



**Prepared for:** Larch Hills Nordic Society (LHNS)

## Table of Contents

<b>Overview .....</b>	<b>3</b>
Engagement Process & Approach .....	3
<b>Visual Strategic Framework .....</b>	<b>4</b>
<b>LHNS Vision .....</b>	<b>4</b>
<b>LHNS Mission .....</b>	<b>4</b>
<b>LHNS Organizational Values .....</b>	<b>4</b>
<b>LHNS Strategic Focus Areas, Supporting Initiatives &amp; Key Actions .....</b>	<b>5</b>
<b>1. Trails &amp; Facilities .....</b>	<b>5</b>
1.1 Land Use & Trails .....	5
1.2 Facilities Planning.....	5
<b>2. Financial .....</b>	<b>5</b>
2.1 Accounting .....	5
2.2 Revenue .....	5
<b>3. People .....</b>	<b>6</b>
3.1 Communication .....	6
3.2Volunteerism.....	6
<b>4. Sustainability .....</b>	<b>6</b>
4.1 Organizational Structure.....	6
4.2 Roles & Responsibilities .....	6
<b>LHNS 3 Year Strategic Roadmap.....</b>	<b>7</b>
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.

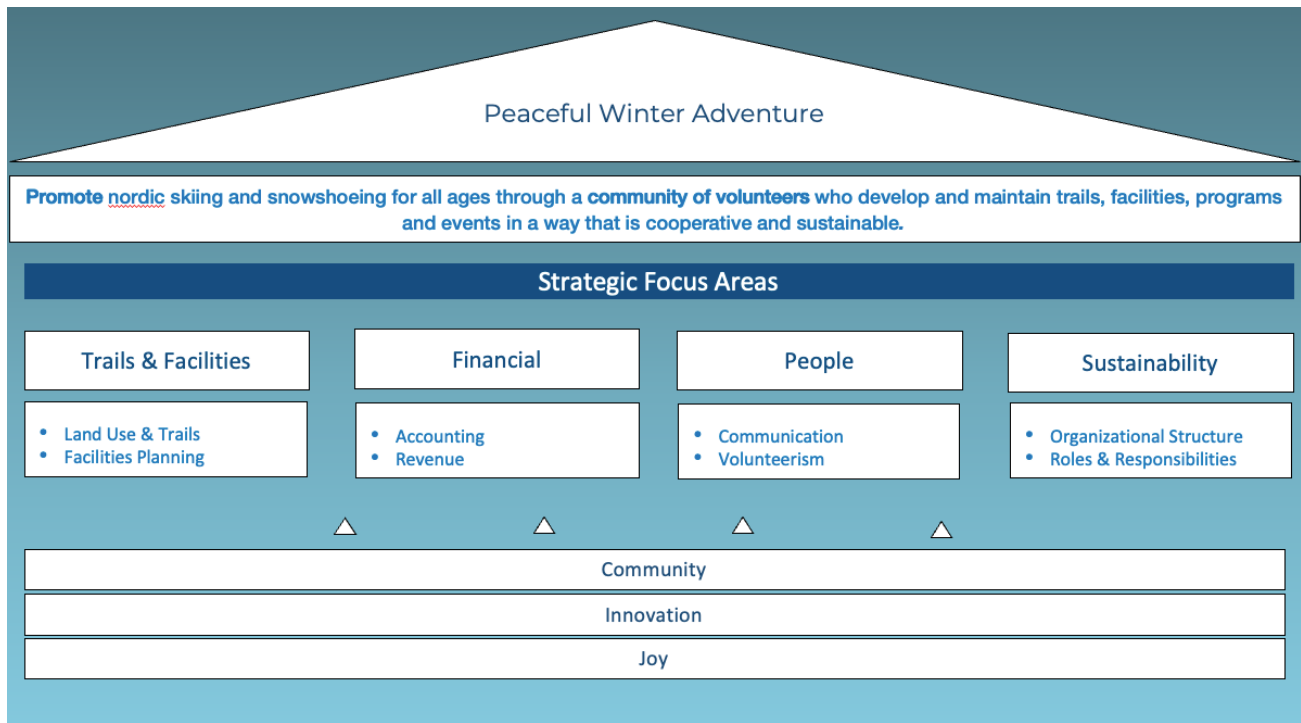
## Engagement Process & Approach



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





## 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

#### Trails & Facilities

- Land Use & Trails
- Facilities Planning

#### Financial

- Accounting
- Revenue

#### People

- Communication
- Volunteerism

#### Sustainability

- Organizational Structure
- Roles & Responsibilities

Community

Innovation

Joy