Canadian Ski Patrol 5-Year Strategic Direction Update 2027-2031

Prepared by the Board of Directors
September 2026

CANADIAN SKI PATROL
PATROUILLE CANADIENNE DE SKI™



THE UPDATE PROCESS

A structured, five-step update built a comprehensive, evidence-based picture of the Canadian Ski Patrol's (CSP) strategic position. Each step informed the next — grounded in data, stakeholder input, and common thread analysis.

01

Current State Review

Baseline assessment of the CSP's organizational position, operations, and existing capabilities. Mission and Vision Statement review.

02

External Environment & Internal Implications

Map political, economic, social, technological, legal, and environmental forces, evaluate volunteer trends, and competitors.

03

Key Stakeholder Groups

Deep internal and external analysis, including engagement with **42 members** across roles and divisions/zones.

04

SWOT Update

Strategic picture of the CSP's strengths, weaknesses, opportunities, and threats.

05

Insights & Key Findings

The board used the data and analysis to guide the strategic direction update including feedback on the findings and direction determined by the board.

STRATEGICALLY INFORMED DECISION MAKING

Key questions to be used when evaluating initiatives

Mission Alignment

Does it support our mission?

Competitive Advantage

Does it enhance our competitive advantage?

Sustainability

Does it support sustainability through the growth of our members, our clients, or financial viability of the organization?

Risk & Opportunity

What risks, opportunities, or unintended consequences could result from this initiative?

Governance & Compliance

Is it compliant with corporate governance, legal, CRA, our bylaws, regulations and policies.

Member Focus

Is it member focused, strengthening culture, fun, belonging and volunteer experience?

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2027-2031 STRATEGIC DIRECTION

These five pillars **will allow the CSP to thrive as a modern, four-season safety organization.**

Supporting stations/resorts and event partners, grounded in strong leadership, flexible training, financial sustainability, and a culture **where volunteers feel valued and engaged**.

Four-Season Safety Organization

Modern & Modular Training

Enhance Member Experience

Leadership Development & Succession

Diversify Revenue

FOUR-SEASON SAFETY ORGANIZATION

Challenge

Climate change is reducing skiable days and threatening the CSP's traditional winter-only model. Missed opportunity for volunteers interested in being members year-round and for other non-snow activities and events.

Action

Transition the CSP into a four-season safety organization — supporting outside-based first aid year-round. This includes supporting existing stations/resorts to expand four-season operations, as well as expanding other patrol opportunities such as events or disciplines that are non-station/resort based. It involves new membership categories/classification, enabled by the learning centre, and potential for a national event portfolio.

Impact

Mitigates climate risk, creates new volunteer roles, increases brand awareness, enhances member engagement and retention (e.g. mountain biking, running races, concerts etc.) and strengthens community relevance year-round while aiding financial sustainability.

MODERN & MODULAR TRAINING

Challenge

Rigid training structures that don't respect volunteers' time or support progressive skill development – a barrier to both recruitment and retention.

Action

Expand the learning centre into a fully modular, tiered system aligned with CSA standards. Expand beyond core first aid and OSR courses to offer optional related, specialized courses that may include extended protocols, leadership development, risk management, avalanche and outside-based (e.g. mountain biking, running races, concerts etc.), with modern digital usability and flexible requalification pathways.

Impact

Attracts and retains volunteers through relevant, flexible learning that meets modern expectations. Provides opportunity for revenue growth through additional and incremental modular training while expanding recruitment potential outside the traditional snow-related audience.

ENHANCE MEMBER EXPERIENCE

Challenge

Volunteers leave when they feel disconnected – from their patrol, zone, division, or the national CSP, without a sense of purpose or engagement.

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Action

Create community, camaraderie, and **FUN** – strengthen connection and belonging beyond the local patrol through clear communications and transparency. Provide opportunities for connection and involvement outside local patrols or zones. Examples may include national special events, investment in a national conference and competitions. Must include the development, tracking and reporting of core engagement metrics.

Impact

Fosters members' belonging and engagement – the core drivers of retention and active participation across all levels of the CSP.

LEADERSHIP DEVELOPMENT & SUCCESSION

Challenge

Shrinking leadership pipeline, retirements, and leadership capacity and behaviours were identified as the **strongest predictor of volunteer experience** – and of attrition.

Action

Build scalable leadership pathways and mentorship programs. Strengthen governance to address succession risk, mutual respect and code of conduct. Support recruitment of the next generation of leaders. Examples may include leadership training through the learning centre, skills/language development and more formalized mentorship programming, as well as junior roles on committees to build a future leadership pipeline.

Impact

Strong leaders create stable organizations. This pillar drives member engagement, reduces attrition, and builds the leadership bench that the CSP needs to thrive as a modern four-season safety organization.

DIVERSIFY REVENUE

Challenge

Single membership-based revenue stream creates financial fragility and limits the CSP's ability to invest in its future.

Action

Pursue expanded service offerings (incremental modular training, membership categories, special events etc.), IP licensing of learning centre content, sponsorships, fundraising, and partnerships – **multiple opportunities, maybe more than one solution.**

Impact

Drives financial sustainability and expands reach, enabling investment in all other areas. Financial capacity supports all the other four key Strategic Direction Pillars.

ROADMAP: WHAT'S NEXT

Strategic Direction

Board presents to membership and National Management Committee (NMC) at Sept. AGM.

Measure Success

CSP develop, track and report on targets aligned to each strategic pillar.

1

2

3

4

Implementation Plan

NMC develop five-year action plan with key milestones, timelines, and accountabilities. Evaluate priority of pillars considering organizational capacity and ability to execute.

Regular Review

Board and NMC assess performance, use feedback from divisions/zones to identify gaps and support timely adjustments.



APPENDIX

Our Charitable Purpose is:

Promote safety and provide aid to those injured while skiing



CANADIAN SKI PATROL
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We have evolved...

We promote safety and provide aid to the injured wherever we may be asked.



Our Vision

That we are globally recognized as the certifying body of patrollers in Canada, offering modern, relevant first aid training and response techniques

Our knowledge has been shared and is in use in countries around the world.

On-snow and off, our knowledge is in use in countries in Europe, the Pacific and South America.

Our Mission

To provide relevant, credible and accredited education, support and operational structures that make it possible for our members to excel.

CSA Z1210-17 certification approval was a key step towards our mission.

We are now accredited as an Advanced First Aid provider in Alberta, Manitoba, the Yukon, Newfoundland and Labrador. We will achieve accreditation in other provinces as required.



Our Values

Our core values are the basis for everything we do and strive for

Professional

We train to, and deliver, a high standard of care that is common across Canada. We're proud to deliver that high standard.

Inclusive

We come from different walks of life, different creeds, colours. Everyone is welcome and everyone has an equal opportunity to excel. We always communicate in an open, honest and respectful manner. We respect that people have diverse viewpoints and experiences

Dependable

We can be relied upon to do what needs to be done. First up and last down regardless of the weather, we are there. We will say what we can do and do what we say.

Espirit de Corps

We train and work in teams which enhances our professionalism and passion for what we do. We perform our duties with confidence and celebrate our professionalism by recognizing the efforts of our members, all of whom are volunteers.

Integrity

We respect the privacy of those we help and those we work with. We correct our mistakes, learn from them and try to avoid repeating them. We respect the efforts and investments of those we work with.

EXTERNAL ENVIRONMENT

Climate change, economic pressures, and evolving volunteer expectations are converging to **challenge the CSP's traditional model** — while technology and four-season recreation present meaningful opportunities for adaptation.

Climate & Environment

Reduced skiable days, increasing extreme weather, and a shift to four-season recreation

Economic & Social

Cost-of-living pressures on members, 40 per cent decline in volunteer hours, and generational shifts in motivation

Legal & Political

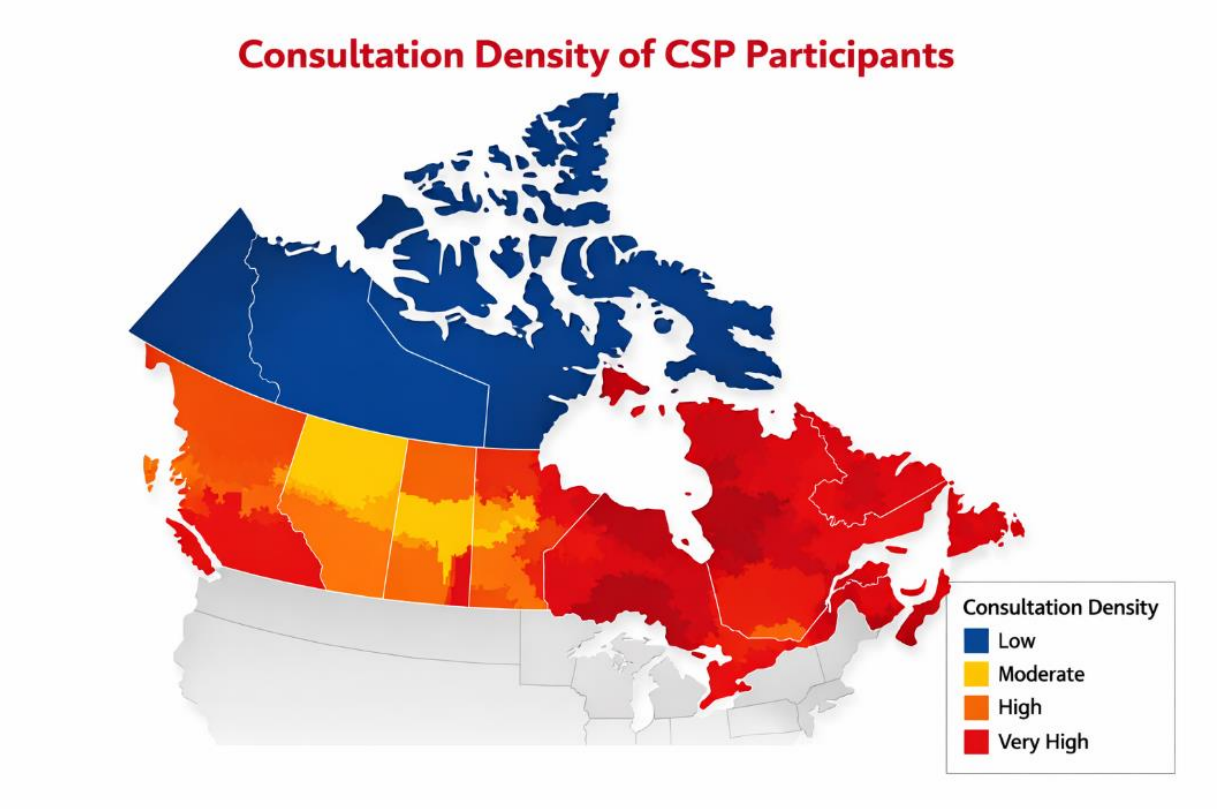
Charity compliance, provincial OHS variation, and CSA Z1210-17 alignment requirements

Technology

Growing expectations for digital onboarding, modular LMS, and modern rescue technology

STAKEHOLDER ENGAGEMENT & PRIORITIES

42 unique members - Life Members, Division Presidents, NMC, Education Leaders, Experienced and New Patrollers



- Retention Is No. 1 is what we heard (but recruitment is also important)
- Training Must Evolve
- Culture Drives Belonging
- Leadership Quality Matters
- Year-Round Identity
- National-Local Alignment

OUR STRATEGIC POSITION: SWOT ANALYSIS

Strengths

- Trusted brand
- Dedicated volunteers
- Established training standards
- National network
- Strong safety reputation

Weaknesses

- Aging membership
- Declining volunteer hours
- Single revenue stream
- Rigid processes
- Inconsistent member experience

Opportunities

- Four-season recreation growth
- Modular digital training
- Year-round identity expansion
- Technology adoption
- Partnerships

Threats

- Climate change reducing skiable days
- Cost-of-living pressures
- Volunteerism decline
- Resort consolidation
- Regulatory complexity

A NOTE ON RISK

- The successful implementation of this strategic direction will depend on the national executive's ability to translate the plan into practical actions, secure alignment across programs, respond strategically to unexpected opportunities or risks, and maintain disciplined oversight throughout the five-year roadmap. Key risks include limited implementation capacity, inconsistent adoption across regions or programs, insufficient resources, and delays in achieving agreed milestones.
- To mitigate these risks, the implementation plan should include clear accountabilities, realistic timelines, measurable targets, and regular progress reviews. Early identification of barriers, timely escalation of issues, and ongoing communication with stakeholders will be essential to ensure that the roadmap remains feasible, viable, and aligned with the overall strategic direction.
- The board and national will use the Key Questions from the Strategically Informed Decision-Making Process to evaluate initiatives.