

Caledonia Nordic Ski Club Strategic Priorities 2023-2028



CNSC Strategic Planning Overview

- The purpose of our strategic planning exercise was to provide structure and clarity on where the club should be focused, ensuring we are meeting the needs of our members, and our community.
- This process is intended to help create the framework that will support the General Manager in their role leading club operations, support the board in leading the CNSC organization, and provide a vision that will inform members on how the club is creating value for them.

Mission – Vision - Values

Mission

Caledonia Nordic Ski Club is a vibrant and positive community that inspires Nordic Sport and active recreational opportunities for life.

Vision

Caledonia Nordic Ski Club is an inspiring community leader that collaborates to offer world class Nordic Sport and recreational experiences in all seasons.

Values

Community – Accountable - Collaborative – Service Oriented - Family

Values explained

Core Values

OUR VALUE STATEMENTS

Our values reflect the way in which we will conduct our business operations. Our core values are present and considered as a part of every decision that is made by a staff member or volunteer on a daily basis.

Caledonia Nordic Ski Club's values can best be expressed in the following value statements:



Community - Creating a happy environment and atmosphere that promotes Sport for Life



Service Oriented - We lead and support our community with passion and integrity



Accountable - We are open and transparent about what, how and why we operate



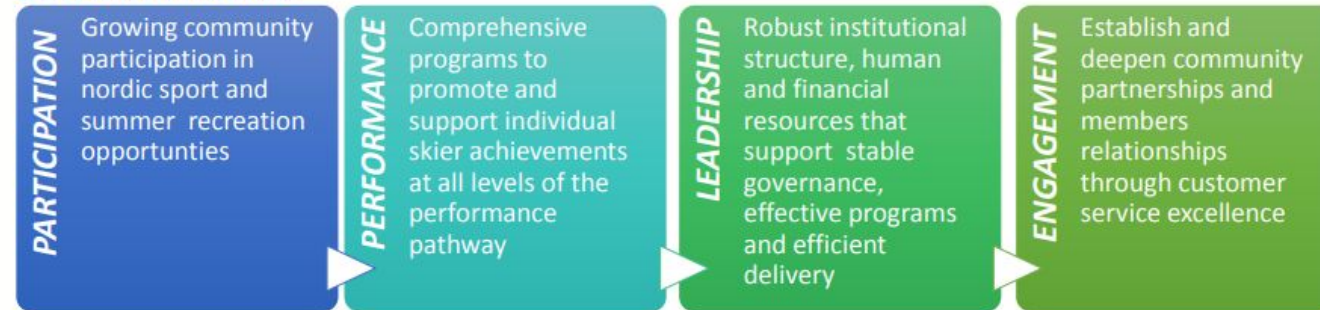
Family - Our club fosters togetherness through the appreciation of nature and love for Nordic sport and summer recreational activities.



Collaborative - We work with our members and partner with key stakeholders to enhance our programs, services and facilities

Building on previous planning

OUR PLAN AT A GLANCE



AREAS OF EMPHASIS

School Groups
Recreational Programs
Other Nordic recreation activities
Summer recreation activities

Skier Development
Coaching Development
Officials Development
Event Hosting

Financial Sustainability
Governance
Operations
Volunteerism

Facilities
Events & Activities
Community Partnerships
Member Relations

By 2020 THE CALEDONIA NORDIC SKI CLUB

- is supported by strong financial practices and a budget that balances the need to invest wisely in the long term financial stability of the club with annual expenditures that enhance the quality of the club member and community experiences
- is a valued community partner
- is supporting year round Nordic sport and summer recreational activities
- has a growing membership which is anchored by an outstanding customer service action plan; that engages club and community members and allows partnerships to flourish
- has developed an event hosting plan that compliments participant goals and provides a performance pathway for athletes

Building On Past Success

- Our rich history and tradition of Nordic Sport spans from the 1950's as the Sons of Norway and Hickory Wing Ski clubs. In 1987, the Caledonia Nordic Ski Club was formed.
- CNSC is a member of Cross Country BC, Cross Country Canada, Biathlon Canada, and is our regional Nordic Sport Center.
- The last 10 years has given us much to celebrate and build upon.

Building On Past Success

- World class events on an international stage
- Growing membership
- Recognition of excellence at our club
- Extensive community support including NDIT and the City of Prince George
- Programs supporting skiers, coaches and officials to succeed at world class events
- Ongoing growth and development of our facilities and trails
- Dedicated staff and volunteers supporting membership with programs year round

Strategic Priority #1:

Improve year-round recreational membership value and experience

Why?

Our recreational members are the backbone of our club and enjoy our facility year-round. We want to ensure we offer phenomenal value, a phenomenal experience, and can celebrate being a full-service family facility.

How?

Develop a multiyear plan to:

- continue to improve year-round recreational use and a focus on what members deem valuable.
- set specific, measurable, attainable and time bound goals to support this priority.
- ongoing review of progress.
- support the General Manager in advancing the club's operations to support this priority.
- survey members annually.



Strategic Priority #2:

Otway is recognized as a destination and sustainable year-round Nordic Centre

Why?

We help fulfill our Vision, “Caledonia Nordic Ski Club is an inspiring community leader that collaborates to offer world class Nordic Sport and recreational experiences in all seasons” when we have robust year-round Nordic Centre. Currently our Nordic Sport use is primarily during the winter months. We believe there is a need for a year-round Nordic Center in Northern BC, and we want to fill that need. Having a world class facility that can host both summer and winter events can help us be recognized as a national high performance Nordic Sport Centre.

How?

Develop a multiyear plan to:

- host winter and summer Nordic events that excite our community, putting us on the national map.
- set specific, measurable, attainable and timebound goals to support this priority.
- ongoing review of progress.
- support the General Manager in advancing the club’s operations to support this priority.
- survey members annually.



Strategic Priority #3:

CNSC has a trail system that supports diverse recreational experiences

Why?

To ensure safe year-round enjoyment of our trails, we will ensure we have well maintained trail system that is easily accessed and understood to maximize their use by our members and our community.

How?

Develop a multiyear plan to:

- support a trails committee in helping us best manage, evolve and maintain our trail network.
- set specific, measurable, attainable and timebound goals to support this priority.
- ongoing review of progress.
- support the General Manager in advancing the club's operations to support this priority.
- survey members annually.



Strategic Priority #4:

Grow enrollment in facilitated programs, including Para Nordic

Why?

We know that when our members are enrolled in facilitated programs, they see benefits in health and performance. We believe offering more diversity in our program offerings, including Para Nordic, will make us better. We aim to have more offerings with clear pathways for members, and our community, to be able to participate and excel in our programs.

How?

Develop a multiyear plan to:

- collaboratively work to diversify program offerings while growing participation.
- set specific, measurable, attainable and timebound goals to support this priority.
- ongoing review of progress.
- support the General Manager in advancing the club's operations to support this priority.
- survey members annually.



Strategic Priority #5:

CNSC has a new purpose built lodge

Why?

Our current facilities lack some space the club needs, and some of the amenity's members and visitors are looking for. Having a new purpose built lodge would provide the opportunity to gather during events, enjoy food services, and share time with friends. This would also help us lower costs while hosting events and provide a new revenue stream to the club.

How?

Develop a multiyear plan to:

- develop a comprehensive, budget conscious, path that will result in building a new space
- set specific, measurable, attainable and timebound goals to support this priority.
- ongoing review of progress.
- support the General Manager in advancing the club's operations to support this priority.
- survey members annually.



Strategic Priority #6:

CNSC will have an Integrated Communications and Engagement plan

Why?

We want to improve our Club communications to members and our community. Having a structured plan that supports staff in communicating and engaging stakeholders will help the club both effectively communicate and solicit relevant feedback.

How?

Develop a plan to:

- structure an integrated club communication and engagement plan.
- set specific, measurable, attainable and timebound goals to support this priority.
- support the General Manager in advancing the club's operations to support this priority.
- survey members annually.



Strategic Priority #7:

Improve governance throughout CNSC

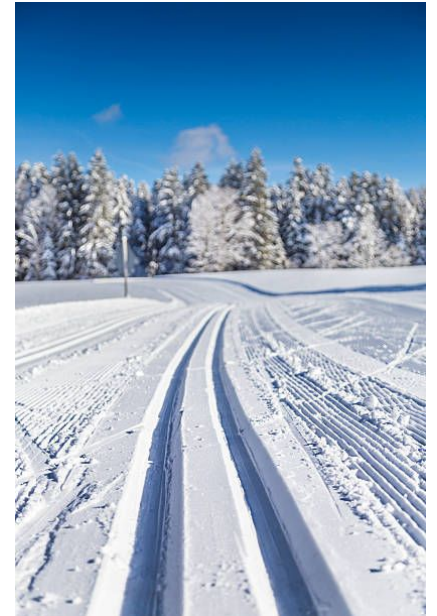
Why?

To achieve excellence in our governance as we work to best deliver effective policy and process. This will include clarifying the division of work between staff and the board, onboarding new members, recruitment and onboarding new board candidates, succession planning, supporting committee work, and developing accessible paths for members to productively assist in supporting the club.

How?

Develop a plan to:

- establish a governance committee to assess and work to improve governance.
- help establish and sustain committees on trails, programs, finance, nominations and others as required.
- certify our governance by an external organization that recognizes excellence in governance practices.
- set specific, measurable, attainable and timebound goals to support this priority.
- survey members annually.



Strategic Priority #8:

Stewardship of our land tenure

Why?

We believe future members should have the same opportunity to enjoy our facility, so we will work to support a sustainable facility, enabling sport for life.

How?

Develop a multiyear plan to:

- engage members, stakeholders and our community at large to help us focus on sustainable operations within the context of our land use planning, membership needs, our operations and local development.
- set specific, measurable, attainable and timebound goals to support this priority.
- support the General Manager in advancing the club's operations to support this priority.
- ongoing review of progress.
- survey members annually.

