

CWA Strategic Plan – 2018-2020

I. CWA Mission

The mission of the CWA is to promote the growth, health, independence and professionalism of the indoor climbing industry.

II. CWA Vision

The climbing wall industry will grow significantly in the next decade and will represent the preferred route into climbing sports for youth and adults. CWA will be the primary industry trade association focused on the indoor climbing market worldwide and will provide the essential risk management, programmatic, and business intelligence assets to help the industry grow and thrive. The climbing experience in member facilities will be excellent, including definitive climbing instruction, and member facilities will promote the ethics and values associated with the allied sports of bouldering, climbing, and mountaineering.

III. CWA Values

The core values of the CWA are:

1. **Adventure.** We believe that adventure sports such as climbing, where risks are present and the outcomes are uncertain, contribute to the human spirit, promote human endeavor, improve health and enrich life.
2. **Responsibility.** We promote industry responsibility by advancing professional ethics, promoting codes of good practice, providing training, and sharing information.
3. **Community.** We work to develop and promote a constructive and collegial professional community within the recreational climbing industry. We encourage collaboration and cooperation, where appropriate, among and between industry participants.
4. **Education.** We advocate for professional development and ongoing education within the climbing industry. We also educate the public about the sport of climbing.
5. **Excellence.** We endeavor to produce work of fine quality and will take the time and commit the resources to produce superior products, services and events.

IV. CWA Core Business and Customers

The CWA is a trade association devoted to the protection and improvement of business conditions for commercial recreational climbing gyms, recreational climbing wall operators, climbing wall designers and builders, and climbing equipment manufacturers. We address this work by:

1. Advancing professional ethics;
2. Promoting sound business practices;
3. Researching, developing, publishing, and maintaining appropriate practices or standards;
4. Promoting community within the indoor climbing industry;
5. Gathering, compiling, and sharing business intelligence and other information relevant to the industry and its members;
6. Promoting the development and adoption of sound public policy as pertains to the trade;
7. Overseeing of the integrity and viability of the international, national, or local commercial markets, including industry insurability;
8. Promoting the use of the goods and services of the entire industry.
9. Cooperating with other national and international climbing organizations to advance and safeguard the sport of climbing.

V. CWA Major Goals for 2018 – 2020

1) Membership

- a) Membership in CWA surpasses 80% of the commercial climbing gym market in the US and Canada.
- b) Restructure membership by organization type to better address the needs of core constituencies: climbing wall design/build firms, commercial climbing gyms, operators of recreational climbing walls and climbing equipment manufacturers.
- c) Implement a well-organized and well-governed membership component structure that meets the needs of: interest groups, common roles in the industry and/or areas of professional practice represented in the association, and geography.
- d) Diversify membership in the CWA by offering programs that attract, retain and support under-represented persons in the climbing industry and support under-represented professionals in advancing their careers.
- e) Improve member knowledge of CWA activities, programs and services through a program of regular and consistent member communications.
- f) Increase the number of business development resources available to members.
- g) Increase the international reach of the CWA by implementing a system of affiliates, chapters or subsidiaries prioritizing Canada.

2) Events

- a) Climbing Wall Summit paid attendance surpasses 1000.
- b) Maintain the Climbing Wall Summit as the premier conference for the indoor climbing industry.
- c) Improve content of the Climbing Wall Summit by investing in excellent speakers, experts and trainers to meet the educational and professional development needs of our members.
- d) Grow the Certification Summit, or successor event(s), as the principle technical training event for the climbing wall industry. Participation surpasses 250.

- e) Expand the CWA events program to address the needs of membership components: interest groups, professional groups, regions and international affiliates.
- f) Develop the capacity to offer periodic virtual events for members.
- g) Develop new events in cooperation with strategic partners in the climbing industry.

3) Marketing and Communications

- a) Establish the CWA as a recognized and trusted brand in the climbing community.
- b) Increase the name recognition of the CWA among recreational climbing wall operators.
- c) Position the CWA as the primary source of information regarding standards and practices, risk management, business intelligence and professional education in the indoor climbing community.
- d) Increase the name recognition, reach and assets of the ClimbSmart! Program as the premier public information program for climbing gym patrons.
- e) Develop a marketing research methodology and expertise to enable CWA to better serve its members, to produce market research relevant to members and to develop marketing consulting services for the benefit of members.
- f) Acquire or establish a trade publication, blog or web site focusing on the commercial recreational indoor climbing market that will be the industry standard.
- g) Improve CWA's on-line presence and increase community engagement through these media channels.
- h) Improve membership marketing efforts to increase member acquisition and retention.
- i) Improve event marketing efforts to increase paid attendance and sponsorship of CWA events.

4) Standards and Practices

- a) Review, revise and reissue the Industry Practices for Climbing Wall Operations.
- b) Review, revise and reissue the CWA Specification for the Design and Engineering of Manufactured Climbing Structures.
- c) Review, revise and reissue Specification for the Structural Inspection of Manufactured Climbing Structures.

- d) Increase participation in the CWA Climbing Wall Instructor Certification Program and maintain the certification standard.
- e) Increase participation in the CWA Work-at-Height Certification program and maintain the certification standard.
- f) Develop a research and development function for matters pertaining to standards development, specifically for flooring, develop new standards and practices as appropriate.
- g) Develop educational assets, via the ClimbSmart! Program, to assist members with climber education.
- h) Participate in national or international standards development activities that promote or improve CWA standards.

5) Government Affairs and Public Policy

- a) Promote and advocate for a legal, legislative and regulatory environment favorable to recreational climbing wall operators.
- b) Articulate a unified position on behalf of the indoor climbing industry regarding public policy matters that affect the industry, specifically regarding the licensing of climbing facilities.
- c) Advocate on behalf of members regarding bills, statutes and regulations pertaining to the recreational climbing wall industry.
- d) Oppose state efforts to regulate recreational climbing facilities under existing amusement licensing statutes.
- e) Educate and assist members in becoming effective advocates for indoor recreational climbing at the state and local level.
- f) Promote prudent, cost-effective laws and regulations, where necessary, that support CWA members and incorporate CWA standards and practices.

6) Training and Consulting

- a) Develop a commercial routesetting training program for the benefit of members.

- b) Develop a risk management consulting program for members, including a risk management audit.
- c) Develop training expertise within CWA sufficient to deliver Work-at-Height certification program.
- d) Develop a marketing training and consulting program for members.

7) Process Improvement

- a) Define and implement a transparent, iterative, quarterly goal-setting process within the CWA that addresses the strategic objectives of the organization.
- b) Document all existing critical business processes.
- c) Evaluate critical business processes to improve quality, improve consistency, reduce costs and reduce time to market for products and services.
- d) Develop a knowledge base to inform staff of new processes as they are implemented.
- e) Develop a simple set of metrics to measure productivity and performance and communicate results.

8) Leadership and Administration

- a) Identify, cultivate and train excellent board members for the CWA that have a demonstrated track record of effective leadership experience.
- b) Improve employee engagement and satisfaction by supporting professional development, job-specific training and participation in strategic and business planning.

9) Strategic Partnerships

- a) Support the Climbing Alliance to better coordinate the resources and activities of the climbing non-profits in the United States.
- b) Identify and develop relationships with vendors to enhance the CWA's member services.

VI. 2018 Objectives and Key Results (OKRs)

1) Position the CWA at the center of the indoor climbing business.

- a) Key Result 1: Establish a baseline Net Promoter Score (NPS) by Q1.
- b) Key Result 2: Measure improvement in NPS by close of Q4.

2) Clarify our internal brand story and external messaging and improve the presentation of our services, products, and the things we do.

- a) Key Result 1: Complete a brand audit to ensure our public facing assets are aligned with our strategy by Q2.
- b) Key Result 2: Write and Implement a CWA messaging framework by Q1.

3) Give everyone in the indoor climbing business a place in the CWA membership.

- a) Key Result 1: We will have established a four-tier membership structure by April 1, 2018.

4) Give everyone in the indoor climbing business an excellent experience at the Summit.

- a) Key Result 1: Recruit at least four new speakers for the Summit.
- b) Key Result 2: We will establish a 2018 events calendar by Feb 1, 2018.
- c) Key Result 3: Total events revenue increases by 15% with a neutral margin.

5) Develop the CWA as the thought-leader in the climbing industry.

- a) Key Result 1: Create an on-line library for member only resources on CWA web site by Q1.
- b) Key Result 2: CWA publishes year one of annual business survey by Q1.
- c) Key Result 3: Industry Practices revised and reissued by Q4.
- d) Key Result 4: Two ClimbSmart! P.S.A. deliverables per quarter, all videos and assets complete by Q4.