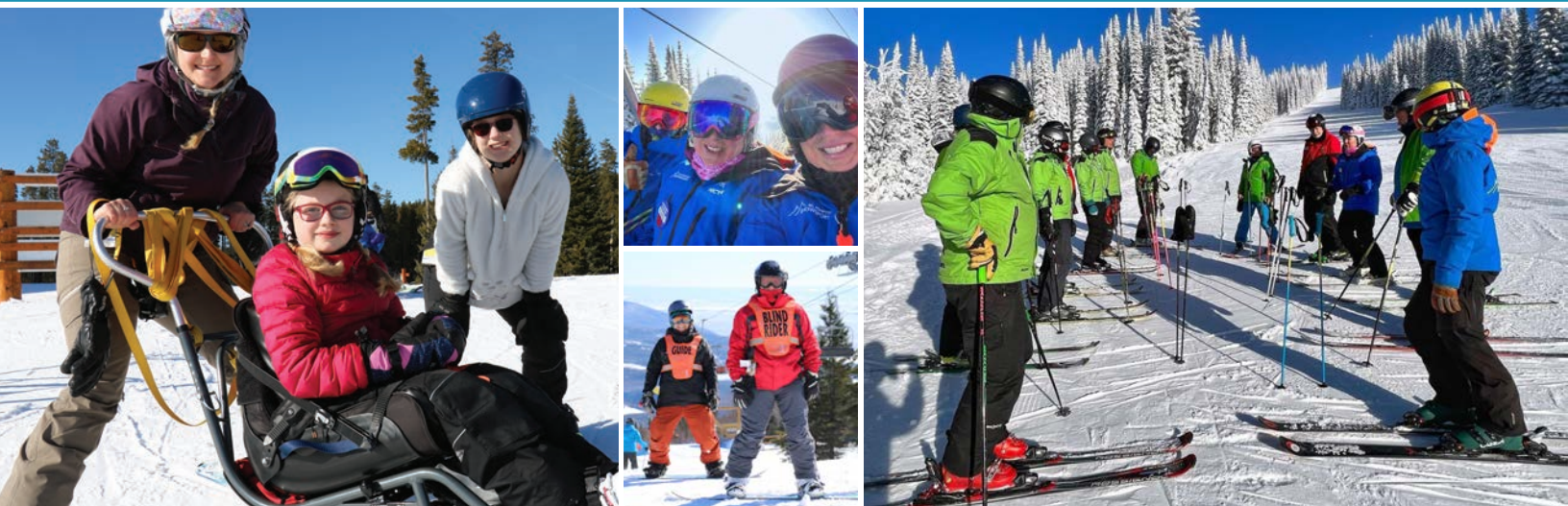




CANADIAN ADAPTIVE SNOWSPORTS
SPORTS DE GLISSE ADAPTÉS CANADA

2028 STRATEGIC PLAN



OPERATIONAL STRATEGIES

The Canadian Adaptive Snowsports (CADS)

National organization is dedicated to developing strong connections between volunteers, participants, athletes, and leaders. With a focus on advocacy and awareness, CADS National creates and executes quality programs, education, tools, certification standards, and policies. Our commitment to accountability, financial sustainability, and strategic partnerships is inspired by a meaningful story and business case that encourages all to take part.

CADS MISSION

CADS provides opportunities for people with disabilities to experience the joy of participating and competing in adaptive snowsports. CADS does this by developing and promoting adaptive snowsports through partnerships, training, and instructor certification programs.

CADS VALUES

FUN  INCLUSION  RESPECT

CADS NATIONAL RESULTS FRAMEWORK

The CADS National organisation is guided by four strategic pillars that aim to advance the organizational results statement. These pillars inform and guide organizational activities, support the identification of organizational priorities, and outline expectations.

1
PILLAR

**Advance
Participation &
Engagement**

2
PILLAR

**Provide
Education &
Training**

3
PILLAR

**Activate
Advocacy &
Awareness**

4
PILLAR

**Optimize
Governance &
Accountability**

1 PILLAR

Advance Participation & Engagement

The CADS National organisation aims to encourage and support diverse participation in adaptive snowsports while building organizational capacity to operate, grow, and deliver high-quality programs. The national organisation is committed to enhancing operational efficiencies and effectiveness to ensure the long-term success of all CADS organisations across Canada.



To achieve this goal, the national organisation will focus on the following 6 strategic initiatives and its relevant operational strategies:

1. Provide operational services and IT infrastructure to streamline and support efficiencies

- a. Deliver a seamless and efficient user experience with Snowline
- b. Maximise the development of the CADS Learning Academy and eLearning opportunities
- c. Deliver exceptional service to CADS members and organisations from the national office
- d. Maximise the National website & digital reach

2. Provide events that engage and empower all members

- a. Offer accessible training, and instructor & Course Conductor certification programs.
- b. Establish the annual CADS Festival as a premier event and promote community engagement

1 PILLAR

Advance Participation & Engagement

3. Provide insurance coverages and tools to members and organizations for prudent risk management

- a. Provide Insurance & risk management training and tools
- b. Explore personal insurance options
- c. Explore Equipment insurance options
- d. Explore partnerships with other insurance providers

4. Stimulate volunteer engagement in adaptive snowsports through CADS

- a. Expand the current volunteer incentivization (Pro deal) program
- b. Identify the profile of a Volunteer
- c. Provide clarity of requirements to be a volunteer
- d. Create accessible volunteer onboarding programs
- e. Provide grants to offset membership fees

5. Empower athletes, and coaches along the path to the Paralympics and Special Olympics

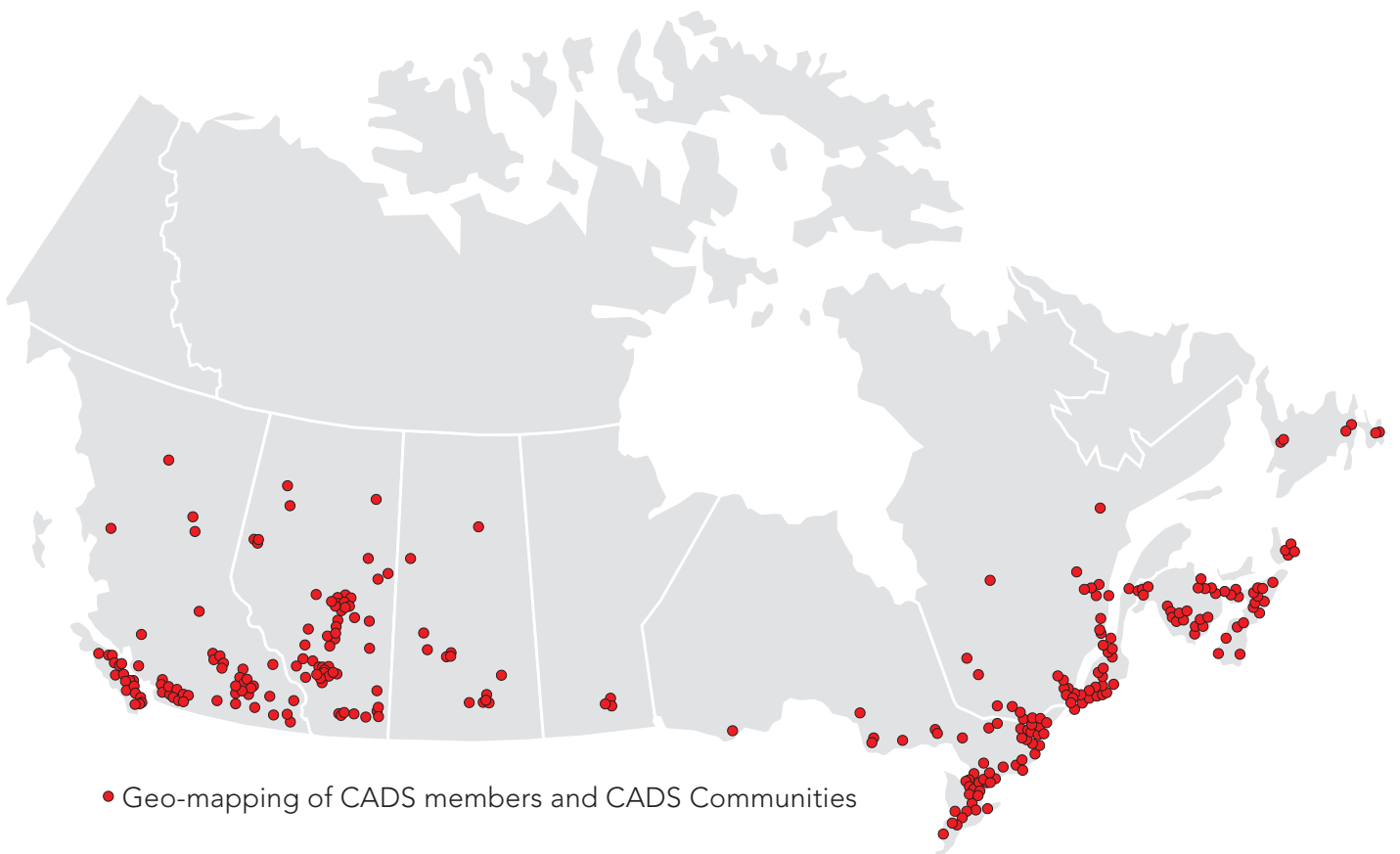
- a. Promote aligned recreational and competitive pathways
- b. Support the Alpine Canada Para-Alpine LTAD
- c. Support the Canada Snowboard Para-Snowboard Park to Podium LTAD
- d. Connect with Special Olympics at all levels

1 PILLAR

Advance Participation & Engagement

6. Explore Winter & Summer multi-sport strategies

- a. Provide Insurance & risk management training and tools
- b. Maximize the volunteer recruitment/retention strategies and the momentum of club operations
- c. Support business planning opportunities for ski areas to develop summer adaptive strategies
- d. Showcase the increased value of the CADS network to funders
- e. Expand the visibility and impact of CADS and its network
- f. Develop and foster new partnerships with new organizations



PILLAR 2

Provide Education & Training

The CADS National organisation provides specialized education and training programs for ski and snowboard instructors to ensure they have the knowledge, skills, competency, and resources necessary to provide a quality experience to all participants.



To achieve this goal, the national organisation will focus on the following 3 strategic initiatives and its relevant operational strategies:

1. Increase accessibility to certification

- a. Reduce the amount of time needed for Level 1 certification
- b. Increase the number of course conductors in each division
- c. Develop volunteer retention strategies
- d. Expand the CADS Learning Academy with eLearning options
- e. Increase training & certification of snow school instructors
- f. Provide operational services and IT infrastructure to streamline and support efficiencies
- g. Market competency based training and evaluation methods
- h. Inspire volunteers to be trained

PILLAR 2

Provide Education & Training

2. Create a safe environment for all members

- a. Integrate Safe Sport principles and key messages into all instructor training and professional development
- b. Improve the consistency of standards across all divisions
- c. Develop competency assessments for active instructors
- d. Establish a training review board for active instructors not meeting expectations
- e. Provide professional development opportunities to active instructors needing updates
- f. Market CC statuses per division (Clarity of who is certified at what CC level in each division)
- g. Improve safety culture towards reducing the risk of injury
- h. Create a safety review committee

3. Ensure sustainability of the national Technical Committee work

- a. Review curriculum yearly to ensure quality training and standards.
- b. Create clear leadership and decision-making structures
- c. Provide appropriate resources to achieve all goals
- d. Engage Snowsports resort employees to pursue professional development with CADS training.
- e. Stimulate the International sales of certification

3 PILLAR

Activate Advocacy & Awareness

The CADS National organisation aims to increase awareness of the organization and its mission across all sectors of government, the snowsports industry, private enterprises, donors, as well as advocacy organizations of people with disabilities.

Through our advocacy efforts, the CADS National organisation aims to build partnerships with relevant organizations, increase public awareness of the importance of accessible and inclusive Snowsport opportunities, and expand the reach of our mission to ensure that individuals with disabilities have equal opportunities to participate in winter & summer multi sport sports.

To achieve this goal, the national organisation will focus on the following 3 strategic initiatives and its relevant operational strategies:

1. Develop and foster alignment within the CADS network

- a. Connect the CADS network of approximately 70 different CADS organisations in Canada
- b. Share information amongst Divisions and clubs on best practices & grant opportunities

3 PILLAR

Activate Advocacy & Awareness



2. Develop and foster strategic partnerships with organizations to support the CADS Mission

- a. With the Ski and Snowboard industry
- b. With organisations who support ill and injured veterans
- c. With Disability Organizations (disability service agencies)
- d. With Organizations to recruit volunteers
- e. With Government agencies at all levels
- f. With Foundations who share our mission and values
- g. With Corporations who share our mission and values

3. Increase awareness of the CADS National organisation across multiple sectors

- a. Define clear messaging and clear asks thru a CADS advocacy action team
- b. Develop a government relations strategy
- c. Utilize signage and swag to increase interest/knowledge of CADS (brochure, cards) through national campaign
- d. Use world disability day to create a national campaign to highlight accessibility in ski and snowboard resorts
- e. Contribute to a national strategy to facilitate club development, instructor certification events and granting opportunities
- f. Develop a CADS top ten things a ski area and hotel owners can do for accessibility
- g. Leveraging younger generation values through youth (16 +) volunteer instructor programs (help with rule of two)

4 PILLAR

Optimize Governance & Accountability

The CADS National organisation is committed to establishing and maintaining effective policies and procedures that ensure the smooth operation of CADS at all levels, while ensuring compliance with relevant regulations and industry standards. This includes implementing best practices in continuous improvement of governance, transparency, and accountability.

The CADS National organisation is equally committed to long-term financial sustainability and revenue growth to serve and support the community.

To achieve this goal, the national organisation will focus on the following 4 strategic initiatives and its relevant operational strategies:

1. Implement best practices in governance, transparency, and accountability

- a. Establish clear policies and procedures
- b. Conduct regular assessments
- c. Provide eLearning governance and directors training for national/div/ club level
- d. Build trust through open communication & collaborative approach to leadership
- e. Ensure staff capacity to support the growth of the organisation

4 PILLAR

Optimize Governance & Accountability

2. Implement best practices in safe sport, equity, diversity, inclusion, and environmental sustainability

- a. Implement Safe Sport principles
- b. Establish process for reporting issues
- c. Provide Education and Training



3. Strengthen and align policies & processes with our partner provincial divisions

- a. Ensure members are not governed by 2 different policies regimes
- b. Create policies and procedures for overlapping jurisdiction
- c. Establish a collaborative approach to policy development
- d. Develop national policies that allows regional characteristic need for Divisions
- e. Review policies to ensure consistencies with Safe sport

4. Establish long-term financial sustainability

- a. Achieve Sport Canada' National Multisport Services Organization status
- b. Develop and leverage CADS assets for business development opportunities
- c. Leveraging the CADS story into new opportunities
- d. Establish a legacy fund for investing in the future
- e. Refine donor stewarding and management programs



*CANADIAN ADAPTIVE SNOWSPORTS
SPORTS DE GLISSE ADAPTÉS CANADA*

Join the CADS family and help
incredible people do incredible things.



Partner with us



Volunteer with us

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