

**Presentation to
CCBC Club Development Workshop
Annual General Meeting
Kamloops
May 5, 2012**

slide 1

Caledonia Nordic Ski Club – Growth & Change

55 year history

- **Milestone events – game changers**
- **Major events; Junior & Senior Nationals, Canada Cups**

Significant Changers

- **1982 relocation to lighted facility**
- **2005 National Championships**

slide 2

Caledonia Nordic Ski Club – Growth & Change

2005 National Championships

- Significant facility expansion
- Expanded services
- Expanded membership & usage
- Expanded program demand; jackrabbits, junior racers, school ski, ski s'kool
- Expanded maintenance, grooming, etc
- Volunteer time demands
- Paid staff

slide 3

Caledonia Nordic Ski Club – Growth & Change

2015 CANADA WINTER GAMES

Potential to Overwhelm

- Major facility upgrades
- Huge volunteer demand
- Program disruptions

Opportunity to Grow

- Homologated competition site
- Regional Training Centre
- Experienced officials

slide 4

Change Management – Canada Winter Games

Dealing with the Unknown

- Insular bid process
- Technical knowledge lacking
- Lack of urgency in planning & budgeting
- Recent experience with rapid growth
- Club embarked on an internal strategic planning exercise to control its own destiny

slide 5

CNSC Strategic Plan: www.caledonianordic.com

MID-TERM OBJECTIVES 2011 - 2014

- 1. Financial Sustainability:** Secure financial resources to support implementation of the strategic plan in the 2011 - 2014 quadrennial and enhance the capacity to operate a financially sustainable operation beyond 2014.
- 2. Governance**
Institute practical planning, budgeting and progress tracking structure with clear roles for board, staff and volunteers.
- 3. Skier Development**
Structure athlete development programs to implement the Cross Country Canada Long Term Athlete Development Model (LTAD) at the club level.
- 4. Coaching Development**
Provide year around coaching and coaching development opportunities to support the skier development program.
- 5. Facilities**
Secure site tenure arrangements and provide, maintain and staff facilities (including trails) to support club goals for programs and general enjoyment of the membership.
- 6. Event Hosting**
Develop an event hosting plan to compliment club participation goals, to provide competition opportunities for developing athletes and to generate revenue.
- 7. Officials Development**
Develop and maintain skills in the community to support the event hosting plan.
- 8. Legacies**
Capitalize on volunteer efforts by leveraging the legacy of major events such as the 2015 Canada Winter Games to support club goals and objectives.

CALEDONIA NORDIC SKI CLUB

STRATEGIC PLAN
2011 TO 2014+

slide 6

Operational Plan: Strategic Initiatives

Strategic initiatives are prioritized activities that will be undertaken in 2010-2011 in addition to ongoing operations and status quo programs. These initiatives grow and/or enhance aspects of the club in support of the strategic plan.

- **Initiative #1:** Establish a governance committee and develop a documented governance model that is accepted by board for next planning cycle – April 2011.
- **Initiative #2:** Establish a finance committee and structure club finances to enable grant applications by October 2010.
- **Initiative #3:** Develop a multi year revenue plan for the club and adopt an annual planning framework for operational planning for April 2011.
- **Initiative #4:** Implement a snow shoe rental program by December 2010.
- **Initiative #5:** Appoint a Director of Facilities and Develop conceptual trail and facilities expansion plans for CWG or similar events by August 2010.
- **Initiative #6:** Secure land for trail network expansion.
- **Initiative #7:** Appoint a Director of Athlete Development to guide head coach in development of a comprehensive plan to deliver a LTAD program at the club level.
- **Initiative #8:** Prior to the 2010 AGM develop an action plan to hire a head coach.
- **Initiative #9:** Focus the Track Attack program to engage Jackrabbit and Ski S'Kool participants in subsequent club programs.
- **Initiative #10:** Appoint a Director of Competitions and establish a competitions committee to plan and coordinate a minimum of three club and/or interclub events annually.

slide 7

Governance Structure Revised

CNSC BOARD OF DIRECTORS - November 7, 2011

EXECUTIVE COMMITTEE

PRESIDENT	VICE-PRESIDENT	PAST PRESIDENT	TREASURER	SECRETARY
Kevin Pettersen	John Huybers	Norm McDonald	David Hoskins	Mary Duck
		Provides continuity, supports the president, and thinks of the club as a whole.	Heads up the finance committee and the fundraising committee.	Creates agendas, takes minutes distributes these and other pertinent information to the Board.

DIRECTORS

DIRECTOR OF PROGRAMS				DIRECTOR OF COMPETITIONS			DIRECTOR OF SOCIAL EVENTS			
Colin Hamilton				Jim Burbee			Cloey Hooper			
Oversees five committees, which report to him. In charge of everything skill and program-specific that impacts the Nordic skier.				In charge of everything competitive that impacts the Nordic skier.			In charge of everything social that impacts the Nordic skier.			
ALL SKIERS				ALL SKIERS			ALL SKIERS			
Bunnies	Jackrabbits & Track Attack	Junior Racers (XC & Biathlon) (Chocolate Races)	Recreational	Special O	BC Cup Competitions for XC and BIA	Loppets-Local, Provincial, National	National Competitions for XC and BIA	Social Events Santa Ski, Family Day, BBQs, Pot Lucks, etc.	Newsletter	Volunteer Coordinator

Directors continued...

DIRECTOR OF FACILITIES, TRAILS AND GROOMING				DIRECTORS AT LARGE (4)			
Tim Roots				Bring a new perspective and another viewpoint to the Directors' meetings, think of the club as a whole, and take on other committees as the need arises.			
Oversees development and maintenance of Facilities and Trails.							
Facilities Committee - make plans for future buildings, parking areas etc.		Trails Committee - responsible for new machinery, deal with the grooming crews etc.		Aaron Sinclair	Bill Warner	Bill Golley	Fred Bereckoff

slide 8

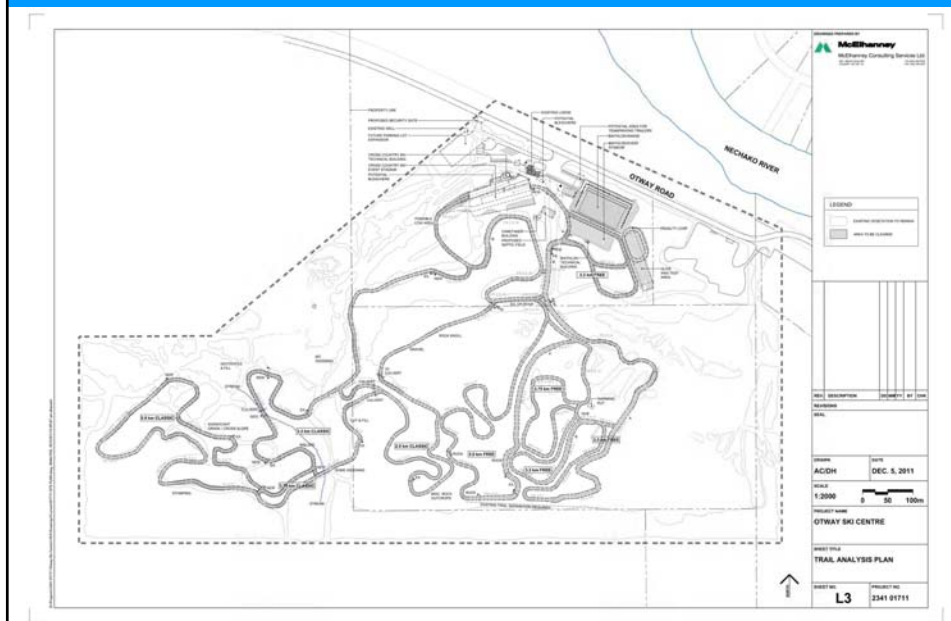
Facilities

Advance Planning

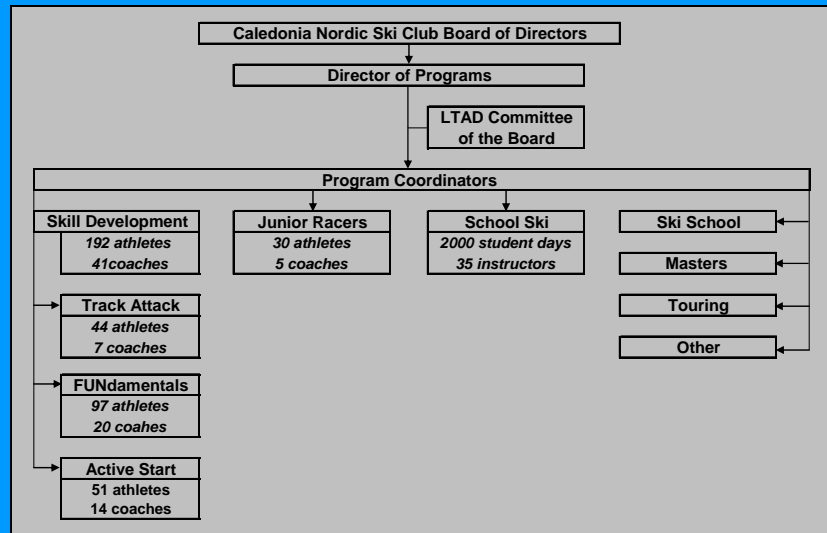
- Strategic plan in place before the games were announced
- Conceptual facilities plan in place before the 2015 Host Society was formed
- Homologated competitions courses were laid out on the ground and processes were in place to acquire additional land for the courses before the 2015 host society hired its first employee
- Shovel ready infrastructure project ready for provincial call for proposals
- \$521 K infrastructure grant for summer 2012 construction season
- Currently the only non municipal facility with committed funding

slide 9

Facilities Development



Full Service Programs



slide 11

Events & Officials

Event Hosting

- BC Cup competition annually
- Loppet annually
- CWG Test Event – 2014 Western Canadians bid

Officials

- Club sponsored officials courses
- Club sponsored travel to sanctioned events for officiating experience

slide 12

Parallel Initiatives in the North

Northern Sport Strategy

Maximizing the Impact of the 2015 Canada Winter Games

- PacificSport NBC facilitated roundtable / think tank
- Regional grass roots initiative to generate active lifestyles and improved health outcomes in northern BC
- *Facing North* – strategic document by Ian Bird, facilitator of round table sessions
- *NSS Report* – Independent Panel Evaluation of infrastructure and athlete base across 9 northern communities by OTP consultants Thibault & Allinger
- Major components; sustainable infrastructure, retention of knowledge and expertise, resourcing model
- Specific recommendations for Cross Country Skiing

slide 13

Parallel Initiatives in the North

Regional Nordic Training Centre

- Recommendation of the Northern Sport Strategy
- Intent to bridge post secondary students/U23 skiers from clubs to national development system
- Network of clubs across northern BC
- Expressions of Interest: UNBC, CNC, PacificSport NBC; Cross Country BC, Biathlon BC, newly formed SD 57 sport academy pending
- Based at Otway Ski Centre in Prince George

slide 14

I ♥ OTWAY
ski · ride · run | prince george, bc.

www.caledonianordic.com

