

APPENDIX: Detailed Action Plan

Updated May 6, 2013

OUR PEOPLE

Goals	Identified Activity	Responsibility	Status
To communicate effectively and efficiently with its members and the broader skiing community	Update and improve accessibility of club brochure	Communications	
	Draft regular general interest newspaper articles	Communications	Complete. Alicia recruiting guest drafters for next year.
	Rebrand the Club as the “Yellowknife Nordic Centre”	Communications	Stakeholder meetings held. Awaiting decision from Board.
	Establish a detailed calendar of programs and events early in the year and make it accessible to members before the start of the school year.	Events	John has coordinated Territory-wide events through NWT Ski Division
	Conduct a pre-season survey to gauge members’ opinions on major items (e.g. Loppett, capital priorities, dog use etc)	Communications	Complete
Increase Club Membership by 5 per cent a year towards a goal of 750 members by 2018 (50th Anniversary of the Club) and 1000 by 2025.	Commence club and program registration in September.	Registrar	On-line registration will begin in late September with early advertising.
	Partner with schools to run additional “Camp de Neige” programs. Direct market to parents of participating children.	Programs	
	Establish a “Ski School” to attract non-traditional skiers (Masters, Adaptive Ski)	Programs	Go Ski program established for non-competitive youth.
	Organize NWT Ski Day celebration	Vice President	Complete for 2013
	Regularly groom an access trail to Latham Island and Peace River Flats.	Trails	
	Direct market residents of new developments adjacent to ski club (Niven Lake)	Registrar	
	Direct market non-traditional skiers (new Canadians, YKDFN, YACCS)	Communications / Registrar	
	Review governance model for the Club with goal of transitioning from a “working board” to a “policy board.”	Secretary	Governance Policy adopted.
The Club will have a policy-focused Board of Directors focused on the implementation of the Strategic Plan and the growth of the Club	Hire a part-time Executive Director to help transition the Club to a new governance structure and implement the Strategic Plan.	President	Position description drafted. Hiring of individual deferred.
	Implement a Board succession plan	President	
	Establish a comprehensive electronic policy/Board Members manual and post it to the web site	Vice President	Orientation binders were put together and circulated to members by John S. Policies, by-laws and minutes regularly

			updated to website.
	Review timing and justification for General Election Meeting	Secretary	Complete. GEM eliminated through by-law amendments.
	Post meeting agendas and minutes to the web site and in the club house.	Secretary	Minutes are posted but not agendas
	Review progress on implementing strategic plan twice yearly	President	Complete and ongoing.
	Manage Board Member workload by delegating specific projects to non-Board members and limiting major projects to 2 a year.	Board	
	Delegate specified authorities to Executive Committee and other working groups to better manage Board time at meetings (Board meetings should not take more than 2 hours)	President	Executive Committee formally established at August Board meeting.
	Establish a set of accounting and financial management policies	Treasurer	Complete
	Establish a budget process and document that acts as an effective planning, management and reporting tool	Treasurer	Complete
The Club's finances are managed prudently and we have the financial capacity to meet current and future needs	Establish and maintain a Chalet reserve fund	Treasurer	Complete. Reserve fund policy established and initial allocations made.
	Review and update fundraising and donor recognition policies and ensure their implementation	Grants and Fundraising	Complete and ongoing
	Review and revise tax receipt policy	Treasurer	Complete
	Develop and implement a marketing plan for the Chalet	Buildings	
	Establish and implement a comprehensive risk management policy	President	Geoff Rae drafted initial document and waiting direction from Board.
	Review existing and emergency safety standards and implement compliance plans	President / Vice President	
Our members, athletes, volunteers and guests are provided with a safe and healthy environment.	Address the need and requirement for WSCC coverage for volunteer activities.	Vice President	Initial discussion held with WSCC
	Participate and provide thoughtful input into planning studies and public hearings that affect the Ski Club.	President	Input provided at Harbour Planning and General Plan hearings.
	Negotiate a long-term service contract with the City that provides funding certainty and status as a City program.	President	Negotiations underway.
Engage the City of Yellowknife to promote full recognition of the contribution of the Yellowknife Ski Club	Negotiate a satisfactory solution to the expansion of the Niven Lake subdivision onto existing ski trails.	President	Several discussions held with City on this. Future development of Niven Lake uncertain.
	Explore options for connecting the ski trails to various City neighbourhoods	Trails	

to the community.	Explore options for use of Ski Club property for permanent off-season facilities (soccer pitch, RV Park, Mountain Bike Trails)	President	
	Work with the City to ensure the importance of the Yellowknife Ski Club is recognized in land ownership and GNWT head lease renewal negotiations.	President	
	Commission a history of the Ski Club as part of the City's heritage celebrations including a written history and appropriate displays for the ski club chalet.	Vice President	John Stephenson has agreed to lead this project.
	Ensure there is continued access to the Ski Club following the realignment of the Ingraham Trail	President	

OUR PROGRAMS AND EVENTS

Goals	Identified Activities	Responsibility	Status
The achievements of our athletes, coordinators, participants coaches, volunteers and donors are recognized and celebrated	Develop and implement a volunteer engagement and management plan (e.g. better use of Zone 4 Registration information)	Volunteers	
	Expand the Volunteer recognition event and seek a sponsor	Volunteers	
	Feature a "Member, Coach, Athlete or Volunteer of the Month" on the Web site	Volunteers	
	Research history of volunteer award recipients and acquire a plaque for each award.	Volunteers	
Our programs are inclusive, adequately funded and led by well-trained coordinators and coaches.	Review and forecast training needs	Programs	
	Review funding and carry-over policies for each program	Programs / Treasurer	Complete.
	Examine programs to attract non-competitive skiers of all ages (e.g. Go-Girls-Go for boys, adults and seniors)	Programs	Go Ski Program established in 2012.
Our events are organized, well-marketed and consistent with the Club's Mission and Goals	Coordinate event calendar with Ski NWT Division to reduce overlap and conflicts with other events	Events	John S has done this for 2012/13 season
	Make the celebration of NWT Ski day a Club event	Vice President	Complete
	Review the scope and scale of the YK Invitational to make it a "showcase" Territorial competition.	Events	
	Conduct a community survey on the organization of the Loppet in the run-up to the 2013 event.	Events	Complete
	Explore potential of hosting Western Canadian	Events	

	Championships in the next five years.		
	Organize a regular Christmas Ski Event (e.g. lamp-lit ski at Sovereign Lake, pot luck, Chinese gift exchange, pyjama fairy ski etc.)	Events	
The Ski Club is a sought-after destination for year-round programming	Encourage use of ski trails for mountain bike and similar summer camp if adequate insurance can be provided.	Trails	
	Partner with the Yellowknife Multisport club for the hosting of events at the ski club during the off season.	Programs	Greg L will take lead on MOU with multisport club
	Review Trail User Agreement and ensure it is consistently applied.	Trails	Complete

OUR FACILITIES

Goals	Identified Activity	Responsibility	Status
As our most valuable tangible asset, our Ski Chalet is safe, well maintained and preserved for future users.	Draft a routine maintenance schedule for the Chalet	Buildings	
	Establish and fund a Chalet reserve fund`	Treasurer	Fund established and initial funding allocation made
	Re-stain the Chalet exterior	Buildings	Funding approved for 2012/13 budget.
	Conduct a Chalet energy audit	Buildings	
	Analyse biathlon building heat costs and determine mitigation options.	Buildings	
	Address outstanding building deficiencies identified by insurance adjusters including fuel tank connection deficiency.	Buildings	
Our facilities expand and improve to meet the needs of our members and volunteers	Finalize and implement a chalet improvement plan including the creation of a members' lounge and change rooms and the construction of lockers and trophy cases	Buildings	Plan substantially complete.
	Design and construct a heated maintenance and storage building for current and future equipment.	Buildings	Stakeholder needs have been identified. Borrowing authority granted to Board. Funding allocated for design.
	Inventory biathlon facility and equipment and determine future requirements.	Buildings	
The Ski Chalet is a prime rental space for business meetings, community and social events	Implement a long-term solution to chalet booking services.	Buildings	Complete. Now done through City of Yellowknife Facility booking.
	Administer a renter satisfaction survey in conjunction with a rental rate review	Buildings	

	Implement a facility marketing plan targeting bridal supplements, a revised brochure, coffee break news and periodic newspaper ads	Buildings	
	Ensure Chalet is equipped with modern meeting room equipment such as a retractable screen, conference phone, Wi-fi and flip charts.	Buildings	New fridge and barbeque purchased.
	Improve the Chalet rental experience through the purchase and upkeep of reliable barbeques and an outdoor fire pit.	Buildings	

OUR TRAILS

Goals	Identified Activity	Responsibility	Status
The Ski Club's existing trails are safe, well maintained and groomed to a consistently high standard.	On the advice of our volunteer grooming team, purchase an appropriate piece of equipment to supplement the existing Alpina Sherpa and decreasingly reliable Alpines.	Trails	2 nd Alpina Sherpa purchased and put to use in 2013 thanks to donations from YK Community Foundation and MEC
	Recruit new trail groomers and hold an annual groomer training session to cover safety, technique and equipment.	Trails	Complete. Eight new groomers recruited and trained in 2013.
	Implement a succession plan for maintaining the existing equipment and grooming the Loppett Trail	Trails	
	Examine ways to conduct fall brush cutting in a more efficient manner	Trails	Team leader approach implemented this year and risk management strategy introduced.
	Prepare and deploy warning signs for targeted danger areas at the beginning and end of the ski season (thin ice, icy conditions, steep hill)		Complete and ongoing.
	Identify and implement solutions to trail flooding at the base of Old Tow Hill, the Ravine and Blue 2.5	Trails	
	Focus widening and surfacing efforts on Snowflake, Blue 2.5 and Sprint loop and on targeted areas to accommodate a wider grooming implement.	Trails	
	Ensure there is adequate signage at all trail access pints including Niven Lake subdivision and	Trails	Complete

	Back Bay.		
	Work with the City and the Snowmobile Association to explore options to relocate existing snow mobile trail to avoid danger of collision		
In recognition of the limited daylight hours available during much of our season, we have a good system of safe and well-illuminated ski trails to meet the needs of our programs and members.	Recruit a trail light coordinator who can take responsibility for inspecting the existing lights and ensuring they are safe and operational (raise wires and cover bare spots)	Trails	
	Develop and implement a trail lighting improvement plan that includes alternatives to large, pole mounted lights	Trails	
	Partner with a community agency to help design and fund the improvement plan.	Trails	Agreement reached with Northlands and City of Yellowknife to install 20 pole mounted lights in 2013.
	Establish a targeted fundraising and sponsorship plan (Light the Loop) to help fund the improvement plan.	Grants and Fundraising	
	Include a trails emergency plan for inclusion in the Club's Risk Management Policy	President	
Our existing trail system is expanded to attract new members, respond to the potential loss of existing trails, and provide for a greater variety of terrain.	Draft and implement a dog policy for our existing and future trails.	Trails	Complete but no further action to be taken on advice of Board.
	Plan for the potential loss of the top of Old Tow Hill to expansion of Niven Lake subdivision	Trails	
	Pursue partnership with private groomers to connect groomed tracks on Great Slave Lake with the Ski Club	Trails	
	Explore development of expanded trails outside existing lease boundaries.	Trails	
	Purchase and erect a canvass tent along the existing trail route for winter/spring picnics or camping trips within the current club boundary	Trails	
	Examine replacing the Banting tent with a basic cabin structure on existing lease and relocate existing tent to a different location to allow hut to hut back country skiing	Trails	