



# Nelson Nordic Ski Club Strategic Plan 2016-2021

## *Mission Statement*

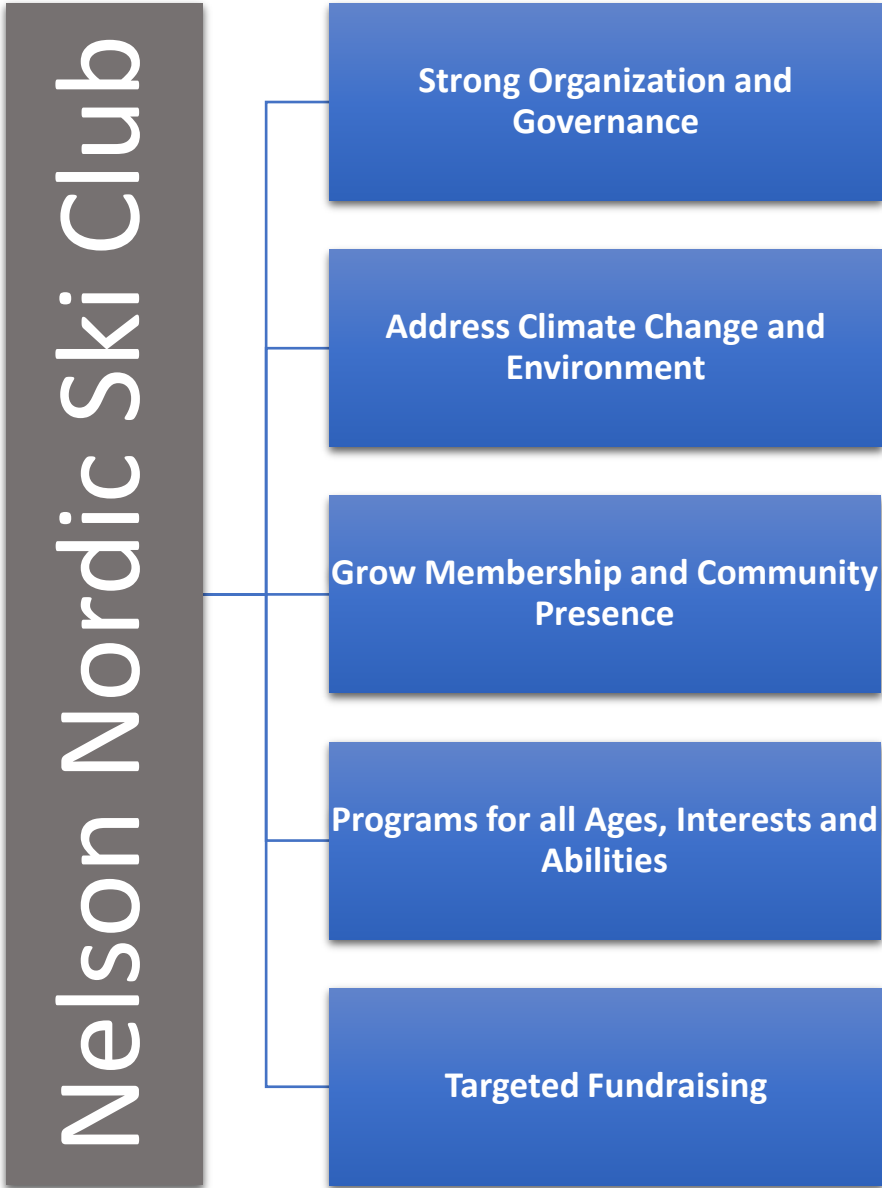
“ The NNSC shall provide healthy, family-oriented, quality, community-responsive cross country ski facilities, trails and programs that can be enjoyed by skiers of all ages and all levels regardless of their abilities. The Club shall be especially responsive to environmental considerations. ”

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## Overview of Strategic Themes for 2017-2021





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## Introduction

This plan documents the strategic themes and objectives identified by Nelson Nordic Ski Club’s (NNSC) Board of Directors in fall 2016. The development of this plan was informed by the following resources and inputs:

- Completion of an organizational assessment under Columbia Basin Trust’s Non-Profit Advisors Program (March 2016)
- NNSC’s 2007 strategic plan (updated in February 2016)
- NNSC Board of Directors and Operations Manager survey (October 2016)
- Survey of NNSC members (September 2016)
- Nelson Community Profile (Rural Development Institute, 2015)
- Columbia Basin Population Trends (Rural Development Institute, 2016)
- Snowpack Trends in the Basin-Boundary Region (Rural Development Institute, 2016)
- From Dialogue to Action: Climate Changes, Impacts and Adaption in the Columbia Basin (Columbia Basin Trust, 2013)
- Assessment of Climate Change Impacts on Skiing Viability (Larch Hills Nordic Ski Club, 2016)
- BC Cross Country Trends (Cross Country BC, 2016)

This plan is intended as a living plan that will be reviewed and updated annually to reflect progress on strategic objectives, identify further actions, and incorporate any new priorities that have emerged. The plan is organized into five strategic themes (see p.2).



### A Brief Club History

The Nelson Nordic Ski Club began in 1979, setting tracks on the Nelson golf course and, later, in cooperation with the BC Forest Service, on the old Clearwater Road. In 1983 a non-profit society called the Kokanee Nordic Ski Society was founded with approximately 50 members (it became Nelson Nordic Ski Club in 1986). Trails were developed on Crown and private land with the support of provincial grants and volunteer efforts. Tracks were initially set by the BC Forest Service and this function was eventually taken over by the club. Since 1992 the club has offered approximately 25 km of tracks set for classic and skate skiing, including a 1.3 km lighted trail for night skiing. Over the last decade the Club has had a relatively stable membership around 750 members, while experiencing a steady annual increase in day pass sales. NNSC's 2007 Strategic Plan (as updated in February 2016) provides a good overview of the club's current site, facilities, trails, equipment, organization, staff and programming.

## Environmental Scan Highlights

### Local Demographics

Nelson was the fastest growing centre in the Basin-Boundary region from 2011-2015, with a population increase of four percent. Population in 2014 was 10,532. Projections to 2035 suggest a further four percent growth. Relative to other communities in the region, Nelson has a proportionately larger population of youth and young adults (15-24) in relation to adults (ages 25-64) and seniors (65+).

### Cross-Country BC

Data from Cross-Country BC (CCBC) shows steady growth of the sport in BC beginning in 1988, with a slight downturn since 2014. The sport has a unique age distribution, with the largest peak in participation at ages 8-10, followed by a secondary peak between ages 42-57. CCBC data shows that early registration incentives are effective: seven clubs set membership records in 2015/16, and another seven clubs were just a few members shy of setting new records. Several clubs have been very successful (and innovative) in their fundraising, and CCBC now offers a document that brings together tips and best practices. Increased attention on athlete development and racing has been identified as a key driver in the growth and development of Nordic ski clubs across BC, which also brings benefits to recreational members and communities at large.



### Climate Change

Average annual temperatures in the Columbia Basin have increased from 0.7 to 1.7°C over the last hundred years, and are currently forecast to increase another 2 to 4 degrees by the end of the century. Average annual snowpack, once adjusted to reflect major climate modes such as El Nino, has declined from five to six percent since the 1950s, and the proportion of winter precipitation falling as rain is increasing at lower elevations. The amount of winter precipitation is forecast to increase, and it is possible that sites at higher elevations will experience more snow in the coming decades. These projected changes have implication for the long-term viability of NNSC’s current location.

### Strong Organization and Governance

Objectives
◇ Systematically build Board knowledge, capacity and expertise through strategic recruitment
◇ Spread the load: establish task groups / project groups to tackle new priorities
◇ Ensure Board & operational policies are complete and up to date
◇ Implement an annual budget planning process
◇ Establish a sustainable permanent coach position
◇ Staffing / human resources
◇ Facilitate Board communications
◇ Review and update Strategic Plan annually
◇ Complete transition to new Societies Act

NNSC’s Board is mature, capable, and practical, with good diversity in skills, interests and community connections. It also has a good mix of new and seasoned board members. Directors are elected annually at NNSC’s AGM. Core staff are knowledgeable and experienced, and most have been with the club for a number of years.

#### Systematically build Board knowledge, capacity and expertise through strategic recruitment

Recruitment of new Board members has been relatively ad hoc to date, and it is recognized that there is an opportunity to be more systematic and targeted in identifying individuals with specific expertise and skills relevant to new strategic themes and objectives. While identifying



new talent generally involves all Directors, it can be facilitated by a task group of two or three Directors taking the lead in identifying and meeting with new prospective Board members several months before the annual AGM. This could be supplemented by using Club communication channels to send out an annual call for new Board members outlining the skills/expertise being sought for the coming term. As of 2016, the Board is seeking the following additional expertise: policy writing, grant writing, marketing/communications, trails & terrain.

**ACTION 1:** Identify desired skills and expertise to complement the current NNSC Board and choose an approach to identifying and recruiting new Directors well in advance of the next AGM. To support greater Board continuity, consideration could be given to implementing two-year terms that are staggered so that only half the Board’s terms are up for renewal each year.

[Spread the load: establish board-led task groups / project groups to tackle new priorities](#)

It is not uncommon among non-profit boards for a small number of Directors to carry a large amount of the load. This can become particularly onerous when a club is also seeking to evolve and grow in new directions and can contribute to Director burnout and overwhelm. One way to spread the load is to break larger projects and objectives down into much more manageable and time-limited chunks (ideally no longer than six months) and establish small task groups to tackle these “chunks” on an iterative and stepwise basis, while providing some flexibility for task group members to step aside and new members to step in as one “chunk” is completed and another is initiated. This provides an opportunity to involve other members and volunteers in very focused and time-bound efforts, which can make volunteering more interesting/enticing, especially for those who wish to volunteer yet are unable to make longer-term commitments.

**ACTION 2:** Several task groups were set up at the October 2016 strategic planning session. Use the coming year to test the approach and determine whether it is working.

[Board & operational policies are complete and up to date](#)

It is good practice to review Board and significant operational policies every three to five years to ensure they continue to reflect current needs, laws (e.g. privacy, employment, etc.) and circumstances.

**ACTION 3:** Prepare a status report on NNSC’s existing policies. Use this report to decide which policies need attention first, and which ones are less urgent in terms of review and renewal.



### Implement a detailed annual budget planning process

The Board wishes to implement a more detailed annual budget planning process beginning with the 2016/2017 season. This is intended to provide more guidance for expenditures in key operational areas, e.g. coaching, equipment, school outreach, ticket booth, etc. The budget will address minimum and maximum hours for all operations contingent on weather and environmental conditions.

**ACTION 4:** Develop a detailed annual budget incorporating key cost centres by December 2016.

### Staffing / Human Resources

NNSC has enjoyed a strong and stable core staff for many years, and good relations between the Board and the club's operations manager. Building on this solid foundation, the Board has identified opportunities for refinements in its HR practices:

- ◇ Develop a staff bonus policy
- ◇ Host a Board-staff team-building / staff recognition event each year
- ◇ Invite key staff to board meetings from time to time to provide updates to the Board
- ◇ Establish a permanent part-time coaching position by 2018

**ACTION 5:** Confirm Board "champions" to take the lead on Staffing/HR action items.

### Facilitate Board Communications

It was noted that email communications within the Board, especially those concerning Board decisions and voting, may benefit from establishing basic norms and expectations around subject headers and response times. Interest was also expressed in setting up an online file-sharing system like Dropbox or Google Docs to facilitate sharing information and documents among Board members.

**ACTION 6:** Include email communications and file sharing as agenda items at a future meeting, and discuss/identify the preferred paths forward so that agreements around email communications are clear and simple to follow.

### Annual Review of Strategic Plan

This plan is intended to be a living document that guides the Club's efforts, and should therefore be updated annually to reflect progress, confirm or update priorities, and identify further actions to sustain progress towards key goals and objectives.



**ACTION 7:** Identify an appropriate time of year for conducting an annual review and update of this Strategic Plan.

**Complete Transition to New Societies Act**

Beginning Nov 1, 2016, non-profit societies in British Columbia will have two years to come into compliance with the new BC Societies Act. NNSC should assess whether it requires any bylaw changes under the new Act and present these at its 2017 AGM.

**ACTION 8:** Determine need for bylaw updates under new *BC Societies Act* and present them for adoption at the 2017 AGM. Review bylaws to determine if any other revisions are required at this time.

**Climate Change and Environmental Considerations**

Objectives
◇ Better usage of trails to sustain climate change
◇ Reduce impacts of climate change at current site
◇ Improve energy efficiency: LED lighting, building retrofits
◇ Assess feasibility of constructing a moveable / energy-efficient club house
◇ Improve relationship with local beaver population/water management
◇ Explore veggie-diesel fuel options for grooming equipment
◇ Work with logging company to redo Beaumont trail

Responsiveness to environmental considerations is a key part of NNSC’s mission statement and there is renewed interest within the Board to make strides in this area. As already stated in the Environmental Scan, the potential impacts of climate change on the club’s viability at its current location are a significant risk/concern and the Board recognizes the importance and timeliness of engaging outside expertise to assist in assessing the current situation and future options.

**Develop relocation plan for site with better snow security**

Recognizing that the current location is already experiencing some of the anticipated effects of climate change such as warmer winter temperatures and more winter precipitation falling as rain, the Board researched options for a new location that offers better snow security in a changing climate. A local expert in GIS/mapping, terrain analysis and climate change projections assisted the club in identifying promising locations. A local consortium had proposed a Nelson Gondola up Morning Mountain which had us looking at terrain in that area as well. Key





considerations included ease of access, security of land tenure, terrain and future climate projections. The club did not find another ideal location within 20 to 40 km of Nelson for 30-50 km of trails. The Board decided to remain in our current location, upgrade the trails to improve the accessibility of the Clearwater Trail as it has the highest elevation and provides the earliest and latest skiing possibilities in our ski season. The Board also decided to upgrade the trails, bridges and water management to allow for the safest and best possible grooming and skiing experience.



**9. ACTION:** The club hired Farm Gate and replaced bridges, moved bridges and resurfaced bridges to ensure safe trails for our skiers. Engineering reports were used to ensure work was done according to requirements. The club worked with Kalesnikoff to replace culverts and redirect water away from trails. The club will research the viability of a new lower grade access to the Clearwater Trail to allow for usage by skiers of all ages and abilities.

#### Reduce impacts of climate change at current site

Short-term measures to reduce impacts of climate change at NNSC's existing facility are largely limited to opening the canopy on existing trails to increase snow accumulation. [Some Nordic ski areas](#) have installed snow-making equipment, and [recent improvements to snow-making technology](#) mean that snow can be made at temperatures above freezing. Other options include snow storage and exploring new track-setting technology can set tracks with much less snow in situ than conventional technologies.

**10. ACTION:** Open canopy on existing trails.

#### Assess feasibility of constructing a moveable / energy-efficient club house

Given the longer-term goal of securing a new location with better snow security, the Club's membership has indicated (via 2016 member survey) that it would prefer to limit investment at the existing location. However, one option that may warrant further exploration is construction of a new energy-efficient club house that is designed in such a way that it could be relocated in the future with relative ease, if/when needed. A further design consideration is the opportunity to generate rental income in the off-season.

**11. ACTION:** Conduct preliminary research on design options for and feasibility of constructing a moveable / energy-efficient club house

#### Improve energy efficiency: LED lighting, building retrofits

The current lighting for the night-skiing loop uses conventional lighting technology. There is interest in exploring the cost-benefit of doing a conversion to LED lighting, recognizing that the lighting system could be moved to a new location in the future. In addition, the current club house is poorly insulated and could benefit from some basic energy efficiency improvements such as better insulation.

**12. ACTION:** Investigate the costs and feasibility of switching to LED lights and improving



insulation of the existing club house.

#### [Improve relationship with local beaver population/water management](#)

A portion of the club's trail system is located in prime beaver habitat, which creates a dynamic situation around water management and on-going maintenance/operational challenges.

**13. ACTION:** Research alternative and more adaptive approaches to the issues/challenges presented by the local beaver population.

#### [Explore veggie-diesel fuel options for grooming equipment](#)

The club has diesel-fueled grooming equipment, which makes it a candidate for using local biodiesel made from used vegetable oils.

**14. ACTION:** Determine if switching to biodiesel will be beneficial for the club.

#### [Assess support for discontinuing grooming of Beaumont trail](#)

The Board seeks a better understanding of how many club members and programs are using the Beaumont trail, and if the numbers are low, it proposes to discontinue grooming of this trail.

**15. ACTION:** Make an informed decision on whether to discontinue grooming of Beaumont.



## Grow Membership and Community Presence

Objectives
<b>Increase membership by five percent by 2018 (focusing on young adults and families)</b>
<b>Attract more students and young families</b>
<b>Explore partnerships/funding for grooming the Rail Trail</b>
<b>Improve club branding and visibility: logo / photo imagery / club jackets</b>
<b>Strengthen partnerships with local businesses</b>
<b>Continue incentives for early registration and promote online registration</b>
<b>Increase positive messaging</b>

Increasing membership, especially among young adults and families, has been identified as a significant priority that, if successful, will contribute to NNSC’s long-term sustainability. Many of the objectives under this strategic theme could be incorporated into an umbrella marketing and outreach plan. The need for such a plan could be considered during the annual review and update of the plan in 2017. The Board is well-positioned to coordinate and leverage the synergies between its efforts to grow membership, increase club visibility in the community and maintain a dynamic calendar of programs and events.

### Increase membership by five percent by 2018 (focusing on young adults and families)

NNSC’s numbers have been relatively static for the past five years while the population of Nelson has increased by about four to five per cent, which is viewed as an effective decline in the club’s numbers. While this trend has been offset somewhat by a steady increase in day pass sales, there is a strong desire to start actively increasing club membership, focusing on a younger demographic. Many of the actions identified in this plan will contribute to this larger objective.

Nelson’s population has a relatively higher proportion of students, young adults and young families than other comparable Kootenay communities, yet this is not reflected in the club’s demographics, where the majority of members are 40 years and older.

NNSC sees opportunities in reaching out specifically to attract Selkirk students and young adults and families, and has identified these populations as a priority for membership development over the next two to three years. It may take some trial and error to determine what is



attractive to these groups and what kinds of programs and experiences will be of greatest interest. One avenue is to offer an intro lesson with gear, which would require developing an inventory of rental skis or working out an intro-to-ski rental package with Gericks.

Another potential target group are individuals involved in “like-minded” sports who are looking for winter cross-training opportunities. Triathlon, road and mountain biking, rowing, standup paddle boarding, canoe/kayak and running are some of the obvious sports falling in this category.

**ACTION 16:** Strengthen NNSC marketing and community outreach strategies, and coordinate efforts between Board, programs task group and staff as needed to help NNSC programs and events get as much visibility as possible within the membership and in the community.

#### Improve club branding and visibility in the community

The Club has traditionally taken a low-key approach to its branding and community presence, which means there is unrealized potential and opportunity to make real inroads in this area. The club’s logo is seen as dated and due for an upgrade, and there is agreement that good photo imagery would help promote and raise the visibility of the sport locally. It was also noted that club jackets, uniforms, and racing development programs at other Nordic ski centres have been instrumental in building club pride and identity, as well as community visibility of Nordic skiing.

**17. ACTION:** Update or refresh the current club logo

**18. ACTION:** Obtain high quality photo imagery of Nordic skiing at the club for use in club communications, website, social media and community promotions.

**19. ACTION:** Investigate design and sales of racing outfits and club jackets and determine what approaches/bottom lines are needed to make this a viable project.

#### Explore partnerships/funding for grooming the Rail Trail

Grooming the Rail Trail is seen as a good way to increase the visibility and accessibility of Nordic skiing in the community. This option has been looked at in the past, and there is a sense that the current focus on enhancing recreation and trails infrastructure in the Columbia Basin may make this a timely opportunity to approach the Regional District for funding/support.

**20. ACTION:** Contact the Regional District’s parks and trails personnel to determine if there is funding/support for NNSC to groom the Rail Trail.



### Strengthen partnerships with local businesses

The Club has maintained good relationships with many local businesses who have donated materials and supplies, prizes, funds, etc. over the years. If the club proceeds with the development of racing outfits and jackets, there is a new opportunity for sponsorship by local businesses. There is also a desire to develop stronger relationships with Gericks' owner and staff around race sponsorships and making rentals available and affordable for low income families in the area, which could be offset in part by making day passes available to Gericks to give to its customers.

**21. ACTION:** Reach out to Gericks to see if they are receptive to working together more closely with the Club in growing the base of Nordic skiers in the area.

### Continue incentives for early registration and promote new online registration

Cross-Country BC is showing that clubs using incentives for early registration and online registration are seeing increased success in their fall membership drives. CCBC gives prizes for the clubs with the biggest annual membership increase relative to their size. NNSC introduced the online registration option this fall and was successful in engaging a number of local businesses to donate prizes for early registration draws.

**22. ACTION:** Monitor and evaluate the impact of offering online registration and early bird prizes.

### Increase positive messaging

To aid in building an even more positive presence among club members and the community at large, the Board supports the use of positive messaging by the Club and staff whenever possible and appropriate.



## Programs for all Ages, Interests, Levels and Abilities

Objectives	
◇	<b>Establish a programs and events task group</b>
◇	<b>Increase adult and masters' clinics/camps/series</b>
◇	<b>Support and encourage training for adult instructors and volunteer parent coaches</b>
◇	<b>Increase focus on youth racing development</b>
◇	<b>Add skate ski option for Jack Rabbits</b>
◇	<b>Pilot ski nights for Selkirk students</b>
◇	<b>Expansion of school outreach program</b>

Part of NNSC's mission is to offer healthy, quality, family-oriented and community-responsive programs for all ages, levels and abilities. This is a dynamic and continually evolving aspect of the Club's offerings.

### Establish a programs and events task group

The club's annual menu of programs and events can play an important role in attracting and engaging the club's membership *and* new members, both as participants and as volunteers. At the same time, there will always be a portion of club members whose interest and participation will be limited strictly to their personal/family skiing time. Hosting a broad menu of programs and events involves significant coordination and volunteer time, so it is advantageous to bring together a programs committee (or task group) each year in early fall to plan the club's annual program schedule, taking into consideration what members are asking for, what was successful v. not-so-successful the previous year, new ideas, volunteer needs, as well as any specific resource/sponsorship needs.

The following programs and events reflect areas that the Board wishes to place a greater focus on in 2016/17:

### Increase adult and masters' clinics/camps/series

- These programs could be offered more frequently - on weekday evenings and Saturdays, along with the occasional two-day camp.

### Support and encourage training for adult instructors and volunteer parent coaches

- Advertise these opportunities to members, along with the "rules" for reimbursement of course fees



#### Increase focus on youth racing development

- Explore/pilot hosting regular time trials throughout the season and continue with the annual Hill Climb and Kootenay Cup events

#### Add skate ski option for Jack Rabbits

- Pilot skate ski options for Jack Rabbits, and monitor overall uptake/support for this.

#### Pilot ski nights for Selkirk students

- This is about “testing the waters” to determine level of interest among Selkirk students

A number of other programs and events were identified during the strategic planning meeting:

- Youth fun ski program
- Ski the whole trail system (aka “Loppet Trainer”)
- Ladies nights
- Soup ski
- Valentine ski
- Family Day ski for free
- Moonlight ski
- Intro lessons with gear for young families
- Providing occasional day care options so that young parents can ski
- Intro lessons with gear for low income families
- Programs for para-nordic skiers

**ACTION 23:** Programs task group to spearhead development and delivery of the programs and events calendar for the 2016/17 season, recruiting additional volunteers to be part of the programs task group if/as needed.

#### Expansion of school outreach program

The existing school outreach program provides a valuable vehicle for school-aged youth to try cross-country skiing. It currently runs three days per week and there is some interest in extending this to 3.5 days per week, provided it doesn’t create conflicts with members and day users. There is also a desire to add a skate ski option to the school program in 2017/18, which will require funding to secure additional rental equipment.

**ACTION 24:** Assess support for expansion of the school outreach program and determine what additional resources would be required.





## Targeted Fundraising

### Objectives

- ◇ Establish a fundraising / grant writing task group
- ◇ Create an annual grant calendar and up to date “wish list”
- ◇ Set aside funds annually for relocation

Observing clubs with highly successful grant-writing strategies elsewhere in BC, the Board is keen to develop a more coordinated, systematic approach to its own fundraising and grant writing efforts. It also sees the need to be increasingly strategic in its fundraising and investments given the prospect of moving to a new location at some point in the future. Building a “nest-egg” to finance eventual relocation is a high priority.

### Establish a fundraising / grant writing task group

Grant writing for the club often falls onto the shoulders of one or two Board members, which is not seen as a sustainable approach, so there is interest in identifying one or two more volunteers with good grant writing skills to augment the club’s capacity to effectively plan for and complete grant applications to funding programs/sources. Consideration should also be given to whether this task group’s efforts should include local fundraising and sponsorships from local businesses.

**ACTION 25:** Put out a call to NNSC membership for individuals with grant writing skills and experience to be part of the grants task group. (limiting the commitment to four to six month terms might make this more palatable/attractive to members with these skills).

### Create an annual grant calendar and up to date “wish list”

Part of the work of the fundraising / grant writing task group will be to research and maintain a rolling calendar of relevant grant programs and streams, including application criteria, eligibility and deadlines, along with an up-to-date wish list of what the club needs. Cross-Country BC produced a fundraising guide earlier in 2016, based on the successes of the Snow Valley and Cariboo clubs, among others. This may be a useful resource for NNSC.

The October 2016 strategic planning session identified the following as a “start” for the club’s



granting/fundraising wish list:

- ◇ Skate skis for schools' programs and Jack Rabbits
- ◇ LED lighting retrofit for night-skiing loop
- ◇ Energy efficiency measures for existing clubhouse
- ◇ Intro programs for para-nordic skiers
- ◇ Intro programs for very low income families
- ◇ Climate change impacts and adaptation study

**ACTION 26:** Create grant calendar, wish list and obtain CCBC's fundraising guide (if not already in hand)

#### [Set aside funds annually for site relocation](#)

The Board would ideally like to set aside \$20-25k per year to provide core funds to support a relocation process that may occur between 2020 to 2025.

**ACTION 27:** Set aside at least \$20k per year for club relocation.



## Summary Table of Action Items

#	Description	Who	When	Notes/Comments
<b>Strong Organization and Governance</b>				
1	Identify desired skills and expertise to complement the current NNSC Board and choose an approach to identifying and recruiting new Directors well in advance of the next AGM. To support greater Board continuity, consideration could be given to implementing two-year terms that are staggered so that only half the Board's terms are up for renewal each year.	Board	Spring 2017	Moving to staggered two-year terms would require a revision to the club's bylaws.
2	Several task groups were set up at the October 2016 strategic planning session. Use the coming year to test the approach and determine whether it is working.	Board	Fall 2017	Evaluate how this approach is working in Fall 2017. Modify as needed.
3	Prepare a status report on NNSC's existing policies. Use that to decide which policies need attention first, and which ones are less urgent in terms of the need for review and renewal.	Chris and Erin	Spring 2017	
4	Develop a detailed annual budget incorporating key cost centres	Chris, Louise and Erin	Dec 2016	



#	Description	Who	When	Notes/Comments
5	Identify Board “champions” to take the lead on identified Staffing/HR actions.	Board	Dec 2016	See pp. 6 & 7 for list of actions
6	Include email communications and file sharing as agenda items at a future meeting, and discuss/identify the preferred paths forward so that agreements around email communications are clear and simple	Board		Check resource on Board communications provided by facilitator.
7	Identify an appropriate time of year for conducting an annual review and update of this Strategic Plan.	Board		September is suggested, so that updates and calls for volunteers can be communicated to members at AGM.
8	Determine need for bylaw updates under new BC Societies Act and present them for adoption at the 2017 AGM. Review bylaws to determine if any other revisions are required at this time.	Board		If there are any other bylaw revisions desired, add those in with Societies Act transition revisions at 2017 AGM.



Addressing Climate Change and Environment Considerations				
9	Engage local expertise in GIS/mapping, terrain analysis and climate change projections to assist the club in identifying promising locations, and obtain more information about the proposed gondola project. Aim for an initial report on site options in spring 2017.	Chris, Jakob, Leo and Louise	Spring 2017 for initial site options	The ideal scenario would see the Club prepared to choose a new location and having a transition plan in place by 2020. Determine if there is any applicable grant funding for a climate change assessment.
10	Open canopy on existing trails	TBD	TBD	
11	Conduct preliminary research on design options for and feasibility of constructing a moveable / energy-efficient club house	Jakob	Spring 2017	
12	Investigate the costs and feasibility of switching to LED lights and improving insulation of the existing club house.	Jakob and Leo	Spring 2017	Determine if there is any applicable grant funding
13	Research alternative and more adaptive approaches to the issues/challenges presented by the local beaver population.	Jakob and Leo	Spring 2017	
14	Determine if switching to biodiesel will be beneficial for the club.	Jakob and Leo	Spring 2017	
15	Make an informed decision on whether to discontinue grooming of Beaumont.	Board	Winter 2017	



Grow Membership and Community Presence				
16	Strengthen NNSC marketing and community outreach strategies, and coordinate efforts between Board, programs task group and staff as needed to help NNSC programs and events get as much member and community visibility as possible.	Erin	On-going	The desire is to start ASAP, recognizing this will be a work in progress for some time. Recruit one or two more Directors to support Erin with this?
17	Update or refresh the current club logo	TBD	TBD	These three items are closely connected with Action 15.
18	Obtain high quality photo imagery of Nordic skiing at the club for use in club communications, website, social media and community promotions.	TBD	Winter 2017	
19	Investigate design and sales of racing outfits and club jackets and determine what approaches/bottom lines are needed to make this a viable project.	TBD	Winter 2017	
20	Contact the Regional District's parks and trails personnel to determine if there is funding/support for NNSC to groom the Rail Trail.	Chris?	Fall 2016? Winter 2017?	
21	Reach out to Gericks to see if they are receptive to working together more closely with the Club in growing the base of Nordic skiers in the area.	Jakob	Fall 2016	
22	Monitor and evaluate the impact of offering online registration and early bird prizes.	Chris	Fall 2016	



Programs for all Ages, Interests, Levels and Abilities				
23	Programs task group to spearhead development and delivery of the programs and events calendar for the 2016/17 season, recruiting additional volunteers to be part of the programs task group if/as needed.	Louise, Marilyn, Lauren, Ann and Jakob	Fall 2016	There is a good list of ideas in the body of the plan.
24	Assess support for expansion of the school outreach program and determine what additional resources would be required.	TBD	Spring 2017	
Targeted Fundraising				
25	Put out a call to NNSC membership for individuals with grant writing skills and experience to be part of the grants task group. (limiting the commitment to four to six month terms might make this more palatable/attractive to members with these skills).	Erin and Louise	Winter 2017	
26	Create grant calendar, wish list and obtain CCBC's fundraising guide (if not already in hand)	Erin and Louise	Winter 2017	
27	Set aside at least \$20k per year for club relocation.	Board	On-going	