

CWA Strategic Plan – 2014-2016

I. CWA Mission

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

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. Gathering, compiling, and sharing information relevant to the industry and its members;
5. Promoting the development and adoption of sound public policy as pertains to the trade;
6. Overseeing of the integrity the international, national, or local commercial markets, including industry insurability;
7. Promoting the use of the goods and services of the entire industry.

V. CWA Goals and Strategies

1) Membership Development Goal – Advance and improve CWA's membership function, structure, programs, services and member involvement.

Membership Development Strategies:

- a) Develop an organized, efficient and cost-effective member component structure that takes into account different member types, needs and locations that strengthens the CWA as an organization. Components will be organized by areas of professional interest or activity and location.
- b) Segment members by type of organization. Develop a compelling and targeted set of CWA member benefits by member type or profile and concomitant dues structure.

- c) Improve member satisfaction and retention through targeted delivery of services.
- d) Expand the CWA web site to include more information, interactive services, and member communication abilities. Improve member access to information and publications via the web site.
- e) Develop a research capacity that allows the association to describe and measure the industry, industry participation, industry size, facilities, staff and participant demographics. Develop a product or products that communicate this information periodically.
- f) Expand services provided to new practitioners and businesses.
- g) Promote greater membership participation in CWA activities, events, and committees.
- h) Increase commercial climbing gym membership to 80% of commercial climbing gyms in North America.
- i) Develop referral mechanisms to connect our vendor members with our members and our members with the public.

2) CWA Conferences and Events Goal – Maintain the Climbing Wall Summit as the industry’s primary event and diversify CWA event offerings to include regional and topical local events.

Conferences and Events Strategies:

- a) Maintain the Climbing Wall Summit as the premier event for member training, education, and professional development in the climbing wall industry.
- b) Provide opportunities for regional forums and events to discuss industry-wide concerns and initiatives, promote information sharing, and improve opportunities for networking.
- c) Expand risk management training and assistance to members.

3) Standards & Practices Development Goal – Continue to lead the industry in standards development.

- a) Maintain the CWA design and engineering standards and structural inspection standards for manufactured climbing structures.
- b) Maintain the CWA certification standards and further develop the certification program.
- c) Develop a work-at-height certification program for the industry, in cooperation with the Petzl Technical Institute, addressing workplace safety for route setters.
- d) Maintain the Industry Practices publication.
- e) Develop a research and development capacity for matters pertaining to standards development, and developing standards and practices as appropriate.
- f) Develop educational assets to assist members with climber education.
- g) Participate in standards development for amusement operators of climbing walls through ASTM International.

4) Government Affairs and Public Policy Goal – Establish a legal, legislative, and regulatory framework that promotes a favorable environment for recreational climbing wall operators.

- a) Articulate and promote a unified position on behalf of the industry regarding public policy matters that affect the industry, specifically regarding licensing and taxation.
- b) Advocate before the executive and legislative branches on bills, statutes and regulations pertaining to the climbing wall industry.
- c) Oppose state efforts to regulate recreational climbing facilities under amusement licensing statutes.
- d) Develop CWA's capacity for legal challenges and litigation to achieve timely, fair, and efficient adjudications and reasonable interpretations and application of the law.

- e) Educate and assist members in becoming effective advocates for recreational climbing at the state and local level.
- f) Promote prudent, cost-effective laws and regulations, where necessary, that support CWA standards and practices.

VI. 2015 Activities

1) Membership Development

- a) Risk Management Consulting.
 - i) Develop and conduct risk-management/loss control training for Monument/SIG/Everest.
- b) Industry Benchmark Studies and Surveys
 - i) Publish human resources and salary survey by close of Q1
 - ii) Complete Industry Practices Survey by close of Q1
 - iii) Develop key business metrics/business development survey for industry.
- c) ClimbSmart!® Development
 - i) Develop and distribute new FYI brochures
- d) Enhance CWA's digital presence for members
 - i) Begin migration to integrated Association Management Software package (60 to 120 days).
 - ii) Redesign web site for new system.
 - iii) Implement single sign on capability.
 - iv) Develop Members only area and self-service member management capability.
 - v) Integrate certification program management into AMS.
 - vi) Integrate event registration into AMS.
 - vii) Provide a digital forum/venue for members to gather and share information.
 - viii) Digital delivery of publications

- e) Research and Implement new member structure to reach different constituencies in more effective ways.
 - i) Vendor Member
 - ii) Commercial Climbing Gym Member
 - iii) Associate Member
 - 1. Colleges and Universities
 - 2. Health and Fitness Clubs
 - 3. Military
 - 4. Etc...
 - iv) Non-Profit Member

2) Conferences & Events

- a) Climbing Wall Summit.
 - i) Risk Management Education: Developing an Operations Manual.
 - ii) Provider renewal training.
 - iii) Public Policy Seminar.
- b) Certification Summit.
 - i) Work at Height Certification Training (pilot).
 - ii) Provider renewal training.
- c) Develop new Risk Management Summit (fall).
- d) Sponsor two regional meetings one east coast, one west coast (fall).

3) Standards & Practices Development

- a) Reaffirm Industry Practices by Climbing Wall Summit
 - i) Address issues regarding adequate orientation, training, testing, and documentation of training in climbing facilities related to top rope and lead climbing, bouldering and auto-belays.
- b) Re-activate Engineering Standards Committee
 - i) Review, revise and reissue Design and Engineering Specification by close of Q2 2016

- ii) Review, revise and reissue Specification for the Structural Inspection of Manufactured Climbing Structures by close of Q2 2016
 - iii) Investigate and develop recommendations regarding flooring for possible inclusion in Design and Engineering Specification.
- c) Participate in ASTM F24 to develop specification for amusement climbing walls.

4) Government Affairs & Public Policy

- a) Establish a legal, legislative, and regulatory framework to promote favorable environment for climbing wall operations.
 - i) Development of legal education resources for CWA members.
 - ii) Coordinate member activity in Tennessee and Illinois to develop favorable rules and regulations for licensing of climbing facilities.

5) Future 2016 - 2017

- a) Planning for operational guidelines for "clip n climb" and "portable climbing wall" operations.
 - i) Research all vendor information regarding operation of these activities.
 - ii) Prepare operations document for of these activities.
- b) Develop Development of an Association legal assistance benefit program to provide legal services to members at a reduced cost through a provider network as a value-added benefit of membership.