



## 2018-2019 Annual Operating Plan

The Canadian Ski Patrol's multi-year journey of renewal continues. While our priorities are evolving, there is a consistency to our efforts as we build on our significant progress from the last number of years. It is worth emphasizing that we are ahead of plan regarding our operational renewal, a success we should celebrate. This success is countered by more modest progress in the area of new revenue development. We knew that side of the renewal would take more time, but it is disappointing to have seen the slower progress to date.

We continue to take our direction **from the organization's 2015-2020 strategic plan**. Our efforts continue to be focused on making us modern, professional and relevant. That means being a modern, professional and relevant partner to the snow industry (and beyond). Equally it means being a modern, professional and relevant organization to our members, our most valuable resource.

Financial stability and sustainability remain our most significant challenge. We have managed our expenses closely and continue to look for ways to increase efficiencies. Most recently we have initiated a process to look at the possibility of selling our national office building and moving to a more cost-effective operating model. However, expenses are just one side of the equation.

The larger issue is increasing our revenue streams at the national level, thereby reducing our reliance on member certification fees to fund the organization. Achieving material sponsorship and philanthropic revenue streams has proven to be a challenge. The sponsorship environment, in particular, is becoming increasingly competitive as a greater number of organizations go after a smaller pool of more focused sponsors. While we have built some potentially interesting relationships, we have not yet seen the full impact of the investment in those relationships. As an organization, we face the obstacle of **being viewed as supporting a rich person's sport, which is a particular challenge** from a philanthropic perspective. Additionally, we have witnessed **donors'** desire to give at a more local level, which is borne out in the relative success of some zones and patrols with their fundraising efforts.

We did have success with our national conference sponsorship, growing conference revenue by more than 50 per cent. We are encouraged by the growth of existing relationships because it is a sign that partners see value in their relationship with the Canadian Ski Patrol. We are also encouraged by some recent developments in the industry involving some key partner companies. We will continue to nurture and grow our existing relationships as well as build new ones.

In 2016-2017, we were thrilled to stem a 20-year decline in our membership. Last year we commented that this membership growth was a significant milestone and an important step in our journey of renewal. 2017-2018 saw a second consecutive year of growth, which is very satisfying and a sign that our work is paying off. It is important that we maintain our focus on driving recruitment and retention

in order to continue this trend of growth. **There are many demands on members' lives and competing interests** that can draw people away. We need to focus our efforts on providing the best member experience possible.

Part of that member experience is related to the quality of our leadership, at all levels of the organization. The board and management committee are committed to transformational leadership and to leading the organization along its continued journey of renewal. Each of the portfolio leaders sets individual goals for the portfolio, but there is equally a deep commitment to build a strong and collaborative management committee. Led by the president and CEO, there is ongoing and active management oversight to support the portfolio leaders and to ensure that we achieve our full potential as a team.

Individual leadership effectiveness and overall leadership cohesion are key element of our success over the last years. As we plan for the transition to a new senior executive leader in the next fiscal year, we will undertake a structured approach to managing this important change.

In looking further ahead, we have identified concerns regarding the sustainability of our approach to first aid training and certification. Our current proprietary program relies very heavily on the extreme efforts of a small team of dedicated volunteers. We are overly reliant on this small team and we have been unsuccessful in recruiting new team members to share the load or take over certain functions. At the same time, expectations of our program, including for online delivery, continue to grow. This, in turn, increases the demand on our volunteers. We believe it will take a significantly greater number of people to develop and maintain the first aid program of the future. With these questions of sustainability, we have initiated a process to review several possible approaches to training that will **utilize the organization's finite resources** most effectively.

Another priority area relates to our business delivery and our organizational structure. 2017-2018 saw the addition of division president representation to the national management committee. This was a very positive step, which improved communication, facilitated regional input into decision-making and program development, and drove a more aligned approach to how we run the organization. We are focused on leveraging this new approach in the year to come. We will also work to support and facilitate ongoing regional discussions to develop more sustainable and effective governance structures. 2017-2018 saw Atlantic East Division rationalize a number of zones, merging and aligning to provide a more efficient, effective and logical structure. In 2018-2019, we will continue to lay the groundwork for further rationalization. This remains an important part of modernizing the organization.

**For the year ahead, and similar to the past year, the organization's most significant** areas of focus are related to:

1. financial sustainability
2. membership numbers
3. organizational structure and service delivery model

In support of these key areas, our specific operating priorities for 2018-2019 are summarized below.

## 2018-2019 Operating Priorities

1. Continue work to develop a robust and sustainable financial model including new sources of revenue
  - o Commercial sponsorship
  - o Philanthropic giving: legacy giving, Summit Supporters, direct mail, etc.
  - o Grant submissions
  - o Paid first aid training
  - o Investigate other revenue streams
  - o Formalize financial project support from zones and divisions
  
2. Continue operational renewal with focus on business service delivery and move toward new organizational structure
  - o Facilitate and promote ongoing strategic discussion of CSP future state
  - o Support discussion and implementation of structural changes
  - o Manage transition to new senior paid executive
  - o Develop model of staff, volunteers and strategic paid resources to support new CSP
  - o Investigate sale of national office building
  - o Continue digital consolidation process
  - o Roll out new national registration process
  
3. Focus on strategy, delivery and accreditation for national advanced first aid program
  - o Undertake strategic review of sustainable first aid delivery options, including potential licensing of third party first aid program
  - o Update training and development roadmap and strategy
  - o Continue necessary updates
  - o Expand new approaches to training and delivery, including focus on leadership development
  
4. Deliver a relevant and compelling member experience
  - o Maintain coordinated national oversight of recruitment and retention strategy, including regional reporting
  - o Continue to address unnecessary barriers to membership while maintaining standards
  - o Formalize multi-year national conference strategy
  - o Deliver modern member-centric communication vehicles
  
5. Continue to develop and promote CSP brand
  - o Work with external resources to build external awareness
  - o Nurture and expand industry partnerships

## Portfolio Accountabilities and Plans

It is two years since we introduced the new Canadian Ski Patrol management committee structure:

- President and Chief Executive Officer: Colin Saravanamuttoo
- Brand and Partners: Greg McCormick, Vice-President
- Business Operations: Tom Tull, Vice-President
- Members and Resorts: Andrea Burry, Vice-President
- Training and Development: Linda Andrews, Interim Vice-President
- Division President Representative: Ian Bowen, Chair
- National Office Manager: Renée Thivierge

Generally there has been a high degree of collaboration between the portfolios, reflecting our key objective of reducing siloes. In the last year, there has been some modest tweaking of accountabilities between portfolios. The full list of accountabilities is included below.

The 2018-2019 operating plan for each portfolio is also outlined below.

For each portfolio, the areas of focus and initiatives are derived from and reflect the CSP Strategic Plan 2015-2020, in particular the plan's areas of focus (page 2), and the first and second priorities (page 5).

## Portfolio Accountabilities

### Brand and Partners:

- External fund development
- Sponsorship development
- External communications
- External partnerships
- Internal (member) communications
- National recognition (awards) program
- Brand management and development
- Marketing strategy and execution
- Pro deal development
- Information technology strategy and execution
- CSP annual conference

### Business Operations:

- Finance operations
- Budget preparation/reporting
- Annual operating plan
- Translation
- National uniform
- E-commerce platform
- Budget performance supervision
- HR and member partnership
- Annual general meeting
- Vulnerable sector searches
- Review national registration process
- Administration policies and regulations

### Members and Resorts:

- Division president integration and oversight
- Recruitment and retention
- Member engagement
- Resort relations
- Division and zone structure
- Division and zone president oversight
- Critical incident stress management
- Safety and prevention
- Human resources
- Four-season/365 events

### Training and Development:

- Alternative analysis review of first aid delivery options
- Instructor certification and resource program
- CSP 365 first aid
- Professional development and leadership training
- On-snow rescue
- Medical Advisory Committee
- Avalanche
- CISM Program
- Provincial certifications oversight
- E-learning
- Course sales coordination

## 2018-2019 Brand and Partners

### Areas of focus and initiatives:

In consultation with zone and division leaders, develop and execute a six-year plan for the national conference that meets the needs and objectives of the national organization while recognizing the financial constraints upon the zones and divisions.

Maintain and strengthen a public relations program aimed at both internal and external audiences to tell our story. Continue to work with the safety and prevention portfolio to enhance our public messaging over social media.

Provide strong emphasis on external communications, in particular with area operators, pro dealers and other partners. Actively enhance the relationship with the partners and pro deals with the goal of developing a revenue stream associated to the exposure of their products to our members.

### **Branded products and pro deals**

Revitalize the CSP national e-store for branded products and clothing, by leveraging existing relationships with partners and pro dealers that support a focused approach to products, cost and revenue.

Continue to support refinement and expansion of pro deal offerings to align with member needs.

### **Digital consolidation**

Provide leadership and support to the consolidation of the CSP digital footprint across all levels of the organization. The objective will be to enhance impact, uniformity, consistency and visibility of the **CSP's digital** backbone.

**Provide leadership and support to the renewal of the CSP's information technology toolbox across all** levels of the organization. Through a complete review, identify the necessary components and seek out solutions that offer the best value for money in order to meet the needs of the CSP at all levels.

### **Service delivery**

Refine and bolster an effective portfolio through the attraction and retention of key individuals to fill major coordinator roles. Working with existing coordinators, begin the process of succession planning through the identification of potential candidates to join the portfolio. Priorities are pro deals and partners, social media and information technology.

Working with the other portfolios, continue to support the alternative analysis of options for first aid program delivery.

Consulting to and support for CEO, board, portfolios, divisions, and zones for communication and branding needs. Coordination of national messaging, with a special emphasis on leadership and professional development, quality assurance, transition to all-season operation and influence on decision makers.

## 2018-2019 Business Operations

### Areas of focus and initiatives:

#### **Finance**

Develop priority areas for finance. Redesign national budget template for delivery to stakeholders. Oversee national budgeting and planning process. Deliver monthly and quarterly budget reporting.

Review financial policies and ensure CRA compliance across the organization. Implement policy for peer auditing/review of division and zone finances to verify compliance. Education for finance officers, including re-write of finance officer manual. Build support team for finance officers, including tutorial materials. Implement a database of accounts, investments and assets across the organization.

Manage Amazon associate platforms and investigate e-bay affiliates as an additional fundraising source. Make the strategy more visible and easier to find and use.

#### **National uniform**

Complete annual review and update of uniform usage guidelines and documentation. Ensure standards are met and approvals for resort-specific uniform are secured. Implement uniform feedback mechanism. Automate name badge process. Investigate current uniform agreements and make plans for going forward.

#### **Administrative**

Implement national registration mechanism and process for 2018-2019 season and explore online registration on a pilot basis. Work to automate as much of the process as is possible (monthly registration dates, money to head office, ID cards, name badges). Circulate a document that outlines all registration expectations.

Develop and circulate summaries of the assorted insurance policies that CSP provides for the membership.

Formalized reporting from vice-presidents to members. Investigate issues of motions from the floor at AGM.

Follow up on the ground gained with the implementation of Vulnerable Sector Searches and generate policy to ensure the process is doable and used going forward.

Develop a policy document for responding to serious incidents.

Implement new administration manual for all members to ensure proficient management of the CSP at all levels. Formalize record keeping of confidential information.

Formalize translation processes.

Ensure leaders are fully educated with expectations for management at each level. Completion List updated. Update and rewrite of the ZP manual and generation of a DP manual.

Coordinate new manual and policy standardization for all portfolios.

### **Management Committee**

Formulate and monitor annual operating plan for management committee. Manage monthly reporting for board of directors. Ensure fluidity between portfolios and assist where required. Identify areas for potential procurement, efficiency and effectiveness gains. Create organizational charts for the management structure of the Canadian Ski Patrol and the different portfolios.



## 2018-2019 Members and Resorts

### Areas of focus and initiatives:

Support the new and emerging members and resorts portfolio structure, update position assignments and secure full complement of staffing for all roles.

Working with the division presidents, continue to support their full integration onto the management committee. Encourage and provide guidance for the emerging and swiftly changing role of the division president. Support the integration of the division presidents as they trial new substructures to create the best foundation for the management committee moving into the future.

Support structural renewal for CSP. Build on the restructure work already in motion at the zone and division levels. Restructuring to remove inactive zones and amalgamation of single resort zones provides resorts with more patrollers in resort-only roles to provide our fundamental services such as patrolling, safety, recruitment, CISM, and training. Work with the divisions and zones to ensure that our organizational and governance structure is efficient, non-redundant and meets our needs from coast to coast.

### **Recruitment and retention/member engagement**

Maintain our successful recruitment and retention strategy and increase its proficiency using innovative and diverse engagement methods. Continue to modernize our recruitment templates and spread our creative professional imaging at all recruitment opportunities. Maintain and track our annual footprint of zone recruitment results quarterly.

Develop an electronic member engagement survey platform for annual implementation based on best practice. Consider required data points for recruitment, retention, post training, and exit survey templates. Report survey results and use their data to target and shape our next recruitment and retention strategy.

### **Safety**

Continue to implement a focused national safety strategy. Offer and implement four safety program options to resorts including: Cool Pass, CSP day, PACE Penguin, **You're On Your Own (new program)**, and World Snow Day. Support the development of a new youth safety program.

Work with Brand and Partners team to promote, modernize, and translate national safety messaging such as #SafetyTipTuesday, alpine and Nordic responsibility codes and concussion resources. Expand our safety and injury prevention relationship with industry partners including but not limited to ski resorts, area operator associations, Canadian Ski Council and Parachute.

## **Critical incident stress management**

Continue to support the expanding critical incident stress management (CISM) training program within CSP. The need for and call to provide a coordinated response to CISM for CSP patrollers has increased dramatically in the past couple of seasons. We need to continue to monitor and advocate for the expansion of training in advance of events for both the group and individual training models within all divisions.

## **Service delivery**

Work with divisions and zones to ensure our CSP programs and services meet our resorts' evolving needs. CSP continues to support a variety of service delivery models ranging from full operational models to training-only models. We continue to promote our premier first aid and training services and safety programs to resorts, industry partners, our members and an ever-broadening number of 365 event partners.

Work with human resources to implement and manage the mutual respect policy. Honour and support our incredibly talented patrol volunteers. Work with human resources to maintain an engaged and dynamic volunteer base. Promote key messaging to support how we work together in CSP every day and support volunteers through the dispute process. Build collateral tools as required for the mutual respect policy with implementation this year.

Work with training and development, business operations, and brand and partners portfolios to customize and expand the effective program components for safety, recruitment and retention, CISM, 365, and HR. Much of the work within members and resorts must intermesh operationally within the other portfolios to be successfully delivered. Ensure that all initiatives support the member and the resort experience. These programs and services are to be designed with flexibility needed to deal with changes while maintaining our core focus.

## 2018-2019 Training and Development

### Areas of focus and initiatives:

Oversee the strategic review of sustainable first aid delivery options. Lead alternative analysis process to consider different delivery options and assess the strengths and weaknesses of each approach. Engage alternative analysis team to challenge all assumptions to identify the best solution for the long-term interest of the Canadian Ski Patrol. Develop recommendation for board of directors regarding best investment of CSP resources to deliver a best-in-class training outcome.

Develop the concept of a Canadian patroller course that brings the delivery of first aid to life, on the snow and in four-season event settings. Focus on the unique value and expertise the Canadian Ski Patrol brings to bear.

### **Ongoing program development**

Concurrent to these new program delivery investigations, continue to advance our existing advanced first aid program.

Adoption of the new training record. Shift towards ongoing education over point-in-time certification.

Improve e-learning resources including:

- Use of Articulate to increase engagement of online certification courses

Investigate appointment of a Director of Development.

Updating of patroller manuals.

- MAC committee content review
- Design review
- Content reuse review
- Development of a manual production committee

Further investigate potential for multi-year recertification, multiple certification levels and tiered training. Alberta, the only jurisdiction that recognized our course as an AFA course, offers a 3-year accreditation.

- Will require a professional manual to develop training resources from and an IT system capable of tracking multiple certifications of both the membership and the instructor pool.
- The capacity to develop the necessary courses is larger than internal volunteer resources of the CSP, and will require a paid investment.
- Development of a 40-hour first responder course would be the first step. The Modified AFA could then become both the challenge path and upgrade path to what is currently the AFA course.
- **Quebec's regulations** are unique and will have to be examined separately in our approach.
- Development of an 80-hour AFA for multiyear certification or a longer emergency medical responder course for a third level of patroller would be the second step.