

SOVEREIGN LAKE
NORDIC CLUB

Strategic Plan 2022-2026

Draft (22-12-13)

*Prepared with assistance from
Finley & Associates Ltd.*

Vision: *World-class, year-round mountain destination for recreational and sports experiences.*

Mission: *We deliver a world-class Nordic destination offering year-round mountain activities in an environmentally responsible manner*

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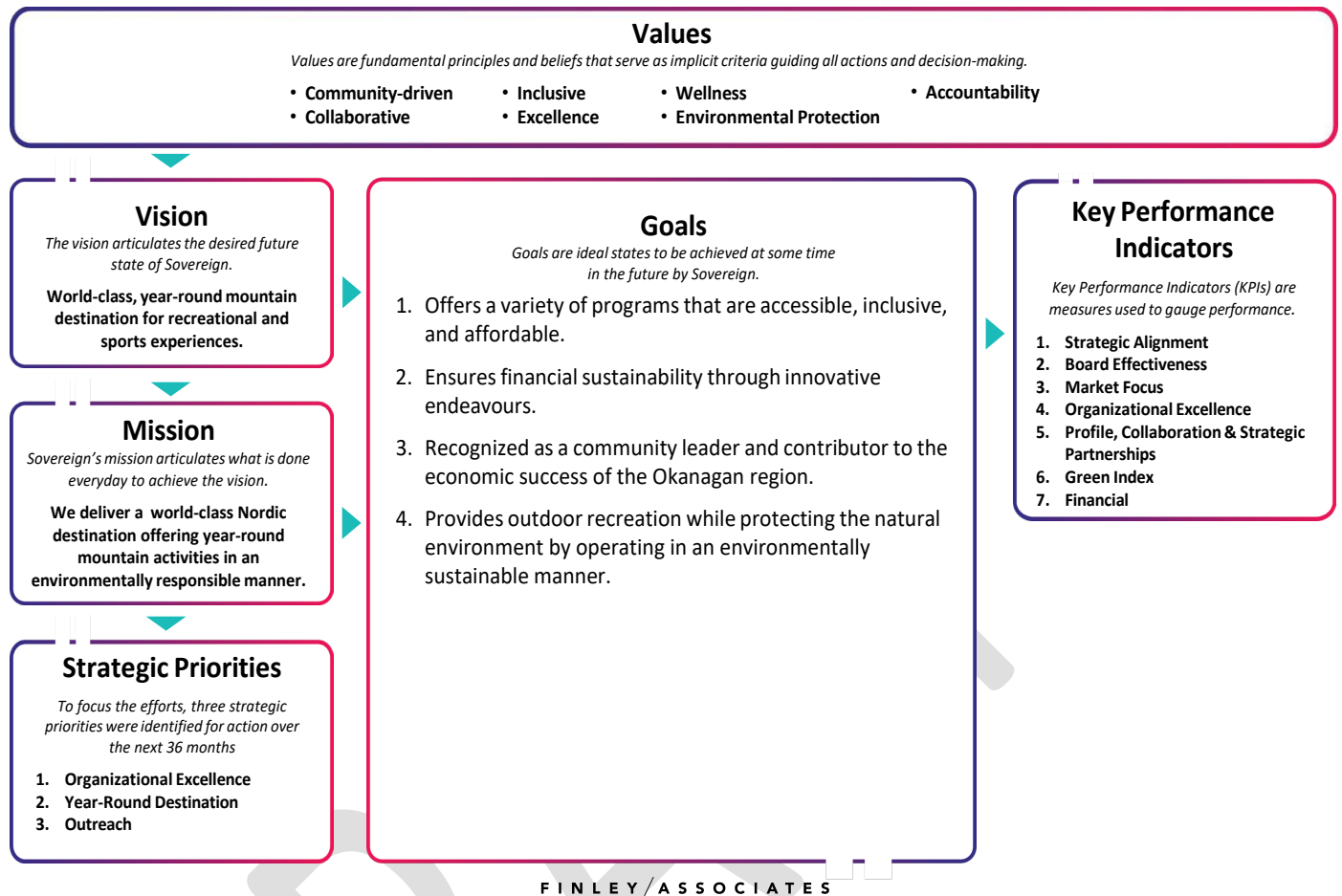
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1. Situation Assessment

Overview

Sovereign Lake Nordic Club (Sovereign) operates a world-class cross-country ski venue located within Silver Star Provincial Park, adjacent to the town of Vernon in British Columbia. Sovereign is dedicated to the promotion of cross-country skiing as an inclusive lifelong activity for all ages and abilities ¹.

Sovereign is a membership-based club that offers a variety of recreational and competitive programming and events for Youth and Adults. There are currently 3,000+ members of Sovereign, 600 of which are actively engaged with the Club; meaning they are involved with Programs, volunteer, donors and/or regularly visit Sovereign.

As the organization looks to the future, it recognizes that a balance between being a membership-based organization and a tourism destination is necessary for the club's survival (see Appendix 1 & 2). It is important to note that Sovereign will never forget its Nordic Club roots; however, it is anticipated that membership will stabilize around ~3,000 members that only account for 40% of the Club's overall revenue and Season Pass sales account for 35% of sales. The proposed shift enables the Club to explore the opportunity of offering year-round events and programming.

Key Accomplishments

Sovereign has accomplished a lot over the last few years²:

Infrastructure

- ✓ Upgraded Biathlon Range to top 3 range in Canada
- ✓ New equipment: Two new Piston Bully 400 snowcats
- ✓ Trail expansion and grooming capacity

Programming

- ✓ Spirit North Program (Indigenous youth)
- ✓ Youth and Adult Ski Programs
- ✓ S'Cool Ski Program, delivering outdoor experiences to 1600 regional youth annually,
- ✓ Providing safe outdoor fitness during COVID
- ✓ Organizing Nationals

Financial

- ✓ Staying open with strong financial management (while maintaining reasonable fees) during COVID

Staff & Volunteers

- ✓ Living wage employer
- ✓ Approved 4 new Programs staff positions and successfully hired outstanding staff
- ✓ Nurturing volunteer development opportunities by offering free coaching and officiating courses
- ✓ Improved coordination and recognition of volunteer development
- ✓ Maintaining returning staff

Governance

- ✓ Leadership. Sovereign won the 2022 Greater Vernon Chamber of Commerce Tourism Excellence Award

¹ Sovereign Lake Nordic Club website accessed September 2022.

² Sovereign Strategic Planning Retreat – July 27, 2022.

- ✓ GM has created a culture of positivity and forward momentum; local leader and voice. Won 2022 Greater Vernon Chamber of Commerce Business Leader of the Year Award.
- ✓ Ability to manage themselves and their membership
- ✓ Growing Membership base (one of the biggest in North America)
- ✓ Ability to lead and manage through growth

Profile

- ✓ Recognized as one of the top cross country ski destinations in North America!!
- ✓ High safety standards
- ✓ Community awards
- ✓ Brought Sovereign back to community parade
- ✓ National & International recognition (Amazing Race, Continental Cup Series & S2S)
- ✓ Hosted Mexican National ski competition + inaugural ladies' category
- ✓ Hosted first high-level race in Canada after COVID and turned around and hosted 2nd race the next weekend
- ✓ Partnership/building relationship with SSMR

Market Trends

Key Learnings from COVID-19³

The COVID-19 pandemic is an ongoing global pandemic caused by severe acute respiratory syndrome. First identified from an outbreak in the Chinese city of Wuhan in December 2019, the World Health Organization (WHO) declared a Public Health Emergency of International Concern on January 30, 2020, and a “pandemic” on March 11, 2020. The social and economic repercussions of COVID-19 have been felt across the world and have particularly crippled industries like tourism. Although many organizations scrambled to survive the last 36 months using a wait or see approach, Sovereign was well positioned to continue to serve stakeholders in a safe environment.

Reflecting on the past 36 months, several key takeaways emerged: employees and volunteers are stressed and feeling burned out; online work is possible and can be quite effective although clear communication is critical, especially while working online; many organizations are pursuing an in-person and online hybrid; and, the in-person connection is vitally important.

Trends Impacting Travel⁴

Globally, tourism has grown at an extremely fast rate over the last 10 years, especially as wealth continues to grow in the middle class. Environmental and sustainability concerns are becoming increasingly mainstream, causing organizations to incorporate and pivot as necessary to reduce their environmental impact. The emergence of travel disruptors (e.g., AirBnb, VRBO, Uber, Lyft) associated with the sharing economy are causing established business models to challenge their traditional assumptions and understand the growth in new market segments such as the remote worker. There continues to be ongoing supply chain issues and skilled labour shortages that are increasing the cost of goods and services as companies and countries grapple with the fall-out of COVID-19. It will be interesting to see what the impact will be of the rising Canadian interest rate on discretionary spending.

In particular, AirBnB believes that travelers will focus on weekend getaways instead of longer trips and will spend more money on experiences rather than on ‘things’. AirBnB also believes that people will

³ Sovereign Strategic Planning Retreat – July 27, 2022; Finley & Associates.

⁴ Sovereign Strategic Planning Retreat – July 27, 2022; Finley & Associates.

continue to spend more time outdoors, while seeking more indigenous culture, history-centered, and food-focused trips.

Trends Impacting Sovereign⁵

The pandemic caused a massive uptake in winter recreation, as people looked for activities that they could enjoy safely in the outdoors. As such, Sovereign saw a tourism boom, especially since the programming and events offered by the organization are more affordable than traditional downhill skiing. In addition, the neighbouring town of Vernon has seen a massive real estate boom as people seek a lifestyle change away cities to more rural towns. This has led to a housing crisis in the region, making it difficult for Sovereign to attract coaches and athletes because they are unable to find housing. The impact of rising inflation is uncertain yet; however, should be monitored.

At a domestic level, Ontarians spend the most per person when visiting BC (see [Table 1](#)):

Table 1: Top Provinces to Visit BC

Country	BC's Share of Canadian Visitation	BC's Shared of Provincial Expenditures	Avg. Spend per person in BC	Avg. Trip Length in BC
#1. British Columbia	10,510,000 (80%)	\$3,580M (74%)	\$341	3.4 Nights
#2. Alberta	3,153,000 (22%)	\$1,454M (28%)	\$461	4 Nights
#3. Ontario	1,304,000 (3%)	\$957M (9%)	\$734	4.6 Nights

Travel data will underpin how Sovereign can be more intentional with the markets it is targeting.

Aviation wise, direct flights will begin flying from Kelowna (near Vernon) later in 2022, with additional flights expected from Vancouver. These trends will continue to increase traffic to the Okanagan region.

International travel has returned and as a province, British Columbia attracts visitors from the following countries in terms of total Canadian visitation:

Table 2: Top Countries to Visit BC

Country	BC's Share of Canadian Visitation	BC's Share of Canadian Expenditures	Avg. Spend per person in BC	Avg. Trip Length in BC
#1. United States	3,779,000 (25.5%)	\$2,529M (28.5%)	\$669	4.5 Nights
#2. China	290,000 (33.7%)	\$586.9M (39.6%)	\$2,021	28.1 Nights
#3. United Kingdom	289,000 (25%)	\$396.3M (34.2%)	\$1,370	10.9 Nights
#4. Australia	201,000 (36.9%)	\$363.7M (53.9%)	\$1,814	12.4 Nights
#5. Germany	140,000 (23.5%)	\$209.5M (35.1%)	\$1,543	14.3 Nights
#6. Mexico	201,000 (25.2%)	\$363.7M (40.1%)	\$1,761	20.1 Nights
#7. South Korea	128,000 (42.8%)	\$148M (46.5%)	\$1,159	12.6 Nights
#8. Japan	201,000 (36.4%)	\$363.7M (41%)	\$1,610	11.7 Nights

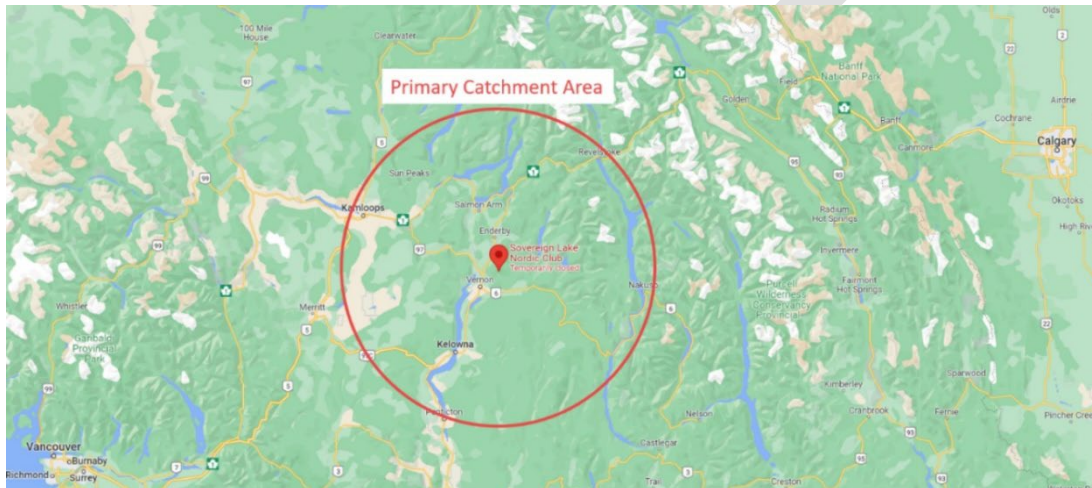
⁵ Sovereign Strategic Planning Retreat – July 27, 2022; Targeted Stakeholder Interviews July 2022; Finley & Associates.

The implications from international travel for Sovereign include the opportunity to target specific markets.

Geographic Focus

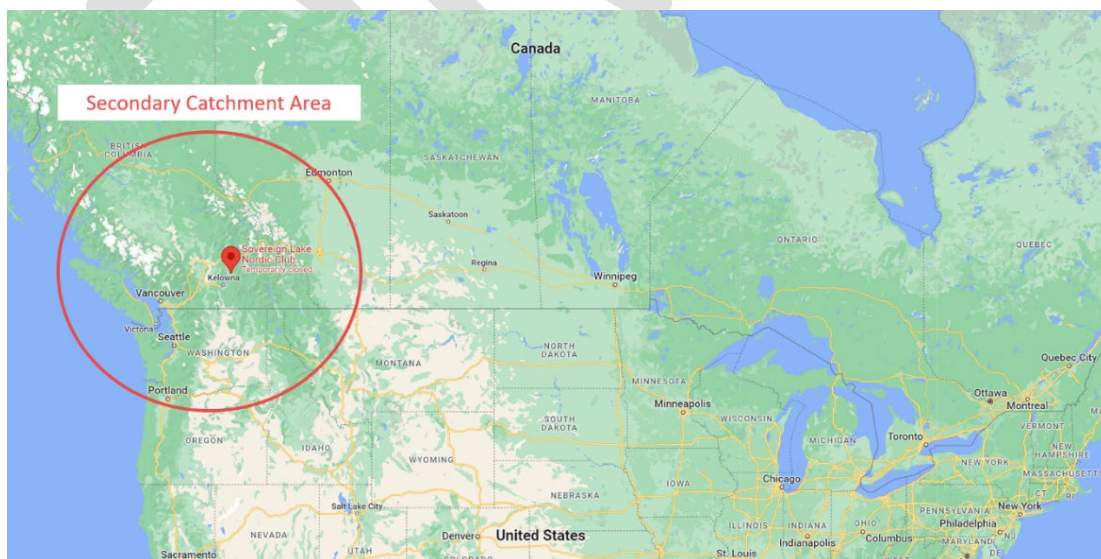
Sovereign's Primary Catchment Area has been identified as the region immediately surrounding the organization that includes Vernon, Greater Vernon, Kelowna, and Kamloops (see [Figure 1](#)). There is opportunity to target the Central Okanagan region more intentionally to increase the number of tourists to Sovereign.

Figure 1: Primary Catchment Area⁶



Sovereign's Secondary Catchment Area includes Vancouver, Calgary, Edmonton and Washington State (early and late season). Although not in the Secondary Catchment Area map (see [Figure 2](#)), other Secondary Markets have been identified to include Ontario, Quebec, and the United States' Midwest.

Figure 2: Secondary Catchment Area



⁶ Sovereign Strategic Planning Retreat – July 27, 2022.

Tertiary Markets identified include Central Europe.

Comparator Landscape

Several Key Comparators for Sovereign were identified (see [Table 3](#)).

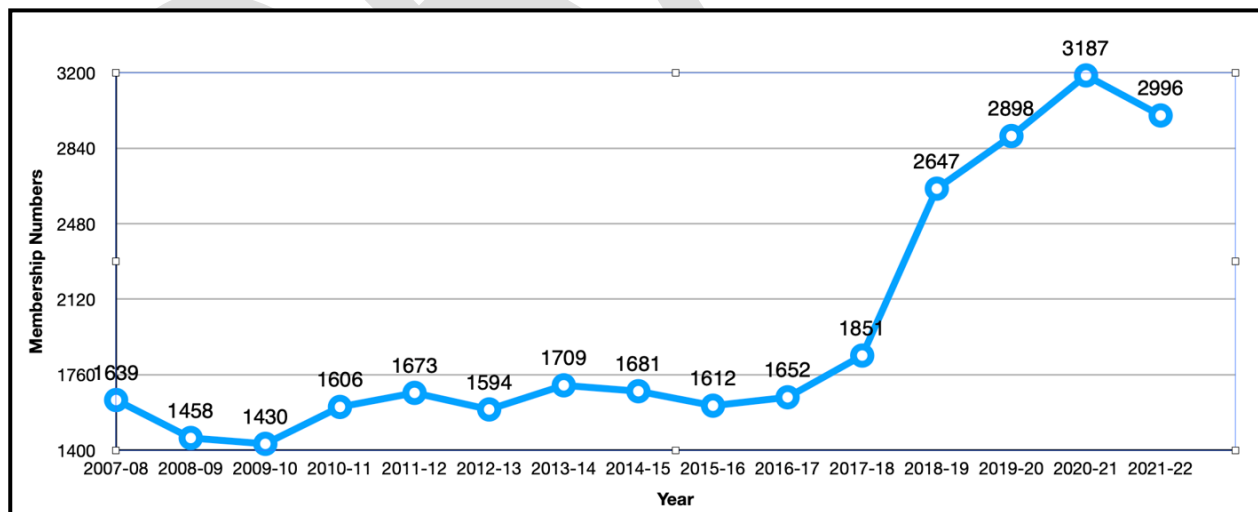
Table 3: Key Comparators

	Facility Comparisons					
	SLNC	SilverStar	Ski Callaghan (Whistler OP)	Canmore	Caledonia (PG)	Manning Park
Day Lodge (Sq/ft)	3800 sq/ft	1100 sq/ft plus outbuildings/huts	6800 sq/ft	7000 sq/ft	5800 sq/ft over numerous buildings	2800 sq/ft + 2600sq/ft
Ski Trails (km)	48	57	56	65	64	50
Snowshoe (km)	18	16	0	0	21	30
BackCountry (km)	11	0	14	0	0	0
Fat Bike (km)	0					
Season Length						
Year Round Facility	N	Y	Y	Y	Y	Y
Adult Day Ticket \$	\$21.00	\$19.00	\$28.50	\$15.00	\$17.00	\$22.00
Adult Season Pass \$	\$234.00	\$227.00	\$349.00	\$180.00	\$228.00	\$349.00

Membership

Since the 2007/08 season, Sovereign's membership has grown from 1639 to 2,996 members in 2021-22 (see [Figure 3](#)).⁷ It is anticipated that Sovereign's membership will stabilize around 3,000 members over the coming years.

Figure 3: Sovereign Membership 2007-2022

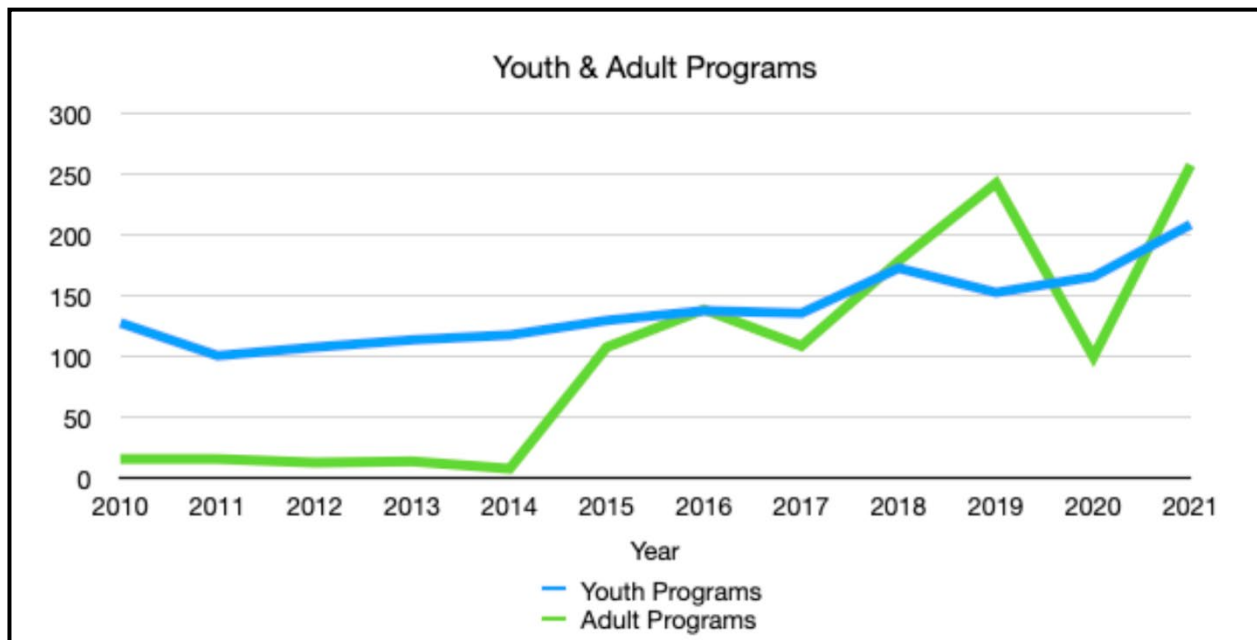


⁷ Sovereign Strategic Planning Retreat – July 27, 2022.

Programming

Over the last 7 years, both Youth and Adult Programs have grown. In the early 2010's, Adult Program participants flat-lined; however, enrolment saw a significant increase from 2014 – 2019. Youth Program participants remained relatively stagnant; however, enrolment has grown from 150 Participants in 2010 to over 200 in 2021. As of 2021, Adult Programs have over 250 participants, whereas, Youth Programs have just over 200 participants (see [Figure 4](#)).

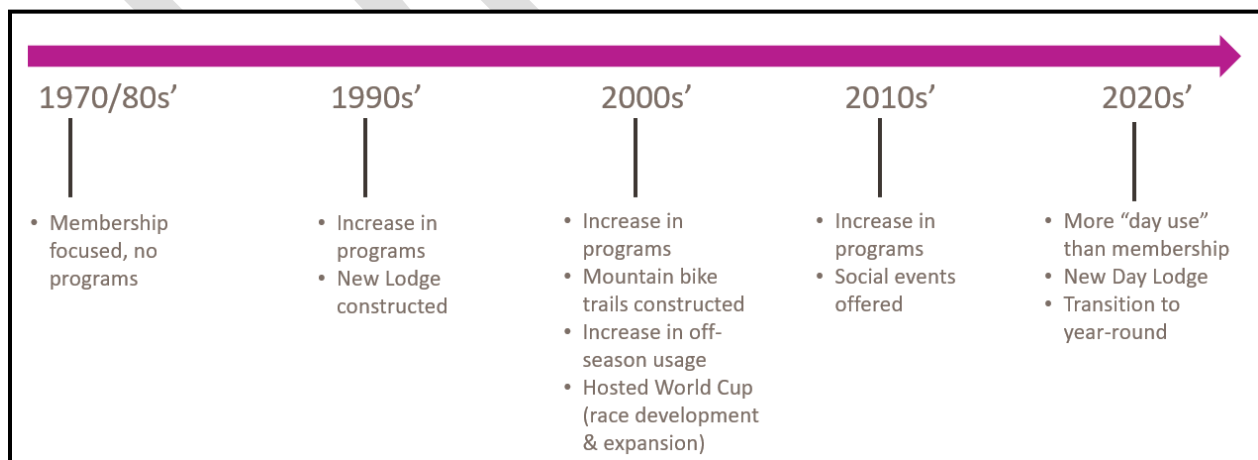
Figure 4: Youth & Adult Programs Participant Totals 2010-2021



Client Profile & Facilities Evolution

Since the 1970's, Sovereign's Client Profile and facilities have evolved (see [Figure 5](#)).

Figure 5: Evolution of Sovereign Clients & Facilities 1970's - today



Revenue

Sovereign is an incredibly entrepreneurial not-for-profit organization, with an overwhelming majority of its revenues coming from Earned Revenue sources instead of Contributed Revenue sources (see [Figure 6](#)). Not having to deal with restricted revenue gives the organization a lot of flexibility in terms of where and how it spends its revenue. From a Contributed Revenue standpoint, Sovereign has seen two major spikes since 2017-18, the first was in 2018 where 85% of its Contributed Revenue came from grants and secondly in 2021-22 where 92% of its Contributed Revenue came from donations (see [Figure 7](#)).

Figure 6: Revenue Breakdown 2017-2022

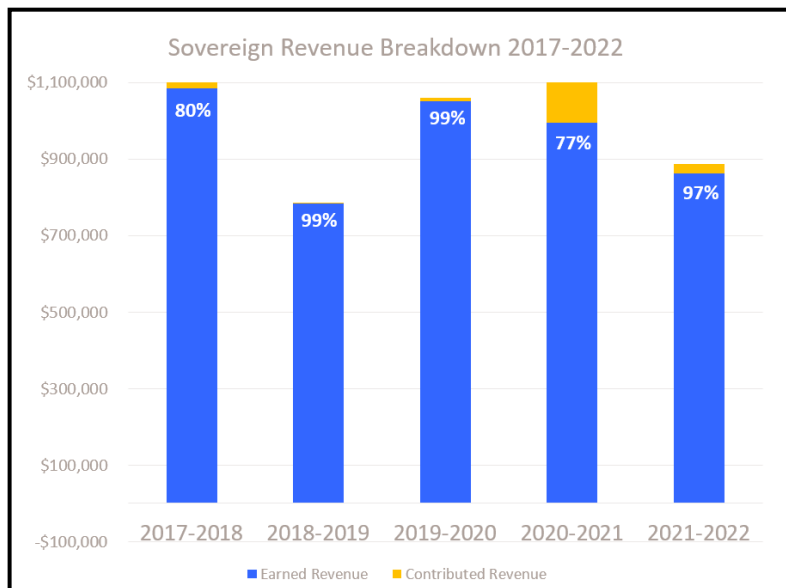
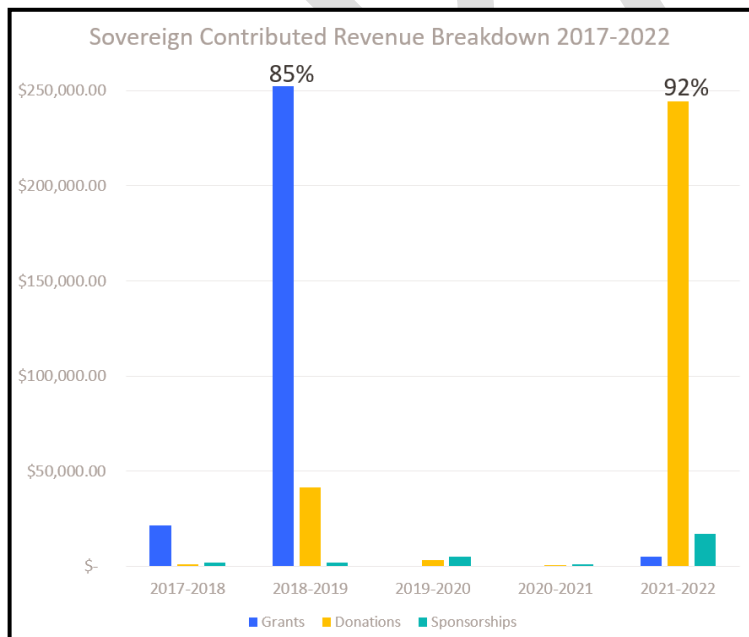
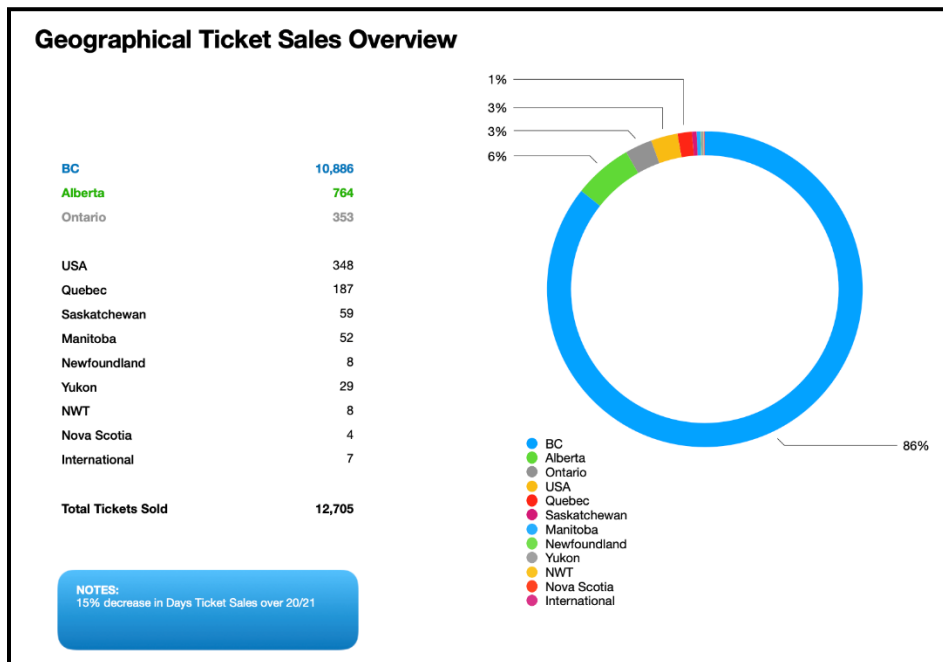


Figure 7: Contributed Revenue Breakdown 2017-2022



Most of Sovereign’s ticket sales come from BC residents (86%), with Alberta in second place (6%), and Ontario and the United States tied for third place (3%) (see **Figure 8**). Total tickets sold for the 2020/21 season were 12,705.

Figure 8: Geographical Ticket Sales Overview



Key Strengths

Several key strengths were identified⁸:

Outreach

- Programs running at zero cost to the Club and create revenue for the Club (this is amazing!); S’Cool Ski program
- Spirit North Program for 2022-23 season
- Good mix of events (competitive and fun)

Product

- Geography (high elevation with long season)
- Outdoor amenities
- Trails; setting; location
- Amazing/consistent snow conditions
- Top level grooming

Profile

- Recognized as industry leader among Nordic Community and national organizations

People

- Big volunteer pool (300+) incl long-term coaches, leaders, and event volunteers
- Passionate volunteers and instructors

⁸ Sovereign Strategic Planning Retreat – July 27, 2022.

- Returning staff

Governance

- Leadership
- Active & engaged Board
- Little debt

Infrastructure

- RFID cards (better data)

Areas for Improvement

Several areas for improvement were identified⁹:

Governance

- Less operationally focused governance
- Develop KPIs

Product

- Need to modernize indoor facilities
- Sovereign access road
- Self-scan passes stations, check-in with smart phones
- Enforcement (to prevent people from getting in for free)
- More outdoor lighting on trails

Outreach

- Better job at branding as a provincial park and not a private facility
- Better communication re: advertising tobogganing
- Welcoming and general education to the public for those who aren't familiar with cross-country skiing
- Website is overwhelming

Staff/Administration

- Event officials' recruitment and training and coaches & leaders

Marketing

- Are we a "Club" or "Centre"?

Opportunities

Several opportunities were identified¹⁰:

Product

- Year-round activities
- Attract more people for early and late season skiing
- Expand opportunities beyond core business (e.g., fat biking; summer training; business retreats)
- Planned paved pathways
- Club van
- Pet friendly snowshoe trails
- Develop & implement enhanced programs & services for recreational users (e.g., better signage, increased instruction, ski hosts, and revitalize and expand Jess4Kids)

⁹ Sovereign Strategic Planning Retreat – July 27, 2022.

¹⁰ Sovereign Strategic Planning Retreat – July 27, 2022.

Outreach

- Vancouver is applying to host another Olympic Games; huge opportunity to grow the sport and hold races
- Local tourism sector
- Increase attention on tourism
- Better social media outreach (locally & internationally)
- Improve relationships with key stakeholders & provide more cohesive message /communication /rapport /reputation

Sustainability

- More focus on grants
- Environmentally focused

Risks

Several risks were identified and then prioritized based on “High”, “Medium”, and “Low” impact to Sovereign (see [Table 4](#)).¹¹

¹¹ Sovereign Strategic Planning Retreat – July 27, 2022.
Sovereign Lake Nordic Club – Strategic Plan DRAFT 2022-2026
Finley & Associates Ltd. (22-09-23)

Table 4: Risk Register

Risks	High	Medium	Low
1. Local Community Connection	8	3	-
2. Strategic Partnerships	7	4	-
3. Climate Change	7	3	1
4. Maintaining balance of recreation and competition	6	4	1
5. Market Focus (e.g., understanding customer needs; year-long focus) ¹²			
6. Facilities & Infrastructure ¹³			
7. Succession Planning – Staff	4	6	1
8. Carrying Capacity	4	5	2
9. Succession Planning – Board & Committees	4	5	2
10. Natural Disaster	4	1	6
11. Strained Resources (e.g., Financial Management; insufficient # of volunteers)	3	8	-
12. Diversified Revenue Sources (e.g., Financial Management)	3	7	1
12. Inflation	3	7	1
13. Pandemic Recovery	-	6	5

¹² “Market Focus” was added after the polling had concluded.

¹³ Ibid.

Strategic Priorities

Sovereign identified four Strategic Priorities to focus effort around over the next 2-3 years.¹⁴

1. Organizational Excellence (Strategic Planning, Responsibility & Governance)

- Sustainability (take advantage of the club growth and financial boom to prepare for the future)
 - Create 3-year Capital planning model
 - Strong fundraising initiative over the next few years
- Future growth opportunities
- Stable Governance at every level
- Excellent [Staffing] Experience
 - Maintain supportive culture
- Succession Planning (Board; Staff; Volunteers; Coaches)
- Maintain today's organizational standards (e.g., staffing, grooming)
- Maintain focus on all Nordic & winter activities

2. Year-Round Destination (Exploratory)

- Excellence [Customer] Experiences
 - Market Segmentation (e.g., skill development)
 - Self-scanning stations/check in on mobile app
- Explore, investigate, and pilot various year-round activities
- Carrying Capacity
- Lodge upgrades/build a new lodge
 - Indoor facilities are a priority
- Improve Sovereign access road for long-term use
- Plan for a “green” & sustainable organization (e.g., trail maintenance; protection of wildlife; decrease carbon footprint)
- Increase inclusivity
 - Accessibility and inclusive opportunities

3. Outreach (Build Brand Awareness)

- Better job at branding BC Parks
- Better storytelling (Sovereign is world class!! General public doesn't know this)
- Partnerships (SilverStar; KalTire; Vernon; Nordiq Canada; etc.)
- Prioritizing social media

Action plans to address each of these priorities are outlined in Chapter 3 – 3-year Implementation Plans.

¹⁴ Sovereign Strategic Planning Retreat – September 8, 2022.
Sovereign Lake Nordic Club – Strategic Plan DRAFT 2022-2026
Finley & Associates Ltd. (22-09-23)

2. Strategic Direction

Values

Values are fundamental principles and beliefs that serve as implicit criteria guiding all actions and decision-making¹⁵.

Sovereign's Values

- **Community-driven:** *Sovereign is guided by the vision and the needs of the community.*
- **Collaborative:** *Sovereign collaborates with government, sport governing bodies, local business and industry partners in the realization of its mission.*
- **Inclusive:** *Sovereign promotes an inclusive environment with a focus on quality programming for all age groups including youth, people with disabilities, all genders, and Indigenous population.*
- **Excellence:** *Sovereign promotes an accessible, affordable, high-quality experience.*
- **Wellness:** *Sovereign contributes to broader community health objectives through the promotion of active lifestyles and friendships in the mountains.*
- **Environmental Protection:** *Sovereign will operate in an environmentally sustainable manner.*
- **Accountability:** *Sovereign is governed with integrity, openness, and transparency.*

Vision

The vision states the desired future state of the organization¹⁶.

Sovereign's Vision

World-class, year-round mountain destination for recreational and sports experiences.

Key Concepts:

- Year-Round Destination
- Accessible, inclusive and affordable
- Variety of outdoor experiences
- World class destination
- Community collaborator/builder
- Economic contributor

Mission

The mission describes the organization's distinctive identity in the sector¹⁷.

Sovereign's Mission

We deliver a world-class Nordic destination offering year-round mountain activities in an environmentally responsible manner.

¹⁵ Sovereign Strategic Planning Retreat – September 8, 2022.

¹⁶ Ibid.

¹⁷ Ibid.

Goals

Goals are ideal states to be achieved at sometime in the future¹⁸.

Sovereign's Goals

1. Offers a variety of programs that are accessible, inclusive, and affordable.
2. Ensures financial sustainability through entrepreneurial endeavours.
3. Recognized as a community leader and contributor to the economic success of the Okanagan region.
4. Operates a world class Nordic destination while offering year-round activities.
5. Provides outdoor recreation while protecting the natural environment by operating in an environmentally sustainable manner.

Key Performance Indicators

Key Performance Indicators (KPIs) are measures established to gauge performance. Focus areas for future KPIs are listed below with context for KPIs shown in [Table 5](#).¹⁹

Sovereign's Key Performance Indicators

1. Strategic Alignment
2. Board Effectiveness
3. Market Focus
4. Organizational Excellence
5. Profile, Collaboration & Strategic Partnerships
6. Green Index
7. Financial

¹⁸ Sovereign Strategic Planning Retreat – September 8, 2022.

¹⁹ Ibid.

Table 5: Key Performance Indicators

KPIs	Rationale for Measuring (link to Strategic Priority)	What will we analyse and measure?	Discussion Frequency	Committee
1. Strategic Alignment	<i>Ensure the organization is focused and aligned to meet the Vision.</i>	Strategic Planning Process	Annual	Governance
		Current Strategic Plan	Annual	
		Budget aligned to Strategic Plan	Annual	
2. Board Effectiveness	<i>Ensure the Board is high-performing.</i>	Succession Plans	Annual	Governance
		Board Evaluation	Annual	
		GM Evaluation	Annual	
3. Market Focus	<i>Ensure the organization is focused on its target market and can meet the evolving needs.</i>	Customer Satisfaction/Retention	Annual	Stakeholder Engagement
		Member Satisfaction/Retention	Annual	
		Programs Participation/Development	Annual	
		Volunteer Satisfaction/Retention	Annual	
4. Organizational Excellence	<i>Ensure the organization is operating at an optimal level.</i>	Staff Satisfaction/Retention	Annual	Operations (Human Resources/Lodge)
		Infrastructure (e.g., Trail Maintenance; New Lodge)	Annual	
		Safety	Annual	
5. Profile, Collaboration & Strategic Partnerships	<i>Ensure the organization is growing its profile and reputation strategically within the community(ies) it's serving.</i>	Formalized Strategic Partnerships	Annual	Stakeholder Engagement
		Community Engagement	Annual	
		Marketing Plan (incl Social Media)	Annual	
		Brand Visibility	Annual	
6. Green Index	<i>Ensure the organization is acting in an environmentally responsible and sustainable manner.</i>	Ability to meet set-out Sustainability Goals (Biosphere)	Annual	Operations (Board)
		Ecological/Sustainability Footprint	Annual	
		Priority on low-carbon strategies	Annual	
7. Financial	<i>Ensure the organization is financially sustainable.</i>	Variance Report	Quarterly	Finance (Fund Dev)
		Revenue Mix (Grants; Donations; Fee-for-Service)	Annual	
		Capital Budget	Annual	
		Budget	Annual	
		Salary-Wage as % of total expense	Annual	

3. 3-year Implementation Plans

Table 6: Strategic Priority #1: Organizational Excellence

Strategic Priority #1: Organizational Excellence	Champion	Target Date
1. Governance		
1.1 Clarify definition of Member and the value proposition.	Governance	Year 1
1.2 Develop a Succession Plan for General Manager and additional Staff positions.	Governance	Year 1-2
1.3 Develop a Succession Plan for the Board and Board Committees.	Governance	Year 2
1.4 Ongoing Strategic Planning.	Governance	Ongoing
1.5 Review and refresh Mandate of the Board and its Committees.	Governance	Year 2
1.6 Review and refresh all Governance documents (Bylaws and Policies + Procedures etc).	Governance	Year 2-3
2. Financially Sustainable		
2.1 Create 3-year Capital Planning Model.	Finance/Fund Dev	Year 1
2.2 Develop and operationalize a Fundraising Strategy.	Finance/Fund Dev	Year 1
a) Develop a Case for Support.	Finance/Fund Dev	Year 1
b) Develop supportive infrastructure (e.g., Policies; Technology Platform?).	Finance/Fund Dev	Year 1-2

Table 7: Strategic Priority #2: Year-Round Destination

Strategic Priority #2: Year-Round Destination	Champion	Target Date
1. Infrastructure & Facilities Strategy		
1.1 Undertake Environmental Impact Study	Lodge	Year 1
1.2 Develop comprehensive long-term site development plan (e.g., outline and assess facilities options).	Lodge	Year 1
1.3 Market Assessment and Target Market Definition (includes benchmarking).	Lodge	Year 1
1.4 Develop a Case for Support.	Lodge	Year 1
1.5 Self-scanning stations/check in on mobile app.	Operations	-
2. Sustainable & Green Organization		
2.1 Trail additions & infrastructure maintenance.	Operations	-
2.2 Protection of Wildlife.	Operations	-
2.3 Evaluate ways of decreasing carbon footprint & alternative sources of energy.	Operations	-
3. Programs		

Strategic Priority #2: Year-Round Destination	Champion	Target Date
3.1 Develop a Programs Strategic Plan (includes Outreach Strategy to underprivileged kids etc.).	Head Coach (Programs)	Year 1
4. Year-Round Activities		
4.1 Explore, investigate, and pilot various year-round activities.	Stakeholder	Xx
4.2 Develop a Competitions Strategic Plan.	Competitions	
4.3 Develop an Events Strategic Plan.	Events	

Table 8: Strategic Priority #3: Outreach

Strategic Priority #3: Outreach	Champion	Target Date
1. Strategic Partnerships		
1.1 Develop a Strategic Partnerships Strategy (e.g., Silver Star; KalTire; Thompson Okanagan Tourism Association; Tourism Vernon; Nordiq Canada).	Governance & GM	Year 2
2. Improve Brand Identity		
2.1 Clarify distinguishing attributes of Sovereign.	Governance & GM	Year 1
2.2 Develop a Social Media Strategy.	Governance & GM	Year 1-2
2.3 Develop a Community Outreach Plan (including Lodge Outreach).	Governance & GM	Year 1

4. Governance

Sovereign's Governance Structure

Sovereign is comprised of 10 Directors.²⁰ The Board has seven Standing Committees: 1) Governance; 2) Fund Development; 3) Events; 4) Human Resources; 5) Finance; and, 6) Programs. There are five Sub Committees: 1) Strategic Planning; 2) Awards; 3) Communications; 4) Competitive; and, 5) Recreational. There is currently one Ad Hoc Committee – Lodge. There are two Operational Committees: 1) Health & Safety and 2) Environmental Sustainability.

Figure 9: Sovereign's Governance Structure



²⁰ RMSO website accessed December 22, 2021.

Committee Mandates

Committee	Mandate	Members
Governance	<i>Enhance the effectiveness of organizational governance at Sovereign. The Committee will develop a long-term vision and governance framework to support Sovereign's success including policies designed to provide for effective and efficient governance, TOR development and refreshment in partnership with each Committee (including mandate, roles, membership, terms, reporting, structure), championing Board and Director orientation and development and ensuring appropriate accountability mechanisms are in place for Directors and Staff.</i>	Chair Vice-Chair Secretary Treasurer BOD Member
Fund Development	<i>Leads the Board's participation in resource development and fundraising. Develops and sustains long-term relationships with Donors, Sponsors, key community partners, and volunteers.</i>	Accountant Lodge rep Finance Committee rep General Member GM
Stakeholder Engagement	<i>Ensures that Sovereign understands and effectively communicates with the various stakeholders that engage with the organization. Identifies and develops Strategic Partnerships and oversees Volunteer management.</i>	Chair GM General Member/Lodge rep General Member
Events	<i>Leads the development of competitions and social events to build and enhance the organization's community.</i>	(Comp Committee)
Human Resources	<i>Assist the Board of Management in fulfilling its oversight responsibilities by reviewing the management of human resources within the organization and providing recommendations and advice on the organization's human resources management strategies, risks, initiatives, and policies.</i>	Board Member x 3
Finance	<i>Provides the financial and leadership oversight for the organization by proactively developing and monitoring processes to ensure financial accountability and sustainability.</i>	Finance Chair BOD member GM Accountant
Programs	<i>Ensures that Sovereign is providing programming that is relevant to the community through evidence-based decision-making and data collection.</i>	Head Coach BOD Member Programs staff
Lodge	<i>Oversee and lead the development of a new lodge.</i>	BOD Members General Members (as needed)

Annual Board Calendar

Month	Meeting	For Approval:	For Discussion:
October	AGM	<ul style="list-style-type: none"> Quarterly Financial BOD Meeting schedule Officers 	<ul style="list-style-type: none"> SL Strat Plan – Strategic Priorities and Champions Lodge Committee Plan
November		<ul style="list-style-type: none"> TOR review and approval 	<ul style="list-style-type: none"> Governance Document review schedule Strategic Priority #1
December		<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Strategic Priority #2 Volunteerism Memberships defined
January		<ul style="list-style-type: none"> Quarterly Financial Fundraising development plan Staff JD updates & evaluation forms 3-year Capital budget 	<ul style="list-style-type: none"> Programs YTD Lodge update
February		<ul style="list-style-type: none"> Competitions & Events Schedule Programs Strategy Plan 	<ul style="list-style-type: none"> Strategic Priority #3
March		<ul style="list-style-type: none"> Community Outreach plan Annual Budget (Ops & Programs) 	<ul style="list-style-type: none"> Membership survey BOD self-evaluation GM, Head Coach, Assistant Coach evals Staff evaluations
April		<ul style="list-style-type: none"> Quarterly Financial xx 	<ul style="list-style-type: none"> Volunteer satisfaction Lodge update
May		<ul style="list-style-type: none"> Strategic Partnership Identification Strategic Partnership Plan (2024) 	<ul style="list-style-type: none"> xx
June		<ul style="list-style-type: none"> Governance Succession plan (2024) Staff Succession plan 	<ul style="list-style-type: none"> Potential New Board Members Membership survey results
July	Vacation Month	<ul style="list-style-type: none"> Quarterly Financial - electronically xx 	<ul style="list-style-type: none"> Lodge update - electronically
August		<ul style="list-style-type: none"> Governance document update proposal (2024) HR policy update (2024) 	<ul style="list-style-type: none"> Strategic Plan AGM agenda
September			<ul style="list-style-type: none"> Stakeholder engagement Plan Club vs Centre “Nordic”

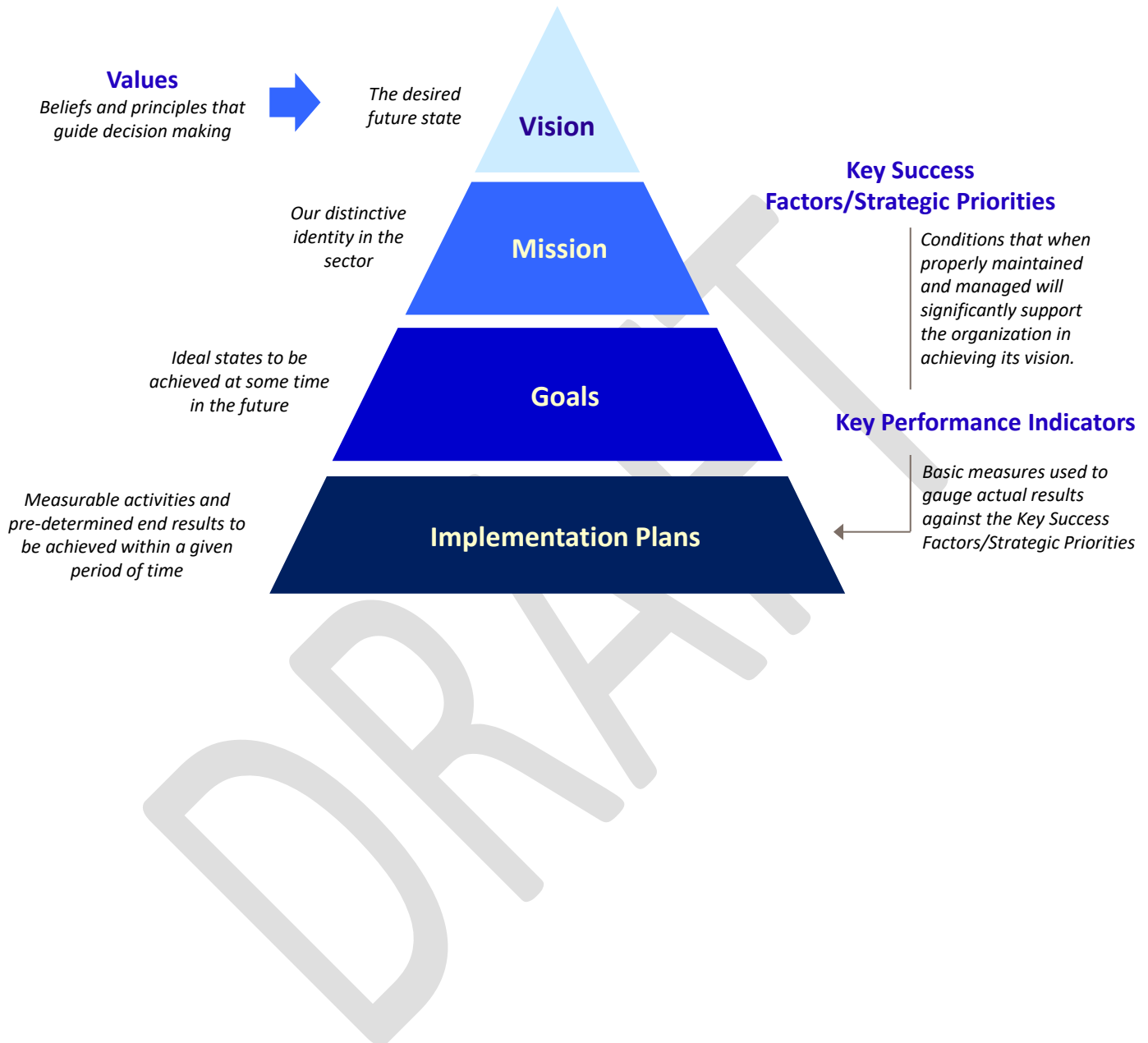
Appendix 1: Model #1 Balance between Member Based and Tourism Destination

Pros	Implications	Cons	Implications
<ul style="list-style-type: none"> Keeps with historical club as a membership vision 	<ul style="list-style-type: none"> Older demographic prefer keeping the facility smaller and less busy 	<ul style="list-style-type: none"> Eventual local market saturation, membership limits in sight 	<ul style="list-style-type: none"> Limiting accessible revenues
<ul style="list-style-type: none"> Creates a balanced vision for boards/management to implement 	<ul style="list-style-type: none"> Could potentially limit overall revenue development due to limited resources for outside expenditures 	<ul style="list-style-type: none"> Limits overall financial growth 	<ul style="list-style-type: none"> Inability to provide for capital project needs long term
<ul style="list-style-type: none"> Continues the previous Strategic Planning mandate, very Club centric 	<ul style="list-style-type: none"> Lack of future planning and progressive business strategies. It would be easier however to implement. 	<ul style="list-style-type: none"> Goes against current mission to be a world class ski destination 	<ul style="list-style-type: none"> Limits our accessibility to revenues to invest in new snowcats, etc. to ensure our grooming quality remained high.
<ul style="list-style-type: none"> Ensures equal marketing/advertising spending in the community 	<ul style="list-style-type: none"> Lack of resources to grow our market segment. 	<ul style="list-style-type: none"> May break BC Parks public accessibility requirements 	<ul style="list-style-type: none"> Loss of Park Use Permit with BC Parks. Creates potential barriers to future infrastructure development opportunities
<ul style="list-style-type: none"> Keeps active members happy with a focus on programming 	<ul style="list-style-type: none"> community engagement expansion will grow programs opportunities but could reach limits easily as with Masters XC. This also places more risk on parking access on weekends 	<ul style="list-style-type: none"> Engaged members are only 30-40% of season pass holders. Most are just there for the discounted access season pass. 	<ul style="list-style-type: none"> We have a small "membership of engaged people that creates a false sense that community on the large scale. Recognize potential to expand membership and create new opportunities. How do we engage them?

Appendix 2: Model #2 Tourism Destination

Pros	Implications	Cons	Implications
<ul style="list-style-type: none"> Brings more revenues, future members, people who move here 	<ul style="list-style-type: none"> Lack of resources and staffing capacity to deal with large growth 	<ul style="list-style-type: none"> Brings more people to SLNC 	<ul style="list-style-type: none"> Excessive strain on existing staffing and facility resources creating unhappy users.
<ul style="list-style-type: none"> Opens potential for year-round operations, more revenue streams 	<ul style="list-style-type: none"> Increases revenue sources and community partnerships with cycling and food operations, increases day use event capacity. Wasted space in new buildings when sitting vacant for half the year. Winter months will eventually shorten, we need backup revenue. 	<ul style="list-style-type: none"> Capacity issues in current facilities 	<ul style="list-style-type: none"> Can lead to increased fatigue of existing infrastructure. Can force BC Parks to recognize the immense interest in the facility and contribute and commit more to creating a long-term sustainable solution.
<ul style="list-style-type: none"> Increased Opportunity to engage Strategic Partners 	<ul style="list-style-type: none"> Stronger relationships and ability to leverage larger organizations 	<ul style="list-style-type: none"> Members feel unwelcome and under appreciated 	<ul style="list-style-type: none"> Could create animosity between locals and visitors. Leading to decreased season pass purchases.
<ul style="list-style-type: none"> Embrace Indigenous Communities and Partnerships 	<ul style="list-style-type: none"> Develop working relationships and ensure that SLNC is an engaged partner in reconciliation 	<ul style="list-style-type: none"> Loss of ski "community" feel 	<ul style="list-style-type: none"> The "Theme Park" feel where there is no sense of pride by local community. Too commercialized.
<ul style="list-style-type: none"> Sell Vernon to the greater Ski and Tourism Industry 	<ul style="list-style-type: none"> Become an international travel destination increasing our greater communities revenue generating opportunities such as accommodations and F&B. 	<ul style="list-style-type: none"> Environmental Sustainability Pressures 	<ul style="list-style-type: none"> Could lead to large infrastructure failures such as septic overflows and contamination, Constant trail pressure for wildlife year-round, Getting too big by increasing trail footprint, more groomers, more operating hours. Increased potential to disturb indigenous high value sites with trail expansion.
<ul style="list-style-type: none"> Increase BC Parks partnership opportunities and ensure we create a sustainable tourism destination while maintain that premier destination 	<ul style="list-style-type: none"> BC Parks could eventually limit the amount of public access to facility and lands to conserve natural habitat and biodiversity 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none">
<ul style="list-style-type: none"> Become a tourism industry leader that not only takes care of community but services the great region, National and International Visitation. 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none">

Appendix 3: Strategic Framework



Appendix 4: Glossary of Terms

<i>Action Priorities</i>	The specific steps, or tasks, needed to implement goals.
<i>Budget</i>	The month-by-month goals that have to be achieved to maintain an effective operating plan. The quantification of plans for revenues and expenses for control purposes.
<i>Goals</i>	Ideal states to be achieved at some time in the future.
<i>Key Success Factors</i>	Those conditions that when properly maintained and managed will significantly support the organization in achieving its vision.
<i>Mission</i>	Communicates the distinctive identity, or purpose, which the organization seeks within the sector.
<i>Objectives</i>	Measurable activities specific in terms of quantity, quality, cost, time and responsibility.
<i>Key Performance Indicators</i>	Basic measures used to gauge actual results against the Key Success Factors.
<i>Performance Targets</i>	A pre-determined end-result to be achieved within a given period of time.
<i>Situation Analysis</i>	An evaluation of current issues, trends, and future developments for the sector, and SWOT analysis.
<i>Strategic Planning</i>	An iterative activity focused on discussion and consensus building resulting in well-defined action. A systematic and continuous disciplined approach to analyzing trend indicators about markets, competitors, strategies and product mix. Sets parameters for future growth and details strategies to make that growth happen.
<i>Strategy</i>	Enduring guidelines within which decision-making is carried out.
<i>SWOT Analysis</i>	Assessment of an organization's internal strengths and weaknesses, and external opportunities and threats. The analysis assists in the identification and prioritization of action.
<i>Vision</i>	A statement of the desired future state of the organization.
<i>Values</i>	Fundamental principles and beliefs that serve as implicit criteria guiding all actions and decision-making.