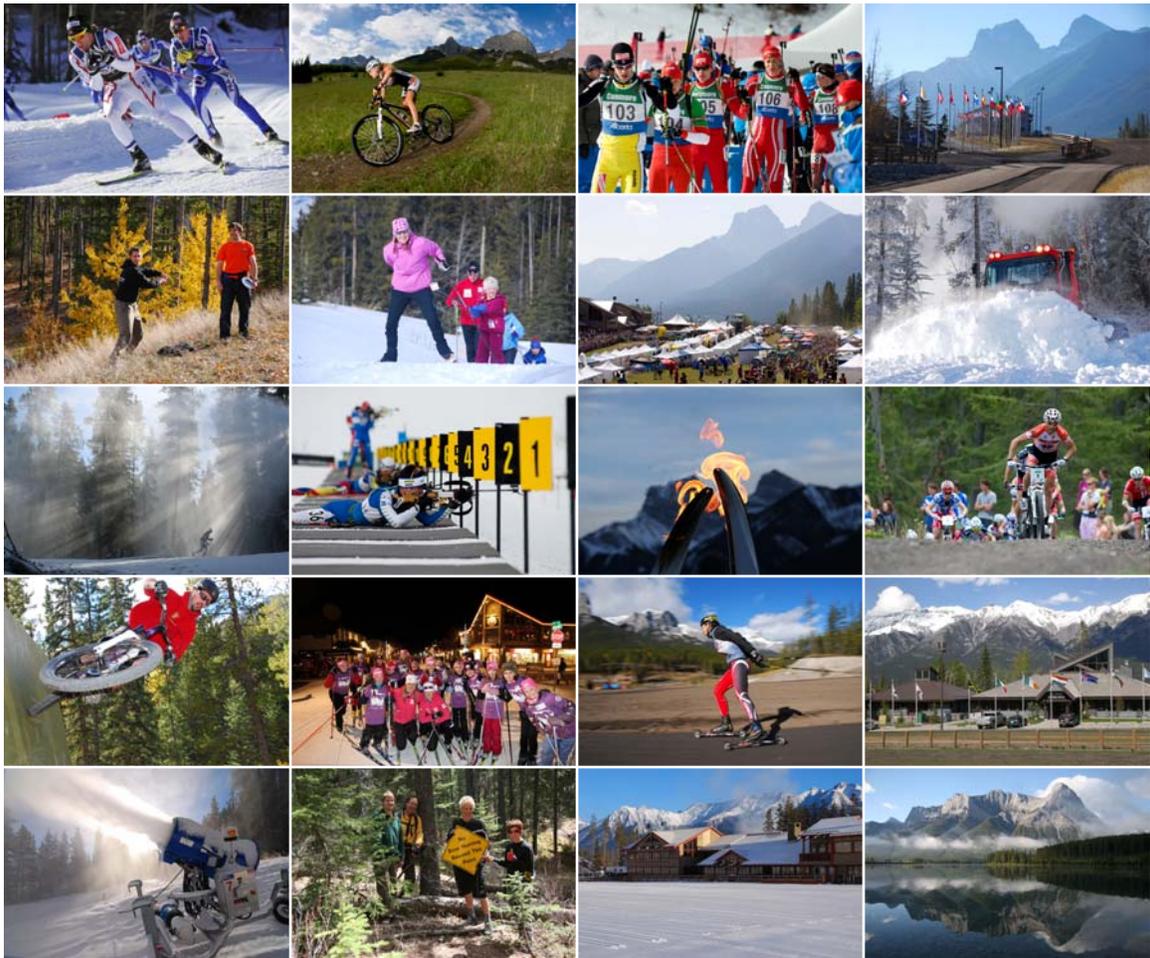


# CANMORE NORDIC CENTRE PROVINCIAL PARK Strategic Plan 2010-2015

Alberta



Government  
of Alberta



**Kananaskis  
Country**



**CANMORE  
NORDIC CENTRE**  
PROVINCIAL PARK

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December 2010

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## Executive Summary

Host of the Nordic ski events for the 1988 Calgary Olympic Winter Games, the Canmore Nordic Centre Provincial Park (CNC) is a world class, year-round venue for recreational and high performance sport opportunities. From 2004 to 2008, the Government of Alberta invested \$25.6 million into refurbishing the CNC, bringing it up to international standards and establishing it once again as the premier Nordic venue in Canada.

While a management plan exists for the CNC, the plan is primarily descriptive, providing general information about the Park in its pre-refurbishment state. It does not include detailed guidance on stakeholder relations or sport development and event hosting capacity, which have become important post-refurbishment considerations. Management and key stakeholders represented by the Canmore Nordic Centre Advisory Group (CNCAG) recognized that formal direction and prioritization of these and other components was needed in order for the CNC to realize its full potential as a year-round outdoor recreational, training and competitive venue. As a result, the CNCAG embarked on a strategic planning process in 2009/2010. This *Canmore Nordic Centre Strategic Plan* (CNCSP) is the culmination of these efforts.

The purpose of the CNCSP is to provide direction to staff, accountability to key stakeholders and site rationalization within Alberta Parks and Alberta Tourism, Parks and Recreation (ATPR) for the period 2010-2015. It is designed to supplement the *Bow Valley Protected Areas Management Plan 2002* (PVPAMP) and supports and refines the stated management intent, objectives and priorities. The plan is structured around five core strategies, the first four of which are adopted from Alberta's *Plan for Parks 2009-2019* (P4P). The fifth strategy recognizes the CNC's unique mandate as an Olympic legacy facility and aligns with the outcomes in the Active Alberta (AA) Policy. These five strategies are:

1. Involve Albertans
2. Offer Modern Facilities, Policies and Programs
3. Provide Recreation Opportunities
4. Conserve Landscapes
5. Develop High Performance Sport and Event Hosting

The CNCSP establishes an inspiring vision aimed at balancing recreation and sport opportunities with conservation. It also sets out an achievable mission focussing on sustainable practices in order to facilitate healthy experiences. Together these two statements will be used to motivate and measure the implementation of the twenty initiatives and more than 100 deliverables and activities outlined in this Strategic Plan. In doing so, the CNCSP provides true value as it guides the implementation of the CNC's Annual Operational Plans for the period 2010-2015.



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## 1.0 Background

The Canmore Nordic Centre Provincial Park (CNC) is a world class year-round venue for recreational and high performance sport opportunities. Having been the site of Nordic ski events for the 1988 Calgary Olympic Winter Games, the CNC has since hosted hundreds of local, national and international cross country skiing, biathlon, mountain biking and trail running events over the past two decades. Owned and operated by the Government of Alberta, the CNC is managed via the Alberta Parks Division's Kananaskis Region. From 2004 to 2008, the Government of Alberta invested \$25.6 million into refurbishing the CNC, bringing it up to international cross country ski and biathlon standards; establishing it once again as the premier Nordic venue in Canada and true year-round recreational facility.

While a management plan exists for the CNC as part of the larger *Bow Valley Protected Areas Management Plan (2002)* (BVPAMP), the plan is primarily descriptive, providing general information about the Park in its pre-refurbishment state. Although it proved useful in supplementing the business case for refurbishment, it does not include detailed guidance on enhancing relations with key stakeholders, building on sport development and event hosting capacity or direction on how best to interface with the larger community of Canmore; all of which have become important post-refurbishment considerations. In addition, because the management plan was written prior to the major refurbishment, much of its facility information is outdated. It became clear that formal direction on these additional components was needed in order for the CNC to realize its full potential as a year-round outdoor recreational, training and competitive venue.

In the fall of 2009, the Canmore Nordic Centre Advisory Group (CNCAG) consisting of stakeholder group representatives was established to provide direction and feedback to management and staff, promote a formalized communication conduit with stakeholders and enhance community involvement in guiding the present and future direction of the CNC. While the Government of Alberta, through the Parks Division, has management control of the CNC, the purpose of the CNCAG is to provide management with recommendations related to the strategic direction and operation of the CNC and communicate such information to representative stakeholder groups.

In order to formalize direction on the considerations identified above and prioritize stakeholder guidance and recommendations, the CNCAG embarked on a strategic planning process which commenced in late 2009 and was completed in December 2010. This *Canmore Nordic Centre Strategic Plan (CNCSP)* is the culmination of these efforts.

## 2.0 Purpose

The purpose of the *Canmore Nordic Centre Strategic Plan* is to provide direction to staff, accountability to key stakeholders and site rationalization within Alberta Parks and Alberta Tourism, Parks and Recreation (ATPR) for the period 2010-2015. It is designed



to supplement the *Bow Valley Protected Areas Management Plan 2002* and supports and refines the stated management intent “to manage visitor activities while protecting the integrity of wildlife corridors and habitat.” In addition, the CNCSP is consistent with (and builds on) the Park’s management objectives and priorities as defined in the BVPAMP. The plan adopts the outcomes identified in the *Alberta Land-use Framework* (LUF) and ATPR’s *Active Alberta* (AA) policy and is firmly rooted in Alberta’s *Plan for Parks 2009-2019* (P4P). For a graphical representation of how this plan relates to the P4P and AA, please see the CNC Strategic Planning Model in Schedule A.

## 2.1 Outcomes

The following *Land-use Framework / Plan for Parks / Active Alberta* outcomes ultimately guide the core strategies, initiatives, deliverables and activities in the CNCSP:

- **People Friendly Communities and Recreation Opportunities (LUF/P4P)**
- **Sustainable Prosperity Supported By Our Land and Natural Resources (LUF/P4P)**
- **Healthy Ecosystems and Environment (LUF/P4P)**
- **ACTIVE ALBERTANS:** More Albertans are more active, more often. (AA)
- **ACTIVE COMMUNITIES:** Alberta communities are more active, creative, safe and inclusive. (AA)
- **ACTIVE OUTDOORS:** Albertans are connected to nature and able to explore the outdoors. (AA)
- **ACTIVE ENGAGEMENT:** Albertans are engaged in activity and in their communities. (AA)
- **ACTIVE COORDINATED SYSTEM:** All partners involved in providing recreation, active living and sport opportunities to Albertans work together in a coordinated system. (AA)
- **ACTIVE PURSUIT OF EXCELLENCE:** Albertans have opportunities to achieve athletic excellence. (AA)



## 2.2 Core Strategies

The *Plan for Parks* identifies four core strategies that flow into and support the outcomes above. In addition, the CNCSP has adopted a fifth strategy that recognizes the CNC's unique mandate as an Olympic legacy facility and aligns with Active Alberta's outcomes listed above. These five strategies are:

1. **Involve Albertans (IA)**

2. **Offer Modern Facilities, Policies & Programs (OM)**

3. **Conserve Landscapes (CL)**

4. **Provide Recreation Opportunities (PR)**

5. **Develop High Performance Sport & Event Hosting (DH)**

## 3.0 Vision & Mission

The CNC will be guided by an inspiring vision and achievable mission. Every core strategy, initiative, deliverable and activity outlined in this CNCSP will be motivated and assessed through the following vision with the mission driving the Plan forward to fulfilment:

### 3.1 CNC Vision

**Inclusive and responsive, the Canmore Nordic Centre Provincial Park inspires people of all ages and abilities to enjoy a variety of year-round recreational, training and competitive opportunities while protecting the natural environment for current and future generations.**

### 3.2 CNC Mission

**By engaging stakeholders, practicing innovation, and offering sustainable facilities, programs and services, the Canmore Nordic Centre Provincial Park will facilitate healthy outdoor recreation, sport and event experiences for all users.**



## 4.0 Values and Guiding Principles

In order to realize the CNC Vision through the Mission described above, there needs to be a common understanding of the values and guiding principles shared by the CNC and its employees prior to delivering on the initiatives described in section 7.0 of the Plan.

### 4.1 CNC Values

As a Government of Alberta facility with Alberta Public Service (APS) employees, the CNC has adopted the values of the APS. They are:

1. **Respect:** We foster an environment in which each individual is valued and heard
2. **Accountability:** We are responsible for our actions and for contributing to the effectiveness of the public service
3. **Integrity:** We behave ethically and are open, honest and fair
4. **Excellence:** We use innovation and continuous improvement to achieve excellence

### 4.2 CNC Guiding Principles

The CNC has adopted the twelve guiding principles outlined in the *Plan for Parks* and three additional guiding principles from Active Alberta. They are:

1. **Accountability:** Milestones and deliverables are established and Albertans receive timely information about progress in achieving desired outcomes.
2. **Citizen engagement:** Albertans have opportunities for meaningful input into decisions about parks; the decision-making process is inclusive and transparent.
3. **Collaboration:** Through greater collaboration with local communities, communities of interest, the private sector and other government departments, we create increased value for visitors and achieve common goals.
4. **Continuous improvement and innovation:** We seek to improve our parks system by proactively monitoring, evaluating and implementing innovative parks management strategies.
5. **Education:** Through our programs, we strive to inform, inspire and involve Albertans to increase their understanding of, respect for and connection to the natural world.
6. **Environmental leadership:** Alberta's park management and operations demonstrate environmental leadership and showcase best practices in energy and water efficiency, environmental design, construction practices and products.
7. **Inclusion:** We work to ensure park facilities and programs are designed so that everyone's needs are considered.
8. **Integrated management:** Park management decisions consider the combined impacts of environmental, economic and social factors.
9. **Knowledge-based decision-making:** Decision-making is informed by natural and social science, evidence and experience, which includes traditional knowledge of Aboriginal peoples.



10. **Respectful and responsive:** We respect and respond to the diverse needs of parks visitors, stakeholders and communities throughout the province.
11. **Stewardship:** We work with citizens, industry, communities and governments to responsibly care for and manage Alberta's parks system.
12. **Sustainability:** Parks decisions reflect a commitment to sustainability and the long term viability of ecosystems.
13. **Holistic Benefits:** Recreation, active living and sport contribute to the physical, mental, social and spiritual health and well-being of Albertans, contribute to personal growth, self discovery and life long learning.
14. **Pursuit of Excellence:** Albertans have the opportunity to pursue athletic excellence.
15. **Quality of Life:** Recreation, active living and sport are vital components of Albertans' quality of life.

## 5.0 Environmental Scan

In order to properly contextualize and rationalize the strategies, initiatives deliverables and activities contained in this plan it is helpful to analyze and evaluate external conditions, data and factors that affect the CNC. This environmental scan is organized into four categories.

### 5.1 Economic

This strategic plan is based on several assumptions about the economic climate in Alberta over the next five years. This is relevant as the CNC is currently funded via general tax revenue (65 per cent) and by user fees such as ski passes, facility rentals and stakeholder land lease fees (35 per cent). The past two years have been marked by a significant economic downturn which has had a direct impact on government tax revenues and has meant reduced operating budgets for the parks system including the CNC. According to the Government of Alberta's economic outlook for 2010-2013, there is an expectation of slow but stable economic growth of approximately three per cent annually through 2013. Second, tax revenues related to oil will continue to rise at a moderate pace but this growth will be offset by low gas prices. Third, unemployment is expected to fall from 6.6 per cent in 2010 to below five per cent in 2013. Finally, wage growth in Alberta is expected to average three per cent annually for the same period.

What this means for the CNC and this strategic plan is that we expect a slow, but gradual improvement in operating budget expenditures over the next three years with less clarity in 2014 and 2015. These increases will likely not be enough to implement all of the initiatives listed in the CNCSP but this may be offset through increased revenues associated with proposed higher user fees. Due to current ski fees set at 50 per cent market value, marginal annual increases in fees are not expected to negatively affect participation in skiing at the CNC.



## **5.2 Government**

There are several government initiatives that will have an impact on the CNC over the next five years. The *Plan for Parks* is the most recent and current high level planning document outlining the government's priorities for the Alberta parks system. It aims to balance recreation and conservation and provides guidance on the management of resources and recreational opportunities within parks. A second initiative is the recent introduction of the Active Alberta Policy which lays a strong foundation for valuing recreation, active living and sport. Finally, Alberta Parks continues to refine its legislation in order to better serve the needs of Albertans. Potential new legislation aims to strengthen the province's current laws and regulations in a simpler and more effective approach to provide additional tools and more creative options for dealing with current and future park challenges.

What this means for the CNC is that this plan needs to be linked to, and support the *Plan for Parks* and the Active Alberta Policy. This is why the CNCSP is based on the P4P and borrows its outcomes, priority strategies, some of its key initiatives and guiding principles from the P4P and AA. The plan will also need to be flexible so as to align with potential future legislative changes.

## **5.3 Environmental**

Several environmental and wildlife factors need to be considered as part of this strategic plan. First, human-wildlife encounters, while rare, continue to increase in frequency suggesting an increased likelihood of a public safety incident involving a bear or cougar. Related to this is the fact that the upper portion of the CNC has a wildlife corridor running through it in an east-west direction necessitating continued seasonal closures. Third, over the past five years, CNC snowmaking data suggests that we have experienced more variable weather in shoulder seasons (especially in the fall). This variability and possibly warmer conditions are expected to continue and possibly increase in frequency.

What this means for the CNC is that we need to adapt to these environmental factors. We need to recognize that there are finite limits to the quantity and density of trails on the landscape. Not only do high density trail systems have the potential to reduce the overall enjoyment by recreationalists, they increase the chances of human-wildlife conflict. There will be limits on the CNC's ability to develop further trails above the stadium and careful trail planning is needed to avoid wildlife corridors and optimize user experiences. Concerning weather variability, the CNC needs to creatively facilitate the skiing experience. This will be accomplished by not only relying on the CNC's extensive snowmaking system but also employing early season snow systems such as summer snow storage and creative deployment of snowmaking guns. Enhanced roller skiing amenities may also need to be considered.



## **5.4 Stakeholders**

The CNC has a host of sport, recreation and community stakeholders who have had, and will have, a significant role in the ongoing evolution of the CNC. Historically, some stakeholders have felt that the CNC could be more responsive to the needs of recreationalists and athletes. This led to recommendations suggesting the hiring of an Event Coordinator and the establishment of the CNC Advisory Group both of which have been implemented. Moving forward, there is an expectation, both internally and externally, that the needs of stakeholders should be a high priority. Of special note is the important relationship the CNC has with the community and Town of Canmore. Cooperation, coordination and communication with the Town on issues of mutual involvement and interest need to be pursued and supported. Another challenge is the increasing variety and number of stakeholders. Each year, the CNC attracts new types of events, increased numbers of participants and requests for new partnerships and hosting arrangements. In addition, stakeholder expectations and requests continue to evolve as a result of ever changing competition guidelines, training priorities, funding opportunities, recreation preferences, communication mediums, technological advancements, and community initiatives.

What this means for the CNC is that we need to be more responsive to the needs of our stakeholders. This is not only reflected in our Vision, but also through several approaches to stakeholder engagement identified in this plan; we are committed to addressing this historic concern. The CNC needs to recognize and value its relationship with the Town of Canmore in particular and strengthen this critical connection. As the CNC becomes more popular for a variety of recreation and sporting activities, the challenge will be to recognize these newcomers and balance their needs with those of traditional stakeholders. Finally, this plan will need to be flexible as we continually adapt to the changing demands of our various sport, recreation and community stakeholders.

## **6.0 Strengths, Weaknesses, Opportunities, Threats Analysis**

In addition to considering the external conditions via the environmental scan above, the CNCAG undertook an analysis of the Canmore Nordic Centre Provincial Park strengths, weakness, opportunities and threats (SWOT) through the fall of 2009. This SWOT analysis was conducted using five metrics (See Schedule B):

1. Stakeholder Engagement;
2. Recreational Capacity;
3. Environmental Sustainability;
4. Economic Sustainability; and
5. Sport Development Capacity.



## **6.1 Strengths**

The CNCAG identified over forty CNC strengths. Some of the more significant strengths include:

- The recent facility refurbishment;
- A growing reputation for excellent event hosting;
- Increasing availability of a variety of recreational opportunities;
- A strong funding commitment by the Government of Alberta;
- Access to leading wildlife research; and,
- Stronger partnerships with key stakeholders through the establishment of the CNCAG.

## **6.2 Weaknesses**

Despite such strengths, there are some weaknesses that the CNC needs to address. Some of the main ones include:

- The unique (and sometimes misunderstood) mandate of the CNC in relation to other parks within the Alberta Parks system;
- The susceptibility of funding to volatile oil and gas prices;
- The potential for public safety incidents involving human/wildlife conflict; and,
- The environmental impact of high human use levels, the nature of activities, and the continued pressure for more opportunities.

## **6.3 Opportunities**

Several significant opportunities exist which have been incorporated along with many others into this strategic plan. They are:

- Continued hosting of World Cup events and associated funding for further facility upgrades;
- Future expansion of a successful summer snow storage pilot program which was tested over the past season;
- Refinement of the CNC Volunteer program;
- Expansion of family friendly activities such as a winter playground including a toboggan hill and skating rink;
- Further investigation and possible partnering with stakeholders to utilize the CNC wax rooms for short term, dorm-style athlete accommodation;
- Launching a comprehensive CNC green initiative;
- Implementation of an expanded wildlife safety program; and,
- Enhanced web presence for improved communication with stakeholders.



## 6.4 Challenges and Threats

With opportunities, also come challenges and threats and the CNCAG identified several which the CNC should be aware of and adjust operations to deal with if necessary. The major challenges and threats include:

- Pressure to keep fees lower than market value given the CNC’s park status and its impact on perceptions of fairness from within the private sector;
- Managing human recreation use levels to reduce likelihood of human/wildlife conflict and ensure environmental sustainability;
- A possible continuing economic downturn and its impact on funding from tax revenues; and,
- Increasing possibility of having demand for event venue space outstrip available supply in terms of scheduling and the impact on public users.

## 7.0 CNC Initiatives, Deliverables & Activities

Supporting the five core strategies listed in section 2.2 are initiatives and detailed deliverables and activities that will help direct staff in implementing this plan. Each initiative is linked to its primary core strategy by colour and acronym (below), however, it is recognized that some initiatives support more than one core strategy. Each initiative includes between two and eleven specific deliverables and/or activities which have specific implementation periods. Deliverables have defined end dates while activities are ongoing processes.

For a graphical representation of how these initiatives relate to the core strategies and vision, please see the CNC Strategic Planning Model in Schedule A. For a detailed list of all deliverable and activities and how they support the various initiatives and core strategies, please see the CNC Strategic Plan Implementation Outline in section 8.0. The CNC plans to undertake the following initiatives (organized by core strategy) for the period 2010-2015:

### 7.1 Involve Albertans

<b>1. Involve Albertans (IA)</b>
<b>IA1. Ensure Accountability through Milestones &amp; Deliverables</b>
<b>IA2. Enhance Stakeholder Participation in Decision Making</b>
<b>IA3. Encourage Public Feedback</b>
<b>IA4. Formalize, Expand &amp; Promote CNCPP Volunteer Program</b>



For each of the initiatives listed above, there are several specific deliverables and activities that support and flow into them. Key focus areas for these deliverables and activities include: a greater emphasis on linking annual operating plans, annual program budgets and personal performance plans with the CNC Strategic Plan; continuing to enhance the CNC Advisory Group; taking a more systematic approach to gathering stakeholder feedback; and, formalizing relationships with, and recognizing our valued volunteers.

## **7.2 Offer Modern Facilities, Policies & Programs**

### **2. Offer Modern Facilities, Policies & Programs (OM)**

#### **OM1. Upgrade Restore & Expand Park Facilities & Equipment**

#### **OM2. Ensure Trail Systems are Environmentally & Socially Sustainable**

#### **OM3. Enhance, Formalize, & Standardize CNC Policies & Procedures**

#### **OM4. Build Program Delivery Capacity**

#### **OM5. Increase Revenue Generation by minimum five per cent Annually**

The initiatives associated with the strategy of offering modern facilities, policies and programs have the most number of specific deliverables and activities – thirty two. There are a wide variety of facility enhancements including repairing or replacing aging infrastructure such as signage, bridges, electrical wiring, gates, equipment storage and water pumps. In addition, there is a recommendation to pursue the construction of a warming hut in the meadow with support from stakeholders. There is clear direction to improve the trail systems with emphasis on implementing the CNCPP Summer Trails Master Plan completed in 2009. Upgrading the CNC bookings system, developing new capital lifecycle plans and operations manuals, implementing a “ski / bike with a friend” program as well as various wildlife education / public safety orientations are also priorities. In order to increase revenue generation, the CNC will propose new rental charges and increased ski/range fees and will update or clarify lease agreements / contracts with WinSport and Fresh Tracks Café.



### **7.3 Conserve Landscapes**

#### **3. Conserve Landscapes (CL)**

##### **CL1. Foster Evidence-Based Decision Making**

##### **CL2. Develop Comprehensive Green Strategy**

##### **CL3. Enhance Human-Wildlife Conflict Management**

Although recreation, sport and event initiatives dominate this strategic plan, the park landscape and associated wildlife habitat needs to be conserved through sustainable practices. The three initiatives under this core strategy have fifteen specific deliverables and activities. These are aimed at: better understanding wildlife and human movement patterns throughout the park and along our trails system; reducing the vegetation attractants for certain species such as bears; reducing the total energy and resource footprint of the CNC through energy audits, site wide recycling, water conservation initiatives and installing alternative energy producing devices such as solar panels and/or wind turbines; and finally, placing a greater emphasis on wildlife education with a goal of reducing potentially dangerous human/wildlife encounters.

### **7.4 Provide Recreation Opportunities**

#### **4. Provide Recreation Opportunities (PR)**

##### **PR1. Identify & Develop Opportunities for Recreation**

##### **PR2. Promote Greater Flexibility & Support for Families with Children**

##### **PR3. Implement an Inclusion Strategy**

##### **PR4. Encourage Interest, Opportunity & Participation in Events, Facilities & Programs to Increase Overall Visitation by minimum five per cent Annually**

Among the recreation oriented deliverables and activities associated with the initiatives above, are several aimed specifically at providing a greater variety of recreation amenities to families. Examples include: construction of a toboggan hill and skating rink, enhancing the ski terrain park and providing onsite daycare. Additional amenities such as interpretive, snowshoe and hiking trails will be considered. Accessibility audits will be conducted as part of the Alberta Parks inclusion program currently being developed. The CNC will also revamp its website and develop a comprehensive marketing and communications plan. Efforts to leverage the resources of Tourism Canmore and other



tourism organizations will continue so that there is expanded awareness of CNC facilities, programs and services.

## **7.5 Develop High Performance Sport and Event Hosting**

### **5. Develop High Performance Sport & Event Hosting (DH)**

**DH1. Promote Top International Event Hosting through Sharing best Practices**

**DH2. Identify & Develop Opportunities for High Performance Sport**

**DH3. Pursue Inexpensive Athlete Accommodation in Community**

**DH4. Enhance Early Season Skiing Amenities**

Unique to the CNC is its Olympic legacy status and the mandate to support high performance sport. It is important to note that it was this mandate that motivated the Government of Alberta to reinvest more than \$25 million dollars to bring the facility up to international Nordic competition standards in 2005. This mandate is recognized in this fifth core strategy and associated deliverables focused on high performance sport and event hosting. Specifically, the CNC will: pursue greater coordination with key stakeholders during large events; develop equipment management agreements with relevant stakeholders and work with the Sport and Recreation Division of ATPR to apply economic impact analysis to such events. The CNC will also work with the relevant National Sport Organizations (NSOs) and Provincial Sport Organizations (PSOs) on various facility upgrades such as developmental ski jumps, athlete accommodation, running track, soccer pitch and a possible skating oval. Finally, the CNC is going to expand the summer snow storage initiative launched in 2009 to ensure consistent early season skiing in mid-October.

## **8.0 CNC Strategic Plan Implementation Outline**

Building on the initiatives, deliverables and activities listed in section 7.0 the following implementation outline (Chart 1) provides finer detail not only for the deliverables and activities, but also shows secondary links to other core strategies as well as implementation timelines:

Chart 1: CNC Strategic Plan Implementation Outline

Core Strategy		CNC Initiative	CNC Deliverables and Activities		Core Strategy Links		Start	End	Implementation Timeline																			
1 Involve Albertans (IA)									2010	2011	2012	2013	2014	2015														
IA1	Ensure Accountability Through Milestones & Deliverables	1 Complete CNC Strategic Plan 2010-2015 2 Manage CNC internal sub budget tracking to improve financial management 3 Establish Annual Operating Plan for review by CNCAG 4 Implement program budgets linked to operating plan and PPP 5 Integrate annual operating plans into staff personal performance plans (PPP) 6 Complete CNC Strategic Plan 2015-2020	1	IA	OM	CL	PR	DH	Apr-10	Dec-10																		
			2	IA	OM	CL	PR	DH	Jul-10	Mar-15																		
			3	IA	OM	CL	PR	DH	Jan-11	Mar-15																		
			4	IA	OM	CL	PR	DH	Apr-11	Mar-15																		
			5	IA	OM	CL	PR	DH	Apr-11	Mar-15																		
			6	IA	OM	CL	PR	DH	Jul-11	Mar-15																		
			1	IA	OM	CL	PR	DH	Oct-09	Mar-15																		
			2	IA	OM	CL	PR	DH	Apr-10	Mar-15																		
			3	IA	OM	CL	PR	DH	Jan-11	Mar-15																		
			4	IA	OM	CL	PR	DH	Apr-11	Mar-15																		
IA2	Enhance Stakeholder Participation in Decision Making	1 Establish and facilitate CNC Advisory Group 2 Strengthen relationships with stakeholders 3 Understand stakeholder perspectives, challenges & goals via informal meetings	1	IA	OM	CL	PR	DH	Apr-10	Mar-15																		
			2	IA	OM	CL	PR	DH	Jan-11	Mar-15																		
			3	IA	OM	CL	PR	DH	Jan-11	Mar-15																		
IA3	Encourage Public Feedback	1 Enhance key questions for customer feedback 2 Implement regular survey of customers, event organizers & participants 3 Implement & promote online client feedback program	1	IA	OM	CL	PR	DH	Apr-11	Jun-11																		
			2	IA	OM	CL	PR	DH	Apr-11	Mar-15																		
			3	IA	OM	CL	PR	DH	Jul-11	Mar-15																		
IA4	Formalize, Expand & Promote CNC Volunteer Program	1 Plan and host annual volunteer recognition events 2 Grow volunteer program through partnerships with Friends of Kananashtis County 3 Launch Friends of Canmore Nordic Centre	1	IA	OM	CL	PR	DH	Jul-11	Sep-14																		
			2	IA	OM	CL	PR	DH	Jan-12	Mar-15																		
			3	IA	OM	CL	PR	DH	Jul-12	Sep-12																		
<b>2 Offer Modern Facilities, Policies and Programs (OM)</b>																												
OM1	Upgrade Restore & Expand Park Facilities & Equipment	1 Replace outdoor signage throughout Park 2 Ensure existing infrastructure & equipment is maintained to the highest standards 3 Replace domestic water pump in reservoir 4 Repair bridge drainage issues 5 Clean up existing supplies storage on trail & relocate storage to maintenance area 6 Rewrite existing light standards to reduce damage done by snow grooming 7 Replace old gates in parking areas 8 Decommission old bridges 9 Evaluate opportunity to construct warming hut out by Mine Meadow 10 Evaluate demand for & options for separate air rifle range	1	OM	CL	PR	DH	Apr-10	Jun-11																			
			2	OM	CL	PR	DH	Apr-10	Mar-14																			
			3	OM	CL	PR	DH	Apr-11	Jun-11																			
			4	OM	CL	PR	DH	Apr-11	Sep-11																			
			5	OM	CL	PR	DH	Apr-11	Sep-12																			
			6	OM	CL	PR	DH	Jul-11	Sep-14																			
			7	OM	CL	PR	DH	Apr-12	Jun-12																			
			8	OM	CL	PR	DH	Apr-12	Sep-12																			
			9	OM	CL	PR	DH	Apr-12	Mar-14																			
			10	OM	CL	PR	DH	Apr-13	Sep-13																			
OM2	Ensure Trail Systems are Environmentally, Socially & Economically Sustainable	1 Implement CNC Summer Trails Master Plan 2 Establish Kananashtis wide trails management system (including CNC trails) 3 Decommission unused double track ski trails & widen certain existing legacy/trails 4 Improve trail connectivity between CNC & Town of Canmore (TOC) / Bow Valley	1	IA	OM	CL	PR	DH	Oct-10	Mar-11																		
			2	IA	OM	CL	PR	DH	Apr-11	Sep-12																		
			3	IA	OM	CL	PR	DH	Apr-11	Sep-13																		
			4	IA	OM	CL	PR	DH	Apr-13	Sep-13																		
			5	IA	OM	CL	PR	DH	Apr-13	Sep-13																		
OM3	Enhance, Formalize & Standardize CNC Policies & Procedures	1 Develop vehicle use policy for event volunteers 2 Develop trail naming policy 3 Implement new CNC facility bookings system 4 Track all CNC specific policies, procedures in shared drive to ensure consistency 5 Refine backcountry bookings service with new facility bookings system 6 Develop a capital lifecycle plan for CNC equipment & infrastructure 7 Develop & standardize operations manuals for each CNC program area	1	IA	OM	CL	PR	DH	Apr-10	Sep-10																		
			2	IA	OM	CL	PR	DH	Oct-10	Mar-11																		
			3	IA	OM	CL	PR	DH	Oct-10	Sep-11																		
			4	IA	OM	CL	PR	DH	Jan-11	Mar-15																		
			5	IA	OM	CL	PR	DH	Apr-11	Sep-11																		
OM4	Build Program Delivery Capacity	1 Partner with Trail Sports and local orienteering volunteers to host lessons, clinics 2 Partner with Trail Sports and local disc golf volunteers to host lessons, clinics 3 Pursue 'Ski / Bike with a friend' program with possible support of Friends of CNC 4 Expand public safety, environmental awareness, and wildlife education programs 5 Establish fees for potential new services (ie. equipment rentals, event support) 6 Increase ski, bathlon & facility & rental rates to better reflect market average 7 Renegotiate Winesport's BMT/C Lease	1	IA	OM	CL	PR	DH	Apr-10	Sep-14																		
			2	IA	OM	CL	PR	DH	Apr-10	Sep-14																		
			3	IA	OM	CL	PR	DH	Apr-10	Sep-14																		
			4	IA	OM	CL	PR	DH	Apr-11	Dec-14																		
			5	IA	OM	CL	PR	DH	Apr-10	Jun-14																		
OM5	Increase Revenue Generation by min 5% Annually	1 Establish fees for potential new services (ie. equipment rentals, event support) 2 Increase ski, bathlon & facility & rental rates to better reflect market average 3 Renegotiate Winesport's BMT/C Lease 4 Reverse Fresh Tracks Café contract to add clarity 5 Develop sponsorship plan establishing a framework for sponsorship opportunities 6 Research & propose new revenue streams with input from CNCAG 7 Pursue grants through partnerships with local volunteer groups	1	IA	OM	CL	PR	DH	Apr-10	Sep-14																		
			2	IA	OM	CL	PR	DH	Apr-10	Sep-14																		
			3	IA	OM	CL	PR	DH	Apr-10	Sep-14																		
			4	IA	OM	CL	PR	DH	Apr-10	Sep-14																		
			5	IA	OM	CL	PR	DH	Apr-10	Sep-14																		





## 9.0 Conclusion

The Canmore Nordic Centre Strategic Plan aims to formalize direction and prioritize stakeholder guidance and recommendations in areas not addressed by the existing *Bow Valley Protected Areas Management Plan 2002*. It provides direction to staff, accountability to key stakeholders and site rationalization within Alberta Parks and Alberta Tourism, Parks and Recreation (ATPR) for the period 2010-2015. To this end, the plan incorporates the *Plan for Parks* and Active Alberta in establishing outcomes and developing five core strategies. It sets out an inspiring vision aimed at balancing recreation and sport opportunities with conservation and an achievable mission focussing on sustainable operations in order to facilitate healthy experiences.

The challenge over the five year implementation period will be to work cooperatively and creatively in completing the Plan's twenty initiatives and more than 100 deliverables and activities while making the most of limited resources. Over the short to medium term, this will be done with significant human and financial resource limitations relative to the past years.

Similar to what has been done through this strategic planning process, the public and key stakeholders will provide much needed feedback on an ongoing basis through the Canmore Nordic Centre Advisory Group. One of the CNCAG's key activities identified in the Plan will be to review the annual operating plans which flow out of this Strategic Plan. This allows CNC stakeholders continued opportunity to participate and provide further direction and review over the next five years. It also holds the CNC accountable for translating this plan into results.

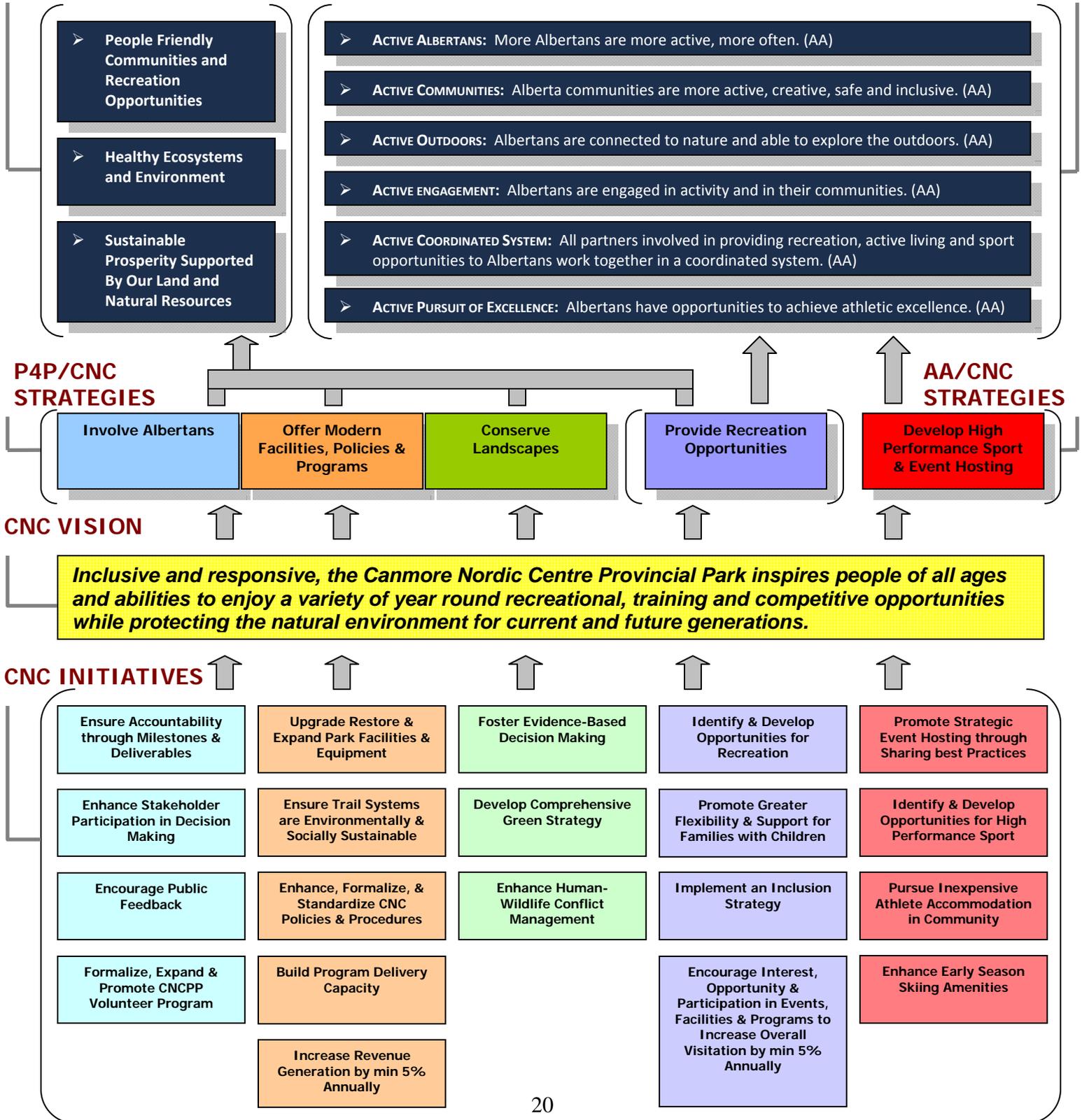
Finally, in order for the CNC to be responsive; this CNCSP needs to be a working plan in order to adapt to changing expectations and requests over the next five years. This will be accomplished through the annual operating plan reviews as well as on an as needed basis as new opportunities arise.



## Schedule A: CNC Strategic Planning Model

### PLAN FOR PARKS OUTCOMES

### ACTIVE ALBERTA OUTCOMES





## Schedule B: CNC Strengths, Weaknesses, Opportunities, Threats (SWOT) Analysis

### 1. Stakeholder Engagement

Strengths	Weaknesses
<ol style="list-style-type: none"> <li>1. CNCAG formed &amp; the right people are at the table</li> <li>2. A shared vision and mission has been accepted by the group – Sept. 2009</li> <li>3. Confirmed fiduciary responsibility to CNCAG not our own agendas and organizations</li> <li>4. Decision making process of consensus has been defined with principles established to guide the process</li> <li>5. Purpose &amp; Objectives have been defined by the group</li> </ol>	<ol style="list-style-type: none"> <li>1. Further role clarity is needed at CNCAG meetings</li> <li>2. Organizational representation creates a tendency to focus on our own agendas rather than what’s best for CNC</li> <li>3. More formal conflict resolution process is required to proactively prepare to deal with conflict should it arise</li> <li>4. Lack of awareness (Town of Canmore to CNC; hotel/motel Assoc. to CNC)</li> </ol>
Opportunities	Challenges & Threats
<ol style="list-style-type: none"> <li>1. Economic Impact study of “general recreational folk” Summer and Winter</li> </ol>	<ol style="list-style-type: none"> <li>1. “Access challenge” to fees</li> </ol>



## Schedule B: CNC SWOT Analysis (cont.)

### 2. Recreation Capacity

Strengths	Weaknesses
<ol style="list-style-type: none"> <li>1. Parking, Daylodge, Canmore amenities</li> <li>2. Full time ski school, store, coaches/instructors</li> <li>3. Large number of trails for all ability levels</li> <li>4. Bill Warren Training Centre fitness facilities</li> <li>5. Connectivity to other trails within the Bow Valley</li> <li>6. “Beautiful” - Scenic</li> <li>7. Low Cost / Great Value</li> <li>8. Many types of recreation available – disc golf, orienteering,</li> <li>9. Proximity to Canmore</li> <li>10. Reputation – “best” in many areas (disc golf, XC ski, mtb, etc)</li> <li>11. Parking – lots of resource</li> <li>12. Has Café</li> </ol>	<ol style="list-style-type: none"> <li>1. Some perceptions that CNC trails are “too hard”</li> <li>2. Public perceives race events to “close” recreational access</li> <li>3. Poor signage and maps</li> <li>4. Extremely poor website (web presence)</li> <li>5. There are finite limits to types and levels of recreational activities that can be accommodated and still meet environmental sustainability objectives</li> <li>6. Levels and types of activities contributing to an increase in public safety concerns</li> <li>7. Parking management during certain lower-level events</li> </ol>
Opportunities	Challenges & Threats
<ol style="list-style-type: none"> <li>1. Take advantage of terrain to expand recreational opportunities – create a “family winter playground” with skating rink and toboggan hill</li> <li>2. Warming hut in meadow</li> <li>3. “Ski with a Friend” program</li> <li>4. Recreational ski group(s)</li> <li>5. Enhance website with grooming and current weather conditions</li> <li>6. Possible partnerships with local high ropes companies</li> <li>7. Partnership with providers of day camps for kids</li> <li>8. Improved trail connectivity with rest of community</li> <li>9. More organized disc golf events (lessons, clinics, etc)</li> <li>10. Additional disc golf course?</li> <li>11. Hosting “major Town Events” i.e. Highland Games, Canada Day Run, horse or dog sled events etc. (not necessarily “sporting” recreation”)</li> <li>12. Ski touring with dog on leash</li> <li>13. Wax Room Facility (currently underused – possible accommodation)</li> <li>14. Enhance ski terrain park facility (ski playground, sliding hill, etc)</li> </ol>	<ol style="list-style-type: none"> <li>1. The funding priorities of the Government of Alberta may change if economic conditions worsen</li> <li>2. Conflict between users (roller skiers and others seeking paved path)</li> <li>3. Over saturation of events has the potential to reduce public access during certain periods</li> <li>4. Competition with Town for events</li> <li>5. The contractually obligated catering service reduces the sponsorship opportunities available to event hosts</li> <li>6. Resistance from environmental advocates to events and high public use in park</li> <li>7. Designating which recreation is available – i.e. what is and what is not encouraged and can it be accommodated (snowshoe, dog walk)?</li> </ol>



## Schedule B: CNC SWOT Analysis (cont.)

### 3. Environmental Sustainability

Strengths	Weaknesses
<ol style="list-style-type: none"> <li>1. As a provincial park, have access to environmental resources</li> <li>2. Established educational programs can be deployed here</li> <li>3. There are not many really sensitive areas in the park</li> <li>4. As part of K-Country, the Park benefits from leading edge wildlife research and management experience</li> <li>5. The Park has an existing Management Plan that outlines environmental sustainability</li> </ol>	<ol style="list-style-type: none"> <li>1. Park access can not be easily controlled</li> <li>2. Park borders on heavy use, urban areas</li> <li>3. High wildlife traffic area</li> <li>4. High potential for public safety incidents as a result of wildlife-human conflicts especially with bears and cougars</li> <li>5. High human use levels, nature of activities, and continued pressure for more opportunities create a threat to environmental sustainability of area</li> </ol>
Opportunities	Challenges & Threats
<ol style="list-style-type: none"> <li>1. Educational programs re: natural environment and wildlife</li> <li>2. Can “test” educational programs to a different audience than goes to most campgrounds</li> <li>3. Green initiatives (solar power?)</li> <li>4. Implement education/outreach programs to help reduce potential for serious human safety incidences as a result of wildlife-human conflicts</li> <li>5. Implementation of “on the ground” programs to reduce potential wildlife conflicts</li> <li>6. To implement recreational programs and new activities in a sustainable fashion</li> <li>7. Enhance recycling, power management, etc.</li> </ol>	<ol style="list-style-type: none"> <li>1. Mountain pine beetle?</li> <li>2. False perception among some members of the public that the CNCPP is not really a park and that there is no need to take wildlife safety precautions seriously</li> <li>3. Littering – races and general public</li> <li>4. Sign pollution – too many regulatory signs</li> <li>5. Managing human recreation use levels to reduce likelihood of human/wildlife conflict and ensure environmental sustainability</li> <li>6. Global warming could increase snowmaking cost and feasibility</li> <li>7. Dual mandate of managing environment and recreation in a Provincial Park</li> </ol>



## Schedule B: CNC SWOT Analysis (cont.)

### 4. Economic Sustainability

Strengths	Weaknesses
<ol style="list-style-type: none"> <li>1. Unique facility – no other choices in Alberta (at least) – guaranteed demand</li> <li>2. Sustained, private guiding/store on site will bring repeat business</li> <li>3. CNCPP does not cost the Town of Canmore (etc) anything but is a huge boon for tourism</li> <li>4. GoA is willing to accept fee increases to bring CNCPP rates on par with local and national rates for similar facilities</li> <li>5. Current acceptance of fee for service in winter (trail fees)</li> <li>6. GOA has demonstrated ongoing support for operating and maintaining facility.</li> </ol>	<ol style="list-style-type: none"> <li>1. Government budget cuts affect capacity to support new initiatives</li> <li>2. Lack of awareness / appreciation of CNC services in some sectors of local community</li> <li>3. Government funding structures limit budget planning (unlike private enterprise)</li> <li>4. Costs associated with service provision in non-winter months is not offset by the same levels of revenue generation as in winter months</li> <li>5. Too high a reliance on oil and gas tax revenue</li> </ol>
Opportunities	Challenges & Threats
<ol style="list-style-type: none"> <li>1. Recent “seasonal snow storage” tests suggest new opportunities for early season revenues</li> <li>2. Daycare to increase revenue (directly or indirectly)</li> <li>3. Guides for hire-(Trail Sports)</li> <li>4. Can start “friends of” group to solicit private sponsorship of certain programs in times of Government hardship.</li> <li>5. Summer fees</li> <li>6. High ropes course</li> <li>7. Corporate activities</li> <li>8. Better coordination with onsite partners (sharing resources with BWTC etc)</li> <li>9. P3 partnership (i.e. Talisman Centre) Corporate branding / “commercialization”</li> <li>10. Donation Box?</li> <li>11. Parking Fees? (annual pass)</li> </ol>	<ol style="list-style-type: none"> <li>1. Continuing economic downturn poses a threat to operating revenues</li> <li>2. Winter competition with free facilities (parks)</li> <li>3. CNC mandate challenges options for new revenue generation – sensitivity to perceptions of unfair competition with private sector.</li> <li>4. Balancing economic sustainability with sport development and accessibility of venue “being a tart” (i.e. zip line, anything for a buck)</li> <li>5. Relies on government subsidy</li> </ol>



## Schedule B: CNC SWOT Analysis (cont.)

### 5. Sport Development Capacity

Strengths	Weaknesses
<ol style="list-style-type: none"> <li>1. 2005-06 refurbishment has created a truly world class Nordic facility</li> <li>2. Reputation for event organizational excellence</li> <li>3. One of only three proper biathlon facilities in Canada</li> <li>4. One of only two Olympic calibre XC facilities in Canada</li> <li>5. Additional mountain bike trails for ALL levels</li> <li>6. Orienteering courses for all levels &amp; sport introduction</li> <li>7. Clubs are able to offer lessons, etc here</li> <li>8. Recent efforts to strengthen multi-sport appeal (x-c, biathlon, mtb, running, disc golf, orienteering).</li> <li>9. Proximity to international airport</li> <li>10. Proximity to local communities</li> <li>11. Strong volunteer sport involvement</li> <li>12. Established and experienced organizing committees</li> <li>13. Improved relationships with sport stakeholders</li> <li>14. Bill Warren Training Centre and involvement / support from WinSport Canada</li> </ol>	<ol style="list-style-type: none"> <li>1. Historically, facilities for non-Nordic sports have been limited which has contributed to perception that CNC is just about skiing</li> <li>2. National sport organizations are “inconsistent” in their approaches to hosting major international events.</li> <li>3. Limited staff capacity to offer direct programming</li> <li>4. Most of the trails offered here are fairly elite level and beginner or youth level terrain is needed</li> <li>5. Lack of affordable athlete accommodation</li> <li>6. Mandate and function of CNC is unique (and not always understood) within the AB Parks system</li> <li>7. Lack of suitable dry-land training facility (indoor)</li> <li>8. A reliance on budgets from GOA, National Sport Organizations (NSOs), Sport Canada, Tourism Canmore, CEDA, Town of Canmore and WinSport, etc. continues to make it challenging to tie funding together for big events.</li> </ol>
Opportunities	Challenges & Threats
<ol style="list-style-type: none"> <li>1. Continued hosting of World Cup level events may afford opportunities for facility upgrades or enhancements</li> <li>2. Recent “seasonal snow storage” pilot program suggests new opportunities for early season skiing</li> <li>3. Volunteer Development – creating more opportunities for community buy-in and awareness of events at Centre (and other ongoing operational projects)</li> <li>4. Offering events for community participation (using staff resources to organize and put-on)</li> <li>5. Expanding summer and shoulder season sport activities and events</li> <li>6. The CNC now has a strategic ally – Whistler Olympic Park (WOP)</li> <li>7. Managed by same entity that also manages other areas in Kananaskis (i.e. Shark, Haig, Nakiska)</li> </ol>	<ol style="list-style-type: none"> <li>1. Recent budget cuts threaten continuing facility development or maintenance</li> <li>2. CNC is “focal point” for most sports – higher chance of having more events than we can reasonably handle</li> <li>3. Limited GOA staffing available for events</li> <li>4. Risk of burnout among “high commitment” volunteers and lack of new young recruits</li> <li>5. Possible reduced funding of National and Provincial Sport Organizations (NSOs and PSOs) following the Vancouver 2010 Olympics</li> <li>6. Now have competitive facility – WOP (specifically related to winter events)</li> </ol>