

# STRATEGIC PLAN 2022-2025



*Recognizing Our Past, Supporting Our Present,  
Sustaining Our Future*



Ontario Federation of Snowmobile Clubs

# ABOUT THE PLAN

The 2022-2025 Ontario Federation of Snowmobile Clubs (OFSC) strategic plan is the culmination of the input and feedback received from thousands of volunteers across the province. The plan focuses on re-engaging and supporting our clubs and is built with a deliberate priority to solidify and secure the foundation of this organization. Our theme - "Recognizing our Past, Supporting our Present, Sustaining our Future" is a nod to the rich history of the OFSC and celebration of those who built our trail network across the Province. It is a commitment to support those who have picked up the torch and carry it today. And, it is a pledge to the generations that will follow and continue to deliver Ontario's premier winter tourism activity.



The plan contains four core goals, each with their own specific deliverables and success metrics. It was designed to be ambitious yet achievable, with clear and measurable outcomes that can be easily communicated throughout our federation. Most importantly, the plan will produce immediate supports for our grassroots, the volunteers who make the impossible happen each and every year. The plan relies on our biggest strength - our people - and the collective will to continuously improve and seek positive and constructive advancement in all aspects of what we do. The successful completion of this strategic plan will set the stage for the future of this organization, and ensure organized snowmobiling continues to thrive in Ontario.

# MISSION

Provide leadership to member organizations in our commitment to enable exceptional snowmobile trails and rider experiences throughout the province.

# VISION

Snowmobiling is recognized and celebrated as Ontario's premier winter recreation and tourism experience. As a provincial federation, the OFSC succeeds when our members succeed. Consequently, we strive to fully understand and consistently meet the needs and expectations of all our various members. Our decision-making processes are accountable, transparent, inclusive, timely, provincial in perspective, and respectful of local interests and priorities.

## 2022-2025 Strategic Plan Goals



**ADVOCACY**



**SUPPORT**



**GOVERNANCE**



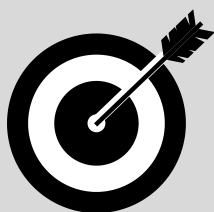
**FINANCIAL  
STABILITY**

# ADVOCACY

**Goal** - An enhanced partnership with the Ontario government and likeminded stakeholders that strengthens the OFSC's ability to deliver Ontario's premier winter recreation and tourism experience.

## KEY SUCCESS METRICS

- ✓ Establish mutually beneficial relationships with relevant government Ministries and Departments, to expand knowledge of snowmobiling, support on-the-ground operations of our clubs and pursue legislative changes to support safe riding, combat trespassing and develop landowner relation initiatives.
- ✓ Secure a renewed multi-year infrastructure funding agreement with the Government of Ontario that supports the short and long term needs of the organization.
- ✓ Engage like-minded power sports stakeholders in formal cooperative efforts to maintain, protect, and improve trails and infrastructure across the Province.
- ✓ Pursue funding and in-kind contribution programs at all levels of government and provide supports to Districts and Clubs to maximize chances of success.



**ADVOCACY**



**SUPPORT**



**GOVERNANCE**



**FINANCIAL  
STABILITY**

# SUPPORT

**Goal** - Strengthened investments in integrated Provincewide tools, services, programs, supports, and standards so the OFSC can effectively serve permit buyers, landowners, and volunteers.

## KEY SUCCESS METRICS

- ✓ Procurement and Province-wide implementation of an end-to-end fleet management software program.
- ✓ Implement digital tools and shared service solutions to support Club and District operational efforts and legal and legislative requirements.
- ✓ Invest in “Snowmobile University”, a centralized document management and training program to provide a single searchable point of access for all OFSC materials, resources and best practice documents.



ADVOCACY



**SUPPORT**



GOVERNANCE



FINANCIAL  
STABILITY

# GOVERNANCE

**Goal** - A unified organization with effective governance, prescribed roles & responsibilities, and a re-energized and respectful partnership between all three levels.

## KEY SUCCESS METRICS

- ✓ Invest in governance training and roll out to all levels of the OFSC.
- ✓ Conduct an organizational/governance review that recognizes the collective industry experience and knowledge of our volunteers and implement the key recommendations.
- ✓ Frequent communication and engagements between clubs, districts and the province through a mix of digital and in-person events, town halls, listening tours, workshops, surveys, and social media.





# FINANCIAL STABILITY

**Goal** - Achieve financial stability through new and optimized revenue streams to support current and future needs at all levels of the organization.

## KEY SUCCESS METRICS

- ✓ Develop a major OFSC Provincial lottery as a means of generating passive revenue and funding for trail operations and safety initiatives.
- ✓ Complete implementation of a data driven equalization model.
- ✓ Develop multi-year funding strategies for infrastructure and grooming equipment to ensure maintenance and/or replacement costs are predictable and planned.



ADVOCACY



SUPPORT



GOVERNANCE



**FINANCIAL  
STABILITY**



RECOGNIZING OUR PAST, SUPPORTING OUR PRESENT, SUSTAINING OUR FUTURE