

Strategic Framework

Approved - October 1, 2016

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Introduction

In the fall of 2015, a sub-committee was formed to develop a strategic framework for the Community Association. While the Castle Mountain Community Association has been active as a formal organization since 1996, it has its roots even prior to that time when stakeholders came together in support of the ongoing operation of the ski hill. Through fundraising activities, volunteerism, donations and promotion of community activities, the CMCA has always promoted and supported the community and resort.

Events over the last year such as development of a new Area Structure Plan and the surrounding parks, has changed the landscape and the focus for the Castle Mountain Community Association. As a not-for-profit entity, there are many opportunities available to the CMCA that CMR does not have access to. The time was right to clarify our mandate and develop a strategic framework to guide our role within the community and our decisions and actions.

The sub-committee was made up of a mix of perspectives, new young and older generation members to guide the process with a balance of context and future focus. Members included; Gayle Weeks, Pearl Murphy, Ward Armstrong, Sean Annis, Fraser and Monica Stewart. The process was designed to be inclusive of all stakeholder perspectives and to include both input and feedback throughout.

The process started in December, 2015 with input from the community through a survey designed to gather information on what members see as the role of the CMCA (mission and mandate), collective values and strengths. In addition, we received input on what we need to pay attention to and demographic information to create a greater understanding of our community.

The response was great and provided the rich input we had hoped for to create our first draft Strategic Framework, (Mission, Mandate, Vision, Values and Guiding Principles.) It was also encouraging to see that the input from the community validated much of the “informal mandate” we have been operating under. Over the summer we solicited feedback on our draft framework – again the response was positive and provided constructive feedback which was incorporated into the final draft.

The following Strategic Framework was endorsed and approved by the membership at the AGM October 1, 2016. This Strategic Framework will serve as a guide to goals, objectives, actions and decisions moving forward.

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Mission

Castle Mountain Community Association is committed to promoting a family oriented, safe and sustainable community experience for its members and visitors.

Mandate

The Castle Mountain Community Association (CMCA) is a registered non-profit society made up of members that are Castle Mountain Resort (CMR) residents, shareholders, and/or active resort users and community supporters. The CMCA and its roots have a long history in supporting the viability and long term sustainability of the resort and surrounding area.

The Castle Mountain Community Association is committed to being a catalyst to engage the community through collaborative partnerships and volunteerism in plans, actions and activities that:

- Promote and support a family oriented safe and sustainable community experience.

- Provide advocacy as needed to ensure the collective voice of the community is heard on matters that enhance community wellbeing, advance common interests and support the viability and long-term sustainability of the resort and surrounding area.
- Collaborate with developers to ensure a vibrant community that aligns with the mission and values of the CMCA.
- Promote an inclusive, family oriented community for members and visitors to enjoy while recreating, living or visiting our mountain community.

Vision

A vibrant community sustained through collaborative partnerships, shared values and common interests.

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Values and Guiding Principles

Family Oriented:

- Families are the heart and soul of the community.
- New and multi-generational families alike come together as one community
 - o to recreate and have fun together
 - o to enjoy the safety of a close knit community that allows parents to relax and kids to play
 - o to strengthen family relationships
 - o to develop and deepen community relationships
 - o to support each other
 - o to celebrate with each other

Inclusiveness:

- The CMCA encourages an inclusive and unified community built on a foundation of shared values.
- The CMCA strives to provide all community members opportunities where their perspectives can be heard.

Sustainability:

- The CMCA values long-term sustainability by:
 - o supporting plans and actions that contribute to the long term success of the community
 - o working collectively to be good stewards of the environment
 - o promoting and facilitating activities that enhance the wellbeing of community members and the visiting public

Integrity:

- The CMCA is committed to being accountable, transparent and responsive to the community.

Collaboration:

- The CMCA facilitates collaborative partnerships that support community initiatives.