



tranquillity awaits

It's more than just good snow!



Nickel Plate Nordic Centre

Strategic Plan 2021 – 2026

(Prepared November 2021)

TABLE OF CONTENTS

About NPNC	3
Purpose, Vision and Values	4
NPNC Approach	5
Nordic Ski Context	7
NPNC Strategic Plan	9
Strategic Outcomes	11
At a Glance	12
Appendix A - SWOT.....	13
Appendix B – Plan at a Glance	14
Appendix C – Strategic Plan Timeline	15

Strategic Plan 2021-2026

1. ABOUT NPNC

Nickel Plate Nordic Centre (NPNC) is in the scenic Okanagan Valley, just 45 minutes from downtown Penticton. It boasts 56 km of groomed trails for both classic and skate skiing and 22.5 km of marked snowshoe trails. At 1750 metres elevation, it enjoys one of the longest ski seasons in the western hemisphere, with trail for all abilities.

The Nickel Plate Cross Country Ski Club operates Nickel Plate Nordic Centre (NPNC). The Club is a not for profit society that has been in operation since 1989 and services over 700 annual members, approximately 4,000-day users, as well as regional school districts students approximately 2,500 each winter.



The original signors to the Club constitution were Steve and Carolyn Buzikievich, Graham and Gail McNeil, Larry Reiswig, Jerome Jang and Frank Cunsolo. They had a vision for this area and along with many volunteers such as Buck Pacholzuk, Ernie Winstanley, Edgar Scherzinger and Dick Reimer to name a few they established the Club. They negotiated with the Provincial Government for a Special Use Permit, constructed the original facilities and cleared many kilometers of trails.

NPNC boasts a 4,000 square foot day lodge, modern washrooms, a fuel storage shed, wood storage and equipment storage shed were all constructed using volunteer labour. A recent appraisal of the Centre revealed the asset value at approximately \$1.5 million. Annual facility maintenance and trail development is also completed by volunteers. It is obvious that we have the founding members, annual members, a dedicated Board and many dedicated volunteers to thank for the continued success of Nickel Plate.

NPNC has a partnership agreement with Recreation Sites and Trails BC to operate the NPNC from November 1 to April 30 each year.

The following are some of NPNC program and service offerings:

- Ski and Snowshoe equipment rental
- Some retail sales on site (wax, socks, toques, sunscreen, etc.)
- Coach and official development
- Skill Development program, School student program for SD 53 and SD 67
- Track Attack
- Racer program (Youth and Masters)
- Master's recreation program
- Partnership with Spirit North
- Races, Loppets and Social Events

We are truly community oriented and an economic driver in the South Okanagan’s “off season,” offering opportunities for the public to escape the valley winters and engage in healthy, outdoor activity.

2. PURPOSE, VISION AND VALUES

As a community oriented not for profit, Nickel Plate strives to provide our services at as low a cost as possible to the public. We recognize the importance of providing opportunities for healthy, outdoor winter activities, just as we are aware of the need to raise sufficient capital to move the centre forward to accommodate the growing demand for our services. Our hope is to develop significant relationships with community partners who can help the club develop in exchange for the recognition that comes with supporting a local non-profit organization.

NPNC’s current Board is committed to sustainability, ensuring we have an approved Strategy. Determining where NPNC is now, where it would like to be in the future and how it will get there. We have a common understanding of why the organization exists, the interests of the stakeholders and how it manages the risks. We are committed to developing long term goals (mission, vision and values) and objectives which reflect stakeholder’s needs and relationships and clear scope of the activities and programs. NPNC is guided by clear operational plans and fiscal responsible budgeting resulting in defined processes for staff and volunteers to achieve long term goals and objectives.

NPNC’s constitution provides direction for the club and states the following:

Purpose – To operate a charitable institution (without profits to its members) for the purpose of promoting and encouraging a healthy recreation and lifestyle for its members and the general public through cross country skiing by developing cross country ski programs, trails, facilities and events for its members and the general public and educating children, seniors, leaders, coaches, officials, skiers and others in the elements of cross country skiing.

Vision - To elevate the awareness of Nordic Skiing and Snowshoeing in the South Okanagan Similkameen and be the destination of choice.

NPNC values reflect the way (our culture) in which we will conduct our services and operations. Our values will guide daily decision making that is made by a board member, staff or volunteer. NPNC value statements are:

- Accountable – open and transparent about what, how and why we operate.
- Respectful - honest, ethical, and fair in all of our activities, using consistent and sound judgment to build trust in relationships with members, volunteers, staff, partnerships and visitors.
- Collaborative – cooperative and inviting with members, stakeholders and partners to enhance our programs, services and facilities.
- Community focused – foster a caring connection with our members, families, sponsors, partners and visitors.
- Service oriented - provide courteous, responsive, high-quality service by fostering a respectful, positive and welcoming environment. NPNC is committed to sound business practices and professional standards.



- Environment - a healthy environment promotes healthy living in our communities. We have a responsibility to maintain, enhance and protect the environment through the consideration of environmental impacts in our decision-making process.

3. NPNC APPROACH

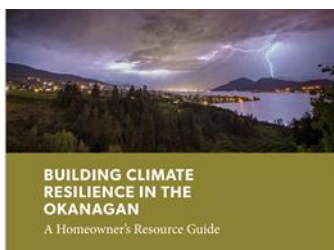
Over the past three years Nickel Plate has gone from the dark ages of cash registers and rotary phones to digital services with online sales. Our focus has evolved from one that centered on maintaining operations to one that emphasizes improving user experiences and club growth. Our services have expanded to include masters and adult programs and lessons, youth and school programs, and a unique relationship with Spirit North, an organization facilitating active lifestyles in Indigenous communities. NPNC respectfully acknowledges that NPNC is located on the traditional and unceded territory of the Syilx Okanagan people.

The NPNC Board is educated, capable and practical with a diverse set of skills, interests and community connections. Directors are elected annually balancing and respecting new fresh ideas with knowledge and experience. The current General Manager has a wealth of experience in the Nordic ski industry and is surrounded by competent seasonal employees. The goal is to establish several Committees to create capacity and to balance the many diverse tasks and workload – Governance, Trails, Facilities, Marketing, Communication, Social, Race and Volunteer.

NPNC is a not for profit organization that is continuously reviewing and evaluating funding opportunities to ensure the clubs’ sustainability. We are committed to a balanced budget and **fiscal responsibility**. Each year we assess do we have enough money to exist and provide reliable delivery of primary programs and services? What are the demands of our core activities (membership services, program delivery, facility and trail maintenance, equipment, supplies, booking and information systems, staffing and administration)? These activities require predictable and secure funding. The majority (approximately 80 %) of NPNC revenue is generated from memberships, day user fees, program fees, lessons, retail sales and equipment rental. The remaining (20%) is derived from grants, donations, fundraising and corporate sponsors. The Board welcomes members to present fundraising ideas, grant opportunities, donations and sponsorship leads.

Risk is a reality, NPNC Board realizes that things don’t always run smoothly. Many things can go wrong from minor incidents to major crises that may adversely affect the delivery of services and programs. The NPNC Board has identified the need to work with staff to better identify and manage risk. A priority objective of NPNC is to approve risk policies, procedures and practices to define, assess, categorize, communicate and manage risks.

The effect of **climate change** on NPNC is very relevant. The availability of water in the Okanagan valley is snowpack dependent. The ski season is also dependent on snow. In 2019, the South Okanagan Real Estate Board (SOREB) partnered with key stakeholders to release “A Homeowner’s Resource Guide” to Building Climate Resilience in the Okanagan. The guide was created to inform residents about climate resilience in the semi-arid Okanagan. It is an excellent resource to inform NPNC. The future climate in the Okanagan is likely to include (specific to NPNC):



- Severe weather events occurring more often.
- Less snow and more rain in the winter.
- Snow melting earlier.

This guide and the suggested resources are a starting point for NPNC to identify risks and changes to advance climate change resilience.

The above guide also has a section on **FIRE** that touches on Wildfire, assessing Wildfire risk, **FireSmart** principles and landscaping. NPNC is committed to partnering with the RDOS and **FireSmart BC** to assist in assessing and mitigating Wildfire risk.



NPNC believes that the recreational and tourism values in play at Nickel Plate Nordic Centre should carry as much weight as the timber values in the decision making process. Decisions that favour **timber harvesting** over all else will have a significant impact on our economic viability and remove significant recreational and tourism value from Nickel Plate and the South Okanagan.

For over 30 years Nickel Plate Nordic Centre has been providing residents and visitors to the South Okanagan the opportunity to continue living healthy and active lifestyles in winter. In a season when many organizations in the area shut their doors, Nickel Plate is a significant economic driver, drawing guests from the Pacific Northwest and even Europe. We have over 740 annual members, serve thousands of day pass users each season, and run successful school programs for neighbouring students and Indigenous youth.

The value of our facilities is in the tune of \$1.5 million dollars, and we employ 9 staff members. Our club recognizes the value that forestry brings to British Columbia. Indeed, many of our trails are old logging roads that we have massaged into world class Nordic ski terrain. But what we want to impress on the Forest Service is the high recreational and economic value at risk when our forests are logged in the manner they have been historically. Open cut blocks not only detract from the aesthetic value of Nickel Plate for our users, but they result in trails that are impossible to maintain in the winter.

We attract visitors because of our high elevation, snow depth, trail system and grooming. The visual quality of that experience is important to our members and paying visitors. It is an important part of our economic survival. Cut block skiing is not the visitor experience that people travel to do. XC trails that run through cut blocks are more expensive to maintain as they blow in quickly and require more grooming time. They are also very susceptible to the sun in the spring; with no shade the trails melt out quickly. Our trails need a reasonable buffer from the cut blocks. It needs to be more than a few feet of forest as the wind quickly blows them down.

NPNC has written many letters of concern and is involved in the annual planning of logging operations with the Ministry of Forests, Lands, Natural Resource, Operations/Rural Development and will continue commitment to this decision making process.

4. NORDIC SKI CONTEXT

Cross country skiing in Canada is under the tutelage of **Nordiq Canada (NC)**. As quoted from the website “...skiing was created more than 5,000 years ago by the Vikings for winter transportation. The sport came to Canada in the late 1800s and took off in popularity thanks to one of the world’s greatest ski pioneers, Jack Rabbit Johannsen. He promoted the sport until his death at 111 years old. Over the years, cross country skiing has become a favorite winter activity for more than two million Canadians from children, to families to celebrated Olympic and Paralympic athletes”.

Mantra of **NC** - home of polite people, maple syrup, the loon, the loonie and a trillion tons of snow. It’s bad for sidewalks, but perfect for making snow angels and snowballs and of course the sport of cross country skiing. It’s one part meditation, twos parts stimulation and ten parts exhilaration. It’s a sport without borders, pretense or lift tickets. It will get you in shape and if you’re very good, it may even get you onto the podium. It will fill you with anticipation, joy and enough fresh oxygen to make you blush like a tomato and sleep like a baby. Come on Canada – get your skinny skis on!

Cross Country BC (CCBC) is the provincial sport governing body for cross country skiing in British Columbia. As such CCBC partners with other provincial/territorial sport governing bodies for cross-country skiing and together they constitute a national sport organization – **NC**. **CCBC** is a provincially incorporated, not for profit, club-based Association of 18,000 members. CCBC Mission is to achieve international excellence by the establishment and maintenance of programs and activities to support an integrated athlete development system up to the National Ski Team level.

To develop and maintain support structures for the delivery of cross-country ski programs (recreational through to competitive) to a broad cross section of the community. CCBC Mandate is to provide provincial programming for the continuous development of cross-country skiing, from the introductory experience to national excellence, for participants of all ages and abilities, fostering the principles of ethical conduct and fair play. NPNC works closely with **CCBC**, to ensure we have parallel athlete development, follow proper policies and to learn/adopt best practices.

Our community, NPNC is situated in Electoral Area G in the Regional District of Okanagan Similkameen. This area is known for the longest ski season (November to April). Mild winter months and an abundance of snow. We are blessed to have Apex Mountain as our neighbor. In proximity is Penticton, a municipality with a population of 33,761 (Canada Census 2016) and a hub plus city for 150,000 + in the region. The median age is 52.8 and the largest population is in the 55 – 59 age group. Recently, Penticton was selected among the top places to visit in Canada. These demographics provide perfect candidates for cross country ski and snowshoe visitors.

NPNC respectfully acknowledges that NPNC is located on the traditional and unceded territory of the Syilx Okanagan people. We work closely to foster partnerships and offer programs for families and youth of the PIB, OIB, Lower and Upper Similkameen first nations. NPNC provides FREE access to the ski and snowshoe trails.

British Columbia is the first province in Canada to start implementing legislation aligned with the UNDRIP, passing the BC Declaration on the Rights of Indigenous People’s Act on November 28, 2019. Free, Prior and Informed Consent (FPIC) is a specific right that pertains to indigenous peoples and is recognised in the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP). The legislation requires that Indigenous peoples are included in all decision making that impacts their rights.

NPNC decision making will be guided by UNDRIP and FPIC, by engaging and consulting with Sylix Okanagan people on any projects that may affect them or their territories.



NPNC has a valued partnership with Spirit North. Spirit North empowers Indigenous youth to be unstoppable in sport, school and life. Through the transformative power of sport and play, youth find the courage to take on any challenge, develop leadership skills, improve their health and wellness, discover new talents and unlock their limitless potential.

We liaise with both School District 67 and 53 to provide nordic ski programs for over 2500 students. NPNC maintains strong relationships with other valley Nordic clubs including Telemark, Sovereign and even discounts on day passes at Caledonia and Overlander. Our alpine neighbor Apex Mountain. These relationships are valued and enable us to share best practices and ensure programming and hosting of events are available for participants in the South Okanagan. Apex Mountain has been very cooperative in sharing staff to assist with grooming.

We also have created a Sponsorship Package with the intent on securing sponsors for various programs and projects. Revenue is further generated by donations, grants and other fundraising initiatives.

NPNC witnessed tremendous growth in membership and users over the last five years. According to the 2020-21 Cross Country BC (CCBC) survey, the sport has received more attention this past year than one could ever have dreamed of with membership in clubs up 50%. In BC (some clubs MUCH more) and day-passes/rentals/lessons have seen similar growth at many clubs. So far 21% are first-time members, 8% are day-pass visitors, and 11% are infrequent/sometimes members. Only 4% are snowshoers, of those snowshoers, two thirds of them would like to try/get into skiing.

Survey results specific to NPNC (n=127 responses):

- Age of respondents

46	60 plus years
54	40 - 59 years
27	20 – 39 years

- Activity choice

72	classic ski
26	classic and skate
21	skate
7	snowshoe

- Number of days

28	1- 5 days
25	6 - 10 days
46	11 – 20 days
26	20 plus days

- Membership Cost

10	don't know
3	insanely cheap
49	great
55	about right
6	pricey

- Membership Next Year 63 for sure
 41 probably
 13 likely not

- Community Awareness 6 most folks don't know
 54 maybe but never experienced
 44 reasonable amount have experienced
 23 well known

- Volunteer Opportunity 23 not aware
 23 not very aware – like to learn more
 43 somewhat
 38 fairly aware

- Social Activities 21 nope
 65 maybe
 23 yes
 18 yes – more activities

What can NPNC learn from the above survey responses? There appears to be a desire for more social activities, better awareness of volunteer activities and a need to focus on more community awareness for Nickel Plate, the hidden gem. How do we retain the membership? Good news, most believed that the membership cost was about right or great and the majority had intentions to purchase a membership the following year.

5. NPNC STRATEGIC PLAN

Despite the 2020-2021 season being marred by a pandemic and travel restrictions, Nickel Plate boasted 740 seasonal members and over 4,000 day user visits. Many of our visitors last year were local to the south Okanagan, but in past seasons the club attracted hundreds of guests from the lower mainland, Alberta, Washington, and even from Europe.

The table below outlines the development process for NP's Strategic Plan.

August 2020	Board begins process – review of past NP plans and other nordic centre plans
March 2021	Board reviews vision, purpose, conducts a SWOT and proposes strategic objectives and measures. Refer to Appendix A.
April 2021	Draft document is distributed to membership for feedback. Feedback closed on June 30.
July 2021	Board reviews membership feedback and edits plan.

November 2021	2 nd Draft of strategic plan is developed and circulated to membership.
December 2021	Highlight Plan at AGM and begin implementation.

We heard insightful feedback (n=17 responses) from the membership on the first draft of the Strategic Plan.

- Volunteer recruitment was essential, important to have a Volunteer Coordinator.
- Transportation to Nickel Plate (bus service).
- More social events and possibly host a Race or Loppet.
- Ski camps for the youth over Christmas and at Spring Break.
- Attention to grooming.
- Recognition and response to climate change.
- Further involvement to protect from forestry and other resource extraction activity.
- Stewardship of the land and forest management.
- Better signage on all trails.
- Formalize the collection of feedback from members, program participants and day users.
- Focus on the LOO/Lease with provincial government.
- Foster and value partnership with Spirit North.
- Work with indigenous governments to define and put in place “UNDRIP legislation compliance” processes, procedures and agreements that enable long term viability and growth of the club.
- Explore partnerships with Apex Mountain.
- More retail opportunities (Nordic equipment, apparel, wax, etc.)
- Parking lot – snow clearing.



The above suggestions from the membership align with the SWOT analysis that was completed by the Board in March (refer to Appendix A).

The plan provides leadership, direction, and opportunities for NPNC to create community connections and partnerships. It is intended to be a living document that will be continuously reviewed and evolve as the club grows and develops programs and services. The five cornerstones of the plan are anchored by strategic objectives and measures: programs and services; facility and trails; governance and finance; operations and marketing and partnerships. The strategic objectives are detailed expressions of what we will achieve. The strategic measures are framed as SMART goals that are measurable, achievable, relevant and based on a timeline.

The plan also aligns to the Canadian Sport for Life model and the strategic priorities promoted by CCBC and NC.

6. STRATEGIC OUTCOMES

NPNC is committed to high quality programs and services for all ages and abilities led by qualified leaders. Our intent is to improve instruction and enjoyment aspects of all programs. Develop purposeful links between programs – SDP, Track Attack, Racers, Recreation and Masters Programs. Explore ways to increase value of membership – host races, loppets and social events.

The organization will provide facilities and trails that are maintained to the highest standards, ensuring quality experiences for all customers. The Board and membership are committed to safe and maintained trails and facilities. A high priority on quality grooming of ski trails and better signage on both ski and snowshoe trails. The Board is currently involved in obtaining a facility site plan and investigating the procurement of a LOO or Lease with the province to replace the current agreement. This will enable the organization to invest in both facility and trail developments and upgrades.

An effective Board guided by a strategic plan, policies, fiscal responsibility and risk management. Maintain and regularly update policies, procedures and risk register. NPNC is committed to fiscal stability through transparent financial processes following accepted accounting principles. Value a balanced budget and have some restricted funds. We have developed a sponsorship package, have applied and secured grants, seek donations and welcome members to offer other fundraising ideas.

Operations will be efficient and growth inspired, managed with integrity to ensure the highest quality product for the customer. Provide a service level for members and day users that entices return visits and praise. NPNC staff are provided industry competitive wages, training and supported in an inclusive and positive environment. NPNC as a not for profit, values the role of the volunteer and we have set a high priority on the development of a volunteer recruitment and management system.

NPNC will maintain a positive community presence and a mutually beneficial strategic partnership with organizations that help NP fulfill its' vision. NPNC values digital marketing: redesigned the website, posting on Facebook and Instagram, monthly e-newsletter, ads in Apex Matters and working with Visit Penticton to promote NPNC. We value existing partnership in the community and are attracting new relationships.



7. AT A GLANCE (OBJECTIVES AND MEASURES)

The Strategic Plan is a living document that will be reviewed and updated annually, taking into consideration emerging trends, mitigating risks and capturing opportunities. The Board is open to constructive feedback and ideas from the membership and users. The current plan has five Outcomes, thirty two Objectives and forty seven Measures.

To explore the details of the Strategic Plan please refer to **Appendix B – Plan at a Glance** and **Appendix C – Strategic Plan Timeline**. These documents guide the Board and are an agenda item for the monthly Board Meetings. We are continuously reviewing, adjusting priorities and commitments.

We also value and welcome membership feedback and encourage members to get involved with NPNC by volunteering or on a committee.

The Board values feedback and welcomes comments and suggestions. Together we can build NPNC into a destination of choice in the South Okanagan – Similkameen!

SWOT Analysis - Nickel Plate

<p>Strengths</p> <p>S</p>	<p>Weaknesses</p> <p>W</p>
<p>Length of Season Snow quantity/quality Trails & Terrain Size/quality of rental fleet New grooming machine Staff and staff development Lessons & programs Lack of competition</p>	<p>Distance/road from town Facilities (water/septic/kitchen/woodshed) Aging demographic School Program Lack of integration between programs</p>
<p>Opportunities</p> <p>O</p>	<p>Threats</p> <p>T</p>
<p>Concession/Retail Tourism Values Economic Value Apex Relationship Community Events Transportation Fundraising Relationships w sports/communities K-9 Trail</p>	<p>Wildfire Logging Competition from Telemark Climate Change Snowmobiling NP-Hedley Road?</p>

APPENDIX B – PLAN AT A GLANCE

NP - Strategic Plan 2021-2026				
Vision - To elevate the awareness of Nordic Skiing and Snowshoeing in the South Okanagan/Similkameen and be the destination of choice.				
Purpose - To promote active, healthy lifestyles in the SOS region by maintaining and developing an affordable facility that is inclusive of all ages and abilities.				
STRATEGIC OUTCOMES				
Programs and Services	Facility and Trails	Governance and Finance	Operations	Marketing and Partnerships
High quality programs for all ages and abilities led by qualified leaders.	Facilities and trails that are maintained to the highest attainable standards, ensuring quality experiences for our customers.	An effective Board guided by a strategic plan, policies, fiscal responsibility and risk management.	Efficient and growth-inspired operations managed with integrity to ensure the highest quality product for the customer.	NP has a positive community presence and mutually beneficial strategic partnerships with organizations that help NP fulfill its vision.
STRATEGIC OBJECTIVES (by 2026)				
<ul style="list-style-type: none"> Improve instructional and enjoyment aspects of all programs. Explore ways to increase value of membership. Increase club visibility through holding events (races, socials, community). Transportation option from Penticton to NP. Grow purposeful linkages between programs. Increase program participation. 	<ul style="list-style-type: none"> Obtain sustainable land tenure model. Continuously improve trail infrastructure. Improve facility infrastructure. Develop facilities site plan. Develop risk management plan. Explore trail lighting. Ensure grooming equipment is as modern as possible. Safe and well maintained trails and facilities. 	<ul style="list-style-type: none"> In good standing with BC Societies and CRA. Defined roles for Board members. Maintain 5 year strategic plan. Maintain policies, procedures and risk register. Fiscal stability through transparent financial processes following accepted accounting principles. Defined fundraising initiatives. 	<ul style="list-style-type: none"> Staff are trained and supported with ongoing professional development. Become an employer of choice in the industry. Well maintained and current rental equipment. Provide a service level for day users that entices return visits. Improve revenue streams through increased services. Volunteer recruitment, retention and recognition program. 	<ul style="list-style-type: none"> Engaging and profile-raising communications across multiple channels. Maintain positive stakeholder relationships. Stay top-of-mind Enhance industry relationships. Formulate a tourism strategy.

Strategic Measures				
<ul style="list-style-type: none"> Certified instructors for all programs. Host NCCP and CANSI courses annually. Survey all program participants. Develop additional benefits for members. Host a race and loppet. Host 1 or 2 social events. Obtain quotes for providing transportation to/from NP. Spirit North - maintain existing and explore new programs.. Develop Sport School link with Pacific Sport Okanagan and Penticton Sport School. Provide March Break Camps for students. Accommodate all interested in SDP (no waitlists). increase Jr Racers to 15 members. implement Master's racing program. Provide recreational programs such as Masters and 5-week courses. 	<ul style="list-style-type: none"> LOO/Lease with province to replace current agreement 2021. Annually upgrading 2 trail beds and geographic obstacles. Complete signage project. Groomer replacement strategy. Explore cost and development of lite trails. Complete facility site plan 2021. Develop facilities upgrade strategy 2022. Parking lot - snow removal and power, increase size. 	<ul style="list-style-type: none"> Develop and adhere to checklist for filings. Update board policies and procedures by 2022. Schedule quarterly Strat Plan reviews in monthly agendas and add to above checklist. Schedule reviews of policies; add to above checklist. Ensure balanced budgets. Ensure \$35,000 annually restricted funds for machine replacement. Develop fundraising strategy based on proven industry successes by 2022. 	<ul style="list-style-type: none"> Regular on snow training for instructors. Create opportunities for training if not provided by the industry. Ensure we offer leading wages, benefits (discounts, etc) and training; maintain culture of inclusion and positivity; Survey staff annually. Maintain replacement strategy for rental equipment. Expand point-of-purchase retail items to \$5000 by 2024. Develop strategy for volunteer management. 	<ul style="list-style-type: none"> Monthly newsletters. Designate volunteer for social media to do twice weekly social media posts. Post-AGM update stakeholders with board/manager contacts. Foster new partnerships with community orgs and honor existing relationships (Apex, Spirit North, Tourism, etc.) Develop partnerships with 3 local merchants by 2023. Refine sponsorship package Develop tourism strategy/packages by 2022.

APPENDIX C – STRATEGIC PLAN TIMELINE

Outcome	Objective	Measure	Year	Role
Program and Services				
High quality programs for all ages and abilities led by qualified leaders.	Improve instructional and enjoyment aspects of all programs.	Certified instructors for all programs.	2021-26	GM
		Host NCCP and CANSI courses annually.	2021-26	GM/PD
	Explore ways to increase value of membership.	Survey all program participants.	2021-26	PD
		Develop additional benefits for members.	2022-23	Communication Cmttee
	Increase club visibility through holding events (races, socials, community).	Host a race and a loppet.	2021-23	Race Cmttee
		Host 1 or 2 social events.	2021-22	Social Cmttee
	Grow purposeful linkages between programs.	Renew school program	2021-22	GM/PD
		Develop Sport School link with Pacific Sport Okanagan and Penticton Sport School.	2022-23	PD
		Implement Master's racing program.	2021-22	PD
		Provide recreational programs such as Masters and 5-week courses.	2022-23	PD
	Increase program participation.	Increase NP Racers to 15 members.	2022-23	PD
		Accommodate all interested in SDP (no waitlists).	2022-23	PD
		Offer Track Attack program for the youth (addresses gap from SDP to NP Racers).		PD
		Spirit North - maintain existing and explore new programs.	2022-23	GM
		March break camp for schools.	2022-23	GM/PD
	Transportation option from Penticton to NP.	Obtain quotes for transportation to/from NPNC.	2021-22	Fundraising Cmttee
	Investigate a van for NP Racers.	Sponsor or lease a van for the NP Racers to access training and races.		PD

Outcome	Objective	Measure	Year	Role	
Facility and Trails					
Facilities and trails that are maintained to the highest attainable standards, ensuring quality experiences for our customers	Obtain sustainable land tenure model.	Obtain LOO/Lease with province to replace current agreement.	2021-22	Facility Cmtee	
	Develop facilities site plan.	Complete facility site plan	2021-22	Facility Cmtee	
	Improve facility infrastructure.	Develop facilities upgrade strategy.	2022-23	Facility Cmtee	
	Intrim plan for wood shed/machine shop.	Build new wood shed.	2021-22	Facility Cmtee	
	Continuously improve trail infrastructure.	Annually upgrading 2 trail beds and geographic obstacles.	2021-26	Trail Cmtee	
	Conduct an audit of trails to determine inventory (racing, recreation) and priority for upgrading and development.	Form a Trail Cmtee to conduct audit and prioritize trail upgrades and development.		Trail Cmtee	
		Complete signage project.	2021-22	Trail Cmtee	
	Explore trail lighting.	Explore cost and development of lights for teaching grid.	2022-23	Trail Cmtee	
		Equipment strategy.	Asset strategy.		Equipment Cmtee
		Facilities, trails and equipment are safe and well maintained.		2021-22	Facility and Trail Cmtee
	Improve showshoe trail system.	Snowshoe trail (sub cmtee Trail)	2021-22	Trail Cmtee	
	Develop plan for parking lot.	Parking lot - snow removal, power and size.	2022-23		

Outcome	Objective	Measure	Year	Role
Governance and Finance				
An effective Board guided by a strategic plan, policies, fiscal responsibility and risk management.	In good standing with BC Societies and CRA.	Develop and adhere to checklist for filings.	2021-26	Gov Cmtee
	Complete, maintain and evaluate annually strategic plan.	Schedule quarterly Strat Plan reviews in monthly agendas and add to above checklist.	2021-26	Gov Cmtee
	Respond to membership feedback.	Conduct and/or review annual survey with membership and users re. priorities for NPNC.	2021-26	Gov Cmtee
	Define roles for Board members.	Update board roles, policies and procedures.	2022-23	Gov Cmtee
	Develop, update and maintain policies and procedures.	Schedule reviews of policies; add to above checklist.	2022-26	Gov Cmtee
	Complete a risk assessment (as per CPA resources),	Identify and manage risks.	2021-2026	Gov Cmtee
	Fiscal stability through transparent financial processes following accepted accounting principles.	Ensure balanced budgets.	2021-26	Gov Cmtee
	Prudent reserves for ongoing operations.	Ensure sufficient and restricted funds as per asset plan.	2021-23	Gov Cmtee
	Defined fundraising initiatives.	Develop fundraising strategy based on proven strategies.	2022 -23	Fundraising Cmtee
	Logging, climate change, fire smart			

Outcome	Objective	Measure	Year	Role
Operations				
Efficient and growth-inspired operations managed with integrity to ensure the highest quality product for the customer.	Staff are trained and supported with ongoing professional development.	Regular on snow training for instructors.	2021-26	GM
	Become an employer of choice in the industry.	Create opportunities for training if not provided by the industry.	2021-26	GM
		Survey staff annually.	2021-26	GM
		Ensure we offer leading wages, benefits (discounts, etc) and training; maintain culture of inclusion and positivity;	2021-26	GM
	Well maintained and current rental equipment.	Maintain replacement strategy for rental ski and snowshoe equipment.	2021-26	GM
	Provide a service level for day users that entices return visits.	Monitor customer feedback (google analytics, square one...).	2021-26	GM
	Improve revenue streams through increased services.	Expand point-of-purchase retail items to \$5000.	2021-22	Gov Cmttee
	Volunteer recruitment, retention and recognition program.	Develop and implement strategy for volunteer management.	2022-26	Volunteer Coord
	Compliance of operations with government partners.	Follow WCB, Interior Health, BCRTS, RDOS standards and guidelines.	2021-26	GM

Outcome	Objective	Measure	Year	Role
Marketing and Partnerships				
NP has a positive community presence and mutually beneficial strategic partnerships with organizations that help NP fulfil it's vision.	Engaging and profile raising communications across multiple channels.	Monthly newsletters.	2021-22	Communication Cmtte
	Complete the Tourism Digital Academy workshop (10 classes and assignments).	Digital strategy.	2021	Communication Cmtte
	Maintain positive stakeholders relationships.	Designate volunteer for social media to do twice weekly posts (facebook, instagram, tweeter, etc).	2021-22	Communication Cmtte
		Post AGM update stakeholders with board/manager contacts.	2021-22	Board
	Enhance industry relationships.	Develop partnerships with 3 local merchants.	2021-22	Fundraising Cmtte
	Sponsorship package	Update and maintain	2022-23	Fundraising Cmtte
	Formulate a tourism strategy.	Develop tourism strategy/packages for NP and local proprietors (Apex Mtn, hotels, winery, brewery, etc).	2022-23	GM/Shona
	Develop a Digital Listing for Travel Penticton website to promote xc ski and snowshoe to locals and visitors to SOS.	Post the Winter Package on Travel Penticton website.		GM/President
	Purposeful outreach with Indian Bands (PIB, OIB, Lower and Upper Similkameen).	Spirit North and school program.	2022-23	Pres/GM



tranquillity awaits

It's more than just good snow!

