



Beyond the Slopes: The CSIA's Vision for Growth and Innovation

Strategic Plan - Executive Summary

September 2024

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Introduction

Founded in 1938 and incorporated as a not-for-profit organization in 1949, the Canadian Ski Instructors Alliance (CSIA) stands as the premier professional ski teaching body in Canada. As a federally recognized teaching institution, the CSIA is dedicated to training and certifying ski instructors to serve its key partners, including Snow Schools and the Canadian skiing public, with the highest standards of excellence. With six regions across Canada—Atlantic, Québec, Ontario, Central, Alberta, and British Columbia—each represented on the National Board of Directors, the CSIA operates with a strong regional focus through active Regional Committees.



As the CSIA navigates a dynamic and evolving marketplace, this strategic plan is dedicated to uncovering new opportunities, enhancing products and services, mitigating risks, and ensuring the diverse needs of its members and snow schools are consistently met.

Revised Purpose, Vision, Mission, and Values

Purpose

Train and certify professional ski instructors.

Vision

Leaders in ski education dedicated to creating passionate lifelong skiers.

Mission

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.

Values

- Learning: Furthering the education of ski instructors and sharing of knowledge
- Community: Built on diversity, inclusiveness, transparency, and accountability
- Integrity: Engaging in honest, ethical, respectful, and professional conduct
- Growth: Continuously advancing excellence in ski teaching and instructional standards

Strategic Priorities

Based on the feedback provided in the survey interactive workshop, the mandate of the Canadian Ski Instructors Alliance (CSIA) should prioritize several key areas to address the identified challenges and meet the needs of its members and stakeholders:

Training and Education

The CSIA will be focusing on enhancing its training programs and materials. With a particular focus on meeting identified industry demands in the areas of teaching youth, beginners, and novice skiers. The training that will be carried out across the country will focus on providing a clear consistent message with the vision of solidifying and standardizing course delivery across the country.

Member Value and Engagement

Ensuring that CSIA provides members with proper value with their membership and that courses cater to the needs of all members. Offering more regional events and training opportunities, increasing the offering of professional development programs based on areas of interest for all members.

Communication and Outreach

Improving communication through all channels. Ensuring clearer communication to members and industry partners about organizational initiatives, progress, and member benefits.

Updating the brand and the website to be more user-friendly and modern. Building and maintaining an active presence on social media platforms to engage younger and more diverse demographics.

Partnerships and Collaboration

Broaden relationships with industry partners and like-minded organizations to meet industry needs, and demonstrate the benefits of employing CSIA instructors, and collaborate with academic institutions to grow and recognize the skills and competencies delivered by CSIA trained instructors.

By prioritizing these areas, the CSIA can work towards its long-term mission of promoting high standards and professionalism in the ski industry, while also adapting to emerging trends and addressing the needs of its diverse membership base.

Governance and Volunteer Management

Strengthen volunteer engagement. Ensure all committee and volunteer roles are effective, clear and transparent with the membership. Streamlining governance structures to minimize duplication of processes and providing training and support for volunteers.

By prioritizing these areas, the CSIA can work towards its long-term mission of promoting high standards and professionalism in the ski industry, while also adapting to emerging trends and addressing the needs of its diverse membership base.

Strategic Pillars & Results Statements

The CSIA will move forward with the following strategic pillars and associated results statements to align with its updated purpose, mission, vision, and values. These pillars are designed to address the strategic issues identified through the SWOT analysis, ensuring the organization effectively leverages its strengths, mitigates its weaknesses, capitalizes on opportunities, and navigates potential threats.

By focusing on these strategic pillars, the CSIA aims to enhance its organizational effectiveness, increase member engagement, and maintain its relevance in the ski industry. These efforts will guide the organization in achieving its long-term goals and fulfilling its commitment to its members and the broader skiing community.

Strategic Pillars	Result Statements
<p>Training and Education</p> <p>Enhance training programs and materials, focusing on standardizing course delivery to meet member and industry demands.</p>	<p>The CSIA has successfully enhanced training programs and standardized course delivery, resulting in improved instructor proficiency, particularly as it relates to youth, beginners, and novice skiers. As evidenced by consistently positive feedback and higher enrollment rates in training programs.</p>
<p>Member Value & Engagement</p> <p>Enhance member value by offering more events, training opportunities, and professional development programs tailored to members' interests.</p>	<p>The CSIA has significantly increased member value by offering a diverse range of events, training opportunities, and professional development programs in all regions, achieving 85%-member satisfaction and engagement, as well as a notable rise in membership renewal rates.</p>
<p>Communication & Outreach</p> <p>Improve communication and social media presence to engage with our diverse membership and industry partners; updating the brand's profile, website and member benefits.</p>	<p>The CSIA's brand and website updates, combined with a robust social media presence, have led to a 30%¹ improvement in communication effectiveness with members and industry partners, as reflected in higher engagement rates and increased awareness of organizational initiatives and member benefits.</p>
<p>Partnerships & Collaboration</p> <p>Broaden relationships with industry partners and like-minded organizations to meet</p>	<p>The CSIA continues to enhance its relationships with industry partners and like-minded organizations, leading to increased recognition and employment opportunities for CSIA instructors. Collaborate with academic</p>

¹In the April 2024 survey, members rated communication between the CSIA, its members, and partners at 2.89 out of 5.

<p>industry needs and demonstrate the benefits of employing CSIA instructors.</p>	<p>institutions to offer recognition of the skills and competencies acquired by instructors, expanding their professional development pathways.</p>
<p>Governance & Volunteer Management</p> <p>Strengthen volunteer management and streamline governance structures, ensuring transparency and effectiveness in roles, by providing training and support for volunteers.</p>	<p>The CSIA has improved volunteer management and streamlined governance structures, resulting in increased transparency, role clarity, and volunteer satisfaction. This is evidenced by a 25% ² increase in the perception of good volunteer management practices, the implementation of a volunteer recruitment and engagement tracking system, and greater diversity within its volunteer base and committee leadership positions.</p>

Conclusion

As the Canadian Ski Instructors Alliance (CSIA) advances with its strategic plan, the organization reinforces its dedication to excellence, innovation, and the continued development of ski instruction across Canada.

By leveraging its strong foundation, the CSIA is poised to enhance its programs, provide greater support to its members, and strengthen its partnerships with Snow Schools and the skiing public. This strategic plan serves not only as a roadmap for the future but also as a commitment to ongoing evolution and adaptability in a dynamic environment, ensuring that the CSIA maintains its leadership in the industry.

Through these efforts, the CSIA will continue to uplift the standards of ski instruction, cultivate a vibrant and engaged community, and preserve its legacy for future generations.



² In the April 2024 survey, 84% of respondents indicated "Yes," acknowledging challenges in volunteer management, while 16% did not identify any issues.