

Colin Borrow

CSIA Level 4, CSIA Course Conductor, CASI Level 3, ACA Level 2

Director of Skiing Marmot Basin, Jasper, Alberta

Leadership — Governance — Strategic Development — Ski Industry Professional



Colin Borrow is a seasoned snow sports professional with over 30 years of experience spanning ski and snowboard instruction, coaching, program development, and operational leadership. As the Director of Skiing at Marmot Basin in Jasper, Alberta, Colin oversees all facets of snow school operations, rentals, retail, and guest experience—leading a diverse team dedicated to delivering exceptional and inclusive mountain experiences.

A CSIA Level 4 certified instructor and active Course Conductor, Colin is passionate about mentoring the next generation of ski

professionals. He also holds CASI Level 3 and ACA Level 2 certifications, bringing a well-rounded perspective that blends technical expertise with deep operational knowledge of the ski industry.

Colin has been a long-time advocate for professional development, inclusivity, and diversity in snow sports education. He has served in various leadership and advisory capacities, including:

- CSIA National Board of Directors (current/Past Chair)
- CSIA Alberta Board (Past Chair)
- Advisory roles supporting snow sports education programs and training initiatives

Throughout his career, Colin has contributed to regional initiatives focused on staff development, retention, and equitable training opportunities, ensuring that all instructors have access to pathways for growth and success.

With a proven record in organizational leadership, strategic planning, and governance, Colin is deeply committed to strengthening the CSIA's mission of excellence in ski teaching and education. He brings a collaborative leadership approach and business acumen that aligns with the organization's goals of enhancing member value, advancing professional standards, and promoting inclusivity across all levels of the industry.

Colin's vision for the CSIA includes:

- Enhancing member engagement through transparent communication
- Ensuring professional standards are upheld to maintain global leadership in ski instruction
- Advocating inclusivity and diversity, ensuring all voices are represented in shaping the future of the profession

Colin respectfully requests your support in continuing to serve on the CSIA National Board of Directors, where he is dedicated to helping shape the future of ski instruction in Canada with integrity, collaboration, and a commitment to inclusivity.

Cara Flemming

**CSIA Level 2
MHA, CPA**



Governance, Finance, Information Technology, Risk Management

I am honoured to be nominated by the CSIA National Board of Directors for the Governance & Legal position, and it would be my privilege to represent you. Volunteerism is a deeply held value for me, bringing both a strong sense of purpose and fulfilment. My previous experiences have demonstrated how rewarding it is to contribute my time and skills to organizations I am passionate about. I am enthusiastic to continue this journey with CSIA.

I grew up in Nova Scotia and attended Acadia and Dalhousie Universities, before moving to London Ontario to work at Western University. I found skiing mid-life, but my love of the sport grew quickly, whether as a skier and learner in Ontario, Quebec or Western Canada. My passion is reflected in my work as a CSIA Level 2 instructor at North Toronto Ski Club (NTSC) and Craigeleith Ski Club, and through my leadership roles for NTSC. These include organizing global trips offered to 1,300 members as the Travel Director, leading the development of an enterprise risk management plan, preparing governance training, managing the Club's pandemic response, and as member of Club's Snowschool Committee

With over 25 years in senior healthcare management—most recently as Vice-President Corporate Services, Chief Financial Officer and Chief Information Officer at Scarborough Health Network—I bring expertise in multimillion dollar budget management; information systems, equipment and construction contract negotiations; board committee leadership, and governance. I am a Certified Professional Accountant (CPA) with a Master of Health Administration (MHA) degree and have advanced training in governance, risk management and

safety, and lean process improvement, plus extensive experience on not-for-profit and healthcare boards.

CSIA's Strategic Plan inspires me. I believe by describing results for each strategic pillar, CSIA will improve effectiveness and increase transparency for members. My combined professional and ski-related experience positions me to support CSIA's goals. I am eager to contribute my skills to the National Board and help strengthen the CSIA for all members.

Serge Fortier

CPA

CSIA Level 3, ACA Level 1

30-year CSIA member

25-year Ski instructor at Bromont, Montagne d'expériences

3-year member of the CSIA Board of Directors

Member of the CSIA Finance Committee

I am an avid skier who spends 80+ days out on snow every season. I hold a bachelor's degree in commerce and am a Certified Public Accountant (CPA), an active Level 3 CSIA ski instructor and a Level 1 ACA Coach. I have been a member of the CSIA Board of Directors as Financial Advisor for the last 3 years. I currently teach at Bromont, Montagne d'expériences.



I retired from a 40-year career as a management consultant. My consulting and industry experience is in the areas of accounting, finance, budgeting, management reporting, business process optimization, business intelligence and management systems development and integration.

I am an achiever who is result oriented with the leadership to bring together the different contributors / stakeholders. During my active career, I have worked with corporate executives and developed for them value propositions that helped them meet their business objectives. As a CPA and a Management Consultant, I have been customer satisfaction oriented and considered as a trusted advisor for my clients.

Over the past 3 years, I have been advising the CSIA Board and the Staff on matters related to finances, budgeting, reporting and financial systems evolution. I am currently actively involved with the Turn Shape Project which aims at optimizing the CSIA National-Regional structure.

I am seeking to continue my financial advisor role with this mandate for the Director-at-Large Board position. My goal for the next year is continue providing advice to the Board and Staff in my area of expertise and more importantly to help make the Turn Shape Project successful.

James (Jamie) Innes

**CSIA Level 4, CSIA Level 2 Course Conductor, ACA Level 2, ACA Level 3 Official
HR Strategy & Operations Consulting Executive**



Jamie has been a proud member of the CSIA for over 30 years, greatly benefiting from the organization's development opportunities, mentorship, and community. With a professional background in HR, Jamie has built a career as a consulting leader, advising HR and business executives on complex talent and organizational challenges. He is currently a consulting executive at Deloitte, home to Canada's largest and most diverse Human Capital consultancy. In this role, he supports organizations with HR strategy, program development, governance, and large-scale organizational and technology transformations. Jamie is also the founder of the NextGen CHRO Academy in Canada, a Deloitte program designed to prepare HR executives for top leadership

roles.

Jamie's involvement in the ski industry is extensive—as an instructor, coach, course conductor, ski school manager, and volunteer. Highlights include growing up at Camp Fortune near Ottawa, teaching at Whistler-Blackcomb after university, and managing the ski school at Blue Mountain during its significant growth in the early 2000s. More recently, he has mentored coaches at Club Mont Ste Marie, volunteered on its Alpine Program Committee, and supported local initiatives and races in the Outaouais.

Jamie is passionate about the legacy and importance of the CSIA to the ski industry. He is eager to join the CSIA Board to help modernize its HR services and offerings for core staff and course conductors. By providing an excellent people experience to its staff, Jamie believes the CSIA can deliver an outstanding educational experience for its members.

Mike McDermott

CSIA Level 3, Trainer Developer



Mike is a passionate skier with a love for the sport who is committed to teaching others. As a CSIA Level 3 Trainer Developer, he has honed his skills over many years, blending technical precision with a genuine joy for the sport. He is dedicated to creating a positive, encouraging and open environment where both beginners and experienced skiers can thrive while making the sport accessible and enjoyable for all. With an approachable demeanor and a sincere passion for the sport his teaching philosophy emphasizes fun, safety, and the great feeling that comes with mastering the sport.

His skiing journey, which began over 45 years ago, has been shaped by a dedication to self improvement and pushing the boundaries of his abilities while helping others do the same. Skiing is not only a passion but a way of life whether he is out

on the hill skiing with family, teaching a lesson, sitting in a board meeting for Poley Mountain or working for Head Canada.

Mike holds a bachelor's degree in political science having graduated from Carleton University in 1992. He is currently enjoying a 30+ year career as a professional pilot, spending 15 years with Air Canada Jazz and now working as a Civil Aviation Safety Inspector for Transport Canada. Never one to sit idly, Mike worked for 10 years as a volunteer fire fighter (8 as a Captain), since 2018 he has been President of Havelock Sportsmen's Club, a not-for-profit organization, in 2023 he joined the Poley Mountain Board of Directors sitting on the infrastructure committee and lastly he will be starting into his second season as New Brunswick Tech Rep for Head Canada.

Mike would like to serve on the National Board, and he feels his fluent bilingualism, extensive and varied skills and commitment to the ski industry would benefit the CSIA making it stronger and better. He feels strongly about member retention, providing better member services and fiscal responsibility.
