

Kelowna Nordic Ski and Snowshoe Club



Strategic Plan 2025– 2030

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1. Introduction

The Kelowna Nordic Ski and Snowshoe Club (KNSSC) is a volunteer-driven, not-for-profit organization dedicated to providing high-quality Nordic skiing and snowshoeing experiences in a pristine natural environment. This Strategic Plan outlines the Club's direction for 2025–2030, ensuring long-term sustainability, community impact, and continued stewardship of our trails and facilities.

2. Mission, Vision, and Values

Vision

Kelowna Nordic Ski and Snowshoe Club is a growing, vibrant, sustainable community of outdoor enthusiasts who thrive on cross country skiing and snowshoeing in a pristine natural environment.

Mission

Kelowna Nordic Ski and Snowshoe Club fosters community, volunteerism and accessibility while maintaining quality trails and rustic facilities for sustainable, healthy winter activities which celebrate and respect the natural environment.

Values

- Integrity – Act with integrity and prioritize open communication in everything we do.
- Sustainability – Consider the long-term impact of actions to benefit current and future generations.
- Fun and Fitness – Provide high-quality trails, coaching, and events in an inclusive environment.
- Volunteerism – Recruit, support, and recognize volunteers as the foundation of our success.
- Respect for the Environment – Operate responsibly to minimize ecological footprint.
- Accessibility – Commit to being a supportive, inclusive, and affordable organization.

3. Strategic Context

KNSSC operates in a unique environment defined by its rustic nature, extensive trail system, and dedicated volunteer base. The club faces both opportunities and challenges including changing demographics, climate impacts, and the need for sustainable funding models.

SWOT Analysis

- Strengths:
 - Extensive trail network and pristine environment
 - Strong volunteer culture
 - Reputation for rustic and authentic experiences
- Weaknesses:
 - Aging grooming equipment
 - Limited marketing and brand awareness
 - Aging membership demographics
- Opportunities:
 - Growing local population and health/fitness interest
 - Partnerships with schools, clubs, and tourism organizations
 - Expanded fundraising and sponsorships
- Threats:
 - Climate change and shorter winter seasons
 - Wildfire and logging impacts
 - Reliance on a small volunteer base

4. Strategic Priorities

Membership Growth

- Develop targeted marketing campaigns to attract younger demographics and families.
- Enhance community visibility through partnerships and outreach programs.

Financial Sustainability

- Diversify revenue streams including grants, sponsorships, and donor campaigns.
- Establish a legacy fund to ensure long-term stability.

Trail & Facility Excellence

- Invest in modern grooming equipment to ensure safe, high-quality trails.
- Develop a sustainable facilities maintenance program.

Volunteer Development

- Recruit, train, and retain volunteers with recognition programs.
- Create leadership opportunities for members.

Community Partnerships

- Strengthen relationships with local schools, municipalities, and tourism organizations.
- Expand reciprocal agreements with regional Nordic clubs.

5. Implementation and Accountability

The Strategic Plan will be reviewed annually by the Board of Directors and updated as necessary to reflect emerging challenges and opportunities. Progress will be measured through membership growth, financial health, volunteer engagement, and trail quality metrics.

Every five years, a comprehensive review will be conducted with input from members, stakeholders, and partners. Committees will be accountable for delivering on specific priorities, with the Board providing oversight.

6. Appendices

Appendix A – Historical Overview

Kelowna Nordic Ski and Snowshoe Club was incorporated in 1977, evolving from the Sons of Norway Ski Club and the Nordic Ski Club. Over the decades, the club expanded its trail network, built facilities, and invested in grooming equipment. The rustic nature and volunteer spirit remain hallmarks of its identity.

Appendix B – Summary of 2024 Member Survey

A total of 425 respondents (two-thirds members, one-third day users) participated in the 2024 survey. Key findings included:

- 80% rated membership as good or great value.
- Grooming quality and frequency were the most common concerns.
- Membership is aging, with 85% over the age of 45.
- Strong desire to maintain rustic charm and trail variety.
- Most respondents gear up from their vehicles rather than cabins.

Appendix C – Terms of Reference: Strategic Planning Committee

The Strategic Planning Committee is a standing committee of KNSSC, responsible for developing and overseeing the strategic direction of the club. It engages the Board, members, and stakeholders, ensuring a 5-year rolling plan with long-term perspectives. Membership includes a Director as chair and four members with relevant experience. The committee reports annually to the Board.