



Canadian Avalanche Association

2021-2022 in Review

brief to members prior to the

Annual General Meeting

May 3, 2022

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1 Introduction

This report is intended to inform CAA members on the past year of CAA operations, along with select board, committee, and project work.

For members, industry, and the CAA, the past year has been one of transition. We are all learning to live with the constraints of the pandemic and its changing impacts, while recognizing we must move ahead despite the curveballs thrown our way.

For the CAA, this means serving members, students, subscribers, and more. To this end, members will soon be provided with our strategic plan for 2022–25. But we have already started moving ahead.

In the past year, we have continued to refine our membership application process to recognize ACMG equivalencies and are in talks with the CSGA to address its needs. We listened to your feedback about the *Guidelines for Instruction in Avalanche Terrain (GIAT)* and took a step back to refine the document and come back with an implementation strategy led by Iain Stewart-Patterson that provides members teaching the public the tools to document how they are teaching responsibly in avalanche terrain.

We also provided options for renaming our membership categories that we hope will better reflect the environments our members practice in.

For InfoEx Subscribers, our team has begun testing the outputs of the MAInEx (Mobile Avalanche Information Exchange) project, which modernizes InfoEx and provides new features.

The Industry Training program continues to deliver despite facing a pandemic and floods. A brief look at what ITP has overcome to complete the course schedule this year is humbling and a tribute to the dedication of staff, instructors, and students.

Thankfully, not all work is that dramatic. We are also thankful to our many committees that have quietly plugged away in spare time and on weekends. Selected committee work is also found in this report.

Whether you are online or there in person, we look forward to connecting with you at our AGM on May 3, 2022, to discuss the past year and the work ahead.

Sincerely, on behalf of the board, staff, and committees of the CAA,



Walter Bruns, President



Joe Obad, Executive Director

2 Governance

CAA Board of Directors

President	Walter Bruns	(Professional Member)
Vice-president	Eirik Sharp	(Professional Member)
Secretary-treasurer	Jesse Percival	(Professional Member)
Director-at-large	Kerry MacDonald	(Professional Member)
Director-at-large	Matt MacDonald	(Active Member)
Director-at-large	Steve Conger	(Professional Member)
Director-at-large	Penny Goddard	(Professional Member)
Director-at-large	Kate Snedeker	(Public representative)
Director-at-large	Jeff Surtees	(Public representative)

[A complete list of CAA Committees can be found on the CAA website.](#)

3 Operations

3.1 Operations Overview

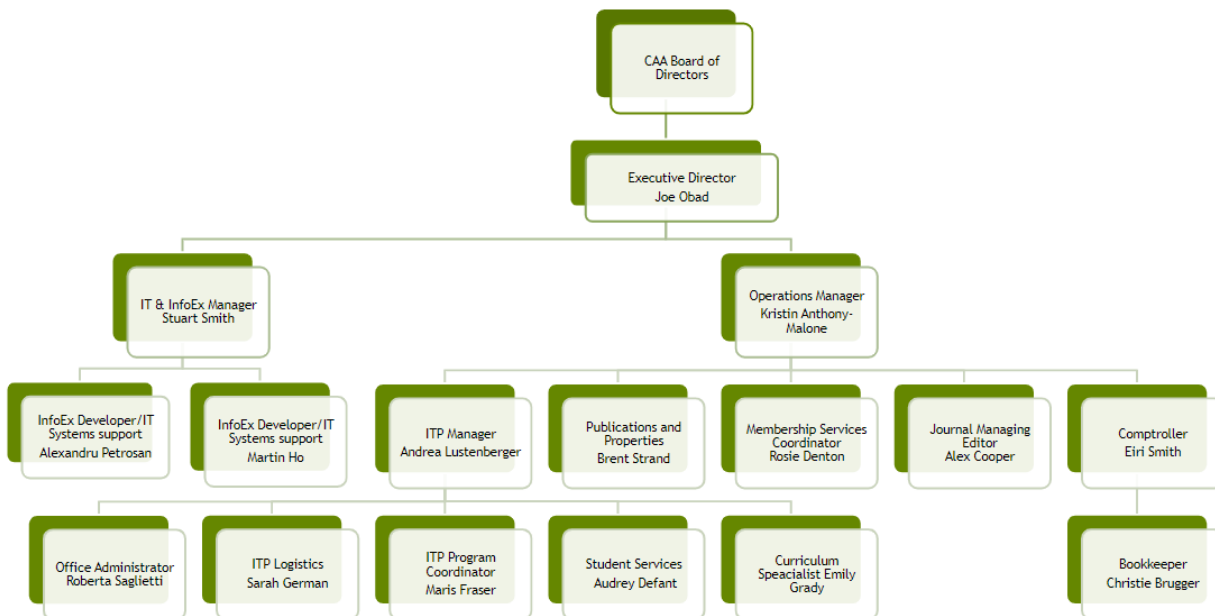
3.1.1 Cost Centres Overview

Canadian Avalanche Association Cost Centres



The illustration above highlights operations that are relatively routine services. Externally and internally funded projects are distinct from regular operations. These projects are usually initiatives that become part of regular operations at some point. Projects such as MAInEx, discussed later in this document, are distinct from operations for most of the project, but ultimately redefine and support operations at their conclusion.

3.1.2 Staff Organizational Chart



3.2 Membership Services

3.2.1 Staff Overview

Kristin Anthony-Malone, Operations Manager (includes leading Membership Services)

Rosie Denton, Membership Services Coordinator (includes Partnership Coordinator)

Brent Strand, Publications and Properties Lead

Alex Cooper, Managing Editor of *The Avalanche Journal*

3.2.2 Committee and Project Coordination

Membership Committee, working with staff

Membership Chair Kerry Macdonald, Rosie, Kristin, and Joe have continued to meet to reevaluate options to expedite the membership process without changing membership standards.

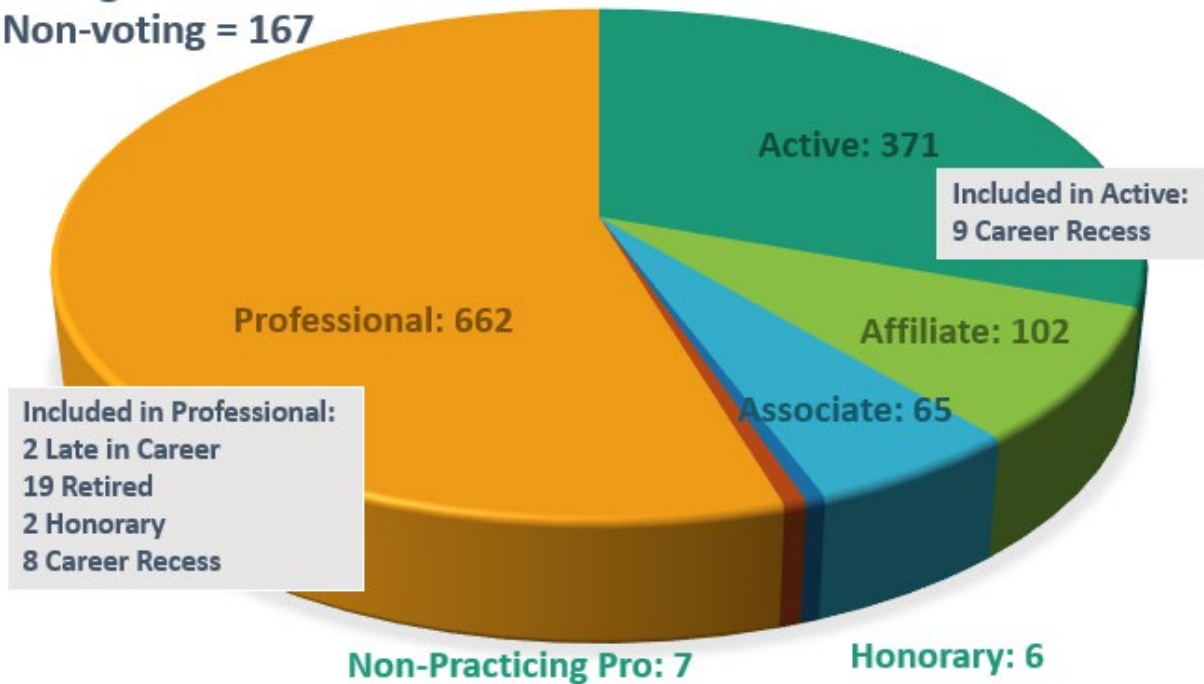
- Launched an equivalency process to address highly experienced practitioners:
 - ACMG Full Ski Guide equivalencies process in place
 - Discussions with the CSGA have been initiated
- Translation of application documents
- Created tips and tricks document to assist applicants
- Additional work to follow summer 2022

3.2.3 Membership Statistics

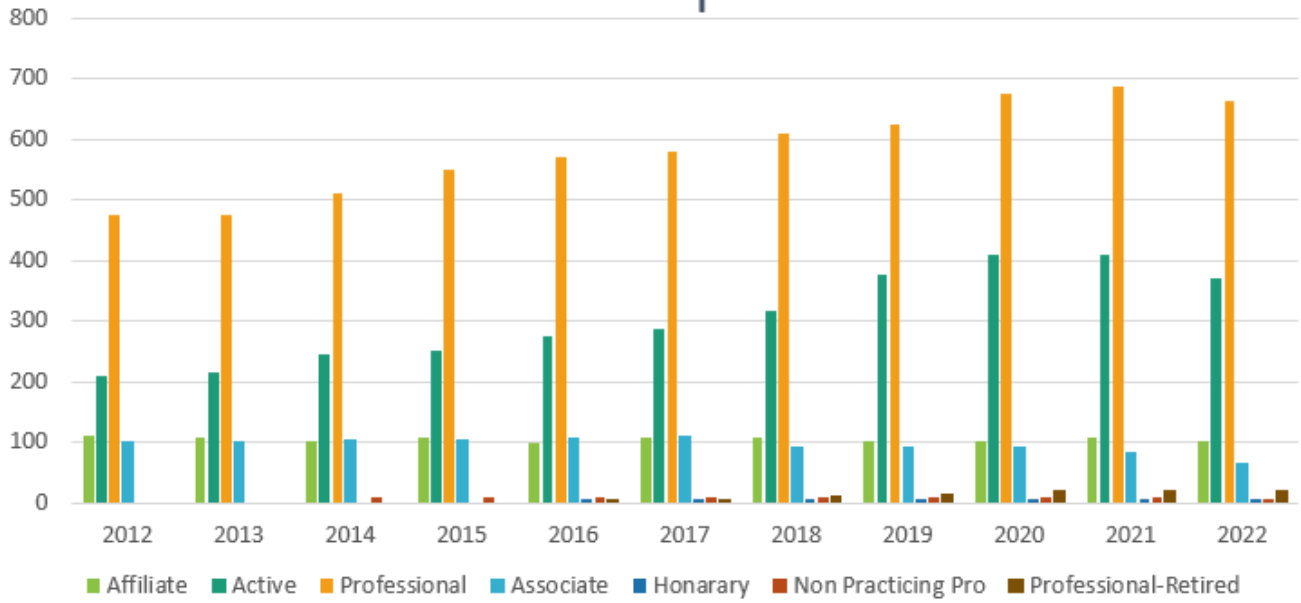
Current Membership total = 1213

Voting = 1046

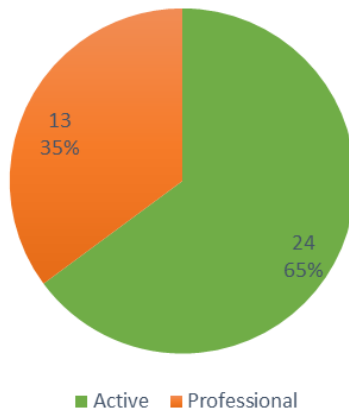
Non-voting = 167



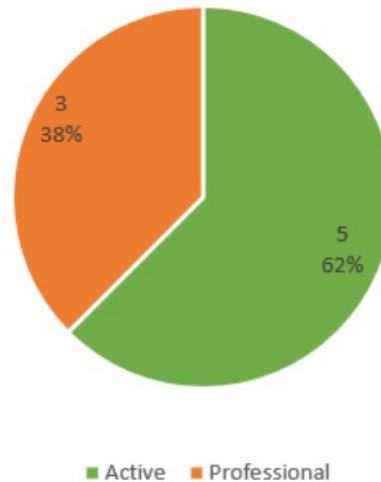
Total Membership 2012 – 2022



Total Number of Approved Membership Applications - 37 April 25, 2021-April 6, 2022



Membership Applications Denied - 8 April 25, 2021 - April 6, 2022



Member Audits

The CAA’s Continuing Professional Development program is intended to encourage, support, and assist Professional and Active Members to continuously upgrade their knowledge, training, qualifications, and credentials, and thereby maintain an elevated level of competence throughout their careers. As part of this process, every year the Membership Committee audits 15 members.

2021 audit results:

Member Class	Audits Conducted	Pass rate
Professional Members	10	100%
Active Members	5	80%

3.2.4 Key Initiatives and Updates

Fall Continuing Professional Development Series

This was our fifth annual event in partnership with the ACMG and the first with the CSGA. These virtual sessions, sponsored by Arc’teryx, were held in October 2021. The online event saw over 360 members from the three different associations attend. Eleven sessions were open to members of the three associations. Topics included critical incident stress management, being an active bystander in the outdoor industry, digital navigation tools, and a session dedicated to best practices for avalanche search and rescue. Most of the sessions were recorded and are available on the CAA’s website in the members-only section.

Scholarship Fund

The CAA’s 2021 CIL Blasting Scholarship was awarded to Sofia Forsman for her blasting course, which she successfully completed in October. We hope to continue to grow this program to support our members. Thank you, CIL, for this contribution.

AST Insurance Update

The CAA was pleased to once again be working with Kaerus Insurance Brokers and Avalanche Canada to provide commercial general liability insurance to members teaching Avalanche Canada Training (ACT) courses. The 2021–22 winter season saw 27 members participate in the policy.

Continued Use of eTransfer

Thank you to the 342 members who chose to use eTransfer to pay their dues this year. This helped offset credit card fees and resulted in savings of just over \$3,000.

Partnerships

We would like to recognize the ongoing commitment of our partners. Thanks to each of these organizations for their generous support. They help ensure the success of our association.



Premier Partner



ARC'TERYX

Select Partner



patagonia



Foundation Partners

We also welcomed three new Foundation Partners this year.



MAMMUT
SWISS 1862



CALTOPO

Expanded Pro Purchase Program

We are pleased to partner with many brands in our [Pro Purchase Program](#) to offer reduced pricing to CAA members. Last year, these brands were added to the program:



3.2.5 Outlook

The CAA will adapt as government and health officials provide guidance around appropriate physical interaction.

This affects all departments and every service offered from our office in Revelstoke. Likewise, staff use of the building currently is minimal. We will take a cautious approach to in-person work and services as restrictions change over time.

From a Membership Services perspective, we will:

- Seek out ways to be responsive to member needs and CPD training; and
- Work with the Membership Committee to streamline processes for membership applications.

3.3 *Industry Training Program*

3.3.1 General Operations

Staff Overview:

Andrea Lustenberger, ITP Manager

Emily Grady, ITP Curriculum Specialist

Audrey Defant, ITP Student Services

Maris Fraser, ITP Coordinator

Sarah German, ITP Logistics

Roberta Saglietti, Office Administration

And 90 ITP instructors, with approximately 70 actively instructing in a given year.

Key Committee Coordination

Education Committee: Staff work with the committee to ensure course learning objectives meet the Industry Training Program requirements.

3.3.2 Year in Review

Overview—What a year!

Like 2020-21, this past year had its set of challenges and successes. Overall, ITP operated at a capacity similar to pre-COVID levels. Delivering these courses through the pandemic, atmospheric rivers that resulted in highway closures, and changing instructor availability made this year dynamic, to say the least. We are grateful to everyone—students, instructors, staff, venues, collaborators, and partners—for continuing to work with us through a consistently challenging year.

2021-22 Industry Training Program – Number of Courses

Avalanche Operations Level 1	17
Avalanche Operations Level 2	8
Avalanche Operations Level 3	1
Avalanche Search and Rescue Advanced Skills	8
Introduction to Weather	8
Advanced Weather	1
Avalanche Control Blasting	1
Resource and Transportation Avalanche Management	2
Introduction to Snow Avalanche Mapping	1
Avalanche Incident Management	1
Total Students	861
Introduction to Avalanche Operations – online course	
Total Students	431

COVID Management

ITP adapted operational procedures to serve students and instructors, with safety measures implemented to address uncertainty. These measures included:

- A COVID Safety Plan that follows best practices in B.C., Alberta, and Quebec.
- A vaccination requirement.
 - Eighteen students were unable to meet the requirements and provided with a full refund.
- Larger course venues if available and when mandated to meet 50% capacity.
- Partial payment option: Students were given the option of paying the full course fee upon registration or 50% upon registration and a second payment of 50% 45 days prior to the start of the course.

COVID Impacts

ITP was impacted by COVID in the following ways:

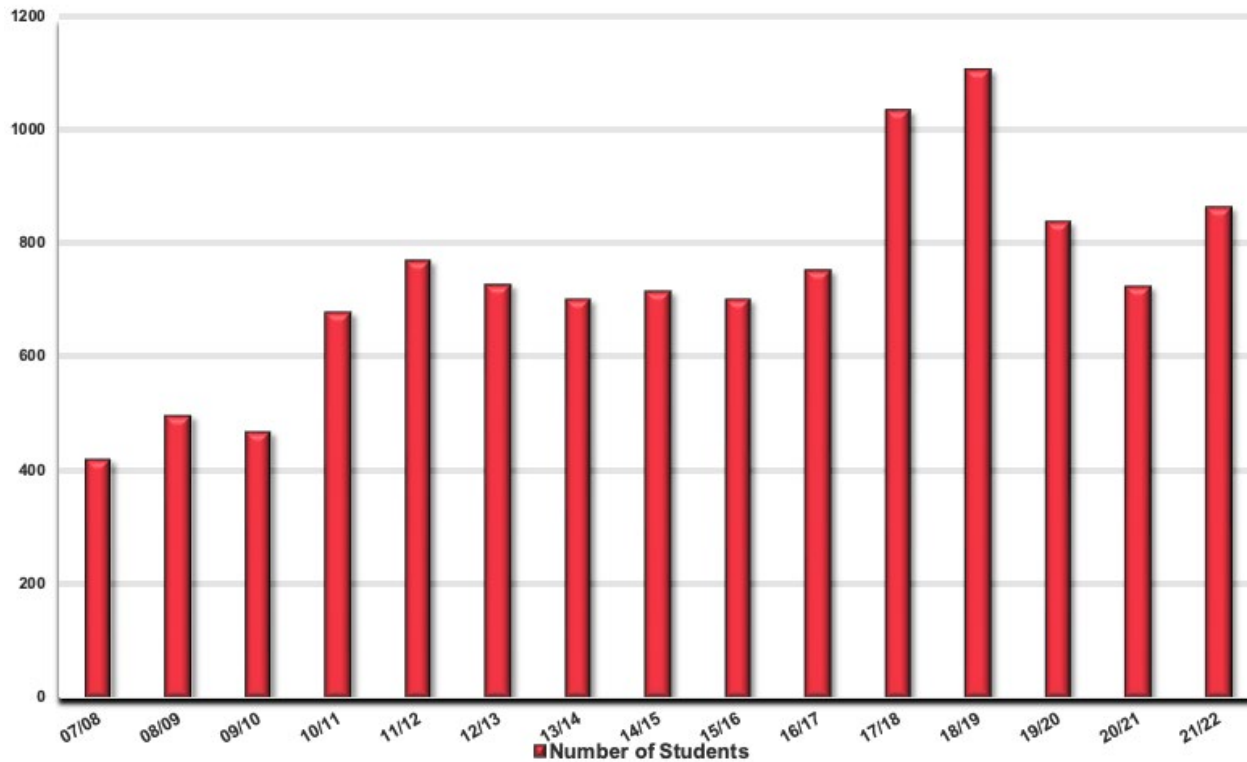
- Fifteen students and instructors were unable to attend courses due to COVID or COVID-like symptoms.
- Several students tested positive during or following courses.
- Two instructors tested positive immediately following courses.
- Limited instructor availability meant we chose to operate at a higher student to instructor ratio. While this was not ideal, it did allow us to continue with the course delivery.
- One outbreak on an ITP course resulted in cancelling the last day of the course.
- Cancelled one Kootenay Pass Level 1 course.
- Moved Burnie Glacier Chalet Level 1 course to a town-based venue in Smithers.

Other Challenges & Successes

The mudslides and highway closures in B.C. resulted in additional expenses to ensure course delivery. Unfortunately, several students were unable to attend courses. To help alleviate the highway challenges we added an AvSAR course and an Intro to Weather course to meet student demands.

Season in Review

Student Enrolment 2007-2022



The graph above illustrates the growth of ITP enrolment over the past 15 years. ITP delivered at an increased capacity this year, with enrolment trending toward pre-pandemic levels.

Note the 2017–2019 two-year spike is a result of the Practical Skills Course being a stand-alone course. This one-day course was combined into the AvSAR course in the fall of 2019.

3.3.3 Key Initiatives Since Last AGM

2021 Training Sessions for Instructors

- COVID instructor training
- Creating a Culture of Respect for Gender and Sexual Diversity
- Creating a More Inclusive Culture in the Avalanche Community
- Giving and Receiving Feedback
- Avalanche Operations Level 2
- Instructional Skills Workshop

Curriculum Highlights

General Updates

Over the past year, Emily Grady, Curriculum Specialist, led a team of subject matter experts to improve and update the ITP curriculum, with special emphasis on the Level 2 program, Avalanche Control Blasting, and Resource & Transportation Avalanche Management courses. Curriculum revisions are based on annual discussion and review of instructor and student feedback.

Emily has also been leading a small team to develop an online version of the Introduction to Weather course, to be launched in the coming season.

AvSAR

Last summer, an Avalanche Search and Rescue working group was convened to reach a consensus on an appropriate learning progression of AvSAR skills from the recreational to the professional level of training. The group sought to provide a logical sequence of skills learned on courses that ensures that avalanche rescuers are properly trained given their experience level and employer expectations.

After several meetings and reviewing multiple course options, the working group recommended the development of a fundamental AvSAR course as a prerequisite to Avalanche Operations Level 1, and the redevelopment of the advanced AvSAR course. To accomplish these tasks, in fall 2021, the ITP team submitted a Search and Rescue New Initiatives Fund (SAR NIF) application. This is a three-year project to develop, hire, train, implement, and translate the courses into a final product. As this document heads to members, we have not received a decision on the SAR NIF application.

3.3.4 Outlook

Curriculum Development (updates and revisions)

Summer development is planned for some courses. Specifics will depend on input from instructors during course-specific meetings held April 19–25 and the SAR NIF application.

GIAT Compliance

This summer, ITP will review and update the Avalanche Safety Plan and Emergency Response Plan to ensure GIAT requirements are met, as well as continue to develop the terrain atlas.

COVID-19: Continuous Mitigation

We continue to monitor government recommendations and adaptations made by our industry partners. COVID procedures will be reviewed in detail and adapted if needed this spring.

Thank You

ITP would not be successful without the support and commitment of our sponsors, partners, instructors, and staff. We are incredibly lucky to have an amazing team of talented instructors who work incredibly hard to deliver world-class avalanche education. Thank you to all of them for their hard work and dedication.

We also want to thank our students, who followed protocols and adapted to all the challenges and changes that may have impacted them.

Finally, to all the resorts and operations that support ITP programs, thank you. We could not do this without your participation!

Sponsors

ITP Sponsors & Collaborators



3.4 InfoEx

3.4.1 General Operations

Staff Overview:

Stuart Smith, InfoEx Manager

Dru Petrosan, Software Developer

Martin Ho, Software Developer (started August 2021)

Coordination with Committees:

InfoEx Advisory Committee

Information Technology Committee

MAInEx Project Working Group

MAInEx Project Contractors:

Duck Labs

3.4.2 Year in Review—InfoEx Services

Canada

Canadian subscription numbers recovered to above pre-COVID levels after significant COVID-related impacts in winter 2020-21. The industrial sector expanded the most.

Sweden

The CAA has a single fee contract with the Swedish Environmental Protection Agency (SEPA). This was not affected by COVID. SEPA has the option to renew yearly for the next three years under the existing contractual arrangement.

International

International service subscribers are located in various countries including the U.S., Chile, Iceland, and Spain. Overall subscription levels saw less COVID impacts compared to Canada and a small increase in numbers this winter, although this group is composed of fewer subscriptions to start with.

3.4.3 SAR NIF Funded Project: Mobile Avalanche Information Exchange (MAInEx)

The CAA applied for funding from Canada’s Search and Rescue New Initiative Fund (SAR NIF) in 2019 and funds were awarded in April 2020. InfoEx staff and external contractors recently completed year two of the three year MAInEx project. A working group of subscribers is supporting the project team with testing of the new system.

The project aims to build on the strengths of the InfoEx service while addressing technical and functional weaknesses to improve InfoEx for the long term. The project’s custom design and technology choices are intended to support future InfoEx development after the project concludes.

Year one of the project advanced initial work required to achieve the new features envisioned in the project application. Year two has seen the launch of initial mobile functionality (basic observation

entry). The project working group has begun testing and providing feedback on the core functionality of the new desktop app.

The project team consists of CAA staff and contractors working as a fully integrated unit. The benefits of this approach include ensuring contractors have InfoEx context to meet objectives, while CAA staff become well versed in the new codebase and are prepared to continue with InfoEx development and support after the end of the project.

Launching the new desktop system is the next priority of the project. Adding more mobile functionality and incorporating other new features will follow.

3.4.4 Outlook

Focus is on delivering the next generation of InfoEx via the MAInEx project as quickly and smoothly as possible.

4 Selected Committee Reports

4.1.1 Membership Committee

Kerry MacDonald (Chair), Dave Stimson, Ryan Bougie, Richard Haywood, Julie Leblanc, Dan Pichette, Erin Tierney and Ryan Shelly

Key actions since last AGM:

The Membership Committee was very active this past year.

There have been two surges of applications: one in the fall that tapered off in January, and another surge more recently this spring.

- The committee has been fortunate to retain most of its members. This is helpful given the training of new members requires several hours of online sessions as well as mentoring afterward.
- Work with CAA staff has helped streamline the application processing.
- We are finalizing the review of application forms for the workplace portfolio that will simplify aspects of the process.
- Implemented a modified application to recognize ACMG equivalencies for full ski guides applying for Professional Membership.
- Implemented modified applications process for applicants who have completed their AvSAR or CAA ITP level 2 course when applying for Active membership with the CAA.
- A complete summary of membership audits, applications, and approvals is found in the membership section of the operations report above.

Outlook

The chair, the committee, and staff have diligently worked to process the surges of applications in as timely a fashion as possible for volunteers, while searching for and implementing new efficiencies. We intend to build on the lessons in the coming year.

Additional work also needs to be done to clearly inform applicants of requirements for member references and the ethical duty to provide references when the member has adequate experience with the applicant. Work will continue to streamline the application process for Active and Professional applications. We also need to develop additional modified application tables for other experienced applicants such as CSGA members and other groups that may come forward.

Committee needs

The committee is close to the right size but could use more members for periods like the fall where application volume peaks.

4.1.2 Explosives Advisory Committee

Steve Brushey (chair), Chris Argue, (vice-chair), Ryan Bougie, Ross Campbell, Kyle Hale, Andre Laporte, Kevin Marr, Jesse Percival, Bernie Protsch, Rupert Wedgewood, Dave Cochrane, Ryan Merrill, and Darren Saul.

Key actions since last AGM:

- Assigned Committee members to work with the Executive Director and Canada West Ski Areas Association on re-emerging issue of Hill Storage Magazines at ski areas (Guideline G06-03) due to the strict enforcement by the Explosive Regulatory Division (ERD) of quantity-distances.
- Liaised with CAA members and explosives manufacturers following safety fuse reliability issues, including communication of important points from manufacturers to the CAA membership via the Fuse News.

Routine actions:

- Monitoring InfoEx for explosive-related messaging.
- Liaise with regulatory representatives and explosive company distributors.
- Liaise regularly with EAC members as required via phone/email.
- One virtual meeting held mid-winter.

Action in response to staff:

- Provided subject matter expert advice to CAA membership when required.
- Discussed Fuse News and e-news updates with Alex Cooper, Managing Editor of *The Avalanche Journal*, throughout the fall and winter.
- Recommendation to the ITP Program regarding instructional best practise for PWI and SFA use.

Outlook

Actions underway or considered

- Continue to promote avalanche control “best practice” and reporting of avalanche control incidents.
- Meeting with WSBC to discuss cornice control endorsement competencies.
- Collaboration to address change in ERD’s enforcement of Hill Storage Magazines (Regulation G06-03)
- Support a collective baseline risk model built collectively that could then be adapted for individual operations (CWSAA funded).

4.1.3 Ethics and Standards Committee

Scott Thumlert (Chair), Steve Conger (Board Liaison) Ben Jackman, Brendan Martland, Dave Tracz, Jeff Bodnarchuk, Simon Horton, Steve Robertson, and Tony Sittlinger

Tasks undertaken by the ES Comm during past season:

Tasked by the board of directors to review alternative names for existing member categories: Professional Member and Active Member. Alternate names and rationale were provided to the board and conveyed to the membership and are the subject of a special resolution at the 2022 AGM.

4.1.4 Complaint Investigation Committee

Paul Harwood (Chair), Peter Amann, Rod Gibbons, Steve LeClair, Al Matheson, Matt Scholl, Nigel Stewart, Eoin Trainor, Chris Turner, and Kenzie Wade

Key Actions since last AGM:

- On March 29, 2021, the Executive Director conveyed a complaint against a CAA member to the CIC for investigation. A sub-group of the CIC reviewed the complaint with the assistance of CAA legal counsel. The complaint was ultimately dismissed on June 15, 2021.
- On March 10, 2022, a complaint was received against a CAA member. The Executive Director conveyed the complaint to the CIC chair, who convened a sub-group to review the complaint. This review is ongoing.

4.1.5 Governance Committee

John Martland (Chair), Phil Hein, Bruce Jamieson, Bill Mark, Albi Sole, Debbie Ritchie, and Jeff Surtees (Board Liaison)

Key actions

- Reviewed this year's AGM voting process.
- Considered terms of reference and identified priorities.
- Worked with staff and board to outline voting, Board Candidate and election procedures including:
 - Establishing a timeline for BOD candidates to step forward
 - Identify board candidates (both members and public representatives)
 - Establish full process for appropriate and fair selection and nomination of potential candidates
 - Interviewing of candidates
 - Review of candidate profile form
 - Assistance to board on succession planning
 - Orientation process for new directors

5 Notable Initiatives and Projects

5.1 2022-25 Strategic Plan

In the fall of 2021, CAA board and staff convened to develop a strategic plan for 2022–25. This initial in-person work was edited substantially through the winter. The plan will be presented for member comment in spring 2022 following the AGM. After receiving member feedback, the plan will be finalized and published on the CAA website.

5.2 Guidelines for Instruction in Avalanche Terrain (GIAT) Implementation

The past year has been dedicated to addressing member feedback and working towards a solid implementation plan for GIAT that addresses the concerns of members and stakeholders.

In the spring of 2021, the board and staff received very polarized feedback on the first version of GIAT. “GIAT 1.0” was a strong start, but it was prudent to take time to meaningfully address the feedback from various stakeholders. However, the comments were not of a nature to be easily addressed by staff or a lone contractor. We hired Professional Member Laura Adams to lead a working group to provide the following to the board:

- Address the members/stakeholder comments in a manner accessible to members
- Revise GIAT accordingly
- Develop an implementation strategy

The board received these working group outputs and moved towards supporting them in good faith. Professional Member Iain Stewart-Patterson (a member of the working group) was contracted to act as GIAT Implementation Coordinator. Iain led a series of webinars introducing GIAT (Feb 21-23) and exploring tools (April 3-4) that will allow members to meet the expectations set out in the guideline.

A [GIAT resource page](#) was set up for clear access to tools and events to support members, including recordings of previous webinars. Iain is contracted to support members and can be reached via giat@avalancheassociation.ca. More support events will be announced in the coming months. GIAT will be officially authorized for the 2022-23 winter season.

Many thanks to all those who have contributed to advancing GIAT this far over the years. The first GIAT working group began in 2014. Since then, there have been many stakeholder and member contributions: most recently the 2021 work group led by Laura Adams. Thank you one and all.

5.3 Mental Health Initiative

One of the proposed additions to the strategic plan members will soon see is the addition of Mental Health Resources as a key goal for the association. Avalanche practice comes with a variety of cumulative and acute stresses. Over the years, the CAA has tried to address mental health needs expressed by members through continued professional development sessions, instructor training, and by providing resources. To date, these efforts have been positive, but also ad hoc to some extent. To effectively build resources that support members, employees, instructors, and students we need to be strategic. The board has allocated funding to allow staff to secure a consultant to help the CAA develop a strategy for its mental health resources.

To effectively move forward, we need to hear from members, students, and others. In the coming months, we will be reaching out with surveys, assembling focus groups, and providing information about your needs and resources. Please keep an eye open for these in the next few months and take a few moments to answer our brief questions. Feel free to contact us if you already have ideas or resources to share.

5.4 CAA History Project

The history project was put on hold for much of the early portion of the pandemic. We have contracted John Woods (*Land of Thundering Snow*) and Susan Hairsine to complete the interviews initiated before the pandemic. We intend for the interview portion of the project to be complete prior to the next AGM.

6 Finances

The CAA's [2021 Financial statements](#) (Dec 1, 2020 – Nov 30, 2021) are available online [with our previous statements](#). Members may find it helpful to have the full statements available while reviewing our summary below. Members were notified of the 2021 Financial Statements in [the notice of 2022 AGM sent on April 1](#). These statements were created by BDO LLP through the annual audit we are required to have by law as a national non-profit.

Operations to Year End 2021

The bulk of CAA financial activity involves operations: InfoEx, ITP, and Membership Services. Each of these CAA operational cost centres have a target of a 5-10% return after expenses to allow for reinvestment in programs. In 2021, we loosened up from full financial restraint at the start of the pandemic to spend modestly on key projects. We have continued to take a modest approach as the economy recovers and government supports like the Canada Emergency Wage Subsidy (CEWS) are no longer available to the CAA.

It is notable that without CEWS the CAA would have been in deficit in the 2021 fiscal year.

Summary of Revenue v. Expenses for Fiscal year 2021

2021				
Operations	Revenue	Expenses	Surplus/deficit	% Surplus
InfoEx	\$459,072	\$443,783	\$15,289	3%
ITP	\$1,490,929	\$1,376,015	\$114,914	8%
Membership Services	\$424,478	\$350,498	\$73,980	17%
Total	\$2,374,479	\$2,170,296	\$204,183	9%

Surplus in Context

[Canada Emergency Wage Subsidy](#) (CEWS) continued to contribute significantly to the above revenue and surplus figures. The CAA is no longer eligible for CEWS. Hypothetically, without receiving this subsidy, the surplus/deficit figures *would have been* as below:

Area	\$ Surplus	% Surplus	\$ Deficit	% Deficit
ITP	\$13,400	1%	-	-
Membership	\$25,258	7%	-	-
InfoEx	-	-	(\$47,855)	(12%)

The fiscal performance described above along with other factors allowed us to meet our operational return targets of 5-10%.

Net Assets Unrestricted: \$368,104

This figure is a measure of our liquidity and ability to respond to expense pressures both planned and unanticipated. We seek to have this figure above \$150,000.

We also contributed to the following funds:

Legal Fund: Reached target of \$50,000 set out in 2014.

Instructor Development Fund: Contributed \$35,000, increasing the fund to \$110,470.

Building Fund: Contributed \$20,000, increasing the fund to \$60,000.

Intellectual Property Development Fund: Contributed \$145,000, increasing the fund to \$369,320.

Project Spending

Staff have modest confidence in the signals from industry for service demands in 2021-22. An incremental approach to project funding from reserve funds to meet CAA goals is warranted given the current outlook for the industries we support. *A project budget has been submitted to the board of directors and is under review.*

Outlook

Looking ahead, the CAA's finances are solid as we continue to transition from the impacts of the pandemic. We have taken a cautious approach with fees as we transition, recognizing the challenges to members, students, and subscribers. Member dues and subscriber fees have not seen increases since December 1, 2018. While many of our fees/dues have held steady the last two years, the CAA is not immune to the inflationary pressures facing Canada.

In January 2022, Stats Canada pegged inflation at 5.1% on a 12-month basis¹. (recent estimates of inflation are even higher). This aggregated figure blends varied figures from gasoline to food, which in many cases are considerably higher. More recent indicators have indicated that inflation continues to increase. Canada's inflation rate rose to 6.7 per cent in March 2022. This was the largest increase since January 1991 (+6.9%).²

The CAA needs to keep pace by either reducing services or addressing costs. With greater pressure to provide more services, we will need to keep revenues aligned with expenses to return to operational surpluses of 5-10% to allow for reinvestment in our assets to serve members, students, subscribers and others.

The special resolution on member dues to be voted on at the 2022 AGM reflects this need. If passed, this resolution will take effect for the 2023 fiscal year. Members have been clear in the past that if dues increases are required, it is preferable to have incremental increases over time, rather than large "catch up" increases every several years. A brief focused on the proposed dues change will be provided to members in advance of the AGM.

¹ [Statistics Canada - Consumer Price Index, January 2022](#)

² [Statistics Canada - Consumer Price Index, March 2022](#)