



# Strategic Plan 2010-2012

# Contents

- Vision ..... 1
  
- Mission..... 1
  
- Goal Summary ..... 1
  
- Goals ..... 1
  
- 1. Branding..... 1
  
- 2. Membership..... 3
  
- 3. Product Development..... 4
  
- 4. Partnerships ..... 6
  
- 5. Sustainability..... 6
  
- 6. Research and Development..... 7

## **Vision**

To be the recognized leader in off-road motorcycling for organization, government lobby and liaison and family fun.

## **Mission**

To source, create and maintain a trail network in Ontario for safe, family use by off-road motorcyclists as well as any other good intentioned users. And to provide a strong voice supported by a substantial membership to represent trail users to ensure, to our best ability, that these trails continue to be available.

## **Goal Summary**

### 1 Branding

To develop a branding program that strengthens the public opinion of off-road motorcycle riders.

### 2 Membership

To strengthen membership in the OFTR.

### 3. Product Development

To create products that generate excitement for the sport of off-road motorcycling.

### 4. Partnerships

To create and maintain partnerships with key stakeholders in the trails community.

### 5. Sustainability

To ensure the long term sustainability of the Ontario Federation of Trail Riders.

### 6. Research and Development

To participate in research and development activities that continue to position the OFTR as a leader in providing services to the off-road motorcycling community.

## **Goals**

### **1. Branding**

**To develop a branding program that strengthens the public opinion of off-road motorcycle riders.**

We will create a marketing and branding program that focuses on the involvement of family and the positive attributes of the sport of off-road motorcycling to inform the general public and key stakeholders of the positive recreation opportunity the sport provides. This program will reinforce the high level of responsibility riders have in relationship to their personal health and safety, the safety of non-riders, and environmental stewardship. It will thoroughly describe the mandate and programs of the OFTR and its linkage to regional member trail riding organizations. The program will promote messages related to the initiatives that the off-road motorcycle community has underway for: the safe and responsible operation of off-road motorcycles; the reduction of equipment noise; land stewardship; fellowship and social conscience; and working with other similarly positioned trail organizations.

Key Actions:

*2010*

- Promote a stronger, more positive image of OFTR to non-riders. Ensure fellowship and our demographic are targeted to new markets to gain new members, new riders, public and acceptance.
- Place ads/information about the OFTR on social networking sites like U-Tube, Twitter, Facebook.
- Establish a task force to review potential incentives and other ways to attract women and children as members.
- Continue to incorporate fellowship as a key marketing message to retain existing members and attract new individual members and clubs.
- Introduce a “new members” welcome wagon program.
- Develop an OFTR environmental/green policy that focuses on OFTR’s role in forest conservation and lobby government to gain recognition and acceptance. As part of this process lobby local governments to establish local bylaws authorizing the riding of off-road motorcycles. Consult with environmental groups to develop best environmental practices.
- Leverage more local club “good deeds” in the delivery of the OFTR messages. Solicit articles from clubs and post them on the website.
- Be the voice of off-road motorcycles on matters of safety, insurance and legislation in the Province of Ontario in conjunction with the Ontario Government Ministries and other similarly positioned provincial associations.
- Continue to write regular Ontario Trail Rider articles for the Inside Motorcycles magazine that promote the positive image of the sport off-road motorcycling, articles that promote the pride that members have as members of the OFTR.
- Revise and re-distribute the Sound Advice publication.
- Continue to promote the Trail Ride Series as the premier product of the OFTR.
- Continue email “blitzes” to the membership on matters of significant interest to the biking community.
- Leverage OFTR’s good standing and recent growth and success more openly and solidify ourselves as the voice of off road motorcyclists in Ontario.

*2011*

- Create a marketing plan that encompasses and promotes the messages in the branding plan. Specifically the marketing plan will include external strategies like: upgrades to the existing web page; attendance at the 2 annual motorcycle trade shows; inclusion of membership materials in manufacturer promotional/final sale materials at point of sale; direct mailings to purchasers of motorcycle products; cooperative advertising with equipment manufacturers; and merchandizing of OFTR clothing and equipment. This plan will be leveraged with a marketing firm that is

already familiar with the off-road sport market place and funding sources already in place. Ensure the local clubs are encouraged to “deliver” the OFTR message.

### *2012*

- Create an internal and external communication plan that addresses things like: stereotypical negative behaviours of motorcycle riders; the responsibility each member has to promote a positive image of the sport; land stewardship responsibilities; and the importance of equipment noise reduction; ways the public can become involved with off-road motorcycling etc. Establish a club communication contact to ensure their boards/members are informed through quarterly updates and at other times to ensure involvement in any proposed changes and or new strategies. Special emphasis will be placed on inter club communication (i.e. work days, club events). Club meetings will be used as a linkage to keep the membership fully informed of OFTR operations and events. Consideration will be given to keeping all information accessible at all times. This plan will be a priority in 2010.
- Develop a general education program to “inform” current members of the benefits of sharing trails with other users and related trail etiquette.
- Provide Economic Impact information to local clubs and assistance to use in local decision making.
- Strengthen the internal/external awareness of the branding plan. Develop branding tips for members and distribute via email.
- Develop a comprehensive trail signage program that promotes the benefits of OFTR membership (i.e. trail marking stencil/tooling).
- Develop point of purchase materials for distribution through vehicle/off road vehicle/motorcycle licensing agencies throughout Ontario.

## **2. Membership**

### **To strengthen membership in the OFTR.**

We will develop membership retention and recruitment programs to solidify the long term sustainability of the OFTR. Initiatives will be developed based upon past success that result in an annual year to year average membership retention rate of 95%. New initiatives, supported by a marketing program, will be developed to attract new individual memberships in the OFTR. We expect to increase memberships from 1600 in 2009 to 2,000 in 2010, 3,000 in 2011 and 3,500 in 2012.

#### Key Actions:

##### *2010*

- Membership retention and increase OFTR club and individual membership ratios. 22% of OFTR members do not belong to a club.

- Research the potential of attracting more female membership and complete a cost benefit analysis to determine long term impact on the OFTR. Pending the results of this analysis, develop and execute a membership recruitment program in increase the number of female memberships.
- Conduct an annual membership survey that identifies member preferences for programs, services and supports and that compiles demographic data on the characteristics of current members. Use the results of this survey to develop programs that will contribute to membership retention.
- Continue to promote the benefits of membership in the OFTR through marketing and promotional materials and the OFTR web page.
- Create a membership recruitment program targeted to trail bike owners and offer membership incentives to re-kindle interest in the sport of off-road motorcycling (i.e. Super Shopper, Auto Trader).
- The Executive Director will offer to make annual visits to each member club to promote the work and achievements of the OFTR and to develop joint off-road motorcycle programs.
- Develop an Information Package for distribution to dealerships so that equipment purchasers are more aware of the benefits of membership in the OFTR. This could include: equipment manuals, value coupons, training coupons and information on Where Do I Ride.
- Create trail tour packages in conjunction with private training centres and other tourism associations (i.e. motorcycle adventure tours).
- *Maintain* a “member retention” strategy based on the results of the membership survey that addresses key member needs and establishes a base line of required member services. This strategy will focus on things like: internal communication; superior customer service and response to member concerns; targeted programs and services etc.
- *Maintain and monitor* membership recruitment program in conjunction with off-road motorcycle dealers that creates interest in OFTR membership at time of motorcycle purchase. A key element of this program will be the promotion of “knowing where to ride” in Ontario and the benefits of membership in the OFTR.
- Secure a sponsor to assist in the development and delivery of a low cost program to officially recognize 5 year membership in the OFTR (i.e. sticker program).
- Broaden OFTR influence in preserving public lands in strategically located parks and conservation areas throughout Ontario. Lobby government when appropriate to strengthen influence at the local level.

### ***3. Product Development***

#### **To create products that generate excitement for the sport of off-road motorcycling.**

We will develop a broad range of products that support the OFTR vision and mission. These products will have an appeal to existing members and attract the interest of the broader off-road motorcycle community. Products will be designed to enhance both informal and organized trail experiences and the knowledge base of individuals who choose to participate in the sport.

Key Actions:

*2010*

- Define OFTR's role in safety and risk management along with its role in promoting this throughout the province.
- Develop a riding tips and tricks for distribution via email and posting on the web site.
- Define our role in tourism and develop corresponding tourism "trip" packages and promote to the membership.
- Research the feasibility and potential of introducing day passes for off-road motorcycle riding in the Ontario.
- Continue to promote "places to ride" through the membership and to the general public through ongoing marketing activities. Continue to enhance the program by increasing the number of trail heads (through the OTC network). Recruit advertising/sponsorships for the distribution and/or sale of "places to ride" maps.
- Promote the Trail Ride Series as the premier product of the OFTR, improving participation by standardizing documentation, and increasing public support in communities where the events are held. Special emphasis will be placed on clarifying level of difficulty and ensuring potential riders understand the skills required for each ride.
- Review the ways and means and the potential of cost recovery for introducing the Trail Ride Series to women. Involve trail riding associations and local clubs in this process.
- Continue distributing the education booklet (So You Just Bought A Dirt Bike) that informs members/non members of the sport of off-road motorcycling. Update with new regulations and information (when changed) and re-distribute.
- Maintain the existing volunteer program so that increased levels of recognition are made at the local level for *the* maintenance of trails, organization of events and general club activities.
- Continue to work with the Off Road Council to establish national strategies.
- Enhance the existing "places to ride" product by: updating trail signage (stewardship focus); on-site education; preserving existing trails on diverting occasional riders to managed trail riding areas; securing new riding locations on public lands; increasing the number of private riding facilities; demonstrating environmental stewardship with other provincial organizations and trail users.
- Explore the feasibility of OFTR subsidized trail maintenance (materials, supplies, education aids) for properties regulated by private use agreements (i.e. Simcoe County Forest).
- Expand the number of agencies that deliver individual member and club insurance programs.
- Promote the availability of "riding schools" (training) to local clubs.
- Continue participation in the volunteer program and create an annual recognition program that encompasses both local and provincial volunteers.

- Obtain the rights to use trails that have access to tourism amenities (lodging and food) to expand economic benefit to communities where trail riding is permitted.

#### **4. Partnerships**

##### **To create and maintain partnerships with key stakeholders in the trails community.**

We will continually work with other similarly positioned provincial organizations, manufacturers and government ministries and agencies and local trail stakeholders to provide safe, accessible trails throughout the province of Ontario. These partnerships will facilitate coordinated planning and development of multi-use trails, and ensure that the trail system in Ontario is sustainable in the future.

##### Key Actions:

*2010*

- Continue to work, and expand as necessary partnerships with the National Trail Coalition, Ontario Trails Council, Ontario Federation of Snowmobile Clubs, Ontario Federation of All Terrain Vehicles, National Off-Road Council and ATVOntario and the Pathway Group Inc. to strengthen relationships with the provincial Ministries of Transportation, Natural Resources, and Health Promotion to strengthen the trail system in Ontario.
- Continue to work closely with the COHV member companies to promote OFTR membership to new riders.
- Continue a stronger working relationship with the Ontario Provincial Police for safety and trail monitoring programs.
- Develop new relationships with environmental groups such as the NCC and continue to promote TreadLightly principles and practices.

#### **5. Sustainability**

##### **To ensure the long term sustainability of the Ontario Federation of Trail Riders.**

We will ensure the long term sustainability of the OFTR by strengthening our membership base and through creative approaches to grantsmanship and fundraising. The COHV, ORC, equipment manufacturers and suppliers will be approached for funding to offset administrative and operational costs for special projects and core operations. We will re-focus our fundraising initiatives in order to reduce reliance on government grants.

##### Key Actions:

*2010*

- Develop a “PLAN B” to determine ways for sustainability in the absence of COHV funding and present a related plan to the OFTR Board by the end of 2010.
- Develop an overall, long term sustainability plan and present to the Board by the end of 2010. This plan will outline strategies for the OFTR to become more “business like” in its day to day operations.

- Work with provincial ministries and other organizations as required to negotiate a revenue sharing of off-road motorcycle licensing fees help offset a percentage of OFTR operating expenses.
- Continue to pursue corporate sponsor involvement with government grants for special projects as they arise.
- Continue to pursue a comprehensive corporate sponsor program targeted to equipment and clothing manufacturers to raise ongoing project and core funding. The existing Yamaha Trail Ride Series and Honda Volunteer Program will also be continued.
- Work with current funders to ensure sponsorship retention and expansion of new products and services.
- Continue to work towards becoming an accredited government Fund Transfer Payment Agency in Ontario with the Ministry of Health Promotion.

## ***6. Research and Development***

**To participate in research and development activities that continue to position the OFTR as a leader in providing services to the off-road motorcycling community.**

We will continue to educate the OFTR Board of Directors, members and staff regarding trends, policies and regulations that relate to off-road motorcycling. We will attend local, regional and provincial sector related meetings, and trade shows and conferences to explore new and creative ways to enjoy the sport of off-road motorcycling and represent the interests of the OFTR. We will inform the membership of information as it becomes available.

Key Actions:

*2010*

- Continue to attend the NOHVCC annual conference to obtain best practices and current research related to land preservation, riding events and safety.
- Continue to work with manufacturers in product research and development programs and in related FEMA, COHV and ORC programs.
- Attend provincial conferences and summits that serve the priorities and strategies in this plan.