



# Ortonville Recreation Equestrian Association

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**STRATEGIC PLAN  
2023 - 2028**



# Ortonville Recreation Equestrian Association Strategic Plan 2023 - 2028

## Executive Summary

The purpose of a strategic plan is to define an associations strategy and to assist in making decisions on allocating its resources in order to accomplish the strategy. Through the process of developing a strategic plan, the following tasks are identified, developed, and documented in the final project:

- Understanding and applying the values of the association;
- Re-Emphasizing the vision and mission of the association;
- Assessing the challenges and opportunities of the external environment;
- Assessing the weaknesses and strengths of the internal environment;
- Identifying the strategic issues faced by the association;
- Creating strategic goals for strategic issues; and
- Creating the association's ideal future through proactive planning.

At the conclusion of developing the written plan, it is important to remember that this does not define the end of the strategic planning project. The written plan is one step in the process of strategic planning and must be evaluated and reviewed on a frequent basis to ensure that the association remains focused on the goals and objectives, while at the same time defining new goals which become incorporated into future revisions of the strategic plan.

Throughout the remainder of this document, the reader will find the adopted vision and mission, a detailed SWOT analysis, goals, objectives, and tasks with associated timelines. This strategic plan encompasses a 5-year period beginning 2023. However, it is important to remember that strategic planning is an on-going and dynamic process, therefore it is anticipated that significant revisions will likely occur during the process.





# Ortonville Recreation Equestrian Association

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### Association Overview

- OREA is a 501(c)(3) non-profit corporation that was formed on March 11<sup>th</sup>, 1998. The association has a seven-member board that meets monthly. We have a website at [www.hadelyhills.com](http://www.hadelyhills.com) and a Facebook page at OREA-Ortonville Recreation Equestrian Association. The Ortonville Recreation Equestrian Campground and riding area is located at 5054 Fox Lake Rd. Ortonville, MI 48462.
- OREA is a group of friends and families who love horses and enjoy trail riding. We work in partnership with the Michigan Department of Natural Resources (DNR) to improve, maintain, promote and preserve the Ortonville Recreation Area (Hadley Hills) equestrian trails, horse campground, and day use area. We currently have 56 members and over 740 Facebook members.
- OREA normally hosts at least two events each year, a Poker Ride in May and a Judged Trail Ride in September. We also help the DNR improve and maintain over 15 miles of equestrian trails, the horse campground and day use areas, and clear new trails.
- Funding for improvements comes from the DNR, grants, sponsorships, donations, membership dues, and event fees.





## Financials

The current primary source of funding for the Association is Membership and Event fees. Other potential sources include the DNR, Sponsorships, Donations, and Grants. All funds received are dedicated to the maintenance, improvement, promotion and preservation of the Ortonville Recreation Area Equestrian Campground, Day Use area, and Trail System.

### 2021

#### Revenues

- Memberships: \$610
- Events: \$2,039
- Merchandise: \$295
- Donations: \$500
- Sponsors: \$0
- Grants: \$10,000

Total Revenues: \$13,444

#### Expenses

- Events: \$505
- Merchandise: \$0
- Trail Improvements: \$12, 581
- Campground Improvements: \$0
- Misc: \$85

Total Expenses: \$13,171

### 2022

#### Revenues

- Memberships: \$795
- Events: \$3,434
- Merchandise: \$488
- Donations: \$9
- Sponsors: \$0
- Grants: \$0

Total Revenues: \$4,726

#### Expenses

- Events: \$710
- Merchandise: \$821
- Trail Improvements: \$579
- Campground Improvements: \$887
- Misc: \$77

Total Expenses: \$3,074





## INTRODUCTION

If any organization is to improve in its continuous drive for excellence, it must determine the organizational direction for excellence and develop a strategy for getting there. A properly developed strategic plan steers an organization from “business as usual” towards the attainment of excellence by tackling areas needing improvement. Strategic planning can be defined as “a **continuous and systematic process** where the **guiding members** of an organization make decisions about its future, develop the necessary **procedures and operations** to achieve that future, and determine **how success is to be measured**” (emphasis added). In order to fully understand this definition, further explanation is offered for the keywords in bold type above;

- **Continuous** refers to the view that strategic planning must be an ongoing process, not merely an event to produce a plan and put it on a shelf;
- **Systematic** recognizes that strategic planning must be a structured and deliberate effort, not something that happens on its own;
- **Process** recognizes that one of the benefits of strategic planning is to undertake thinking strategically about the future and how to get there, which is much more than the production of a document;
- **Guiding members** identify not only senior department executives but also employees from the department;
- **Procedures and Operations** means the full spectrum of actions and activities from aligning the organization behind clear long-term goals to putting in place organizational and personal incentives, allocating resources, and developing the workforce to achieve the desired outcomes; and
- **How success is to be measured** recognizes that strategic planning must use appropriate measures to determine whether the organization has achieved success.





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## **OREA has developed a plan with a Vision, Mission, Guide and Foundation to guide the association in how it will operate.**

### **OUR VISION:**

To be the best equestrian campground and riding area in the eyes of the Michigan Department of Natural Resources and our peers.

### **OUR MISSION:**

To work in partnership with the Michigan Department of Natural Resources, other equestrian associations, and our fellow horseback riders to improve, promote and preserve the campground and trail system in the Ortonville Recreation Area.

### **OUR GUIDE:**

- Focus on what is important and really matters.
- Continually promote the use and enjoyment of the Ortonville Recreation Area by horseback riders and their families.
- Continually search for ways we can improve the OREA membership experience.
- Respond quickly to matters that are important to our members.
- Be a helpful partner with the DNR and other Equestrian Associations.
- Educate the public on the enjoyment and benefits of equestrian activities.
- Develop friendly and cooperative relationships with other Equestrian Associations and fellow equine enthusiasts.
- Promote, support, and earn the respect of other Equestrian Associations.

### **OUR FOUNDATION:**

We Believe:

- In always doing what is right.
- In treating others how they would like to be treated.
- In going above and beyond to provide assistance to our members in an effort to exceed their expectations.
- In working together and helping each other get the job done.
- In being open to new ideas.
- In showing consideration and appreciation to others.
- Networking and continual learning are integral to our continued improvement.
- In holding ourselves to a higher standard



## SWOT ANALYSIS

A SWOT analysis is the most renowned tool for audit and analysis of the overall strategic position of the organization and its environment. Its key purpose is to identify the strategies that will create a firm, specific business model that will best align an organization's resources and capabilities to the requirements of the environment in which the organization operates.

The SWOT analysis helps strategic planning in the following manner:

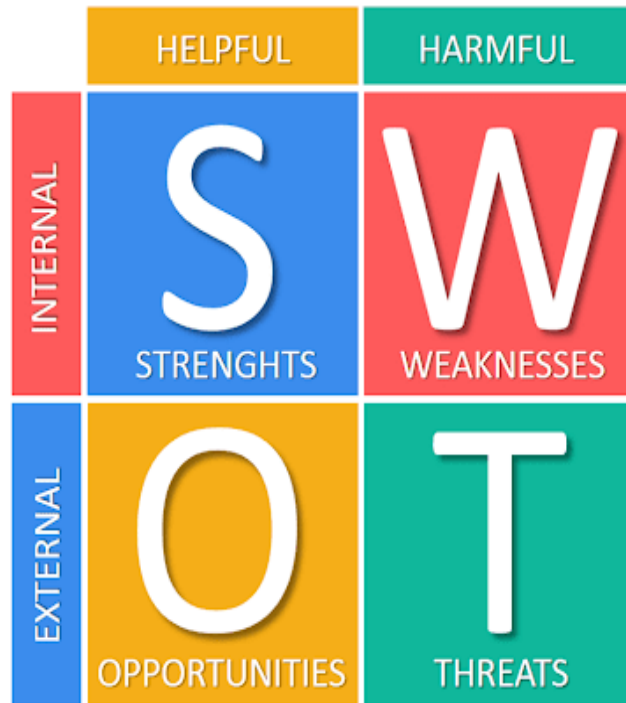
- It is a source of information for strategic planning;
- Builds an organization's strengths;
- Reverses its weaknesses;
- Maximizes its response to opportunities;
- Overcomes the organization's threats;
- Helps identify core competencies of the organization;
- Helps in setting objectives for strategic planning; and
- Helps in knowing the past, present and future so that by using past and current data, future plans can be developed.

An overview of the four factors which define the analysis are summarized below:

- **Strengths** are the qualities that enable an organization to accomplish the defined mission in a way that best serves the needs and service demands of the community. These tangible or intangible characteristics are what the organization is well-versed in, the traits and qualities that the members and employees possess, and the distinct features that give the organization its consistency. It is important for any organization to identify and measure its strengths to ensure they are in line with the service needs of the community and consistent with the issues facing the organization.
- **Weaknesses** are the qualities that prevent the organization from accomplishing the mission and achieving full potential. These weaknesses deteriorate influences on the organizational success and growth and must be controlled in a way to be eventually minimized and eliminated. Weaknesses may be more important for an organization to identify and measure than strengths to ensure that they are not impacting the service needs of the community negatively. The performance or lack of performance within an organization can depend greatly on how we identify and confront our weaknesses.
- **Opportunities** are presented by the environment within which the organization operates. Opportunities arise when an organization can take benefit of conditions in the environment to plan and execute strategies that enable it to become successful. In order for an organization to realize their opportunities, they must first identify their strengths and weaknesses and develop a plan for enhancement. The focus on opportunities is not solely on existing service delivery models and levels, but on expanding them and developing new possibilities. In order for the department to progressively move forward, it must identify its opportunities.
- **Threats** arise when conditions in the external environment jeopardize the reliability of the organization. Threats are uncontrollable and the stability and survivability of the organization are at stake. In order to draw strength and fully benefit from opportunities, an organization must identify the possible threats, risks, and challenges facing them. By recognizing these possible threats, an organization can greatly reduce the potential for loss and learn to turn threats into opportunities to continue moving in a forward direction. It is important to realize that not all threats are completely or directly controllable by the department or organization.

## Ortonville Recreation Equestrian Association

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# SWOT ANALYSIS: #1 Association Board



President:  
Dawn Cope



Vice President:  
Tracie Krings



Secretary:  
Robin Bobek



Treasure:  
Valerie Pfeiffer



Lise Mouthaan



Tamra Hartwig



Scott Cope

## Strengths:

- Loyalty
- Commitment
- Focused
- History
- Knowledge

## Weaknesses:

- Succession Planning
- Communication to members
- Challenge with change
- Longevity

## Opportunities:

- Service to fellow equestrians
- Enhanced communication
- Increased use of technology
  - Website, Facebook, email
- DNR help and funding
- Increase Volunteers

## Threats:

- Lack of member involvement
- Future board members
- Future of OREA
- Loss of equestrian trails
- Pressure from other trail users



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# SWOT ANALYSIS: #2 Members & Volunteers



## Strengths:

- Loyalty
- Attendance at events
- Relationships developed

## Weaknesses:

- Communication with members
- Low membership, 50 to 55 members for last 5 years
- Small number of volunteers
- Age of members and volunteers
- No attendance at OREA meetings
- Lack of interest and involvement in OREA Board and work bees

## Opportunities:

- Host member appreciation activity
- Develop more frequent and multiple methods of communication
- Encourage younger riders and families to join
- Get the word out about membership and volunteer opportunities

## Threats:

- Funding from memberships and events
- Future board members
- Future of OREA
- Loss of equestrian trails and campground



# SWOT ANALYSIS: #3 Funding



### Strengths:

- Consistent membership and event revenues
- Minimal expense to put on events

### Opportunities:

- Develop annual project goals
- Sponsorship/Donation/Volunteer Guide, update and promote
- Host get to know OREA 25<sup>th</sup> Anniversary event
- Promote volunteer Team Building Opportunities
- Raise membership and event fees



### Weaknesses:

- Low membership
- Very few sponsors and donors
- Costs going up and membership and event fees have not changed
- Low impact makes it hard to qualify for grants
- Most grants require matching funds

### Threats:

- Competition from others
- Economic Recession
- Reduced ability to maintain, improve, promote and preserve the campground and trail system







# Goals-Objectives-Tasks

The SWOT Analysis performed in the previous sections is focused on the goals of the association to address the weaknesses, opportunities, and threats that the association faces. Based on the results of the SWOT Analysis, the association needs to identify the goals, objectives, and tasks necessary to accomplish these issues. A definition of goals, objectives, and tasks are provided below:

**Goal** is a term that designates the general end towards which an effort is directed. In the context of our association, goals must be directed toward accomplishing our Vision; To be the best equestrian campground and riding area in the eyes of the Michigan Department of Natural Resources and our peers and our Mission; To work in partnership with the Michigan Department of Natural Resources, other equestrian associations, and our fellow horseback riders to improve, promote and preserve the campground and trail system in the Ortonville Recreation Area.

**Objectives** are the specific end toward which effort is being directed. Objectives must be achievable within a certain planning period and be able to be measured in some quantifiable way.

**Tasks** are the specific functions that are performed in order to accomplish the stated adjective.





# GOALS

<b>Goal #1</b>	<b>Develop an OREA Board succession plan.</b>
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<b>Objective</b>	
<b>Timeline</b>	<b>SWOT #1</b>
<b>Tasks</b>	



# GOALS

<b>Goal #2</b>	<b>Develop a plan to communicate with members using multiple methods.</b>
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<b>Objective</b>	
<b>Timeline</b>	<b>SWOT #2</b>
<b>Tasks</b>	



# GOALS

<b>Goal #3</b>	<b>Develop a plan to increase the number of members and volunteers.</b>
<b>Objective</b>	
<b>Timeline</b>	SWOT #1, 2, 3, and 4
<b>Tasks</b>	



# GOALS

<b>Goal #4</b>	<b>Develop a plan to increase sponsorships and donations.</b>
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<b>Objective</b>	
<b>Timeline</b>	SWOT #3 and 4
<b>Tasks</b>	



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# Project Goals for 5-Year Strategic Plan

- Add more new trails
  - South side of Fox Lake Road
  - West side of Tody Lake Road
  - Reopen existing trails
  - Create Pine Trail loop
  - Open trail to pinnacle point
  - Other areas?
- Fix muddy sections between trail markers 1 and 2
- DNR to update trail maps
- Corrals at all campsites. Also need 3.5 yards of sand for base
- Mark out and create level parking area at each campsite for horse camping trailers.
  - Create parking area with screened asphalt millings
- Solar powered water pump
- Electric at campsites and well
- Campground bathhouse
- Extend fence next to community bonfire area
- Complete confidence course and kids loop.
- Install gate at campground entrance
- Campsite reservations
- Enforce Campground for camping only
- Improve staging area to make it more inviting for day riders.
  - Install vault toilet.
  - Add gravel and grade for proper drainage.
  - Provide solid parking places for horse trailers.
  - Designate parking area for hunters and hikers.
  - Submit to DNR for consideration.
- Purchase storage trailer
- Make OREA merchandise available on OREA website
- Organize Women's weekend
- Invite other associations to meet and discuss improvements
- All 2023 goals



# Project GOALS

<b>Goal #5</b>	<b>Get DNR approval to create new trails</b> <ul style="list-style-type: none"><li>• South side of Fox Lake Road</li><li>• West side of Tody Lake Road</li><li>• Re-open existing trails</li><li>• Create Pine trail loop</li><li>• Other ares?</li></ul>
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<b>Objective</b>	
Timeline	SWOT #4
Tasks	



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# Project GOALS

<b>Goal #6</b>	<b>Repair muddy sections between trail markers 1 and 2</b>
<b>Objective</b>	
<b>Timeline</b>	<b>SWOT #4</b>
<b>Tasks</b>	



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# Project GOALS

<b>Goal #7</b>	<b>DNR to update trail maps.</b>
<b>Objective</b>	
<b>Timeline</b>	<b>SWOT #4</b>
<b>Tasks</b>	



# Project GOALS

<b>Goal #8</b>	<b>Install corrals at all campsites.</b>
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<b>Objective</b>	
<b>Timeline</b>	<b>SWOT #4</b>
<b>Tasks</b>	



# Project GOALS

<b>Goal #9</b>	<b>Mark and create level parking areas at each campsite for horse camping trailers. Use screened asphalt millings</b>
<b>Objective</b>	
<b>Timeline</b>	<b>SWOT #4</b>
<b>Tasks</b>	



# Project GOALS

<b>Goal #10</b>	<b>Install a solar power for well pump.</b>
<b>Objective</b>	
<b>Timeline</b>	<b>SWOT #4</b>
<b>Tasks</b>	



# Project GOALS

<b>Goal #11</b>	<b>Install electrical at campsites and well</b>
<b>Objective</b>	
<b>Timeline</b>	<b>SWOT #4</b>
<b>Tasks</b>	



# Project GOALS

<b>Goal #12</b>	<b>Install campground bathhouse with showers and toilets.</b>
<b>Objective</b>	
<b>Timeline</b>	<b>SWOT #4</b>
<b>Tasks</b>	



# Project GOALS

<b>Goal #13</b>	<b>Extend fence in community bonfire area.</b>
<b>Objective</b>	
<b>Timeline</b>	<b>SWOT #4</b>
<b>Tasks</b>	



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# Project GOALS

<b>Goal #14</b>	<b>Complete Confidence Course and Kids Loop.</b>
<b>Objective</b>	
<b>Timeline</b>	<b>SWOT #4</b>
<b>Tasks</b>	



# Project GOALS

<b>Goal #15</b>	<b>DNR to install gate at campground entrance.</b>
<b>Objective</b>	
<b>Timeline</b>	<b>SWOT #4</b>
<b>Tasks</b>	



# Project GOALS

<b>Goal #16</b>	<b>DNR to set up reservation system for campsites.</b>
<b>Objective</b>	
<b>Timeline</b>	<b>SWOT #4</b>
<b>Tasks</b>	



# Project GOALS

<b>Goal #17</b>	<b>DNR to enforce campground for camping only.</b>
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<b>Objective</b>	
<b>Timeline</b>	<b>SWOT #4</b>
<b>Tasks</b>	



# Project GOALS

<b>Goal #18</b>	<b>Complete Day Use Area Improvements. (Use screened asphalt millings)</b> <ul style="list-style-type: none"><li>• Create parking area for hikers and hunters</li><li>• Create parking area for day use horse riders</li><li>• Create overflow campsites with parking areas</li><li>• Install vault toilet</li><li>• Repair existing gravel drive with screened asphalt millings</li></ul>
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<b>Objective</b>	
<b>Timeline</b>	<b>SWOT #4</b>
<b>Tasks</b>	



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# Project GOALS

<b>Goal #19</b>	<b>Purchase storage trailer</b>
<b>Objective</b>	
<b>Timeline</b>	<b>SWOT #1</b>
<b>Tasks</b>	



# Project GOALS

<b>Goal #20</b>	<b>Make OREA merchandise available on the OREA website hadleyhills.com</b>
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<b>Objective</b>	
<b>Timeline</b>	<b>SWOT #3</b>
<b>Tasks</b>	



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# Project GOALS

<b>Goal #21</b>	<b>Organize Women's Weekend event</b>
<b>Objective</b>	
<b>Timeline</b>	SWOT #2 and 3
<b>Tasks</b>	



# Project GOALS

<b>Goal #22</b>	<b>Host meeting with other Equestrian Association around the state.(Pizza Meeting)</b> <ul style="list-style-type: none"><li>• Discuss how we can help each other</li><li>• Coordinate events</li><li>• Network and learn for each other</li></ul>
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<b>Objective</b>	
<b>Timeline</b>	SWOT #1,2, 3, and 4
<b>Tasks</b>	