

Acknowledgements

Thanks to over 200 athletes and volunteers who took time to do the **online surveys** and showed us how much we care about our event.

Thanks for extra time and care in our Focus Groups!

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A special round of applause to the Strategic Planning Working Group

Tara Clapp	Mike Koolen	Tim Sander
Leah Honkanen	Wulf Mense	Barb Szuta
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Tara Lynne Clapp	Tim Sander	Janis Neufeld
TLC Associates	Smiling Hills B&B	Event Director
Kaslo BC	Hills BC	Kootenay Sufferfest

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Photo credits: Mike Handley of Wild Eyes Photography, Tim Sander



Kootenay SUFFER FEST



Strategic Plan 2014 - 2017

Vision

Kootenay Sufferfest is big in the spirit, reputation and ambition of our events. Our main weekend allows 1500 registrations.

- We are known internationally for our great organization, helpful and enthusiastic volunteers and our awesome trails.
- We contribute to quality of life in the region by building trails, and supporting regional trails.
- We contribute to the regional economy by attracting athletes to our events and by increasing the visibility of the region as a trail-users destination.



- Our healthy and sustainable organization is in tune with the lifestyles of our participants and volunteers.

Mission

To host an international quality multi-discipline endurance event, further trail-based healthy activities in the region, and benefit the regional economy.



We value participation, effort and endurance, and celebrate our athletes' progress and achievements.



2014 Dates

August 30 - Sept 2
Kaslo, New Denver and Nakusp

Priority One: Building Capacity of the Organization

- | | |
|--|----------------|
| 1. Establish process to renew organization | Completed |
| 2. Initial design and responsibilities | Completed* |
| 3. Write out job descriptions | In progress |
| 4. Implement new organization | Fall 2014 |
| 5. Build Board Capacity, start at governance | Start Nov 2014 |



Year	Responsible	Benchmark
2016	Organization	Results of threat and impact monitoring reviewed
		Registrations grow to 1100
	Marketing/ Organization/ Trails	Social enterprise decision as appropriate
2017	Trails	Regional trail designation for two continuous trails, achieved in partnership
	Organization	Some event registrations full, waiting list for 100km XC MTB and 200km Loonie Toonie
		Registrations goal of 1500 achieved

Measures of Success

Area	Indicator	By
ED	Athlete retention at 50%, 65% with a 2 year count	2014
Volunteer	Regular volunteers have four hour shifts	2015
Safety	All injuries and incidents handled as per EMPlan	2015
ED/ Marketing	Over 30 spectators at each finish line	2016
ED/ Marketing	Registrations reach 1500	2017
Trails	KSF Trails person and 5 trails groups share trail priorities by email	2015

Want to get involved?
Contact Janis Neufeld at janeuf@yahoo.ca or
Tim Sander at tsander@columbiawireless.ca
To register in an event, link from www.kootenaysufferfest.com
And why not? Like us on Facebook for updates
Comments or questions on the Strategic Plan, email Tara at tlclapp@telus.net

Benchmarks

Year	Responsible	Benchmark
2014	Organization	Top level positions defined, half filled, by end Fest
		Begin procedures manual
	Marketing	Some increased social media presence in 2014
		Marketing plan written Fall 2014
	Trails	All trails groups aware of KSF work program for 2014 season
		KSF aware of major priorities for trail groups in each of 3 areas
		Liaisons to communicate major happenings: wash-outs, slides, windfall etc
2015	Organization	All major responsibility roles filled
		Board identifies at least one capacity need and pursues development
		Volunteer team leader job descriptions completed
		Four hour shifts for 'general' Fest volunteers
		Volunteer surveys show 90% would vol again
		Financial creates model of budget sustainability
	Marketing	Marketing impact assessment measures
		Registrations grow to 750
	Trails	Regional trail liaison committee formed to formalize regional trails
		Implement trails report recommendations
	Finance/ Organization/ Trails	Seek opportunities to partner with Healthy Communities BC and other lifestyle/health agencies to broaden the support for and use of trails among our communities.

We value contributing to our communities in health, culture, and economy, and seek to create an event that is the right size to be sustainable.



2014 Events

200km Loonie Toonie Trail
Trail Runs 10k, 25k, 50k
Kids Bike and Marin Crit
100km XC Bike
Idaho Peak Mtn Marathon
XC MTB 14k and 45k
Duathlon and Cyclocross

Priority Two: Marketing

Workshop participants agreed that a lot would be learned from holding the 2014 Kootenay Sufferfest event in its new and more complex form. As such, the decision was made that a marketing plan be implemented for the 2015 Kootenay Sufferfest season.

The first priority is to develop a marketing plan. The concepts that made sense to the workshop participants were

- use the existing identity and niche;
- enter more markets in a targeted way;
- use piggybacked channels where possible.

The Sufferfest experience lends itself to international marketing. The plan would establish priority markets and targets, and establish a system of record-keeping and tracking impacts.



We value community and partnerships.

We value quality and professionalism in our organization and our event.



Priority Three: Trails

We have significant strengths in regional trails groups, in enthusiasm, volunteerism, and resource. At the same time, there are some discontinuities in the trail network, the problems that arise from lack

of communication, and an uneven distribution of funding know-how. In line with the provincial trails report, there are concerns over abuse, conflict, maintenance and liability. The group would like to see a method of standardizing and communicating the condition of major trails, for the convenience and safety of trail users.

The major opportunities for the trails network are to improve communication about it, through maps, brochures, and web-based communication. This could be aligned with regional marketing efforts. There is an increasing interest in recreation, and recreation-based travel.

The threats include the offloading of trail maintenance to private grant- and volunteer- funded groups, the lack of provincially-enforced trail tenures and planning, and the loss of trails to incompatible uses.

1. Communication among stewardship groups.

Task: Establish an email list to enable the sharing of information between groups. Share information about work done and hazards observed. Note: List to be maintained by Kootenay Sufferfest person with Trails responsibility.

2. Work on continuous regional trails.

The Loonie Toonie trail offers potential for long term community benefit as well as benefit to the Sufferfest event. The Trails person for Kootenay Sufferfest will convene a liaison group to share information about threats and opportunities, and to seek regional designations.

3. Explore funding opportunities.

Ongoing trails maintenance and upkeep requires ongoing funding. The KSF Trails Person and Finance Person should work together on finding sustainable funding mechanisms.

