



2018-2019 ANNUAL REPORT



A letter from our board of directors.

AS WE LOOK BACK on the 2018-2019 season, the Canadian Ski Patrol (CSP) can claim another year of success as Canada's largest volunteer first responder organization. As we move another year closer to our 80th anniversary (in 2021), the success of this organization continues to be driven by the dedication and passion of our growing membership.

Some of the highlights of this past year include:

Renewing our human resources policies: Our policy on mutual respect has been expanded, ensuring that the CSP provides the safest environment possible for staff and volunteers. Our Code of Ethics, Code of Conduct, and Conflict of Interest policy documents have also been updated to strengthen the organization's position on ethical and proper decision making.

Enhanced stewardship of our finances: We recognize that our finances are a finite resource, and, more importantly, based upon the engagement of our membership. We have instituted new controls and a revised expense policy for the national executive, and have struck a financial oversight committee, led by the Chair of the Board and the President and CEO, to ensure we keep a close watch on our financial position.

This year has not been without some changes however. In the early fall, we said goodbye to Colin Saravanamuttoo. Colin was the CSP's second president and CEO, serving six years in the role. Colin was instrumental in refocusing the brand and exposure of the CSP. His leadership efforts and passion towards

brand potential led to a revitalization in the organization's internal and external image. The bulk of these rebranding efforts were completed ahead of schedule, and the interest from our membership outmatched the initial supply of new vibrant uniforms.

Replacing Colin in October, we welcomed Bruce Robinson, CPA, CMA, to the role of President and CEO. Bruce brings to us a wealth of experience in the snow resort industry, most specifically fourteen years with Freestyle Canada. A former competitive freestyle skier and later producer of the Pontiac World of Skiing television series, Bruce's true talents lie in her expertise in management and governance. Bruce's experience and skill will support the CSP's continued growth and build our internal capacity to function as a responsible and efficient organization.


Regretfully, over the last two years we lost several past leaders who were influential in the growth and development of the CSP. At the start of 2018, we lost Brian Hall, Life Member No. 19. Brian, a past national president and chair of the board of directors, created the first management committee, separating the board from the day-to-day activities, a legacy which continues today.

In April 2018, we said goodbye to Mark Labow, Life Member No. 6. The CSP's longest serving member to date, with an amazing 70 years of membership, Mark was a founder of the Fédération Internationale des Patrouilles de ski (FIPS). Then in June, Life Member No. 40, Bob Stowell, passed away at the age of 96. Bob was the Pacific North Division president for many years, and a

regular contributor to the national conversation.

Finally, in April this year, we said goodbye to John Leu, Life Member No. 15, and the organization's first executive director. John was known by many members across the CSP and an equal number within the snow sports industry.

These four men, among many others, contributed greatly to where the Canadian Ski Patrol is today. Their contributions will not be forgotten.



Anne-Haley Callaghan, Chair, Board of Directors,
Ron Cameron, Vice-Chair, Board of Directors

RENEWING OUR CORE

In 2013, the CSP board of directors and the national management committee set about building a path of renewal. This renewal started with the rebranding of the CSP, creating a new and vibrant look and feel for the organization. CSP members have fully embraced the new CSP image and style, proudly wearing the new red uniforms and every zone and division adopting the new CSP look and feel at a local level.

Our work is not complete, however, and many of the avenues of change and growth will require more time to proclaim a success. Moving forward into the future, we have taken several new approaches to governance and finance:

Governance:

Revisions to the by-laws and our governance model: Supported by the governance experience of Bruce Robinson, President and CEO, the CSP has initiated a review of the content of By-Law No. 1, as defined by the Not-For-Profit Corporations Act. The goal of this process will be to streamline the content, making changes to programs traditionally defined in the regulations less onerous to modify, increasing their flexibility to deal with issues and offer a more positive member experience. Furthermore, we recognize that leveraging technology can increase participation. The regulations will be modified such that the annual meeting of the members can take place in a virtual space, reducing the need for regional representatives to incur additional travel costs throughout the year.

Financial Management:

Recognizing that CSP finances are a precious and finite resource, the financial oversight committee (FOC) was created in the fall of 2018. The Board of Directors charged this committee with providing financial and risk oversight to the national. The development of the FOC strengthens the CSP financial processes and systems, bringing the CSP in line with best practices within non-profit governance. We have taken steps to broaden our engagement of CSP members by inviting zone representatives to consult with the CSP management and the FOC while we develop operational budgets for 2019-2020 and review the financial framework of the CSP.

Professional development plan:

The CSP's management structure, from the patrol level to the national executive, relies almost exclusively on volunteers. These dedicated volunteers are active ski patrollers and take on extra responsibility to steer the organization forward as managers, supervisors, project leaders, and technical specialists. While passion and dedication are in abundance, leadership qualities can vary. In response to this, we have set about a plan to offer consistent training and support for positions at all levels, starting with training our patrol leaders and supporting the ongoing development of the board of directors. The goal of this plan, which will take some time to fully implement, is to ensure that volunteers have the skills required to accomplish the roles to which they are elected and/or appointed.



Moving towards
our future.

EVOLVING FOR THE FUTURE

Our environment is rapidly evolving around us and the CSP needs to adapt quickly to this evolution. Embracing innovation and new ways to deliver our programs and services needs to be a hallmark of the CSP.

This modernization campaign started with the overhaul of the CSP brand image and style. The creation of new uniforms, a clean and simplified brand has helped raise the profile of the CSP which has resulted in the

Moving forward, we need to focus on modernizing our training and development programs. Modernizing our AFA education program means employing technology and improved educational design to deliver our program to a wider group of people. We need to increase the flexibility with which we deliver the training program and recognize a one-size-fits-all approach is dated.

Over the past year, the CSP has conducted a wholesale review of its educational program. Long considered the jewel in the CSP's crown, the Patroller Manual and the backbone Advanced First-Aid program are set to be renewed. This process however has not been without struggle, as the core members of the training team are volunteers, with commitments and families that sometimes leave little time for CSP matters

The CSP is working off a 15-year-old information technology platform that must be modernized to better meet the needs of our individual members, zones, and divisions. Charlie Turner and Pierre Charest, both long serving life members of the

CSP, have managed the current platform with pride and expertise and the CSP thanks them for their critical contributions. We must build upon their work and bring our IT systems up-to-date with more current applications and services.

We need to modernize our governance, how we manage and organize ourselves. The most important task we have is to improve the level of engagement and communication between the national level with the divisions and zones. The CSP must become more disciplined, trusting, and efficient about how we govern our 208 patrol units, 56 zones, nine divisions, and one national organization. The zones, divisions, and national often work at cross purposes and this complicates an already structurally complicated organization. We need to address our governance now so we can move forward with focusing our attention on the CSP's core business.

Last, to remain relevant to our ski area partners, we must continue to refine the CSP business model to meet the needs of ski area managers. The stark reality is there is competition for ski patrol services delivery in the market place. The CSP does not exclusively own this space, we are not a monopoly and we must shift our culture to be more competitive. First aid is our core business, however, we must provide added value to the ski resorts, define their needs and design solutions that meet those needs. If we want to continue to grow and be the most prominent provider of ski patrol services in the country, we need to evolve.



Connecting Canadian Ski Patrol with communities across the country.

STRENGTHENING OUR CONNECTIONS TO CANADIANS

The CSP is fiercely proud of its past. For almost 80 years, it has been the first-aid and rescue organization of choice for the Canadian snow resort industry. Canadians know about the ski patrol because of this amazing history of service. In saying this, however, we recognize that the landscape of the industry is changing. Climate change is having a profound impact on winter. As resorts shift to operate year-round, the CSP needs to adapt to the changing needs of both the snow resort industry and the patrons it serves.

The first aid skills obtained by our members are 100% transferable to other environments. Our members can be found providing the same level of care and expertise at year-round sporting and cultural activities across the country. We continue to adapt our service delivery model to meet the needs of active Canadians through, for example, the creation of bicycle or motorcycle emergency response units. The Motorcycle Emergency Response Unit (M-ERU), in particular, is a very successful joint venture between Central Zone and the Toronto Police Service and has been internationally recognized by the International Motorcycle Response Unit Association.

This year we reconnected with one of our most popular programs, the Pace Penguin Program. The Pace Penguin Program is targeted at children 3-8 years of age, their parents, and the general riding public to improve safety on the slopes. This past January, with the support of the Canadian Ski Council, Mount St. Louis-Moonstone, and Konica Minolta, the CSP held an open invitation to the public to learn all about slope safety using the Pace Penguin program on National Ski and Snowboard Day. Over 150 families were directly engaged in a discussion about ski safety and we actively engaged a corporate partner, Konica Minolta, to deliver the activity

We believe the Pace Penguin Program can be modified to deliver a positive ski safety message to an entire new cohort of skiers and riders: New Canadians. By working with the Canadian Ski Council, the CSP can reach new Canadians with a positive message. We see the CSP as the safety expert and partner while the Canadian Ski Council works toward one million new skier and rider trials over the next five years.



Board of Directors

Anne Haley-Callaghan, Chair

Richard Asselin, Corporate Secretary

Ron Cameron, Vice-chair

Marco Romani, Director

Denis Dion, Director

Jeffrey Reath, Director

Fred Haight, Director

Colin Saravanamuttoo, President and Chief Executive Officer (until June 2018)

W. Bruce Robinson, CPA, CMA, President and Chief Executive Officer (starting October 2018)

Management Committee

Colin Saravanamuttoo, President and Chief Executive Officer (until June 2018)

W. Bruce Robinson, CPA, CMA, President and Chief Executive Officer (starting October 2018)

Andrea Burry, Vice-President of Members and Resorts

Greg McCormick, Vice-President of Brand and Partners

Linda Andrews, Vice-President of Training and Development

Tom Tull, Vice-President of Business Operations

Ian Bowen, Division President's Representative to the Management Committee

Renée Thivierge, National Office Manager

CANADIAN SKI PATROL / NATIONAL OFFICE STATEMENT OF OPERATIONS

For the year ended March 31				For the year ended March 31			
	Budget (Unaudited)	Total	Total		Budget (Unaudited)	Total	Total
Revenue				Expenses			
Sales (Note 2)	\$ 86,500	\$ 108,661	\$ 136,113	Amortization of tangible capital assets	6,300	5,961	6,167
Internal revenue				Fund development	45,200	26,223	35,950
Membership fees	632,304	635,659	623,472	Leadership conference	-	3,544	217,986
Program revenue	37,300	15,358	9,467	Internal meetings	92,500	75,241	81,361
Donations	-	-	-	External meetings	4,000	4,127	8,404
	669,604	651,017	632,939	Education resources	9,200	4,136	8,063
External revenue				Professional development	-	-	-
Direct mail	54,600	51,215	54,906	Insurance	90,418	94,927	93,048
Other external programs	5,500	10,807	12,931	Head office	411,609	383,076	426,679
Other rent	3,600	1,800	3,600	Corporate communications	29,500	25,681	20,565
	63,700	63,822	71,437	Finance	13,200	11,612	17,165
Other revenue				Board/MC expenses	5,750	5,561	4,650
Advertising	-	-	600	Cost of sales	95,400	110,736	130,168
Expense recoveries	34,570	31,533	51,353	Patroller resources	5,000	7,040	3,527
Interest (Note 6)	300	313	262	Endowment contribution	-	-	625
Leadership Conference	-	-	147,934	Professional fees	24,3000	79,138	19,604
Other income	-	911	6,076		832,377	837,003	1,073,962
	34,870	32,757	206,225				
	854,674	856,257	1,046,714	Excess (deficiency) of revenue over expenses for the year	\$ 22,297	\$ 19,254	\$ (27,248)



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For more information please contact CSP **President and CEO, W. Bruce Robinson, CPA, CMA**
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