



The Federation of Mountain Clubs of BC

Strategic Plan 2012—2014

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Background

Purpose

The purpose of this Strategic Plan is to clearly define the vision, mission and purpose of the Federation of Mountain Clubs of BC (FMCBC); and to establish realistic goals, objectives and actions in a defined time frame that are within the capacity of the FMCBC to implement. The Strategic Plan ensures the most effective use is made of the FMCBC's resources by focusing on key priorities, serving the membership with a stable organization that protects self-propelled backcountry recreation activities and interests

Methods

The strategic plan was prepared by developing a:

- *Questionnaire* that was completed by 40 individuals identified by the Strategic Planning Committee as representing a good cross section of views
- *Consolidated Feedback* document which captures all of that feedback
- *Progress Report* that summarizes the key findings from the questionnaire survey
- *Workshop Workbook*, holding a Strategic Planning Workshop on June 4th, 2011 following the FMCBC's Annual General Meeting, and preparing a *Workshop Synopsis* that captures key discussion points
- *Draft Strategic Plan* that was circulated to the Board for club review, and then carefully considering the feedback provided (Note: this will happen).

Visit <http://wiki.mountainclubs.org/fmcbc-e-news/fmcbc-strategic-planning-documents> to view these documents for reference.

About the FMCBC

The FMCBC is a member-driven, democratic, grassroots organization dedicated to the conservation of and access to BC's backcountry¹. The FMCBC was founded in 1971 from a predecessor organization called the Mountain Access Committee that consisted of seven mountaineering and hiking clubs in the Lower Mainland. Since 1971, the FMCBC has grown to represent about 3500 people from 23 clubs across the province. The FMCBC membership is comprised of a diverse group of non-motorized or self-propelled² users including hikers, climbers, mountaineers, backcountry skiers, snowshoers, trail runners and other backcountry users. The FMCBC is the only province-wide organization representing land-based self-propelled³ recreation activities in the backcountry. The FMCBC is a not-for-profit society and registered charity, and is the recognized organization for non-motorized backcountry related activities in BC.

¹ Backcountry refers to areas that do not have human settlement i.e. outside of urban and rural (agricultural) areas.

² Non-motorized and self-propelled recreation are used interchangeably throughout this document in the context of FMCBC's focus on land-based recreation

³ Other provincial organizations represent other forms of self-propelled recreation such as mountain biking and paddling

The Unique Role of the FMCBC

The FMCBC's unique role is in its advocacy on behalf of non-motorized backcountry recreation users. The FMCBC advocates in a number of areas, including the protection of wilderness and parks; the development and maintenance of trails and access to trails; and the promotion of public awareness and respect for self-propelled backcountry recreation.

The FMCBC develops advocacy positions through consensus building and working with its member clubs and partner organizations. The FMCBC represents these positions to government and non-government organizations by, for example, submitting recommendations to those organizations.

The FMCBC works as an umbrella organization to provide a common voice for non-motorized interests by coordinating with its member clubs and partner organizations. The common voice is often developed by building on local perspectives to help shape a provincial position that can be delivered to local, First Nation, regional and provincial governments and other organizations. The FMCBC provides other umbrella services such as offering insurance for, and supporting communication between, member clubs.

The Area of Expertise of the FMCBC

FMCBC members and volunteers have extensive knowledge and experience of non-motorized backcountry recreation activities, and the development and maintenance of trails and access to trails in BC. As such, the organization is positioned to be an effective advocate for issues pertaining to non-motorized recreation in the backcountry.

The experience that FMCBC members provide for the organization includes the province-wide knowledge of trail locations and history of use, past or ongoing recreation issues, and previous planning processes and agreements. Because of this past experience, many members of the FMCBC also have contacts with whom they can work when negotiating for access and trail issues.

FMCBC members also have diverse technical skill sets they bring to the organization through their professions such as lawyers, foresters, biologists, engineers, and government officials.

Where the FMCBC is Strong and Where it Needs to Grow

A Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis is an assessment of internal and external factors that are favourable and unfavourable to an organization. The FMCBC's largest strengths include its many dedicated members and volunteers, its strength in numbers and united voice, and its experience working with government at all levels. The FMCBC's main weaknesses include lack of funding and its dependency on volunteers to take on much of the work. Some key opportunities for FMCBC include raising awareness about the FMCBC and its previous achievements, and improving representation of non-motorized recreation community by expanding membership across the province. Key threats to FMCBC include the lack of interest by many people to join clubs, and an apparent lack of government resources in backcountry recreation. The SWOT analysis table below summarizes these and other key strengths, weaknesses, opportunities and threats for the FMCBC with further details available in the *Progress Report*.

<p style="text-align: center;">Strengths</p> <p>People/volunteers United voice/strength in numbers Experience working with government at all levels Insurance for member clubs Communication Long history Credibility Emphasis on negotiation</p>	<p style="text-align: center;">Weaknesses</p> <p>Lack of funding Dependency on volunteers/burn out Club members not knowing what the FMCBC does Low membership Lack of public awareness Lack of provincial scope Lack of clear direction Differing opinions of members</p>
<p style="text-align: center;">Opportunities</p> <p>Raising awareness about the FMCBC Improving representation by increasing membership More trail involvement Lobbying government Fundraising Increasing partnerships Better use of internet tools</p>	<p style="text-align: center;">Threats</p> <p>Disinterest in joining clubs Lack of government resources Declining numbers of volunteers Perception membership fees too high Public apathy Declining membership Impacts from motorized recreation Lack of funding</p>

Vision, Mission and Purpose

Vision, Mission and Purpose Statements are intended to clearly communicate an organization's intentions and to motivate action. A vision statement describes an organization's image of a desired future (result of action from mission). A mission statement explains what the organization does (its action), for whom and what benefit. Purpose statements speak to the reason the organization exists.

Our Vision

British Columbia's backcountry is shared amongst all recreational users in a way that self-propelled users have reasonable access to an enjoyable experience.

Our Mission

To advocate for safe, self-propelled activities (such as hiking, mountaineering, backcountry skiing, snowshoeing, trail running and other backcountry activities) and the protection of BC's backcountry for current and future generations to experience.

The FMCBC accomplishes its advocacy mission on behalf of the interests of its member clubs and the non-motorized recreation community by working together with outdoor recreation organizations, industry and government agencies and acting under the policy of "talk, understand and persuade", rather than "confront and force". The FMCBC develops advocacy positions by working in a cooperative, consensus-building manner with its member clubs.

Our Purpose

To represent clubs and the public interested in non-motorized backcountry recreation in BC, and to advise and take action on their behalf in matters which may impact their backcountry recreation experiences.

To make recommendations to government and non-government organizations regarding the protection of and access to BC's backcountry and trails.

To encourage self-propelled backcountry recreation, and to promote low-impact and safe practices.

To promote the development and maintenance of a system of trails in BC.

To promote the sound management and preservation of BC's backcountry recreation resources.

Goals for 2012—2014

Goals are general statements that express a desired state or process to be achieved.

Goal 1: Protect self-propelled backcountry recreation activities and interests

Goal 2: Provide responsive service to members of the FMCBC

Goal 3: Maintain the FMCBC as a stable and reliable organization

Objectives and Actions to Achieve Goals

Objectives are outcomes that contribute to achieving the goals; whereas actions are time-specific activities that contribute to achieving the objective. The *Progress Report* and *Consolidated Feedback* documents provide ideas that can support actions such as the development of position papers and plans.

Goal 1: Protect self-propelled backcountry recreation activities and interests

Objective 1.1: Advocate for backcountry access for non-motorized users on Crown land by encouraging compatible legislation, policies and planning

Actions:

1. Form a provincial Advocacy Committee (AC), including representatives from the regional recreation and conservation committees, to broadly consult member clubs on key access issues. Initiate in Fall 2011 and complete by Spring 2012.
2. Reflect those issues and potential solutions in a Non-Motorized Backcountry Recreation Position Paper⁴. Complete the Paper⁵ by Spring 2012.
3. Advocate for changes in legislation, policies and planning consistent with the Position Paper. Undertake in 2012 to 2014.

Performance measures:

- AC consultation with members on key issues completed by Spring 2012
- FMCBC Board approved Non-Motorized Backcountry Recreation Position Paper by Spring 2012
- # of tasks completed consistent with the Position Paper, including meetings with key influencers (government, land users, investors), reported to Annual General Meeting (AGM) each year,

Objective 1.2: Advocate for access opportunities on private lands

Actions:

1. Advocacy Committee (AC) also develops Private Land Position Paper⁶ that addresses the private land access issues and potential solutions raised in consultation with member clubs (as per previous objective). Initiate in Spring 2013 and complete by Spring 2014.
2. Advocate for resolution of issues consistent with the Position Paper. Initiate in 2014.
3. AC develops a club friendly Guide document to support local clubs negotiate access with landowners. Initiate in Fall 2013 and complete by Spring 2014

Performance measure:

- FMCBC Board approved Position Paper in Spring 2014
- # of tasks completed consistent with the Position Paper in 2014
- FMCBC approved Guide completed by Spring 2014

⁴ A draft Position Paper developed in consultation with clubs and in coordination with regional recreation and conservation committees should be shared with Outdoor Recreation Council (ORC) for comment

⁵ The Paper should include a list of tasks/timelines and who has responsibilities for each task; this applies to all other Papers and Plans noted in other objectives and actions in this document

⁶ A draft Position Paper developed in consultation with clubs should be shared with ORC for comment

Objective 1.3: Engage a consultant to support targeted advocacy work

Actions:

1. The FMCBC Board secures external funding needed to engage a consultant to support targeted advocacy and communications consistent with Position Papers (in objectives 1.1 and 2.2). Initiate in Spring 2012 and secure by mid 2012.
2. The Board establishes selection criteria, prepares and posts a Request for Proposals, evaluates proposals and interviews candidates, and hires appropriate advocacy consultant. Initiate in mid 2012 and hires consultant by Fall 2012
3. The consultant selected would develop a Work Plan and budget for the FMCBC Board approval that addresses the roles noted above and any other services identified by the Board, and then implements that Plan. The Work Plan would indicate how the FMCBC volunteers can complement the work of the consultant. Initiate in Fall 2012, complete Work Plan in 2012, and implement in 2013 to 2014.

Performance measures:

- Consultant engaged by Fall 2012
- FMCBC Board approved Work Plan by December 2012
- # of tasks completed consistent with the Work Plan reported to AGM each year

Objective 1.4: Build partnerships with other organizations and businesses

Action:

1. The FMCBC Board seeks ways to strengthen existing partnerships (e.g. with Mountain Equipment Coop, Outdoor Recreation Council, and Bivouac.com) and establish new partnerships and have these reflected in a Partnership Plan. The Plan should include a list of desired outcomes by organization i.e. what each proposed partnership is trying to achieve, Initiate in Fall 2013, complete Plan in Spring 2014 and then implement.

Performance measures:

- FMCBC Board approved Partnership Plan in Spring 2014
- # of tasks completed consistent with the Partnership Plan reported to AGM each year
- # signed formal partnerships each year (by organization and purpose)

Goal 2: Provide responsive service to members of the FMCBC

Objective 2.1: Improve communications and increase awareness of the FMCBC's achievements and role

Actions:

1. Staff works with the FMCBC's Outreach Committee (OC) to continue to publish and distribute Cloudburst and e-newsletters to improve communication between clubs and the public, and to determine how best to improve these services. On-going
2. FMCBC Board members should report back to their clubs regularly. In addition, Board members and staff should personally meet with member clubs at appropriate club events to discuss the FMCBC and determine how it can better serve their needs and report out on these efforts each year at the AGM (e.g. providing a forum for clubs to learn from each other and exchange ideas). Initiate in 2011 and then on-going
3. The OC develops (in consultation with clubs) a Communication Plan with the intent of: (i) better serving member clubs and individuals; (ii) promoting safe self-propelled recreation; and (iii) increasing the FMCBC's profile. Initiate in Fall 2012, complete Plan in Spring 2013 and then implement

Performance measure:

- # of issues of Cloudburst and e-newsletters distributed per year
- # meetings by Board and staff with clubs reported each year at AGM
- FMCBC Board approved Communication Plan in Spring 2013
- # of tasks completed consistent with the Communication Plan reported to AGM each year

Objective 2.2: Improve support to members to develop, access and maintain trails

Actions:

1. Expand the provincial Trails Committee (TC) to provide more regional representation in order to develop a Trails Position Paper⁷ that address key FMCBC trails-related issues⁸ and is used to influence government policy and to support member clubs. Initiate in 2011, complete Paper by Spring 2012, and implement tasks 2012 to 2014
2. TC develop a club friendly Guide to getting trails legally established and protected (i.e. what legal tools can be used) and on other trail-related topics where clubs request guidance. Meet with clubs regarding the completed guide to discuss/improve. Initiate development of guide in Fall 2013, complete and distribute in Spring 2014, and then meet with clubs about the Guide.

Performance measure:

- FMCBC Board approved Trails Position Paper by Spring 2012
- # of tasks completed consistent with the Position Paper reported to AGM each year
- FMCBC Board approved Trail Guide for clubs in Spring 2014
- # of meetings held each year with clubs to discuss/improve the guide reported to AGM each year

⁷ A draft Position Paper developed in consultation with clubs should be shared with ORC for comment

⁸ TC works with AC to avoid duplication and ensure no gaps

Objective 2.3: Provide a competitive insurance option for member clubs

Actions:

1. The Insurance Committee (IC) remains active and continues to seek and provide a competitive (comprehensive and cost effective) liability insurance policy option for member clubs. Each year.
2. The IC works with an insurance broker on definitions in lay terms of what the insurance does and does not cover. Complete Fall 2011 and update yearly as required.
3. The IC develops and maintains a universal waiver for all member clubs to use. Initiate in 2011, complete in Spring 2012, and maintain each year
4. The IC develops and maintains a comprehensive Risk Management Plan for all member clubs to use. Initiate in 2011, Plan completed in Spring 2012, and implemented/maintained each year.

Performance measures:

- The FMCBC continues to offer member clubs the option to obtain insurance each year
- Completion of document explaining insurance coverage in lay terms in Fall 2011 (and updated yearly as required)
- FMCBC Board approved universal waiver in Spring 2012
- FMCBC Board approved Risk Management Plan in Spring 2012

Goal 3: Maintain the FMCBC as a stable and reliable organization

Objective 3.1: Increase club and individual membership to improve representation

Action:

1. The Outreach Committee develops and implements a Membership Plan to increase club and individual membership particularly in underrepresented areas of BC and constituencies (e.g. trail runners). Initiate in Fall 2011, complete Plan in Spring 2012, and implement in 2012 to 2014.

Performance measures:

- FMCBC Board approved Membership Plan in Spring 2012
- # of tasks completed consistent with the Plan reported to AGM each year

Objective 3.2: Increase financial strength and stability

Actions:

1. The FMCBC Board, led by the Treasurer, develops and implements a Financial Plan to increase the FMCBC's financial strength and stability (e.g. establishing a contingency fund). Initiate in Fall 2011, complete Plan in Spring 2012, and implement in 2012 to 2014.
2. The Fundraising Committee (FC) is revitalized to support implementation of aspects of the Financial Plan. The FC identifies any corporate/commercial partners located per Objective 1.4 who might provide long term core funding to assist in increasing the FMCBC's financial strength and stability.

Performance measures:

- FMCBC Board approved Financial Plan in Spring 2012
- # of tasks completed consistent with the Plan reported to AGM each year

Objective 3.3: Ensure the FMCBC is an excellent organization with which to work and volunteer

Actions:

1. The FMCBC Board identifies how the organization can better serve its staff and volunteers (e.g. via a survey of staff and clubs, review of what other similar volunteer-based organizations do). Initiate and complete by Spring 2012
2. Building on the results of the survey, the Board develops and implements a Workplace Plan towards strengthening the FMCBC's support and service of staff and volunteers. Initiate in Fall 2013, complete Plan in Spring 2014, and then implement

Performance measures:

- FMCBC Board approved Workplace Plan in Spring 2014
- # of tasks completed consistent with the Workplace Plan reported to AGM each year
- Improved staff and volunteer satisfaction (e.g. via survey over time)

Strategic Plan Timelines

Objective/ Key Deliverable	Committee/ Board	Fall 2011	Winter/ Spring 2012	Summer/ Fall 2012	Winter/ Spring 2013	Summer/ Fall 2013	Winter/ Spring 2014	Summer/ Fall 2014
1.1 Non-Motorized Backcountry Recreation Position Paper	Advocacy	S	A	I	I	I	I	I
1.2 Private Land Position Paper and Guide	Advocacy	-	-	-	-	S	A	I
1.3 Work Plan for hired advocate	Board	-	-	S/A	I	I	I	I
1.4 Partnership Plan	Board		-	-	-	S	A	I
2.1 Communication Plan	Outreach	-	-	S	A	I	I	I
2.2 Trails Position Paper	Trails	S	A	I	I	I	I	I
2.2 Trail Guide	Trails	-	-	-	-	S	A	I
2.3 Risk Mgt Plan and Universal Waiver	Insurance	S	A	I	I	I	I	I
3.1 Membership Plan	Outreach	S	A	I	I	I	I	I
3.2 Financial Plan	Board	S	A	I	I	I	I	I
3.3 Workplace Plan	Board	-	-	-	-	S	A	I

S = start (initiate) **A**= FMCBC Board approves document **I** = implement

This Strategic Plan should be updated in 2012 to reflect the tasks in FMCBC Board approved Plans and Papers that are approved in Spring 2012

Strategic Plan Summary

Vision

British Columbia's backcountry is shared amongst all recreational users in a way that self-propelled users have reasonable access to an enjoyable experience



Mission

To advocate for safe, self-propelled activities (such as hiking, mountaineering, backcountry skiing, snowshoeing, trail running and other backcountry activities) and the protection of BC's backcountry for current and future generations to experience

Purpose

- To represent clubs and the public interested in non-motorized backcountry recreation in BC, and to advise and take action on their behalf in matters which may impact their recreation experiences
- To make recommendations to government and non-government organizations regarding the protection of and access to BC's backcountry and trails
- To encourage self-propelled backcountry recreation, and to promote low impact and safe practices
- To promote the development and maintenance of a systems of trails in BC
- To promote the sound management and preservation of BC's backcountry recreation resources



Goals and Objectives

Goal 1	Goal 2	Goal 3
Protect self-propelled backcountry recreation activities and interests	Provide responsive service to members of the FMCBC	Maintain the FMCBC as a stable and reliable organization
<u>Objective 1.1</u> Advocate for backcountry access for non-motorized users by encouraging compatible legislation, policies and planning	<u>Objective 2.1</u> Improve communications and increase awareness of the FMCBC's achievements and role	<u>Objective 3.1</u> Increase club and individual membership to improve representation
<u>Objective 1.2</u> Advocate for access opportunities on private land	<u>Objective 2.2</u> Improve support to members to develop, access and maintain trails	<u>Objective 3.2</u> Increase financial strength and stability
<u>Objective 1.3</u> Engage a consultant to support targeted advocacy work	<u>Objective 2.3</u> Provide a competitive insurance option for members	<u>Objective 3.3</u> Ensure the FMCBC is an excellent organization to work and volunteer for
<u>Objective 1.4</u> Build partnerships with other organizations and businesses		

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The Strategic Plan was prepared by the Federation of Mountain Club of BC's (FMCBC) Strategic Planning Committee consisting of:

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- Dave Wharton
- Brian Wood

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