

Operational Processes

February 15, 2022

Overview

Canadian Adaptive Snowsports (CADS) is a nationally incorporated organization established by Articles of Continuance and Bylaws to provide adaptive instruction for alpine snowsports to participants across the country. It is a registered charity with the Canadian Revenue Agency.

The goal of CADS is to make Snowsports accessible for every person who wishes to enjoy & improve their skiing and snowboarding skills.

Purpose (Mission Statement)

“To give people living with disabilities the opportunity to eliminate barriers that have prevented them in experiencing the joy and freedom of Snowsports. Not only in a fun and inclusive environment that embraces diversity but in an accessible community that treats each individual with respect.”

To achieve this goal, CADS operates within 4 strategic areas:

1. **Education:** Increase recruitment and deliver world leading training and education to adaptive ski and adaptive snowboard instructors & volunteers
2. **Development:** Build organizational capacity to operate, grow and deliver quality programs
3. **Business:** Foster organizational sustainability of local, regional, provincial and National CADS organizations
4. **Sport:** Empowerment of participants to be active for Life and to develop along the Paralympic athlete pathway

An important function of CADS is the training and certification of adaptive ski and adaptive snowboard instructors across Canada.

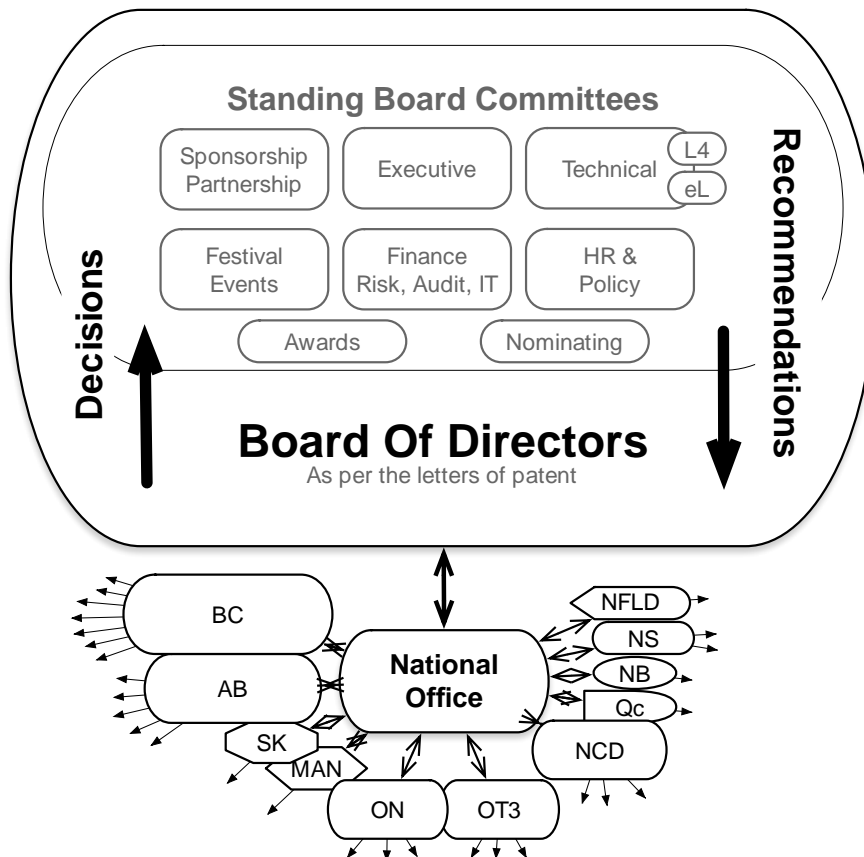
Structure

CADS is comprised of a network of approximately 70 organizations, organized in 3 layers: National, Provincial, and local programs. The national organization (CADS National) provides leadership & oversight on the 4 strategic areas via a board of directors and executive director to provincial divisions.

There are 10 provincial divisions covering various geographical regions across the country. They are: BC, AB, SK, MAN, ON, NCD, QC, NB, NS, NFLD. Each division has its own board of directors and maintains the autonomy to operate in the way that best suits their needs. Contained within each division are the local programs at various ski & snowboard resorts. In most cases, programs run as separate entities from the division and are responsible for their own operations, inventory, and fundraising. In some cases, local programs operate as part of the provincial division. Programs send candidates to national and divisional training programs to receive certifications based on the national training standards.

Each CADS organization makes their own decision on how to deploy their resources to serve their members by offering yearly, monthly, weekly, or ad hoc programming with a range of levels of certifications held by their instructors.

Organigram



CADS National Board of Directors (BoD)

The board consists of a maximum of seven volunteer voting directors nominated by the membership and elected by the membership for a 3-year term and can serve a maximum of two consecutive terms. Representational balance is attempted by accepting nominations on a regional basis considering the maximum number of 2 members from a division. Annually, the Board can nominate a voting member, recommended by the Technical Committee, as an additional director for a 1-year term (Bylaw's article 5.2(c)).

The BoD has the legal responsibility and liability for CADS and sets the policy, risk management, financial and fiscal management. The BoD approval is required for actions affecting these responsibilities. In the Bylaws the Board of Directors has an Executive consisting of the President, Vice President, Secretary and Treasurer (Bylaw's article 5.8) to advise the board and provide guidance for policy or decision making (see Bylaws for specific duties).

To perform more complex/technical tasks, the BoD has several standing committees that are accountable to the Board and the board may appoint ad hoc or sub-committees, from time to time, to deal with specific tasks. In addition, special projects may be assigned or contracted and employ volunteer or paid project managers accountable to the Board and under the direction of the National Office or committee as identified in their contracts or TOR.

8 Standing Committees

The standing committees responsible to the BoD include the following (see each committee Terms of Reference [TOR] for specific responsibilities):

1. Executive

For day-to-day management of CADS issues for the board within budget and policy, the President has a standing Executive Sub-Committee with the Vice President, Executive Director, and Operations Manager for implementation of CADS strategic priorities, policies and dealing with issues identified by the CADS National Office or President (Bylaw's article 5.9).

2. Technical Committee (TC):

Make recommendations to the Board and is responsible for the function of training and certifying of adaptive ski and snowboard Instructors.

The TC has an expert Level 4 group available to assist and advise on technical content and has an expert group advising on eLearning initiatives.

The TC will act as Project Director (PD) for training, certification & education projects and liaise with the contracted or volunteer Project Managers (PM). For projects in conception phase the PD will have the lead until transition to the execution phase, when the PM will have the lead.

3. Human Resources & Policies Committee (HRPC):

Make recommendations to the board for policies that affect members such as Bylaws, Terms of Reference, Safe sport, Code of Conduct, etc

4. Financial Audit & Risk Committee (FARC):

Make recommendations to the Treasurer and the BoD on CADS finances and budget preparation. Conducts risk analysis on budget and policy that may affect finances and liability.

5. Sponsorship & Partnership Committee (SPC):

Make recommendations to the BoD on how to foster organizational sustainability of local, regional, provincial, and national CADS organizations. Provides advice on how to raise and direct significant funds to help CADS organizations reach their goals.

6. Festival and Events Committee:

Makes recommendations to the Bod for the planning and execution of the annual ski & Snowboard festival and all events organized by Cads National

7. Awards Committee

Reviews and selects nominated CADS members for the annual awards

8. Nominating Committee

Reviews and selects nominated CADS members to be candidates for the election to the national board of directors

CADS National Office

The CADS Board executes policy and procedures through a National Office (home office) maintained by an Executive Director and Operations Manager (virtually). The CADS office is the central communications and management hub between the Board and the Divisions, programs, members, other sports organizations, and the public, for the delivery/coordination of CADS strategic priorities, policies and procedures or information. The ED should be the first point of contact for questions on Board activities and management decisions. The CADS national office is responsible to the Board.

Executive Director (ED):

A contracted non-voting member of the Board who manages the National Office and acts as the Board's representative for the execution of strategic priorities, policy, procedures, and finances on a day-to-day basis for CADS. The ED is also the conduit of communications and advice between the Board, the Divisions, committees, projects, CADS members, contracted services, and the public. The ED is also a member of the Executive sub-committee to gather information and advise the President or Executive Committee on CADS issues.

Operations Manager (OM):

A contracted non-voting member of the National Office who acts as a communications facilitator and daily operations manager for the ED. The OM manages: CADS accounting, the IT infrastructure including Data Base, web site, SnowLine, and social media; communications platforms including national meeting minutes; and file management including tracking/organizing instructor certification and course management. The OM acts as an adviser to the ED and board when required. The OM is also a member of the Executive sub-committee to gather information and advise the President or Executive Committee on CADS issues.

Annual General Meeting AGM)

The AGM of the Association shall be held in Canada each year at a time and place chosen by the Board of Directors (Bylaws article 8). Annual Reports at the AGM include the President's, Financial, Divisions', ED's, and Committees'. Quorum is 20 members present. The CADS nominations committee will seek out nominations from Divisions for board members prior to the AGM for election as required to fill positions. The election results for the new Board are announced at the AGM.

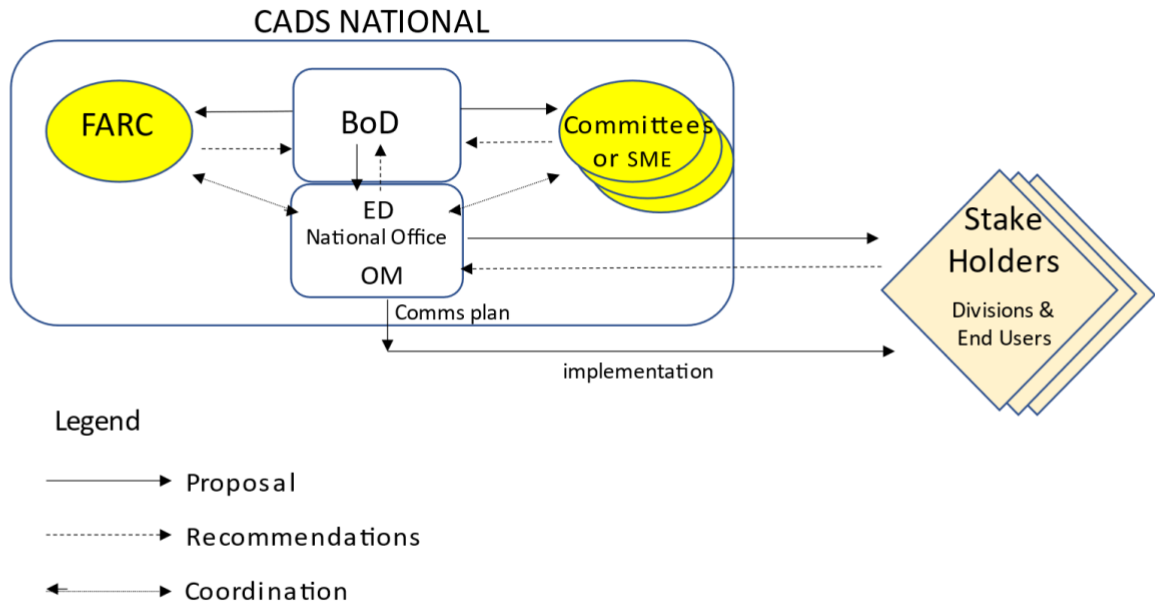
Decision Making Process

The CADS Board makes decisions to fulfill its goal, purpose and strategic focus based on recommendations as required from subject matter experts (SME) in committees, a risk assessment made by the FARC, and with advice from the National Office (ED and OM). Whenever possible stake holder advice is taken into consideration prior to final implementation of policy or financial decision if there is likely to be an impact on the stake holders. The final decisions that are not unanimous are made by a simple majority vote of the Board with a tie decision being made by the president. Most day-to-day decisions & actions within policy and budget for stake holders are made by the ED on behalf of the board. The BoD decision or policy process is in five phases and may take a month or more to complete for complex policies as follows:

1. **Initiation Phase.** ED, President or board members, or committees identify strategic goals, policy or decisions (financial or liability issues) required by the board and make a presentation of the recommendation with supporting arguments. Divisions can make presentations through the ED. Preliminary analysis is made by the board.
2. **Consultation Phase.** Decisions may require consultations with SME in committee for recommendations. An ad hoc committee may be formed for additional information. Once a strawman objective, policy or decision can be made it is passed to the FARC for preliminary risk analysis.
3. **Stakeholder Review Phase.** When stakeholder impact is identified the decision/policy should be reviewed by stakeholders for their assessment and recommendations.
4. **Consolidation Phase.** All inputs are assessed, and adjustments made by the National Office and BoD, then action plan is sent to FARC for final risk assessment. Based on FARC assessment, a final decision made by the BoD and communication guidance is provided.

5. **Execution Phase.** The National Office through the ED and OM establishes an operational & communication plan and disseminates the strategic realignment, policy or decision to stakeholders, including divisions, clubs, and members.

CADS DECISION Matrix (diagram)



Administrative Channels

The CADS boards holds quarterly joint meetings with the Divisions to exchange ideas and information. Divisions have these meeting attended by their CADS representatives and/or their Division’s EDs. The Divisions have access to the CADS National Office ED to coordinate activities involving implementation of policy and board decisions, and the OM for routine management coordination of operations & information. In addition, Divisions may also have communication with their Board members on the CADS board to support divisional interests.

Annexes: Click each link to access the document

- A. [CADS BYLAWS](#)
- B. [CADS Strategic Priorities](#)
- C. [TOR - Technical Committee](#)
- D. [TOR- Finance Audit & Risk Committee](#)
- E. [TOR- Human Resources and Policies Committee](#)