

SOVEREIGN LAKE NORDIC CLUB DRAFT STRATEGIC PLAN GOALS APRIL 2006

This document proposes several Goals for the Sovereign Lake Nordic Club for the period April 2006 through April 2011. The Club membership will be asked to endorse these Goals at the Annual General Meeting (AGM) of the Club on April 20, 2006.

The Goals have been developed as part of a larger Strategic Plan update currently underway. The Strategic Plan update is being led by a Strategic Planning Review Group consisting of about 25 Club members, including some members of the current Board of Directors. The unfinished draft Strategic Plan for 2006-2011 is available for viewing on the Sovereign Lake website, and a printed version is available at the lodge for those without website access. In the weeks following the AGM, the draft Strategic Plan will be completed by the Board of Directors.

The Club welcomes comments on the proposed Goals until April 10, 2006. Comments will be considered by the Strategic Planning Review Group prior to the AGM.

GOALS FOR 2006 - 2011

Goals for the Club are organized into five categories:

- Athlete Development
- Competitions
- Membership
- Operations, and
- Governance

Within each category, they are presented in no specific order of importance.

ATHLETE DEVELOPMENT

1. To maintain the Athlete Development Coordinator staff position
2. To create a Head Coach position
3. To implement the Sport Canada Long Term Athlete Development Model as the various components become available
4. To continue to certify new coaches, to increase the level of certification of current coaches, and to build coaching skills for both skiing and biathlon programs
5. To improve and expand the Mentoring Programs
6. To build a ski playground/terrain park with areas for all ages of kids

7. To develop the Masters program with an athlete-centered focus
8. To develop the school-based program by applying the Long Term Athlete Development Model and to use this program to promote cross country skiing to children
9. To continue to increase the number of skiers taking lessons and programs available through the SLNC Ski School
10. To develop a fully functional training centre, in both venue and auxiliary services, which attracts and develops high performance athletes

COMPETITIONS

1. To continue the development of officials to create a larger, stronger cadre of trained volunteers
2. To annually host Nordic events:
 - a. which are self sufficient in funding and create a profit margin
 - b. that raise the profile of SLNC
 - c. that include recreational, local, provincial and national scale events
3. To continue to improve our venue for Nordic and Biathlon events
4. To pursue sanctioning of a major international event that would provide an enduring legacy to the area for the long-term benefit of our members

MEMBERSHIP

1. To ensure the core essence of our Club – the warm, welcoming, and family friendly atmosphere – continues to flourish and remain the fundamental principle of our Lodge and Club.
2. To continually improve service to members
3. To continue encouraging recreational skier participation in Club activities with expanded innovative and social events.
4. To continue ensuring communication between members and the Board of Directors of SLNC.
5. To increase the number of annual members by 5% per year.
6. To improve the relationship with Silver Star Mountain, with focus placed on the benefits for the cross country skier.

OPERATIONS

1. To improve and expand the Nordic Centre facilities consistent with the Club Mission statement, with priority given to facilities which will help to increase skier use and grow membership
2. To increase net revenue through expanded and improved services with a focus on services which will increase skier use and enable the Club to meet growing financial needs
3. To improve and expand Club Operating Policies and Procedures, so that the ski area is operated in a safe and professional manner consistent with the Club Mission statement and in accordance with industry standards

GOVERNANCE

1. To ensure that the election process for the Board of Directors is transparent and democratic
2. To ensure a system of governance that separates the role of Directors (policy development) from that of staff and volunteers (implementation)
3. To create a position of Executive Director