CASI
ACMS

CANADIAN
ASSOCIATION OF
SNOWBOARD
INSTRUCTORS

THREE TRAILS OF EXCELLENCE 2030

2027-2030 STRATEGIC PLAN



GRATITUDE

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 BOARD OF DIRECTORS (2026):

Melissa Penney (President)
Scott Radford (Vice President)
Mike Bray (Treasurer)
Zhenyi Jay Chen (Secretary)
Dominic Smith (Board Member)
Manuela Olibera-Dorn (Board Member)
Robert Joncas (Board Member)
Jeff Chandler (Executive Director)

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

Layout & Design: Jeff Chandler
Photography: Rob Whelan

For more information please contact:

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

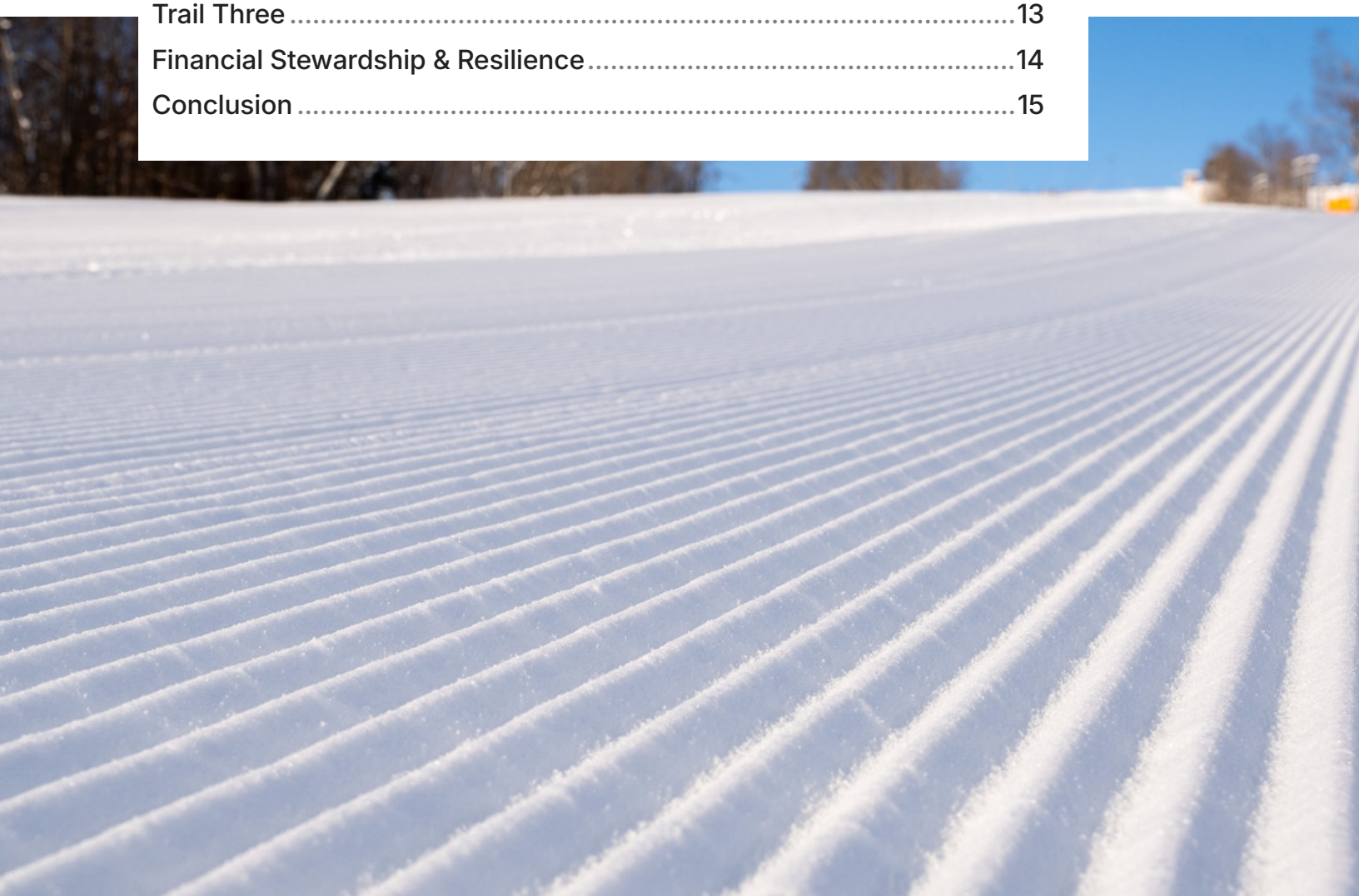
This document can be downloaded at **www.casi-acms.com**

© Copyright 2026

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 1
Who We Are 2
Strategic Planning Process 3
Role, Mission & Vision 4
Member Code of Ethics 5
Code of Conduct & Governance Framework 7
Environmental Scan & Future Outlook 8
Strategic Objectives: Three Trails of Excellence 2030v 10
Trail One 11
Trail Two 12
Trail Three 13
Financial Stewardship & Resilience 14
Conclusion 15



INTRODUCTION



Over recent months and years, the **Canadian Association of Snowboard Instructors** (CASI), have engaged our members, volunteers, contractors, industry partners and stakeholders in a widespread process to determine our priorities for 2027 through to 2030. 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 2027-2030 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.



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, of which many are held 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 consists of four core 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.

CASI members create new snowboarders everyday around the world, using proven technical and teaching methodologies to make this journey a success.

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.

STRATEGIC PLANNING PROCESS

1. Board of Directors establishes an updated strategic planning process as a priority. *(Completed June 2025)*
2. On-going association-wide environmental check-in's and scan(s) including input from stakeholders: *(Completed November 2025, May 2025 & May 2026)*
    a. Board of Directors
    b. Staff/Management Team
    c. National Technical Team
    d. Members
    e. Volunteers
    f. Industry Representatives
3. Code of Conduct Developed
    a. Final draft Code of Conduct *(May - July 2026)*
    b. Board approval of Code of Conduct *(Completed August 2026)*
4. Identify and prioritize strategic directions, based on stakeholder input *(May 2026)*
    a. Establish updated strategic pillars – "Three Trails of Excellence 2030"
    b. Board approval of strategic pillars *(Completed October 2026)*
5. Review of Mission & Vision statements
    a. Establish updated Mission & Vision *(May 2026)*
    b. Board approval of Mission & Vision *(Completed October 2026)*
6. Draft Objectives, Strategies & Actions
    a. Strategic Plan Draft Document Developed
    b. Board approval of Strategic Plan *(Completed October 2026)*







ROLE, MISSION & VISION

An important part of the strategic planning process was a reaffirmation 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 association serving as the Canadian certification body for snowboard instruction.

WHY WE EXIST

OUR MISSION IS...

To inspire the world's best snowboard instruction.

WHAT WE ASPIRE TO

OUR VISION IS...

A thriving, accessible snow sports industry elevated by global leadership in snowboard instruction.







MEMBER 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.

MEMBER 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.

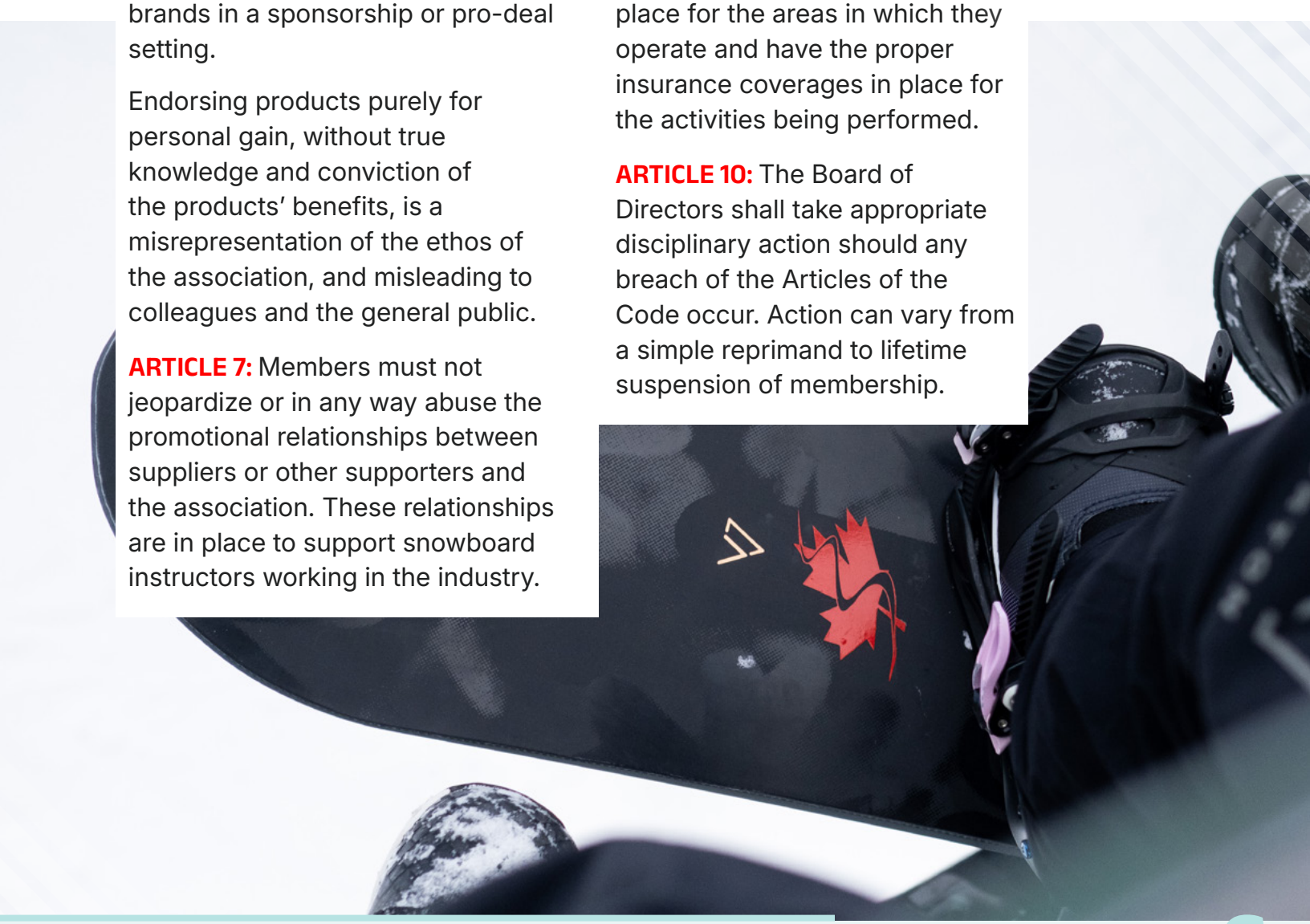
Endorsing products purely for personal gain, without true knowledge and conviction of the products' benefits, is a misrepresentation of the ethos of the association, and misleading to colleagues and the general public.

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, cannabis, 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.

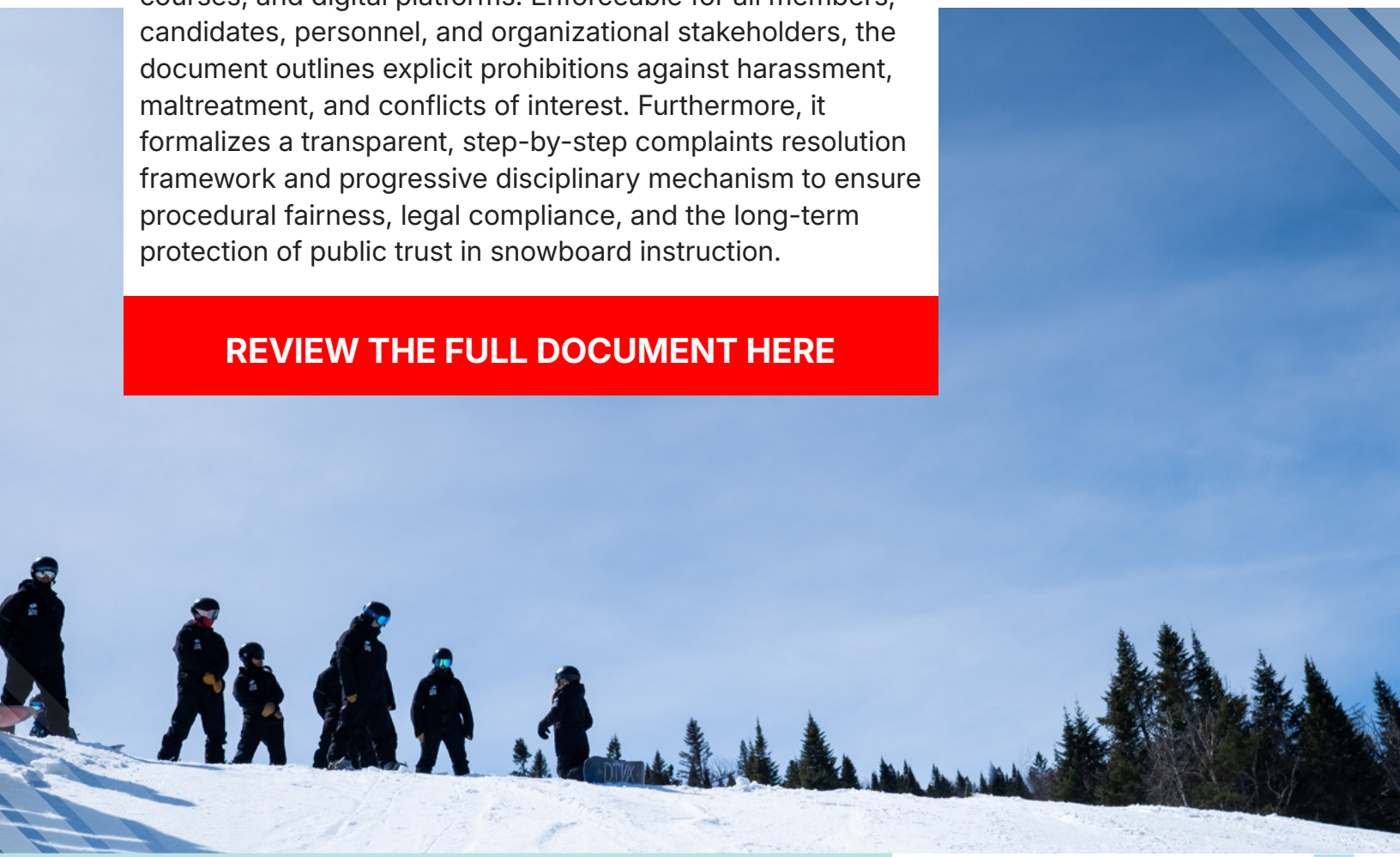


CODE OF CONDUCT & GOVERNANCE FRAMEWORK

To uphold institutional integrity and safeguard the community, the Board of Directors has approved an updated Code of Conduct & Complaints Resolution Policy, effective September 1, 2026.

This governing policy establishes mandatory standards of professional conduct, safe instructional practices, and personal accountability across all CASI operations, courses, and digital platforms. Enforceable for all members, candidates, personnel, and organizational stakeholders, the document outlines explicit prohibitions against harassment, maltreatment, and conflicts of interest. Furthermore, it formalizes a transparent, step-by-step complaints resolution framework and progressive disciplinary mechanism to ensure procedural fairness, legal compliance, and the long-term protection of public trust in snowboard instruction.

REVIEW THE FULL DOCUMENT HERE



ENVIRONMENTAL SCAN & FUTURE OUTLOOK

This section translates findings from our on-going environmental scanning processes (member surveys, in-person sessions, stakeholder outreach efforts, etc.) into strategic imperatives for the 2027–2030 Strategic Plan. It establishes a clear bridge between current industry realities, member feedback, and the Board's long-term vision for the association.

THE FOUNDATIONAL RATIONALE (THE "WHY")

We have set a clear mandate for 2030: **To continuously evolve our training and member value, safeguarding snowboarding instruction as a viable, respected, and accessible career and passion.**

To achieve this, our strategic plan must answer three core "Why's":

WHY EVOLVE?
To maintain our position as a world leader, our courses and program must always evolve to deliver clear, cutting-edge teaching skill development.

WHY ADAPT?
Changing climate patterns, rising travel costs, and shifting demographics require us to modernize delivery models so that CASI's reach is globally available to all members.

WHY ADVOCATE?
Certification holds little value if snowboard instruction is not seen as a viable employment path; we must use our platforms to model and champion professional legitimacy.

STRATEGIC PRIORITY FRAMEWORK

Our analysis provides organizational priorities in three distinct tiers:

- **Top Priorities:** Member Value & Access and Global Strategy & Partnerships - the primary drivers of engagement, growth, and global reach.
- **Core Operations:** Course Curriculum Development, Advocacy, and Quality Assurance Systems - the operational backbone ensuring quality, retention, and employment viability.
- **Emerging Priorities:** Communications & Brand, Inclusion & Equity, and Financial Sustainability / Governance - targeted areas focused on organizational health and culture.



STRATEGIC IMPERATIVES FOR 2030

To fulfill our mandate, the 2027–2030 Strategic Plan focuses on five key directives:

- **Evolve Course Architecture:** Ensure continuous evolution of course curriculum, work to ensure CASI's programs are among the best in the industry and delivered via diverse channels.
- **Protect & Expand Member Value:** Safeguard exclusive member benefits while expanding regional access to community-based member events.
- **Strengthen Organizational Trust:** Build long-term confidence through transparent metrics, modern communication, and inclusive community-focused programming.
- **Champion the Profession:** Use industry partnerships and industry data to advocate for fair compensation and career longevity.
- **Ensure Financial Sustainability:** Safeguard recent financial growth by maintaining strong reserve funds, optimizing operational efficiency, and reinvesting net revenues directly into core strategic priorities.

STRATEGIC OBJECTIVES

THREE TRAILS OF EXCELLENCE 2030

CASI-ACMS STRATEGIC PLAN 2027-2030

01: PRODUCT

REFINE & DELIVER WORLD-RENOWNED SNOWBOARD INSTRUCTION PROGRAMS

TRAINING | Maintain a world-leading standard in snowboard instruction methodology, candidate development, and quality-assured course delivery.

CERTIFICATION | Uphold international recognition of CASI certification by ensuring uncompromising quality control, consistency, and global evaluator standards.

CONTINUOUS IMPROVEMENT | Advance course design, evaluation methodologies, and digital learning platforms to maximize accessibility and candidate engagement.

02: COMMUNITY

STRENGTHEN MEMBER ENGAGEMENT & PROFESSIONAL DEVELOPMENT INITIATIVES

ENGAGEMENT | Cultivate an active, inclusive member community through expanded regional engagement, accessible year-round events, and structured alumni pathways.

COMMUNICATION | Deliver modern, reliable, and multi-channel communications that improve member experience, increase resource accessibility, and drive active engagement.

BENEFITS | Maximize member value through targeted professional development opportunities, industry discounts and member accessories.

03: INDUSTRY

ENHANCE INDUSTRY RELATIONS & DEVELOPMENT

ADVOCACY | Act as a champion for working instructors by demonstrating the value of certification, supporting professional growth, and fostering strong resort relationships.

SUSTAINABILITY | Safeguard long-term organizational health through disciplined financial governance, targeted industry presence, and strategic community investments that advance the sport.

PARTNERSHIPS | Cultivate high-value strategic alliances across the snowsports, education, and sports sectors to expand instructor pathways, broaden certification recognition, and elevate the snowboarding ecosystem.

REFINE AND DELIVER WORLD-RENOWNED SNOWBOARD INSTRUCTION PROGRAMS

OBJECTIVE	STRATEGIES & ACTIONS	HOW WE MEASURE SUCCESS
1A: TRAINING **Maintain a world-leading standard in snowboard instruction methodology, candidate development, and quality-assured course delivery.**	• Implement standardized rubric evaluation tracking across core certification courses to analyze pass/fail data and enhance candidate success rates. • Enhance comprehensive bilingual educational resources (English and French) while evaluating strategic expansion into high-growth international languages. • Establish a rolling multi-year curriculum review cycle backed by rigorous field-testing and pilot protocols prior to national implementation.	*Number of courses mapped to competency rubrics* *Candidate pass rates by level (YoY)* *Average course satisfaction results*
1B: CERTIFICATION **Uphold international recognition of CASI certification by ensuring uncompromising quality control, consistency, and global evaluator standards.**	• Strengthen international quality assurance protocols to guarantee consistent assessment standards across all course locations. • Expand international Evaluator professional development programs to maintain assessment rigor and cultural alignment. • Strategically diversify international resort locations to widen global candidate access to CASI certification programs.	*International course participant and regional growth (YoY %).* *Total number of active international Evaluators trained and recertified.* *Geographic regions and international resort partners served.*
1C: CONTINUOUS IMPROVEMENT **Advance course design, evaluation methodologies, and digital learning platforms to maximize accessibility and candidate engagement.**	• Modernize course design and evaluation methodology by integrating updated pedagogy and interactive assessment tools. • Expand online and hybrid learning capabilities, developing robust virtual pre-course prep protocols and pilot modules. • Invest in continuous Evaluator training and standardization updates to enforce consistency, competence, and fairness in grading.	*Learner engagement and completion rates across virtual learning platforms.* *Participant satisfaction ratings for Evaluator competence, communication, and fairness.* *Successful pilot-to-launch ratio for new curriculum and digital learning tools.*

STRENGTHEN MEMBER ENGAGEMENT & PROFESSIONAL DEVELOPMENT INITIATIVES

OBJECTIVE	STRATEGIES & ACTIONS	HOW WE MEASURE SUCCESS
2A: ENGAGEMENT **Cultivate an active, inclusive member community through expanded regional engagement, accessible year-round events, and structured alumni pathways.**	• Expand regional community initiatives by supporting localized member meet-ups, ride days, and pre-course preparation sessions. • Deliver year-round engagement opportunities—including off-season digital workshops and interactive events—to maintain continuous connection with the membership. • Establish a CASI Alumni Program to re-engage lapsed members, offering tailored digital and in-person network events, and streamlined pathways to maintain active connection with the association.	*Number of regional engagement events and off-season sessions delivered annually.* *Member retention rate (annual renewal %).* *Total active membership growth (YoY %).* *Member sense of community and belonging score (annual member survey).*
2B: COMMUNICATIONS **Deliver modern, reliable, and multi-channel communications that improve member experience, increase resource accessibility, and drive active engagement.**	• Execute clear, timely, and segmented member communications across primary channels to deliver relevant, high-value updates. • Explore modern digital communication tools—including SMS, direct messaging, and personalized portal alerts—to enhance real-time member reach. • Upgrade the online member and course portal (UX/UI) to streamline access to educational resources, certification records, and membership management.	*Email open/click rates or platform engagement metrics* *Member feedback / survey results relative to portal UX / UI* *Reduction in administrative inquiries regarding portal navigation and resource access*
2C: BENEFITS **Maximize member value through targeted professional development opportunities, industry discounts and member accessories.**	• Expand cross-disciplinary professional development opportunities by establishing formal partnerships with parallel snowsport and outdoor industry associations • Strengthen enhance apparel and accessories / equipment supplier relationships, and explore efficiencies in delivery, inventory, and ordering processes. • Seek reciprocal benefits for certified instructors at participating resorts, such as special lift ticket access or discounts to visiting certified instructors.	*% of members participating in development opportunities* *Accessories sales YoY* *Number of active strategic partnerships* *Perceived membership value score in the annual member survey.*

ENHANCING INDUSTRY RELATIONS & DEVELOPMENT

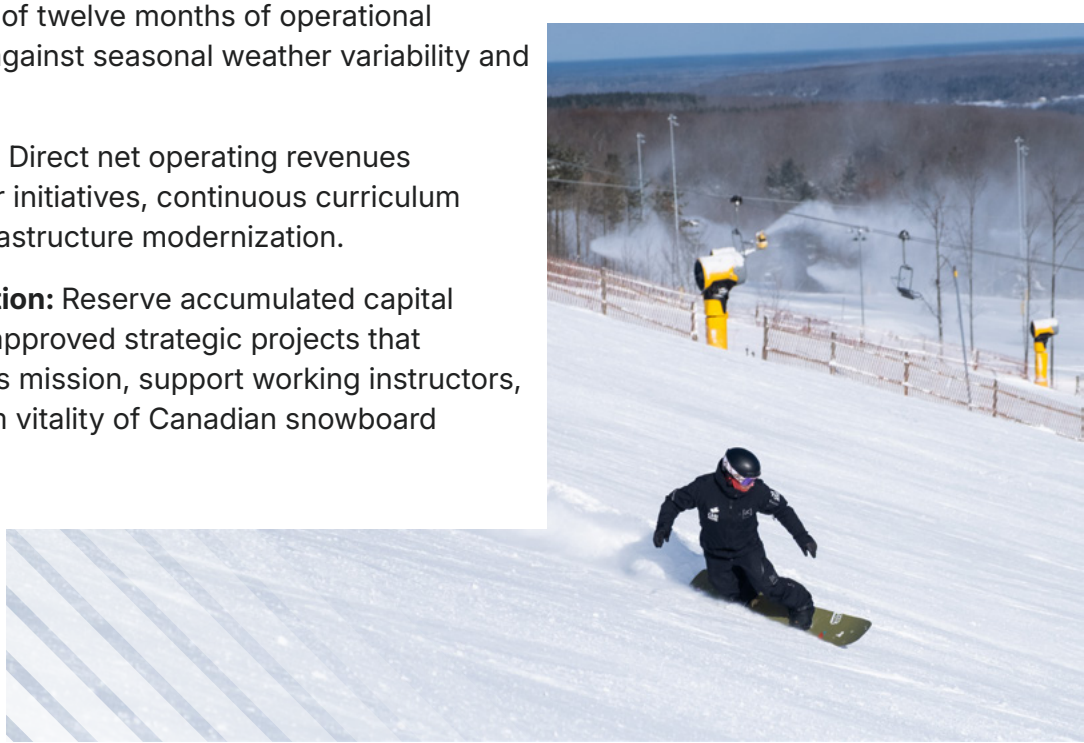
OBJECTIVE	STRATEGIES & ACTIONS	HOW WE MEASURE SUCCESS
3A: ADVOCACY **Act as a champion for working instructors by demonstrating the value of certification, supporting professional growth, and fostering strong resort relationships.**	• Partner with resort snow school management to communicate and the business value of certified instructors (e.g., higher guest retention, safer lesson environments, and improved customer satisfaction). • Engage with resort associations, snow school directors, and industry bodies to support positive working environments, instructor appreciation initiatives, and recognition of snowboard instruction as a skilled profession. • Conduct regular member and snow school surveys to gather objective demographic and operational feedback, sharing trends that help resorts optimize their instructor programs.	*Member satisfaction with CASI's advocacy and industry representation.* *Number of snow school leadership touchpoints and resort partner consultations.* *% of resort partners incorporating CASI certification into internal career progression frameworks.*
3B: SUSTAINABILITY **Safeguard long-term organizational health through disciplined financial governance, targeted industry presence, and strategic community investments that advance the sport.**	• Maintain an active presence at resort association conferences and industry events and establish a mechanism for soliciting resort / snow school input on curriculum relevancy. • Protect organizational capital and reserve funds through proactive investment oversight, disciplined capital allocation, and controlled net margin management aligned with Board targets. • Deploy targeted grant and sponsorship funding—including First Tracks Fund initiatives—to support impactful projects that expand participation, diversity, and access in snowboarding.	*Number of industry events attended and role* *Association financial health (ratios)* *Surveyed external stakeholder feedback* *Total sponsorship funding distributed to worthy causes*
3C: PARTNERSHIPS **Cultivate high-value strategic alliances across the snowsports, education, and sports sectors to expand instructor pathways, broaden certification recognition, and elevate the snowboarding ecosystem.**	• Partner with International Course Providers (ICP's), parallel certifying bodies and National Sport Organizations (NSOs) to align educational standards and expand joint development initiatives. • Collaborate with provincial education ministries and post-secondary institutions to formalize academic credit pathways for CASI certification levels. • Bridge recreational instruction and competitive sport by establishing dual-pathway initiatives and joint promotional programs with coaching bodies.	*Number of active strategic partnerships* *Partner retention and multi-year agreement renewal rate (%).* *Formal credit recognition proposals submitted to provincial education boards.*

FINANCIAL STEWARDSHIP & RESILIENCE

CASI-ACMS maintains a mature, highly resilient financial foundation, backed by robust capital reserves and strong operational performance. Our financial philosophy for 2027–2030 is rooted in responsible stewardship, long-term sustainability, and value reinvestment.

KEY FINANCIAL DIRECTIVES:

- **Capital Preservation:** Maintain operating reserve funds equivalent to a minimum of twelve months of operational expenditures to protect against seasonal weather variability and economic shifts.
- **Strategic Reinvestment:** Direct net operating revenues into high-impact member initiatives, continuous curriculum evolution, and digital infrastructure modernization.
- **Targeted Capital Allocation:** Reserve accumulated capital assets for major, Board-approved strategic projects that advance the association's mission, support working instructors, and ensure the long-term vitality of Canadian snowboard instruction.



CONCLUSION





Throughout the consultation process for this updated strategic plan, one defining theme emerged consistently across all groups: PASSION.

A shared passion for snowboarding remains at the core of our organization. CASI members, resort partners, and industry stakeholders are deeply invested in our collective success, united by a desire to foster and inspire that same enthusiasm in new riders worldwide.

This updated strategic plan directly reflects the valuable input gathered from our broader community. To honour these contributions, CASI is committed to executing this strategy as a dynamic, evolving roadmap—one designed to adapt alongside the changing needs of our members, our association, and the snowsport industry.

CASI
ACMS

THREE TRAILS OF EXCELLENCE 2030

2027-2030 STRATEGIC PLAN

CANADIAN ASSOCIATION OF SNOWBOARD INSTRUCTORS

STRATEGIC PLAN 2027-2030

© COPYRIGHT 2026

WWW.CASI-ACMS.COM