

'The *meaning of life* is to find  
your gift. The *purpose of life* is  
to give it away.'

Pablo *Picasso*

**IMPLEMENTING CHANGE  
IN RESPONSE TO A  
CHANGING WORLD**

# Youth reflect Change and determine future trends

90% of adult participants in outdoor recreation started between ages 5 and 18

# Young Outsiders - Age 6-24

- Percentage of young outsiders declining 7% each year
- 79% of young outsiders are Caucasian
- 56 percent of young outsiders are male.
- Peak youth participation in outdoor rec = age 10

# Need for change?

Is the organization delivering on its mission and vision?

# Mission Statement

The Mountaineers mission is to enrich the community by helping people explore, conserve, learn about and enjoy the lands and waters of the Pacific Northwest and beyond

# Vision 2017

The Mountaineers is the **foremost outdoor recreation organization** of the Pacific Northwest. We are a **trusted source** for instruction and information on responsible enjoyment and protection of the natural world. Our **programs and books provide safe, exciting and fun opportunities** for exploration and learning to outdoor enthusiasts of all ages. The Mountaineers **Program Centers** serve as **urban gathering places for the outdoor community** and our lodges are gateways to adventure. We connect people with the outdoors to **support the physical, emotional and social benefits of a healthy, active outdoor lifestyle** and because successful conservation depends on it. We **extend our leadership to the realm of stewardship, public policy and public lands planning** to cultivate outdoor citizenship among the recreating public. The Mountaineers serves a broad community, offering outings and programs to anyone who wants to learn about and enjoy the outdoors – **especially the next generation of explorers, educators and conservationists.**

# Mountaineers Demographics

- 10,000 Members
- 48 years old on average
- Average age is decreasing. It was age-49 in 2011 and age-52 in 2005
- 56% Male
- 94% Caucasian
- 83% Empty-nesters



# # Facebook Likes

- Seattle Seahawks – 2,616,231
- UW Huskies – 221,199
- American Alpine Club – 46,134
- The Mountaineers – 6,558

Total percentage of 18-24 year olds who already use social media = 98%







Photo Courtesy of Don Madden



# Multiple Ways to Get Together

Online Meetup Groups:

- 20 and 30 Something Happy Hour to Hikes – 9236 members

# Strategic Plan - Program Elements

- Community
- Outdoor Adventure and Instruction
- Volunteers
- Content
- Gathering Places and Gateways
- Conservation and Responsible Recreation
- Youth and Family

# Recent Program Investments

- Youth Programs
- Fundraising
- Stewardship Projects
- Volunteer support
- New website



# Older Members Provide the Foundation

- Program Experience
- Support the Mountaineers financially
- Serve as volunteers
- Wisdom

How are we doing? What are the big outstanding issues?

Does the organization need to keep changing?  
Is it moving too fast or too slow?

# Change Process

- Identify the issues with important stakeholders
- Create awareness – get feedback
- Modify issues
- Develop strategies and costs to address the issues
- Identify alternatives with budgets
- Agree on recommended alternative, funding and schedule
- Implement