

LHNS Strategic Plan

Prepared for: Larch Hills Nordic Society (LHNS)

Table of Contents

| | |
|---|----------|
| Overview | 3 |
| Engagement Process & Approach | 3 |
| Visual Strategic Framework | 4 |
| LHNS Vision | 4 |
| LHNS Mission | 4 |
| LHNS Organizational Values | 4 |
| LHNS Strategic Focus Areas, Supporting Initiatives & Key Actions | 5 |
| 1. Trails & Facilities | 5 |
| 1.1 Land Use & Trails | 5 |
| 1.2 Facilities Planning..... | 5 |
| 2. Financial | 5 |
| 2.1 Accounting | 5 |
| 2.2 Revenue | 5 |
| 3. People | 6 |
| 3.1 Communication | 6 |
| 3.2Volunteerism..... | 6 |
| 4. Sustainability | 6 |
| 4.1 Organizational Structure..... | 6 |
| 4.2 Roles & Responsibilities | 6 |
| LHNS 3 Year Strategic Roadmap..... | 7 |
| Year 1 – Stabilize & Clarify | 7 |
| Year 2 – Strengthen & Build | 7 |
| Year 3 – Grow & Sustain..... | 7 |

Overview

The engagement with the **Larch Hills Nordic Society (LHNS)** was designed to support the organization at a pivotal moment—balancing strong community identity and affordability with growing concerns about financial sustainability, volunteer capacity, and long-term organizational resilience. The contract encompassed a **multi-phase engagement process**, including a member engagement session, a follow-up survey, and a full-day Board strategic planning session, culminating in clear and actionable strategic direction.

Engagement Process & Approach

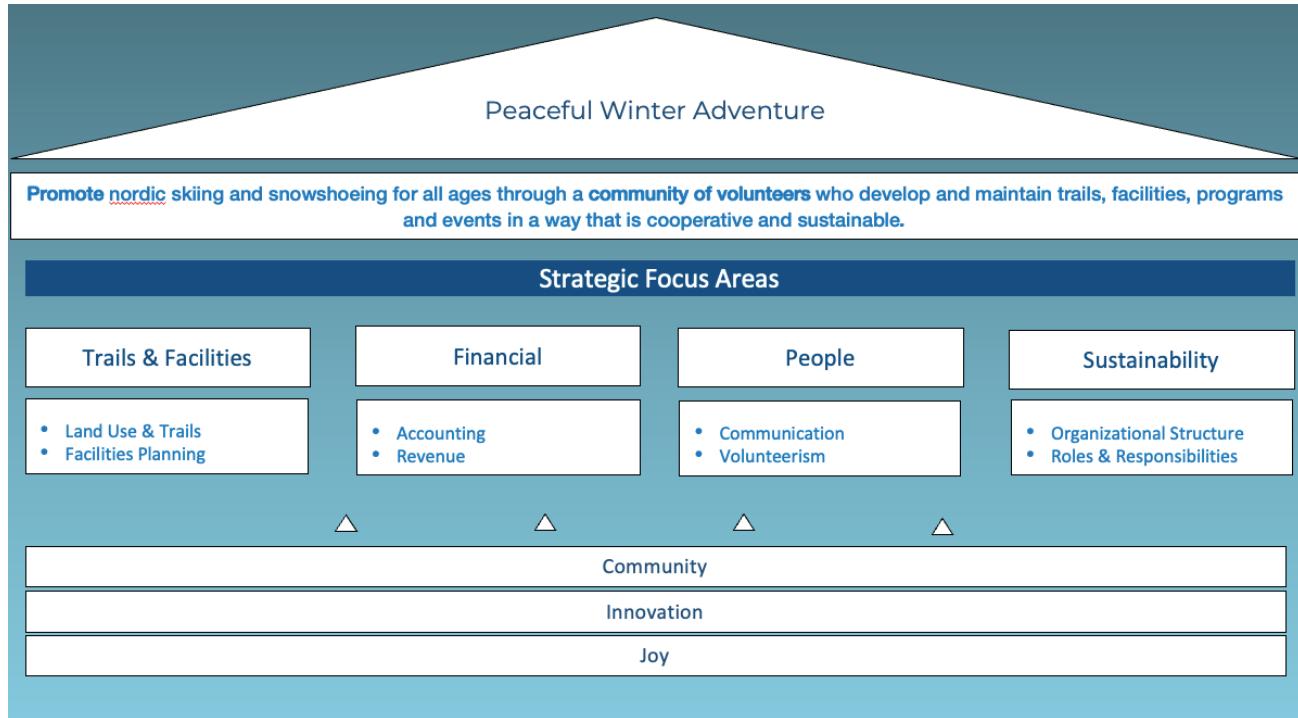


The process was intentionally inclusive and evidence-based, ensuring that strategic decisions were grounded in lived member experience, quantitative input, and Board-level governance accountability. Key components included:

- **Member Engagement Session** to surface hopes, concerns, and perceptions related to affordability, culture, volunteering, and sustainability
- **Follow-Up Survey** to validate themes, broaden input, and test alignment across the membership base
- **Board Strategic Planning Session** focused on prioritization, governance clarity, and long-term sustainability
- **Facilitated dialogue and structured decision-making** to translate insight into action



Visual Strategic Framework



LHNS Vision

Peaceful Winter Adventure

LHNS Mission

Promote nordic skiing and snowshoeing for all ages through a community of volunteers who develop and maintain trails, facilities, programs and events in a way that is cooperative and sustainable.

LHNS Organizational Values

- Community
- Innovation
- Joy



LHNS Strategic Focus Areas, Supporting Initiatives & Key Action

1. Trails & Facilities

Purpose: Maintain high-quality trails and facilities while enabling thoughtful growth.

1.1 Land Use & Trails

- Maintain LOIP compliance and land use relationships
- Prioritize trail expansion projects that increase destination value
- Improve and sustain race and event trail infrastructure
- Assess feasibility of a new destination hut

1.2 Facilities Planning

- Develop a facilities and infrastructure master plan
- Create a maintenance and asset lifecycle plan
- Improve signage, wayfinding, and trailhead infrastructure
- Set realistic service levels to manage member expectations

2. Financial

Purpose: Ensure long-term affordability and financial sustainability.

2.1 Accounting

- Strengthen financial tracking, controls, and reporting
- Improve fee collection processes and transparency
- Clarify budget ownership and accountability

2.2 Revenue

- Review and adjust fee structure with phased or incremental changes
- Diversify revenue (grants, fundraising, events, ticketing)
- Grow and retain membership, including adult programs
- Introduce payment options to reduce access barriers



3. People

Purpose: Build a strong, engaged, and supported community.

3.1 Communication

- Refresh website for clarity, usability, and access to information
- Establish consistent communication channels and cadence
- Clearly communicate programs, volunteering, and events

3.2 Volunteerism

- Reduce reliance on a small core of volunteers
- Create clear volunteer pathways and role descriptions
- Address volunteer burnout through workload balance and rotation
- Strengthen volunteer recognition and appreciation
- Assess paid coordination support to enable sustainability

4. Sustainability

Purpose: Create the structure needed to support growth and continuity.

4.1 Organizational Structure

- Clarify governance and management structure
- Assess feasibility of paid leadership roles
- Align structure with organizational size and complexity

4.2 Roles & Responsibilities

- Clearly define Board, committee, staff, volunteer, and caretaker roles
- Develop caretaker succession and transition plans
- Strengthen committee mandates and accountability
- Document responsibilities to support continuity



LHNS 3 Year Strategic Roadmap

Year 1 – Stabilize & Clarify

Focus: Reduce risk, increase clarity, and address pressure points

- Formalize financial tracking, reporting, and fee processes
- Review and update fee structure with member communication
- Clarify governance, management, and committee roles
- Address caretaker succession planning
- Refresh website and core communications
- Begin facilities and trail condition assessments
- Launch volunteer recruitment and recognition improvements

Year 2 – Strengthen & Build

Focus: Build capacity and systems for growth

- Implement facilities and infrastructure master plan
- Advance priority trail expansion and improvements
- Diversify revenue streams (grants, events, fundraising)
- Grow membership through targeted outreach and programs
- Introduce paid coordination or leadership support (as feasible)
- Re-establish events and programs with sustainable resourcing
- Strengthen committees with clear mandates and support

Year 3 – Grow & Sustain

Focus: Enable long-term sustainability and destination value

- Advance destination-level projects (e.g., hut, major trail links)
- Fully embed governance, financial, and operational systems
- Optimize organizational structure for scale
- Strengthen partnerships and community presence
- Evaluate progress and refresh the next 3-year strategic plan





LARCH HILLS NORDICS

Peaceful Winter Adventure

Promote nordic skiing and snowshoeing for all ages through a **community of volunteers** who develop and maintain trails, facilities, programs and events in a way that is cooperative and sustainable.

Strategic Focus Areas

- Land Use & Trails
- Facilities Planning

Financial

People

Sustainability

- Organizational Structure
- Roles & Responsibilities

- Communication
- Volunteerism

Community

Innovation

Joy

