



2016-2019 Strategic Plan



Photo Credit: William Eaton

Introduction

The Board of Directors and staff of BC Adaptive Snowsports developed this strategic plan with assistance from consulting firm Mackenzie-Walker Inc. With its strategic focus on accessibility, it gives BCAS a multi-year roadmap for organization development to provide significantly more support and services to children and adults with disabilities throughout British Columbia. The board and staff will review progress on a regular basis and review/update the plan annually as needed. This plan was created with broad involvement and guidance from the board of directors and in consultation with BCAS members, participants and volunteers; as well as key external partners and stakeholders such as local adaptive snowsport clubs.

After a series of initial member and stakeholder surveys, the board, staff and key volunteers met to reflect on the mission, vision, core operating values and assumptions underlying the organization's approach to its work. This set the stage for a work session of the full board during which the organization's strategic direction was defined and four strategic priorities were identified: 1) Charitable Prominence, 2) Advocacy, 3) Experience and 4) Brand Awareness. The Chief Executive Officer was then tasked to work with staff to create a detailed plan with key projects, targets and metrics to support these priorities. Extensive consideration of stakeholder expectations as well as the challenges and opportunities the organization is likely to face over the next three years set the context for the choices reflected in this strategic plan.

EXECUTIVE SUMMARY

Prepared by Wayne Leslie, CEO

The strategic direction and goals included in this plan are BC Adaptive Snowsports' response to its understanding of what its membership values most about the organization as well as current opportunities and challenges for offering a high quality system of services for people with disabilities. The three-year period covered by this plan will be a time of assessing and deepening the way BCAS approaches its work. Concurrently, BC Adaptive Snowsports will take more of a leadership role in working with a broader array of community resources to grow the level of services provided directly to individuals, complimentary to its partner clubs, and actively engaging more volunteers.

Our Mission

We enhance the quality of life for children, youth, and adults with physical & cognitive disabilities, their families and volunteers by providing opportunities to experience the joy, freedom, and health and wellness benefits of adaptive snowsports.

Our Vision

We inspire a passion for participation in adaptive snowsports for all.



"My eyes filled with tears as I watched my 10 year old daughter, Shae, skiing on her own! To see your child engaged in a sport you love and feel pride is an experience that many parents treasure."

Kerry Vance, Vernon

Direction & Results



With a fresh perspective on its mission, understanding what it does well, and the environment in which it operates, BC Adaptive Snowsports will pursue the following strategic direction to make skiing and snowboarding more accessible by 2019:

1. **Charitable Prominence:** BC Adaptive Snowsports will develop and communicate our charitable brand to increase fundraising.
2. **Advocacy:** BC Adaptive Snowsports will become an advocate for people with disabilities to enhance their skiing/snowboarding experience.
3. **Experience:** BC Adaptive Snowsports will build a better experience that connects and supports our members, participants and volunteers as well as our partner clubs.
4. **Brand Awareness:** BC Adaptive Snowsports will enhance its brand through communication and marketing.



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Goals

The following goals for each area of strategic focus over the next three years are the organization's response to the important issues identified in the environmental scan completed as part of the strategic planning process.

These goals provide a roadmap for fulfilling the strategic direction.

CHARITABLE PROMINENCE

- Develop a 3 year fundraising strategy
- Resource the fundraising department
- Develop an individual donor outreach strategy
- Develop foundation partnerships

ADVOCACY

- Enhance accessibility to ski hills
- Educate external stakeholders

EXPERIENCE

- Develop member experiences
- Develop and formalize inclusive introductory programming
- Develop private sector instructor training
- Enhance the volunteer experience
- Build a sustainable club development & support program

BRAND AWARENESS

- Develop a 3-year communication plan that supports all strategies
- Resource the communications department
- Build Stakeholder Engagement