



***Whistler Adaptive Sports Program Society***  
***Annual General Meeting Information Package***

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**Whistler Adaptive Sports Program Society**  
**Annual General Meeting**

*October 27, 2019 at 10:30am*  
*Delta Whistler Village Suites*  
*Registration Time: 10:00am*

**AGENDA**

1. Call to Order
2. Motion to Approve the Agenda
3. Motion to Approve the 2018 Annual General Meeting Minutes
4. Annual Reports
  - President
  - Executive Director
  - Treasurer
  - Financial Statements for Fiscal Year 2019
5. Election to the Board of Directors
6. Thank You's
7. Other Business
8. Adjournment



## WHISTLER ADAPTIVE - PROXY FORM

I \_\_\_\_\_ being a member in good standing of the Whistler Adaptive Sports Program Society hereby appoint \_\_\_\_\_ or in his/her absence \_\_\_\_\_ to carry this proxy form to the 2018 Whistler Adaptive Sports Program Society Annual General Meeting on October 27, 2019 at 1:30pm. Both of the above names are members in good standing with the Whistler Adaptive Sports Program Society.

I hereby state that the above information is true.

\_\_\_\_\_  
Signature of member

\_\_\_\_\_  
Date

\_\_\_\_\_  
Address



**Position Title:** Member at Large, Whistler Adaptive Sports Program Society (Whistler Adaptive)

**Location:** Sea to Sky Corridor

**Term:** 2 years  
Year-round responsibility  
Position takes effect immediately following the Whistler Adaptive AGM on TBD.

**Short Description:** The affairs of Whistler Adaptive shall be managed by a Board of Directors. Directors are elected at the AGM of Whistler Adaptive (currently October). The responsibility and authority for the directions and policies of Whistler Adaptive are governed by its Constitution and By-Laws, and current Policies and Procedures. From the elected Members of the Board of Directors, there shall be chosen the Executive Committee which is comprises: President, 1<sup>st</sup> Vice President, Treasurer and Secretary, each with separate job descriptions. The following is the job description for the remaining Members on the Board of Directors.

**General Responsibilities:**

- Strategic Planning
- Governance
- Annual Budget and Financial management
- Organizational Policy & Procedures
- Fund Development
- Public Relations & Marketing
- Legacy development
- Leadership
- To work in a manner that enhances the reputation of Whistler Adaptive

**Core Duties:**

- To represent the interests of the membership of Whistler Adaptive at all Board Meetings by submitting & reading distributed material, providing feedback and making recommendations
- To raise the profile of Whistler Adaptive
- To assist in the recruitment of volunteers and financial supporters for projects, programs, and special events organized by Whistler Adaptive
- To make recommendations to the Whistler Adaptive Board of Directors on policies and procedures that will improve outcomes for members and users of Whistler Adaptive programs
- To identify upcoming issues or challenges and communicate these to the Board of Directors with solutions if possible



- To assist with fundraising and sponsorship initiatives as requested
- To attend where possible volunteer appreciation events
- To attend all Whistler Adaptive Board meetings by either conference call or in person

**Additional Responsibilities:**

- To lead or assist with a committee of Whistler Adaptive

**Requirements:**

- Be a current member in good standing with as requested
- Be nominated by a member
- Availability of a minimum of 6 hours a month time commitment in addition to Board meetings

**Preferred Skills:**

- Excellent interpersonal skills and superior written / verbal communication skills
- Sound business or community-based experience
- Previous Board experience is an asset
- Previous Knowledge of Whistler Adaptive is an asset

**Reports to:** Board of Directors of Whistler Adaptive

**Selected by:** Membership at AGM

Job descriptions for the Executive Committee are available upon request. We wish to keep this package within a smaller footprint to reduce printing costs.



### **NOMINATION FORM**

I, \_\_\_\_\_ being a member in good standing of the Whistler Adaptive Sports Program Society do hereby nominate

\_\_\_\_\_ of  
(name - please print)

\_\_\_\_\_  
(address)

being a member in good standing of the Whistler Adaptive Sports Program Society to be a candidate in the election for the Board of Directors of the Whistler Adaptive Sports Program Society to be held on October 27, 2019.

DATE: \_\_\_\_\_  
(Member's signature)

SECONDER: \_\_\_\_\_

DATE: \_\_\_\_\_  
(Secunder's signature)

I, the member nominated to stand for election to the Board of Directors of the Whistler Adaptive Sports Program Society on October 27, 2019, consent to being a candidate and will serve on the Board of Directors of Whistler Adaptive if elected.

DATE: \_\_\_\_\_  
(Nominee's signature)

**NOTE: Nominees must complete "Nominee's Statement" on reverse**

***Please mail or deliver Nomination Form and Nominee's Statement to Chelsey Walker, Executive Director, Whistler Adaptive Sports Program, Box 708, Whistler, BC, V0N 1B0 or email a scanned copy to [cwalker@whistleradaptive.com](mailto:cwalker@whistleradaptive.com) by October 25, 2019***

***Chelsey Walker at 604-905-4493 for further information about Board Positions***



**NOMINEE’S STATEMENT**

I wish to serve on the Board of Directors of Whistler Adaptive because:

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I feel I can make the following contribution to the Whistler Adaptive Sports Program Society at the Board of Directors Level (Please include your current occupation, additional skill sets that you have, potential contact base and past experience with Whistler Adaptive or as a Board Member or volunteer elsewhere):

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How I can make a difference to the Whistler Adaptive Sports Program Society:

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Signature: \_\_\_\_\_

Date: \_\_\_\_\_



## WHISTLER ADAPTIVE PRESIDENT REPORT FOR AGM 2019

**VISION:** Empowerment and inclusiveness through sport for individuals with disabilities

**MISSION:** To Create life-changing opportunities through sport to foster independence, develop memorable experiences, and reach achievable goals

### Year In Review

I am very proud of the work we have accomplished over the past year, and in particular the teamwork and focus that accomplish the following:

#### 2018/19 WAS Key Strategic Accomplishments

- In response to concerns highlighted through surveys and audits in 2017/18; the Whistler Adaptive Society worked closely with Vail and Whistler Blackcomb management to increase program delivery in the Whistler Adaptive Ski and Snowboard Program and create high levels of satisfaction from staff and volunteers.
- WAS staff worked very hard to increase program opportunities for Sea to Sky residents, particularly youth over the summer of 2019, growing youth camp programs in Whistler, and delivering on “Buddy” programs in Squamish.
- The fund development committee knocked it out of the park, piloting an annual fall giving campaign and a new CRM (Keela), and a very successful Gala raising \$100k.
- Updated simplified metrics were set to guide the operational planning for staff, and tracking tools were developed for stronger just in time analytics.
- A joint Vail/WB and WAS committee drafted an updated operational framework over 2019 that will guide Whistler Adaptive Ski & Snowboard Program operations, as well as our other programs operating at Whistler-Blackcomb, through the next 20 years.
- Two very well received program pilots served our most rapidly growing client population – youth with autism and their families.





- An external program audit informed strategic decision making, and helped shape updated operational planning
- WAS formed an agreement with Canadian Adaptive Snowsports to be a key development partner and a “centre of excellence” for CADS training, and opened dialogue with BC Adaptive Snowsports on an aligned strategy.

#### 2018/19 Key Strategic Challenges

- While WAS has brought staffing back to previous levels, and effectively used part time and full time hires to increase program #'s, and volunteer satisfaction; the largest challenge remains of creating at least one new senior staffing position who can relieve the bottleneck of duties that occurs with having only one manager with executive level skills and accountability. Growing a highly skilled program manager, and a fund development manager should remain key priorities of WAS, the ED, BOD and HR committee.
- Technologies that support programs and training remain out of date, and as such WAS is unable to accurately analyze and report on its activities. Again, a well-managed implementation of a new technology platform that integrates with existing technologies and is effective for intake, registration, billing and payment, communication to all participants, reporting, tracking and information storage is a mission critical priority.

Please note that going forward WAS has adapted an updated strategic goal based on program growth targets captured in the new operational plan proposed by Executive Director Chelsey Walker and Board member Peter Blitz. Reporting on attaining strategic metrics will be contained in Executive Director reports.



## The future

The BOD has struck a human resources committee whose charter will be ratified in 2019/20. Putting in place the human resources required for the level of programming that WAS has targeted will remain the organization's largest challenge

Whistler Adaptive continues to offer ongoing training as a pillar of quality programming. The future holds partnerships with CADS and PMBI that can accelerate the delivery of professionally produced resources which can be delivered consistently with partners around Canada and the globe, with high quality online resources and blended training and certification opportunities.

In summary, it has been an honour and a pleasure working with the Whistler Adaptive Board, volunteers and staff in serving a term as President when WAS required interim leadership. I look forward to step back into a Board role and supporting the future executive and the growth of this excellent organization.

A handwritten signature in black ink, appearing to read 'M. Gardner'.

Meredith Gardner  
Whistler Adaptive Sport Program  
President of the Board of Directors

**Executive Director's Report****Whistler Adaptive Sports Program Society  
Whistler, BC**

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TO: Whistler Adaptive Sports Program Society Members

FROM: Chelsey Walker, Executive Director of the Whistler Adaptive Sports Program

RE: Annual Message to Members

DATE: October 27, 2019

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It has been an exciting year at Whistler Adaptive (WAS). We have worked hard both on the front line and behind the scenes to strengthen our organization and create operational resilience. As we embark on our next year of operations, we would like to take the time to review our strategic objectives set out in our strategic plan and measure our performance:

**A) Strategic Pillar: Governance:**

In 2017/18 the WAS BOD embarked on implementing the Strategic Plan completed in 2016/17. Additionally, the restructuring of the BOD to focus on strategic objectives was initiated, and strategic metrics were set through a follow-up retreat with staff and BOD. The BOD will work towards accountability to reach strategic metrics for volunteers, staff, and partners.

**2019 Update:** As our Board continues to be accountable to reach our strategic metrics, in 2019/20 we are creating some new committees and task forces. The committees will aid with our governance and report to the Board of Directors while Task Forces will aid in our daily operations and report to the Executive Director. These shifts in how we work together will create clarity in communication and through the creation of committee charters will define the scope of work of each group. They will also provide the opportunity to connect with a larger pool of individuals at the committee and task force level who can help move our mission and vision forward.



**B) Strategic Pillar: Program Offerings and Venues:** (A program audit nearing completion will inform future actions in this area)

**Objective: Create Programming for youth (13-19) with autism**

Strategic Action: Create Autism\* Programming with clear participation access pathways (e.g. 1/1 – small group – orientation sessions as needed) and best practices determined by taskforce.

Key Performance Indicator (Results):

July 30, 2019 (1 yr.) Create Autism Taskforce/pilot 1 summer and 1 winter camp or program

July 30, 2020 (2yr) Hire a youth program coordinator that will lead on delivery of autism programming and camps and support training for volunteers – retain 80% 4/5 customer approval rating

July 30, 2021 (3yr) have year-round autism youth programs – serve at least 100 youth retain 80% 4/5 customer approval rating

July 30, 2023 (5yr) have year-round autism youth programs – serve at least 300 youth retain 80% 4/5 customer approval rating

**2019 Update:** Whistler Adaptive successfully delivered one winter camp and one summer camp to children and youth on the autism spectrum and their families. Operational constraints did not allow for us to create an Autism Task Force, this objective will be a 2020 priority.

**Objective: Create development program opportunities and support our athletes moving into para/competitive sport streams**

Strategic Action: Develop a Para Develop stream program

Key Performance Indicator (Results):

July 30, 2019 (1 yr.) Minimum 3-year Para-Sport Memorandum of Understanding signed – Para-Sport working group meets 6 times – 1 Para-Sport development camp hosted

July 30, 2020 (2yr) Para working group meets 6 times – Para-Sport Program 12 athletes piloted

July 30, 2021 (3yr) Para-Sport Program – 30 athletes engaged – host national championships

July 30, 2023 (5yr) Para-Sport Program – 50 athletes (equal gender) have year-round development pathway (Learn to Train – Learn to Compete) including educational and living support

**2019 Update:** We did not meet the target date of creating a Minimum 3-year Para-Sport MOU. We are hosting a Para-Sport Camp in January of 2020 and have continued to build relationships with Provincial and National Sport Organizations in the Para-Sport System.



### C) **Strategic Pillar: Human Resources:**

**Objective: The scheduling of training and mentorship is clear and easy to access.**

Strategic Action: Support staff to execute an annual training schedule for all disciplines that is well organized and well communicated.

Key Performance Indicator (Results):

- July 30, 2019 (1 yr.) Target winter and summer dates are met to have all training schedules complete and communicated. CADS staff and Whistler Adaptive and WB staff build super club concept. Ski/Snowboard reports average 4/5 approval of training programs
- July 30, 2020 (2yr) CADS Super Club implemented - annual schedule reviewed and timelines updated Ski/Snowboard reports average 4/5 approval of training programs.
- July 30, 2021 (3yr) REVIEW and reset of planning and metrics for training
- July 30, 2023 (5yr)

**2019 Update:** Our Whistler Adaptive Ski and Snowboard staff rated the volume of training they received as 3/5 and quality of training 4/5. In 2020, we are making the volume of training being offered a priority as well as maintaining the quality of the training. We will continue to work with Canadian Adaptive Snowsports on building out the super-club concept. Winter 2020 training dates are set and available for sign up. We also implemented a weekly e-blast into our Ski & Snowboard Program, a concept that we developed in our Sport Academy, and communicated regularly throughout the year.

Strategic Action: Embed feedback surveys into key events and times that can be easily measured, and allow feedback to flow to Staff, Executive Director and BOD.

Key Performance Indicator (Results):

- July 30, 2019 (1 yr.) Embed post lesson survey into information management process
- July 30, 2020 (2yr) 60% of clients and staff complete post survey
- July 30, 2021 (3yr) 70% of clients and staff complete post survey
- July 30, 2023 (5yr) 80% of clients and staff report feedback process is easy and effective.

**2019 Update:** Post-lesson surveys are embedded into the information management process. A 4/5 rating was achieved for program offerings and quality in 2019.

- D) Strategic Pillar: Fund Development and Management:** Lead David Cronin/J Money/Peter Blitz - *with information from report Social Venture Capital Group*  
In 2018 the group reviewed viability of hiring a development fund manager. (This encompasses a fund development strategy, including a targeted list of potential funders, and develop a technology-based system, including a CRM system, to improve efficiency in operations and administration.)



The recommended focus Action #2) is to create a Gala Fundraising Committee *-(also deliver 20th anniversary celebration this winter)*

Objective: Develop a full-time Fund Development Manager to find resources to investing in people (and other) resources needed to deliver quality adaptive sport programs to meet Sea to Sky.

Strategic Action: Commit to a 5-year plan to engage and develop a fulltime Fund Development Manager

Key Performance Indicator (Results):

July 30, 2019 (1yr) Create at least zero \$ revenue and investment while developing campaign collateral and CRM – OCAT metric move from low to high in data

July 30, 2020 (2yr TBD based on first campaign outcomes)

July 30, 2021 (3yr) TBD

July 30, 2023 (5yr) TBD

**Update 2019:** We formed a stream-lined Gala task force that helped deliver our most successful Gala to date. \$100,000 was raised and as a result we were able to increase our seasonal and part-time staffing. A new fundraising CRM was successfully piloted in the fall of 2019. The Fall Giving Campaign also surpassed our expectations and raised \$55,000. We continue to work towards moving our Organizational Capacity Assessment Tool (OCAT) metric from low to high.

#### **D) Strategic Pillar: Community and Partner Engagement:**

Focus Action #1 Develop a case to Vail Resorts that describes the value provided by Whistler Adaptive programs and update Program Agreement.

Objective: **Develop a case to Vail Resorts that describes the value provided by Whistler Adaptive programs, and update Program Agreement.**

Strategic Action: Meet with Vail leadership in July to establish a process and working group to complete program agreements/operating plans for the future. Establish a joint Taskforce to create strong planning options and as an outcome by March 2019 complete an updated operational agreement. Key

Performance Indicator (Results):

July 30, 2019 (1yr) Task Force creates updated operational agreement

July 30, 2020 (2yr) Agreement signed off and operational restructuring plan completed

July 30, 2021 (3yr) Restructuring completed

July 30, 2023 (5yr) Review of operational agreement

Additionally, it is an objective to set up stakeholder meetings with key delivery partners in 2019/20 - Review strategic plan and explore opportunities to collaborate - e.g. 1) Youth Program Strategy Special O/ Trisomy 21 (Down Syndrome)/ Canucks Autism/Snow School and Club 2) Training (BCAS/VCAS/CADS/CSIA/CASI/ACA/CS/OTP/Via Sport



***2019 Update:*** A joint task force, made up of representatives from staff and management from Vail/Whistler as well our Executive Director and Board Members Alan Kenney and Meredith Gardner, was struck to update our agreement with Whistler-Blackcomb/Vail and Whistler Adaptive. Unfortunately, due to unavoidable scheduling conflicts, we have been unable to meet with Vail/WB management to complete the signing of the new agreement by July 30, 2019. We will be meeting with key individuals at Vail/WB to continue to move this initiative forward in the fall of 2019.

We also continue to meet with key delivery partners to explore areas to collaborate such as BC Adaptive Snowsports, PMBI, Canadian Adaptive Snowsports, Alpine Canada, Nordiq BC Canada Snowboard Federation, and Whistler Sport Legacies.

***Thank you, our membership and partners, for the opportunity to continue to serve as your Executive Director. Together, we can continue to build a bright future for Whistler Adaptive.***

Chelsey Walker  
Executive Director  
Whistler Adaptive Sports Program Society



## Treasurer's Report

### Whistler Adaptive Sports Program Society Whistler, BC

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TO: Whistler Adaptive Sports Program Society Members

FROM: Taylor Hanscom CPA, CA, Treasurer and Director

RE: Annual Report to Members

DATE: October 27, 2019

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2019 resulted in a net loss of \$38,623 after depreciation. This loss is after a non-cash depreciation charge of \$59,834 for the year. With this and other non-cash items considered our unrestricted net assets increased in the year to \$63,506.

The Society aims to operate at a break even in the long run, and despite the net loss in fiscal 2019 this result was achieved. This year one of our long time and very generous donors requested that their funding be applied to a specific purpose, one which is in line with Whistler Adaptive's mandate. While in most years this donation would have been recognized as revenue, as a result of this restriction the donation of \$36,000 cannot be recognized until fiscal year 2020. The result of this and other accounting rules can make understanding a single year's results for a not for profit organization more complicated than some for profit entities.

A financial highlight of the year was the exceptional support we received from the community. Total revenue in the year of \$442,273 represents a record for the society and was led by our exceptional Fall Fundraising campaign and a remarkable evening at our annual gala. Receipted donations increased by 111% over the prior year. These donations, primarily from individuals rather than corporate donors, are indispensable in providing adaptive sports experiences and help to diversify our fundraising efforts.

Thanks to this strong showing and other factors you will see on the balance sheet that the Society ended the year with a much higher cash balance. The decrease in accounts receivable reflects improvements in our collections efforts, just one of the many ways our hiring a bookkeeper last year has paid off. Overall, we started fiscal 2020 with a healthier financial position than the year previously.

Wages and benefits increased over the prior year reflecting a decision by our Board of Directors that to grow as an organization we needed to bring on more paid staff. Looking ahead, our plan is to leverage this increased capacity into more lessons in fiscal year 2020. The Board will continue to closely monitor our results against the budget to ensure that this expansion does not pose a financial risk to the Society. The payoff we are hoping to see from this development is a higher number of total lessons and a broader and more resilient organization. The latter is admittedly less easily measurable than the former but just as important to the long-term health of the Society.





The budget for FY 2020 has been set, and I feel all the pieces are in place for the Society to reach more lives than ever before. I wish to thank our many donors and volunteers, without whose contributions Whistler Adaptive could not continue to operate.

As always BDO has compiled our financial statements as part of a “Notice to Reader” engagement. Each year in our notice to reader report BDO has noted that I was both a BDO employee and a director of Whistler Adaptive. This year after Whistler Adaptive’s year-end I left BDO to take a job with a local not for profit. While it was never seen as a conflict that I worked for BDO while serving as Treasurer (as BDO does not prepare and assurance engagement), going forward there will be one less item to discuss in my annual report.



**Whistler Adaptive Sports Program Society**  
**Minutes Annual General Meeting**

*October 28, 2018 at 1:30pm  
Hilton Whistler Resort and Spa  
Registration Time: 1:00pm*

*Minutes Prepared by Christiana Spooner and  
Meredith Gardner*

1. Called to Order by Meredith Gardner at 1:38 PM
2. Motion to Approve the Agenda
  - *Moved by:* Alan Kenney *Seconded:* David Cronin
  - *Approved:* Unanimously
3. Motion to Approve the 2017 Annual General Meeting Minutes
  - *Moved by:* Taylor Hanscom *Seconded:* David Cronin
  - *Approved:* Unanimously
4. Motion to approve the Annual Reports of:
  - President
  - Executive Director
  - *Moved by:* David Cronin *Seconded:* Alan Kenney
  - *Approved:* Unanimously
5. Motion to Approve 2018 Financial Report and Treasurer's report
  - *Moved by:* Peter Blitz *Seconded:* Renee Long
  - *Approved:* Unanimously
6. Election to the Board of Directors

All nominated candidates are successfully voted onto the BOD by acclamation, with 1 space available left on the 2018/2019 BOD.



It gives me great pleasure to announce that the following individuals will serve on the Board of Directors of the Whistler Adaptive Sports Program Society. It will also be decided at the first Board of Director's Meeting which Directors will serve on the Executive Committee and/or act as Committee Chairs.

- Christiana Spooner
- Jon Money
- Peter Blitz
- Candice Drouin
- Sue Hargrave
- David Cronin
- Meredith Gardner
- Taylor Hanscom
- Alan Kenney

#### 7. Thank You's

A thank-you presentation was made to David Bell for his contribution to the BOD. David will continue to support fundraising and volunteer recognition work of WASP.

#### 8. Other Business -

#### 9. Adjournment

Open Discussion Following BOD Meeting

### **Fund Development**

We have 2 major fund-raising fund raising efforts in 2018/19 with the Target of Raising a minimum of 100k.

Peter Blitz is leading an initial web-based giving campaign. This is WASP first step working towards the goal of hiring a Fund Development Manager. The goal is 40 k

Whistler Adaptive (WAS) annual Fundraising Gala - May 9th at Royal Vancouver Yacht Club – goal 75 k-100k.

Fund Development Director David Cronin shared that the fund development team is focusing on having athletes and their families convey the power and value of WAS programs. The following 3 areas are targeted to raise funds at the Gala:

Live auction of once in a lifetime experience packages



A silent auction of “Market place” donated items.  
Live “Ask” for donations to support programs

Peter Blitz also communicated that the fund development committee is looking at a Year End Giving Campaign. The method he is using recommended by the Vancouver Social Venture Capital group involves switching from ‘gather’ mode to ‘hunter mode’, based on relationship building.

It was noted that WASP have submitted request to the Epic Fund for support 1200 @ \$150. ea. Chelsey communicated that WAS will approach WB Foundation in Spring for a larger ask of 40-60k.

Vail (WB)/ WAS Operating Agreement

The agreement with Vail/Whistler-Blackcomb (WB) and WAS was discussed. The roles and responsibilities of each group have to be clarified to retain charitable status with the CRA. This agreement previously became outdated through years organic growth.

The current agreement has been signed to extend until Oct 31, 2019 – and a working group is being struck to review and develop an updated operating agreement for the next 20 years of operations for programs that involve Vail participation/ facility use.

Alan Kenney will lead for WAS in this process.

Vail/WB has brought John Brown back as the lead on this project, his strength is in logistics and operations - we need to find someone who will build the agreement.

The emphasis is making sure the agreement captures and supports the capacity and resources to consistently deliver quality programs to meet the need for Sea to Sky and destination clients.

### **Uniforms**

Uniforms are all being moved to the Jeff Harbers Adaptive Sports Centre. Kee Cronin will help with uniforms.

Hiring Winter Staff for Vail/Whistler Adaptive Ski & Snowboard Program

Pete Lee reports the hiring of winter staff is ahead of next year and on track to reach the goal of eliminating the waitlist.

John Brown reports the WB Annual Job Fair was extremely quiet – and being able to fill staff and volunteer roles will likely remain challenging.