



**2021-2025
STRATEGIC PLAN**

Whistler Adaptive Sports has been providing programs and services for individuals with disabilities since 1999. Beginning with a focus in the Sea to Sky Corridor, Whistler Adaptive Sports now welcomes participants from around the world; however, the majority of our programs continues to serve Sea to Sky residents.

Since our last strategic plan (2017-2021) was developed, we conducted two program audits, which were instrumental in informing the direction of this strategic plan. Our new strategic plan focuses on the next five years, 2022-2026, builds upon our last one, and clearly identifies the capacities and systems that are the “legs of the stool” that support our organization and our programs. We also refined our vision and mission statements to be more succinct and clear, articulate our unique value proposition, and identify more specific strategies to support participants along the long-term development pathway.



OUR CURRENT SITUATION, PROGRAMS, AND OFFERINGS

Since 1999, our organization has grown from one full-time staff person and 75 volunteers to 5 full-time, year-round staff, 7 part-time and seasonal coaches, and 200 volunteers. The Whistler Adaptive Ski & Snowboard Program, whose labour is contracted through Whistler Blackcomb, employs 58 seasonal employees and 70 volunteers.

Over the last three years, Whistler Adaptive Sports delivered over 8,700 lessons and nearly 32,000 hours of programming in 25 different sporting options to 634 unique athletes and participants. Ski and snowboard lessons are evenly distributed among adults and children, whereas most of the other lessons are generally delivered to adults. Individuals with cognitive disabilities represent about 50% of the lessons. Approximately 22% of participants are international, destination visitors, 24% are regional, and the remainder come from the Lower Mainland, BC and Canada. While local participants are more likely to engage in shorter programming sessions and consumed 55% of all lessons between 2018-2021, they only consumed 38% of the program hours, whereas international participants only received 10% of the lessons over the same time period but consumed 22% of the total programming hours.

The COVID-19 pandemic shifted the participant demographics significantly, as there were no international guests during the 2020-21 season. Regional participants dropped by almost 50%, and there were only a handful of provincial and national participants. However, Sea to Sky participants increased by almost 30%, demonstrating the continued demand and interest from local residents.

Participants rated their satisfaction (2021) between 4 and 5 out of 5, with those participants who used three or more programs rating 5. The previous audit (2018) indicated a participant satisfaction score of 79/100, with 58% of respondents (out of 40) indicating a score of >81, which demonstrates the appreciation for Whistler Adaptive Sports programs.

Feedback from participants included very positive comments as well as suggestions for changes and improvements:

WHAT PARTICIPANTS APPRECIATE

- Most partnerships appear strong and productive
- Whistler Adaptive Sports expertise is valued and needed
- Programming demand is high and increasing
- Partners rely on Whistler Adaptive Sports' expertise and knowledge to deliver programming to their guests/residents
- The camp-formatted programming

SUGGESTIONS FOR IMPROVEMENT

- Desire for sliding scale and/or financial support for programs as needed
- Stronger partnerships with key organizations in the Sea to Sky corridor are desired
- Need for enhanced communication with partners, including sharing information and being responsive
- There is interest in more long-term focused programming for local participants, integrating adaptive and able-bodied athletes, and providing participants with more support on a long-term development pathway
- Focus on core seasonal, community-based offerings
- Group based programming instead of individual, private programming where possible

OUR SPORTS AND PROGRAMS

Winter Community Based Programs:

- Alpine Ski Race and Freeride, Nordic Skiing and Biathlon, Swimming, Yoga, Indoor Physical Literacy and Multi-Sport Programs in Whistler, Squamish and Pemberton

Summer Community Based Programs:

- Kayaking, Canoeing, Stand-Up Paddle Board/Ability Board, Hiking and Trail Rider, Mountain Biking, Sailing, Rowing, Multi-Sport and Physical Literacy

Camps and Partner Programs:

- Soldier On Allied Winter Camp, SCIBC Adventure Camps, Autism Family Camps, Squamish and Pemberton Leisure Buddy Programs, buddies with other sport organizations, e.g., Whistler Sport Legacies Society

Whistler Adaptive Ski and Snowboard:

- Drop in adaptive ski and snowboard lessons and buddy lessons

OUR WINNING ASPIRATION

Our vision

**“INDIVIDUALS WITH DISABILITIES ARE
EMPOWERED THROUGH SPORT
AND RECREATION.”**

Our mission

**“TO FACILITATE INCLUSIVE, LIFE-CHANGING
EXPERIENCES THROUGH SPORT AND
RECREATION OPPORTUNITIES.”**

Our value for participants

**“WHISTLER ADAPTIVE PROVIDES INDIVIDUALS
WITH A DISABILITY AND NEURODIVERSITY
WITH EASY ACCESS TO A WIDE VARIETY OF
SPORTS PROGRAMMING THAT IS SAFE,
CHALLENGING, FUN, SOCIAL AND PROMOTES
HEALTHY LIFESTYLES.”**

Our value for our partners

**“WHISTLER ADAPTIVE HELPS PARTNERS TO
EASILY AND EFFECTIVELY DELIVER
PROGRAMMING, EQUIPMENT AND COACHING
TO SUPPORT YOUR PARTICIPANTS’ AND
ATHLETES’ DEVELOPMENT IN INSPIRING
WORLD CLASS VENUES.”**

WHERE WE WILL PLAY

Strategies

Our “where we will play” strategies describe the four strategic areas of focus for our organization to most effectively deliver on our winning aspiration. Each strategy includes a goal statement, a description of what success looks like, the key initiatives we’ll undertake, and some priority actions.

PROGRAMS AND VENUES

We provide high quality sport and recreation programming in Sea to Sky venues for all individuals with a disability.

Our descriptions of success

- Our program offerings are optimised to meet participants’ physical literacy, and fitness for life, needs and desires.
- Our programs are well supported and well subscribed, with minimal wait lists.
- Access to program offerings is easy, equitable and efficient, with priority given to families in the Sea to Sky Corridor.

Key Initiatives

- 1** Develop program schedules that prioritize Sea to Sky and regional participants.
- 2** Identify and deliver the ideal number of unique sports to meet needs and that can be resourced (staff and financial).
- 3** Develop club and camp program concepts that offer a regular schedule of multi-sport programming.
- 4** Continue to work with venue partners to break down physical and social barriers to participation.



PARTICIPANT DEVELOPMENT

We support participants to increase their self-confidence and physical literacy, enjoy social connections, and maintain healthy lifestyles through long-term development and fitness for life.

Our descriptions of success

- Participants understand, and are supported through, their program pathways as identified through the Canada Sport For Life Long Term Development Model.
- We welcome increased numbers of new, as well as returning, participants to our programs every year.
- Participants face minimal social, physical and financial barriers.

Key initiatives

- 1** Seek regular input from participants and families to design programs that will meet long term development goals.
- 2** Enhance program offerings for the larger, underserved user groups (cognitive, PTSD, autism, those with temporary disabilities).
- 3** Ensure we provide a range of equitable pricing for programs, and financial assistance to those who need it.
- 4** Create “full circle” programming that supports participants and families to become mentors and coaches.
- 5** Integrate other health goals such as nutrition and injury prevention into programming.
- 6** Support and encourage participants to increase the number of times they participate in programs.



COMMUNITY AND PARTNER ENGAGEMENT

We have strong relationships with our partners and communities that help us understand and meet participant needs, and our communications and promotions tactics help to elevate awareness of our work.

Our descriptions of success

- A culture of collaboration and communication creates strong, quality, diverse program partnerships and minimizes duplication of efforts.
- Our partners stay with us for a long time, we continue to build new partnerships.
- Whistler Adaptive is mindful of our partners' needs, and is viewed as inclusive, sharing, equitable and welcoming.
- Vail Resorts and Whistler Adaptive's collaborative working relationship enables delivery of unique program and venue offerings.

Key initiatives

- 1** Strengthen partnerships with diverse and underserved communities (Indigenous, Squamish, Pemberton).
- 2** Be mindful of and clarify roles and relationships between partners.
- 3** Simplify messaging about what we offer in our communications.
- 4** Include and recognize partners and community more meaningfully in the implementation of all of our Where We Will Play strategies, and invite regular feedback.
- 5** Strengthen and formalize planning processes with Vail Resorts.





FUND DEVELOPMENT

We are sufficiently and sustainably resourced to meet the programming needs of our participants and partners.

Our descriptions of success

- We have sufficient cash flow to meet short-term needs, and sufficient reserves to weather unforeseen storms.
- A capital asset replacement plan and funding is in place.
- A clear fund development strategy exists.
- Fund development is an integral part of WAS operations and risk management.

Key initiatives

- 1** Build capacity for staff to dedicate to fund development.
- 2** Develop a fund development strategy that identifies new sources of funding, targeted strategies for capital assets, and clear a roadmap.
- 3** Work with community funding partners towards longer-term funding agreements.
- 4** Nurture and build current relationships for future fund development.
- 5** Grow donor base through better lead generation.



CAPABILITIES TO BUILD

Capabilities to build are those core capacities that we need in order to deliver on our Where We Will Play Strategies. They are the legs of the table that support and sustain our mission and programs, including how staff and volunteers can be supported to deliver on programs and services. These capabilities need to grow at the same pace as our programs to ensure a healthy and stable organization. Our key capabilities to build are:

- A formal staff development process including goal setting, clearly defining roles and responsibilities, and annual performance evaluations
- Growth opportunities for coaches and volunteers
- A long-term funding plan
- A more robust and transparent budgeting process
- A standardized framework for developing individual training paths
- A fund development manager on staff
- Staff and volunteer recognition programs, and tools to assess satisfaction
- Clear Board of Director roles focusing on oversight
- A strategy to recruit staff and volunteers from diverse backgrounds
- Standardized HR policies and practices



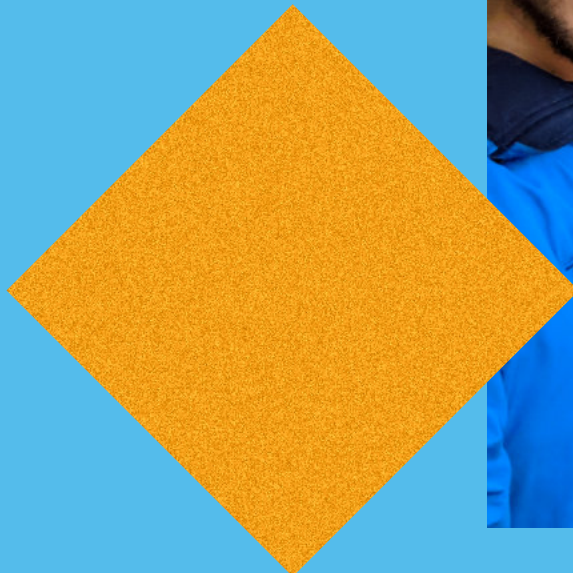
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MONEY,
MO'
ADAPTIVE.**

GOVERNANCE AND MANAGEMENT SYSTEMS

Governance and management systems are the systems that need to be in place to support a strong governance structure and organization, including effective reporting, monitoring and evaluation. These systems support the board in effectively governing the organization and allow the staff to effectively administer and manage.

THE SYSTEMS REQUIRED ARE:

- Board and staff succession and onboarding strategy, including board skills matrix and audit*
 - Governance, financial and administrative systems and procedures
 - Regular progress reports to the board
 - Program evaluation tools and KPI, including evaluation for financial viability
 - Annual schedule and process for board evaluation
 - Annual safety and risk assessment*
 - Scheduled legal review and development of contracts and waivers
 - Volunteer customer relationship management software/system
- * refer to the priority systems needed



KEY PERFORMANCE INDICATORS

Tracking our progress.

PARTICIPANTS AND PROGRAMMING

Reporting Responsibility of Athlete Coordinator and Volunteer and Training Program Manager

An increase in the median number of lessons taken each year by each participant by 1 lesson

2021: 4 median lessons

2022: 5 median lessons

2023: 6 median lessons

2024: 7 median lessons

Ski and Snowboard Program:

10% growth in number of participants per annum.

2022: 1250

2023: 1375

2024: 1513

2025: 1664

Winter Community Based Programs:

10% growth in number of participants per annum.

2022: 800

2023: 880

2024: 968

2025: 1064

Summer Community Based Programs:

15% growth in number of participants per annum.

2022: 1343

2023: 1544

2024: 1776

2025: 2043

Camps and Partner Programs:

10% growth in number of participants per annum:

2022: 700

2023: 770

2024: 847

2025: 932

Growth in number of new participants in programming by 10% per annum

Growth in number of PWD participants that become accredited to participate independently by 5% per annum

Participant and athlete satisfaction levels consistently rated at 4 out of 5

VOLUNTEERS AND STAFF

Responsibility of Reporting of Volunteer and Training Program Manager

- Growth in number of PWD participants that become coaches/volunteers by **5%** per annum

- Volunteer and Staff satisfaction levels consistently rated at **4 out of 5**

- Growth in volunteer pool by **10%/annum**

- **50%** of volunteers are retained annually

Fund Development

Responsibility of Reporting Fund Development Committee, Executive Director (until Fund Dev Manager is hired) and Fund Development Manager

WAS Fund Development to add additional KPI's

Governance, Risk Management and Systems - Responsibility of Reporting Governance Committee, Executive Director and Executive Committee

Governance Committee to add additional KPI's

10% WINTER GROWTH /ANNUM