

Nakkertok 2019 - 2024 Strategic Plan

April 2019

Intent of Strategic Plan

- The intent of this plan is to communicate Nakkertok's goals and priorities for the next 5 years.
- The priorities will be used to guide the Nakkertok Board of Directors' decisions on capital investment and operations.
- It is also hoped the document will encourage Nakkertok members to participate in the future planning of Nakkertok.
- This plan focuses on club-level priorities, recognizing that while Nakkertok's programs each have their own priorities and paths to success, the whole is greater than the sum of its parts.



Mission

To achieve excellence in cross-country skiing and to grow the interest in skiing within the Ottawa/Gatineau region, through a club community that provides facilities and learning support to all ages of skiers and their families

Mandate

Recreation

A Cross Country Community

Enable individuals and families to enjoy cross-country skiing in a safe, family-friendly environment that teaches cross country ski techniques and the benefits and enjoyment of outdoor activity

Racing

Competitive Program

Provide coaching and training for competitive cross country ski racers that allows them to pursue and achieve their full potential in cross-country ski competition

Quality Facilities

Create and maintain high quality cross country ski facilities that can support both recreational skiing as well as host high caliber cross-country skiing competitive events

We will collaborate with, and provide support to other organizations pursuing similar mandates in the Ottawa/Gatineau region.

2019 Club Snapshot

- Over 1,500 members
 - 95% of 2019 Member Survey respondents intend to join the club again next year
 - Respondents indicate high value for money of club activities and facilities
- Growth across recreational and competitive programs
- Successfully increased QC resident membership by 50% in 2019
- New relationship at Nakkertok North with Val de Monts
- Snowmaking provides a 2.5 km early season snowloop
- Continued build out of trail network, an increasing footprint of trails and facilities
- Events - Nationals, Candy Cane Cup, Weber Loppet, Cookie Race, Thea's Race
- Community presence - Petite Expé, Open House, New Canadians day, SkiFast

High Level Objectives for 2019-2024

- 1) Continue to operate highly successful programs (LTS, Race, Adventure and Adult) through coaching and training opportunities so all athletes pursue and achieve their full potential in cross-country skiing.
- 2) Improve Nakkertok facilities to allow for increased usage during the winter season, hosting large competitive events, and expansion into off-season activities that are complementary to the Club's mandate.
- 3) Establish Nakkertok as a community recreation destination for the residents of Cantley/Gatineau, including participation in Nakkertok programs, day use and corporate programs.

1. Trails and Facilities

Nakkertok has grown over the years, with ongoing improvements to its trail network and facilities. This infrastructure is critical to the success of the club and its programs. Improvements to trails and facilities will enhance the enjoyment of the club by its members, maintain or increase the effective capacity of the club, and contribute to its ability to host events.

Priorities for Trail and Facility Maintenance and Investments

1. Maintain world class ski trails;
2. Improve facilities for the enjoyment of members and common use by the club's programs; and
3. Enable multi-season use of the club's trails and facilities.

Nakkertrak

- The early season loop has achieved sufficient scale for currently anticipated needs - Nakkertok does not plan to expand the snowmaking capabilities beyond the current system.

North - South Trail

- Work to secure access to the North South trail
- Promote usage of North South trail
- Promote use of Nakkertok North by Nakkertok members and programs

2. People

The volunteer efforts of Nakkertok's members make the club the amazing place it is. Their dedication and enthusiasm fuel the club's successful programs, enable the club to host events, and contribute to the improvement and maintenance of its trails and facilities.

Priorities

- Implement measures to improve the effectiveness of volunteer management, including improved communications of volunteer opportunities.
- For paid and volunteer leadership positions, develop job descriptions and succession strategies.
- Implement a reach out mailing list to inform Nakkertok alumni of events and volunteer opportunities.

3. Community engagement

Nakkertok is a community brought together by its common interest in Nordic skiing. It is made stronger through connections with other communities that surround it, including local residents, students, and organizations and institutions located in the region. These connections increase appreciation for skiing among diverse groups of people that may not otherwise have the opportunity to be exposed to the sport.

Priorities

- Place emphasis on recruiting Quebec-based members and encouraging day use of the club by local area residents, in order to strengthen connections between the club and the surrounding community.
- Pursue increased use of the club's trails and facilities for corporate and school events, in order to grow an interest in Nordic skiing in the Ottawa/Gatineau region, and to increase club revenues.
- Engage local governments to better understand their outdoors and recreation priorities, and explore how Nakkertok might contribute to advancing them.
- Engage the managers of other cross country ski trail networks in the region to explore the potential for reciprocal access arrangements for members.

4. Environmental sustainability

Cross country skiing is dependent upon the natural environment and appropriate winter conditions. Climate change is affecting cross country skiing activities through global warming and the higher probability of extreme weather events. As skiers, we need to promote protection of the environment and lower our individual environmental footprints to preserve our sport. We recognize that the sport of cross-country skiing adversely affects the environment through use of fluoro waxes, waste generation, increased use of fossil fuels, and snow-making. Nakkertok should make every effort to minimize the environmental impact of club members to preserve the Nakkertok site and affect climate change. Nakkertok has the opportunity to lead by example in the cross-country ski community.

Priorities

- Implement a waste management plan for the Nakkertok site and its members.
- Implement a waste management plan for Nakkertok-hosted events.
- Reduce the use of fluoro waxes.
- Consider using environmentally sustainable and energy-efficient building materials in future Nakkertok building projects.
- Study long-term strategies to reduce fossil fuel at and to and from the Nakkertok site.
- Invest to upgrade existing facilities to reduce carbon footprint.

5. Medium-term planning

The results of the February 2019 Nakkertok member survey demonstrated a substantial interest in expanding the variety of activities and programs offered at the club, as well as in replacing or improving the club's main chalet. Work will be undertaken in 2019-20 to better understand the potential for, and feasibility of, these concepts. An additional area of focus will be on better securing access to trails in the Middle Kingdom, allowing for further extensions and variety in Nakkertok's trail system, and improved connectivity between Nakkertok North and Nakkertok South.

Priorities

- Establish a 4-season activities working group, tasked with preparing a plan for making use of the club's trails and facilities for activities, programs and events (such as for mountain biking, trail running and orienteering) that are complementary to the club's core focus on Nordic skiing. This plan will be developed in consultation with Nakkertok's members and for consideration by the board in 2020.
- Establish a Chalet working group, tasked with preparing a feasibility study and options analysis for improving or replacing the main chalet. This plan will be developed in consultation with Nakkertok's members and for consideration by the board in 2020.
- Engage in discussions with landowners to secure reliable access to the Nakkertok North-South corridor, to increase the use of this historic part of the club's trail system.

6. Financial

Nakkertok's trails and facilities have seen significant development in recent years. To ensure the financial sustainability of the club while limiting increases in membership and program fees, Nakkertok will focus on diversifying its revenue sources and ensuring prudent use of financial resources.

- Revenues
 - Undertake disciplined and club-wide approach to attracting corporate sponsorships
 - Continue to develop Nakkertok as a destination for major events and corporate uses

- Capital Planning
 - Annual capital plan to be presented, as part of budget, with prioritization of investments against club mandate and objectives