

2023-2026

# STRATEGIC PLAN



---

**CANADIAN ASSOCIATION OF  
SNOWBOARD INSTRUCTORS**

# THANK YOU'S

The Board of Directors of the Canadian Association of Snowboard Instructors would like to thank all of the stakeholders who were involved in the development of this strategic plan, including our members, our staff team, the National Technical Team volunteers, select Evaluators, and industry representatives.

We believe that snowboard instructors, and in turn Canadian and international snow resorts, will be better served through CASI's programs and initiatives thanks to your willingness to be a part of the discussion.

Members of the CASI-ACMS Board of Directors:

Robert Joncas, President  
Melissa Penney, Vice President  
Mike Bray, Treasurer  
Adam Lowe, Secretary  
Dominic Smith, Board Member  
Andrew Manuel, Board Member  
Jeff Chandler, Executive Director

And a special thanks goes to Tom Mayenknecht of *EMBLEMATICA* for his assistance and guidance throughout this process.

For more information please contact:

## **CASI-ACMS**

Suite 201 – 186 Hurontario Street    **Toll Free:** 1-877-976-2274  
Collingwood, Ontario                      **Email:** info@casi-acms.com  
L9Y 4T4

This document can be downloaded at [www.casi-acms.com](http://www.casi-acms.com)

© 2023

*Published by the Canadian Association of Snowboard Instructors  
All rights reserved. No part of this work may be reproduced or transmitted  
in any form for commercial purposes, without permission from CASI-ACMS.*



# TABLE OF CONTENTS

- Introduction ..... 3
- Who We Are ..... 4
- Strategic Planning Process ..... 6
- Role, Mission & Vision ..... 7
- Code of Ethics ..... 8
- Strategic Objectives: Three Trails of Excellence ..... 10
  - Trail One ..... 11
  - Trail Two ..... 12
  - Trail Three ..... 14
- Conclusion ..... 16



# INTRODUCTION



Over the past 8 months we, the Canadian Association of Snowboard Instructors (CASI), have engaged our members, volunteers, contractors, partners and stakeholders in a widespread process to determine our priorities for 2023 through to 2026. The result is a strategic plan that encompasses the input, knowledge, and vision of our members and industry partners, and sets clearly defined objectives for the years to come.

The 2023-2026 Strategic Plan was led by CASI Board members and leadership staff, who were tasked with developing and executing the planning process and providing recommendations to the Board. The process relied heavily on stakeholder and member input to ensure the strategic objectives of the organization remain member-centred, with the goal of ensuring the longevity of CASI as a crucial snowsports industry association in Canada and internationally.



A handwritten signature in black ink, appearing to read 'J. Chandler', positioned to the right of the circular portrait.

**Jeff Chandler**  
*Executive Director*





# WHO WE ARE

The Canadian Association of Snowboard Instructors was formed in 1994 and incorporated in 1995 and is currently incorporated under the Canada Not-for-profit Corporations Act. It is the professional snowboard teaching body in Canada with its Head Office located in Collingwood, Ontario.

Our role in the snowsports industry is multi-faceted and consists of education, training, certification, member relations, and industry cooperation.

Those who wish to become members of CASI must attend and pass a Level 1 Instructor certification course, which are held all winter in Canada, and at various international locations year-round. Upon becoming a member, each person will receive the latest information on technique and teaching methods via regular newsletters and clinics, as well as access to member benefits.

CASI certification is comprised of four levels. Level 1 is an introductory course designed to teach Instructors how to introduce snowboarding to beginning riders. Level 2 stresses the intermediate level of riding skills. The Level 3 focuses on the advanced, and the Level 4 focuses on expert riding techniques, teaching and instructor training skills.

CASI serves an important purpose in the Canadian and international snowsports industry – providing trained and certified snowboard instructors to resorts, to guide their guests as they embark on this new recreational endeavour.

## WHO WE ARE...

Since 1994, CASI has continued to strive to improve our teaching techniques, course offerings, and certification methods. We work continually to support our members by providing on-going resources to improve their ability to pass on the best, most relevant and up-to-date information in snowboarding.

**CASI MEMBERS CREATE NEW SNOWBOARDERS EVERYDAY AROUND THE WORLD, USING PROVEN TECHNICAL AND TEACHING METHODOLOGIES TO MAKE THIS JOURNEY A SUCCESS.**







# STRATEGIC PLANNING PROCESS

1. **Board of Directors establishes strategic planning projects as a priority. *(June 2022)***
2. **Engagement with strategic third-party strategic planning consultant. *(August 2022)***
3. **Complete analysis of organization's strengths, weaknesses, opportunities, threats.**
4. **Gather input from stakeholders:**
  - a. Board of Directors
  - b. Staff/Management Team
  - c. National Technical Team
  - d. Members
  - e. Industry Representatives
5. **Consolidation of stakeholder feedback / input.**
  - a. Review of stakeholder feedback / input.
6. **Identify and prioritize strategic directions, based on stakeholder input.**
  - a. Establish strategic pillars (3) – “3 Trails of Excellence”
  - b. Board approval of strategic pillars. *(December 2022)*
7. **Review of Mission & Vision statements**
  - a. Establish updated Mission & Vision
  - b. Board approval of Mission & Vision *(January 2023)*
8. **Draft Code of Ethics Update**
  - a. Final draft Code of Ethics
  - b. Board approval of Code of Ethics *(February 2023)*
9. **Draft Objectives, Strategies & Actions**
  - a. Final Strategic Plan Draft Document
  - b. Board approval of Strategic Plan *(March 2023)*





# ROLE, MISSION & VISION

An important part of the strategic planning process was a review of our Role, Mission & Vision Statements. We took this opportunity to refine and develop these statements through discussion with CASI members, staff, volunteers, and industry stakeholders in an effort to craft identifiable, emotive, and tangible statements. These discussions served to enhance our overall understanding of our role in the industry, and the value placed on our services.



WHO WE ARE  
**OUR ROLE**

-

We are a member-based, professional not-for-profit society serving as the Canadian certification body for snowboard instruction.



WHY WE EXIST  
**OUR MISSION**

-

To inspire the world's best snowboard instruction.



WHAT WE ASPIRE TO  
**OUR VISION**

-

To be the global leaders in instructor education, innovation and professional development that is synonymous with a thriving, diverse and accessible snow sports industry.



# CODE OF ETHICS

*Each Member shall be governed by this Code of Ethics and shall adhere to the following articles at all times, both on and off duty. The rigid observance of the Code will bring prestige and honor to the organization and help to build the profession into one that will stand high in the opinion of the general public and the snowsports industry.*

**Article 1:** The public expects and deserves the safest, most effective lessons. Being a Member shall be synonymous with the finest aspects of the sport of snowboarding; namely integrity, honor and respect at all times to those who have placed their trust in you and your teaching ability. Further, as snowboarding is a sport enjoyed by many in their formative years, Members have a responsibility to the youth of this country by setting an example for them to follow.

**Article 2:** A Member must always strive to further develop their technical and teaching abilities to be the best instructor they can be. Continual self-progression is essential if a Member is to remain current, up-to-date, and relevant as a professional snowboard instructor.

**Article 3:** Members are continuously in the public eye as instructors and so must act responsibly, fairly, and professionally at all times. A Member has a responsibility to themselves, their colleagues, and the public to set the best example at all times within the snowsports community.

**Article 4:** No Member shall misrepresent him/herself as to their level of certification or membership status within the organization. Members must not teach outside of their certification level while working as a snowboard instructor. Each Member must respect the limits of their training, knowledge, and experience, as per their certification level.

## CODE OF ETHICS...

**Article 5:** Upon being hired as a snowboard instructor, Members must interact with their employer in a professional, competent and timely manner at all times – representing the association to the best of their abilities, and must meet professional financial obligations promptly and conduct all their business dealings in a manner befitting the standards of the organization.

**Article 6:** Members may have the opportunity to represent products or brands in a sponsorship or pro-deal setting. Endorsing products purely for personal gain, without true knowledge and conviction of the products' benefits, is a misrepresentation of the ethos of the association, and misleading to colleagues and the general public.

**Article 7:** Members must not jeopardize or in any way abuse the promotional relationships between suppliers or other supporters and the association. These relationships are in place to support snowboard instructors working in the industry.

**Article 8:** At no point can a Member be involved with any illegal or criminal activities. The use of alcohol or any prohibited substances, under any circumstances, while working is not permitted.

**Article 9:** Members conducting training courses, lessons, or other programs or administering programs must ensure that they have the necessary approvals and land use agreements in place for the areas in which they operate, and have the proper insurance coverages in place for the activities being performed.

**Article 10:** The Board of Directors shall take appropriate disciplinary action should any breach of the Articles of the Code occur. Action can vary from a simple reprimand to lifetime suspension of membership.





# STRATEGIC OBJECTIVES

CASI-ACMS STRATEGIC PLAN 2023-2026

## THREE TRAILS OF EXCELLENCE

Trail One: <b>REFINEMENT OF COURSE &amp; PROGRAM DEVELOPMENT</b>	Trail Two: <b>OPTIMIZING MEMBER RELATIONS &amp; DEVELOPMENT</b>	Trail Three: <b>ENHANCING INDUSTRY RELATIONS &amp; DEVELOPMENT</b>
<ul style="list-style-type: none"> <li>• Maintenance of world-leadership position in training content, methodology and scope.</li> <li>• Effective delivery of course content in English &amp; French while scaling foreign language deployment in Canada and other countries.</li> <li>• Enhanced program technology and expanded course offerings by digital, social and virtual.</li> </ul>	<ul style="list-style-type: none"> <li>• Ensuring modernized association governance, constitution &amp; by-laws.</li> <li>• Expanding communications &amp; member engagement (social, social media &amp; digital).</li> <li>• Maximizing targeted member benefits (including apparel, equipment &amp; professional development opportunities).</li> </ul>	<ul style="list-style-type: none"> <li>• Creation of Snowsport Industry Forum to support and service dynamic relationships with resorts, snow schools and other key stakeholders.</li> <li>• Elevating professional advocacy &amp; development.</li> <li>• Identifying opportunities in meaningful cause marketing &amp; philanthropy.</li> </ul>

## TRAIL ONE: OBJECTIVES, STRATEGIES & ACTIONS

# REFINEMENT OF COURSE & PROGRAM DEVELOPMENT

OBJECTIVE	STRATEGIES & ACTIONS
<b>1a) Maintenance of world-leadership position in training content, methodology and scope.</b>	<ul style="list-style-type: none"> <li>Annual curriculum review completed on Level 1, Level 2, Level 3, Level 4, Park Instruction and Evaluator training.</li> </ul>
	<ul style="list-style-type: none"> <li>Increased capacity to provide instructors with additional best practices in teaching (children and adults) and innovation in methodologies based on technical advisory group recommendations.</li> </ul>
	<ul style="list-style-type: none"> <li>Collaboration with resorts and snow schools via surveys, outreach, etc. to ensure most relevant course offerings are delivered on an on-going basis.</li> </ul>
<b>1b) Effective delivery of course content in English &amp; French while scaling foreign language deployment in Canada and other countries.</b>	<ul style="list-style-type: none"> <li>Sustain the highest levels of bilingual resources (official languages of English &amp; French in Canada).</li> </ul>
	<ul style="list-style-type: none"> <li>Develop scalable delivery in international languages (i.e. – Mandarin, Cantonese, Korean, etc.) through on-going assessment of opportunities, needs, and areas of weakness /risk.</li> </ul>
	<ul style="list-style-type: none"> <li>Explore international language translation of some elements of website, with Mandarin translation of select web site sections the priority.</li> </ul>
<b>1c) Enhanced program technology and expanded course offerings by digital, social and virtual.</b>	<ul style="list-style-type: none"> <li>Explore adaptation of new elements of curriculum design within existing offerings – online modules, on-snow modules, etc. based on technical advisory group recommendations.</li> </ul>
	<ul style="list-style-type: none"> <li>Creating new course curricula and/or levels of instruction, as required, based on technical advisory group recommendations.</li> </ul>
	<ul style="list-style-type: none"> <li>Increase capacity to train online and develop enhanced virtual teaching protocols (including piloting or experimental).</li> </ul>

**TRAIL TWO: OBJECTIVES, STRATEGIES & ACTIONS**  
**OPTIMIZING MEMBER RELATIONS & DEVELOPMENT**

OBJECTIVE	STRATEGIES & ACTIONS
<p><b>2a) Ensuring modernized association governance, constitution &amp; by-laws.</b></p>	<ul style="list-style-type: none"> <li>Consistently reflect principles of inclusivity, diversity and representation in the identification, recruitment and development of qualified volunteer leaders, including Board and Committee members.</li> </ul>
	<ul style="list-style-type: none"> <li>Adopt a simple Committee structure to ensure efficient oversight and effective governance (phased in 2023-2024):               <ul style="list-style-type: none"> <li>Technical Committee (adapted version of Technical Team)</li> <li>Membership Committee</li> <li>Industry &amp; Partnerships Committee</li> <li>Finance &amp; Audit Committee</li> <li>Governance &amp; Planning Committee</li> </ul> </li> </ul>
	<ul style="list-style-type: none"> <li>Empower a professional management team to operate programs, support members and collaborate with industry leaders such as resorts, snow schools and equipment suppliers:               <ul style="list-style-type: none"> <li>Adopt staff planning and HR / salary grid for 2023-2026.</li> <li>Update job descriptions for existing and prescribed new positions</li> <li>Formalize KPIs and performance review process</li> </ul> </li> </ul>
<p><b>2b) Expanding communications &amp; member engagement (social, social media &amp; digital).</b></p>	<ul style="list-style-type: none"> <li>Recruitment of CASI/ACMS social conveners (“ambassadors” in “local chapters” (special events and social engagement opportunities for certified instructors).</li> </ul>
	<ul style="list-style-type: none"> <li>Develop a robust approach to CASI/ACMS social media channels including Instagram, LinkedIn, YouTube, TikTok (new) and Twitter, including TikTok and/or YouTube video contests for members.</li> </ul>
	<ul style="list-style-type: none"> <li>Communicate with members and stakeholders via regular email newsletters, and explore new strategies for improving communication (text message, phone, etc).</li> </ul>



CONTINUED

# OPTIMIZING MEMBER RELATIONS & DEVELOPMENT

OBJECTIVE	STRATEGIES & ACTIONS
<b>2c) Maximizing targeted member benefits (including apparel, equipment &amp; professional development opportunities).</b>	<ul style="list-style-type: none"><li>• Expand and enhance apparel and accessories / equipment supplier relationships, and explore efficiencies in delivery, inventory, and ordering processes.</li></ul>
	<ul style="list-style-type: none"><li>• Seek reciprocal benefits for certified instructors at participating resorts:<ul style="list-style-type: none"><li>◦ Special lift ticket access or discounts to visiting certified instructors.</li><li>◦ Preferred access to gymnasium, pool and special recreation amenities.</li></ul></li></ul>
	<ul style="list-style-type: none"><li>• Explore development of branded curriculum of professional development opportunities. Some examples:<ul style="list-style-type: none"><li>◦ Language training (English / French domestic, plus international)</li><li>◦ Leadership training</li><li>◦ Public speaking and presentation skills</li><li>◦ Creative writing and technical writing workshops</li><li>◦ Time management practices</li><li>◦ Financial management and budgeting</li><li>◦ Industry trends &amp; developments</li><li>◦ Climate change orientation</li><li>◦ First Nations/indigenous people’s orientation &amp; education</li><li>◦ Diversity and inclusivity in snow sports</li></ul></li></ul>

**TRAIL THREE: OBJECTIVES, STRATEGIES & ACTIONS**  
**ENHANCING INDUSTRY RELATIONS & DEVELOPMENT**

OBJECTIVE	STRATEGIES & ACTIONS
<p><b>3a) Creation of Snowsport Industry Forum to support and service dynamic relationships with resorts, snow schools and other key stakeholders.</b></p>	<ul style="list-style-type: none"> <li>• Establish Steering Committee for a Snowsport Industry Forum.</li> </ul>
	<ul style="list-style-type: none"> <li>• Compile prospect list of those comprising “membership” of Snowsport Industry Forum (beginning with those that are already part of the CASI family through the pro-deal / discount program).               <ul style="list-style-type: none"> <li>○ Resorts</li> <li>○ Snow Schools</li> <li>○ Clubs</li> <li>○ Equipment / apparel manufacturers / suppliers</li> <li>○ Distributors</li> <li>○ Retailers</li> </ul> </li> </ul>
	<ul style="list-style-type: none"> <li>• Convene first meeting in spring of 2023 (virtual or hybrid)               <ul style="list-style-type: none"> <li>○ Develop web, digital or social media presence (either as standalone or as part of CASI/ACMS platform)</li> </ul> </li> </ul>
<p><b>3b) Elevating professional advocacy &amp; development.</b></p>	<ul style="list-style-type: none"> <li>• Maintain updated demographic data and employment statistics via member surveys and industry data.</li> </ul>
	<ul style="list-style-type: none"> <li>• Work in tandem with resorts, industry associations, and snow schools to develop database on wages, salary ranges and applicable benefits.</li> </ul>
	<ul style="list-style-type: none"> <li>• Collaborate with other membership-based professional organizations on best employment practices:               <ul style="list-style-type: none"> <li>○ Identify synergies and economies of scale with other snowsports and complementary sports such as surfing, skiing, MTB, scuba diving.</li> </ul> </li> </ul>

**CONTINUED**

# **ENHANCING INDUSTRY RELATIONS & DEVELOPMENT...**

<b>OBJECTIVE</b>	<b>STRATEGIES &amp; ACTIONS</b>
<b>3c) Identifying opportunities in meaningful cause marketing &amp; philanthropy.</b>	<ul style="list-style-type: none"><li>• Establish the Snowsport Instructors Foundation (or Snowboard Instructors Foundation) as the charitable arm of CASI/ACMS.</li></ul>
	<ul style="list-style-type: none"><li>• Assess best opportunities for fund-raising or “cause raising”.<ul style="list-style-type: none"><li>◦ Consider bear, raven or eagle motifs for Snowsport Instructors Foundation logo.</li></ul></li></ul>
	<ul style="list-style-type: none"><li>• Work with industry partners to identify matching or other engagement mechanisms in meaningful cause marketing and philanthropy.</li></ul>



# CONCLUSION



Throughout the process of collecting stakeholder input for this strategic planning project, one word stood out from all groups:

## **PASSION.**

Passion for the sport and activity of snowboarding is what drives us forward. CASI members and resort partners want to see CASI succeed and continue to flourish, so that we can continue to stoke the passion in new snowboarders around the world.

CASI has benefitted from the input of all involved, and we will honour that input in the implementation of this plan to create a strong CASI in the future. Like snowboarding, this plan will be a dynamic document that will change as the needs of the association and the industry evolve.





---

**CANADIAN ASSOCIATION OF  
SNOWBOARD INSTRUCTORS**

[WWW.CASI-ACMS.COM](http://WWW.CASI-ACMS.COM)

COPYRIGHT 2023