



Whistler Adaptive Sports Program - Strategic Plan Scope of Work:

Project Starts: Immediately on securing contractor agreement

Project Due: Final Report by September 15, 2021, or as agreed.

Reports to: WAS Strategic Task Force Chair James Anderson, supported by WAS Executive Director Chelsey Walker

1. Purpose of WAS Strategic Plan:

- To review the 2017 WAS Strategic Plan and assess the current status of the organization against the Objectives / Desired Outcomes of the last strategic planning process 5 years ago.
- To use the recent Program Audit (see Appendix 1) to review input from Whistler Adaptive's key stakeholders (volunteers, funders, participants) that will inform strategic planning process. Selectively engage with and solicit them as required for follow-up questions.
- To review Whistler Adaptive's Vision and Mission Statement and revise to briefer, more impactful statements.
- To use the "Integrated Cascade of Choices" strategic framework model in our strategic planning process – See Figure 1 (Reference: *Playing to Win – How Strategy Really Works* by A.G. Lafley and Roger L. Martin, Harvard Review Business Press, 2013 and the Deloitte paper in Appendix 2).
- To identify and prioritize goals, desired outcomes and strategic directions for the next five years as integrated into the "Cascade of Choices" model and create a "Plan on a Page".

2. Proposed Process:

- Kick-Off Meeting: Confirm scope, objectives and timing of strategic planning process (Week of April 26)
- Review of 2017 Strategic Plan and Results of Program Audit with Alan Kenney and Chelsey Walker (Week of May 3)
- Preparation for May 15-16 Workshop. Focus will be on the first 3 Strategic Choice Cascade Questions:
 - What is our winning aspiration? Review and refine our Vision and Mission Statements.
 - Where will we play?
 - How will we win?
- Synthesize the results of the workshop. Conduct focus groups with key stakeholders to get feedback on draft Vision and Mission Statements and key findings.
- Prepare draft report for the Board to prepare for June 19-20 Workshop.
- June 19-20 Workshop will focus on the last 2 Strategic Choice Cascade Questions:
 - What capabilities must we have?
 - What management systems do we need?
- Early July – Follow-up meetings with Board and key stakeholders / Writing draft of Final Report
- July 22 Board Meeting - Present Draft Final Report
- August – Integrate feedback from Board and conduct follow-up meetings with stakeholders.
- September 23 – Present Final Report



Figure 1 - The Strategic Choice Cascade Strategic Planning Framework

The Strategic Choice Cascade – The X’s and O’s for the business of sport

An introduction

The Strategic Choice Cascade is a proven tool to express what an organization’s strategy is (or should be). It includes an integrated set of questions and choices that should be “solved” simultaneously through

iterative exploration. At Deloitte, we believe that unless your strategy answers the following five questions, it’s not complete.

- What is our winning aspiration?
- Where will we play?
- How will we win?

- What capabilities must we have?
- What management systems do we need?

Each of these critical questions has a number of sub-questions to answer:



Source: *Strategy for the Front Office: How sports organizations can create world-class strategies and achieve breakthrough results.* By Deloitte Consulting LLP



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3. WAS Budget Available for 2021 Strategic Planning Process

- We have a total budget of \$5,000 available for our 2021 Strategic Planning Process. Any pro bono time that contractors may be able to provide towards this project would be greatly appreciated.

4. Contractor Qualifications

- Please provide the qualifications of the contractor's team for this project and other strategic plans they have completed on behalf of other non-profit organizations.



APPENDIX 1– Scope of the Program Audit

The Program Audit will determine the current client needs and projected needs starting winter 2021/22. The key questions are if we are effectively meeting the needs of the Sea to Sky participants and athletes and balancing the demands of destination participants and athletes (outside of Sea to Sky).

WAS would like to analyze potential for offering in addition to current programs:

- Block programming for youth (camps or multi-week programs),
- Autism/cognitive support programs,
- Para-Sport development opportunities (snowboard/alpine/other?).

The Scope of the Program Audit:

- Define participants and athletes by geographic areas and user groups,
- Project the scope of programming we could deliver,
- Understand sensitive price points for our clients,
- Provide information to project what level of equipment, staffing, volunteers and facilities and admin support needed to meet needs by program,
- Research if there is a demand that we are not meeting or are unaware of.

The questions we need answered, specifically regarding Sea to Sky participants and athletes, are:

- What would our current participants and athletes ideally need or want for programming?
- What are their available times to participate in programs?
- What pool of prospective participants and athletes may be able to access services and programs?
- What is the affordability level of clients (including financial demographics)?
- What is the appetite for youth autism/cognitive camps/programs?

The audit should define current use by WAS has current data including:

Participants Days - by sport by individual*

The sources of current data are:

Extranet - Whistler Adaptive Ski and Snowboard

WAS- Google Sheets - Excel

IClass Pro (January to March 2021)

*Note current use should be attached to address of origin, and specifically by these categories

Destination - International, BC, Canadian, other

Lower Mainland

Sea to Sky - (Whistler, Squamish, Squamish Nation, Pemberton, Mount Currie, Lil'wat Nation, N'Quatqua Nation, SLRD Areas C and D)

Determine statistical data from Health, Recreation and Education including:

SD48

Vancouver Coastal Health



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VOP, RMOW, SLRD, DOS, Ministry of Children and Families – Autism Funding Unit

Identify Key User Groups and the role Whistler Adaptive does and could play in their program delivery

Reach out to User Groups and Partners

- Soldier On
- Power to Be
- SCIBC
- Canuck Place
- Pacific Family Autism Centre
- BC Adaptive Snowsports
- Special Olympics BC
- GF Strong – (ie patient loads, types of injuries, medical outcomes)

Reach out to Para Partners

- Alpine Canada
- Snowboard Canada
- Cross Country BC
- Rowing BC/Canada
- Canoe Kayak BC/Canada
- BC Wheelchair Basketball

Reach Out to delivery Partners

- Canadian Sport Institute Whistler
- Whistler Sport Legacies
- Vail Resorts (Whistler Blackcomb)

Interview lead municipal Recreation Partners

- Village of Pemberton/SLRD Area C
- RMOW
- District of Squamish
- Lil'wat Nation
- Squamish Nation

Note: All information will remain the confidential property of the Whistler Adaptive Sports Program Society.



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APPENDIX 2 - Strategy for the Front Office: How sports organizations can create world-class strategies and achieve breakthrough results.

By Deloitte Consulting LLP