

Fort Saskatchewan Nordic Ski Club

2014-2015

**Strategic Plan
and
Operations Plan**

Working together as a Team

T – Together

E – Everyone

A – Achieves

M – More

September 1, 2014

**Fort Saskatchewan Nordic Ski Club
PO Box 3283, Fort Sask, AB T8L 2T3**

1	Fort Saskatchewan Nordic Ski Club.....	3
	Mission.....	3
	Vision.....	3
	Values.....	3
	Strategic Plan (2012 – 2015).....	4
	NEW:Special Targets for 2014-2015 (towards achievement of Strategic Plan & Operational highlights).....	5
2	ADMINISTRATION.....	6
	AREA OF EMPHASIS LEADS / PROGRAM DIRECTORS.....	6
	MANDATE.....	6
	VISION.....	6
	2014-2015 GOALS.....	6
	OBJECTIVES.....	6
3	TRAILS.....	17
	AREA OF EMPHASIS LEADS / PROGRAM DIRECTORS.....	17
	MANDATE.....	17
	VISION.....	17
	2014-2015 GOALS.....	17
	OBJECTIVES.....	17
4	FACILITIES.....	23
	AREA OF EMPHASIS LEADS / PROGRAM DIRECTORS.....	23
	MANDATE.....	23
	MANDATE.....	23
	2014-2015 GOALS.....	23
	OBJECTIVES.....	23
5	COMMUNITY PROFILE.....	26
	AREA OF EMPHASIS LEADS / PROGRAM DIRECTORS.....	26
	MANDATE.....	26
	VISION.....	26
	2014-2015 GOALS.....	26
	OBJECTIVES.....	26
6	PROGRAMS - Ski for Life.....	31
	AREA OF EMPHASIS LEADS / PROGRAM DIRECTORS.....	31
	MANDATE.....	31
	VISION.....	31
	2014-2015 GOALS.....	31
	OBJECTIVES.....	31
7	SOCIAL - updated.....	34
	AREA OF EMPHASIS LEADS / PROGRAM DIRECTORS.....	34
	MANDATE.....	34
	VISION.....	34
	2014-2015 GOALS.....	34
	OBJECTIVES.....	34
8	PROGRAMS – updated but not Objective #2.....	38
	AREA OF EMPHASIS LEADS / PROGRAM DIRECTORS.....	38
	MANDATE.....	38
	VISION.....	38
	2014-2015 GOALS.....	38
	OBJECTIVES.....	38

1

Fort Saskatchewan Nordic Ski Club

Mission

To promote and provide opportunities to participate in Cross Country Skiing for Fort Saskatchewan and area residents and families.

We support life-long learning development of Cross Country Skiing for children, adults and families as skiers, leaders, and coaches.

We will do this in a way that provides a foundation for the development of excellence and enjoyment in the sport for all ages and abilities.

Vision

Nurturing participation in Cross Country Skiing and the enjoyment of the outdoors.

The Fort Saskatchewan Nordic Ski Club will have:

- Learning opportunities for all ages, abilities and interests
- An active volunteer based membership
- Lasting relationship with sponsors and partners
- An ongoing legacy of facilities and equipment
- A trail system that is - Linked - Accessible – Extensive

Values

The Fort Saskatchewan Nordic Ski Club values and believes in:

- Providing outdoor activity that encourages and develops a healthy lifestyle that is inclusive and accessible to the residents of Fort Saskatchewan and surrounding communities
- Providing a variety of programs and activities that are fun and encourage lifelong participation for children, youth, adults, and families
- The value of sports and skier development based on the Canadian sport for Life information / CCC Cross Country Skier Development Guide
- The relationships and skills that are developed through our programs. Skills such as leadership, perseverance, and camaraderie are used in other aspects of life
- The contributions of our club member volunteers
- Excellent and efficient services with cost-effective delivery of services to our membership
- Operating/decision making with integrity, and in a fair and open and transparent manner
- Accountability
- Our membership being treated fairly and with respect
- All members having the right and equal opportunity to participate
- Ensuring safety for our members and athletes
- Excellence is achieved through fair play, ethical and moral behavior
- Our club and members are ambassadors for our community

Strategic Plan (2012 – 2015)

Club

- Develop a strong vision for the club.
- Expand the membership and encourage more active involvement of membership (25%) in volunteer roles and have a full board membership committed to advancing club goals & objectives.
- Utilize club facilities (trails, club house, & site) to optimum potential.

Community Profile

- Enhance communications strategy to increase club member & community awareness of club activities, recreational opportunities, teaching programs and trail network. Club will be viewed as a committed group of volunteers providing family oriented cross country ski improvement and recreational opportunities within Fort Saskatchewan.
- Maintain a strong relationship with City and City Administration/Council, Membership, and Special Projects

Programs

- Encourage greater adult involvement through expanded adult recreational & racing groups. Communicate with membership to determine appropriate competitive & recreational programming for all levels.
- Invite schools to use club facilities for school recreation ski programs.
- Maintain & grow Jackrabbit program.
- Provide competent coaching for progressive skier development consistent with CCC/CCA programs.

Trails

- Develop a long term strategy for the acquisition of new grooming equipment & maintenance of existing equipment allowing club to provide quality trails for recreational & training purposes.

Social Events

- Offer social events for children, adults & families including JRO. (Club trips, social functions/ Family ski trips for Club members/ Adult socials)

NEW: Special Targets for 2014-2015 (towards achievement of Strategic Plan & Operational highlights)

Club and Community Profile	Programs
<p>C1 Goal: <u>Measured by:</u></p>	<p>P1 Goal: <u>Measured by:</u></p>
<p>C2 Goal: <u>Measured by:</u></p>	<p>P2 Goal: <u>Measured by:</u></p>
<p>C3 Goal: <u>Measured by:</u></p>	<p>P3 Goal: <u>Measured by:</u></p>
<p>C4 Goal: <u>Measured by:</u></p>	<p>P4 Goal: <u>Measured by:</u></p>
<p>C5 Goal: <u>Measured by:</u></p>	<p>P4 Goal: <u>Measured by:</u></p>

Organizational Capacity	Social
<p>OC1 Goal: Final annual plan & budget by June 15/2014 <u>Measured by:</u> As listed in the Minutes of Board meetings</p>	<p>S1 Goal: <u>Measured by:</u></p>
<p>OC2 Goal: To obtain new grooming equipment (Tidd) <u>Measured by:</u> Purchased and ready to use by Oct 31/2014</p>	<p>S2 Goal: <u>Measured by:</u></p>
<p>OC3 Goal: <u>Measured by:</u></p>	<p>S3 Goal: <u>Measured by:</u></p>
<p>OC4 Goal: <u>Measured by:</u></p>	<p>S4 Goal: <u>Measured by:</u></p>
<p>OC5 Goal: <u>Measured by:</u></p>	<p>S5 Goal: <u>Measured by:</u></p>

2 ADMINISTRATION

(Administration, Membership, and Special Projects)

AREA OF EMPHASIS LEADS / PROGRAM DIRECTORS

President (Vaughn McGrath) Past President (not active) Kristine Osbaldeston
1st Vice-President (vacant) Secretary (Sandra Mueller)
2nd Vice-President (Jonathan Alexandruk) Jackrabbits Director (Krystal Johnson)
Treasurer (Cameron McCormick) Trails Director (Jim Morrison)
Director - Ski for Life (vacant)
Director - Coaching & Athlete Development (Trish McKee)
Director - Marketing, Promotions, and Public Relations (Guy Goudreau) Assistant (Tammy Finnerty)
Director - at Large (Michael Dube - Equipment, Janice Stoltz - Facility, Joraine Wasmuth - Social, Larry Henning - Trails)

MANDATE

To support the membership of the Fort Saskatchewan Nordic Ski Club with an administration and management system that optimizes resources in the provision of membership, programs, and services, which support and promote the club's Mission, Vision, Values /Beliefs

To carry out special projects by the board for the club

VISION

Our club will prosper as a contributing/collaborative organization in Fort Saskatchewan & area, and a contributing/collaborative club in association with Cross Country Canada (CCC)/Cross Country Alberta (CCA).

2014-2015 GOALS

- 1) Develop an annual plan and budget by June 15, 2014
- 2) Achieve a balanced budget at year end (June 30, 2015)
- 3) To meet the Funding Policy of a Minimum Bank Balance of \$5,000 at the end of the ski season
- 4) 90% Satisfaction measure by the participants in all club programs
- 5) Sustain a majority (70% or more) of current club members
- 6) Increase club membership to 230 members
- 7) _____
- 8) _____

OBJECTIVES

Objective #1: Annual Planning (President, 2nd Vice President, Director at Large)

To review the organizational plan with consideration for additions and adjustments to reflect the changes to support the strategic direction of the ski club. And to make recommendations for improvements, modifications accordingly.

Objective #2: Financial Management (Treasurer)

To maintain and continually improve FSNSC's financial management processes in an efficient cost effective manner.

Objective #3: Membership Services (Treasurer)

To provide timely, positive, and efficient delivery of all membership services.

Objective #4: Facility & Trails (Chair – Nordic Ski Facility Committee)

To partner with the City of Fort Saskatchewan and to collaboratively improve and expand Cross Country Skiing Facilities and Trails in the River's Edge Recreation Area with an emphasis on the club's new facility at West Rivers Edge area

To continue to implement the plan and design for an improved home base, and ski centre for the ski club at West Rivers Edge that allows the ski club to meet its Mission & Vision in the River's Edge Recreation Area.

Objective #5: Mission & Vision and Strategic Planning (President with Board)

To review and refine the mission and vision of the FSNSC (when required) and develop a 3-year strategic plan that will align with CCC and CCA and assist with facility relocation planning.

Objective #6: Fundraising (1st Vice-President with Committee)

To develop, plan, maintain, and continually improve a fundraising program in the ski club to support the club's strategic and annual plans.

Objective #7: Capital Projects (1st Vice-President with Committee)

To plan and develop special capital projects to assist the club with achievement of its operational and strategic plan.

Objective #8: Expand the Volunteer Base (President with Committee)

To develop and maintain a program for enticing and holding onto new volunteers and encouraging participation.

Objective #9: Policy and Procedures Manual (2nd Vice President)

To develop and maintain a manual detailing all policies and procedures in relation to the ski club and all areas of the annual plan document.

Objective #10: Equipment – Leased and Other (Director at Large – Equipment Coordinator)

To provide lease equipment for learn to ski, and equipment for program delivery; to manage and maintain club ski and training equipment.

Objective #1: Annual Planning

To review the organizational plan with consideration for additions and adjustments to reflect the changes to support the strategic direction of the ski club. And to make recommendations for improvements, modifications accordingly.

➤ **How will this be achieved?**

- Year-end post-program analysis including, but not limited to, participant evaluations, club systems evaluation, evaluation of Board and Committees' effectiveness, and summary of membership and club survey's.
- Annual board orientation workshop at the 1st/2nd meeting of the new Board, and regular workshops at Board meetings pending needs/experience of board members.

➤ **Desirable Outcomes?**

- Positive, effective, team oriented Board presentation at the Annual General Meeting
- Excellent presentation and overview available of all program plans and annual budget at the fall meeting in October
- Club consensus in support of the club's annual plan to support the strategic plan
- Board consensus in support of the club's annual operational plans.
- All Board members and club members are able to contribute to positive organizational change at the end of the year and at other times in the ski season.
- All Board members function in their operational roles follow the annual plan and operate within the Club's bylaws, policies & procedures and Governance principles.

➤ **Performance Measures?**

- Excellent 100 % of Board positions filled; Very Good 80% of Board positions filled at the AGM election.
- Active and effective volunteerism at the **Director and Committee level** and for programs & events.

- Club and Membership Surveys reflect an overall positive assessment of the Board and Club’s performance.

Action Plan – Objective #1: Annual Planning

March/April/May	<ul style="list-style-type: none"> • Complete a review of post-program analysis and identifies potential changes: start to draft annual plan & begin to draft annual budget. Board members all actively participate in this process with recommended changes written and distributed for these meetings. Some Action Steps: • Post – Program Analysis with possible Strengths Opportunity review of ski club and identification of any new external information that might influence the planning (from CCC or CCA) • Annual Planning meeting & draft program recommendation for improvements and changes for upcoming ski season • Planning / Development Workshop • Draft Annual Operations Plan • Prepare and draft annual ski club calendar of programs and events based on reviewing CCC/ CCA event calendar 	Board Board Board 2 nd Vice President President/2ndVice President 2 nd Vice President
June - September (maybe late August)	<ul style="list-style-type: none"> • Early September – Finalize last details of Annual Operational Plans and Program plans • Prepare and present annual ski club calendar of programs and events based on reviewing CCA event calendar • Draft of annual club brochure 	2 nd Vice President/Board President/Board Promotions Director
October	<ul style="list-style-type: none"> • Finalize Annual Plan document 	2 nd Vice President/Board
Ongoing meetings	<ul style="list-style-type: none"> • As needed, the President will call regular (monthly or bi-monthly) meetings to deal with matters requiring Board involvement, input and/or approval for Annual Plan and Budget adjustments 	President
April/May	<ul style="list-style-type: none"> • Post-program overview analysis • Identify strengths, challenges and things to be aware of 	President or 2 nd Vice President / Board

Objective #2: Financial Management

To maintain and continually improve FSNSC’s financial management processes in an efficient cost effective manner.

➤ *How will this be achieved?*

- On the Treasurer’s recommendation, conduct an annual review/audit of the club’s financial management practices.
- To facilitate the annual audit of the ski club for the Fall General Meeting, and present to the Fall General Meeting, followed by the required filing of appropriate paperwork including the annual audited statement with the Alberta Society Act
- Establish an annual budget and planning schedule that allows for maximum input from all Directors and takes into consideration feedback collected through surveys and membership consultation meetings.
- Maximize all financial management tasks prior to the ski season such that minimal financial management requirements are needed during the winter months of November through March.
- Use an automated accounting software package.
- Accurately and clearly communicate the Club’s financial position to the membership at least twice annually.
- The Treasurer will be directly responsible for day-to-day financial management of the Club’s business.

➤ *Desirable Outcomes?*

- Accurate and informative monthly financial reports and a detailed annual report for the AGM and Fall Club Meetings
- Clear year-end financial report that demonstrates a program-by-program financial analysis.

- Time required maintaining accounts throughout the winter months (i.e. November - March) are kept to a minimum while maintaining the systems integrity.
- Positive outcome from the annual audit.

➤ **Performance Measures?**

- Accounts Payable maintained up-to-date, within 30 days of receipt, while maximizing all allowable credit monthly.
- Accounts Payable from volunteers paid within 14 days of receipt, while maximizing all allowable credit monthly.
- Accounts Receivable beyond 14 days identified, monitored, and managed to ensure funds are collected.
- Decrease, or maintain office administrative expenses at 5% of the overall club's expense from previous year's

Action Plan – Objective #2: Financial Management

Ongoing	<ul style="list-style-type: none"> • Process Accounts Receivable & maintain records 	Treasurer
Ongoing	<ul style="list-style-type: none"> • Monthly financial statements presented to Board 	Treasurer
Quarterly	<ul style="list-style-type: none"> • Cash Flow Analysis Report. 	Treasurer
Ongoing	<ul style="list-style-type: none"> • Forward income and accounts payable to Treasurer on a timely basis 	Directors
Annually	<ul style="list-style-type: none"> • Office Management Systems Analysis. 	Treasurer
June	<ul style="list-style-type: none"> • Arrange new signing authority with bank 	Board
July	<ul style="list-style-type: none"> • Do tax return 	Treasurer
May - June	<ul style="list-style-type: none"> • Draft budget for presentation to Board • Send budget planning sheet to each director (showing prior year plan & actual) for reference 	Treasurer
Summer/Fall	<ul style="list-style-type: none"> • Co-ordinate Audit for society act filing 	President/Treasurer
August	<ul style="list-style-type: none"> • Update draft budget 	President & Board
September	<ul style="list-style-type: none"> • Submit Final Draft Budget for current year • Audit financial statements • Ensure WCB coverage is in place for all forthcoming volunteer work for the season • Finalize budget with Board input • Approve budget to present at Fall General Meeting 	Treasurer 2 members w/o signing auth Treasurer Treasurer Treasurer & President Board
October	<ul style="list-style-type: none"> • Prepare Year End financial report • Present final audited financials at Fall General Meeting • Process Society Return 	Treasurer Treasurer Treasurer
January	<ul style="list-style-type: none"> • Send request letter to the City for providing the annual operating grant (currently approved for \$4000) 	Treasurer
April 1 st	<ul style="list-style-type: none"> • Post-program Financial analysis presented by Treasurer. • Annual General Meeting financial presentation 	Treasurer

Objective #3: Membership Services

To provide timely, positive, and efficient delivery of all membership services.

➤ **How will this be achieved?**

- Reviewing the effectiveness of previous year - through membership surveys and program evaluations - to determine specific strengths and weaknesses of existing services.

- Ensure the timely creation and distribution of annual Membership Registration package and process by October 1st of each year.
- The Board will remain receptive and flexible to all membership concerns, embracing new ways to do member service as new processes become available from CCC or CCA, while also ensuring that procedures are followed in accordance with the Club's Bylaws, and Policy & Procedures Manual.

➤ **Desirable Outcomes?**

- Membership surveys reflecting a 90% satisfaction with the Club programs and services.
- Active volunteerism at the club level to improve service delivery.

➤ **Performance Measures?**

- Returning members (90% excellent, 80% acceptable)
- Club annual registration with CCA meets CCA requirements/deadlines
- Turnaround time for completing registration of membership registrations with CCA is achieved within 14 days of receipt of the membership by the Treasurer.
- Excellent – Increase membership to 180; Good – Maintain membership at 160; Poor – Membership drops below 140 as recorded in the Club's membership database.
- Summary of membership surveys and program evaluations as collected throughout the annual cycle.
- Increased attendance at the Annual General Meeting, Fall General Meeting, and all programs being delivered by the Club.

Action Plan – Objective #3: Membership Services

June to September	<ul style="list-style-type: none"> • Determine Annual Membership Fees and Services/Programs in conjunction with budget preparation • Investigate improvements in the on line registration system 	All Directors Treasurer/ Membership coordinator
June/ August/September	<ul style="list-style-type: none"> • Prepare annual membership plan for upcoming year • Prepare club membership registration form and electronic on line registration forms • Update/complete data entry for on line registration system • Distribution of finalized club registration forms (membership and programs via web site, hard copies,etc) 	President/2 nd Vice President/ MPPR Dir. Treasurer/ Membership coordinator M,P, PR Director
September/October	<ul style="list-style-type: none"> • Hold membership/program registrations for all programs at Fall General Meeting, and 2 different days after this • Maintain line registration system ready to use 	Treasurer/membership coordinator and PR Director
September – April	<ul style="list-style-type: none"> • Collect registration forms and fees • Register memberships on club registration list (spreadsheet) and with CCA through its website – must register first 10 members by November 15th • Annual Club Registration and Open House in conjunction with Fall General Meeting • Communicate and program membership list to Board , 	Treasurer/membership coordinator Treasurer/membership coordinator Treasurer/membership coordinator
April	<ul style="list-style-type: none"> • Post-program financial overview analysis presented to Board 	Treasurer
Periodic	<ul style="list-style-type: none"> • Conduct 1-2 membership consultation meetings 	President but all Directors should also participate.
Late Feb or March	<ul style="list-style-type: none"> • Mail out/Do in person standard bi-annual membership survey 	President/2 nd VP/Secretary

March 8	<ul style="list-style-type: none"> Notice of AGM and request for proposed “Motions” those that are deemed needed for presentation at AGM must be presented/suggested to the Board by this date. 	President/Secretary
March 15	<ul style="list-style-type: none"> Final AGM package (with any motions) drafted and to be mailed and/or e-mailed by this date 	Board to approve AGM Package
April	<ul style="list-style-type: none"> Spring AGM 	President or Vice – President
September 15	<ul style="list-style-type: none"> Notice of Fall GM and request for proposed “Motions” (any deemed needed for presentation at the fall GM must be presented/suggested to the Board by this date) 	President
September 25	<ul style="list-style-type: none"> Final Fall GM package (with any motions) drafted and to be mailed and/or e-mailed by this date 	Board to approve Fall GM package
October 16	<ul style="list-style-type: none"> Fall GM (carry over items from spring AGM, finalized financial statements) 	President or Vice – President

Objective #4: Facility & Trails – Enhancement and Upgrades

To partner with the City of Fort Saskatchewan and to collaboratively improve and expand Cross Country Skiing Facilities and Trails in the River’s Edge Recreation Area with an emphasis on the club’s new facility at West Rivers Edge area

To continue to implement the plan and design for an improved home base, and ski centre for the ski club at West Rivers Edge that allows the ski club to meet its Mission & Vision in the River’s Edge Recreation Area.

➤ **How will this be achieved?**

- A terms of reference for this committee will be maintained and updated when required

➤ **Desirable Outcomes?**

- Achievement of the vision of a trail network of novice, intermediate and advanced ski trails throughout the River’s Edge Recreation Area in Fort Saskatchewan from the East End (Agrim) to the West End (West River’s Edge)
- A plan to achieve an improved “ski centre” for the ski club at the West River’s Edge park.
- The new ski centre with teaching grids, playground and a variety of ski trails will meet the needs of the club contributing to achieve the Club’s mission and vision.

➤ **Performance Measures?**

- Board and club members are engaged in the project. (e.g. input on key items and receiving updates with the goal of greater club ownership and a willingness to work together on long term planning and implementation)
- The project committee(s) works as a team
- City Council supports the project
- City Administration supports the project

Action Plan – Objective #4: Facility & Trails – includes facility relocation

Every 2-3 Months	<ul style="list-style-type: none"> Meeting with City Staff Preparation with the City Staff Meeting and follow up preparation by all Board to hold special meeting to agree on direction to take with council request when required 	President/Committee members
Annually	<ul style="list-style-type: none"> Prepare council presentation, review with city admin(as required) 	Board Prep review President
April – June 2014	<ul style="list-style-type: none"> Modified Lease for WRE Chalet signed with new date of April 15, 2015 	President
Spring, Fall	<ul style="list-style-type: none"> Informal Meeting of City contract – Robin Benoit 	President

May 2014	<ul style="list-style-type: none"> Review Terms of Reference for Committee Meeting of Committee – review what achieved, next steps, feedback on new terms of reference for committee 	Lead – President and review by Board President Committee
March 2013	<ul style="list-style-type: none"> Meeting City Parks Staff for overview of “new Tree” project 	President, Member – David Reid
March 2013	<ul style="list-style-type: none"> Update on status of project to members 	President, Member – David Reid
April 2014	<ul style="list-style-type: none"> Progress review and 2014 project plans 	President, Member – David Reid, Larry Henning

Objective #5: Mission & Vision and Strategic Planning

To review and refine the mission and vision of the FSNSC (when required) and develop a 3-5year strategic plan that will align with CCC and CCA and assist with facility relocation planning.

➤ **How will this be achieved?**

- Reviewing the effectiveness of the club programs to determine specific strengths and opportunities
- In consultation with the club members to develop ski club values/beliefs
- With board members and club members, do an check in on the visioning/planning workshop outcome from 2011 to update an overall long range plan (3-5 years) for the activities, programs, etc. for the ski facility and trails in Fort Saskatchewan
- Consult with other club/board members to get their input on the written draft long range plan/vision (April and May 2013)
- Draft updated Long range strategic goals for club that can then be used by the Board to set priorities and annual operational plans
- Develop a 3 year strategic long range plan that will align with CCC and CCA

➤ **Desirable Outcomes?**

- A Mission & Vision & Values/Beliefs for the club to guide it to 2015
- 3 year Strategic Plan
- Where needed - alignment of the ski club strategic plans with CCC’s and CCA’s Strategic Plans

➤ **Performance Measures?**

- Mission and Vision & Values & Goals which the whole club buys into

Action Plan – Objective #5: Mission & Vision and Strategic Planning

April 2015	<ul style="list-style-type: none"> Long Range Strategic planning meeting with members to reconfirm Mission & Vision, confirm/set new Goals, and develop Values Obtain ideas and input for long range planning 	Operations Committee (completed)
May 2015	<ul style="list-style-type: none"> Summary of Strategic Planning to Board 	Chair Operations Committee
May 2015	<ul style="list-style-type: none"> Send to membership input to date and ask for any additional input by May 18, 2011 Review of Strategic planning information so as to include in annual plan 	Committee Committee
October 2015	<ul style="list-style-type: none"> Presentation of results at Fall General Meeting Presentation of Mission & Vision, Values and Goals, at fall General 	President/Chair Operations Committee

	meeting	
February – March 2016	<ul style="list-style-type: none"> Review of Strategic planning information so as to include in annual operational planning 	Board
March 2016	<ul style="list-style-type: none"> Updated strategic planning document to the Membership 	Board

Objective # 6: Fundraising

To develop, plan, maintain, and continually improve a fundraising program in the ski club to support the club annual and strategic plans

➤ ***How will this be achieved?***

- Employee Contribution programs
- Casino
- Sufficient workers to make it enjoyable and to give the entire club a sense that they played a part
- Industry support (involvement by local companies into the community)

➤ ***Desirable Outcomes?***

- Sufficient money for club, achievement of special projects and long term growth of the ski club
- Entire membership helps out and feels like they have contributed
- Exposure to more business/industry in the area

➤ ***Performance Measures?***

- 50% or more of capital projects are funded from fundraising sources
- _____
- Industry, residents, and City officials recognize who we are and our contribution to the community thus leading to more and better support for all endeavors

Action Plan – Objective #6: Fundraising

May – June 2014	<ul style="list-style-type: none"> Identify and recruit 1st Vice President Review and Revise the Terms of Reference for the Fundraising Committee Identify and propose special projects for fundraising 	President/Board Board
June	<ul style="list-style-type: none"> Develop fundraising plan Prepare, Update annual support documents for submission of fundraising applications 	1 st Vice – President (if needed coverage by President) and committee
Ongoing	<ul style="list-style-type: none"> 	
Ongoing	<ul style="list-style-type: none"> Pursue Employee Contribution Programs Dow, Shell, Petro-Canada, etc 	1 st Vice President/Treasurer/ Committee member(s)
Quarterly	<ul style="list-style-type: none"> 	
Annual	<ul style="list-style-type: none"> 	
November	<ul style="list-style-type: none"> Review and Revision of the Terms of Reference for the Fundraising Committee 	

Objective # 7: Capital Projects

To plan and develop special capital projects to assist the club with achievement of its operational and strategic plan.

➤ **How will this be achieved?**

- Project 1 – Purchase New TIDD (see project plan)
- Project 2 –
- Project 3 –
- Project 4 – Purchase New Lessons’ Equipment – replacement where required and new additions (see project plan)
- Project 5 –
- Project 6 –
- ?
- ?

➤ **Desirable Outcomes?**

-

➤ **Performance Measures?**

- Each project will have a “business plan” developed for that summarizes the project, benefits/links to clubs goals,

Action Plan – Objective #7: Capital Projects

May – June	•	
Ongoing	<ul style="list-style-type: none"> • Investigate funding programs • Prepare grant applications 	Fundraising Coordinator
October	•	
November	•	
December	•	
January	•	

Objective #8: Expand the Volunteer Base

To develop and maintain a program for enticing and holding onto new volunteers and encouraging participation..

➤ **How will this be achieved?**

- Linkage to objectives related to membership increases – a larger membership translates to a larger volunteer pool
- Identify all required volunteer positions and tasks – by Directors and Board
- Educate the membership on all the required items – by posting in Ski Centre and website, providing specifics, and ensuring there is clear direction when help is asked for
- Coming up with a plan to hold the membership accountable – everyone needs to help out

➤ **Desirable Outcomes?**

- Less work by the board – more by the members at large
- Members calling/emailing to respond to requests

➤ **Performance Measures?**

- 75% of members helping out min 10 hrs/year

Action Plan – Objective #8: Expand the Volunteer Base

Feb – Mar 2014	• Work on details of Volunteer program	Committee, Board
April	• Review Volunteer Program	Board

May	<ul style="list-style-type: none"> Review Volunteer & Staffing policy with Honorarium policy 	Board
June	<ul style="list-style-type: none"> Promote Volunteer Program 	
June	<ul style="list-style-type: none"> Identify and Post “Upcoming Volunteer Requirements” on website, Promote to Members 	
September	<ul style="list-style-type: none"> Continue to promote “Upcoming Volunteer Requirements” on website, weekly news, etc 	
October	<ul style="list-style-type: none"> 	
November	<ul style="list-style-type: none"> 	
December	<ul style="list-style-type: none"> 	
Ongoing	<ul style="list-style-type: none"> Update “Upcoming Volunteer Requirements” on website 	Vice-President

Objective #9: Policy and Procedures Manual

To develop and maintain a manual detailing all policies and procedures in relation to the ski club and all areas of the annual plan document.

➤ **How will this be achieved?**

- Review past minutes for motions and discussions
- Review past policy and procedures
- Consult past and current Directors
- Consult members

➤ **Desirable Outcomes?**

- Start draft document, fall 2012, Updated March 2014, more detailed document May 2014
- Final document by October 2014

➤ **Performance Measures?**

- Completed document by October 31, 2014

Action Plan – Objective #9: Policy and Procedures Manual

March 2014	<ul style="list-style-type: none"> Updated and additions to P and P document 	President
April 2014	<ul style="list-style-type: none"> Add operational policies approved by Board (review minutes) 	President
May 2014	<ul style="list-style-type: none"> Meet with P and P committee 	President
June 2014	<ul style="list-style-type: none"> 	
September	<ul style="list-style-type: none"> 	
October 2014	<ul style="list-style-type: none"> Present to members new P and P Framework & Governance Policy and Procedures at Fall meeting 	
November	<ul style="list-style-type: none"> 	
December	<ul style="list-style-type: none"> Draft 2 of document 	2 nd Vice President
June	<ul style="list-style-type: none"> Revisions of P and P document 	President

Objective #12: Equipment – Leased and Other (Director at Large –Equipment)

To provide lease equipment for learn to ski, equipment for program delivery; to manage and maintain club ski and training equipment.

➤ *How will this be achieved?*

-

➤ *Desirable Outcomes?*

-

➤ *Performance Measures?*

-

Action Plan – Objective #10: Equipment – Leased and Other

May	•	
	•	
June	•	
	•	
July	•	
	•	
Aug.	•	
	•	
Sept.	•	
	•	
Oct.	•	
	•	
Nov.	•	
	•	
Dec.	•	
	•	
Jan.	•	
	•	
Feb.	•	
	•	
March	•	
	•	
April	•	
	•	

3 TRAILS

(Trails)

AREA OF EMPHASIS LEADS / PROGRAM DIRECTORS

Trails Director (Jim Morrison)

Trails Coordinator (Larry Hennig)

Track Setting Crew (Larry Hennig, Vaughn McGrath, Jim Morrison, Grant Osbaldeston, David Reid, Rory Young, Claus Mueller, Chris Bennett, Cameron McCormick)

MANDATE

To provide a continuously linked, accessible cross country ski trail system in the Fort Saskatchewan river valley as outlined in the trail agreement between the FSNSC and the City of Fort Saskatchewan. It should allow club members, citizens of Fort Saskatchewan, and area residents to experience the outdoors in winter. Road crossings will be avoided whenever possible. These crossings present safety hazards for skiers and for the grooming crews.

Depending on **Grooming Priority Factors** outlined in **Objective #1 details**, grooming completed as soon as possible after fresh snowfalls and trail deterioration.

VISION

Ski Trails that provide an enjoyable & safe ski experience.

The Fort Saskatchewan Nordic Ski Club will have

- Excellent Grooming and Track Setting equipment
- Grooming and Track Setting practices that follow safety standards

2014-2015 GOALS

- Implement an annual grooming plan that meets the needs of the FSNSC and the community.
- Each season, trail priorities are based on **Trail Priority Factors** outlined in **Objective #1**.
- Each season, grooming priorities are based on **Grooming Priority Factors** outlined in **Objective #1**.
- Priorities for our team must be achievable and sustainable with a reasonable commitment from volunteers.
- Recruitment, training & mentoring of new trail crew members as needed.
- Member's surveys will reflect a 90% Satisfaction performance for trails/track settings

OBJECTIVES

Objective #1: Grooming and Track Setting Planning (Trails Director)

To annually review and plan the grooming and track setting for the ski season.

Objective #2: Track Setting Equipment Maintenance (Trails Director)

To repair and maintain track setting equipment on a regular basis.

Objective #3: Track Setting Equipment Upgrading (Trails Director)

To identify new grooming and track setting equipment requirements.

Objective #4: Conduct Ongoing Grooming and Track Setting (Trails Director)

To do regular grooming and track setting in the winter.

Objective #5: Communication of Ski Trail Conditions (Trails Director)

To report ski trail conditions to the webmaster.

Objective #6: Safe Grooming and Track Setting (Trails Director)

To document and promote safe grooming and track setting standards within the club.

Objective #7: Communication with Trail Sponsors (Trails Director)

To maintain regular communication with Agrium and the City of Fort Saskatchewan

Objective #8: Trail Maintenance (Trails Director)

To prepare trails for track setting (fall work).

Objective #9: Maintain good housekeeping for Equipment Shed (Trails Director)

Ensure equipment garage is clean & neat with no safety hazards.

Objective #1: Grooming and Track Setting Planning

To annually review and plan the grooming and track setting for the ski season.

➤ **How will this be achieved?**

- The trail system may include ski trails in the following areas of Fort Saskatchewan according to the Trail agreement between the City of Fort Saskatchewan and the FSNSC:

West Rivers Edge Park	River Valley & City Center Parks
Wet Lands Park	Agrium Lands
Chabot Park	

NOTE: Actual trail grooming is dependent grooming priority factors

Trail priorities will be determined each season through collaboration of the trail directors, grooming crew, coaches and the FSNSC board after consideration of the following factors.

Trail Priority Factors:

- FSNSC needs:
 - Ski program needs & schedules.
 - Training needs & schedules.
 - Member trail use.
 - Trail grooming efficiency.
- Community needs:
 - Public trail use.

Trail grooming priorities will be determined each season through collaboration of the trail directors, grooming crew, coaches and the FSNSC board after consideration of the following factors.

Grooming priority factors:

- Available manpower
- Trail priority
- Day- Programs & training
- Trail Conditions
- Snow conditions
- Member & public use

NOTE: All efforts will be made to groom the complete trail system. Actual trail grooming is dependent grooming priority factors.

Other Considerations for annual grooming plan:

- Grooming capacity is based on the number of volunteers we have.
- Grooming will be accomplished with available manpower based on the priorities set by the club.
- Recruiting manpower for grooming crew
- Analyzing existing manpower and grooming skill level
- Training & mentoring
- Assessing manpower requirements to groom specific trail areas

- Grooming equipment maintenance & upgrades
- Consider club priorities for trails & grooming
- Scheduling grooming activities
- **Most important, we must expect a reasonable commitment from our volunteers. If expectations cannot be met by the grooming team with a reasonable time commitment, volunteers need to step up or trail grooming will be adjusted to accommodate current grooming capacity.**

➤ *Desirable Outcomes?*

- Excellent Ski Trails
- Reasonable commitment from volunteers
- An achievable and sustainable grooming plan

➤ *Performance Measures?*

- Membership feedback / satisfaction

Objective #2: Track Setting Equipment Maintenance

To repair and maintain track setting equipment on a regular basis.

➤ *How will this be achieved?*

- Conduct an annual equipment inspection session and identify / complete repairs

➤ *Desirable Outcomes?*

- Reliable track setting equipment
- Three reliable snow machines operational

➤ *Performance Measures?*

- Efficient track setting
- Low frequency of repairs required during season

Objective #3: Track Setting Equipment Upgrading

To identify new grooming and track setting equipment requirements.

➤ *How will this be achieved?*

- Evaluate track-setting equipment requirements and suggest necessary upgrades to Board for discussion and approval

➤ *Desirable Outcomes?*

- Efficient grooming

➤ *Performance Measures?*

- New equipment meets required needs
- Reduce required grooming hours

Objective #4: Conduct Ongoing Grooming and Track Setting

To do regular grooming and track setting in the winter.

➤ *How will this be achieved?*

- Timely and effective scheduling plan and communication
- Effective communication between Trails Director and track setting crew

➤ ***Desirable Outcomes?***

- Club home base trail grooming completed in advance of weekly scheduled events and special events
- In general, trail grooming completed on timely basis to provide consistently high quality trail conditions as per grooming plan

➤ ***Performance Measures?***

- Coach / Program Director / Membership feedback
- Depending on grooming priorities, grooming completed as soon as possible after snowfalls and trail deterioration

Objective #5: Communication of Ski Trail Conditions

To report ski trail conditions to the webmaster.

➤ ***How will this be achieved?***

- Report trail conditions to webmaster as soon as possible after grooming takes place

➤ ***Desirable Outcomes?***

- Membership has up to date trail condition information

➤ ***Performance Measures?***

- Web page trail condition information is accurate

Objective #6: Safe Grooming and Track Setting

To document and promote safe grooming and track setting standards within the club

➤ ***How will this be achieved?***

- Develop track-setting procedure manual
- Annual and regular safety seminars/sessions
- Mentoring new grooming team members

➤ ***Desirable Outcomes?***

- Track setting is completed in a safe and responsible manner
- All operators attend safety seminars and get signed off

➤ ***Performance Measures?***

- Zero safety incident rate

Objective # 7: Communication with Trail Sponsors

To maintain regular communication with Agrium and the City of Fort Saskatchewan

➤ ***How will this be achieved?***

- Conduct annual meetings with the City of Fort Saskatchewan
- Continuous communication between all parties – particularly concerning City multi-use trails

➤ ***Desirable Outcomes?***

- To maintain a positive working relationship with our hosts
- To have effective and efficient communication with our hosts
- Maintain established trail system through partner cooperation

➤ **Performance Measures?**

- The City of Fort Saskatchewan continues to provide high quality service and be a valued partner
- Agrium remains a valued partner
- Positive feedback / promotion in the newspapers

Objective #8: Trail Maintenance

To prepare trails for winter track setting (fall work)

➤ **How will this be achieved?**

- Conduct annual fall trail inspection and identify problem locations (trees, terrain, grass, etc)
- Communicate with the City to clearly identify all locations that need to be cut or trimmed
- Identify work party dates communicate with the membership
- Conduct annual fall trail maintenance work party

➤ **Desirable Outcomes?**

- Trails are ready for skiing before the snow flies
- Ski trails cut by the City with only touch-ups done by the Club
- Clear task list identified and published before the day

➤ **Performance Measures?**

- City completes fall trail grass cutting in all required locations
- Club conducts an organized fall work party with plenty of volunteers
- Ski trails are clean and safe when the snow falls

Objective # 9: Maintain Good Housekeeping for the Equipment Shed

To ensure the equipment garage is clean and neat with no safety hazards

➤ **How will this be achieved?**

- Keep storage shed in clean and organized condition
- The City will conduct as-needed maintenance on garage
- City will keep insurance on garage

➤ **Desirable Outcomes?**

- Well maintained storage shed, clean and tidy, and safe operation

➤ **Performance Measures?**

- Garage in good order is available 100% of the time

Action Plan - Trails

May	<ul style="list-style-type: none"> Inspect Track-setting Equipment and Snow mobiles and Note Repairs Required, Store Equipment for Off Season 	Track Setting Crew
	<ul style="list-style-type: none"> Conduct all Required Track-setting Equipment and Ski-doo Maintenance 	Trails Director
	<ul style="list-style-type: none"> Store Equipment for Off Season 	Track Setting Crew
	<ul style="list-style-type: none"> Develop Budget for Upcoming Season Finalize Trail Layout for Upcoming Season 	Trails Director
	<ul style="list-style-type: none"> Deliver Budget Proposal for Upcoming Season to Board 	Trails Director
	<ul style="list-style-type: none"> Meet with City Parks Department re: Winter Season Feedback and Planning for Summer Grass Cutting 	Trails Director
	June	<ul style="list-style-type: none"> Meet On-site with City Equipment Operator for First Grass Cutting
Summer	<ul style="list-style-type: none"> Start Snowmobiles Monthly 	Track Setting Crew
	<ul style="list-style-type: none"> Ensure City Grass Cutting is on Track 	Trails Director
Sept	<ul style="list-style-type: none"> Fall Track Setting Crew Meeting 	Track Setting Crew
	<ul style="list-style-type: none"> Meet On-site with City Equipment Operator to review Grass Cutting 	Trails Director
Oct	<ul style="list-style-type: none"> Complete all Track-setting Equipment and Snow Mobile Maintenance & Repairs 	Trails Director
	<ul style="list-style-type: none"> Communicate With Board Regarding Ski Club Plans For Ski Season 	Trails Director
	<ul style="list-style-type: none"> Bring Track-setting Equipment Out of Storage and Start Ski-Doos periodically 	Trails Director
	<ul style="list-style-type: none"> Annual Fall Work Party dates 	Membership
Nov	<ul style="list-style-type: none"> Annual Track-setting Crew Equipment and Snow Mobile Review / Refresher 	Track Setting Crew
	<ul style="list-style-type: none"> Finalize Trail Layout for Upcoming Season 	Track Setting Crew – Board
	<ul style="list-style-type: none"> Contact City Parks when Track-setting Commences re: City Truck Access 	Trails Director
	<ul style="list-style-type: none"> Contact Agrium when Track-setting Commences re: Security Truck Access 	Trails Director
	<ul style="list-style-type: none"> Communicate Weekly Trail Conditions Update for Website 	Trails Director to Webmaster
	<ul style="list-style-type: none"> Schedule Track-setting During Season 	Track Setting Crew
Dec	<ul style="list-style-type: none"> Conduct track setting 	Track Setting Crew
Jan	<ul style="list-style-type: none"> Contact Board Regarding Grooming Requirements for Special Events 	Trails Director
	<ul style="list-style-type: none"> Complete Grooming Planning for Special Events 	Trails Director
	<ul style="list-style-type: none"> Contact Track Setting Crew to review progress 	Trails Director
	<ul style="list-style-type: none"> Complete Planning for Special Events 	Trails Director
Feb	<ul style="list-style-type: none"> Conduct track setting 	Track Setting Crew
Mar	<ul style="list-style-type: none"> Conduct Feedback Session with Track-setting Crew to Capture Ideas for Equipment Improvements / Modifications / Purchases 	Trails Director Track Setting Crew

4 FACILITIES

(Facilities)

AREA OF EMPHASIS LEADS / PROGRAM DIRECTORS

President

Director at Large (Facilities Coordinator)

Treasurer

Facility Committee Members – (1-2 people)

MANDATE

To provide an excellent high quality ski facility

To provide an ongoing legacy of Facilities

MANDATE

A Facility that supports the ski club for learning opportunities and social interaction

2014-2015 GOALS

- 1) To provide the necessary equipment, buildings, other facilities for the club to carry out the club's activities and meet the needs for the community of Fort Saskatchewan to participate in cross country skiing
- 2) Member's surveys will reflect a 90% Satisfaction performance of the facility (chalet)

OBJECTIVES

Objective #1: Maintain Ski Facility (Facilities Director)

To maintain the ski chalet, it's equipment, furniture and appliances in a safe, clean state in association with City and meet the standards set out in the agreement with the City.

Objective #2: Annual Facility Use (President/2nd Vice President)

To annually review and plan for the use of the ski facility

Objective #3: To liaison with City on Facility and Trails Agreements (President)

To communicate season plans and prepare agreement for facility and trails

Objective #1: Maintain Ski Facility

To maintain the ski chalet, it's equipment, furniture and appliances in a safe, clean state.

➤ **How will this be achieved?**

- Maintain chalet, replacement of light bulbs, cleaning products, bathroom supplies
- Maintain basic insurance on contents in the building and of club (Treasurer)
- Conduct weekly, monthly and annual or as-needed maintenance on facility

➤ **Desirable Outcomes?**

- Well maintained chalet, clean & tidy, and safe operation
- Mouse free!

➤ **Performance Measures?**

- Satisfaction surveys

Action Plan – Objective #1: Maintain Facility Chalet

September	<ul style="list-style-type: none"> • Orientation, start-up of facility clearing, transfer from City 	2 nd Vice President Director at Large
Weekly	<ul style="list-style-type: none"> • Clean bathrooms, wash floors, sweep chalet 	Director at Large
Daily when on site	<ul style="list-style-type: none"> • Empty garbage cans, 	Coaches, directors

Objective #2 : Annual Facility Use

To annually review and plan for the use of the facility

➤ **How will this be achieved?**

-
-

➤ **Desirable Outcomes?**

- Annual plan for use by Ski Club for in place by June 1st.
- Communicate to City the ski clubs dates and times for annual use of WRE Chalet upstairs by June 1st

➤ **Performance Measures?**

- Must achieve outcomes by June 1st

Action Plan – Objective #2: Annual Facility Use

May	<ul style="list-style-type: none"> • Draft Calendar with Board , • 	2 nd Vice President Director at Large
May 15 th	<ul style="list-style-type: none"> • Revision of Draft Calendar for WRE Chalet Use 	2 nd Vice President
May 30 th	<ul style="list-style-type: none"> • Send to City request for WRE Chalet upstairs use 	2 nd Vice President

Objective #3 : To Liaison with the City on Facility and Trails Agreements

To communicate season plans and prepare agreement for facility and trails

➤ **How will this be achieved?**

-
-

➤ **Desirable Outcomes?**

-

➤ **Performance Measures?**

-

Action Plan – Objective #3: To Liaison with the City on Facility and Trails Agreements

May	<ul style="list-style-type: none">• Draft Calendar with Board ,•	2 nd Vice President Director at Large
May 15 th	<ul style="list-style-type: none">• Revision of Draft Calendar for WRE Chalet Use	2 nd Vice President
May 30 th	<ul style="list-style-type: none">• Send to City request for WRE Chalet upstairs use	2 nd Vice President

5 COMMUNITY PROFILE

(Promotion, Marketing & Public Relations)

AREA OF EMPHASIS LEADS / PROGRAM DIRECTORS

Marketing, Promotions, and Public Relations Director

Marketing, Promotions, and Public Committee Members/Helpers

MANDATE

To promote the sport of cross country skiing and all programs & activities the club provides.

VISION

Fort Saskatchewan Nordic is well known in the community and recognized as a contributor to fitness and sport for the community.

2014-2015 GOALS

- 1) New updated brochure
- 2)
- 3) Clothing/promotional order – tangible item to promote Fort Saskatchewan Ski Club
- 4) New club race suit and club toques

OBJECTIVES

Objective #1: Club Promotion (Director)

To promote the Club throughout the community and neighboring communities, and keep our club members informed.

Objective #2: Club Social Media (Director)

To maintain functional website that is informative for club members and the community.

Objective #3: Club Clothing(Director)

To organize, collect and distribute the sale of crested or other promotional clothing

Objective #1: Club Promotion

To promote the Fort Saskatchewan Nordic Ski Club throughout the community and neighboring communities, and keep our club members informed and updated.

➤ **How will this be achieved?**

- To advertise in the fall winter issue of the Community Services Brochure (due October 15, 2013)
- To organize a club presentation at the Fort Saskatchewan River Day celebrations July 2013
- To organize a club presentation at the Fort Saskatchewan Community Welcome/"Neighbour Day" September 8, 2013 (10 – 2pm) at the DCC
- To provide brochure(s) promoting the club to local businesses and media in Fort Sask or Edmonton (ski shops) to design, print and distribute
- To provide registration information to community and schools for newsletter items promoting the Jackrabbit Program

- To increase our visibility in the community (by: submit regular articles & invite reporters to club or events) to the Fort Record and Sturgeon Creek Post, sandwich boards on the ski trails and around community, posting of special events on the DCC electronic sign
- Participate in the Santa Claus Parade to promote the Jackrabbit Program and Family participation in our ski club. Make give-a-way cards, buy candy canes, organize banner.
- To send via e-mail, phone and mail, newsletters and important club news for our members.
- To be the media contact for the club with local media and promote in community new
- Promote ski club has Fort Saskatchewan ambassador status
- Promote national ski day which is on

➤ **Desirable Outcomes?**

- Increased public awareness of the Club in Fort Saskatchewan, Capital Regional area, Alberta and Canada.
- Increased program participants in the Jackrabbit and all other ski programs
- Increase club membership
- A club membership that is informed

➤ **Performance Measures?**

- Membership survey
- Club membership statistics

Action Plan – Objective #1: Club Promotion

June	<ul style="list-style-type: none"> • Update CCA website of our club & enter JRO date to calendar • Design Club Brochure/Poster 	
July	<ul style="list-style-type: none"> • Organize club presence at River’s Day Celebrations in conjunction with the City of Fort Saskatchewan • 	
Aug.	<ul style="list-style-type: none"> • Club Newsletter • Club Brochure/Poster approval by board 	
Sept.	<ul style="list-style-type: none"> • Presentation at Fort Sask “Neighbor Day” Sat., Sept 8, 2013, 10-2 pm., at Dow Centennial Centre • • E-mail to members re Lake Louise trip open to entire membership (plan trip, book hotel) • Newsletter upcoming programs • Print and distribute Club Brochure/Poster to MEC, Track n’ Trail, Totem, Dow, Johnny B Fitt, others? • Prepare ad for City of Fort Sask Winter Guide • Start Cross Country Skiing Weekly News - Update to Web page 	
Oct.	<ul style="list-style-type: none"> • E-mail to members highlighting Open House and Registration • Advertise on electronic board at DCC • get permit / permission from City for erecting sandwich boards • place sandwich boards out before 1st registration date • Submit Winter Leisure Guide Ad, (6 units), before Oct 15 – promote fall registration and fall programs 	
Nov.	<ul style="list-style-type: none"> • e-mail newsletter 	

	<ul style="list-style-type: none"> • Hold another membership day – Sunday Dec ?, Promote to local papers and members, • Get on electric Board at DCC 	
	<ul style="list-style-type: none"> • Santa Claus Parade – register and coordinate 	
Dec.	<ul style="list-style-type: none"> • e-mail newsletter • media coverage re programs 	
	<ul style="list-style-type: none"> • e-mail newsletter • media coverage re programs • promote Jackrabbit and Youth Olympics 	
Feb.	<ul style="list-style-type: none"> • Surveys membership • Coordinate National Team Members Visit and Media coverage of said event 	President/Promotions Director
March	<ul style="list-style-type: none"> • Promote Jackrabbit Year end and Ski Fit Challenge Club Social - mid-March 	Promotions Director
April	<ul style="list-style-type: none"> • AGM – submit annual report to president who will include it in for Presidents message 	Promotions Director
May	<ul style="list-style-type: none"> • Register for Fort Saskatchewan Annual “Neighbor Day”. 	Promotions Director

Objective #2: Club Social Media

To maintain functional website, Facebook page, Twitter account that is informative for club members and the community.

➤ **How will this be achieved?**

- Identify one person as the developer and webmaster
- Identify one person who is the “info feeder” to the webmaster

➤ **Desirable Outcomes?**

- Membership and others are aware of site
- CCA aware of site
- Club activities promoted and visitors provide favorable responses
- Info complete, accurate and up to date

➤ **Performance Measures?**

- Membership survey
- Club membership statistics

Action Plan – Objective #2: Club Social Media

weekly	<ul style="list-style-type: none"> • Send updates and keep website current • 	Dave Reid
July	<ul style="list-style-type: none"> • 	
Aug.	<ul style="list-style-type: none"> • 	

Sept.		
	•	
Oct.	• Advertise registration link to Zone 4.ca	
	•	
Nov.	• Renew website domain	
	•	
Dec.		
	•	
Jan.	•	
	•	
Feb.	•	
	•	
March	•	
	•	
April	•	
May	•	

Objective #3: Club Clothing

To organize, collect, and distribute the sale of crested clothing or other promotional clothing.

- **How will this be achieved?**
 - Investigation of possible clothing items and suppliers
 - Promotion of product to membership
- **Desirable Outcomes?**
 - Club members are recognizable at events
 - Large group purchase
 - Some profit for club if desired by Board
- **Performance Measures?**
 - Membership survey
 -

Action Plan – Objective #3: Club Clothing

June	• Investigate possible clothing products	
July	•	
Aug.	•	
Sept.	•	
Oct.	• Investigate possible clothing products	
	• Investigate need/want for possible clothing products	
Nov.	• Advertise to membership	
	•	
Dec.	• Advertise to membership	
	•	
Jan.	• Investigate possible clothing products	
	•	
Feb.	• Receive final orders	

	<ul style="list-style-type: none"> • Place orders 	
March	<ul style="list-style-type: none"> • 	
	<ul style="list-style-type: none"> • 	
April	<ul style="list-style-type: none"> • 	
May	<ul style="list-style-type: none"> • 	

6 PROGRAMS - Ski for Life

AREA OF EMPHASIS LEADS / PROGRAM DIRECTORS

Ski for Life Director

Coordinators/Committee Members/Helpers

MANDATE

The Ski Club will have ski for life activities that provide:

- social interaction for the members,
- learn to ski programs,
- learn best practices to participate in loppets and
- encourage health and wellness through skiing.

VISION

Lots of activities – both skiing and non-skiing social events

Learn to Ski Programs for a variety of ages (older than 16) supported by club lease equipment for 1st times learners

Membership participates in events all year round, not just winter – hiking, biking, rollerskiing, etc

2014-2015 GOALS

Recruit and train more ski instructors (CANSI level 1) to teach ski lessons

A group will be skiing Loppets at a minimum of 3 events

The Ski Club will ski in the Birkie in 2015

OBJECTIVES

Objective #1: Learn to Loppet (Director)

To recruit, plan and deliver a Learn to Loppet program

Objective #2: Adult Ski Lessons (Director)

To recruit, plan and deliver Teen/Adult Ski Lessons

Objective #3: Adult Ski Fitness Program (Director)

To recruit, plan and deliver an adult ski fitness program

Objective #4: Training of New Ski instructors (Director)

To recruit and train new ski instructors to CANSI Level 1 to teach a season of ski lessons

Objective #1: Learn to Loppet

To recruit, plan and deliver a Learn to Loppet program

➤ **How will this be achieved?**

- Development and delivery of a program to help participants learn to X-C ski better in the Birkebeiner or other Loppet events. This program may be delivered by a person with a minimum of CANSI Level 1 or fully trained NCCP Community Coach.

➤ **Desirable Outcomes?**

- Excited participants who become better skiers and participate in a minimum of three loppet events.

➤ **Performance Measures?**

- 90% of course participants satisfied with program.
- Skiers participate in new events

Action Plan – Objective #1: Learn to Loppet

	• Recruit a member to lead the program	
	• Review program content and revise past plans	

Objective #2: Adult Ski Lessons

To recruit, plan and deliver Teen/Adult Ski Lessons

➤ **How will this be achieved?**

- Minimum of 4 adult ski lessons (1.5 hours) on Sunday afternoons targeted to parents of Sunday afternoon programs.
- Minimum of 2 club nights with drop in ski lessons for club members – 1 classic and 1 skating @ 1.5 hours/lesson

➤ **Desirable Outcomes?**

- Minimum of 6 participants per class for adult ski lessons
- Minimum of 4 participants per class @ \$10.00 per lesson (non club members)

➤ **Performance Measures?**

- 80% of course participants satisfied with program.

Action Plan – Objective #2: Adult Ski Lessons

October	•	
November	• Recruit Instructor for Sunday afternoon sessions	Rec/Touring Director
	• Advertise in emails and in ski centre and website	

Objective #3: Adult Ski Fitness Program

To recruit, plan and deliver an adult ski fitness program

➤ **How will this be achieved?**

- Development and delivery of a program to experienced (minimum one year of skiing experience) participants to be fit and prepared for skiing and participation in events

➤ **Desirable Outcomes?**

- Excited participants who become better skiers and participate in a minimum of one event
-

➤ **Performance Measures?**

- 90% of course participants satisfied with program.
- Skiers participate in new events

Action Plan – Objective #3: Adult Ski Fitness Program

	• Promote and recruit instructor	
--	----------------------------------	--

	<ul style="list-style-type: none"> • Review program content and revise • Plan for dates for programs (Tuesday night) starting in fall 2014 • Set fee structure for program 	
--	---	--

Objective #4: Training New Ski Instructors

To recruit and train new ski instructors to CANSI Level 1 to teach a season of ski lessons

- *How will this be achieved?*
 - Promote and recruit within club, members to become ski instructors to teach ski lessons
- *Desirable Outcomes?*
 - Minimum of 2 new trained ski instructors
- *Performance Measures?*
 - Skiers participate in new events

Action Plan – Objective # 4: Training New Ski Instructors

	•	
	•	

7 SOCIAL - updated

AREA OF EMPHASIS LEADS / PROGRAM DIRECTORS

Director at Large - Social Director
Coordinators/Committee Members/Helpers

MANDATE

The Ski Club will have activities that promote social interaction among all club members

VISION

To offer monthly activities – both ski and non-ski social events and to see greater club membership participation and volunteering

All Membership participates in events all year round, not just winter, such as hiking, biking, rollerskiing, etc

2014-2015 GOALS

One monthly club social September to March

Promotion of and streamlining club members participating in City of Fort Saskatchewan community events that complement our mandate of continuous physical activity

Club members participate in City of Fort Sask events that support being active in the outdoors

One club ski trip to a premier ski area outside of the capital regional area

One club ski weekend to Canmore with a focus to ski at the Canmore Nordic Centre during ski season

OBJECTIVES

Objective #1: Family Activities (Director)

To provide 1-2 Family social activities per month from Sept to March

Objective #2: Adult Activities (Director)

To provide 1-2 Adult social activities

Objective #3: Club Membership Weekend Getaways (Director)

To coordinate 1-2 get away ski trips for club members

Objective #4: Club Membership Day Trips (Director)

To coordinate a monthly day tour in the Capital Region for members January, February and March

Objective #5: Coordination of CCA, CCC, and City of Fort Sask events calendars (Director)

To promote participation along with these events

Objective #1: Family Activities

To provide 1-2 Family social activities per month from Sept to March

➤ **How will this be achieved?**

- Fall welcome back Hike and Social at WRE. - with tree planting????
- Fall Family Hike at Ski Centre – October possibly to coordinate with Ski Expo

- Family Trip and Weiner Roast – Nov 29
- Lake Louise – November
- Christmas season club ski and social - December
- Moonlight Ski - January or February
- Promote participation in monthly regional loppets and ABCUPs
- Year End Club Wrap up – potluck Barbecue and JR awards day
- Saturday night ski at Ski Centre with potluck (sometime during the season)

➤ **Desirable Outcomes?**

- many participants
- Documented onto website

➤ **Performance Measures?**

- 15-20 families
- Increased volunteers and participants
- 10-20 people
- Positive feedback

Action Plan – Objective #1: Family Activities

	<ul style="list-style-type: none"> • Coordinate with CCC and CCA finalized schedule 	
	<ul style="list-style-type: none"> • Make sure planned events are well advertised within club media outlets 	
	<ul style="list-style-type: none"> • Recruit and designate among club members. 	
	<ul style="list-style-type: none"> • 	

Objective #2: Adult Activities

To provide 1-2 Adult social activities

➤ **How will this be achieved?**

- Adult Social at Ski Centre or other locations in January
- Take advantage of adult social opportunities during club trips

➤ **Desirable Outcomes?**

- 80% of adult membership in attendance

➤ **Performance Measures?**

- Positive feedback

Action Plan – Objective #2: Adult Activities

Nov	<ul style="list-style-type: none"> • confirm date • include in email newsletter 	???
Dec	<ul style="list-style-type: none"> • reminder in email newsletter, put up poster in chalet, prepare handout for chalet • start to coordinate evening – potluck, guest speaker 	
Jan	<ul style="list-style-type: none"> • reminder in email newsletter, phone calls to membership • finalize evening details 	

Objective #3: Club Membership Weekend Getaways

To provide 1-2 get away ski trips for club members

➤ **How will this be achieved?**

- Club Trip to Lake Louise November
- Club Trip to Canmore in March

➤ **Desirable Outcomes?**

- 20 club members or more attending each trip

➤ **Performance Measures**

- Positive responses
- 15 -20 participants

Action Plan – Objective #3: Club Membership Weekend Getaways

May	•	
June	•	
July	•	
Aug.	•	
Sept.	Promote Club Ski Weekend to Lake Louise	
Oct.	Set Up Group Rate for accommodation for Lake Louise	
	Confirm all going to Lake Louise	
Nov.	Organize Family Social evening – potluck, movies	
	Investigate group accommodations in Canmore area for March	
Dec.		
Jan.		
Feb.	Promote Club trip to Canmore in March	
	Book accommodations	
March	Go to Canmore	
April	•	

Objective #4: Club Membership Day Trips

To coordinate a monthly day tour in the Capital Region for members in January, February and March

➤ **How will this be achieved?**

- Identification of locations
- Coordinate dates
- Sufficiently organized and promoted
- Club Trip to Vermillion for Beckie Scott Loppet
- Club Trip to Athabasca for Loppet

➤ **Desirable Outcomes?**

- Places to go
- People to go with

➤ *Performance Measures*

- Repeat customers and new members each time

Action Plan – Objective #4: Club Membership Day Trips

Jan.	• Blackfoot	
	• SWC	
	• Promote Club Ski to Athabasca	
	• Promote Club Ski to Vermilion	
Feb.	•	
	•	
March	•	
	•	

8 PROGRAMS

(Coaching and Athlete Development)

AREA OF EMPHASIS LEADS / PROGRAM DIRECTORS

Coaching & Athlete Development Director

Committee Members/Helpers

Senior Coach

Jackrabbit & Youth Director

Jackrabbit & Youth Olympics Event Coordinator

Assistant Coaches

Committee Members/Helpers

Committee Members/Helpers

MANDATE

To provide broad based skier development opportunities that allow skiers to reach their level of excellence with a team based leadership/coaching system.

VISION

Skiers will have a sport program that allows for learning to ensure personal growth and development to meet their potential.

Skiers will have the opportunity to fulfill their vision, goals and competitive potential by having the opportunity to do a majority of their training in Fort Sask.

Coaches will be competent to meet the needs of the skiers they are developing.

An enjoyable team atmosphere

2014-2015 GOALS

90% Satisfaction measure in all programs by skiers, parents and coaches

New programs and new skiers joining the programs

OBJECTIVES

Objective #1: Strategic Planning (Coaching & Athlete Development Director)

To review & revise the FSNSC Skier Development model and the Coaching model to be consistent and aligned with the Sport Canada's Sport For Life/Long Term Athlete Development and CCC's/CCA's Cross Country Skiers Development Model

Objective #2: Child & Youth Programs: Bunnies, Jackrabbits, and Youth on Skis (Jackrabbit Director)

To provide an effective Sunday program for children and youth ages 3 to 16 yrs old with an annual increase in program participants of 5% and a minimum goal of 50 participants every year

Objective #3: Athlete Programs (Coaching & Athlete Development Director, Senior Coach, Coaches, Managers)

To provide programs that prepare FSNSC skiers to maximize their participation and results at the Alberta Cup Series, Youth Championships, Alberta Winter Games, Regional Races and Loppets (e.g. Beckie Scott, Birkie, etc.), Nor-Ams, other provincial and national events

Objective #4: Special Team Camps / Events / Trips Program (Coaching & Athlete Development Director)

To develop and support FSNSC skiers to reach their level of excellence

Objective #5: AB Ski Teams and Beyond (Coaching & Athlete Development Director, Senior Coach, Manager)

To Develop & Support FSNSC skiers to Alberta Teams & beyond

<p>Objective #6: Jackrabbit & Youth Olympics (Event Coordinator with Board) To provide a well-organized, fun tournament event for youth that meets the CCC requirements</p>
<p>Objective #7: Junior Coaching Programs (Coaching & Athlete Development Director, Jackrabbit Director) To develop, plan, lead, manage Youth and Juniors doing coaching and instruction</p>
<p>Objective #8: Coaching and Officials Programs (Coaching & Athlete Development Director, Jackrabbit Director) To recruit, plan and budget for Athlete Development Coaches, Jackrabbit Coaches, Assistant Coaches and Officials and their training</p>
<p>Objective #9: Regional Camps (Coaching & Athlete Development Director) To coordinate and/or participate in Regional camps</p>
<p>Objective #10: To Host a Regional Ski Race &/or Playoff Race for Zone 5 AWG's (Coaching & Athlete Development Director, Event Coordinator) To host a Ski Race to: provide officials training & experience, our club skiers with race experience, and be part of capital region ski clubs hosting these events.</p>
<p>Objective #11: To Host a Major AB Event (Coaching & Athlete Development Director, Event Coordinator) To host a major AB event to which will provide the ski club with additional purpose and justification to the community and City Council for support for enhancements and improvements of the ski centre, our club skiers with race experience, support skier development in Alberta and increase the profile in Fort Saskatchewan of our skiers and sport.</p>

Objective #1: Strategic Planning

To review & revise the FSNSC Skier Development model and the Coaching model to be consistent and aligned with the Sport for Life Model and CCC's/CCA's Cross Country Skier Development Model

➤ **How will this be achieved?**

- Reference Sport for Life/Long Term Athlete Development Model (LTADM), CCC/CCA LTADM
- Consultation with parents and skiers.
- Consultation with coaches and club Board

➤ **Desirable Outcomes?**

- A skier development model and leadership/coaching development model that follows the principles of the LTADM and CCC/CCA skier development and coaching models but reflects the characteristics of the FSNSC.
- The ski club will follow the skill progressions and programs as set out by CCC.

➤ **Performance Measures?**

- Parents and skiers understand the development model, resulting in few questions.
- Models are posted on club web site, club chalet, and available in handouts

Action Plan – Objective #1: Strategic Planning

- Review and update done by Coaches & Athlete Development Director following consultation meetings with club members and reference documents
- Develop a Poster outlining skier and coaching programs of FSNSC and promoted to Board and general membership in order to create awareness and understanding

Objective #2: Child & Youth Programs: Bunnies, Jackrabbits, and Youth on Skis

To provide an effective Sunday program for children and youth ages 3 to 16 yrs old with an annual increase in program participants of 5% and a minimum goal of 50 participants every year

➤ **How will this be achieved?**

- Continued implementation of a volunteer lead instructional JR program with parent support in non- instructional activities. (A new policy outlining a minimum of 5 hours per season by Jackrabbit parents to the program)
- Recruitment and training of volunteer Jackrabbit Coaches, including parents, interested club members and youth, using the new NCCP Community Coaching program
- Conduct an honorarium system for youth/juniors to motivate & reward them to coach
- Purchase of Cross Country Skis, Boots for early ages 3-8 and management of a lease program for this equipment

➤ **Desirable Outcomes?**

- Positive, effective, team of Jackrabbit coaches and support of parents, that delivers a fun, enjoyable program

➤ **Performance Measures?**

- Satisfied skiers and parents reflected in year end survey
- Active and effective volunteerism including 3-5 new coaches and 5-6 helpers
- Active and effective youth coaches
- 8-10 Jackrabbit coaches and 8-10 parent helpers and 50 or more participants (if snow is adequate then skiing will start in December with some fun days)

Volunteer Requirements:

JR Director (1)
 Coaches (8-10) & Helpers (8-10)
 Track Setters (2)
 Playground Coordinator (1)
 Leased Equipment Coordinator (1)
 JR Kitchen Coordinator (1)
 JR Parent Communication Coordinator
 Food Contributions (21) = 7 Sundays x 3 parents

Action Plan – Objective #2: Child & Youth Programs

May	<ul style="list-style-type: none"> • Plan new season schedule due June 1st (for City bookings) • Finalize budget and set program fees for next season • Attend Board Meetings (monthly from August to May) and prepare JR Director reports as required • Fill in for JR director absences 	JR Director / Board JR Director / Treasurer JR Director JR Coordinator(s)
June	<ul style="list-style-type: none"> • 	
July	<ul style="list-style-type: none"> • 	
Aug.	<ul style="list-style-type: none"> • Prepare program materials for dryland training • Research dates for CCA Coach Certification Programs • Prepare promotional material for Halloween Party • Prepare promotional material for Neighbourhood Day • Review Jackrabbit registration for Zone4 	JR Director CAD Director JR Director / Promotions JR Director / Treasurer
Sept.	<ul style="list-style-type: none"> • Finalize schedule for city personnel to unlock/lock upstairs for events • Review data from feedback surveys and create an action plan to address concerns / issues 	JR Director JR Director

	<ul style="list-style-type: none"> Promote registration in school newsletters and club newsletters Attend Fall General Meeting 	JR Director
	<ul style="list-style-type: none"> Update “Parent Handbook for Child and Youth Programs” Update website/social media with parent information and material 	JR Director Promotions
Oct.	<ul style="list-style-type: none"> Review requirements of new CCC/CCA programs 	JR Director
	<ul style="list-style-type: none"> Purchase/prepare supplies for Halloween Party & Santa Claus Parade Coordinate expenses under “Promotions Budget” 	JR Director / Promotions
	<ul style="list-style-type: none"> Review Jackrabbit registration form and information package for registration day / prepare for zone4.ca registration 	JR Director
	<ul style="list-style-type: none"> Confirm availability of previous program coaches Prepare schedule to identify coverage requirements 	JR Director / CAD
	<ul style="list-style-type: none"> Recruit new coaches / arrange for CCA Coach Certification Programs 	JR Director / CAD
	<ul style="list-style-type: none"> Organize equipment lease and registration dates 	Board Committee
Nov.	<ul style="list-style-type: none"> Review registrations for preliminary JR groupings Establish email group/forum for <ul style="list-style-type: none"> a) coaches b) parents 	JR Director
	<ul style="list-style-type: none"> Review inventory of JR materials (ie. Badges, booklets, registration packages) Register participants with CCA 	JR Director Treasurer
	<ul style="list-style-type: none"> Coordinate plans with Coach Athletic Director (min. 2 meetings prior to Dec 15) 	JR Director / CAD
	<ul style="list-style-type: none"> Arrange meeting of JR leaders to refresh skills, plan and share ideas, discuss progressions as coaches and personal development 	JR Director
	<ul style="list-style-type: none"> Organize CCA Coach Certification Programs / Workshops 	CAD
	<ul style="list-style-type: none"> Inform JR coaches of Community Coaching Workshops & Recruit 	JR Director / CAD
	<ul style="list-style-type: none"> Arrange brief coach’s meeting to review initial sessions & evaluate program 	JR Director / Promotions
	<ul style="list-style-type: none"> Prepare schedule / information sheet for kids / parents 	JR Director
	<ul style="list-style-type: none"> Prepare distance poster, volunteer sign-ups (snacks, clean-up, etc) 	JR Director
Dec.	<ul style="list-style-type: none"> Review registrations and finalize groupings 	JR Director
	<ul style="list-style-type: none"> Get leaders’ schedules to arrange coverage 	JR Director
	<ul style="list-style-type: none"> Review-evaluation sheets with leaders (score cards) Prepare parent snack sign up sheet 	JR Director JR Kitchen Coordinator
Jan.	<ul style="list-style-type: none"> Start programs (first Sunday after Jan 1st) Prepare and print preliminary groupings & coaching alignment for posting in chalet Post map for coach meeting places and check signage 	JR Director
	<ul style="list-style-type: none"> Send our Parent email with attachments for meeting Host Parent Information Meeting (Week 2) 	JR Parent Comm. Coordinat
	<ul style="list-style-type: none"> Final Registration Day (second Sunday in Jan) – finalize groupings & coaching 	JR Director / CAD

	<ul style="list-style-type: none"> Child & Youth Program Key Holder Responsibilities: <ol style="list-style-type: none"> meet with city worker to open chalet one hour prior to start time of lessons unlock basement doors and storage room set up for snack (tables, bins with supplies, start water) post signage outside for coach meeting places set up communication bulletin boards & signage set up SNOW GOAL tracking sheet set up Parent Snack Sign up tracking sheet set up Playground 	<p>JR Director or Keyholder</p> <p>JR Director or Keyholder</p> <p>JR Kitchen Coordinator JR Director JR Parent Comm. Coordinat JR Director JR Kitchen Coordinator Playground Coordinator</p>
	<ul style="list-style-type: none"> Order enrollment packages from CCA 	JR Director
	<ul style="list-style-type: none"> Schedule speed badge trials twice per season <ul style="list-style-type: none"> Trial #1 – Week #4 Trial #2 – Week #7 	JR Director/ Volunteers
	<ul style="list-style-type: none"> Send out weekly emails to parents communicating upcoming events and summarizing the previous week's events 	JR Parent Comm. Coordinat
Feb.	<ul style="list-style-type: none"> Arrange for wrap-up with coaches and volunteers 	JR Director / CAD
	<ul style="list-style-type: none"> Prepare season / program questionnaire for parents/students 	JR Director
	<ul style="list-style-type: none"> Assist leaders with evaluation – provide forms for leaders 	JR Director
March	<ul style="list-style-type: none"> Meet with JR Coordinators for wrap-up meeting Assist Jackrabbit coaches with evaluation of skiers Create / pick up award treats to hand out with progress reports Prepare skier award packages for AGM Document skier advancements for next year's groupings 	JR Director/ JR Coordinators
	<ul style="list-style-type: none"> Submit any motions for AGM – due at the start of March Attend Annual General Meeting Distribute skier award packages and progress reports Circulate Parent Feedback Evaluations – online survey 	JR Director
April	<ul style="list-style-type: none"> Submit all final receipts for expenses Submit draft budget proposal for next season Collect and summarize data from Parent Feedback Survey 	JR Director

Objective #3: Athlete Programs

To provide programs that prepare FSNSC skiers to maximize their participation and results at the Alberta Cup Series, Youth Championships, Alberta Winter Games, Regional Races and Loppets (e.g. Beckie Scott, Birkie, etc.), Nor-Ams, other provincial and national events

➤ *How will this be achieved?*

- Development of an FSNSC Athlete Training Program through consultation with coaches, skiers and parents
- Provision of and Maintenance of Rollerskis, (Director at Large – Equipment in partnership with Senior Coach), Heart Rate Monitors and other equipment to support this program
- Participation in a variety of camps and races that match the needs and wants of the skiers when available as part of our training program
- Development of a long-term strategy to develop younger athletes who will move into the Performance Team, Red Foxes, and Track Attack programs.
- Communication of needs for use of paved pathways and other areas for dryland training use in the City of Fort Sask.

- Communication of needs regarding grooming and tracksetting of ski trails through out community, and the ski centre, including a teaching grid, provision of lights, and facility for maximizing and simulation (for events) for training purposes
- Team identity program (e.g. bags, clothing)

➤ **Desirable Outcomes?**

- Positive, effective, team of coaches and support group
- 2-3 Coaches
- We deliver a “Family” atmosphere where we all accept each other as part of the program, doing many activities together (10-15 skiers participating in the program with adults, parents as an integral component of the program.
- New skiers participating

➤ **Performance Measures?**

- Satisfied skiers and parents as reflected in year end survey
- Active and effective volunteerism
- Skiers happy with their ski results in the events in which they ski

Action Plan – Objective #3: Performance Team Program

May	<ul style="list-style-type: none"> • Draft Program Plan established and provided to families for consideration for new season • Athletes submit final season plans for 2014-15 season • Draft template for annual training programs developed for skiers • Review operational policy on club training equipment use and update where required 	Senior Coach, CAD
	<ul style="list-style-type: none"> • Draft and distribute Equipment Agreement forms for Rollerskis and Heart Monitors 	Senior Coach CAD/Senior Coach/ DAL – Equipment
	<ul style="list-style-type: none"> • Start Dryland Training Program for Performance Program • Further/Ongoing discussion of new season with coaches of programs as CCC and CCA events, camps and trips information becomes available 	Senior Coach
June	<ul style="list-style-type: none"> • Further/Ongoing discussion of new season with coaches of programs as CCC and CCA events, camps and trips information becomes available 	Senior Coach, CAD
	<ul style="list-style-type: none"> • 	CAD
July	<ul style="list-style-type: none"> • 	
Aug.	<ul style="list-style-type: none"> • Prepare annual program packages for all programs for distribution in the fall 	Senior Coach, Coaches, CAD
	<ul style="list-style-type: none"> • Meeting with coaches to prepare for September startup 	Senior Coach, Coaches, CAD
Sept.	<ul style="list-style-type: none"> • Parents/skiers/coaches meeting to go over program packages • Fall payments should be due now • Fall dryland training started • Meeting with skiers and parents to set out final camp/trip programs to support their goals • <u>Meeting with parents to see who will fulfill which roles on the PT ie) media, trip logistics, social, wax, etc.</u> 	Senior Coach, CAD
Oct.	<ul style="list-style-type: none"> • Parents/Skiers/Coaches Meeting to cover anything that still remains uncovered 	Senior Coach , CAD
	<ul style="list-style-type: none"> • Meeting with skiers and parents to set out final camp/trip program to support their goals 	Senior Coach , CAD
	<ul style="list-style-type: none"> • Coaches meeting - Develop program goals and objectives and teaching outlines for each program 	Senior Coach, CAD
Nov.	<ul style="list-style-type: none"> • Order Track Attack materials • 	Senior Coach, CAD
Dec.	<ul style="list-style-type: none"> • SEE NEXT SECTION FOR DETAILS REVOLVING AROUND TRIPS/EVENTS/CAMPS 	
	<ul style="list-style-type: none"> • 	

Jan.	<ul style="list-style-type: none"> • Winter payments should be due now 	
Feb.	<ul style="list-style-type: none"> • • 	
March	<ul style="list-style-type: none"> • Begin communications/planning regarding next season. • 	Senior Coach, CAD
April	<ul style="list-style-type: none"> • Final review of previous season. • Determine some draft plans for next season and let skiers and parents know of plan (e-mail or written memo) 	Senior Coach, CAD Senior Coach, CAD
	<ul style="list-style-type: none"> • Draft Annual Program Overview Document with start dates, etc of program • Spring Payments should be due now • Draft Spring/Summer Training Program 	Senior Coach, CAD Senior Coach, CAD
	<ul style="list-style-type: none"> • Set budget and fees for next season. • Registration started for next season (fall – winter – spring/summer). • Have a meeting with coaches, discuss program planning details 	Senior Coach, CAD Senior Coach, CAD

Objective #4: Special Team Camps / Events/ Trips Program

To develop & support FSNSC skiers to reach their level of excellence.

➤ **How will this be achieved?**

NOTE: *The ski club will utilize CCA camps and clinics for skiers who are at the development stages to benefit from the CCA camps and at times when the CCA camps and clinics are not a duplication the same services and information available in the club. A “cost benefit analysis” will be used to make a decision when this is appropriate.*

******Managers could coordinate the logistics for these events.**

FOR 2014-15, FINAL PLANS WILL BE MADE ONCE THE OFFICIAL EVENT SCHEDULE IS RELEASED. PLANS WILL INCLUDE:

- A Internal Fall Kick-Off Camp in Fort Saskatchewan and area
- Lake Louise Early Snow Camp
- Christmas Camp, possibly in Hinton
- Alberta Cups
- The Birkie
- Other local events/loppet (ex. Athabasca, Camrose)

➤ **Desirable Outcomes?**

- Well organized, promoted, excellent race support, well planned for participating skiers and families

➤ **Performance Measures?**

- 100 % satisfaction of skiers and parents.

Action Plan – Objective #4: Special Teams Camps and Trips Program

May	<ul style="list-style-type: none"> • Draft start of Annual Plan in association with information from CCA 	Senior Coach and CAD
June	<ul style="list-style-type: none"> • Notify skiers, parents and coaches of Draft Plans • 	Senior Coach and CAD
July	<ul style="list-style-type: none"> • Late in month, notify skiers and parents of potential plans for camps, trips, events • Draft Budget for program and notify parents of draft budget for camps and trips 	Senior Coach and CAD
Aug.	<ul style="list-style-type: none"> • Plan Fall Kick-Off and communicate details to skiers and parents 	Senior Coach and CAD
	<ul style="list-style-type: none"> • Figure out the Zone 5 ABWG XC Senior Coach Senior Coach Senior Coach Senior Coach Senior coach 	CAD
Sept.	<ul style="list-style-type: none"> • Fall Kick-Off in Fort Saskatchewan Sept. 7-8 	Senior Coach and CAD

	<ul style="list-style-type: none"> • Planning Meeting with parents and skiers to announce details of potential camps, trips and events ***determine interest in Camrose Dryland Trip 	Senior Coach and CAD
	<ul style="list-style-type: none"> • Plan Camrose Dryland Trip 	Senior Coach and CAD
	<ul style="list-style-type: none"> • Communicate details of Camrose Dryland Trip to parents and skiers 	Senior Coach and CAD
	<ul style="list-style-type: none"> • Camrose Dryland Trip Sept. 27-29 	
	<ul style="list-style-type: none"> • Make decisions for our final club plan for additional camps, trips and events. <i>This will determine further steps in this action plan. Further steps are in italics and subject to changes</i> 	Senior Coach and CAD Senior coach and CAD
	<ul style="list-style-type: none"> • Confirm Lake Louise Accommodations; cancel one or the other bookings if needed 	Senior Coach and CAD
	<ul style="list-style-type: none"> • Be aware of ABWG information; find out and share necessary information as it comes up 	Senior Coach and CAD
Oct.	<ul style="list-style-type: none"> • Planning Meeting with parents and skiers to announce final club plan for camps, trips and events - done 	Senior Coach and CAD
	<ul style="list-style-type: none"> • Plan Lake Louise Camp 	Senior Coach and CAD
	<ul style="list-style-type: none"> • Communicate details of Lake Louise trip to parents and skiers 	Senior Coach and CAD
	<ul style="list-style-type: none"> • <i>As per note above regarding final club plans, if team has decided to do AB Cup 1/2... then... plan AB Cup 1/2 trip to Canmore and communicate plans</i> 	
	<ul style="list-style-type: none"> • Parents Meeting to check progress, where we are at 	Senior Coach and CAD
	<ul style="list-style-type: none"> • Be aware of ABWG information; find out and share necessary information ie) where are the trials? TRIALS ARE AT SWC ON DEC. 21 	Senior Coach and CAD
Nov.	<ul style="list-style-type: none"> • Ongoing communication of plans for Lake Louise Camp and for AB Cup in Canmore 	Senior Coach and CAD
	<ul style="list-style-type: none"> • <i>Plan ERR at SWC and Christmas Camp</i> 	Senior Coach and CAD
	<ul style="list-style-type: none"> • Lake Louise Camp November 14-17 	
	<ul style="list-style-type: none"> • Be aware of ABWG information 	Senior Coach and CAD
	<ul style="list-style-type: none"> • <i>Communications started regarding AWG Trials at SWC and Christmas Camp</i> 	Senior Coach and CAD
Dec.	<ul style="list-style-type: none"> • <i>AB Cup 1/2 trip to Canmore November 30-December 1</i> 	
	<ul style="list-style-type: none"> • <i>Ongoing communication of plans for AWG Trials at SWC and Christmas Camp</i> 	Senior Coach and CAD
	<ul style="list-style-type: none"> • <i>Plan January events : Athabasca Loppet and AB Cup 4-5 in Red Deer; communications started</i> 	Senior Coach and CAD
	<ul style="list-style-type: none"> • <i>SWC December 21</i> 	
	<ul style="list-style-type: none"> • <i>Christmas Camp Location TBA December 29-31</i> 	
	<ul style="list-style-type: none"> • <i>Ongoing communication of plans for Athabasca Loppet and AB Cup in Red Deer</i> 	Senior Coach and CAD
	<ul style="list-style-type: none"> • Be aware of ABWG information; find out and share all information 	Senior Coach and CAD
Jan.	<ul style="list-style-type: none"> • <i>Ongoing communication of plans for January events</i> 	Senior Coach and CAD
	<ul style="list-style-type: none"> • <i>Plan February events: ABWG, JRO, communications started</i> 	Senior Coach and CAD
	<ul style="list-style-type: none"> • <i>Athabasca Loppet January 18</i> 	
	<ul style="list-style-type: none"> • <i>AB Cup 4-5 Red Deer January 25</i> 	
	<ul style="list-style-type: none"> • <i>Ongoing communication of plans for ABWG and JRO</i> 	Senior Coach and CAD
Feb.	<ul style="list-style-type: none"> • <i>Ongoing communication of plans for ABWG and JRO</i> 	Senior Coach and CAD
	<ul style="list-style-type: none"> • <i>Plan March events: AB Youth Champ, SWC Loppet, AB Cup 7-8 Sharkfest; communications started</i> 	Senior Coach and CAD
	<ul style="list-style-type: none"> • <i>ABWG Canmore February 6-9</i> 	
	<ul style="list-style-type: none"> • <i>JRO Fort Saskatchewan February 23</i> 	
	<ul style="list-style-type: none"> • <i>Ongoing communication of plans for AB Youth Champ, SWC Loppet, AB Cup 7-8</i> 	Senior Coach and CAD
March	<ul style="list-style-type: none"> • <i>Ongoing communication of plans for AB Youth Champ, SWC Loppet, AB Cup 7-8</i> 	Senior Coach and CAD
	<ul style="list-style-type: none"> • <i>AB Youth Champ March 1-3</i> 	
	<ul style="list-style-type: none"> • <i>SWC Loppet March 9 and/or 15 (Beat the Blues/Pastry Caper)</i> 	
	<ul style="list-style-type: none"> • <i>AB Cup 7-8 Sharkfest –Canmore March 29-30</i> 	
April	<ul style="list-style-type: none"> • Review of season by skiers, parents, coaches 	Senior Coach and CAD
	<ul style="list-style-type: none"> • 	

Objective #5: AB Ski Teams and Beyond

To develop & support FSNSC skiers to Alberta Ski Teams and beyond

➤ **How will this be achieved?**

- Lobby CCA for an appropriate Athlete Development System of Program and Services that best support our club skiers development needs to achieve their goals
- To participate in CCA Athlete Development Programs and Teams in Alberta
- Attend and participate in CCA AGM and CCA Strategic Planning Seminar
- To support collaboration with other clubs and/or groups in order to have athletes achieve their goals
- Attend qualifier races such as: Alberta Cups, Nor-Ams, Easterns &/or Westerns
- Alberta Youth Championships

➤ **Desirable Outcomes?**

- Clear understanding of the Athlete Development System in Canada and Alberta.

➤ **Performance Measures?**

- FSNSC members on the Alberta Ski Teams, and other teams including the National Ski Team

Action Plan – Objective #5: AB Ski Teams and Beyond

Ongoing	• Listen and Identify any needs	Senior Coach and CAD
Ongoing	• Participation and Awareness of CCA AST, AB Development Team and National Team Programs , Represent our ski club to CCA and provide feedback to CCA, CCC	Senior Coach and CAD
Date and Location TBA	• Attend CCA AGM	Senior Coach and CAD
	• Collect ongoing feedback from Board/Members	Senior Coach and CAD
Ongoing	• Attend Strategic Planning Meeting	Senior Coach and CAD
	• Participation in any location skier development initiatives that support this objective	Senior Coach and CAD
	• Support and Participation in a regional training group program	Senior Coach and CAD

Objective #6: Jackrabbit & Youth Olympics

To provide a well-organized, fun tournament event for youth that meets the CCC requirements

➤ **How will this be achieved?**

- Review, Plan and Apply for a CCC ski tournament status and ask for an Olympian to attend
- Apply for other CCC Initiative (Team Relay if Olympian application if not successful)
- Plan, seek sponsorship, coordinate, host the event

➤ **Desirable Outcomes?**

- Positive, fun tournament event for youth in club and surrounding area
- Host an outstanding event to obtain excellent media coverage to promote our club and recruit new young skiers into our programs

➤ **Performance Measures?**

- Satisfied skiers and parents reflected at the end of the event
- Active and effective volunteerism to make it happen

- 70 participants – good 100 participants – Excellent

Volunteer Requirements:

Race Organizing = 5 for race planning & prep

Event Day = Stadium prep (6), Timing (6), Registration (2), Games (6), Cleanup (6)

Action Plan – Objective #6: Jackrabbits and Youth Olympics

May	•	
June	•	
July	• Application to CCA for sanctioning of event	
	•	
Aug.	•	
	•	
Sept.	• Submit planned event date to Nordic Skier - done	
	• Investigate CCC Tournament requirement and report to Board	
	• Develop sub committee to draft plans to present to membership Oct 19	
Oct.	• Develop draft program proposal (Oct 30 th to CCC)	
	•	
	• Recruit team to lead this event	
	• Develop Plan and Budget for event	
	•	
Nov.	• Promote club members taking officials courses	
	• Encourage club members to take official courses	
	• Draft new proposal to Board for new CCC connected event	
	• Late November do promotion poster for event when know our event status	
Dec.	• Set out a detailed event plan with event committee	
	• New Event Proposal to Board	
Jan.	• Follow up with sponsors who have not replied	
	• Promote event in club, Send press release to all 3 papers	
	•	
	• Mid Jan update Poster with any new sponsors	
	•	
	• Begin Event Schedule and Day schedule Plan	
	•	
Feb.	•	
	• Promote regionally	
March	• Invite Mayor to attend event.	
	• Run Event	
	• Thank you letters to sponsors	All
	• Event review and wrap up	
April	•	
	•	

Objective #7: Junior Coaching Programs

To develop, plan, lead, and manage Youth and Juniors doing coaching and instruction.

- **How will this be achieved?**
 - Training, education
- **Desirable Outcomes?**
 - Review of skills, teaching methods
 - Expectations clearly outlined
 - Responsibilities, tasks and commitments clearly outlined
- **Performance Measures?**
 - Confident and competent youth/junior leaders

Action Plan – Objective #7: Junior Coaching Programs

April-May	<ul style="list-style-type: none"> • Contact youth skiers in the club who show coaching interest. Document for the fall. • Arrange for training if youth leader is 14 years old. By submitting to CCA a request for coaching workshops 	CAD and Senior Coach CAD and JR director
May-June	<ul style="list-style-type: none"> • Communicate with youth leaders regarding ICC/CC workshops in the fall. • Continue this communication through the summer. 	CAD CAD
September/October	<ul style="list-style-type: none"> • Youth leaders take part in the ICC and CC courses in the fall. 	CAD
November	<ul style="list-style-type: none"> • Youth leaders attend a meeting during which expectations, roles, responsibilities are outlined. 	CAD and JR Director
January-March	<ul style="list-style-type: none"> • Integrate youth leaders into JR groups on Sundays to serve as role models, demonstrators, helpers. • Provide oversight, review/evaluation and feedback to coaches 	CAD and JR director CAD and JR director

Objective #8: Coaching and Officials Programs

To recruit, plan and budget for Athlete Development Coaches, Jackrabbit Coaches, Assistant Coaches, and Officials and their training.

- **How will this be achieved?**
 - Needs analyses for all programs, promote and recruit from club members.
 - Application for CCA Leadership Grants
 - Community Coach Course to be run in Fort Sask.
 - Jackrabbit Coaches Refresher sessions
 - Official Courses for club volunteers for running events
 - Coaches Attends National/Provincial Coaching Seminars cost effective
- **Desirable Outcomes?**
 - Leader/Coach needs met
 - Meet requirement of liability insurance program/risk management policy of CCC
- **Performance Measures?**
 - Quantity Leaders
 - Minimum of 3 new coaches with all active in club to some degree

- Minimum of 5 new Jackrabbit Coaches
- 10-15 of our trained Officials remain active at our events

Action Plan – Objective #8: Coaching and Officials Programs

April	<ul style="list-style-type: none"> • Apply to host ICC and CCC workshops 	CAD
	<ul style="list-style-type: none"> • Ensure WRE facility is booked for workshop dates • Communicate dates to coaches who have committed to workshops 	President
	<ul style="list-style-type: none"> • Send out a “job posting” email to the overall xc club membership asking for further interest in coaching and workshops 	CAD/JR Director
May	<ul style="list-style-type: none"> • Contact made personally to select individuals who have expressed interest in the past/coached in the past • Confirm with CCA the workshop fees • Contact CCA to have workshop and registration posted on the CCA website 	CAD and JR Director
June	<ul style="list-style-type: none"> • Apply for Investors Group Workshop Grants 	CAD
August	<ul style="list-style-type: none"> • Continued communication to individuals who have committed to workshops/coaching 	CAD
September	<ul style="list-style-type: none"> • Communicate workshop information to individuals attending ICC workshop 	CAD
	<ul style="list-style-type: none"> • Review policy for payment of course fee for leaders/coaches & get approval of Board if changes 	CAD
	<ul style="list-style-type: none"> • Ensure that all individuals taking workshops have club memberships renewed 	CAD
October	<ul style="list-style-type: none"> • Ongoing communication of workshop information to individuals 	CAD
	<ul style="list-style-type: none"> • Contact CCA to provide numbers for workshop registrants. 	CAD
	<ul style="list-style-type: none"> • Arrange for pickup or delivery of workshop materials. 	CAD
	<ul style="list-style-type: none"> • Ensure facility is good to go; get all supplies, food, beverages necessary 	CAD
	<ul style="list-style-type: none"> • ICC Workshop; collect non-member fees and have Craig issue receipts • Send thank you’s out to workshop participants 	CAD and workshop facilitator CAD
	<ul style="list-style-type: none"> • If club has received an Investors’ Group grant, prepare post workshop report in order to receive grant. 	CAD
	<ul style="list-style-type: none"> • Once invoice is received, send CCA cheque for workshop fees. 	CAD
September - December	<ul style="list-style-type: none"> • Continue to actively promote/recruit new leaders, coaches, officials 	CAD and JR director
November	<ul style="list-style-type: none"> • Communicate workshop information to individuals attending CCC workshop 	CAD
December	<ul style="list-style-type: none"> • Ongoing communication of workshop information to individuals 	CAD
	<ul style="list-style-type: none"> • Contact CCA to provide numbers for workshop registrants. 	CAD
	<ul style="list-style-type: none"> • Arrange for pickup or delivery of workshop materials. 	CAD
	<ul style="list-style-type: none"> • Ensure facility is good to go; get all supplies, food, beverages, 	CAD

	necessary	
	<ul style="list-style-type: none"> • CCC Workshop; collect non-member fees and have Craig issue receipts • Send thank you's to workshop participants 	CAD and workshop facilitator CAD
	<ul style="list-style-type: none"> • If club has received an Investors' Group grant, prepare post workshop report in order to receive grant. 	CAD
	<ul style="list-style-type: none"> • Once invoice is received, send CCA cheque for workshop fees. • Coaches meeting regarding placements, groupings, expectations, etc. • Program overviews/season plans created and submitted by coaches to CAD/JR Director. • Continue to update binder with coaching information/transcripts, etc. 	CAD/JR Director CAD/JR Director CAD
January	<ul style="list-style-type: none"> • Continuous communication with coaches regarding programming, planning, lessons, etc. • Continuous communication with coaches regarding certification, etc. 	CAD CAD
February	<ul style="list-style-type: none"> • Begin communication to the club at large regarding interest in coaching next season : club email, weekly club news, posters, one on one discussions, pamphlets. • Get confirmation from current coaches regarding returning next year, courses they would like to take, etc. • Get confirmation from current youth leaders who will be 14 regarding if they would like to take courses. 	CAD CAD CAD
March	<ul style="list-style-type: none"> • Hold an end of season coaches' wrap up to go over season, groupings, placings, etc. • Get confirmation from board regarding whether or not we will host workshops. 	CAD/JR Director CAD
April	<ul style="list-style-type: none"> • Continue to check for advanced workshops being offered for individuals who wish to take levels over CC. 	CAD

Objective #9: Regional Camps

To coordinate and/or participate in Regional Camps

➤ **How will this be achieved?**

- Plan, coordinate, host a regional dryland camp
- Plan, coordinate, Regional On Snow camp working in partnership with other clubs in zone

➤ **Desirable Outcomes?**

- Positive, fun ski event for youth in club and surrounding area

➤ **Performance Measures?**

- Satisfied skiers and parents reflected at the end of the event
- Active and effective volunteerism to make it happen
- Min 15 participants

Action Plan – Objective #9: Regional Camps

	•	
--	---	--

	•	
	•	

Objective #10: To Host a Regional Ski Race &/or Playoff Race for Zone 5 AWGs

To host a Ski Race to provide officials training & experience, our club skiers with race experience, and be part of capital region ski clubs hosting these events.

➤ *How will this be achieved?*

- Host a Midget and younger event in Fort Saskatchewan in order to provide our Red Fox, Track Attack and younger PT athletes with the chance to experience an official “race”

➤ *Desirable Outcomes?*

-

➤ *Performance Measures?*

-

Action Plan – Objective #10: To Host Capital Region ski Race and Trial Race for Zone 5 AWGs

	•	
--	---	--

Objective #11: To Host a Major AB Event

To host a major AB event to which will provide the ski club with additional purpose and justification to the community and City Council for support for enhancements and improvements of the ski centre, our club skiers with race experience, support skier development in Alberta and increase the profile in Fort Saskatchewan of our skiers and sport.

➤ *How will this be achieved?*

- **A major Alberta Event is not being proposed for the FSNSC to do in 2014-2015 at this time**

➤ *Desirable Outcomes?*

-

➤ *Performance Measures?*

-

Action Plan – Objective #11: To Host a Major AB Event

	•	
--	---	--