

## **Shuswap Trail Alliance: Strategic Work Plan 2015**

# **DIRECTION NOTES – STRATEGIC PLANNING COMMITTEE**

Updated: February 11, 2015

NOTE: The attached direction notes form the basis for the Shuswap Trail Alliance 2015 Strategic Work Plan. They include measurable objectives (p. 2 and 3) to guide planning and evaluation in 2015. These will be incorporated into the final format for the Annual Strategic Work Plan, which includes action tables, timelines, champions, and contingency plans.

## **2015 Priorities:**

The 2015 Shuswap Trail Alliance Strategic Work Plan and operating budget that follows will be guided, and revised according to the following priorities:

### **1. PRIORITY ONE: maintain and grow our regional trail system**

- a. Complete the Regional Trail Strategy and continue with sub-regional area planning. (Outcomes: Regional Trail Strategy document, Regional Trails Advisory in place, and 3 – 5 subregional access management plans underway)
- b. Prepare and present a renewed Shuswap Trail Alliance 5 year operational partnership proposal to regional partners by May 2015 (Outcomes: Obtain 5 year operational grant agreements with 7 – 9 Municipal and Regional Partners, and dialogue underway exploring similar partnership agreements with Rec Sites & Trails BC and First Nations).
- c. Raise funding to resource a Stewardship Coordinator to engage, assist, and support local trail stewards – (Outcome: by the end of March \$15-20,000 of \$30,000 need to be in place to hire a coordinator by May/June).
  - i. Financial Sustainability Committee (FSC): need to ramp up the fundraising effort to resource this position - main FSC priority for 2015. (Outcome: \$30,000)
- d. Support/advocate the Enderby – Armstrong CPR Rail Trail development. Be prepared to assume a key facilitation role if requested. (Outcome: working group in place actively securing, funding, and developing the corridor as a legacy greenway for walking & cycling)
- e. Host an Active Transportation Planning session (leadership forum) with the Healthy Communities coalition, Regional Partners, and other key players to strategize on how to move this priority forward. (Outcome: Regionally endorsed AT planning strategy)
- f. Finalize Annual Operating Plan and Continue/Complete Ongoing Capital Projects (including South Canoe Upgrades, Larch Hills Traverse additions, Rubberhead additions, North Fork Wild, Evelyn Falls...) (Outcome: AOP complete by end of Feb, partnership agreements with BC Parks, Rec Sites and Trails BC, and project commitments finalized with Municipal/Regional Partners, 10 km new and upgraded capital trail projects)
- g. Improve Electronic Communications and data management system:
  - i. Switch from weekly to monthly ebulletins; trail crew to provide facebook updates; maintain web calendar and news updates (Outcome: reduced but consistent monthly communication with media and contact database)
  - ii. database fix and scrub, then ongoing maintenance (Outcome: 90% or better contact accuracy)
  - iii. website update (Outcome: trail content accurate to 2015 trail guide update, dedicated stewardship resources and information pages linked to trails)
  - iv. Resource a dedicated "web manager" (Outcome: weekly news, events, and notice update posted and accurate)
- h. Financial Sustainability – implement annual capital campaign (Target: \$75,000 Build-a-Metre), raise \$10,000 for endowment – Target MEC funding for 2015/2016 and BC Gaming Grants (Environment Program Deadline Summer 2015)

## 2. PRIORITY TWO:

- a. Support/promote Shuswap Outdoor Learning Foundation and other educators (Outcome: 20 – 30% net growth in trail based outdoor learning programs over 2014)
- b. Experience Developing, Marketing, develop awareness – continue to support Shuswap Tourism including Trail Guide update and new Mountain Bike trail guide (Outcome: reprint and distribution of Shuswap Trail Guide, mountain bike guide print and distribution; 10% net increase in trail count use; 20% net increase in shuswaptrails website traffic)
- c. Develop/sign-off on MOUs with trail guide/operators (Outcome: draft MoU template and recommended compensation structure in place; x 3 signed MoUs)
- d. Implement 2015 Regional Trail Maintenance Proposal (seasonal maintenance crew) (Outcome: min. 140,000 metres trail seasonally maintained)
- e. Hire Summer Student(s) with appropriate skill sets to: manage/improve web site, begin ec-dev study, complete Salmar Film ads, run summer trail challenge program, etc. – if summer suitable students are not found, the default is to rely on volunteer. (Outcome: successful summer trail challenge with 20% net increase participation over 2014)

## 3. PRIORITY THREE:

- a. Initiate "Find Your Trail" poster campaign (Outcome: 20% net increase in shuswaptrails website traffic)
- b. Complete Salmar Film ads (Outcome: 20% net increase in shuswaptrails website traffic)
- c. Signs – develop interpretive sign program and protocol with Secwepemc leadership (Outcome: Secwepemc trail sign strategy and design template developed)
- d. Reactivate Shuswap Hut Pilot Project including the Anstey Highlands - (explore partnership agreement with Eagle Valley Snowmobile Club/Rec Sites & Trails for Eagle Pass Hut. Support the Outdoor Learning Network to be a lead on this initiative.) (Outcome: hiking route approved to Eagle Pass hut, partnership agreement in place with snowmobile club and Rec Sites and Trails BC; Anstey Highlands working group in place and active)

### Parking Lot:

1. Engage a researcher to conduct an Economic & Lifestyle Benefits and Attraction Analysis of Trails in the Shuswap Region. Either:

- Primary Research Analysis –
- Or short term, review of existing research only (Secondary Research) and preliminary scan of existing indicators (include input from diverse sources – e.g. realtors)
- Possible leadership includes – Kailey Cannon, Possible PhD topic for TRU Student

Priority One if needed for the 5 year operational partnership proposal. Priority 2/3 if not.

(Outcome: Watershed wide benefits and attraction study document and presentations completed to all orders of government)

2. Office assistant position needed to free up the Executive director and Business Manager/Executive Coordinator – add to the business model for the 5 year proposal – would likely be part-time. (Outcome 2016: 5-year funding strategy in place to sustain Executive Director (full time), Business Manager/Executive Coordinator (full time), and Administrative Assistant (half time))

**Therefore – 2015 Budget Direction and Actions: Target Top Tier Priorities**

**Values Statement:**

To foster a healthy, engaged community in the Shuswap Region – economic/environmental/social – through well designed, maintained, and promoted trails connecting people, culture, and landscape; and to do so through collaboration, stewardship, fiscal responsibility, and economic development.



**Mission Statement:**

THE PURPOSE OF THE SHUSWAP TRAIL ALLIANCE IS to develop, operate, maintain, and promote a network of non-motorized trails, waterway and hut-to-hut routes throughout the Shuswap watershed region in the Province of British Columbia for educational, recreational, economic, and environmental benefit to the public, and to do so collaboratively through community partnerships.



## **Goals:**

### **1. Regional Collaboration**

- a. development of the regional trails strategy and capital plan
- b. facilitation of regional partners in planning
- c. ongoing relationship development
- d. leveraged capacity of time, talent, and resources throughout the region

### **2. Trail Stewardship**

- a. the framework to support and grow local trail leadership and volunteers,
- b. develop regional stewardship agreements
- c. establish environmental monitoring program,
- d. manage ongoing trail maintenance throughout the region

### **3. Environmental Screening and Adaptive Planning**

- a. determine the ecological suitability of existing and proposed trail alignments
- b. develop adaptive monitoring plans for every trail throughout the region
- c. resource local volunteer monitoring program

### **4. Experience Development** (supports the work of Shuswap Tourism and regional partners)

- a. to create targeted online and print tools to share trails (maps, guides, website) with each other and the world
- b. to increase active, healthy living through promotion of the greenway trail systems,
- c. to support the growth of local interpretive programs and guides,
- d. to grow sustainable trail-based business opportunities and service providers,

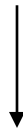
### **5. Capital Projects and Technical Trail Services**

- a. ongoing research and standards development on trail design best practices
- b. technical knowledge and consultative support (plot, plan, design, and implement sustainable trail and integrated sign programs)
- c. capital project implementation – greenway trail design, build, upgrade, restore
- d. annual trail crew programs (summer & winter)

---

### **6. Alliance Operations**

- a. Organizational coordination
- b. Strategic development
- c. Communications and PR
- d. Financial management
- e. Investment and fundraising
- f. Human resources
- g. Membership services



## ***Detailed Strategic Targets:***

### ***1. Regional Collaboration:***

1. Complete the regional trail strategy and begin sub-regional area planning (underway)
2. Prepare and present a renewed Shuswap Trail Alliance 5 year operational partnership proposal to regional partners for a (include CSRD, NORD, Salmon Arm, Enderby, Sicamous, and Chase, as well as Rec Sites and Trails BC and BC Parks)
  - a. Linked to the Regional Trail Strategy, but clearly focused on a regional greenway trail commitment, including community Active Transportation planning
  - b. commitment to planning that is resourced
  - c. commitment to implementation that is resourced
  - d. includes both capital project development and ongoing maintenance (consider contracting this out)
  - e. linked to the volunteer stewardship program (see 2015 regional maintenance proposal)
  - f. linked to promotional commitment and resources through Shuswap Tourism
  - g. acknowledges major capital projects (i.e. Rail-Trail) require dedicated facilitation capacity to mobilize
3. Target leveraged infrastructure funding grants for 2016 + projects

### ***2. Trail Stewardship:***

1. Prepare regional Annual Operating Plan (Jan) – to include local trail plans for 2015 – to be submitted to Recreation Sites and Trails BC, BC Parks, and Regional Partners
2. Raise funding to resource Stewardship Coordinator for 2015 (Key to get the most effective person possible for this position)
3. Maintain annual schedule, training, volunteer days, and steward liaison and recruitment
4. Expand baseline trail inventories and implement annual inspections program
5. Improve TrailReport hotline response and fund/install trailhead info signs
6. Expand volunteer days to include monthly events in each partner region
7. Expand school group and youth engagement
8. Implement 2015 Regional Trail Maintenance Proposal (seasonal maintenance crew)
9. Improve website tools – dedicated stewards tools/resources page, trail specific stewards pages

### ***3. Environmental Screening and Adaptive Planning:***

1. Implement screening and adaptive plan for all NEW projects (coordinated by Project Manager)
2. Target development of adaptive plans for 5 existing plans (coordinated by Stewardship Coor.)
3. Develop collaboration with Columbia Shuswap Invasive Species Society – look for opportunities to maximize shared efficiencies and mutual objectives (e.g. site inspections)

#### **4. Experience Development:**

1. Interpretive Walks – (volunteer champion dependant)
  - a. Spring Hospice/Fall Hikes (?),
  - b. Routes (on hold)
2. Hire Summer Student
  - a. Trail display assistance
  - b. Summer trail challenge 2015
  - c. Website/guide information updates
3. Shuswap Tourism
  - a. Mountain Bike/Hike Mini-Guide
  - b. Trail Guide – revisions, new format?, funding?
  - c. Support trail-based FAM tours
4. Shuswap Trails Website - Requires upgrade/overhaul
  - a. Eliminate bugs
  - b. Multi-platform
  - c. Improved Google Maps, kml download, and pdf map uploads
5. Displays – limited capacity
  - a. Shuswap Tourism supported = yes
  - b. STA dedicated – resourced, so only if volunteer capacity
6. Other promotional ideas – only if resources/champions are available
  - a. Find Your Trail poster campaign
  - b. Salmar Film ads
7. Outdoor Education
  - a. Support/promote Shuswap Outdoor Learning Foundation and School Programs
  - b. Support/promote Educators Circle (Trish Wallensteen)
8. Guide Operators
  - a. Finalize MoU template and contribution levels
  - b. Sign off on guide MoUs
9. Special Events – community partner driven
  - a. 2015 Single Track 6 Race – Salmon Arm – with SAEDS, Shuswap Tourism
  - b. 2016 Shuswap Trails Artists Exhibition – with SAGA

#### **5. Capital Projects and Technical Trail Services:**

1. Update standards manuals
2. Focus on targeted, resourced priority projects in each partner area – planning & capital projects
3. Rail-Trail Project – requires dedicated resourcing to coordinate planning and implementation
4. Parallel Roadside Trails – recommend a regional plan/implementation strategy

5. Find funding to mobilize other project priorities:
  - a. South Canoe Middle Trail Planning and Upgrades
  - b. Larch Hills Traverse final sections
  - c. Anstey Highlands
  - d. Priorities from Regional Trail Strategy
  - e. Signs – develop interpretive sign program and protocol with Secwepemc leadership

## **6. Alliance Operations:**

1. PRIORITY: redevelop STA Business Plan/Trail Strategy for 2016 – 2021
2. Communications
  - a. maintain monthly ebulletin, weekly facebook, web calendar and news updates
  - b. database fix and scrub, then ongoing maintenance
  - c. website update
3. Finance/Business Operations (budgeted for)
  - a. Maintain tracking, receipts, payables (1.5 hour/day)
  - b. Maintain receivables (invoicing & claims) (1-2 hours/week)
  - c. Maintain bookkeeping including payroll (12.5 hours/month)
4. KEY CHALLENGE: Reception & Email Correspondence
  - a. Filter, distribute, and response (????)
5. Implement shared management calendar
6. Update HR policy manual
7. Membership – consider direct-call campaign (Jan), link with idea of “annual trail pass”
8. Financial Sustainability – implement annual capital campaign, raise \$10,000 for endowment - ongoing



## **Management Model:**

1. Executive Director (full time)
  - a. Oversee strategic planning and regional partner liaison
  - b. Management team coordination
  - c. Board/Management liaison
2. Executive Coordinator (full time)
  - a. Oversee business operations
  - b. Assist Executive Director
3. Administrative Assistant (half time)
  - a. Financial administration – tracking, payables, receivables
  - b. Communications and PR – including database maintenance, reception & email???
4. Stewardship Coordinator (seasonal, full time)
  - a. Manage annual schedule, training, volunteer days, and steward liaison and recruitment
  - b. In-field coordination of volunteer days with lead volunteers
5. Project Operations Manager (seasonal, full time)
  - a. Coordination of trail planning, build, and maintenance, trail crew, and contractors
  - b. Project/tool room coordination with Stewardship Coordinator and lead volunteers
6. Field Coordinator (seasonal, full time)
  - a. Assists Project Operations Manager – field crew supervisor
  - b. (Veda) mapping and sign layout
7. Technical Consultants (contract)
  - a. Planning, trail design, technical direction, sign design, GIS/mapping, etc.
  - b. Project coordination and field crew supervision
8. Consulting Biologist (contract)
  - a. Screening and adaptive planning consultant
  - b. Site review services
9. Special Project Coordinators (contract) – e.g. Rail-Trail project