

# **Canadian Ski Patrol System**

## **Strategic Plan** **2009 – 2014**

**2009 National Annual Conference – Oshawa, Ont.**

Approved by Board of Directors April 22, 2009



# CSPS Vision Statement

*“The CSPS strives to be the premier safety and first aid organization serving outdoor sports and recreation in Canada”*



# CSPS Mission Statement

*“To promote safety and injury prevention and to provide the highest possible standards of education, certification and delivery in first aid and rescue services”*



# We are!

The Premier Provider of Snow Sliding  
Safety and Rescue Services in Canada



# CSPS Areas of Focus

1. **Stability and Sustainability**

Ensure sustainability and growth potential for the CSPS through maintaining a solid financial position

2. **Volunteerism**

Encourage maintenance and expansion of a strong volunteer base committed to excellence

3. **Industry Leader**

Become the dominant certification body for the training of Ski Patrollers in Canada

4. **Expansion and Diversification**

Expand our delivery market to include other organizations from within the larger outdoor sport and recreation industry

5. **Influence and Advocacy**

Become a recognized resource for information in the creation of public safety and health policies as they relate to the outdoor sport and recreation industry



# CSPS Updated SWOT Analysis to 2009-2010

<b>Strengths</b>	<b>Weakness</b>
<ol style="list-style-type: none"> <li>1. Dedicated resources committed to delivering first aid education programs and providing first aid services.</li> <li>1. Quality, comprehensive first aid educational program and first aid service offering</li> </ol>	<ol style="list-style-type: none"> <li>1. Financial stability and sustainability within the context of declining traditional funding sources coupled with decreasing membership.</li> <li>2. Downward trend in the availability of volunteer resources within the system and the entire not-for-profit industry.</li> <li>3. Lack of appropriate assignment of roles and responsibilities (volunteer resources or paid resources)</li> <li>4. Inconsistencies in the expectations, application and delivery of the National Certification standards</li> </ol>
<b>Threats</b>	<b>Opportunities</b>
<ol style="list-style-type: none"> <li>1. Competition from other patrol service providers and first aid education organizations.</li> <li>2. Industry driven changes in some regions towards the total customer experience model where the operational and/or volunteer services of the CSPS may no longer be required.</li> <li>3. Industry driven changes and expectations in patroller certification that effect current and future membership.</li> <li>4. Age related gap in membership and its effect on Leadership and succession planning</li> <li>5. Current recession and its impact on membership, our sources of revenue and the snow industry viability</li> </ol>	<ol style="list-style-type: none"> <li>1. Positioned to become recognized as the snow sport industry standard/leader in education and service provision.</li> <li>2. Increasing the breadth of our service provision to our existing all-season resorts partners</li> <li>3. Provision of first aid training services to the larger outdoor sport and recreation industry</li> <li>4. The Canadian Ski Patrol System volunteer service offering as it provides a cost saving potential to the snow industry</li> </ol>



# **Expected Outcomes 2009-2011**

## **Theme Statement**

**To effectively pursue our Vision and Mission, the CSPS will proactively and assertively market the professional, high quality standards and service quality delivered by the CSPS.**

**This will be done both internally to retain and recruit members; and externally to maintain and expand services in the snow industry and related fields**



## Focus 1      Stability and Sustainability

- Ensure sustainability and growth potential for the Canadian Ski Patrol System through maintaining a solid financial position

### Strategic Objectives

- Develop a long term financial strategy and supporting plan to ensure sustainability of the CSPS
- Increase revenue and diversify revenue streams

### Expected Outcomes 2009/2010

- Transition completed to an activity-based budget process no later than January 2010
- Implement fund development plan to attract more sponsorships, partnerships and donations, both internal and external to the snow sport industry to include a 5% increase over 08/09 fundraising results as well as the identification of a new title sponsor
- Develop a series of contingency plans that take into consideration changes to the economy at large and membership demographics

### Expected Outcomes 2010/11

- Develop a framework to evaluate financial trending.
- Develop a scheme(s) to lessen our dependency on membership fees
- Measurement and monitoring procedures in place for revenue/expenditures and results achieved



## Focus 2 Volunteerism

- Encourage expansion and maintenance of a strong volunteer base, committed to excellence.

### Strategic Objectives

- Increase and retain membership through focusing on developing and communicating volunteer benefits and providing a wider range of inclusive volunteer opportunities
- Re-define and employ human resource management systems and processes for volunteers and paid resources to better utilize our most valuable assets
- Develop a succession planning protocol to assist in ensuring continuity within the operational structure

### Expected Outcomes 2009/2010

- Complete selection and approval process and transition to new CEO
- Complete identification of positions where paid staff are required to ensure continuity and sustainability with a report and recommendations due in time for the 10/11 planning cycle
- Develop a clear understanding of "pride of membership" that is included in specific plans in place to increase and retain membership in specific areas of the system.
- Develop a report on the effectiveness and the sustainability of our current written communications and their delivery methods that go to our membership. Specifically Sweep, Sk-E-Patrolling News and Zone Presidents' News
- To encourage Zones and Division to promote former members to form an alumni and Nationally to develop a network of the regional alumni

### Expected Outcomes 2010/11

- 5% increase in Membership
- Have in place plans to address actionable items from the report on the effectiveness and the sustainability of our current written communications and their delivery methods that go to our membership



## Focus 3

## Industry Leader

- Become the dominant certification body for the training of Ski Patrollers in Canada

### Strategic Objectives

- Achieve formal snow sport industry endorsement of the CSPS first aid certificate as the industry standard.
- Encourage reciprocal inclusion of industry representation into management structures at National, Division and Zone levels to develop and expand partnerships within the industry
- Deliver Patroller Certification Programming based on a modularized training model

### Expected Outcomes 2009/2010

- Each Division will identify a CSPS member as a representative on the Ski Area Operators Association in their geographical region no later than March 2010
- Complete Phase 2 of the Patroller Certification Program by 31 December 2009
- Develop and implement a process to evaluate success and customer satisfaction with CSPS education and operational services using continuous improvement methodology
- Develop plans to identify CSPS as the premier service of our kind in Canada that identifies the benefits associated with using our service provision(s)

### Expected Outcomes 2010/11

- Introduction of "Patroller Certification Program" into the CD
- Complete the identification of "modules" for the Patroller Certification Program



## Focus 4

## Expansion and Diversification

- Expand our delivery market to include other organizations from within the larger outdoor sport and recreation industry

### Strategic Objectives

- Develop strategic alliances and partnerships with organizations outside the snow sport industry
- Develop and implement an integrated communications strategy that ensures relevant and timely communication of information, both internally and external to the CSPS
- Develop marketing plans for current and potential CSPS products

### Expected Outcomes 2009/2010

- Regular article contribution schedule in place and reported to membership at NAC
- Redesigned website goes live by January 2010
- Number of resorts serviced to be maintained and target for increase established within each Division Results
- Develop a plan for all Season diversification with our all season resort partners

### Expected Outcomes 2010/11

- Deliver the plan for all Season diversification with our all season resort partners
- Increase in number of resorts served and paid patrollers trained
- Each Division to visit and provide analysis of resorts serviced/potential expansion within each Division by October of 2009



## Focus 5

## Influence and Advocacy

- Become a recognized resource for information in the creation of public safety and health policies as they relate to the outdoor sport and recreation industry

### Strategic Objectives

- Establish formalized Federal and Provincial government liaison at all levels of the organization

### Expected Outcomes 2009/10

- Government liaison for both funding and policy established in each Province and Federal for 09/10
- One or more meetings held between Division/Province and National/Federal Governments in 09/10
- Develop a list of specific Government Agencies and departments, provincial and federal that the system can benefit from financially and or liaise with in order to further our strategic aims and objectives

### Expected Outcomes 2010/11

- Government recognition of services in each Province and nationally. Emergency Service resource.
- Snow Sliding Public recognition of the quality and provision of CSPA service(s).

