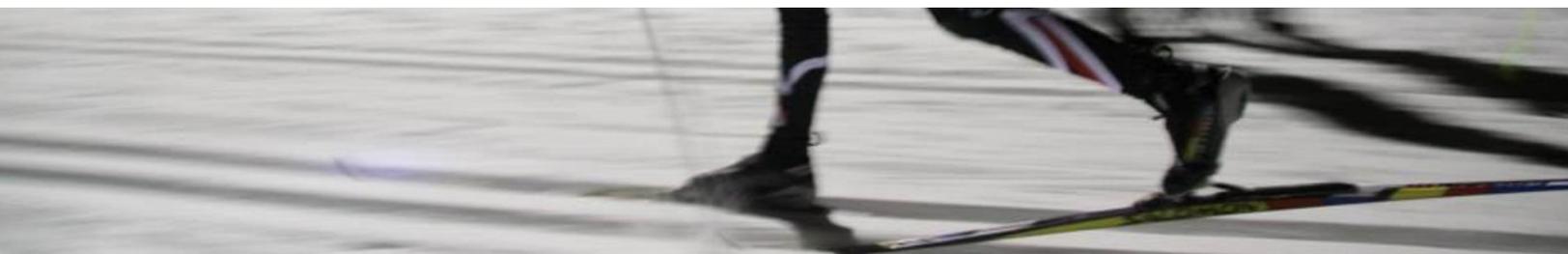
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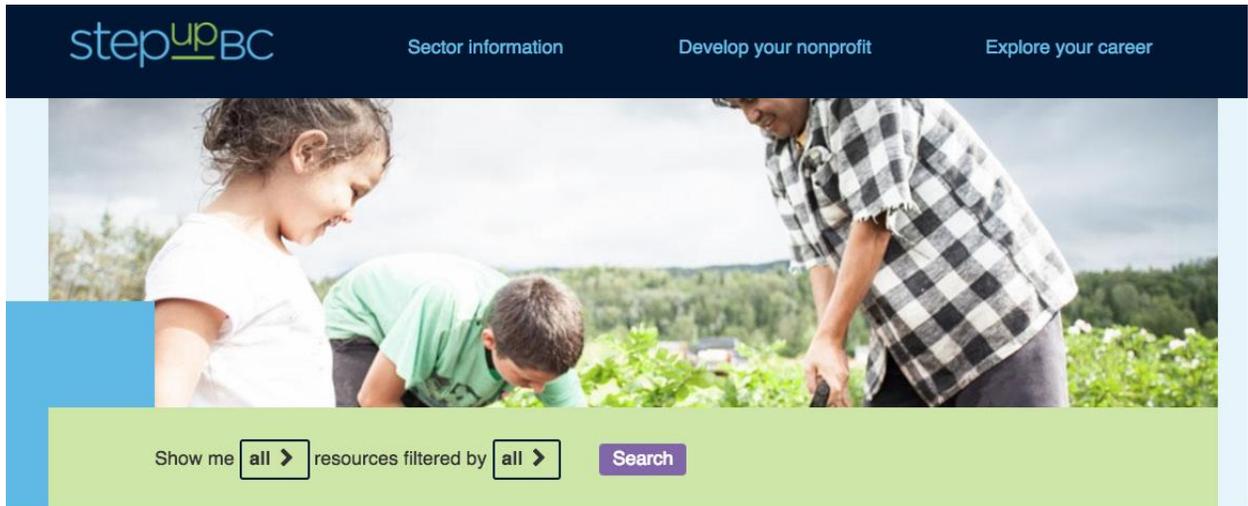
**DAYLIGHTING BOARD MINUTES**



3. Step up BC

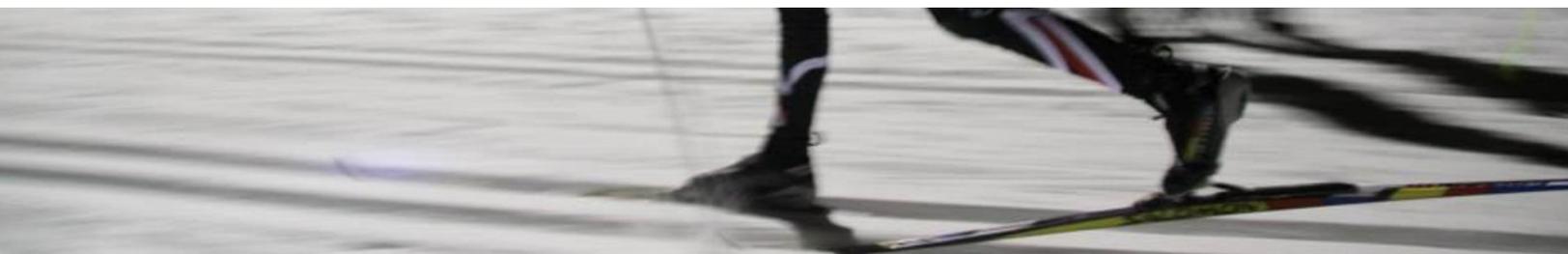
<https://www.stepupbc.ca>

StepUp BC provides go-to resources, services, and a network of support for BC's vital non-profit sector.



StepUp BC provides go-to resources, services, and a network of support for BC's vital non-profit sector.

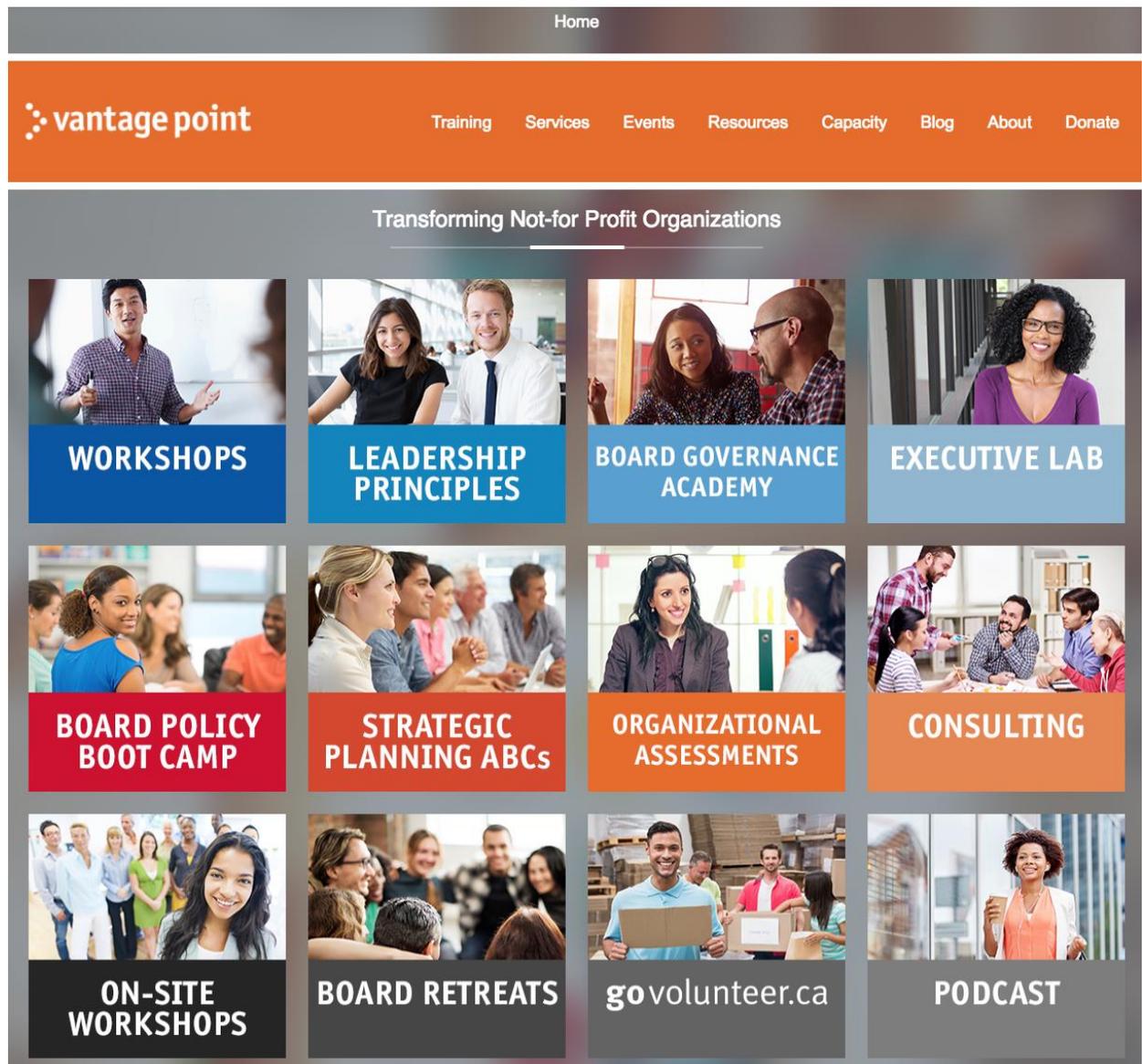
[Learn more >](#)



4. Vantage Point

<https://www.thevantagepoint.ca>

Delivers foundational, advanced and custom learning opportunities focused on governance, leadership, planning and people engagement for new and seasoned sector leaders, board directors and managers.



The screenshot displays the Vantage Point website interface. At the top, there is a navigation bar with the 'vantage point' logo and a menu including Home, Training, Services, Events, Resources, Capacity, Blog, About, and Donate. Below the navigation bar, a central heading reads 'Transforming Not-for Profit Organizations'. The main content area is a grid of 12 service tiles, each featuring a photograph and a text label:

- WORKSHOPS**: A man presenting to a group.
- LEADERSHIP PRINCIPLES**: A woman and a man in business attire.
- BOARD GOVERNANCE ACADEMY**: A woman and a man in conversation.
- EXECUTIVE LAB**: A woman in a purple top.
- BOARD POLICY BOOT CAMP**: A group of people in a meeting.
- STRATEGIC PLANNING ABCs**: A woman speaking to a group.
- ORGANIZATIONAL ASSESSMENTS**: A woman in a dark jacket.
- CONSULTING**: A group of people around a table.
- ON-SITE WORKSHOPS**: A woman in a white top.
- BOARD RETREATS**: A group of people in a meeting.
- go volunteer.ca**: A man holding a cardboard box.
- PODCAST**: A woman in an orange top.

