



**CSIA
AMSC**

*Canadian Ski Instructors' Alliance
Alliance des moniteurs de ski du Canada*

85 *+Together*
+Ensemble

ANNUAL REPORT

2023 - 2024



SUBARU





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MISSION STATEMENT AND INTRODUCTION



MISSION STATEMENT

The CSIA sets Canada's standard for the profession of ski teaching through innovative training and certification programs, contributing to the safety and growth of the industry and enjoyment of skiing for everyone.

INTRODUCTION

The CSIA celebrated its 85th anniversary this season and what a season it has been. Challenging yet exciting, the CSIA staff and volunteers were motivated with the opportunity to refocus their energy and efforts to ensure CSIA's renewal and future success.

We faced both internal and external challenges, some within our control and others beyond it. Despite these obstacles, we remained focused on our goal of offering more and becoming a stronger organization for our members.



Message from

NIGEL LORING

Managing Director, CSIA



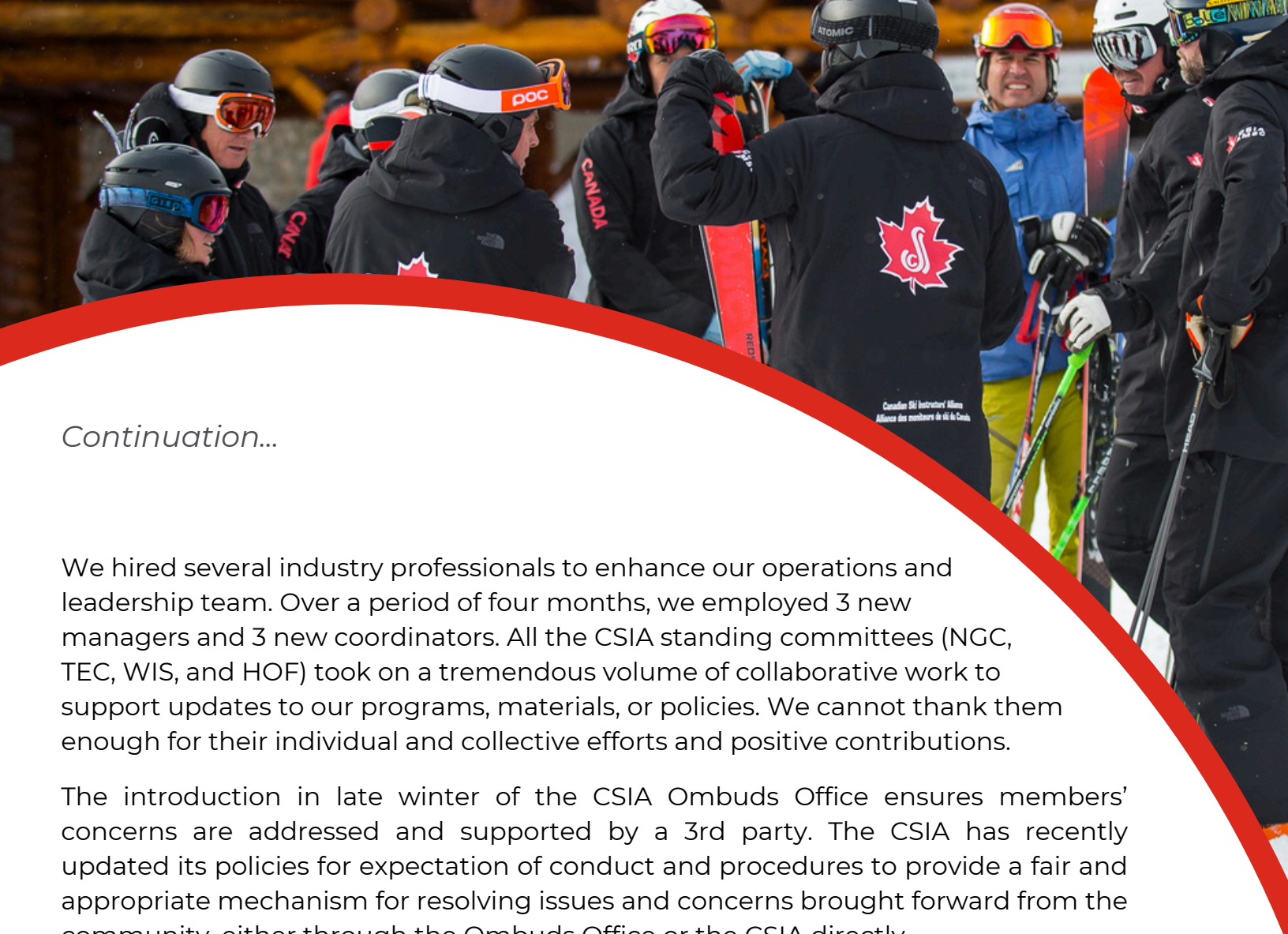
Dear CSIA members,

This past year was a historic one for the CSIA in celebrating its amazing 85th anniversary while at the same time, facing completely new challenges not previously considered possible. Members, volunteers, staff, industry partners and friends of the CSIA all came together to reflect on our proud heritage as well as set a renewed vision and focus for the Alliance.

Having joined the management team in fall of 2023, it has been a privilege to work with both dedicated staff and extraordinary volunteers on our national, regional boards and committees who have all answered the call to celebrate and rejuvenate the CSIA. Through a variety of special initiatives and projects, much was accomplished to demonstrate the enduring value of our certification pathway and the vitality of the 20,000 plus members in Canada and abroad.

The year of renewal was marked by the strong number of returning and new membership with the successful delivery of over 14,000 courses and programs despite major disruptions in many parts of the country due to extreme climatic events. The early season Western and Eastern Conferences held at Lake Louise and Mont Tremblant respectively were extremely well attended. Both the on-snow action as well as the indoor activities like the Safe Sport speaker series and Hall of Fame inductions were inspired and memorable moments for all who attended.

Throughout the winter, as courses were being delivered in sub-arctic temperatures one day and monsoon rains the next, a lot was being done behind the scenes to tackle some bigger issues the Alliance needed to embrace for it to continue to succeed.



Continuation...

We hired several industry professionals to enhance our operations and leadership team. Over a period of four months, we employed 3 new managers and 3 new coordinators. All the CSIA standing committees (NGC, TEC, WIS, and HOF) took on a tremendous volume of collaborative work to support updates to our programs, materials, or policies. We cannot thank them enough for their individual and collective efforts and positive contributions.

The introduction in late winter of the CSIA Ombuds Office ensures members' concerns are addressed and supported by a 3rd party. The CSIA has recently updated its policies for expectation of conduct and procedures to provide a fair and appropriate mechanism for resolving issues and concerns brought forward from the community, either through the Ombuds Office or the CSIA directly.

In the spring, the national board committed to developing a new strategic plan that would provide the necessary roadmap for the CSIA to achieve its goals and objectives as identified through a multi-step, member engagement process over the course of several months. The final version of the plan was introduced to members at the end of October, and it not only renews the CSIA's purpose, mission, vision and values but sets its laser focus on building upon the 5 key pillars that will take the CSIA overall vision, "beyond the slopes".

As we turn our attention to the winter and the year ahead, I am confident in the new plan and our renewed approach to providing value to members and our commitment to clear, consistent certification standards. I wish to thank all members and stakeholders for their past investment in and being an integral part of the CSIA's future. Our rich history is being added to each year we get the opportunity to ski, to share and learn together and teach others to do the same. I look forward to hearing from members throughout the year but hope to see and maybe get a chance to ski with you this coming winter.

”



Message from

GUNARS KAZAKS

Chair, CSIA



Dear Members,

As we all sit impatiently waiting for those first snow flakes to appear and looking forward to the ski season ahead. I am excited to share some pivotal updates and initiatives that we believe will reinforce our commitment to serving the members and enhancing the value that we deliver.

It is my pleasure to share our new strategic plan, which will guide our organization through the 2027 season. This comprehensive plan focuses on achieving measurable goals developed from the 2024 survey results and member polling carried out. We asked for your feedback, and we listened.

The strategic plan outlines our commitment to training and education, member engagement, communication and outreach. This is all to ensure that we deliver the best possible products and opportunities for you the members. We believe that by keeping our objectives clear and defined, we can foster an environment that nurtures growth and collaboration.

In line with the new strategic plan, we will also be updating our bylaws and strengthening key policies. With these new updates, we aim to enhance transparency in decision-making processes and empower more members to actively participate in shaping the future of our organization. Every voice matters, and we are dedicated to creating a governance structure that reflects the diverse perspectives of our membership. These modifications are designed to streamline our operations and promote greater inclusivity within our organization.



Continuation...

I am also thrilled to report that we have successfully rebuilt our staffing complement. Through a thorough hiring process, we assembled a talented and dedicated team that is fully equipped to support our operations and meet the needs of our members. We firmly believe that having the right people in place is essential for creating a thriving community. Our staff is not only motivated and skilled but also genuinely passionate about furthering our mission. They are excited to engage and collaborate with you to achieve our common goals.

The Technical and Education Committee (TEC) and our education department have work hard together to review our methodology with the intention of simplifying our products and services for the end user. In our continuous effort to enhance user experience, we are implementing a more straightforward approach that simplifies our offering and allows our members to navigate with ease. Our goal is to ensure that every member can access and benefit from our services, regardless of their level of experience or familiarity with them.

As we move forward into this new season, our board remains steadfast in our commitment to providing exceptional service to all of you. We recognize that you are the heart of our organization, and your satisfaction is paramount. We are motivated to implement these changes effectively, and we are dedicated to ensuring that they yield direct, positive impacts on your teaching and skiing experience. Your feedback is invaluable, and I encourage you to reach out with any thoughts or suggestions you may have as we embark on the up coming season. We invite you to actively participate in our committees, it is an excellent opportunity to contribute to our organization. We especially encourage our young and new members to join us in shaping our future. Your fresh perspectives and innovative ideas are vital to our growth. Together, we can create a vibrant CSIA that is a true representation of our diverse needs. Please reach out to express your interest. Your involvement makes a difference!
National@snowpro.com

On behalf of the board I want to extend my heartfelt thanks for your continued support. It is an honor to serve as the Chair, and I am genuinely excited about the coming season. Lets have a great season and enjoy every day we get to spend time on snow together sharing our passion.



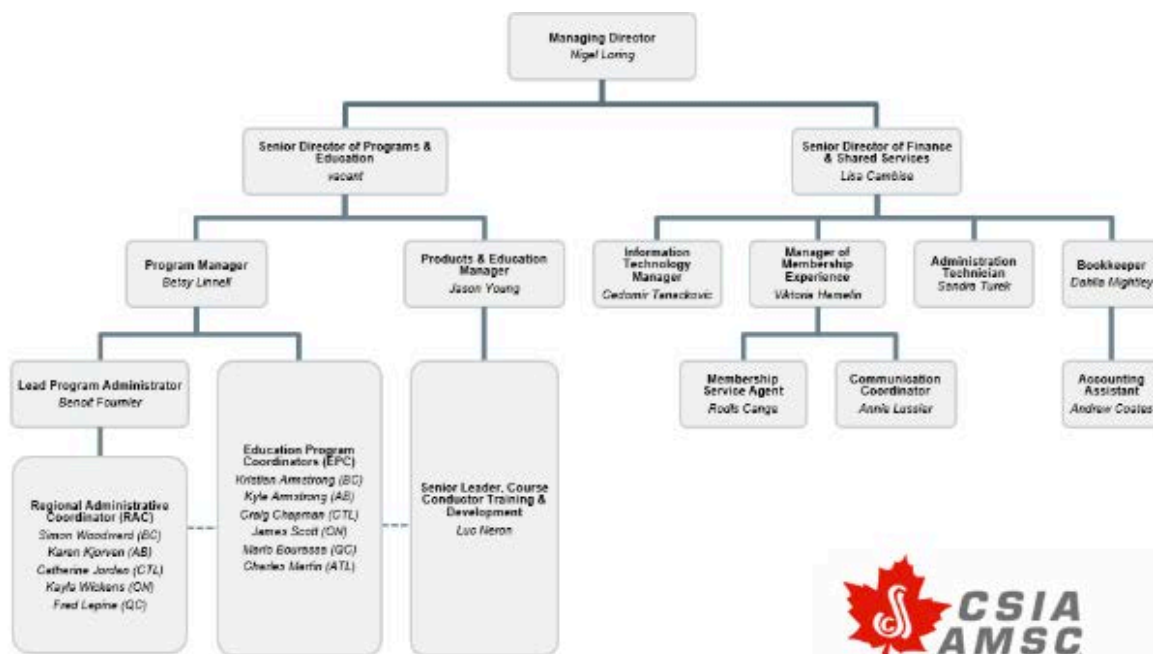
CSIA NEW STAFF STRUCTURE & STAFF

Following the departure of the Managing Director, the Program Director and the Product Development manager and IT Director in the summer of 2023, the CSIA board implemented an interim staffing structure.

The CSIA board took this opportunity to review its staffing structure, and all job descriptions, to ensure it had the proper resources and skills to meet its future needs. With the new CSIA staffing structure and Nigel Loring taking over the position of Managing Director, we started filling the positions that were vacant.



Operations - Organisational Chart

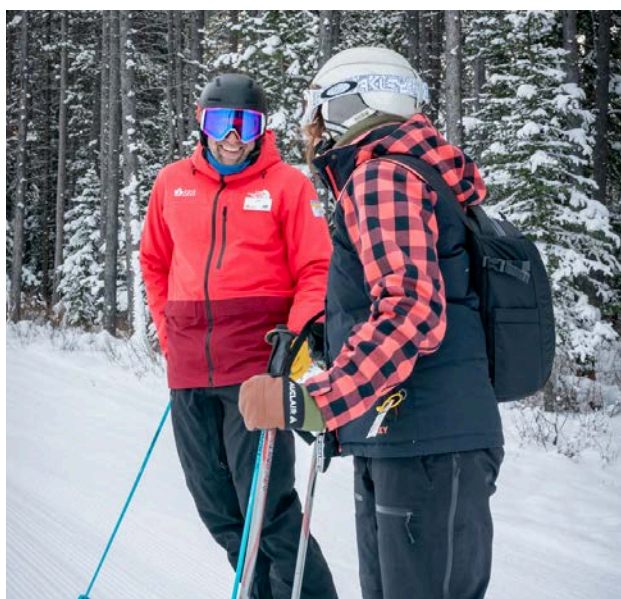


CSIA GOVERNANCE AND COMMITTEES

Spring and fall 2023 saw many changes at the board level as well. The board has since been stable and is working to improve its efficiency and oversight.

The board also put in place a new governance committee and added the position of governance advisor to increase its governance expertise. The governance committee is currently working on the review of the CSIA governance structures to make appropriate recommendations in time for the fall 2024 annual general meeting of members. But their first task was to review the Technical Committee's terms of reference, which enabled the committee's revival as the Technical and Education Committee (TEC) in the fall of 2023.

The TEC's new mandate is to contribute to the evolution, auditing, and advancement of CSIA ski technique, teaching methodology, educational product development, certification system, and standards. Some of the projects undertaken by the TEC include clarification of the CSIA certification pathway standards and learning outcomes, professional development pathway, progression, and development of course conductors, review of educational materials, e-learning, video resources, ISIA card status for members, etc.



“ The Governance Committee members are a high-functioning group of subject matter experts from across the country dedicated to ensuring that the CSIA has an effective system by which it can be directed and controlled. Last year, we updated the by-laws to ensure compliance with the Canada Not-for-Profit Corporations Act. This year, we focused on reviving the TEC, training the board in basic governance, providing onboarding, and creating initial terms of reference for committees. Our major project has been a broader examination of our governance, particularly the elements contributing to the challenges of recent years. This work has resulted in recommendations and by-law revisions that will strengthen our governance once approved by the members and position us for another successful 85+ years.

-Kirsti Suutari, Chair, Governance Board



TECHNICAL & EDUCATION COMMITTEE

Retrospective analysis

“ The TEC had a very productive and successful 2023-24 season and had a variety of active projects. Three new member-at-large positions were filled, bringing the TEC to a full complement of 13 members.. During the winter season, the TEC's "ski tactics" video project was very successful and showcased CSIA members at their local snow schools sharing ski teaching tips. The TEC also helped initiate and guide the 85th Anniversary Pro Days where CSIA members from snow schools across the country could participate in ski or teaching development sessions free of charge. Behind the scenes, the TEC actively worked to update educational and technical documentation that is now available on the CSIA's website for members.

New certification standards videos have also been completed and will be available to members this upcoming season. The TEC engaged with members from Alpine Canada and has been working to update the certification course materials and assessment tools.

Future outlook

The TEC is excited to continue to engage with the membership throughout the upcoming 2024-25 winter season. The TEC is also looking forward to continued collaboration with partner organisations such as Alpine Canada, CASI and ISIA. Following from last season, the TEC plans to carry on strengthening online material, course material and assessment tools. The TEC is meeting in Lake Louise in November and looks forward to another successful winter season!



-Erin Touchie, Chair, Technical & Education Committee



WOMEN IN SKIING COMMITTEE

Retrospective analysis

“

As a whole the committee did quite well in a turbulent year. The CSIA provided what support they could during the season and the committee members worked to stay focused on our initiatives and projects. The Committee members did their best to support each other in the programs/initiatives set out for the 2024 season. As a whole it was a learning experience for everyone but our passion for what our Committee was created for, and to make a change in our industry and organization kept us moving forward and productive

Future outlook

- WIS Talks, 3 in English and 3 in French, same topics for both languages (pre-season training, tech talk, ski tuning, equipment)
- Revision of Mentorship Program by introducing a peer-to-peer mentoring option to increase participation and effectiveness
- Creation of webpage and social media platforms (Instagram)
- WIS Summit in the west
- Introduce WIS swag for promotion
- WIS PD days around International Women's Day
- Promote Safe in Sport Training for ALL members not just Course Conductors
- Work with the TEC Committee in creating and updating Learner Considerations for Women

”

-Laura Berry, Chair, Women in Skiing Committee



HALL OF FAME & MEMBER RECOGNITION COMMITTEE

Retrospective analysis

“ The CSIA National Hall of Fame was initiated in 1999 with the purpose of truly recognizing those individuals that made a significant contribution first to the founding of the CSIA as a National entity and from this beginning to recognize those individuals who have made a long term, significant contribution to the CSIA on a National basis and/or have made a great impact on the sport of skiing. In the past year, the mandate of the Hall of Fame Committee has been expanded to include Member Recognition as well for individuals, entities or associations that have made significant contributions to the industry and therefore to the CSIA. The committee is now known as the Hall of Fame & Member Recognition (HOFMR) Committee. Various categories of recognition reflect these values.

Categories are: Founders, Builders, Inspirational Leaders, and Special Contributors.”

“In the Fall of 2023, we had the pleasure of inducting into the CSIA Hall of Fame the following –
Josh Foster as an Inspirational Leader at Lake Louise
Kirsti Suutari – as a Builder at Mont Tremblant
Snowhawks Ski & Snowboard School as a Special Contributor at Mont Tremblant.

I wish to heartily thank Josh, Kirsti and the Snowhawks Ski & Snowboard School for their long term and ongoing commitment and contribution to the success and growth of the CSIA.

–Mike DesBrisay, Chair, Hall of Fame & Member Recognition Committee

CSIA BRAND AND OFFERING

One of the challenges that generated many discussions and speculations was the emergence of a new direct competitor, at the start of the 2023-24 season. To protect its brand and intellectual property the CSIA added a non-compete clause in its staff and course conductors' contracts. Both these events created a rift and confusion amongst some of our members.

CSIA recognizes the importance for the ski industry and skiing public to have trust and confidence in the certification standards offered in Canada and elsewhere by ISIA member countries. CSIA is committed to ensuring consistent and clear standards for teaching and demonstrating alpine skiing are delivered and maintained.

The CSIA staff, board, committees, and the regional committees made a conscious decision to keep their focus and energy on providing members and the industry more value and a great product throughout the season.



“

In a year that began with so much uncertainty, the team was energized by the incredible ground swell of enthusiasm and strong sense of pride from the membership. We came out of planning meetings in the spring with a very ambitious project list and the motivation to get it done. There has been incredible collaboration from all areas of the organization. As a result, an unprecedented amount of work has been done over the past 6 months to move every aspect of the organization forward.

”

-Betsy Linnell, program manager

2023-2024 MEMBER ENGAGEMENT

As we reflect on our initiatives, whether it's the 85th Pro Day, the new communiqué format, the increased promo code value for all paid members, the new drills and tactics videos, or our efforts to engage more actively with the industry, one goal has guided. We aim to enhance membership benefits and increase the value we bring the industry. We want to continue increasing this value even further. To achieve this, we have developed a new strategic plan, which is expected to be completed by the end of summer 2024.

Despite the challenges faced this past season, the CSIA board and staff are proud of what we accomplished. We are thrilled to report an increase in membership renewal. We are also very proud our staff's effort and members engagement, which led to higher program participation numbers compared to last year, despite weather conditions that threatened program operations at nearly every resort in every region at some point this winter.



“ The 85th-year marketing campaign yielded excellent results, and we aim to maintain this momentum in the coming year. With the updated format of the communiqué, we expect members to find it easier to stay informed and engaged with our updates. Next year, our goal is to enhance our communication by better showcasing the accomplishments of both the organization and its members, while also clearly conveying the value we offer them as well as the industry. ”

-Viktoria Bortkiewicz Hamelin, Membership experience manager

The following charts showcase some of our results for the 2023-2024 season both in membership and program registrations.

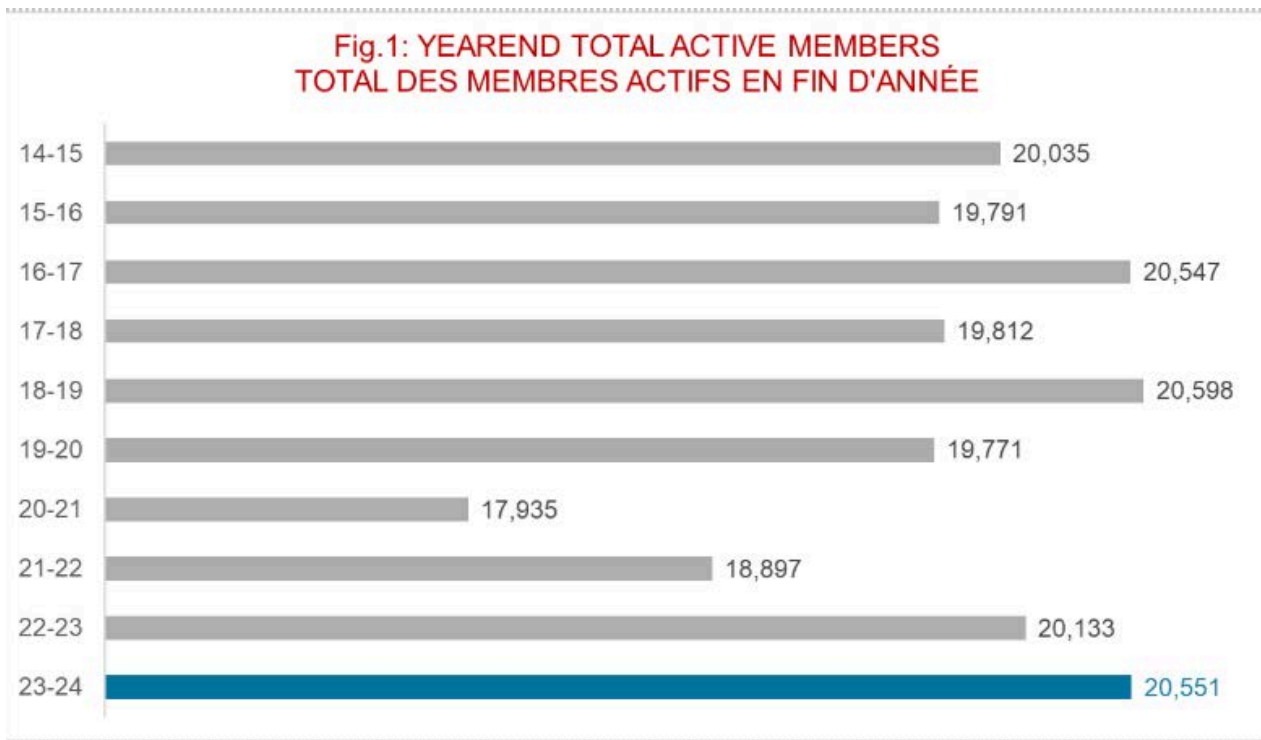


Fig.1: Total number of active members have increased at the end of the 2023-24 season.

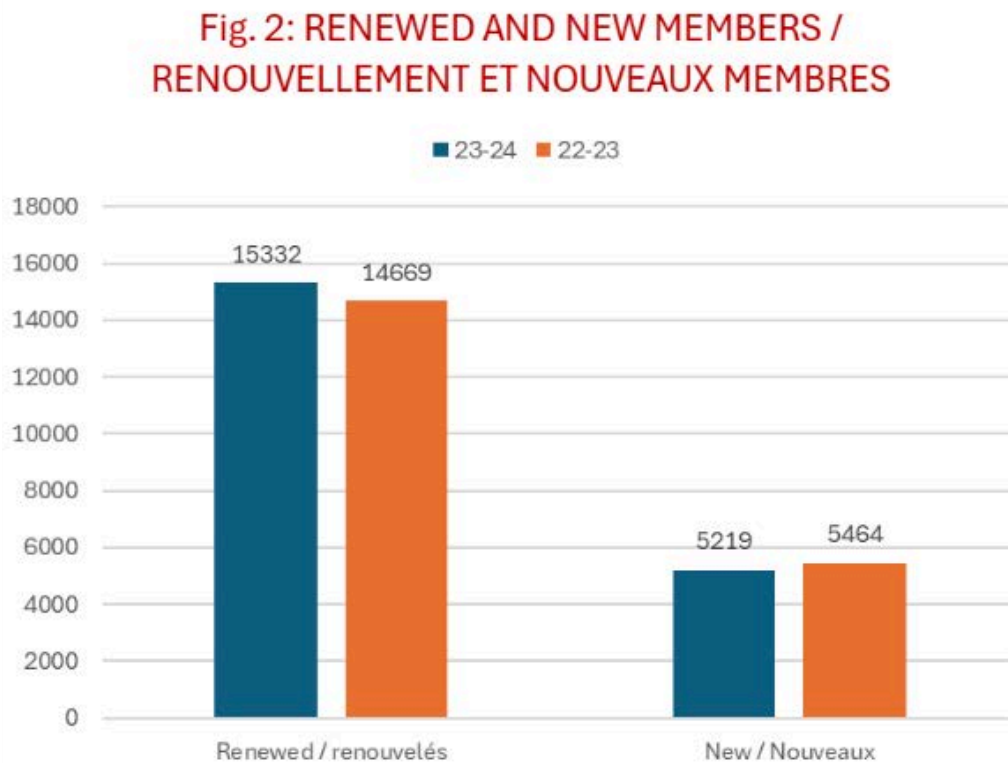


Fig. 2: Overall number of renewing members saw an increase this season 15332 compared to 14669 in 22-23., Whereas New members saw a decrease 5219 compared to 5464 in 22-23.

Fig. 3: RENEWED AND NEW MEMBERS - REGIONAL DISTRIBUTION / MEMBRES RENOUELÉS ET NOUVEAUX MEMBRES RÉPARTITION RÉGIONALE

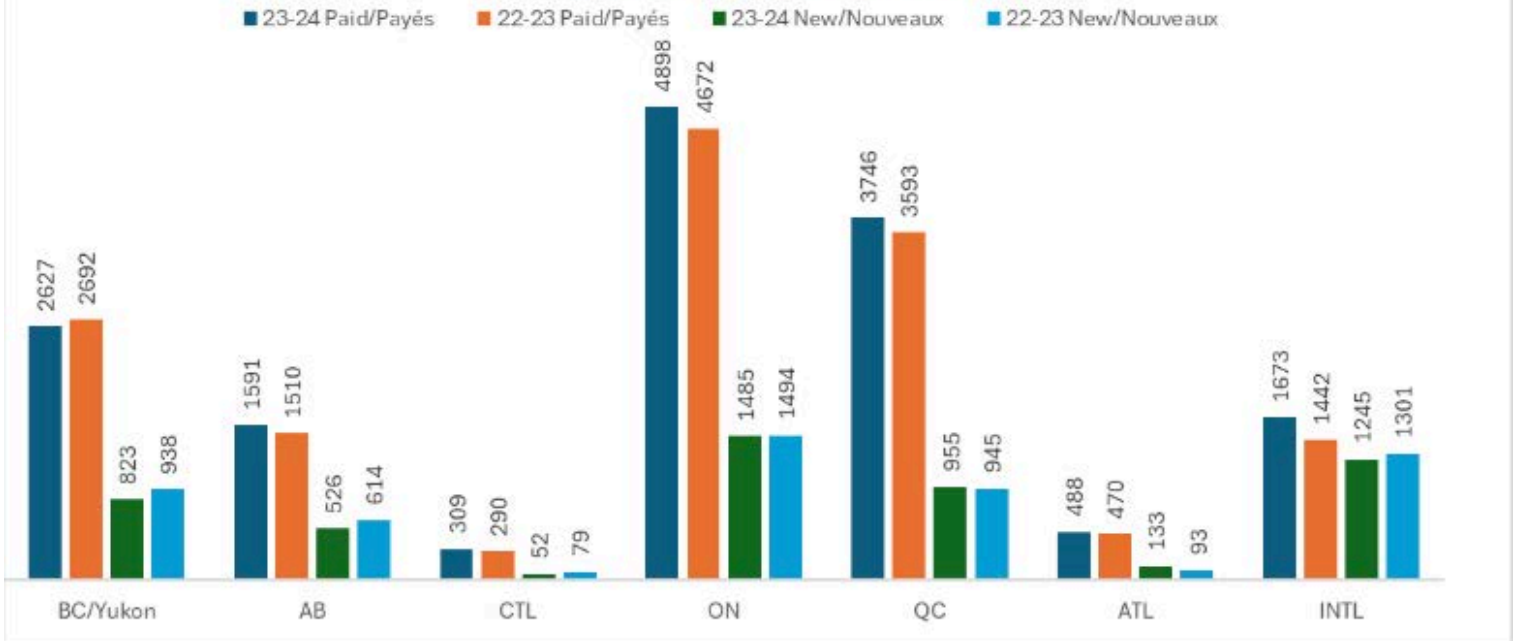


Fig. 3: All regions except for BC saw an increase in renewal, whereas QC and ATL are the only regions that saw an increase in new members.

Fig. 4: PROGRAMS REGISTRATIONS - DISTRIBUTION BY PROGRAM AND REGION / INSCRIPTIONS AUX PROGRAMMES - RÉPARTITION PAR PROGRAMME ET PAR RÉGION

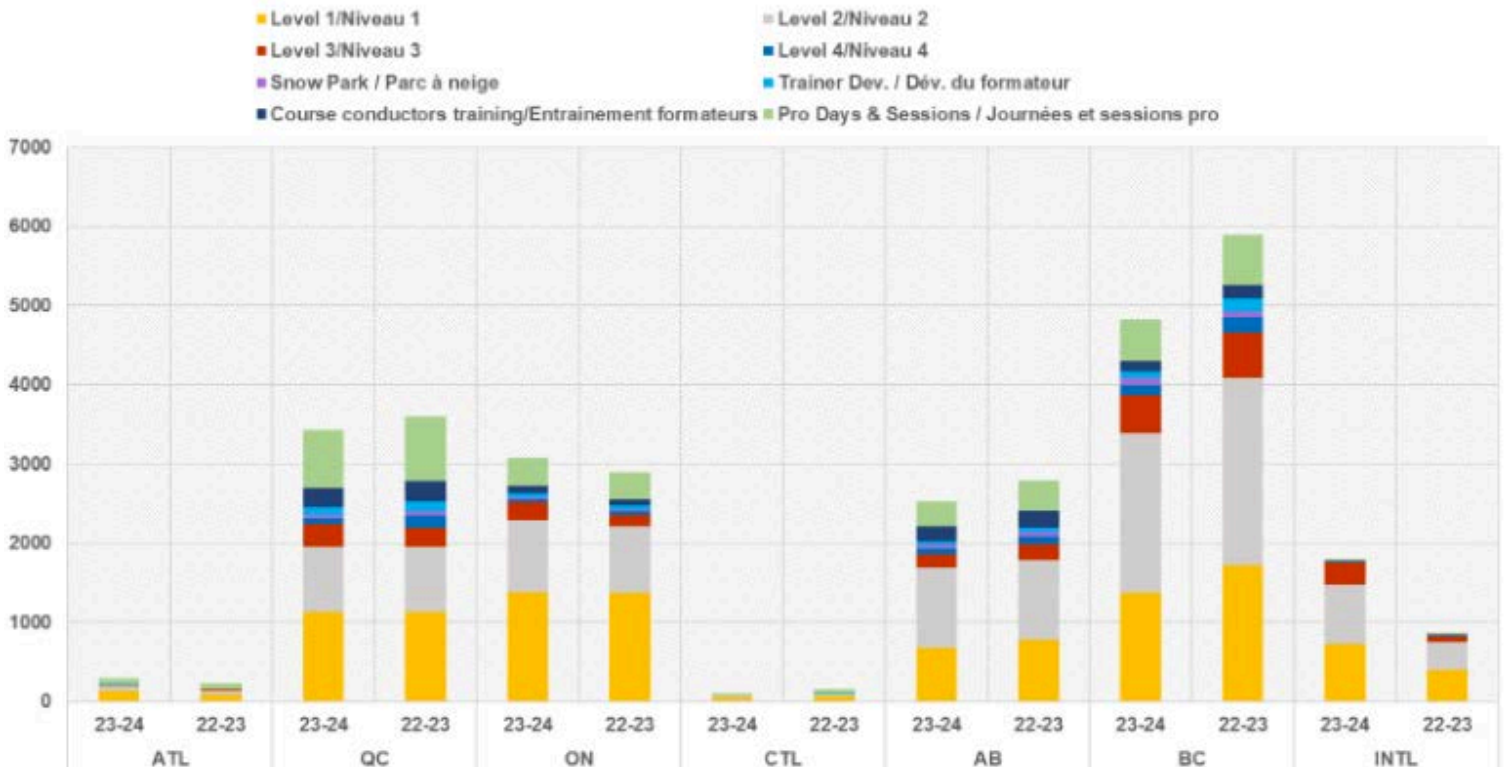


Fig. 4: Overall participation in 2023-24 was of 16,041, a decrease compared to the 16,428 in 2022-23. INTL, ATL and ON increased program participation this season.

FINANCIAL RESULTS

Note: Please note that the complete set of audited financial statements for the year ending June 30, 2024, are available online ([click here](#) to access). There are also some copies available in paper format during the AGM.



Treasurer's Report

“ Despite this past year's challenges, CSIA closed out the 2023-2024 fiscal year with a slight surplus in member equity and in a strong financial position to deliver future programs and services to our members.

Variations from budget were mainly due to uncooperative weather, legacy administrative closeout and investment in our future. Reductions in programs due to a slow start to the season out west and an early end to the season out east resulted in decreased revenues and expenses but were offset by an overall increase in membership revenue. Increased administrative costs were due to the closeout of legacy matters, increased management consulting fees, recruitment services, legal and ombudsman services.

Finally, investing in our future within a newly competitive landscape, following extensive membership and regional consultation, the CSIA completed an exciting strategic plan which is being shared with our membership at the AGM.

- James Lindsey, CSIA Board of Directors, Treasurer and CTL Representative



Financial highlights:

Canadian Ski Instructors' Alliance Operations		
Year ended June 30, 2024		
	2024	2023
	\$	\$
Revenues		
Membership fees	1,774,645	1,639,130
Programs	4,881,489	5,022,236
Sales	133,243	128,111
Sponsorships	57,275	100,888
Marketing	1,230	1,325
Interest income	108,768	74,728
	<u>6,956,650</u>	<u>6,966,418</u>
Expenses		
Membership and administration (Schedule A)	1,867,286	1,619,804
Committees (Schedule B)	880,963	680,967
Marketing	152,771	169,824
Programs	3,794,897	4,461,568
Cost of sales	210,933	177,915
	<u>6,906,850</u>	<u>7,110,078</u>
Excess (deficiency) of revenues over expenses	<u>49,800</u>	<u>(143,660)</u>

Fig. 5: Audited financial statement excerpts – Statement of operations

FINANCIAL RESULTS

As seen in the statement of operations (fig.5), the total revenues for the 2023-2024 season are of \$6.96M, a decrease compared to last season's \$6.97M. Although, membership revenue saw an increase, it did not mitigate the decrease in programs and sponsorship revenues.

Total expenses also decreased they totalled \$6.9M in the 2023-2024, whereas they totalled \$7.1M the previous season. This is a result of lower program expenses, mainly due to Interski event expenses incurred in 2022-2023.

Therefore, the fiscal year 2023-2024 ended with an excess of revenues over expenses of \$49,800, compared to a loss of \$143,660 (in 2022-2023). With the strategic plan beThis brings our net asset to \$3,004,937 (as seen in fig.6 below).

Fig.6 : Extraits des états financiers audités – État de la situation financière

Canadian Ski Instructors' Alliance		
Financial Position		
June 30, 2024		
	2024	2023
	\$	\$
ASSETS		
Current		
Cash	137,014	415,798
Term deposit, 5.3% (4.85 % as at June 30, 2023)	1,000,000	200,000
Trade and other receivables (Note 5)	306,773	369,741
Inventories (Note 6)	148,126	159,097
Prepaid expenses	68,183	107,072
	<u>1,660,096</u>	<u>1,251,708</u>
Long-term		
Investments (Note 7)	1,450,000	1,750,000
Tangible capital assets (Note 8)	590,235	552,619
Intangible asset (Note 9)	1,601	13,825
	<u>3,701,932</u>	<u>3,568,152</u>
LIABILITIES		
Current		
Trade payables and other operating liabilities (Note 11)	669,170	609,235
Deferred revenue	9,275	3,780
	<u>678,445</u>	<u>613,015</u>
Long-term		
Deferred revenues (Note 12)	18,550	
	<u>696,995</u>	<u>613,015</u>
NET ASSETS		
Unrestricted	2,300,601	2,388,693
Invested in capital assets	591,836	566,444
Internally restricted (Note 13)	112,500	
	<u>3,004,937</u>	<u>2,955,137</u>
	<u>3,701,932</u>	<u>3,568,152</u>

FINANCIAL RESULTS

Fig. 7 : Restricted net asset breakdown / Répartition des actifs nets grevé d'affectations internes	2024	2023
Actifs nets grevé d'affectations internes / Net assets internally restricted	\$ 112,500	\$ 0
<u>Répartition / Breakdown</u>		
Office building maintenance / Maintenance du bâtiment de bureaux	\$ 50,000	\$ 0
Interski 2027	\$ 67,500	\$ 0

This year the board is presenting an internal restriction of a portion of the net assets at year-end to be allocated towards Interski 2027 and Office building maintenance (as seen breakdown in fig.7).

It's important to understand that the CSIA operations are seasonal, and as such there are negative cashflow months, namely the summer months. Therefore, cashflow needs during the summer, as well as other requirements (listed below) call us to hold large sum of cash and investments as of June 30th, 2024 (start of summer). The list of requirements include:

- Bank requirements
- Contingency funds
- Strategic plan implementation of future projects
- Interski event 2027

“ Our staff and volunteers have worked hard and accomplished a lot this past year. There is still a lot to be done, but what has been accomplished so far combined with the fact that we are currently in a good financial position will provide resources to realize our strategic goals. The end result will be to offer our members better value, help grow the industry and provide our staff and course conductors with a great place to work in. What the 85th year celebration as shown me is that there is a lot of pride felt by many in being associated with the CSIA and I hope our efforts, this past year and in the future, will not only keep growing the pride, but also the satisfaction in what we offer to all for years to come

-Lisa Cambise, directrice principale des finances et des services de soutien

OUR OUTLOOK FOR THE FUTURE

What's next

With the strategic plan being developed this summer, we will set out the priorities and initiatives to be put in place for the next 3 years. The staff and volunteers have already started on the development and implementation of some initiatives for the upcoming season. These include:

Initiatives related to our certification pathway, such as:

1. Level 1 Certification program content is being updated to include a greater focus on skills related to teaching children.
2. A new L2 Terrain Park Certification is being added to better meet the demands of members and industry.
3. The Level 4 Academy structure is being updated to remove barriers and streamline training. Selection Camp will be eliminated as an entry point to the Level 4 process. There will be training specific to expert level skier and teacher development and an updated assessment format to allow for increased objectivity and consistency.
4. Incorporate technical and safety requirements for ISIA card recognition.

The launch of an updated Professional Development Pathway (Pro Days). Program highlights include:

1. Programs with a technical focus such as Bumps / Off-Piste and Short Turns / On-Piste.
 2. Programs specific to diverse learners: Women in Skiing and Learning Considerations
 3. Programs to apply skills in different environments: Race Module and Intro to Terrain Park / Free Tactics
- The Educational Materials supporting certification and professional development programs are being updated, including technical manuals, new video resources and online learning tools, such as a new safety module.
 - The CSIA Women in Skiing committee will also be introducing or continuing initiatives that will focus on helping empower women to thrive and progress in the world of skiing. These include continuation of the mentorship program, integration of learners' consideration material for course conductor training, etc.
 - Increase CSIA value to members through offering of free professional development programs to our members through snow schools support program.
 - New Communiqué, revamped website and more social media engagement, with more focus on our community and what makes it so special.
 - The CSIA Governance Committee is currently working on reviewing the CSIA governance structure to safeguard the CSIA's future.

These and many more initiatives will be put forward for our members, as we complete the strategic plan.

OUR OUTLOOK FOR THE FUTURE

The past 6 months has been one of intense collaboration and dedication from our entire team. In partnership with the Technical and Educational Committees, we've not only rewritten three core technical manuals but have also developed a suite of new resources, including an innovative Safety Module, enhanced Tech Talks, updated course guides, and conductor manuals. This season, we're launching more than 20 new instructional videos, all designed to empower our members with cutting-edge knowledge. With these exciting changes, I'm thrilled about the momentum we're building and the exciting initiatives on the horizon.

-Jason Young, Products and Education Manager



As we countdown to the start of the 24-25 season, projects are wrapping up weekly and being rolled out. The team is excited to get on-snow with members and share the evolution in technique and methodologies through updated education resources, certification programs and professional development programs.

-Betsy Linnell, Program Manager



We are thrilled to announce several exciting developments in the Marketing and Communications department. We have already launched the new Communiqué platform, and starting in January, we will begin planning a complete redesign of our website. Our focus remains on delivering value to our members through dynamic communications, sharing inspiring stories from CSIA members, and highlighting our benefits and resources. Our goal is to elevate our content and make it even more engaging.

-Viktoria Bortkiewicz Hamelin, Membership experience manager





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CONCLUSION

The sense of renewal and engagement felt by the members and staff, as well as the positive comments and commitment received within the industry have been indicative that we are moving in the right direction. We believe that the steps taken this season will set the CSIA to launch the year to come in a positive light.

Take part and enjoy the 2024-2025 season with us!

