



# STRATEGIC PLAN

## FRIENDS OF KILLARNEY PARK

Approved in Principle  
Current September 2003

### MISSION

Caring and Preserving Killarney Provincial Park Together

### MANDATE

The mandate of Friends of Killarney Park states that the objectives of the charitable-non-profit corporation are;

1. To encourage and support the goals and objectives of Killarney Provincial Park and its mandate for the protection, preservation, education, recreation and interpretative programs relating to the natural, scientific, historic and cultural resources of the Park by:
  - a) providing social, economic and physical support for the Park's activities by raising funds through various means to supplement and compliment Park programs and by promoting and organizing special events compatible with the Park's approved objectives and interpretive themes;
  - b) undertaking specific projects and initiatives, which may be agreed to by the Association and the government agency from time to time.
2. To develop programs which will further public awareness, understanding and appreciation of the Park's natural, historic and cultural resources.
3. To enter into agreements for the operation of sales outlet(s) and develop high quality park specific, theme related items and materials for public distribution and/or sale.
4. To further the objectives of the corporation by accepting donations, bequests and other gifts.
1. To encourage a broadly based membership that will support the objectives of the corporation.

### VALUES

- Preserve and protect Killarney Park as a wilderness experience for today and tomorrow.
- Educate Park visitors about their responsibilities as stewards of the land.
- Provide leadership and a wide network for dialogue and collective action.
- Maintain an organization that utilizes best practices in all aspects.

### VISION

Friends of Killarney Park will be an ever-evolving organization dedicated to ensuring that Killarney Provincial Park remains a protected wilderness area.

## **GUIDING PRINCIPLES**

- **The Friends will manage its resources efficiently, responsibly and effectively in the best interest of the membership and the ongoing success of the corporation.**
- **The Friends will act today in the interests of tomorrow.**
- **The Friend's Board will provide an open and professional approach towards all personnel and volunteers dedicated to the organization.**
- **The Friends will provide quality goods and services at all times to their membership and clients.**
- **The Friends will endeavour to promote healthy attitudes in visitors and campers towards environmental responsibility.**
- **Assist in maintaining the viability of the Town of Killarney within the goals, objectives and strategies of Friends of Killarney Park.**
- **The Friends will continue to work in partnership with Ontario Parks to pursue projects within the mission of caring and preserving Killarney Provincial Park together .**

## SHORT TERM GOALS – THREE YEARS

- Increase the number of educational programs and publications to encourage visitors to protect and preserve the Park, a unique wilderness experience.
- Provide all personnel with adequate time, funds and training to deliver value added services of the highest quality.
- Deliver value-added services of the highest quality to the membership and provide opportunities for volunteer involvement.
- Enhance online services to promote park preservation, protection and education worldwide and as marketing tool.
- Expose visitors to artistic opportunities to enable them to capture the power and natural beauty of the wilderness experience, building on the rich history of the Group of Seven
- Support projects and or initiatives that provide mutual benefit and offer cross-promotional opportunities with the Town of Killarney
- Increase grants, bequests, individual contributions and sponsorships.
- Expand the membership base, which should become our greatest resource.

## LONG-TERM GOALS – FIVE YEARS AND BEYOND

- Increase revenues from sales that maintain the Natural Heritage Trust at an acceptable balance that allows Friends' to provide adequate funds for determined projects.
- Establish a Special Research Fund to support projects that will expound on the natural history of the Park.
- Restore one historical settlement site in the Park that reflects the history of the area.
- Invest funds in the renewal of educational and interpretive exhibits at the proposed Visitor Centre.
- Expand the Friends membership base to reach 10 per cent of total annual visitors to the Park.
- Increase the active membership of the Friends to the point where we have people available to call on for all aspects of our volunteer commitments.
- Develop and maintain a committee culture in which specific goals and responsibilities are defined for each committee, and structures of accountability are imbedded in the terms of reference.
- Clarify our role and relationship to the Visitor Centre on an ongoing basis.

# FRIENDS OF KILLARNEY PARK

## Objectives and Strategies

### EDUCATION

#### Objectives

#### Strategies

<p>1. Increase the number of programs that will educate visitors to protect the wilderness experience.</p> <p>2. Develop a Hiking Guide publication to Killarney Park.</p> <p>3. Provide high quality publications that promote park protection and preservation for public consumption.</p> <p>4. Develop a quality staff training sales seminar for all personnel in The Outpost that work with customers and clients.</p> <p>5. Initiate at least one innovative natural heritage educational program per year for three years that provides insights into the Park's geography and natural and cultural history.</p> <p>6. Enhance the educational elements of Killarney Park to further educate visitors in the protection of the Park.</p>	<p>Develop a questionnaire/survey that asks all visitors to the Park for suggestions and issues.</p> <p>Seek a student or professional with assistance from grants and NHT to fund Hiking Guide project.</p> <p>Develop and implement a three-year publication plan focusing on educational themes of significance.</p> <p>Commission a special private consultant or Community College specialist to prepare our sales personnel on the latest quality service skills.</p> <p>Ask all staff and board members to list one innovative educational project annually and prioritize.</p> <p>Research preservation programs options globally plus use Killarney Park local and visitor feedback to develop innovative educational programs.</p>
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# FRIENDS OF KILLARNEY PARK

## Objectives and Strategies

### HUMAN RESOURCES

#### Objectives

#### Strategies

<ol style="list-style-type: none"><li>1. Develop a strategic HR plan that will enable the organization to meet the needs of all stakeholders at a high level of service for three consecutive years.</li><li>2. Provide the staff and personnel with adequate time and funds to maintain the highest value added services.</li></ol>	<p>Devote considerable time, effort and finances to identify short and long term needs of organization and assess the current and desired services we want to maintain and improve.</p> <p>Arrange a special workshop in early June annually that encourages all staff and personnel to identify specific tasks required that will enhance the quality of services and provide adequate funding to improve skills required.</p>
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## FRIENDS OF KILLARNEY PARK

### Objectives and Strategies

## PARK DEVELOPMENT

### Objectives

### Strategies

<p>1. Expand the Friends' involvement in the preservation of the new areas of Killarney Park (Georgian Bay)</p>	<p>Work with Killarney Park officials to identify what needs exist in the preservation of the GB area and the new Park boundaries and outline realistic programs for the Friends' to undertake.</p>
<p>2. Rehabilitate the tree/plant nursery in the Park.</p>	<p>Establish a committee of all relevant partners and design a plan that will provide for ongoing resources.</p>
<p>3. Expose visitors to artistic opportunities to enable them to capture the power and natural beauty of the wilderness experience, building on the rich history of the Group of Seven.</p>	<p>Build a team of regional artists to create and lead these artistic opportunities for visitors and promote it. Feature artwork in Visitor's Centre.</p>
<p>4. Expand the artistic opportunities to visitors in order to experience the power and natural beauty of the wilderness experience.</p>	<p>Provide a live, real time, interactive wilderness experience (theatre) within the Park on a weekly basis during the summer season that excites the visitors and stimulates their understanding of the importance of the aesthetics and sounds that exist in this wilderness place. (Outsource design and find funds or charge fee per event)</p>
<p>5. Develop a Project Plan where the Friends tackle one major project per year, which assists Ontario Parks.</p>	<p>Communicate with Ontario Parks to receive information on any needed projects annually. Assign a project leader to complete the priority task. (Grant application)</p>
<p>6. Establish a special Research Fund to examine the potential projects that will expound on the natural history of the Park.</p>	<p>Prepare a long-term business plan that will rank the most important research project that will have the greatest impact on the Park and highlight the importance of the Friends' financial commitment to this plan.</p>
<p>7. Restore one historical settlement in the Park that reflects the history of the area.</p>	<p>Identify the most significant important historical site within the Park and assess and redesign the implementation stages required to rebuild this site to its original form.</p>
<p>8. Improve all information features in the Park that encourages the protection and preservation of the Park.</p>	<p>Initiate an inventory of information displays and estimate their ability (message) to encourage the protection and preservation of the Park.</p>

# FRIENDS OF KILLARNEY PARK

## Objectives and Strategies

### MARKETING

#### Objectives

#### Strategies

<ol style="list-style-type: none"><li>1. Develop a quality publication plan with specific educational books, and guides in a timely manner.</li><li>2. Enhance online services/products/publications to promote park preservation, protection and education worldwide.</li><li>3. Expand the Friends' membership base to 10% of the annual visitors within three years.</li><li>4. Refine the product line in the Outpost to increase sales.</li></ol>	<p>Develop a distinct publication plan that reflects the unique experiences existing in the Park and are saleable worldwide.</p> <p>Refine our web strategy with adequate finances and professional webmaster to provide more products, services, two-way dialogue and web cam abilities within one year.</p> <p>Immediately develop a comprehensive marketing plan that includes the tools, techniques and directions that will meet the objective of 10% of visitors by 2006. Increases of approximately 3% per year.</p> <p>Review sales in detail early annually and improve and add new products, which should include a distinct line of clothing for Friends' customers.</p>
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# FRIENDS OF KILLARNEY PARK

## Objectives and Strategies

### COMMUNITY DEVELOPMENT

#### Objectives

#### Strategies

<p>1. Integrate the local community as often as possible, with the Park so that both Friends' and the local community benefit from the relationship.</p> <p>2. Clearly define our working relationship with the Town of Killarney and support projects and or initiatives that provide mutual benefit and offer cross-promotional opportunities.</p>	<p>Observe the effects of the current strategy to integrate the Village and the Friends', and build a long-term strategy based on the results.</p> <p>Develop a three-year plan with cross-promotional ideas by engaging members of The Killarney Community within the fiscal year 2003 within a special Killarney/Park Community Committee.</p>
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# FRIENDS OF KILLARNEY PARK

## Objectives and Strategies

### FUNDRAISING

#### Objectives

#### Strategies

<ol style="list-style-type: none"><li>1. Increase revenues from sales that maintain the Natural Heritage Trust at a minimum of \$50,000-\$100,000 annually or higher.</li><li>2. Develop a comprehensive three-year plan that considers all aspects of funding and the appropriate strategy to succeed in achieving the financial goals.</li><li>3. Increase bequeaths and sponsorships to raise funds.</li><li>4. Work with a fundraising professional to develop a domestic and then international strategy to increase the profile of the Friends' and expand the resources of the Friends'.</li></ol>	<p>Establish definitive financial expectations on a yearly basis based on sales and fund raising activities to meet this target.</p> <p>All aspects of revenue generation needs to be completed as soon as possible in order to maintain the viability of the Friends in the long term.</p> <p>Develop a three-year plan including purpose, recognition, and target audience, allocation of funds, support materials and strategy.</p> <p>The Board should hire a fundraising professional, outline strategic direction for fundraising project, then the Board will select appropriate elements of the strategy and prescribed staff carries out strategy over the next five years.</p>
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# FRIENDS OF KILLARNEY PARK

## Objectives and Strategies

### VISITOR CENTRE

#### Objectives

#### Strategies

<ol style="list-style-type: none"><li>1. Negotiate an immediate arrangement with the Ontario Parks to provide staffing, products and exhibits within the Centre</li><li>2. Invest funds in the renewal of educational and interpretative exhibits at the newly proposed Centre.</li><li>3. Establish a Library of important/relevant books and publications for the new Visitor Center.</li><li>4. Determine what exhibits and products and services are required within the Centre through surveys and past analysis and present a business plan to Ontario Parks for discussion.</li></ol>	<p>Provide Killarney Provincial Park (Ont. Parks) with a plan that gives full responsibility to the Friends' for the complete operation of the Centre within two years of opening.</p> <p>Establish an Exhibit Renewal Fund and target specific dollars to fund on an annual basis.</p> <p>Immediately begin collecting and buying books and other related materials at sales and auctions to be made available in the new Centre.</p> <p>Establish a working committee of board members, staff and Park representatives to determine the best practices and product and services that should be showcased in the new Centre.</p>
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# FRIENDS OF KILLARNEY PARK

## Objectives and Strategies

### BUSINESS PLAN

#### Objectives

#### Strategies

<p>1. Develop a five year financial business plan that outlines expected revenues and expenditures and gives due consideration to the potential of an expanded Outpost in the new Visitor center.</p> <p>2. Develop a comprehensive business plan that reflects the strategies approved by the Board.</p>	<p>Hire a professional business consultant to prepare a five-year financial business plan based on past history and analysis and projected cost within the new Visitor Centre.</p> <p>Prepare individual business plans for sectors of the Strategic Plan that will provide the Board with a clear indication of the necessary steps required to achieve success. Allocate significant resources to achieve results and tender this proposal as soon as the Board indicates approval.</p>
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