



**CSIA**

*Canadian Ski Instructors' Alliance*

# STRATEGIC PLAN UPDATE 2015-2018



# STRATEGIC PLAN UPDATE

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In the fall of 2015, the CSIA was proud to release an ambitious Strategic Plan to all its members, industry partners and ski resorts associations for the 2015/2018 period. In a joint effort, the National Board, Regional Chairs and National staff developed this plan, which was based on an audit of factors affecting CSIA's environment and the 2,000 respondents who provided input on critical topics for CSIA's future. The CSIA Strategic Plan focused on 4 goals and more than 30 related strategic objectives to be implemented over a 3-year period.

As we are already reaching the end of its 2<sup>nd</sup> year of implementation, we are pleased to share this overview of what was accomplished for YOU (the members), as well as highlighting CSIA's priorities for the 2017/2018 season.

**Goal:** Advancing the stature of the ski teaching profession amongst the public  
**Advocacy →** and within the industry

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## What have we done?

- ✓ Promotion of the Ski Instructor profession and the CSIA to the public through ads in various magazines
- ✓ Promotion and definition of a new partnership with glide partners such as CASI, ACA, CADS and CANSI
- ✓ Active participation and sponsorship of industry stakeholders such as CWSAA, OSRA, CSC, ASSQ, etc.
- ✓ Face-to-Face meetings with Snow School Directors across the country to provide support in response to market challenges, as well as align interests and concerns
- ✓ Created a unified Regional/National advocacy action plan

## Members benefits

- ✓ Increase visibility and perceived value of a certified ski instructor
- ✓ Increase professional development offerings to our members
- ✓ Create a cohesiveness in advocacy efforts across Canada





Goal:  
Education →

Remain leaders in ski teaching methodology and provide top educational product offerings

#### What have we done?

- ✓ Deployed the credit-based modular Education Pathway across all certification levels
- ✓ Increased program offering (scheduling and variety), including in remote areas
- ✓ Conducted and currently implementing recommendations of an external audit of our Education Programs delivery system
- ✓ Rebranded the Snow School Directors' Club
- ✓ Introduced the Snow School Level 1 apprenticeship program as a pilot project in Quebec
- ✓ Created and rolled out the new Teaching Manual with online teaching tools
- ✓ Restructured the Technical Committee
- ✓ Attended Interski 2015; sharing with members the educational material collected through online communications/videos, and the participation of the 2015 CSIA Interski team at National/Regional events/programs

#### Members benefits

- ✓ Greater accessibility and variety of programs teaching our methodology
- ✓ Delivering our programs more efficiently
- ✓ Acting on the recommendations of the external audit in a continuous improvement mindset
- ✓ Increase support and communication with our Snow School Directors – increase understanding of their needs
- ✓ Greater knowledge acquired on current international ski teaching methodologies



Goal:  
Members' experience →

Growing and retaining our membership through improvement of services and effective use of technologies, communication and marketing

### What have we done?

- ✓ Performed a member satisfaction survey using IPSOS
- ✓ Reviewed and developed a coordinated approach for a better usage of social media at the National/Regional levels
- ✓ Standardized tools to manage our brand
- ✓ Increased brand recognition initiatives that promote the benefits and advantages of hiring a certified instructor
- ✓ Introduced new products/services targeting our 15-25 year old community
  - ✓ Presence on Instagram
  - ✓ Online store products and giveaways tailored to younger instructors
- ✓ Acquired new sponsors
- ✓ Created and deployed a foreign program policy to manage and promote international development opportunities
- ✓ Introduced skipromag.com application
- ✓ Launched an Alumni Pilot project in Quebec (Laurentians)
- ✓ Introduced a 40 years membership recognition
- ✓ Identified and offered potential cross-education opportunities with other partners

### Members benefits

- ✓ Improved understanding of our members' needs in order to serve them better
- ✓ Improved and increase program offerings
- ✓ Greater consistency and efficiency in our marketing & communication across Canada
- ✓ Leverage CSIA visibility via social media
- ✓ Offer new activities, services, training and benefits to our alumni instructors
- ✓ Improve communication to members through various channels





**Goal:** Continuing to focus on providing seamless services to the members and streamlining of processes  
**Efficiency/ Governance →**

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#### What have we done?

- ✓ Currently developing a new information technology platform that will include a database, a learning management system and a new web interface; to be deployed for the 2017/2018 season
- ✓ Created a working committee to review National/Regional relations and implemented several initiatives identified, including:
  - ✓ The clarification of program offerings;
  - ✓ The coordination of advocacy efforts, and;
  - ✓ The coordination and standardization of marketing/communication initiatives.
- ✓ Introduced and deployed a new conflict of interest policy

#### Members benefits

- ✓ Improve access to members for online information
- ✓ User friendly website and registration process
- ✓ Deliver more efficiently and economically
- ✓ Greater transparency



#### Our focus and priorities for the 2017/2018 season

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- ✓ “Go live” with our new website and database software, improving member access to information and ease of use
- ✓ Increase our product offerings to our 15-25 years old members
- ✓ Continue the review and standardize the National/Regional educational offerings
- ✓ Pursue our advocacy efforts towards the public and the industry
- ✓ Increase and promote cross-education offering with certain industry partners
- ✓ Develop more web-based education products

The implementation of CSIA’s strategic plan has solicited regional volunteers, Regional Chairs, National Board and National staff’s time and efforts from coast to coast. I would like to thank them all for their dedication and contribution.

Over the next season, we will continue to team up our collective efforts in order to pursue the implementation of our 2015/2018 Strategic Plan. I am convinced that the completion of this Strategic Plan will not only improve our organization, but also bring value to all our members and industry partners.

**François Morrison**  
Managing Director