

2024- 2026 Programs “Mini” Strategic Plan

- ★ **Vision:** We are a nordic-sport community for life.
- ★ **Mission:** To foster lifelong love for nordic sport through skill development opportunities for members, through delivering passionate coaching and leadership, and offering engaging activities and ski environments.
- ★ **Goals (3-4) and subsequent KPI's with Implementation:**
 - **1) Deliver sustainable high-quality coaching for our community.**
 - Increase the number of certified coaches to align with the NCCP coach to athlete ratio within the next 3 years. This will be worked towards by completing the following activities in 2024-2026:
 - Promote clear pathways for coaching progression
 - Present information on pathways in a document on the website in Programs coach information page by **September 2024**
 - Create a framework for succession planning for coaches.
 - Create a spreadsheet that shows each coach and their coaching certification or training level by **September 2024**
 - Gap analysis by **October 2024**
 - Identify and document lead coaches in each programs area by **September 2024**
 - Identify and document coach outreach with other keen members by **September 2024**
 - Develop a coach mentorship process and calendar for training dates by **October 2024**
 - **2) Offer a variable physical environment to support learning**
 - Complete an inventory of current equipment & ski environment by **July 2024**
 - Complete a gap analysis by **June 2025** in the following areas:
 - a) Equipment & Supplies examples:
 - RS treadmill
 - Running treadmill
 - Ski ergs
 - Strength Equipment
 - Cones, hoops, etc for skill development program
 - Rock Ski fleet
 - Race Ski fleet(s)
 - Rollerskis, safety vests
 - b) Infrastructure needs
 - Ski Playground

- Multi use trail
 - Adventure trails
- Establish diverse ski playground trails
 - Map trails, playpark areas in google earth or similar file by **August 2024**
 - Organize trail brushing groups by **September 2024**
 - Open and use a newly built section of ski playground by **December 2024**
 - Organize trail work on additional areas by **June 2025**
 - Gap analysis of ski playground by **July 2025**
- **3) Building a vibrant and engaged community**
 - Populate a public club calendar by **October 2024**
 - Create yearly planning calendars for staff and volunteers by **June 2024**
 - Identify programming volunteer needs for the season and communicate to volunteer coordinator by **October 2024**
 - Add all training activities, camps, races and events into staff calendar by **July 2024**
 - Working with the competition committee, develop a framework to increase the number of certified officials by **November 2024**
 - Inventory of existing officials with volunteer coordinator by **October 2024**
 - Identify our desired # of officials and identify gaps with comp committee by **November 2024**
 - Develop strategies to fill gaps by **November 2024**
 - Official courses scheduled with CCBC and BiBC and in calendar and on website by **September 2024**
 - Continue providing low-barrier entry to existing community building events and [re]introduce key events:
 - Candy Cane classic by **December 2024**
 - Club championships by **January 2026**
 - Headlamp heroes by **June 2024 - Complete**
 - Schedule bring a friend day (SDP) by **October 2024**
 - Plan local in-house races and events by **August, 2024**
 - Maintain a Programs committee that has an engaging, inclusive and nurturing membership with planning between coaches, volunteers, parents and athletes.
 - Host an in-person social gathering by **June 2024**
 - Invite new programs committee membership to represent all areas in an eblast to all registrants by **August 2024**
 - Host a Summer all programs' BBQ by **July 2024**
 - New program member BBQ - **October 2024**
 - Increase Program Promotions.
 - Identify key promoting opportunities by **October 2024**
 - Advertise in Spring Recreation guide by **March 2025**
 - Create a platform(Whatsapp and email) to collect Program Images - **August 2024**

- Host Biathlon Demo Days by **November 2024**
 - Attend Beairsto ski wax night by **February 2025**
 - Participate in Military Tattoo - **May 2025**
- Develop a document called “New member orientation” and brainstorm other ways to support and encourage new families
 - Develop document - **June 2024**
 - Add brainstorming to PC agenda for other ways to support families - **June 2024**
 - Set up a buddy system “bring a friend night” - **September 2024**
 - Welcome table schedule for 2024/2025 season - **October 2024**

4) Prepare a program's long term strategic visioning document that has involvement from all stakeholders with the goal to advance a range of Programs that encourage children, youth and adults to increase their skills and enjoy outdoor recreation for life. This document will be a 3-5 yr Program Strategic plan.

- Program financial review and analysis by **January 2025**
- Invite programs membership in strategic discussion- **September 2024**
- Conduct annual survey by **February 2025**
- Prepare a draft document for BOD by **May 2025**
- Final document by **July 2025**