



# Strategic Plan 2025 to 2029

June 2025





## Table of Contents

<b>Introduction .....</b>	<b>3</b>
From 1891 to 2025 .....	3
<b>RNSC's Vision, Mission, and Values .....</b>	<b>4</b>
<b>Four Strategic Pillars.....</b>	<b>5</b>
RNSC's Commitment to Advancing Reconciliation .....	5
<b>1.Sustainable Facilities and Operations.....</b>	<b>6</b>
Optimize Current Facilities and Infrastructure.....	6
Attract and Support Great Staff .....	6
Responsive Operational Committees .....	6
<b>2.Growing Nordic Culture and Community .....</b>	<b>6</b>
Thriving Programs and Events .....	6
Supporting Volunteers .....	6
Serving Membership .....	6
Enhance Communications and Community Presence .....	7
<b>3.Future Trails and Facilities .....</b>	<b>7</b>
Make Room to Grow and Adapt .....	7
<b>4.Governance .....</b>	<b>7</b>
Board Development and Good Governance .....	7
<b>Workplan .....</b>	<b>8</b>

## Introduction

In January 2025, Revelstoke Nordic Ski Club's (RNSC) Board of Directors embarked on the renewal of its strategic plan. This plan was informed by a comprehensive survey of staff, core volunteers, and Directors.

This is intended to be a living document that gets reviewed and updated annually, taking into consideration progress on priorities, new and emerging challenges and opportunities, and the overall stewardship of Nordic ski culture in the Revelstoke area. The Board gratefully acknowledges the time and energy of each person who provided input to this strategic planning process.

### From 1891 to 2025

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. In 2010, the current day lodge was completed, and lighting added to create a 6 km night skiing loop. The parking lot was further expanded in 2018.

Under the provisions of the current User Agreement with the BC Ministry of Forests, 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 30-km trail network for both skating and classic technique.



## RNSC's Vision, Mission, and Values

### **Vision**

*Exceptional trails, facilities, and programs inspiring lifelong participation in Nordic skiing*

### **Mission**

*Our club supports healthy, active living by providing accessible Nordic skiing opportunities in a spirit of cooperation and respect.*

### **Our Values**

#### **Collaboration**

*We believe in the power of people working together. Through open communications, inclusivity, and teamwork, we bring together diverse perspectives to strengthen our club for everyone.*

#### **Respectful**

*We foster a culture where everyone feels safe, included, and appreciated within our club community.*

#### **Striving for Excellence**

*We are committed to continuous improvement in all that we do—both on and off the trails. Our aim is to deliver a high-quality environment and experiences for members, visitors, volunteers, and staff.*

#### **Sustainable**

*We are dedicated to environmental stewardship and responsible management of our human and financial resources so that Nordic skiing in Revelstoke can be enjoyed by current and future generations.*

#### **Welcoming of All Ages and Abilities**

*We strive to remove barriers so that everyone—regardless of age or ability—can participate in Nordic skiing and feel a sense of belonging.*



## Four Strategic Pillars

This strategic plan is built around the following four strategic pillars:



### RNSC's Commitment to Advancing Reconciliation

In addition to its four strategic pillars, the Board actively acknowledges the ways in which RNSC can do its part to advance reconciliation by:

- Building relationships with First Nations in the region to support First Nations of all ages to experience Nordic skiing, especially children, youth, and families.
- Adding respectful acknowledgement of First Nations' lands, territories, and place names to the RNSC website, trailhead signage, and trail signage.
- Seeking First Nations liaison(s) to the Board.
- Strengthening relationships with the Revelstoke Indigenous Friendship Society.

The Board is committed to making progress in this area and is open to other ways in which it can advance reconciliation.





## 1. Sustainable Facilities and Operations

### Optimize Current Facilities and Infrastructure

**Goal 1:** Enhance and sustain club facilities to ensure they are safe, accessible, welcoming, and meet the evolving needs of our members and community.

**Objectives:**

- a. Upgrade core facilities and trail infrastructure to ensure safety and optimize sustainability.
- b. Improve lodge accessibility and functionality through space and use optimization.
- c. Review and update the long-term vision for Ole Sandberg Hut.
- d. Enhance parking capacity and efficiency, including payment solutions.

### Attract and Support Great Staff

**Goal 2:** Build a supportive and rewarding work environment that attracts and empowers staff to contribute to the club's vision, mission, and long-term sustainability.

**Objectives:**

- a. Support recruitment and retention of staff who are invested in growing the club.
- b. Clearly define and communicate staff roles and responsibilities.
- c. Regularly assess and update HR policies to reflect employment rules and trends.

### Responsive Operational Committees

**Goal 3:** Monitor and adjust the operational committee framework as the club evolves.

**Objective:**

- a. Ensure the club's committee structure continually reflects the club's operational and program needs.

## 2. Growing Nordic Culture and Community

### Thriving Programs and Events

**Goal 4:** Advance the club's mission by delivering diverse programs and events that collectively serve all ages and abilities.

**Objectives:**

- a. Increase participation in youth programming.
- b. Develop and diversify masters' groups and programs.
- c. Explore opportunities to develop adaptive Nordic programs.
- d. Host a loppet.

### Supporting Volunteers

**Goal 5:** Support and celebrate volunteers.

**Objectives:**

- a. Build the volunteer coach community.
- b. Regularly assess the roles and responsibilities of volunteer program coordinators to ensure clarity.

### Serving Membership

**Goal 6:** Grow a diverse and satisfied membership.

**Objectives:**

- a. Engage member feedback on a regular cycle.
- b. Conduct an annual membership survey (with a different theme each year).





## Enhance Communications and Community Presence

**Goal 7:** Amplify the club's presence, relationships, and reputation in the community.

**Objectives:**

- a. Enhance the club's digital presence to effectively serve members and the broader community.
- b. Build and maintain effective relationships with key local organizations and decision-makers.
- c. Pursue sponsorship development opportunities.

## 3. Future Trails and Facilities

### Make Room to Grow and Adapt

**Goal 8:** Plan and develop facilities and infrastructure that accommodate club growth, improve user experience and inclusivity, support evolving program and operational needs, and adapt to climate change.

**Objectives:**

- a. Add a multi-purpose building to the base area to serve as a site for rentals, ticket sales, and timing shed, in order to reduce congestion at the main lodge.
- b. Expand and enhance beginner, accessible, and family-friendly facilities and trails.
- c. Advance climate resilience by developing a high-elevation trail system.
- d. Establish homologated trails to host Nationals.

## 4. Governance

### Board Development and Good Governance

**Goal 9:** Complete the transition to a high-performing governance board with clear structures, regular evaluation, and a focus on strategic leadership.

**Objectives:**

- a. Maintain a Board of 7 or 8 directors with staggered terms.
- b. Streamline Board administration.
- c. Establish a Governance Committee to support on-going Board development and effectiveness.
- d. Shift coordination of club events from Board to staff.



## Workplan

Goal	Objectives	Actions
<b>1. Sustainable Facilities and Operations</b>		
<b>Goal 1:</b> Enhance and sustain club facilities to ensure they are safe, accessible, welcoming, and meet the evolving needs of our members and community.	a. Review and update the long-term vision for Ole Sandberg Hut.	Review the medium- to long-term vision for Ole Sandberg Hut and determine the best option(s) for sustainable operations.
	b. Enhance parking capacity and efficiency, including payment solutions.	Better promote QR code to pay for parking.
		Optimize parking on congested days.
		Determine how big the “free rider” parking problem is.
	c. Improve lodge accessibility and functionality through space optimization	Undertake a facility needs and use assessment.
		Develop a plan to make the lodge accessible.
		Prioritize temporary solutions to free up space in the lodge (e.g., moving rentals, ticket office).
	d. Upgrade core facilities and trail infrastructure to ensure safety and optimize sustainability.	Address Ole Sandberg Hut foundation issues (*pending costs and long-term vision noted above).
		Complete repair or replacement of bridges on Mickey’s loop pending successful grant funding.
<b>Goal 2:</b> Build a supportive and rewarding work environment that empowers staff to contribute to the club’s mission and long-term sustainability.	a. Support recruitment and retention of staff who are invested in growing the club.	Assess opportunities to advance this objective through the club’s HR and wage policies.
		Explore management performance incentives tied to revenue generation.
	b. Clearly define and communicate staff roles and responsibilities.	Review and refine the role of the head coach.
		Review and clarify role of program coordinator.
	c. Regularly assess and update HR policies to reflect employment rules and trends.	Review and update HR policies on a regular cycle.
		Check with other BC Nordic clubs on how they are addressing provincial health and safety requirements.





Goal	Objectives	Actions
Sustainable Facilities and Operations		
Goal 3: Monitor and adjust the operational committee framework as the club evolves.	a. Ensure the club's committee structure reflects the club's operational and program needs.	Identify inactive or redundant committees and realign responsibilities as needed.
		Clarify and/or update committee mandates and expectations as needed.
		Implement a process for regular review and renewal of committee structures.
2. Growing Nordic Culture and Community		
Goal 4: Advance the club's mission by delivering diverse programs and events that collectively serve all ages and abilities.	a. Increase participation in youth programs	Renew the focus on youth programming, which includes strengthening and streamlining youth program marketing and support, lesson plans, and resources.
	b. Develop and diversify masters' groups and programs.	Survey masters-level members to identify leading opportunities for new pilot programs. Build on successes and learn from failures.
	c. Explore opportunities to develop adaptive Nordic programs	Work with Revelstoke Adaptive Sports to develop and implement one or more adaptive Nordic programs.
	d. Develop new events.	Build a plan for hosting a loppet in 2026/27.
Explore opportunities for offseason events with Revelstoke Cycling Association.		
Goal 5: Support and celebrate club volunteers.	a. Build the volunteer coach community	Strengthen recognition and support of volunteer coaches, e.g., workshops, club communications, and volunteer appreciation.
	b. Regularly assess the roles and responsibilities of volunteer coordinators to ensure clarity.	Engage volunteers on what's working well and what could be improved.
Goal 6: Grow a diverse and satisfied membership.	a. Engage member feedback on a regular cycle.	Conduct an annual membership experience survey (consider a different theme each year).

Growing Nordic Culture and Community		
<b>Goal 7:</b> Amplify the club's presence, relationships, and reputation in the community.	a. Enhance the club's digital presence to effectively serve members and the broader community.	Update and refresh the club website.
		Strengthen the club's social media presence.
		Assess cost/benefit of joining Nordic Pulse.
	b. Build and maintain effective relationships with key local organizations and decision-makers.	Maintain positive working relationships with: <ul style="list-style-type: none"> <li>○ Local trail-based organizations</li> <li>○ Tourism Revelstoke</li> <li>○ BCTS</li> <li>○ RSTBC</li> <li>○ City Council members</li> </ul>
	c. Pursue sponsorship development opportunities.	Develop a sponsorship package and approach, then implement.
3. Future Facilities		
<b>Goal 8:</b> Plan and develop facilities and infrastructure that accommodate club growth, improve user experience and inclusivity, support evolving program and operational needs, and adapt to climate change.	a. Add a multi-purpose building to the base area to serve as a site for rentals and ticket sales and timing shed, to reduce congestion at the main lodge.	Scope the functions to be accommodated in the new building, e.g., timing, tickets, rentals, race office, waxing, etc. Develop and fund a building plan with consideration of using modular/mobile structures.
	b. Expand and enhance beginner, accessible, and family-friendly facilities and trails.	Add a ski playground and toboggan area.
		Increase beginner / accessible trails, contingent on private land access or acquisition.
	c. Advance climate resilience by developing a high elevation trail system.	Implement the newly approved 5.5 km high elevation trail.
		Complete a future high elevation trail and facilities concept plan.
	d. Establish homologated trails to host Nationals.	Research and develop a plan to homologate RNSC trails.

4. Governance		
<b>Goal 9:</b> Complete the transition to a high-performing governance board with clear structures, regular evaluation, and a focus on strategic leadership.	a. Maintain a Board of 7 or 8 directors with staggered terms.	Seek 1-2 additional directors to join the Board. Seek commitments from Directors to serve 2 x 1-year terms where needed to establish staggered terms.
	b. Streamline Board administration.	Develop a shared Board calendar for events that occur a regular cycle, e.g.: <ul style="list-style-type: none"> <li>○ Board meetings and AGM</li> <li>○ Board search (annual)</li> <li>○ Policy manual review (every 2 years minimum)</li> <li>○ Board evaluation (every 2 years)</li> <li>○ Strategic plan review and update (annual)</li> </ul> Conduct annual “housecleaning” of Google Drive.
	c. Establish a Governance Committee to support on-going Board development and effectiveness.	In general, a Governance Committee will take responsibility for keeping the policy manual up to date, identifying needed bylaw updates, conducting the annual Board search and on-boarding, providing recommendations on board development, and leading board evaluations.
	d. Shift coordination of club events to staff.	Create a transition plan with GM and staff to support a smooth transfer of responsibilities.