

# **Kawartha Nordic Strategic Plan**

**2020-2025**

## **ACTION PLAN 2020-2021**



# Kawartha Nordic Strategic Plan 2020-2025

**Vision:** A thriving, inclusive community, inspiring a love of cross-country skiing and being active outdoors

**Mission:** Kawartha Nordic is a community whose mission is to provide high-quality trails, facilities and programming to support and develop cross-country skiers of all ages and abilities, as they experience the joy of winter in the Kawarthas.

## Values

**Wellness** – a commitment to inspiring the pursuit of health and happiness

**Respect** – a collective belief in the sustainable stewardship of our environment, people and facilities

**Teaching, Learning and Coaching** – support for education for all ages and in many forms, specific to the needs of the individual

**Excellence** – a commitment to uphold and exemplify leadership and excellence by providing safe, high-quality services, events, programs, and competitions

**Volunteerism** – a belief that our shared passion and dedication can build a strong community

**Overarching Goal:** By 2025, grow engagement by 20% and invest in creating high quality experiences for our community.

<b>Strategic Pillar 1: High-value Experiences</b> – Continue to maintain and improve our high-quality trails, programs, services and events.	<b>Strategic Pillar 2: Sustainable Revenue</b> – Develop and increase consistent revenue streams.	<b>Strategic Pillar 3: Optimal Operational Capacity</b> – Ensure that our operating model, facilities and human resources are optimized to effectively deliver our core services.	<b>Strategic Pillar 4: Loyal and Engaged Community</b> – Provide opportunities and experiences that will attract, mobilize and retain our members, staff, volunteers and the community.
<p style="text-align: center;">Strategies:</p> <ol style="list-style-type: none"> <li>1. Improve the consistency of trail quality and maximize the season length.</li> <li>2. Optimize our facilities and service offerings to enhance user experience and remove obstacles to participation.</li> <li>3. Adopt land management practices that protect significant natural features, habitats, forest cover and people’s connection with nature.</li> </ol>	<p style="text-align: center;">Strategies:</p> <ol style="list-style-type: none"> <li>1. Develop and implement a fundraising strategy.</li> <li>2. Maximize our ability to secure grants by improving the reliability and validity of data collection processes.</li> <li>3. Identify and grow user groups and event opportunities.</li> </ol>	<p style="text-align: center;">Strategies:</p> <ol style="list-style-type: none"> <li>1. Evolve the Board’s role to focus more on governance and grow staff and volunteers to manage club operations.</li> <li>2. Grow infrastructure and service capacity to maximize daily use and capitalize on opportunities.</li> </ol>	<p style="text-align: center;">Strategies:</p> <ol style="list-style-type: none"> <li>1. Develop and implement a volunteer strategy that encourages, balances and honours sustainable contribution.</li> <li>2. Establish a communications plan that promotes engagement.</li> </ol>

**Strategic Pillar 1: High-value Experiences – Continue to maintain and improve our high-quality trails, programs, services and events**

Strategy	Tactic	Actions 2020-2021
<p>1. Improve the consistency of trail quality and maximize the season length.</p>	<p>a) Ensure priority trails are conducive to low snow grooming. (This could include levelling and improving drainage.)</p>	<p>i. Plan for annual trail improvements (improve drainage and levelling) at \$10K annually to facilitate low snow grooming. ii. Identify next trail priorities: Trillium trail from snowshoe trail crossing to north of Adam Scott, Rabbit, Olympic.</p>
	<p>b) Implement snow management in key areas. (This could include snow fencing, opening the canopy and grooming optimization).</p>	
	<p>c) Investigate snowmaking capability to fill weather gaps.</p>	
<p>2. Optimize our facilities and service offerings to enhance user experience and remove obstacles to participation.</p>	<p>a) Invest in improving the walk-up experience for all guests. (This could include improving the entranceway to the trails with signage and landscaping to create a visual screen from equipment storage areas, etc.)</p>	<p>i. Develop trailhead sign approx. \$3000 which includes completed map and plexiglass area for notice board. (fall 2020)</p>
	<p>b) Improve directional signage along the trails.</p>	<p>i. Develop a plan for trails and trail signage as discussed at Feb 2020 board meeting including design patterns (summer 2020) ii. Purchase an industrial label printer and supplies of \$5000 to start in 2020; needing approx. \$10k in future supplies to complete all trails.</p>
	<p>c) Ensure user experience is consistent with the high level and standards of service that the club wishes to provide. (This could include consistency across signage, web presence, site aesthetics and cleanliness.)</p>	<p>i. Invite photographers and members to submit high quality photos for our website and online presence (spring 2020) ii. Have a greeter at the trailhead on busy days to welcome visitors iii. Improve aesthetics and landscaping around trailhead and equipment area</p>
	<p>d) Develop sustainable transportation options.</p>	<p>i. Assess winter 2020 carpool pilot to inform future carpooling plans (spring 2020) ii. Implement a carpool program for visitors to reduce our carbon footprint and preserve parking capacity (fall 2020)</p>
<p>3. Adopt land management practices that protect significant natural features,</p>	<p>a) Review and update the forest management plan for our property.</p>	<p>i. Work with Trent student to study, develop and report on best practices for ski club and land (spring 2020) ii. Complete the 10-year audit of our Forest Management Plan by July 31, 2021 to maintain eligibility in the Managed Forest Tax Incentive Program (MFTIP)</p>

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<b>Strategy</b>	<b>Tactic</b>	<b>Actions 2020-2021</b>
habitats, forest cover and people’s connection with nature.	b) Conduct a natural heritage inventory of the property.	i. Building off the forest management plan, strike a land stewardship sub-committee to recruit volunteers and/or students to complete a natural heritage inventory for the KNSC property and crown land trails. (summer 2020)
	c) Develop a land stewardship plan based on the inventory to ensure protection of significant natural features, balance forest cover and activity needs, etc.	i. Partnering with Trent and Fleming, continue long term ecological monitoring on property (trail and off-trail). (2021 and forward)
	d) Explore opportunities for natural and cultural heritage education programs.	i. Continue planning natural heritage education events (e.g. Peterborough Field Naturalists guide hike, Jacob Rodenburg family snowshoe, natural heritage newsletter items, etc...)

**Strategic Pillar 2: Sustainable Revenue – Develop and increase consistent revenue streams**

Strategy	Tactic	Actions 2020-2021
1. Develop and implement a fundraising strategy	a) Investigate opportunities for offering charitable receipts.	i. Look at Sport4Ontario.ca as one option to issue charitable receipts. (summer 2020)
	b) Strike a committee to begin the work of building a Fundraising and Capital Project plan for 2020 – 2025 aligned with our Strategic Plan.	i. Secure a fundraising expert to help with capital project funding. ii. Strike a sub-committee to build a fundraising and capital project plan (summer 2020)
2. Maximize our ability to secure grants by improving the reliability and validity of data collection processes.	i. Develop annual survey and day user data collection plan to improve data reliability and validity.	i. Complete end of season membership survey (spring 2020)
3. Identify and grow user groups and event opportunities.	a) Explore opportunities to support and improve youth and school programs.	i. Discuss racing program development needs, complete job descriptions and swot analysis by the outgoing staff separately from a KN Board swot analysis. (spring 2020) ii. Plan for and hire a new Youth Coordinator and new Head Coach. (summer 2020)

**Strategic Pillar 3: Optimal Operational Capacity** – Ensure that our operating model, facilities and human resources are optimized to effectively deliver our core services

Strategy	Tactic	Actions 2020-2021
<p>1. Evolve the Board’s role to focus more on governance and grow staff and volunteers to manage club operations.</p>	<p>a) Hire a general manager.</p>	<p>i. Plan for and hire a general manager, as a step toward moving operational tasks from the KN Board to KN Staff (fall 2020)</p>
	<p>b) Support the professional development and training of staff and volunteers</p>	<p>i. Annually fund coaching certification and other training (incl. ski patrol, cabin keepers, etc...)</p>
	<p>c) Develop a Risk Management Plan</p>	<p>i. Write a risk management plan for skiers, members, and staff outlining emergency prevention and emergency response procedures (asap March 2020)                      ii. Annually train staff and volunteers on the risk management plan</p>
	<p>d) Develop an Operations Manual</p>	<p>i. Create an operations manual to document activities required to run the business (summer 2020)</p>
<p>2. Grow infrastructure and service capacity to maximize daily use and capitalize on opportunities.</p>	<p>a) Be open to developing and leveraging partnerships.</p>	<p>i. Examine partnership opportunities e.g. Ptbo Field Naturalists reporting; LCS ski program; PCC cycling in shoulder seasons; Kawartha Highlands Provincial Park</p>
	<p>b) Build new building to support rental shop, growth and programs. (This would include a site plan, building plans and supporting infrastructure.)</p>	<p>i. Confirm zoning for new building (summer 2020)                      ii. Complete a site plan and building design drawings, approx. \$7500 (summer 2021)                      iii. Think of ways for new building to be innovative and improve chances of success with grants; i.e. innovative accessibility, Paralympic ideas and biathlon training centre. Also keep in mind any building design ideas that might help to partner with groups.</p>
	<p>c) Improve the accessibility and capacity of the entrance facility and rental shop. (This could include improving the accessibility of the rental trailer and expanding the service area with a deck that can be repurposed in the future.)</p>	<p>i. Complete rental shop entrance improvements with an accessible, covered deck (spring/summer 2020)</p>

**Strategic Pillar 4: Loyal and Engaged Community** – Provide opportunities and experiences that will attract, mobilize and retain our members, staff, volunteers and the community

Strategy	Tactic	Actions 2020-2021
<p>1. Develop and implement a volunteer strategy that encourages, balances and honours sustainable contribution.</p>	<p>a) Dedicate resources to focus on volunteer and visitor engagement.</p>	<p>i. Develop volunteer recognition program and plan appropriate recognition activities</p> <p>ii. Idea to set up a generic calendar of key time markers for the club operations to help identify issue messages to members on jobs/events/notable things happening on site. (summer 2020)</p>
<p>2. Establish a communications plan that promotes engagement.</p>	<p>a) Recruit a communications resource to establish a communications plan</p>	<p>i. Recruit a Communication/Volunteer Coordinator, beginning with the creation of a volunteer and communication plan and yearly timeline (volunteer or paid position). (summer 2020)</p>