

CADS

OPERATIONS GUIDE



This Guide focuses best practices that can help clubs manage their operations

2025 EDITION

Indigenous Reconciliation

CADS acknowledges that it is situated on the unceded traditional territories of the xʷməθkʷəy̓əm (Musqueam), Skwxwú7mesh (Squamish), and səliłwətał (Tseil-Waututh) Nations.

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Canadian Adaptive Snowsports (CADS)

Canadian Adaptive Snowsports (CADS) is a national organization committed to enriching the lives of individuals with disabilities through active participation in recreational and competitive snowsports. CADS also fosters a sense of accomplishment and fulfillment for its dedicated volunteers and instructors.

The national organization is led by an Executive Director, while the majority of its members are passionate volunteers. CADS is officially recognized as the certifying body for para-alpine ski & snowboard instruction in Canada. Its Technical Committee plays a key role in providing training and certification for volunteer instructors, equipping them to safely introduce participants to skiing and help them develop fundamental skills.

CADS Divisions

Across Canada, many provinces and regions have their own CADS Divisions. These volunteer-driven organizations share CADS' mission of empowering individuals with disabilities to lead fuller, more active lives through recreational and competitive skiing and snowboarding.

Volunteer instructors affiliated with these Divisions receive training and certification through the CADS National Technical Committee.

CADS Clubs

In collaboration with CADS Divisions, numerous community-based programs and ski resort initiatives deliver grassroots instruction and skiing opportunities for adaptive snowsports. These local programs are run by volunteers, with instructors trained and certified through CADS.

Each Division and club is unique, varying in the number of participants, volunteers, and the range of programs offered.

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INTRODUCTION

This document is a comprehensive operational guide for the Canadian Adaptive Snowsports (CADS) organization. It outlines the organization's mission, values, governance structure, roles, responsibilities, and policies. It serves as a resource for CADS National, Divisions, Clubs, and Programs, detailing procedures for risk management, training, certification, membership, safe sport practices, and event sanctioning. The guide ensures consistency, safety, and compliance across all levels of the organization while promoting adaptive snowsports for individuals with disabilities.

CADS MISSION

CADS mission is 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 everyone with respect.

CADS VALUES



FUN

Indicated and measured by ...smiles.



INCLUSION

Providing opportunities and support for everyone to slide on snow and feel a sense of belonging.



RESPECT

Working together to achieve acceptance, dignity, consideration and care for all.

CADS PURPOSE

The Canadian Adaptive Snowsports (CADS) ¹ program is dedicated to breaking down barriers and providing people with disabilities the chance to enjoy the freedom of snowsports. Through skilled training and certification, CADS empowers both participants and instructors, ensuring inclusive and high-quality experiences across Canada.

¹ [CADS by-laws](#)

- **Purpose and Focus**

CADS is committed to fostering an environment where individuals with disabilities can enjoy and excel in snowsports. CADS national and CADS member clubs support a network of certified instructors and volunteers, ensuring they are well-equipped to deliver adaptive Snowsport lessons, events and training and certifications. By emphasizing long-term participant development, CADS member clubs introduce individuals living with disabilities to adaptive snowsports, develop skills and to assist individuals to stay active for life.

- **Development & Education**

CADS enhances organizational capacity through quality programs, trainings, lessons and events designed for adaptive snowsports. CADS offers a nationally recognized training and certification curriculum for adaptive snowsports, which is overseen by the national technical committee. We provide world-leading training for volunteers and instructors, with courses led by CADS Course Conductors. CADS certifications also includes needs-specific certifications, ensuring certifications are relevant to the club and member needs.

- **Sport**

CADS is dedicated to the long-term development of athletes, which includes promoting the pathways to the Paralympic Games and para-alpine racing organizations. By offering detailed education and training tailored to individual needs, CADS helps participants develop physical literacy and remain active for life.

- **Business and Partnerships**

CADS builds strong collaborations and partnerships throughout Canada, including with snow resorts and organizational partners. These relationships are crucial for cultivating volunteer and instructor engagement, offering pro and membership deals to retain and encourage participation.

- **Risk Management**

CADS not only mitigates risk through comprehensive risk management and strategies but also establishes partnerships and collaborations, ensuring a safe and supportive environment for all participants and members.



GOVERNANCE

CADS has its own board of directors and maintains the autonomy to operate in the way that best suits their individual needs.

CADS is the national organization and within it are CADS divisions and local clubs that deliver programs and events at various ski & snowboard resorts. Each responsible for their own operations, inventory, fundraising and fiscal responsibilities, and reporting.

Other Governance models

An organization is governed by its Board of Directors. The governance model used by a sport organization can often be determined by understanding how the Directors come into their positions, how many Directors there are, and what powers and responsibilities they have. There are three types of governance models typically used in sport:

ADMINISTRATIVE/WORKING BOARD

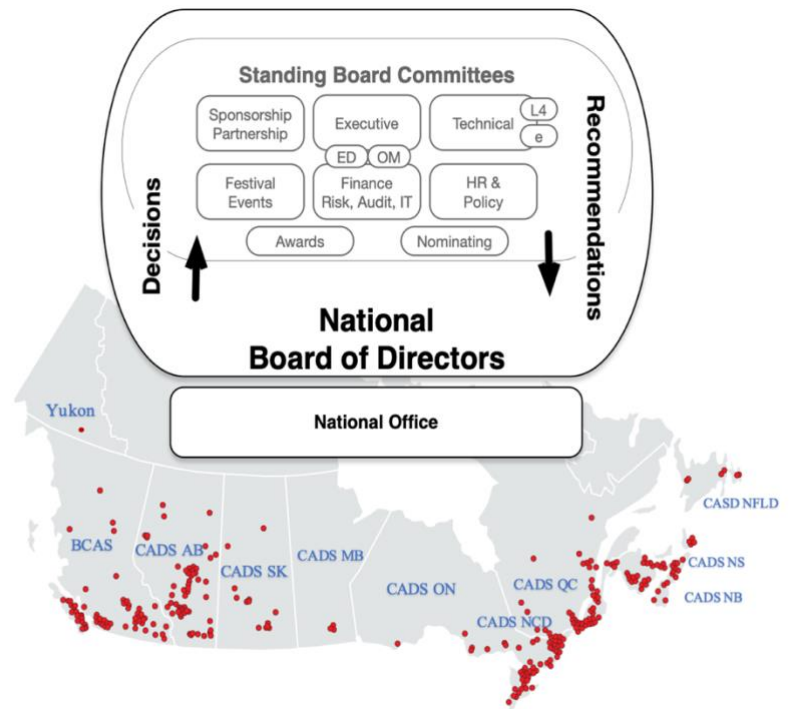
Decision-making by volunteers, little long-term planning, characterized by Member preferences and quality services.

MANAGEMENT BOARD

Decision-making by volunteers sometimes assisted by paid staff, some long-term planning, characterized by administrative efficiency.

POLICY BOARD

Decision-making by paid staff assisted by volunteer Board, formal long-term planning.



Organizations adopting a 'Management Board' or 'Policy Board' governance model often streamline their structure by reducing the number of Directors and delegating

responsibilities to paid staff or high-level committees. While the Board retains the authority to guide the organization's overall operations, it becomes less involved in the day-to-day management tasks.

CADS National is a Policy Board

The Board consists of the executive officers (President, Vice President, Secretary, and Treasurer) and three Director-at-Large who oversee the vision and direction of the organization. The organization has paid staff and the Executive Director reports to the Board on the organization's day-to-day administrative duties.

Constitution vs. By-laws vs. Policies vs. Rules

One of the biggest challenges for local clubs is separating the content of their constitution and by-laws from their policies and rules. Many sport organizations publish a single, large document that combines legal requirements, Board policies, and local rule variations. However, these elements must be kept separate for clarity and proper governance.

What is a Constitution?

The terms "constitution" and "by-laws" are often used interchangeably, but they are technically different.

When an organization incorporates, it must create two distinct documents:

1. Articles of Incorporation: A brief document that outlines the organization's name and purposes.
2. By-laws: A more detailed document that explains how the organization will govern itself.

What is a By-law?

By-laws govern the legal and structural framework of the organization. They outline:

- ▶ How individuals can become Members or Directors.
- ▶ The procedures for Member and Director meetings.
- ▶ The powers and responsibilities of Members and Directors.
- ▶ The process for electing Directors.
- ▶ For a detailed breakdown, refer to the By-laws Sections.

What is a Policy?

An organization's policies are established and approved by the Board of Directors, with minimal input from Members. However, the Board may delegate the task of creating policies to its Committees, providing Members an opportunity to influence policy content.

Policies should align with the organization's mission, vision, and values. For instance, if the organization values 'integrity,' its policies should reflect this value in practice. The Board is responsible for developing policies and procedures to guide the organization's operations and manage its Members. These policies may be compiled into a policy manual or exist as standalone documents.

What is a Mission Statement?

A mission statement answers the question, "What do we do?" It defines the organization's core purpose, outlining its products or services and the audience it serves. For example, a mission statement might emphasize delivering a specific product or service to a particular group of people.

What is a Vision Statement?

A vision statement answers the question, "What do we want to become?" It paints a compelling picture of the organization's desired future, highlighting its long-term goals and aspirations. A strong vision statement should be both inspiring and aspirational, serving as a guiding light for the organization's strategic direction.

What is a Values Statement?

A values statement defines the core principles and beliefs that shape the organization's behavior and decision-making. These values should be evident in the organization's culture, operations, and interactions with stakeholders, ensuring alignment with its mission and vision.

The mission, vision, and values of an organization set the framework for its strategic direction and operational practices.

What is a Rule?

The Board may establish rules for events, equipment, or activities, including modifications to National standard policies. However, these rules must meet or exceed the minimum requirements set by National policies. For instance, a local organization may require Criminal Record Checks (CRCs) every two years, differing from the National policy, but the interval cannot exceed the National standard of three years.

While rules should be maintained separately from policies and procedures. Committees may also contribute to the creation and implementation of rules.

What are Committees?

The Board of Directors should be explicitly empowered, through the organization's By-laws, to establish committees that support its operations and overall functionality. These committees act as agents of the Board, exercising specific powers as delegated to them.

The Board has the authority to create both standing committees, which address ongoing organizational needs, and ad-hoc committees, which are formed to tackle specific tasks or projects.

Committees are a fundamental component of all Board governance structures. In such cases, the Board of Directors adopts a stewardship role, delegating responsibility for the organization's policies to staff and committees to ensure effective management and oversight.

[CADS Committees TOR- Annex E](#)

Directors & Officers

The terms "Directors" and "Officers" are often confused, but they are not the same. Directors are individuals who serve on the Board and have voting rights during Board meetings. These individuals are elected as Directors by the organization's members.

Some Directors may also take on additional responsibilities by serving as Officers. Common Officer roles include President, Vice President, Secretary, and Treasurer, each with clearly defined duties. Some organizations may establish additional Officer roles, such as "Vice President – President" or "TC Representative," depending on their specific needs.

It's important to note that holding a title as a Director does not automatically make someone an Officer. The organization's By-laws must explicitly define which positions qualify as Officers to avoid any confusion.

Director Responsibilities

The Board of Directors plays a pivotal role in steering the organization toward achieving its objectives and fulfilling its mission. Each Director is entrusted with the responsibility of providing leadership, setting strategic direction, and overseeing the organization's affairs on behalf of its stakeholders. Serving as a Director is a rewarding opportunity to actively contribute to the organization's success and make a meaningful impact.

However, it is essential for volunteer Directors to recognize that the privilege of leadership comes with significant legal responsibilities.

At its core, the primary duty of Directors is to act in the best interests of the members by guiding the organization's activities in compliance with the law. These legal obligations are outlined in statutory provisions and further shaped by interpretations in common law.

As fiduciaries representing the members and serving as their "trustees," Directors are bound by three fundamental duties:

Duty of Care

Directors must act with the care, diligence, and skill that a reasonably prudent person would exercise in similar circumstances. This includes staying informed about the organization's activities, attending meetings, reviewing financial statements, and making decisions based on sound judgment and available information.

Duty of Loyalty

Directors must act in the best interests of the organization and its members, avoiding conflicts of interest. They must prioritize the organization's goals over personal or external interests and disclose any potential conflicts to the Board.

Duty of Obedience

Directors must ensure that the organization complies with its governing documents (e.g., bylaws, articles of incorporation) and adheres to applicable laws and regulations. They are also responsible for ensuring that the organization remains true to its mission and purpose.

Responsibilities and Duties of Directors

General Responsibilities

Directors are expected to

- ▶ Act reasonably, prudently, in good faith, and in the best interests of the Organization and its members.
- ▶ Prioritize the Organization's interests and avoid using their position for personal gain.
- ▶ Operate within the Organization's governing policies, laws, rules, and regulations.
- ▶ Maintain confidentiality and avoid discussing sensitive matters outside the Organization without Board approval.
- ▶ Support Board decisions, even if they personally disagree.
- ▶ Serve on designated committees as appointed by the Board.
- ▶ Communicate effectively through normal reporting channels.
- ▶ Fulfill additional duties as assigned by the Board.
- ▶ Promote a positive and professional public image.
- ▶ Dedicate full attention to the Organization during volunteer hours.
- ▶ Adapt volunteer hours to meet the Organization's needs, including evenings and weekends.

Board Meetings

- ▶ Attend and prepare for meetings.
- ▶ Submit required reports in writing.
- ▶ Ensure meeting minutes are accurate and reflect votes, abstentions, and conflicts of interest.
- ▶ Declare conflicts of interest when they arise and abstain from related discussions or decisions.

Financial Responsibilities

- ▶ Regularly reviewing financial reports.
- ▶ Approving and monitoring the budget.
- ▶ Overseeing the completion of an annual financial audit.
- ▶ Understanding cheque-signing authority and limits.
- ▶ Supervising the management and disbursement of funds.
- ▶ Adhering to the Organization's Financial Policy.

Contract Responsibilities

- ▶ Directors must ensure all contracts are carefully reviewed by staff or legal counsel.

Planning Responsibilities

- ▶ Directors are tasked with developing, implementing, monitoring, and evaluating the Organization's strategic plan.

Personnel Responsibilities

- ▶ Ensure the Organization has a clear Human Resources Policy and conduct staff evaluations annually or as required.
- ▶ Ensure all staff and volunteer roles have written job descriptions and agreements.
- ▶ Implement screening measures for roles involving youth or vulnerable individuals in unsupervised settings.

Policy Responsibilities

- ▶ Review and adhere to the Organization's By-laws, policies, and procedures.
- ▶ Update outdated policies or create new ones as needed.
- ▶ Review and sign a Director's Agreement – [Annex D](#)

Insurance Responsibilities

- ▶ Ensuring the Organization has adequate insurance coverage.
- ▶ Familiarizing themselves with the scope of the Organization's insurance policies.

Each Director is responsible for providing strategic leadership, guiding the organization's direction, and overseeing its operations on behalf of its stakeholders.



Directors and Officers Insurance

Insurance is a widely used risk management tool that involves transferring liability to another party through a written contract. In this context, the liability is transferred to an insurance company, and the written contract is the insurance policy. This method of risk transfer is a common practice in business operations.

Directors and Officers (D&O) insurance functions similarly to general liability insurance but is specifically designed to cover costs that the directors and officers of an organization may be legally required to pay due to damages caused to another party.

Unlike general liability insurance, which typically covers losses related to physical injury or property damage, D&O insurance exclusively addresses losses resulting from a director's or officer's own "wrongful acts."

In a Directors and Officers (D&O) insurance policy, a "wrongful act" is typically defined as an error, misstatement, misleading statement, act, omission, or other breach of duty committed by an insured individual in their official capacity. The primary purpose of this insurance is to provide financial support for the indemnity that the organization offers to its directors.

D&O insurance policies can vary significantly, as there is no standard level of coverage. However, it is important to note that many policies include specific exclusions, such as:

- ▶ Actions Outside the Scope of Duties
- ▶ Coverage does not extend to directors acting outside the responsibilities outlined in this handbook, including any dishonest, fraudulent, or criminal actions.
- ▶ Breach of Contract
- ▶ Claims related to breaches of contract, such as the wrongful dismissal of employees, are typically excluded.
- ▶ Fines and Penalties
- ▶ Fines or penalties imposed under statutes or regulations are not covered.
- ▶ Human Rights Complaints
- ▶ Complaints under human rights codes, including allegations of discrimination, harassment, or sexual harassment, are generally excluded from coverage
- ▶ Claims for bodily injury, sickness, mental anguish, disease or death

Each CADS organization faces unique risks and must develop and implement tailored measures to effectively address them.

LIABILITY

A director who fails to fulfill their duties may be held liable. Liability refers to the responsibility for consequences arising from conduct that does not meet a predetermined legal standard. Typically, these consequences involve damage or loss experienced by others, often requiring financial compensation.

Liability can arise in three key situations:

- ▶ **Statute:** When a law is broken, consequences may include fines, restrictions on rights or privileges, or imprisonment.
- ▶ **Contract:** When a legally enforceable agreement between parties is breached, consequences may involve corrective actions, services, or financial compensation.
- ▶ **Tort:** When an act—or failure to act—causes injury or damage to another person, consequences typically involve financial remedies.

Statutory Obligations

Various statutes impose specific liabilities on directors in relation to managing an organization's affairs. Directors must adhere to statutory obligations, including:

- ▶ Electing and appointing directors and officers.
- ▶ Calling and conducting member meetings.
- ▶ Paying taxes
- ▶ Submitting employment-related remittances.
- ▶ Keeping accurate minutes of meetings.
- ▶ Reporting and disclosing required information to authorities.
- ▶ Paying wages and salaries.
- ▶ Maintaining a safe workplace.

Contractual Obligations

Directors are responsible for ensuring the organization fulfills its contractual commitments, including agreements with employees and independent contractors.

Tort Liability

Directors must ensure that they, along with the organization's volunteers and staff, act without negligence. Negligence involves the duty to ensure the safety of those affected by one's actions. Directors, staff, and volunteers are expected to act diligently and safety-consciously to avoid exposing others—such as employees, participants, clients, or the public—to unreasonable harm.

Negligence also extends to wrongful acts, which are errors, omissions, or decisions that harm others by interfering with their rights, opportunities, or privileges. These acts

primarily relate to how directors govern the organization, manage funds, supervise staff, and make decisions impacting members, clients, and the public.

Avoiding Liability

Volunteers, employees, and directors of the organization must remain vigilant about potential risks. This involves carefully assessing situations and anticipating the possible consequences of decisions and actions.

Risk management is a straightforward, three-step process:

1. **Assess the situation:** Identify what could go wrong and the potential harm that might result.
2. **Prevent harm:** Determine practical measures to minimize or eliminate the risk of harm.
3. **Mitigate impacts:** If harm does occur, identify steps to reduce its effects and address any resulting damage or losses.

To manage risks effectively, organizations can take practical measures that fall into four main categories:

- ▶ **Assume the risk:** Accept the risk as minor and take no further action.
- ▶ **Reduce the risk:** Implement changes to behavior or the environment to lower the level of risk.
- ▶ **Avoid the risk:** Opt not to engage in the activity or situation that poses the risk.
- ▶ **Transfer the risk:** Accept the risk but shift the associated liability to another party through a written agreement.

Every organization faces unique risks and must tailor its risk management strategies accordingly. At its core, risk management relies on common sense and aligns with the concept of a “standard of care.” This means taking actions that any prudent and reasonable person with similar skills, knowledge, and experience would take under the same circumstances.

Key measures to manage risks often include

- ▶ Training and educating staff and volunteers.
- ▶ Properly documenting lessons, training sessions etc.
- ▶ Enforcing reasonable policies, rules and guidelines.
- ▶ Regularly inspecting and maintaining facilities and equipment.
- ▶ Screening and supervising staff and volunteers effectively.
- ▶ Properly documenting meetings and decisions.
- ▶ Complying with all sanctioning and reporting requirements of National & Provincial Division and/or PSO.

- ▶ By adopting these practices, organizations can better safeguard against liability and ensure a safer environment for all.

Conflict of Interest

In sports organizations, it is not uncommon for a Director to face a conflict of interest—or be perceived as being in conflict—on certain issues. In such cases, the Director must remove themselves from the discussion and decision-making process.

Organizations should establish detailed conflict of interest policies that clearly define what constitutes a conflict and outline how such situations should be handled. For reference, [see Annex C: Conflict of Interest Policy](#).

In addition to following the policy, Directors should sign a “Conflict of Interest Form” whenever they believe they may be in conflict. These forms may need to be signed frequently.

For example:

- ▶ A Director who is also a coordinator of a program cannot vote to approve expenses for that program.
- ▶ A Director cannot vote to change the clubs policy for student selection if the change would then allow their own child to participate in lessons.

Directors should refer to the policy to assess whether they might be in a conflict of interest. If there is any uncertainty, the potential conflict should still be declared to ensure transparency and integrity.

ROLES AND RESPONSIBILITIES

CADS National

1. To **foster the development** of adaptive alpine skiing and snowboarding through partnerships, leadership, training and advocacy so individuals with a disability have the opportunity to experience snowsports through healthy recreation and grassroots programs and lessons throughout Canada;
2. To **deliver best practices** in instructor certification and training, and facilitate the development and exchange of relevant information and research that would assist development of alpine skiers and snowboarders with a disability.
3. To **conduct the affairs** of the Corporation according to the bylaws; and
4. **Advance Participation & Engagement** – The aim is to encourage and support diverse participation in adaptive snowsports while building organizational capacity to operate, grow, and deliver high-quality programs.
5. **Provide Operational Services² and IT Infrastructure** to streamline and support efficiencies.
 - a. Provide events that engage and empower all members.
 - b. Provide insurance coverages and tools to members and organizations prudent risk management.
 - c. Stimulate volunteer engagement in adaptive snowsports through CADS.
 - d. Empower athletes, and coaches along the existing pathways to the Paralympics and Special Olympics.
 - e. Explore multi-sport strategies.
6. **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.
 - a. Increase accessibility to certification.
 - b. Create a safe environment for all members.
 - c. Ensure sustainability of the national technical committee work.

²

https://cads.ski/system/education_resources/docs/000/000/151/original/Operational_Processes_15feb22.pdf?1685559789

7. **Activate Advocacy & Awareness** – 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.
 - a. Develop and foster alignment within the CADS network.
 - b. Develop and foster strategic partnerships with organizations to support the CADS Mission.
 - c. Increase awareness of the CADS National organisation across multiple sectors.

8. **Effective Governance & Accountability** – 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.
 - a. This includes implementing best practices in continuous improvement of governance, transparency, and accountability.
 - b. Implement best practices in governance, transparency, and accountability.
 - c. Implement best practices in safe sport, equity, diversity, inclusion, and environmental sustainability.
 - d. Strengthen and align policies & processes with our partner provincial divisions.
 - e. Establish long-term financial sustainability

Responsibilities of CADS National

1. To adhere to the [CADS Strategic Plan](#)
2. Provide tools and services to support growth of Divisions and Clubs
3. Provide operational services and IT infrastructure to streamline and support efficiencies
4. Provide insurance coverages and tools to members and organizations prudent risk management and governance
5. Ensure that clubs and divisions complete and submit the annual sanctioning documentation accurately and in a timely manner
6. Certify that clubs and divisions submit the required forms and information to be covered under the commercial general liability insurance and/or directors and officer liability insurance
7. Process all certificate of insurance requests and incident reports
8. Monitor and track incident reports and claims
9. Support volunteer recruitment, identify human resource needs and create retention strategies
10. Provide leadership training, operational infrastructure, and sports equipment for delivery of quality programming
11. Host quarterly combined board/division meetings (via teleconference)
12. Communicate with all the CADS Divisions and clubs the pertinent information including national policies and procedures that are applicable to the programs

13. Distribute National communications to divisions and clubs in a timely manner
14. Ensure as the CADS division and its clubs and/or programs create and monitor a CADS Risk Management Program in the delivery of local activities
15. Ensure accurate and timely incident reporting to CADS office within the required **24-hour** reporting period
16. Facilitate and support the division and clubs online membership registration and program operation process in Snowline
17. Facilitate, support and train clubs on the Snowline software
18. Continuous improvement of our world-class training and certification curriculum
19. Increase the number of facilitators to certify instructors
20. Create educational resources that are accessible to instructors, volunteers and students.
21. Continued collaboration with able bodied certifying organizations and ski resorts
22. Cultivate partnerships with Disability Organizations and relevant health, charities, foundations, and government organizations
23. Establish strategic service agreements with divisions and large programs to ensure alignment of roles and responsibilities so that organisations are financially sustainable, and grants/bursaries have an impact on targeted goals
24. Develop stronger relationships within the Snowsport industry to increase awareness, inclusion, and accessibility
25. Support fundraising and sponsorship initiatives
26. Encourage the pathway for instructors to become Certified Coaches, Para-Coaches and Adaptive or Para-athletes for both Alpine & Snowboard
27. Expanded our collaboration with National Sport Organizations in support of our role as a feeder system for Canada's Paralympic Snowsport teams
28. Expand our communication reach to communities and disability sport organizations to increase recreational opportunities
29. Promote local, regional & national events and camps for participants and instructors to be active for life
30. Promote CADS certification courses
31. Ensure that the course conductors are following the Technical Committee's technical guidelines and the CADS administrative guidelines. This includes ensuring that courses are registered, sanctioned and processed and accurate in Snowline.
32. Work collaboratively with divisions, clubs and external organizations to build, advance, and administer a Safe Sport Framework, its policies, education, advocacy, and initiatives.
33. Host a 3rd party reporting and investigation for SafeSport complaints.
34. Ensure that the CADS divisions are committed to encouraging equity, diversity, and inclusion³ across all areas of the organization to provide a Safe Sport environment that is open and respectful to everyone, regardless of ethnicity, age, religion, race, or gender identity.⁴

3

https://cads.ski/system/education_resources/docs/000/000/143/original/Equity_Diversity_and_Inclusion_Policy_2021_22-11.pdf?1640035953

⁴ CADS National Safe sport Framework section 1

35. Adopt policy and compliance, Responsible Safe Sport policy in addition to those noted above include but are not limited to;⁵

- a. Rule of Two,
- b. Safe Sport training
- c. Background Screening

36. CADS strongly recommends its members in leadership or supervisory positions take training including but not limited to;

- a. [Safe Sport Training](#) developed by the Coaching Association of Canada (CAC),
- b. [Commit To Kids](#) offered by the Canadian Center for Child Protection.
- c. [Respect in Sport](#) offered by Respect Group Inc.
- d. [NCCP](#) Make Ethical Decisions offered by NCCP⁶

NATIONAL STRATEGIC PLAN



2028 STRATEGIC PLAN

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 organization is guided by four strategic pillars that aim to advance its mission.

1 PILLAR Advance Participation & Engagement	2 PILLAR Provide Education & Training	3 PILLAR Activate Advocacy & Awareness	4 PILLAR Effective Governance & Accountability
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These strategic pillars inform and guide organizational activities, support the identification of priorities, and outline expectations. Each pillar is comprised of strategic initiatives.

1 PILLAR Advance Participation & Engagement
The CADS National organization aims to encourage and support diverse participation in adaptive snowsports while building organizational capacity to operate, grow, and deliver high-quality programs. To achieve this goal, the national organization will focus on the following strategic initiatives.

1. Provide operational services and IT infrastructure to streamline and support efficiencies.
2. Provide events that engage and empower all members.
3. Provide insurance coverages and tools to members and organizations prudent risk management.
4. Stimulate volunteer engagement in adaptive snowsports throughout CADS.
5. Empower athletes, and coaches along the path to the Paralympics and Special Olympics.
6. Explore Winter multi-sport strategies.

2 PILLAR Provide Education & Training
The CADS National organization 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.

1. Increase accessibility to certification.
2. Create a safe environment for all members.
3. Ensure sustainability of the national Technical Committee work.

3 PILLAR Activate Advocacy & Awareness
The CADS National organization 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.

1. Develop and foster alignment within the CADS network.
2. Develop and foster strategic partnerships with organizations to support the CADS Mission.
3. Increase awareness of the CADS National organization across multiple sectors.

4 PILLAR Effective Governance & Accountability
The CADS National organization 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.

1. Implement best practices in governance, transparency, and accountability.
2. Implement best practices in safe sport, equity, diversity, inclusion, and environmental sustainability.
3. Establish long-term financial sustainability.

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@CADSnational

⁵ CADS National Safe sport Framework section 4.6

⁶ CADS National Safe sport Framework section 5.2

CADS Divisions (Provincial/Territorial Level)

CADS Divisions role is to act as a liaison entity, fostering seamless communication between CADS National and local clubs and programs. Each division facilitates regional initiatives while ensuring local clubs and programs align with national objectives.

The total number of Divisions within the Association shall be thirteen (13). There shall be a Division corresponding to each province, territory, and the CADS-National Capital Division except where a Division has less than five (5) voting members.⁷

Responsibilities of a Division

1. Coordination and Liaison

- a. Act as a bridge between local programs/clubs and CADS National.
- b. Communicate [national policies](#)⁸, initiatives, and Risk Management Program details to local programs.

2. Training and Certifications

- a. Offer and promote CADS Level 1 & 2 training and certification for instructors, volunteers and snow schools.
- b. Facilitate the delivery of CADS Level 1 & 2 courses in your region.
- c. Promote the development of course conductors in the region.
- d. Ensure adherence to technical guidelines and submission of proper forms to National.
- e. Establish a policy for Course Conductors and the delivering of courses in terms of honorariums, meal per diems, travel reimbursement, accommodations and when these are offered.

3. Support Local Programs

- a. Provide operational and administrative assistance to clubs.
- b. Facilitate equipment purchases and/or grants.

4. Provincial Growth

- a. Develop relationships with ski resorts at the provincial level.
- b. Promote regional CADS programs and events in your region.
- c. Deliver adaptive events / lessons / events / programming (where applicable).

5. Promotions and Fundraising

- a. Develop strategies to promote adaptive snowsports regionally.
 - i. Support regional fundraising and sponsorship opportunities.

⁷ CADS By-Laws – Article 3 -3.2: Seal and Divisions

⁸ https://cads.ski/en/resources_level_policies

6. Volunteer Engagement

- a. Coordinate volunteer recruitment, recognition, engagement and retention campaigns.

7. Recommended Leadership Training

Encourage leaders and supervisors to complete training such as:

- a. [Safe Sport Training](#) developed by the Coaching Association of Canada (CAC), ****Required by all instructors and persons in a position of authority**
- b. [Commit To Kids](#) offered by the Canadian Center for Child Protection.
- c. [Respect in Sport](#) offered by Respect Group Inc.
- d. [NCCP Make Ethical Decisions](#) offered by NCCP⁹

8. Safe Sport Commitment

- a. Work collaboratively to establish, advance, and enforce a Safe Sport Framework. Ensure policies, education, advocacy, and initiatives prioritize equity, diversity, and inclusion. Create a respectful and welcoming environment for everyone, regardless of ethnicity, age, religion, race, or gender identity.
- b. All sanctioned organizations are required to adopt policy and compliance consistent with CADS National versions. Responsible Safe Sport policy in addition to those noted above include but are not limited to;¹⁰
 - a. **Rule of Two,**
 - b. **Background Screening**

9. Insurance

- a. Responsible for deductibles related to incidents/claims against the organization. See [annex A](#)
- b. Responsible for contacting National for extra coverage when your organization is promoting/hosting special events that go beyond the CADS mission and curriculum.
- c. Responsible for contacting National for extra coverage in relation to Tenant Liability – Premise Liability – Cyber Coverage – Equipment Coverage (Fire-theft) – Race Program/Event Coverage
- d. Race Development Request – Responsible for submitting Race Development Request form and associated costs for this program (\$1000) – See [annex B](#)

10. Incident Reporting

- a. Ensure accurate and comprehensive [incident reporting](#) is submitted to the CADS Office within the required **24-hour** time frame.

⁹ CADS National Safe sport Framework section 5.2

¹⁰ CADS National Safe sport Framework section 4.6

Requirements of a CADS Division

- Be a registered entity (not-for-profit or charity) society with the provincial government.
- A division must have at least five (5) active members to constitute a division.
- All members be CADS members and purchase an annual CADS membership.
- Divisions wishing to charge an additional membership fee must notify the National Office of said fee or any changes in fees **by June 30th**.
- Complete and submit the annual sanctioning documentation and insurance documents presented from the CADS National office in an accurate and timely manner.
- Submit Certificate of insurance requests **2 weeks prior** to event.
- Complete the annual directors & officers liability application form.
- Ensure that the Clubs and/or programs within the Division complete and submit the annual sanctioning documentation accurately and in a timely manner.
- Directors & officers all must have their annual CADS membership
- Update board of director contact list & organizations contact list
- Submit a schedule of activities calendar
- All participants in sanctioned events are required to be CADS members either as annual members or 1-day members if the event is limited to 1 day.
- Programs/events/courses must be sanctioned by CADS
- Notify CADS of any activities schedule that go beyond the CADS curriculum and coverage.
- Use Snowline for their annual membership renewal and waivers.
- Use Snowline for CADS course registrations, certification, and training events.
- Foster a Safe Sport environment is the collective responsibility of everyone involved in the CADS community for any Club activity.
- Ensure all members in a position of authority are required to have a EPIC or Criminal record and vulnerable sector check done.
- Ensure all Members in a position of authority are required to complete the NCCP – SafeSport Training and document their number in Snowline.
- Ensure all new instructors are required to submit 2 references which are verified by the clubs administrators.
- Appoint a divisional representative to attend the quarterly combined Board/Division Meetings (via teleconference) by submitting & reading distributed material and making recommendations as related to your division.
- Communicate with all the CADS clubs within the division the pertinent information that is discussed at the Board/Division meetings including national policies and procedures that are applicable to the programs.
- Distribute National communications to the clubs in a timely manner.
- Communicate [the CADS National Risk Management](#) to all the program coordinators emphasizing the procedures that must be followed for the programs to be properly protected by this policy.
- Ensure as the CADS Division and its Clubs and/or Programs create and monitor a CADS Risk Management Program in the delivery of local activities.
- Ensure accurate and timely incident reporting to CADS office within the required **24-hour** reporting period.

- Make recommendations to the CADS Board of Directors on policies and procedures that will improve outcomes for members in your Division.
- Advise the CADS National office on policies and procedures that overlap with your Divisions.
- Send Division reports to National office in preparation for the Division meetings as required.
- Submit to the CADS National Board of Directors and national office written reports, submissions and articles/photos for the website and newsletter as available.
- Submit a Year-End Report for inclusion in the Annual Report prior to the AGM.
- Support clubs using the Snowline software.
- Assist in the recruitment and retention of volunteers from within the Division for projects, programs, and special events organized by your Division, Clubs and CADS.
- Support fundraising and sponsorship initiatives at each level (Club, Division, National).
- Be a brand ambassador for CADS and adaptive snowsports
- Actively promote participation in the CADS National Festival.
- Assist with the promotion, planning, training, and implementation of CADS certification courses in the Division by encouraging participants of all levels to attend such courses.
- Ensure that the course conductors in the Division are following the Technical Committee's technical guidelines and the CADS administrative guidelines.
- Work collaboratively with your Clubs, CADS, and external organizations to build, advance, and administer a Safe Sport Framework, its policies, education, advocacy, and initiatives.
- Ensure that the CADS Division is committed to encouraging equity, diversity, and inclusion across all areas of the organization to provide a Safe Sport environment that is open and respectful to everyone, regardless of ethnicity, age, religion, race, or gender identity.¹¹
- All sanctioned organizations are required to adopt policy and compliance consistent with CADS National versions.
- CADS strongly recommends its members in leadership or supervisory positions take training

¹¹ [EDI Policy](#)

Division Representative Responsibilities

Each Division will appoint a Division Representative to facilitate communication between the Division and CADS National Board of Directors and office. Attend the quarterly combined Board of Director and Division Meetings (via teleconference or in person when possible) by submitting a quarterly divisional report 2 weeks prior to the schedule meeting time. Reading distributed material prior to the meeting and making recommendations as related to your division. A divisional representative is seen as representing all aspects of skiing and snowboarding for persons with a disability within its division's boundaries.

Acknowledgement	<i>I have read and reviewed the above roles and responsibilities and will ensure that the organization adheres to the CADS Policies.</i>	
	Name of Person:	
	Date:	Signature:

Provincial Programs



CADS CLUB

CADS Club role is 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.

Each CADS Club has its own board of directors and maintains the autonomy to operate in the way that best suits their individual needs and are a part of a provincial CADS division. In most cases, Clubs run as separate entities from the Division, and each are responsible for their own operations, programs, events, inventory, fundraising and fiscal responsibilities, and government reporting.

CADS Clubs can host or send candidates to national and divisional training programs to receive certifications based on the CADS 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 adhoc programming with a range of levels of certifications held by their instructors.

Responsibilities of a Club

11. Annual Documentation and sanctioning

- a. Accurately complete and submit annual sanctioning and insurance documents provided by the CADS National Office in a timely manner.

12. Snowline Configuration and Training

- a. Collaborate with the CADS National Office to set up, configure, and receive training for the club Snowline site.

13. Support for Club Administrators

- a. Provide guidance, support, and training to club administrators, coordinators, and/or instructors on using the Snowline software effectively.

14. Membership and Program Registrations

- a. Assist and support members with online membership registration and program sign-ups.
- b. Advise National **by June 30th** if there are any changes in membership fees for the next season.

15. Risk Management

- a. Share CADS [National Risk Management Manual](#) and procedures with program coordinators to ensure all activities adhere to policy protections.
- b. Ensure that Instructors and Students are on appropriate terrain based on their training, certifications and abilities.

- c. Consideration of environmental issues such as cold weather, high winds, fog, rain when the program is running

16. Insurance

- a. Responsible for deductibles related to incidents/claims against the organization. See [annex A](#)
- b. Responsible for contacting National for extra coverage when your organization is promoting/hosting special events that go beyond the CADS mission and curriculum.
- c. Responsible for contacting National for extra coverage in relation to Tenant Liability – Premise Liability – Cyber Coverage – Equipment Coverage (Fire-theft) – Race Program/Event Coverage
- d. Race Development Request – Responsible for submitting Race Development Request form and associated costs for this program (\$1000) – See [annex B](#)

17. Incident Reporting

- a. Ensure accurate and comprehensive [incident reporting](#) is submitted to the CADS Office within the required **24-hour** time frame.

18. Volunteer Training Guidelines Equip volunteers with essential guidelines on:

- a. Risk Management Program
- b. Defining roles such as Volunteer and Supervisor
- c. Determining appropriate volunteer-to-supervisor ratios
- d. Code of Conduct
- e. Rule of Two
- f. SafeSport Policy

19. Recommended Leadership Training Encourage leaders and supervisors to complete training such as:

- a. [Safe Sport Training](#) developed by the Coaching Association of Canada (CAC), ****Required by all Instructors and persons in a position of authority**
- b. [Commit To Kids](#) offered by the Canadian Center for Child Protection.
- c. [Respect in Sport](#) offered by Respect Group Inc.
- d. [NCCP Make Ethical Decisions](#) offered by NCCP¹²

20. Safe Sport Commitment

- a. Work collaboratively to establish, advance, and enforce a Safe Sport Framework. Ensure policies, education, advocacy, and initiatives prioritize equity, diversity, and inclusion. Create a respectful and welcoming environment for everyone, regardless of ethnicity, age, religion, race, or gender identity.

¹² CADS National Safe sport Framework section 5.2

- b. All sanctioned organizations are required to adopt [policy](#)¹³ and compliance consistent with CADS National versions. Responsible Safe Sport policy in addition to those noted above include but are not limited to;¹⁴
 - i. **Rule of Two,**
 - ii. **Background Screening**

21. Reporting and Communication

- a. Provide Club reports for the CADS Division in preparation for national board meetings as required.
- b. Submit written reports, articles, and photos to the CADS National Office for website updates and newsletters.

22. Certification Course Implementation

- a. Support and assist in the promotion, planning, training, and implementation of CADS certification courses. Encourage members of all skill levels to participate and grow.

23. Adherence to Technical Guidelines

- a. Ensure course conductors adhere to the Technical Committee's technical and administrative guidelines. This includes effective use of forms, accurate course registration in Snowline, and proper payment processing.

Requirements of Club

- Be a registered entity (not-for-profit or charity) society with the provincial government.
- A Club must have at least five (5) active members to constitute a club and have at **least 1** certified **CADS Level 2 Instructor**.
- All members be CADS members and purchase an annual CADS membership. Clubs wishing to charge an additional membership fee must notify the National Office of said fee by June 30th.
- Complete the CADS annual sanctioning request
- Complete the annual directors & officers liability application – *if applicable*
- Directors & officers all must have their annual CADS membership
- Update board of director contact list & organizations contact list
- Submit a schedule of activities calendar
- All participants in sanctioned events are required to be CADS members either as annual members or 1-day members if the event is limited to 1 day.
- Programs/events/courses must be sanctioned by CADS
- Submit Certificate of insurance requests 2 weeks prior to event.
 - o Notify CADS Office of any activities schedule that go beyond the CADS curriculum and coverage.
- Use Snowline for their annual membership renewal and waivers.
- Use Snowline for CADS course registrations, certification, and training events.

¹³ https://cads.ski/en/resources_level_policies

¹⁴ CADS National Safe sport Framework section 4.6

- If the club **is not using** Snowline for Lesson Scheduling, training records, lesson plans, lesson logs or CRC's & other waivers; **the club is required to keep the paper records for 10 years.**
- Club administrators are required to ensure that Lesson plans and lesson logs are being completed after each lesson.
- Enlist the help of members. A portion of them will provide indoor organisational support while others will be involved in outdoor activities including instruction of students.
- Monitor a CADS Risk Management Program in the delivery of activities.
- Have a program director or program coordinator and supervisor to determine the ratio of student to volunteer and pairings.
 - o Supervision of group must be done by a **Certified Level 2** Complete or Modular Instructor, or higher, is required.
- The supervisor, the club director and coordinator should discuss and agree upon the appropriate ratio, and re-evaluate each time a student is instructed by a volunteer while supervised by a Certified Level 2 Complete or Modular Instructor or higher.
- Foster a Safe Sport environment is the collective responsibility of everyone involved in the CADS community for any Club activity.
- All members in a position of authority** are required to have a EPIC or Criminal record and vulnerable sector check done.
- All Members in a position of authority **are required to complete the NCCP – SafeSport Training** and document their number in Snowline.
- All **new instructors** are required to submit **2 references** which are verified by the clubs administrators.
- Be a brand ambassador for CADS and adaptive snowsports

Club Representative Responsibilities

Each Club will appoint a Club Representative to facilitate communication between the Division and the CADS National office. Read distributed material prior to the meetings and make recommendations as related to your club to your CADS Division. A Club Representative is seen as representing all aspects of skiing and snowboarding for persons with a disability within its division's boundaries.

Acknowledgement	<i>I have read and reviewed the above roles and responsibilities and will ensure that the organization adheres to the CADS Policies.</i>	
	Name of Person:	
	Date:	Signature:

CADS Programs

A programs role is 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.

Programs run as an event of either a registered Club or of their provincial CADS Division who are responsible for the operations, inventory, fundraising and fiscal responsibilities, and reporting.

Responsibilities of a program

1. Annual Documentation and sanctioning

- a. Accurately complete and submit annual sanctioning provided by the CADS National Office to your division in a timely manner.

2. Snowline Configuration and Training

- a. Collaborate with the CADS National Office to set up, configure, and receive training for the club Snowline site.

3. Support for Program Administrators

- a. Provide guidance, support, and training to club administrators, coordinators, and/or instructors on using the Snowline software effectively.

4. Membership and Program Registrations

- a. Assist and support members with online membership registration and program sign-ups.
- b. Advise National **by June 30th** if there are any changes in membership fees for the next season.

5. Risk Management

- a. Share CADS [National Risk Management Manual](#) and procedures with program coordinators to ensure all activities adhere to policy protections.
- b. Ensure that Instructors and Students are on appropriate terrain based on their training, certifications and abilities.
- c. Consideration of environmental issues such as cold weather, high winds, fog, rain when the program is running

6. Insurance

- a. Responsible for deductibles related to incidents/claims against the organization.
- b. Responsible for contacting National for extra coverage when your organization is promoting/hosting special events that go beyond the CADS mission.

- c. Responsible for contacting National for extra coverage in relation to Tenant Liability – Premise Liability – Cyber Coverage – Equipment Coverage (Fire-theft) – Race Program/Event Coverage

7. Incident Reporting

- a. Ensure accurate and comprehensive [incident reporting](#) is submitted to the CADS Office within the required **24-hour** time frame.

8. Volunteer Training Guidelines Equip volunteers with essential guidelines on:

- a. Risk Management Program
- b. Defining roles such as Volunteer and Supervisor
- c. Determining appropriate volunteer-to-supervisor ratios
- d. Code of Conduct
- e. Rule of Two
- f. SafeSport Policy

9. Recommended Leadership Training Encourage leaders and supervisors to complete training such as:

- a. [Safe Sport Training](#) developed by the Coaching Association of Canada (CAC), ****Required by all Instructors and persons in a position of authority**
- b. [Commit To Kids](#) offered by the Canadian Center for Child Protection.
- c. [Respect in Sport](#) offered by Respect Group Inc.
- d. [NCCP](#) Make Ethical Decisions offered by NCCP¹⁵

10. Safe Sport Commitment

- a. Work collaboratively to establish, advance, and enforce a Safe Sport Framework. Ensure policies, education, advocacy, and initiatives prioritize equity, diversity, and inclusion. Create a respectful and welcoming environment for everyone, regardless of ethnicity, age, religion, race, or gender identity.
- b. All sanctioned organizations are required to adopt [policy](#)¹⁶ and compliance consistent with CADS National versions. Responsible Safe Sport policy in addition to those noted above include but are not limited to;¹⁷
 - i. **Rule of Two,**
 - ii. **Background Screening**

11. Reporting and Communication

- a. Provide program reports for the CADS Division in preparation for national board meetings as required.
- b. Submit written reports, articles, and photos to the CADS National Office for website updates and newsletters.

¹⁵ CADS National Safe sport Framework section 5.2

¹⁶ https://cads.ski/en/resources_level_policies

¹⁷ CADS National Safe sport Framework section 4.6

12. Certification Course Implementation

- a. Support and assist in the promotion, planning, training, and implementation of CADS certification courses. Encourage members of all skill levels to participate and grow.

13. Adherence to Technical Guidelines

- a. Ensure course conductors adhere to the Technical Committee's technical and administrative guidelines. This includes effective use of forms, accurate course registration in Snowline, and proper payment processing.

Requirements of Programs

- Enlist the help of members. A portion of them will provide indoor organisational support while others will be involved in outdoor activities including instruction of students.
- All participants in sanctioned events are required to be CADS members either as annual members or 1-day members if the event is limited to 1 day.
- Programs/events/courses must be sanctioned by CADS
- Submit Certificate of insurance requests 2 weeks prior to event.
 - o Notify CADS Office of any activities schedule that go beyond the CADS curriculum and coverage.
- Monitor a CADS Risk Management Program in the delivery of activities.
- Have a Program Director or Program Coordinator and Supervisor to determine the ratio of student to volunteer and pairings.
 - o Supervision of group must be done by a **Certified Level 2 Complete** or **Modular Instructor**, or higher, is required.
- The supervisor, the Program Director and Coordinator should discuss and agree upon the appropriate ratio, and re-evaluate each time a student is instructed by a volunteer while supervised by a Certified Level 2 Complete or Modular Instructor or higher.
- Report to your provincial division earnings, expenses, assets to be reported in the fiscal reporting of the charity.
- Use Snowline for their annual membership renewal and waivers.
- Use Snowline for CADS course registrations, certification, and training events.
- Facilitate, support and train program administrators, coordinators and/or instructors on the Snowline software.
- Facilitate and support members during the online membership registration process (Snowline).
- If the program **is not using** Snowline for Lesson Scheduling, training records, lesson plans, lesson logs or CRC's & other waivers; **the program is required to keep the paper records for 10 years.**
- Program administrators are required to ensure that Lesson plans and lesson logs are being completed after each lesson.

-
- Foster a Safe Sport environment is the collective responsibility of everyone involved in the CADS community for any activity.
- All members in a position of authority** are required to have a EPIC or Criminal record and vulnerable sector check done.
- All Members in a position of authority **are required to complete the NCCP – SafeSport Training** and document their number in Snowline.
- All **new instructors** are required to submit **2 references** which are verified by the program administrators.
- Be a brand ambassador for CADS and adaptive snowsports

Program Representative Responsibilities

Each program operating under a division will appoint a Representative to facilitate communication between the Division and the CADS National office. Read distributed material prior to the meetings and make recommendations as related to your club to your CADS Division. A Program Representative is seen as representing all aspects of skiing and snowboarding for persons with a disability within its division’s boundaries.

Acknowledgement	<i>I have read and reviewed the above roles and responsibilities and will ensure that the organization adheres to the CADS Policies.</i>	
	Name of Person:	
	Date:	Signature:

ACTIVITY AND EVENT SANCTIONING

Sanctioning of Activities

Sanctioning is a formal process whereby an authorizing body provides its official approval for an activity to be held in that body's name and under its jurisdiction.

The sanctioning of an activity carries with it the obligation that the activity is carried out in accordance with the rules, policies, and procedures of the sanctioning body.

CADS is the national multi-sport governing body for its discipline of non-competitive para alpine skiing and snowboarding in Canada. As such CADS, sanctions activities within its discipline that are carried out in accordance with its rules, policies, and procedures, and in accordance with CADS policies and CADS Curriculum.

Only activities normal and incidental to the discipline and controlled directly by the discipline will normally be sanctioned.



Unusual activities, events and competitions as well as activities, events and competitions controlled, managed or supervised by third-parties (non-members) must be referred directly to the CADS National office and a special event application must be submitted.

This includes but is not limited to:

- ▶ Fun guesstimation race events
- ▶ Fundraising events
- ▶ Camps
- ▶ Any event or activity where alcohol is sold/served
- ▶ Summer sports
- ▶ Non Snowsport sport events



Dryland and Off Snow Activities

CADS Clubs are required to;

- ▶ Define the nature of off-snow activities it intends to offer.
- ▶ Develop a timetable or schedule of the activities.
- ▶ Determine who will supervise, control or monitor the activities and ensure their competency to supervise.
- ▶ Only activities normal and incidental to the discipline and approved by both the CADS National Technical Committee and CADS will be approved or sanctioned.

Off Season Activities

CADS Clubs are required to submit to National if they wish to have coverage;

- ▶ Define the nature of off-season activities it intends to offer.
- ▶ Develop a timetable or schedule of the activities.

Other activities may or may not be covered; your Division or Club office must contact CADS first to ensure the activity would be specifically covered under the CADS policy.

[Special events application](#)

Request for Sanctioning

Sanctioning certificates will be provided for a program's yearly activities once all documentation has been received and reviewed by CADS National. Notice of renewal is sent out mid-August for submission by October 1st each season.

The sanction request should identify for the year a schedule of activities, intended program/event schedule and identification of who supervises or is responsible for the activity, events and programs.

Activities which should be sanctioned are all program and divisional activities related to the program as well as other activities – such as social events – that the programs or division may be engaged in.

- ▶ Clubs must submit a complete sanction request.

Found in the clubs Snowline portal if all participants are CADS members and the program wished to use the Snowline portal for program operations.

Tools > Club Admin > Club Setup > Sanction Requests

This will also be supplied by CADS National if the program will not use Snowline for program operations.

- ▶ All Directors, Officers and staff must have an annual CADS Membership
- ▶ Update Board of director contact list & organizations contact list
- ▶ Submit Schedule of activities calendar
- ▶ All participants are CADS members -if using Snowline for program operations or if your club is to be covered under the CADS Insurance policies.
- ▶ Members must be participating in a CADS sanctioned event, lesson, training or activity
- ▶ In addition the Program may also be required to be a member of a Division to be able to access the program offered by these organizations.

If a proposed activity is not of a routine nature, the request for sanctioning should be submitted at least **30 days in advance**.

Associate Clubs Sanctioning

In order for a Snow School or non CADS Club/adaptive program to be sanctioned by CADS, ALL of its Instructors in adaptive activities must be registered and in good standing with CADS National and up to date with CADS curriculum; Along with the following other requirements;

- ▶ Programs must submit a complete sanction request.
 - Found in the programs Snowline portal if all participants are CADS members and the program wished to use the Snowline portal for program operations.
 - Will be supplied by CADS National if the program will not use Snowline for program operations.
- ▶ All Directors, Officers and staff must have an annual CADS Membership
- ▶ Update Board of director contact list & organizations contact list
- ▶ Submit Schedule of activities calendar
- ▶ All participants are CADS members -if using Snowline for program operations
- ▶ Members must be participating in a CADS sanctioned event, lesson, training or activity
- ▶ In addition the Program may also be required to be a member of a Division to be able to access the program offered by these organizations.
- ▶ CADS National must have a current listing of all of its Program's members and the Program contact information as prescribed by CADS.
- ▶ Must submit letter to their insurer to add CADS as an additional insured to their policy and submit proof to CADS.
- ▶ Since you are delivering and offering CADS Programs including our certification of instructors, volunteer training and delivery of our detailed training and certification

curriculum we require that you have your CGL Insurer add CADS- Canadian Adaptive Snowsports as an additional insured to your CGL Policy in an amount of \$5,000,000.

The Special Verbiage added should be:

“Canadian Adaptive Snowsports aka CADS including their directors, officers, employees, volunteers, guides, instructors, representatives’ successors, assigns and all those in law for whom they are responsible are added as Additional Insured’s, in respect only to the operations of the named insured. This Additional insured status will be primary insurance over and above any other insurance carried by the Additional Insured’s. Waiver of subrogation is provided for all of the foregoing Additional Insured’s.”

INSURANCE

Commercial General Liability Insurance -CGL

CADS provides commercial general liability (CGL) insurance for its activities and those of all of its member organizations.

The purpose of this insurance is to protect the member organizations of CADS (and their programs and divisions) against the risk of sums they may become legally obligated to pay as the result of bodily injury and/or property damage caused through their sanctioned activities.

Please note that it is the policy of the CADS that if an activity has not been formally sanctioned by a CADS member organization, then that activity might not be covered by the CADS liability insurance.

It is to be noted that the CADS CGL insurance does not provide coverage for persons or organizations that are not CADS member organizations.

However, for specific activities, other relevant parties (such as ski/snowboard areas, organizers, and sponsors) can be added as additional insured parties – but only with respect to their direct involvement in the staging of the sanctioned activity.

Requests for the naming of other insured parties and for insurance certificates should be included in the request for sanctioning.

Note: It is essential the correct legal name and address of the third party requesting.

Certificates of Insurance (COI) can be provided if requested: [COI Request form](#)

CADS Programs requesting the COI has current liability insurance (proof of insurance), which can be provided to third parties.

That a requesting entity such as ski resort, shopping mall, school being used or contemplated to use has been added to the policy for the activity requested.

Please note that:

- ▶ All requests for COI requests must come through CADS and once approved they will be directed to EQUA Specialty Risk
- ▶ The request must provide the correct legal name for any entity requesting to be added to the CADS policy.
- ▶ The activity(s) must be sanctioned by CADS.
- ▶ Specific activities or events must identify the precise date and who with the CADS, Program that is in charge. COI adding non-members as additional Insureds will only be issued when the CADS Program is totally in charge of, responsible for all, and in control of the activity.
- ▶ As a rule the amount on the COI will be \$5,000,000 unless specifically requested in another amount.
- ▶ You must allow up to 2 weeks for COI to be issued.
- ▶ Wherever possible, if a ski resort, gym or school regularly used by a member program requests a COI, then a single COI covering the activities from September 1 to August 30 should be requested.

Basic Accidental Death & Dismemberment Coverage

For those who Volunteer or who are students **in a CADS sanctioned Club**, Lesson, Event, Course, Module and/or Evaluation, this CADS Group Personal accident insurance **providing essential coverage against accidental injuries.**

This policy provides essential coverage against accidental injuries when participating in a CADS sanctioned club, lesson, event, course, module and/or evaluation. With it, a member can apply for reimbursement for medical expenses resulting from accidents, hospitalization benefits that help pay for alternative treatments **up to 1 year** of the injury, and (should accidental death occur) a lump sum payout.

For members under the age of 90

Course Conductor Accident Insurance Coverage

For those who receive a payment or honorarium when giving a CADS sanctioned Event, Course, Module and/or Evaluation, this CADS Group Personal accident insurance **providing essential coverage against accidental injuries.**

This policy provides essential coverage against accidental injuries when conducting a CADS sanctioned event, course, module and/or evaluation. With it, a member can apply for reimbursement for medical expenses resulting from accidents, hospitalization

benefits that help pay for alternative treatments up to 1 year, and (should accidental death occur) a lump sum payout.

For members under the age of 70

REPORTING INCIDENTS

If, during the course of a sanctioned activity, there is a significant or unusual injury to any person, or if there is any other form of incident that may have liability consequences, a notice of incident must be filed immediately.

The notice of incident should be filed with CADS and the insurance broker **within 24 HRS**.

An [incident report](#) should be submitted immediately for:

- Any injury to members of the public which occur either through contact with CADS members in training or during a lesson.
- Equipment.
- Any injury requiring hospitalization to any student of a CADS Program, volunteer, or instructor involved in any program or activity.
- Any damage to property owned by others arising out of program activity

Use the Incident Report Form found on the CADS website or [here](#).

An Incident is an occurrence, condition, or situation that results in or could result in damage to property or health, including injuries, illnesses, or fatalities.

An Investigation is the inquiry into and examination of the loss including a causal analysis.

Please Note

The word "accident" can imply that the event was related to fate or chance. When root causes are examined, it is usually the case that outcomes are predictable and that losses could be prevented. The investigation aims to identify lessons learned for future practice and create a detailed file in case of future action against the organization.

For simplicity, the term incident is used throughout this document.

Underwriters' Incident Reporting Criteria

Incidents leading to injury or near misses that meet the criteria below must be reported as soon as possible.

- a. Fatality
- b. Spinal Injury
- c. Traumatic Brain Injury
- d. Injury resulting in Ambulatory Deficit
- e. Injury resulting in Amputation
- f. Unusual or adverse statements regarding negligence including statements threatening litigation
- g. Collision with other guests or any man-made object resulting in injury
- h. Lift-related incidents resulting in injury

Post Incident Reporting

CADS [Incident Report](#) is to be filled out by the responsible CADS member as soon as possible, or at the latest **within 24 hours** post-incident.

The report must then be sent to the following parties immediately:

CADS - amy@cadski 1-604-813-7607

CADS and EQUA review the incoming Incident Report and confirm if further investigation is required. Once reviewed, EQUA determines whether a claim file should be opened and reported to insurers.

- ▶ If there is no need to open a claim file, the incident is logged as an “Incident Only”. This would apply to minor losses that are usually “pilot error” incidents or minor injuries as a result of normal activities of the sport.
- ▶ **If the loss does meet Underwriters' Reporting Criteria (as seen above)– EQUA Claims (claims@equaspecialty.com) will report the loss to**

Insurers. The report will be sent to Underwriters within 48 hours of EQUA receiving it.

Civil Claim Reporting

- ▶ Any notice of civil claims must be reported to EQUA immediately upon receipt/service.
 - An adjuster will be appointed to manage the claim file.
 - Legal counsel will be engaged as required
- ▶ Notes must be taken and archived for any meeting or discussion regarding the claim.
 - Adjuster's reports will be reviewed by CADS and EQUA Claims
 - EQUA Claims forwards all adjuster and legal reports to Underwriters.
 - The report will be sent to Underwriters within 48 hours of receiving it.

*The incident form is to be completed for **all** incidents that result in bodily injury,*

- In the event of an injury to a member, seek first aid and / or medical help as soon as possible and follow the response protocols of your organization.
- If at a ski resort, notify the area ski patrol. Otherwise, notify local 911 or EMS.
- Do not attempt to render first aid beyond your trained ability.
- If possible, remove the hazard, or arrange for its removal immediately as to prevent further incidents from occurring.
- Where possible, block off or segment the area in order to protect the injured party and to preserve the scene for documentation.
- Do not admit liability or make commitments to the injured person or others.
- Record the names and addresses of all witnesses to the incident as soon as possible
- Inspect the location, try to identify and document factors that may have contributed to the incident.
- Document conditions at the time of the incident (weather, snow conditions, slope traffic, grooming, any other unusual factors or hazards present).
- Do not discuss the incident with anyone outside of your organization, with the exception of designated representatives of CADS and our insurance broker, EQUA Specialty Risk Partners.
- Review your organization's emergency response plan. Ensure that a single spokesperson from the organization (club, PSO, etc.) is appointed.
 - Only that person is authorized to speak on behalf of the organization. Caution all colleagues (coaches, volunteers, students, etc.) that they are not to discuss the incident with anyone.
- Complete the attached form with full details
- Provide notice of the incident by email as soon as possible to CADS, with a copy to EQUA Specialty Risk Partners (contacts below).
 - **Please report the incident even if the Incident Report form is not complete yet.**

- Retain a copy of the report in your files for **at least seven years**.

MEMBERSHIP

Membership Structure

CADS membership should be divided into the following roles:

- ▶ **Student:** You will be taking an adaptive lesson
- ▶ **Instructor:** On-Snow Instructors will teach students either as a Certified Instructor/ Volunteer/ or Trainee
- ▶ **Volunteers:** Off-Snow Volunteers wish to volunteer in another capacity – admin, Board of Directors, events, staff
- ▶ **Friend:** You provide assistance to a student (either on or off snow) while they participate in an adaptive program. (Bubble Volunteer)
- ▶ **Stakeholder:** You are a donor or you're joining for mailing list reasons only. - **No membership included.**
- ▶ **Independent:** An independent is a member who will not participate in an adaptive program and wishes to support adaptive Skiing & Snowboarding by purchasing an annual membership – **No insurance provided**

Each category has the capability to denote each member as to either being 16 years or older or less than 16 years of age in the CADS membership system.

Everyone who participates in CADS Program activities (except guests at functions) must be recorded and registered as members of the program. The membership lists must be filed with CADS National in a timely manner with no more than 30 days elapsing from registration with the Program and paid registration in the National database.

Members that are not registered with CADS and who **do not** participate in a CADS sanctioned event/lesson/camp **do not qualify for the CGL Insurance Program or the accident and disability insurance program and will not be protected in the event of an incident.**

Membership season starts September 1st to August 31st.

Changes to membership fees need to be submitted to CADS National no later than June 30th.

Registration and Waivers

ALL members who participate in Program activities, events, programs or CADS Certification courses must complete the required CADS membership form which contains the waiver, hold harmless and indemnity agreement and which is a condition of membership. This waiver is included in the online member registration in Snowline.

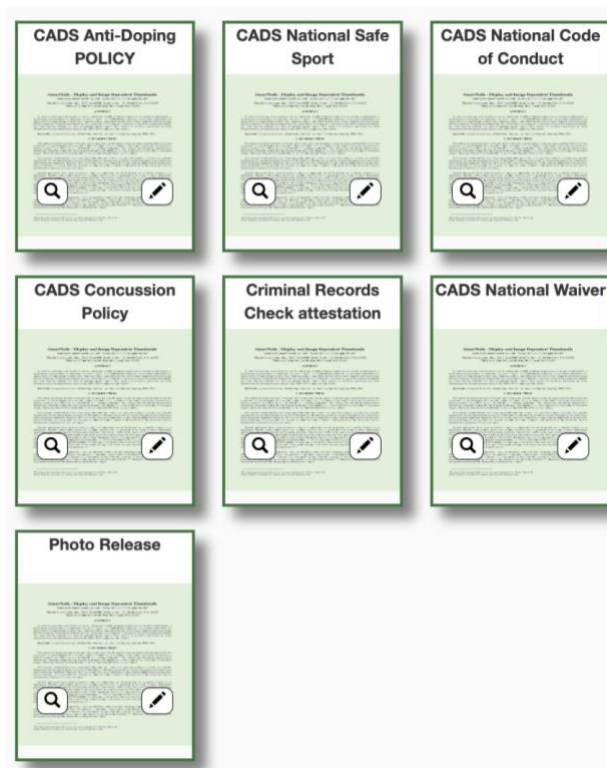
Electronic signature is acceptable provided that the method used clearly indicates that the document was read and signed and that a copy (electronic or paper) is kept on file.

Participation includes:

Volunteer or paid instructors, all other volunteers, general members, and students or participants and their families **(if participating in any manner)**

Verifiable membership information must be filed with CADS National and must be readily available to the insurer.

National Waivers include:



Minors (Less than 16 years of age)

Must have parents' or legal guardians' signature on the waiver membership form in order to be members and to participate in insured programs.

SAFE SPORT

CADS is dedicated to fostering a secure environment for all members, including students, athletes, caregivers, guardians, family members, certified instructors, coaches, volunteers, administrators, contractors, and others.

Our commitment is to create a fun and inclusive environment, free from misconduct, maltreatment, abuse, harassment, discrimination, or potential harm.

To uphold this commitment, CADS has established a comprehensive Safe Sport policy framework, unequivocally denouncing maltreatment and misconduct. The aim is to ensure that all CADS members, employees, and associates across divisions and programs have the necessary resources for a safe, healthy, inclusive, and enjoyable skiing and snowboarding environment.

https://cads.ski/en/safe_sport

Prevention of Maltreatment

Education & Training

CADS mandates the free online NCCP- [Safe Sport training module](#) for all instructors, program coordinators, and board members.

Additional recommended training includes:

- ▶ [Commit To Kids](#),
- ▶ [Respect in Sport](#),
- ▶ [NCCP Make Ethical Decisions](#),
- ▶ [Understanding the Rule of Two](#).

Screening

[Enhanced Police Information Check \(EPIC\)](#) or a Criminal Record and Vulnerable sector check are mandatory for all CADS members as of January 2021.

CADS-sanctioned organizations must conduct [Safe Sport reference checks](#) for **new** members as a part of their volunteer screening process.

Background screening ensures that applicants to our sport organization such as employees, coaches, instructors and volunteers meet the important requirements to participate in sports activities.

Screening includes comprehensive job postings, visible policies and processes, criminal record checks, interviews, and reference checks. All are equally important.

All CADS Organizations are required to conduct reference checks on all new members and are encouraged to determine the level of risk of a member.

Volunteer Screening Reference Checks – [training module](#)
[Snowline > eLearning > Volunteer Screening & Reference Checks](#)

Snowline Reference Checks – New members are asked to enter 2 reference checks during the registration process. Club administrators can then view the responses, trigger the email again and then set to reviewed or passed.

References

It is CADS national policy (2024) that all persons interacting with students supply two references. The reference will be asked several questions regarding the suitability of the applicant to work with vulnerable persons. The response is confidential and will be reviewed by the club administrator only. Please click **SEND EMAIL NOW** for each reference to send an email to them.

REFERENCE #1

Full Name

Email Address

Phone

Relationship

Send Email to this reference	<input type="button" value="Send Email Now"/>
Email sent on:	Not sent
Delivery status:	Not sent
Response	No response yet
Open Response (Admin)	<input type="button" value="View Reference"/>
Score (Admin)	INCOMPLETE
Reviewed	<input type="button" value="Review"/>
Manually Passed	<input type="button" value="Manually Passed"/>

REFERENCE #2

Full Name

Email Address

Phone

Relationship

Send Email to this reference	<input type="button" value="Send Email Now"/>
Email sent on:	Not sent
Delivery status:	Not sent
Response	No response yet
Open Response (Admin)	<input type="button" value="View Reference"/>
Score (Admin)	INCOMPLETE
Reviewed	<input type="button" value="Review"/>
Manually Passed	<input type="button" value="Manually Passed"/>

Hello

Thank you for taking the time to be a reference. Dylan is applying to be a volunteer snowsport instructor at Canadian Adaptive Snowsports - Sport de glisse adaptés canada (CADSNational). We are an organization that delivers snow sport lessons to people with both physical and cognitive disabilities. As such, we take many steps to ensure the safety of all of our participants and we appreciate you taking a few minutes to complete this reference check for Dylan Johnston. Upon completion of this please click **SAVE & SEND**. Your responses will be saved for review by the CADSNational administrator.

Dylan's Information

Organization

Applicant's Title

Years (or months) with organization

Your Information

Your title or role (if applicable)

Your phone number

How long have you known Dylan

Would you describe Dylan's overall performance as equal or greater than good?

Were there any issues with Dylan's attendance record?

Were there any issues with Dylan's punctuality?

If circumstances permitted, would you rehire Dylan or work with them again?

Would you recommend Dylan for employment/volunteering that involves working with persons in the vulnerable sector?

Is there anything else you would like to add

Reference History

Reference Score	INCOMPLETE
Manually Passed	<input type="button" value="Set to PASSED"/>
Reviewed	<input type="button" value="Set to REVIEWED"/>
Email Sent	<input type="button" value="Send"/>

Policies

The CADS Safe Sport Framework is reflected in [policies](#), including:

[Code Of Conduct](#)

[Harassment Policy](#)

[Complaints, Investigations & Resolution Policy](#)

[CADS National Criminal Record Check Policy](#)

[COVID Risk Management Guide](#)

[Universal Code of Conduct to Prevent and Address Maltreatment in Sport](#)

Response to Maltreatment

CADS actively communicates Safe Sport initiatives through webinars, the CADS Learning Academy, and outreach efforts.

https://cads.ski/en/safe_sport

Every organization should establish a clear and transparent procedure for reporting complaints. These complaints may vary from concerns about potential mismanagement of the organization's funds to issues involving a recreational team coach.

It is essential to have a well-defined process in place to ensure all complaints are addressed effectively and fairly.

Reporting Complaints

All Alleged occurrence of maltreatment or breach of conduct must be reported according to the following priority sequence:

1. First contact the Club president → An Ad Hoc Committee will be created when needed.
2. If the club president cannot provide the impartiality needed to address your report of maltreatment, please contact the provincial division executive director or president → An Ad Hoc Committee will be created when needed.
3. If the club president and the provincial division executive director or president cannot provide the impartiality needed to address your report of maltreatment, please contact the national organization executive director or president → An Ad Hoc Committee will be created when needed.
4. If the club, provincial and national organisation executive directors or presidents cannot provide the impartiality needed to address your report of maltreatment, please contact the Independent Third Party (ITP) complaint resolution & investigation service. The contracted third-party case manager will take

complaints and triage them for who is responsible to manage investigation services. Please contact CADS Independent Third Party.

CADS' Independent Third Party

Nicol Law: [Contact URL Link](#)

Investigation

National and provincial divisions handle investigation management & expenses. Certain events fall within the national organization's jurisdiction, while others are handled by provincial divisions.

Sanctions

Information on sanctions is held in a national database, with notifications and verification requests directed to the national executive director.

Dispute Resolution

The Sport Dispute Resolution Centre of Canada (SDRCC) serves as an administrator for disputes, primarily within national sport organizations. However, the SDRCC has published a brochure that is valuable for all types of organizations, including local clubs. Titled '[Main Causes of Disputes and Prevention Strategies: A Must for Sport Administrators](#),' the brochure outlines five common causes of disputes and provides practical tips and solutions to prevent them:

Cause: Complainant perceives an injustice

- ▶ Establish a clear, well-founded, fair, and transparent decision-making process.
- ▶ Uphold the principles of natural justice, including impartiality and the right to be heard.
- ▶ Implement a clear policy on conflicts of interest.

Cause: Decision-maker in conflict of interest

- ▶ Develop a clear policy on conflicts of interest.
- ▶ Introduce control mechanisms and approvals involving multiple individuals.
- ▶ Ensure decisions comply with established policies and rules.

Cause: Decision-maker lacks proper authority or competence

- ▶ Ensure decisions align with policies and rules.
- ▶ Match responsibilities with the decision-maker's knowledge and skills.
- ▶ Provide training for volunteers.

Cause: Decision-maker unfamiliar with or misinterpreting policy

- ▶ Offer training for volunteers.
- ▶ Create well-written policies.
- ▶ Communicate policies effectively.

Cause: Decision-making inconsistent over time

- ▶ Establish a transition process and knowledge transfer protocols.
- ▶ Maintain well-kept minute books.
- ▶ Archive documents systematically.

A recurring theme is the importance of using clear, applicable, and well-written policies. Such policies are essential for guiding both the organization and its members toward a fair and effective dispute resolution process.

BACKGROUND CHECKS

CADS mandates the application of this policy to all employees and volunteers of the national and member organizations.

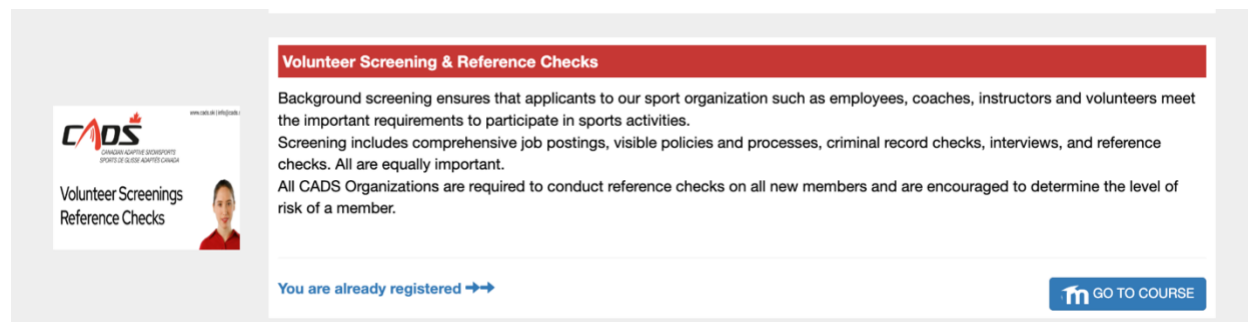
Each organization will institute criminal record checks within their organizations as part of the screening process for employees and volunteers. This is required to be updated every three years and for years between checks members are required to sign an attestation of good character in Snowline.

How to Obtain Criminal Record Checks

- ▶ A standardized letter or form will be available for the applicant to request criminal record checks on behalf of the member organization. The applicant will present this letter to the local/provincial police force or RCMP and pay the required fee. Upon completion the applicant will obtain the completed form and submit to their member organization.
- ▶ The member can choose the free service if available that is offered by their Club/Division
- ▶ A member can choose the option for the paid service with Sterling Backchecks for the Enhanced Police Information Check (EPIC).

Management of Forms and Volunteer Screening

CADS and member organizations will review the completed forms as part of the selection process to ensure that the checks are clear. The completed forms will be kept on file in strict confidence. *Public Safety Canada, [The Screening Handbook, 2012 ed.](#) All clubs must follow the Volunteer screening guide – [Snowline eLearning module](#)



The screenshot shows a course page with a red header titled "Volunteer Screening & Reference Checks". On the left is a thumbnail image of a woman with the text "Volunteer Screenings Reference Checks". The main content area contains the following text: "Background screening ensures that applicants to our sport organization such as employees, coaches, instructors and volunteers meet the important requirements to participate in sports activities. Screening includes comprehensive job postings, visible policies and processes, criminal record checks, interviews, and reference checks. All are equally important. All CADS Organizations are required to conduct reference checks on all new members and are encouraged to determine the level of risk of a member." At the bottom left, it says "You are already registered →→". At the bottom right, there is a blue button with a white icon and the text "GO TO COURSE".

Code of Conduct

The [Code of Conduct](#) clearly sets out the expectations of appropriate behavior at all times while conducting CADS affairs. It references CADS policies that contain processes to address situations where there is an alleged and or confirmed breach of the Code of Conduct.

The Code is intended to ensure that all CADS members, employees and contractors clearly understand expectations and descriptions of acceptable and unacceptable behavior while providing a safe, fun, and inclusive sport environment in which all Individuals involved are treated with dignity and respect.

All CADS members (students, athletes, caregivers, family members, certified instructors, coaches, volunteers, employees, administrators, and others) and contractors agree to undertake their CADS affairs in accordance with all policies and procedures relating to the organizations' Code of Conduct.

These including but not limited to:

- ▶ [Safe Sport Framework](#)
- ▶ [Harassment Policy](#),
- ▶ [Complaints, Investigations, and Resolution Policy](#), and
- ▶ [CADS National Criminal Record Check and Vulnerable Sector Check Policy](#).

If you are aware of or suspect misconduct or maltreatment please take action.

CADS has zero tolerance for misconduct, maltreatment and treats all complaints very seriously. All formal complaints alleging misconduct or maltreatment must be filed

according to the processes set out in CADS Complaints, Investigations Resolution and Discipline Policy.

Duty of Care

When you agree to undertake the instruction of a person, adult or child, you enter into a special relationship with that individual, out of which the court imposes upon you a duty of care for the safety of that participant.

An instructor must teach in strict accordance with the [Alpine Responsibility Code](#) and exercise good judgment in the choice of terrain and the student's abilities.

Safety and liability management must be a part of the operations of all CADS Programs.
Clubs must clearly spell out their expectations of its instructors and volunteers.

RISK MANAGEMENT

This is intended to assist CADS, Divisions and Clubs in creating and monitoring a CADS Risk Management Program.

This CADS Risk Management Program forms an essential element of the Canadian Adaptive Snowsports (CADS) liability insurance program, which is managed and controlled by CADS.

In order to be effective, it is essential that all CADS, Divisional, Club board members and staff receives and reviews the CADS Risk Management Manual in detail. The manual should be readily available in the program facility, handbook, and information, including Web sites.

For ease of reference, CADS, Divisions and Clubs will be referred to from this point forward as “Programs”.

The details for the on-snow safety and risk management details for teaching adaptive skiing and snowboarding to students are contained in the CADS Technical Manual and must be taken into consideration during all lessons and programs.

Purpose of Risk Management.

As a member of CADS, Programs have a responsibility to follow a risk management program in the delivery of the local program activities.

A Sport Risk Management Program has a number of positive advantages:

- ▶ Will provide a safer sport environment for all participants through the development of safety guidelines, rules, regulations, and systems for each level of program delivery.
- ▶ Will demonstrate to the public, participants and Ski Areas/Resorts an intense commitment to program safety and security.
- ▶ Will assist in the establishment of minimum educational and skill standards for instructors, administrators, and volunteers, thereby enhancing credibility.
- ▶ Will provide a framework for program and facility evaluation and provide for proper record keeping which will assist in the defense of any claims or litigation.
- ▶ Will assist in lowering the costs of risk transfer methods such as Insurance.

CADS Club Structure

It is recommended that all CADS Clubs should be either federally or provincially incorporated as not-for-profit organizations, with a Board of Directors, By-Laws, and Regulations.

CADS Clubs, no matter the size, are advised to establish working committees or a person with responsibility for the various activities, events, programs, and competitions undertaken by the club. Historically, the more active the Board or committees in a club, the more successful it will be.

Club Registration with CADS

In order for the Clubs activities to be sanctioned, CADS needs the program details and schedule for the activities being offered by the club within the set CADS submission date deadline (October 1st)

In order for a CADS clubs and its members to qualify for liability insurance program, ALL of its members and participants in activities must be registered and in good standing with CADS National. Along with the following other requirements.

- ▶ CADS club submit a complete sanction request *found in the programs Snowline Portal
- ▶ Complete the Directors & Officers application (*for all registered entities*)
- ▶ All Directors, Officers and staff must have an annual CADS Membership
- ▶ Update Board of director contact list & organizations contact list
- ▶ Submit Schedule of activities calendar
- ▶ All participants are CADS members.
- ▶ Members must be participating in a CADS sanctioned event, lesson, training or activity *Free skiing is not sanctioned.
- ▶ In addition, the Program may also be required to be a member of a Division to be able to access the program offered by these organizations.
- ▶ CADS National must have a current listing of all of its Program's members and the Program contact information as prescribed by CADS.

Note: The same requirements apply for the CADS divisions.

CLUB FACILITIES

Management of Facility

Where the club has “use of”, “owns” or operates any facility – i.e. cabin, clubhouse, ski area facilities (including dedicated runs) they must develop a written plan for management of the facility – rules, regulations etc.’

The club should carry property and contents insurance for their equipment and facility, the CADS liability insurance does not apply to those areas.

Note: Additional coverage can be arranged if your club or division requires extra coverage. Please contact CADS National for more information.

Emergency Action Plans (EAP) and Protocols

An Emergency Action Plan (EAP) is a procedure paper that will help to guide your program in the event of an emergency situation. This plan will facilitate efficient decision making when faced with stressful situations. An EAP must become standard operating procedure and that the plan needs to be in place at any of the facilities that you are utilizing for training, lessons or events.

Particularly when you are at a resort, it is important to work together with the resort risk management team. In cooperation with the ski patrol and risk management leaders at the resort, develop and rehearse an Emergency Action Plan that will anticipate the worst case scenarios that might include serious injury evacuation procedures, ambulance and medical treatment facilities and personnel, lift evacuation procedures, and high wind and blizzard scenarios.

Facility Maintenance

Where clubs lease, own, use or operate a physical facility they must take responsibility to ensure that it is safe for use by its members as well as those who can access the facility. If rented, leased or borrowed there must be a written and defined agreement as to maintenance responsibility.

Equipment & Maintenance

Equipment Management

- ▶ All equipment / training aids are to be inspected prior to lesson delivery. If unsuitable, equipment should not be used and alternate equipment obtained.
- ▶ Any equipment deficiencies or repair requirements should be reported immediately to the Equipment Manager.
- ▶ Snowline can be used to track equipment usage, rentals, repairs, etc. – [Equipment Module](#)

Safety equipment

- ▶ High visibility Aids (reflective vests, LED lights)
- ▶ Sounding devices (whistle)
- ▶ Tethers / fasteners
- ▶ Walkie Talkies
- ▶ 2 way Radios
- ▶ Helmet – Must be worn by all CADS **members** during any on-hill sessions

Communication Systems

The program will use Snowline to communicate with emails and during

- ▶ Program delivery- the program will use [Insert type of communication system example: Walkie Talkies].
- ▶ Notifications/alerts regarding emerging situations or operating conditions will be distributed through this medium.

Emergency Assembly Points

Pre-identified Assembly Points will be used as gathering locations for CADS Members in the event of an emergency.



Potential Assembly Point locations **could be:**

- ▶ CADS Room – [Insert Location]
- ▶ Ski School / Ski Patrol
- ▶ Pop-up location – situation / condition dependant

Ski Area / Resort Relationship

The CADS CGL Policy adds ski resorts/ski areas as additional insureds on a primary basis, for any claims arising directly out of CADS sanctioned activities.

The CADS policy does not insure ski areas/resorts for claims arising out of the operations of the resort/ski area. The policy is designed to cover liability arising out of actions under the control of our membership.

Clubs must ensure that their host ski area or facility owner clearly understand the activities which the Club will offer.

- ▶ Include days/hours of operation, expected specific facilities to be used and activities for such facilities.
- ▶ Involve ski area or facility owner in very early discussion as to coming season plans, expectations and wishes.
- ▶ Understand ski area needs, concerns, rules and regulations for their facilities.
- ▶ Ensure all club members understand ski area rules and regulations.

CADS CLUB ACTIVITIES

On Snow Activities

CADS clubs are required to;

- ▶ Define the nature of on-snow activities it intends to offer.
- ▶ Develop a Risk Management Program
- ▶ Develop a timetable or schedule of the activities.
- ▶ Instructor Training and CADS Certification courses
- ▶ Record Lesson Plans
- ▶ Program delivery Checklist

Most CADS clubs in the country enlist the help of Volunteers. A portion of them will provide indoor organisational support while others will be involved in outdoor activities (Instructors) including instruction of students. Therefore, the CADS Technical Committee suggests that any program recruiting volunteers, provide instruction to them as follows:

- 1- Identify the clubs safety administrator
- 2- Risk Management Program
- 3- Define what is a volunteer/Instructor
- 4- Define what is a program director / supervisor
- 5- Guideline to determine the ratio of volunteers/Instructor to supervisor

Guidelines for Safety Administrators

The Club Safety Administrator must ensure

- **Alignment with Guidelines:** Ensure thorough understanding of instructor-student pairing with the addition of outlined risk levels.
- **Safety Reinforcement:** Discuss procedures to mitigate terrain-based risks for both students and instructors, with a focus on self-recovery and hazard communication.
- **Ongoing Training for Staff:** Evaluate opportunities for advanced instructor training to meet proficiency requirements.
- **Equipment Compliance:** Confirm that all student and instructor equipment meets safety standards annually.
 - ▶ Knowledge of the club risk management program
 - ▶ Knowledge of the sanctioning and requests for certificates of insurance process
 - ▶ Understanding of the Incident Reporting processes
 - ▶ Ski Area liaison and communication
 - ▶ Consideration of environmental issues such as cold weather, high winds, fog, rain when the program is running
 - ▶ Verification of individual participant accident/health/travel insurance when members/students are from outside of the province or country
 - ▶ Awareness of responsibility to public
 - ▶ The highest standards of ethics and responsibilities

CLUB RISK MANAGEMENT PROGRAM

It is essential that all CADS divisions and clubs create and monitor a CADS Risk Management Program in the delivery of local activities. A Sport Risk Management Program has a number of positive advantages:

- ▶ Will provide a safer sport environment for all participants through the development of safety guidelines, rules, regulations and systems for each level of program delivery.
- ▶ Will demonstrate to the public, participants, Ski Areas and Resorts an intense commitment to program safety and security.
- ▶ Will assist in the establishment of educational and skill standards for instructors, coaches, administrators and volunteers, thereby enhancing.
- ▶ Will provide a framework for program and facility evaluation and provide for proper record keeping which will assist in the defense of any claims or litigation.

Volunteer Definition

It is imperative that distinction and definition between volunteer and instructor be made. A CADS volunteer is defined as a person who is not CADS Certified but who volunteers within an adaptive snow sports program **off-snow**.

Volunteer Instructor Definition

Volunteer instructors who are involved in supporting the **on-snow** program must clearly understand and carry out their specific duties and assignments under the supervision of “Qualified Certified Instructors”.

The Volunteer Training Program is an “entry level” CADS membership designation and is not a level of certification. The purpose of this designation is to provide an introduction to adaptive snowsports in anticipation of volunteering.

The suggested training program for the volunteer instructor is directly linked to the CADS Level 1 Complete Certification, but does not include any Certification Evaluation.

Additionally, if the Volunteer is instructing, CSIA¹⁸/ CS¹⁹/ PSIC²⁰ / CANSI²¹ / ACA²² hours or certifications should be included in their profile in Snowline.

Divisions and Adaptive Snow Programs are encouraged to use the contents of the Level 1 Complete or Module Course to train their volunteers. Following this training, it is likely that any Volunteer who wishes to become either a Certified Level 1 Complete Instructor or a Certified CADS Level Module will be more than prepared for success.

Certified Instructor Definition

A CADS Certified Instructor is a person who has successfully completed a CADS complete certification or a module certification.

“Qualified” Certified Instructor Definition

The CADS Technical Committee has defined “Qualified Instructor” as a CADS Certified Level 2 Complete or Modular Instructor or higher.

Volunteer instructors without certification must operate under the supervision of certified instructors, ensuring they understand and fulfill their designated roles.

Guidelines for Program Director

The Program Director and Coordinator must ensure that:

- ▶ Any volunteer involved in an adaptive snowsports program has a current CADS Membership
- ▶ All volunteers receive proper training (CADS suggested training etc.)
- ▶ The Program Coordinator documents and keeps records of all training dates, training hours, who delivers the training or preparation session and qualifications of the trainer etc.
- ▶ Any volunteer involved in instructing an adaptive snowsports program, must be under the direction of a Supervisor (Certified Level 2 Complete or Modular Instructor) at all times.

¹⁸ CSIA – [Canadian Ski Instructors Alliance](#)

¹⁹ CS – [Canada Snowboard](#)

²⁰ PSIC - [Professional Ski Instructors of Canada](#)

²¹ CANSI - [Canadian Association of Nordic Ski Instructors](#)

²² ACA – [Alpine Canada Alpin](#)

- ▶ ANY Supervisor (Certified Level 2 Complete or Modular Instructor) is responsible for the teaching plan.

Determine the Appropriate [Ratio](#) of Volunteer per Supervisor

The CADS Technical Committee suggests the following guidelines for the Program Director or Program Coordinator and Supervisor to determine the ratio of student to volunteer. Supervision by a Certified Level 2 Complete or Modular Instructor, or higher, is required.

First, the experience of the supervisor is key when giving directions regarding how many volunteers may be supervised at the same time. If the supervisor has no experience, the ratio would be LOW but if the supervisor has many years of experience, the ratio may be higher depending on the following criteria.

The next steps in evaluation look at 5 criteria [see chart below](#).

- A. The student is well known and communicates well**
- B. The volunteer has experience and ability and is current with training**
- C. The terrain is easy**
- D. The lesson plan is similar for everyone within the group**
- E. The weather conditions are good**


If the criteria above is in place, then a larger ratio may be used (6:1 ; 7:1 ; 10:1²³).

If one or more criteria become critical (e.g. very cold, icy, new student, new volunteer, different lesson plan) then the ratio would become lesser (1:1 ; 2:1 ; 3:1).






The supervisor, the Program Director and Coordinator should discuss and agree upon the appropriate ratio, and re-evaluate each time a student is instructed by a volunteer while supervised by a Certified Level 2 Complete or Modular Instructor or higher.

²³ A ratio of 10 to 1 (10:1) means 10 Volunteers, each with one Student supervised by one (1) Supervisor.

Ratio Chart for Program Director

		Experience Level	
Supervisor (Certified Level 2 Complete or Modular Instructor or Higher)	Newly certified & current	Many years & current	
			
		LOW RATIO	HIGH

RATIO

		Criteria 1 to 5	
Criteria 1 = Student (AOT)	Little (Communication/mobility/strength/balance)	High (Communication/mobility/strength/balance)	
			
Criteria 2 = Volunteer	Little to no training / not current	Lots of training and current	
			
Criteria 3 = Terrain (conditions)	Difficult (Steep/ungroomed/icy)	Easy (Gentle/groomed)	
			
Criteria 4 = Lesson plan	All different (Different skills and tactics)	All the same (Same drill for a specific Skill)	
			
Criteria 5 = Weather (conditions)	Very Cold/windy	Nice weather	
			
LOW RATIO		HIGH RATIO	
1:1 ; 2:1 ; 3:1		6:1 ; 7:1 ;	
		10:1	

Program Delivery Checklist

All CADS Instructors / Volunteers are to complete the following prior to each Program session:

- ▶ Ensure knowledgeable in the Risk Management information and procedures
- ▶ Review lesson assignment,
- ▶ Student profile (previous lesson notes)
- ▶ Equipment / training aid requirements
- ▶ Review environmental/weather conditions
- ▶ Prepare and inspect personal equipment and ensure in good working order
- ▶ Obtain and inspect lesson equipment

Other Checklist

The following is a list of items to assist in safe program delivery:

- ▶ Sounding device (whistle)
- ▶ High visibility harness
- ▶ Red flashing light (helmet rear mounted)
- ▶ Radio
- ▶ 2 Way Radio
- ▶ Small notepad and pencil
- ▶ Carry your always charged mobile phone with Ski Patrols numbers and safety program director number





CERTIFICATION STANDARDS

The Certification Standards contained in this document were developed by the Technical Committee (TC) of the Canadian Adaptive Snowsports (CADS) and approved by the CADS Board of Directors.

The certification standards represent a minimum standard for **Instructors / Candidates**.

The Standards also offer the basis for a program of training for potential and existing certified instructors. The Certification process may be offered as a complete course over several days or in the form of Modules, which Candidates may undertake on an individual basis. However, all Modules must be successfully completed before a Complete Certification may be attained.

- ▶ [Ski Certification Pathway](#)
- ▶ [Chauffeur Certification Pathway](#)
- ▶ [Snowboard Certification Pathway](#)

Members attempting the entire **CADS Level 1 (Lv1)** or only pursuing a single CADS discipline.

The five CADS discipline included in a CADS Level are:

1. Visibly Impaired (VI)
2. 3- tracks (Outriggers SB)
3. 4 tracks (Outriggers SB)
4. Sitski
5. Neurodiverse (Autism Spectrum Disorder/Cognitive Impairment)

The CADS Study guide is composed of six Modules, a Foundation Module, which covers all common skills and knowledge required by all five disciplines, and five specific modules for each discipline Training and the certification for the Level 1 can be one event.

The Level 1 is an open marking grid so training and evaluation can be done over one year. Ongoing assessment throughout the certification will form the basis for a mark of either Meets Expectation (ME) or Needs Improvement (NI).

- ▶ [CADS Ski Level 1 Study Guide & Workbook](#)
- ▶ [CADS Snowboard Level 1 Workbook](#)

Modular Certification Evaluation:

Course Conductors may offer individual modules as opposed to a full Level 1 Certification. All CADS Level 1 Modules must be completed as a prerequisite for the CADS Level 2 full Certification.

The CADS Level 1 Instructor can be modularly certified, this can lead to being certified in the same modules for CADS level 2.

If the Candidate achieves Met Expectations (ME) on some but not all the modules, the modules for which the candidate met expectations will be accepted as certified in those disciplines.

The level one marking grid is open for one year. This is so a candidate can do more training and get more experience over the year to achieve an ME on the areas they received an NI. Once the candidate meets expectations on all five disciplines, the candidate will receive a full level 1 certification.

NOTE: The CADS Ski Level 1 complete evaluation includes the application of the CADS Ski Teaching Methodology for ALL five (5) disciplines listed above.

CADS Ski Level 1 Requirements

Instructor Certification Course: Typically, a Complete Certification course is approximately 2.5 to 3 days in length and held over a weekend (Friday to Sunday). Some clubs will offer the Complete Certification course over several weekend days before or after their Program has run. As there is a lot of material to be covered, a Candidate should be familiar with the CADS Instructor Manual and the requirements of each discipline beforehand.

Prerequisites for the CADS Ski Level 1 Evaluation

Several prerequisites must be met before undertaking the CADS Ski Level 1 Certification (Complete or Module):

1. Minimum 15 years of age.
2. Have a current CADS membership
3. CADS eLearning module "Countdown"
4. NCCP- Safe Sport training module
5. Attend CADS Ski Teaching Methodology Clinic
6. Attend the 8 introduction steps to tethering session

Prerequisites for the CADS Snowboard Level 1 Evaluation

Several prerequisites must be met before undertaking the CADS Snowboard Level 1 Certification (Complete or Module):

1. Minimum 15 years of age
2. Current CADS membership
3. Attend CASI Teaching Methodology Clinic (Not applicable if Lv1 CASI or higher)
4. Participate in CADS ASD/CI Lv1 Slideshow
5. CADS eLearning module “Countdown”
6. NCCP- Safe Sport training module

NOTE: A Certified Instructor cannot be promoted to Lead Instructor until they have successfully completed a Criminal Record Check. The minimum age requirement for Criminal Record Checks varies by province. We recommend contacting your local police department to confirm the applicable age in your area.

A **CADS Level 2** certified Instructor is the level that can provide the majority of CADS Learners with the level of instruction most appropriate for their needs.

They are well rounded instructors that have sufficient skills and knowledge to effectively and safely teach in most programs. They will have proven that they can guide, tether, develop and control a lesson, ensuring the safety and effectiveness of the team, and perform the demonstration. All of this is done in conjunction with watching and evaluating the Learner.

Given the capabilities of most CADS Learners, the CADS Level 2 instructor provides immense benefits to all programs.

Training and the certification for the Level 2 are two separate events. The Level 2 is a closed marking grid so training must be done before the evaluation.

If the Candidate achieves Met Expectations (ME) on some but not all the modules the Met Expectation (ME) modules will be accepted on your certification. However, the modules that are Needs Improvement (NI) will have to be retaken to achieve a complete Level 2 Certification.

Ongoing assessment throughout the certification will form the basis for a mark of either Meets Expectation (ME) or Needs Improvement (NI).

- ▶ [CADS Ski Level 2 Study Guide & Workbook](#)
- ▶ [CADS Snowboard Level 2 Workbook](#)

Each discipline and personal skiing for CADS Level 2 is evaluated on the Candidate's ability to teach beginner ski lessons in the following disciplines: Personal Skiing, Neurodiverse (ASD/CI), Visual Impaired (VI), Sitski, 3-Track, and 4-Track (Outriggers – SB).

Modular Certification Evaluation

Course Conductors may offer individual modules as opposed to a full Level 2 Certification.

All CADS Level 2 Modules must be completed as a prerequisite for the CADS Level 3 Certification. The Level 3 CADS Instructor is not a modular certification.

NOTE: The CADS Ski Level 2 complete evaluation includes the application of the CADS Ski Teaching Methodology for ALL five (5) disciplines listed above.

Prerequisites for the CADS Ski Level 2 Evaluation

1. Must have a current CADS membership.
2. Must have a current CADS Level 1 certification for any Level 2 modules being challenged.
3. Strongly recommended: That the candidate has delivered ample adaptive lessons in each discipline (e.g. Given 20 hours of adaptive lessons), in each discipline as a lead instructor. A lead instructor is an instructor who takes on the responsibility for the duty of care of the learner, other instructors, and volunteers and is active in status.
4. Must have attended the CADS Ski Teaching Methodology session and be able to assess and develop skiers on beginner terrain.
5. Should be recommended by an experienced instructor within their program responsible for training (Training Manager, or a CADS Level 3 Instructor +) acknowledging that the Candidate is ready to challenge the CADS Level 2.
6. Must Attend a CADS Ski Level 2 training preparation session.

Prerequisites for the CADS Snowboard Level 2 Evaluation

1. Current CADS SB level 1 certification
2. Current CADS membership
3. Attend CASI Teaching Methodology Clinic for CADS SB level 2 (Not applicable if Level 1 CASI or higher)

Coach Certification Requirements

All coaches must hold:

- **CADS Level 2 certification** along with current **ACA -Development Level Coach certification** or **CS- 04 train to train certification**

OR

- **CADS Level 3 certification** along with current **ACA - Entry Level Coach certification** or **CS – 03 Learn to train certification**

Additional Requirements

Coaches must also complete the following:

- **Safe Sport training** from Coach.ca
- A **Criminal Record Check** via Sterling Crimcheck (Epic)
- Maintain an **active membership** with either ACA or CS

By meeting these requirements, your club ensures compliance with CADS policies and provides high-quality training experiences.

Instructor Responsibilities

To ensure the safety of both the student and instructor, an instructor teaching a specific level must possess a skill level at least **one full level higher** than the student they are instructing. *(Refer to CADS Curriculum for what is certified)*

Equipment Checks

Verify with students/parents/guardians that equipment (skis, helmets, boots) is appropriate and safely maintained.

Ensure Student Engagement

- ▶ Explaining the hazards and risks of the terrain in collaboration with parents/students.
- ▶ Sharing the SOP to clarify responsibilities and expectations.
- ▶ Promoting respectful and courteous conduct toward other skiers.
- ▶ Providing constructive feedback tailored to each student's abilities.

- ▶ Ensuring student willingness to follow directions and emphasizing safety awareness on crowded or unpredictable slopes.

Planning

- ▶ **Review trail conditions in advance** by consulting up-to-date trail reports, personal experience on the trail (or an adjacent trail) within the last 24 hours, or by seeking input from knowledgeable sources (e.g., ski patrol, co-instructors).
- ▶ **Evaluate ability, conditions, and objectives** (i.e., lesson plan) when selecting trails. Decisions should be made collaboratively with the student and co-instructors.
- ▶ **Opt for shorter, runs or those with exits to easier trails** until the student's ability is confirmed.
- ▶ **Avoid taking new students into advanced terrain** when instructing
- ▶ **Carry communications devices** such as transceivers (walkie-talkies) if GPS trackers or cell phone reception are unavailable.
- ▶ **Ensure whistles are accessible** for summoning help if needed.

On-Hill - To ensure safety and effective instruction, instructors must:

Visual and Auditory Contact

- ▶ Make **every effort to keep students within sight**, whether they are ahead or behind.
- ▶ Ensure **appropriate spacing** between themselves and the student(s), maintaining visual and preferably auditory contact.
- ▶ Designate a tail gunner to maintain spacing, direct overtaking traffic, and assist as needed.

Safety and Conduct – [Alpine Responsibility Code](#)

- ▶ Regularly **revisit the skier's code of conduct**, especially at trail merges or when stopping.
- ▶ Avoid using the **full width of the run for turns** or making erratic changes in rhythm or turn shape, reducing collision risks.
- ▶ Warn students to be vigilant of **other skiers or boarders who may be out of control or behaving recklessly**.
- ▶ Avoid stopping in **high-traffic areas or runouts**, except when assisting a student.
- ▶ Do not block the edges of runs frequently used by skiers/boarders passing at high speeds.

Terrain and Exercises

- ▶ **Practice new exercises on easier terrain** before attempting them on challenging slopes. Ensure the student is comfortable and skilled with the exercise beforehand.
- ▶ Avoid **simultaneous descents by multiple group members**. Students should only descend one at a time.
- ▶ Avoid overwhelming the student by adding **one challenge at a time**

By adhering to these structured guidelines, instructors can provide consistent, safe, and effective lessons that support the development of student proficiency while maintaining high safety standards.

LESSON PLANS

Why a Lesson Plan is Essential

A well-structured lesson plan is crucial for instructors to effectively guide learners. When creating a lesson plan for a student, it's important to focus on the following key elements:

1. Assessment and Development of the Skier

- ▶ Evaluate the Student current skill level and areas for improvement.
- ▶ Track progress and adapt the plan as needed.

2. Recording the Use of CADS Ski Teaching Methodology

- ▶ Document how the CADS (Canadian Adaptive Snowsports) teaching methods are being applied during the lessons.

3. Key Components of Your Lesson Plan

- ▶ Whole or Part Plan: Decide whether the lesson will focus on a specific skill or a sequence of skills.
- ▶ Create the Experience: Design engaging and meaningful activities that enhance learning.
- ▶ Skiing Objectives: Establish clear goals based on a skills framework (e.g., balance, turning, stopping).
- ▶ Internal and External Cues: Use verbal and visual cues to guide the skier's movements.
- ▶ Demonstration: Provide clear demonstrations to model proper techniques.

4. Critical Questions to Guide Development

- ▶ Who: Who is the student, and what are their unique needs?
- ▶ What: What skills or techniques are the focus of this lesson?
- ▶ Why: Why are these skills important for their development?
- ▶ Where: Where will the lesson take place (e.g., terrain, conditions)?
- ▶ When: When should each skill or activity be introduced?
- ▶ How: How will you structure the lesson to ensure progress and engagement?

Lesson Objectives & Execution

- ▶ Define realistic learning goals tailored to the student's skiing ability and personal challenges.
- ▶ Encourage students to request more challenging terrain rather than pushing these decisions.
- ▶ Adjust objectives as needed based on conditions and performance.
- ▶ Focus on effective interpersonal communication, including body language for students with difficulty expressing concerns.

Recording and Storing Lesson Plans in Snowline

Lesson plans can be effectively recorded and stored in Snowline, providing several key benefits:

- ▶ Easy Access and Recall
 - Storing lesson plans in Snowline ensures that instructors can quickly access and review past lessons, making it easier to plan and build on previous progress.
- ▶ Guidance for New Instructors
 - Snowline serves as a valuable resource for new instructors, offering insights into a student's learning history and progress. This is especially helpful if a student attends a program or camp at another club, ensuring continuity in their learning experience.
- ▶ Streamlined Lesson Scheduling
 - Administrators can review past lesson notes to better understand a student's progress and needs, enabling them to schedule lessons more effectively and tailor the program to the student's development.
- ▶ Incident Documentation
 - Recording lesson details in Snowline is crucial in the event of an incident. It provides a clear record of the student's progression, changes in their training, and any relevant observations from each lesson.

By leveraging Snowline for lesson plan storage, instructors and administrators can ensure consistency, improve communication, and enhance the overall learning experience for students.

Sample Lesson Plan

CADS

Sample Lesson Plan

STUDENT NAME:

DATE:

INSTRUCTOR NAME:

LESSON TIME:

STUDENT INFORMATION (i.e. from registration form or medical form):

INSTRUCTOR RESPONSIBILITY EACH LESSON:

- Weather forecast
- Grooming report
- Other safety concerns

AOT: ASK. OBSERVE. TEST

- Meet your student. While moving through AOT, create opportunities to connect with your student and develop trust and confidence.
- Discuss goals with your student. Remember, many 1st timers may not know what they want! Others may tell you they want to be on the next Canadian Paralympic team! Goal set together as much as possible.
- Goals may include overall season, and then specific objectives to each lesson.

EQUIPMENT FOR THE LESSON:

POSSIBLE TEACHING AIDS:

TEACHING TECHNIQUES:

- Identify best terrain for task.
- Through each of the CADS teaching steps, focus on mobility and balance, as much as student is able.
- Note successes and areas of improvement throughout the lesson. This will help to frame both your review and your next lesson.

IDENTIFY AREAS FOR IMPROVEMENT:

- i.e. lack of mobility – have games or exercises to develop

CREATE CONTINGENCIES:

- what if? Foul weather? No snow? Student melt down? Equipment malfunction?

STUDENT NAME:	
DATE:	
LOCATION/MOUNTAIN:	
INSTRUCTOR NAME:	
LESSON TIME:	
GOALS:	

EXAMPLE:

Time	Objectives	Instructor Notes
Lesson 1: 9am – 11 am	<ul style="list-style-type: none"> • introductions • AOT • Equipment fitting • Sliding on snow on the flats, change direction, play tag. • Wrap up/review 	<ul style="list-style-type: none"> • Sunny and learning area groomed! • Students father was present • moderate level of independence, made jokes! • overall poor balance • took skis off to play tag – laughed lots • maybe a physical balance aid??
Lesson 2: 9 am – 11 am	<ul style="list-style-type: none"> • Check in – review last lesson • Intro balance aid • Sliding to stop • Learn to climb gentle hill • Wrap up/review 	<ul style="list-style-type: none"> • Cloudy conditions, and learning area groomed • Student was tired • Balance aid worked well • Dad left halfway through lesson • Student is eager to learn
Lesson 3: 1 pm – 3 pm	<ul style="list-style-type: none"> • Check in – review last lessons • Sliding to stop, climbing up hill • Turn R, then L • Link turns • Wrap up/review 	<ul style="list-style-type: none"> • Sunny and learning area in good conditions • Much better time for lesson for student • Turns to L were good • Turns to R – kept falling over • Need to review basic balance and mobility • Need some specific exercises

Insurance Deductibles - Annex A

Policy type – [Commercial General Liability Insurance](#)

Coverage	Deductible	Club / Division responsible per claim
\$ 10,000,000.00	\$5,000.00 CAD Each and every occurrence including costs and expenses	\$5000.00
	\$500.00 CAD Each and every occurrence including costs and expenses with respect to Legal Liability for Damage to Hired Automobiles;	\$500.00
	\$1,000.00 CAD Each and every occurrence including costs and expenses with respect to Tenant's Legal Liability;	\$1000.00
	\$1,000.00 CAD Each and every occurrence including costs and expenses with respect to Checkroom Legal Liability;	\$1000.00
Abuse Sublimit: each and every Perpetrator, and in the annual aggregate \$2,500,000.00	 \$25,000 each and every claimant	 \$25,000.00

Abuse Sublimit: each and every Perpetrator, and in the annual aggregate

Policy type - [Directors & Officers Liability Insurance](#)

Coverage	Deductible	Club / Div responsible per claim
\$ 2,000,000.00	\$0 CAD Each occurrence including costs and expenses	\$0

Acknowledgement	<i>I have read and reviewed the above Insurance deductible and am aware of the organizations deductible responsibility in the event of a claim.</i>	
	Name of Person:	
	Date:	Signature:

Race Development program - Annex B

It is important as you move forward in the planning of your Race Development program to complete the following request for your club's race development program. This information will ensure that there is adequate coverage for your program.

*Please note that organizations adding **Race Development program** will be invoiced **\$1000.00** per season for this program.*

Club Name:

Division:

Name of program coordinator:

Email:

Telephone:

Description of the program:

of coaches in the program:

Coaches (include training/certification levels and credentials/club affiliation)

<i>Coach name:</i>	<i>CADS Number:</i>	<i>CADS Certification level:</i>	<i>Coach certification level:</i>	<i>Volunteer or paid?</i>

For clubs looking to conduct race development and training under the CADS policy, the following requirements must be met:

Coach Certification Requirements

All coaches must hold:

- **CADS Level 2 certification** along with **ACA -Development Level Coach certification** or **CS- 04 train to train certification**

OR

- **CADS Level 3 certification** along with **ACA - Entry Level Coach certification** or **CS – 03 Learn to train certification**

Additional Requirements

Coaches must also complete the following:

- **Safe Sport training** from Coach.ca
- A **Criminal Record Check** via Sterling Crimcheck (Epic)
- Maintain an **active membership** with either ACA or CS

By meeting these requirements, your club ensures compliance with CADS policies and provides high-quality training experiences.

Athletes (include ages/club affiliation):

****All Athletes are required to have an active CADS Membership along with an active membership with the organization that is hosting race events.***

<i># of Athletes</i>	<i>Age groups</i>
	Age 12 & Under
	Age 13 – 18
	Age 19 & older

Athletes and coaches are not covered under the CADS insurance policy during competitions or while participating in training outside of their province or country.

Training on snow:

<i>Training:</i>	<i>Location:</i>	<i># Hours on Snow</i>

Training off snow:

<i>Training:</i>	<i>Location:</i>	<i># Hours OFF Snow</i>

Competition days:

<i>Competition:</i>	<i>Location:</i>	<i>Dates:</i>	<i>Type of Competition:</i>	<i>Event Host:</i>

Description of relationship/collaboration with Alpine Canada and Canada Snowboard:

Description of any out-of-province travel/competition / training:

Description of any out-of-country travel/competition / training:

Will you be setting up gates for training? Or be training alongside the local race club?
(Please identify race club)

If you will be setting up gate who will be responsible for this?

What types of courses will you be training on?

- Downhill*
- Super-G*
- Giant Slalom (GS)*
- Slalom*
- Combined*
- Parallel races*
- No race course training*

If you have gates setup for training, will you have adequate signage and volunteers to ensure the public does not use training area?

Signage: Yes / No

Volunteers: Yes / No

Additional information:

At this time, Race events are not within our current mandate or strategic plan. Please follow the pathways that are already in place with our partner organizations Alpine Canada, Canada Snowboard and Special Olympics.

The National Board remains open to reviewing proposals from clubs or divisions interested in pursuing such initiatives.

If you or your organization decides to submit a proposal, kindly address it to me, as the Executive Director – amy@cads.ski. I will ensure it is reviewed by the relevant Board Committees before being presented to the Board of Directors for consideration.

We value your understanding and greatly appreciate your continued engagement. Should you have any additional questions, please don't hesitate to reach out.

Acknowledgement	<i>I have reviewed the Race Development Program Request Form and will ensure that the organization complies with CADS requirements and the associated program fee.</i>	
	Name of Person:	
	Date:	Signature:

Conflict of Interest Policy – Annex C

Definitions

Conflict of Interest: A situation where a Representative's decision-making, which should prioritize the Organization's best interests, is influenced by personal, family, financial, business, or other private interests.

Financial Interest: A financial interest that could result in personal gain or loss for an individual or someone associated with them.

Non-financial Interest: A non-financial interest, such as family relationships, friendships, or volunteer roles, that could influence decisions.

Representatives: Individuals acting on behalf of the Organization, including instructors, staff, volunteers, managers, administrators, committee members, and Directors.

Background

Representatives have a duty to prioritize the Organization's interests over personal interests. For example, Directors in not-for-profit organizations must act in good faith and avoid situations where personal interests conflict with their responsibilities.

Purpose

The Organization aims to minimize conflicts of interest by promoting awareness and transparency.

This policy outlines how Representatives should handle potential conflicts and make decisions in such situations.

Obligations

Any conflict of interest, whether real or perceived, must be resolved in favor of the Organization.

Representatives must not:

1. Engage in activities or transactions that conflict with their duties unless disclosed and approved by the Organization.
2. Accept obligations to individuals who might seek preferential treatment.
3. Show favoritism to family, friends, or colleagues in their official duties.
4. Use confidential information for personal benefit.
5. Undertake outside work that conflicts with their role in the Organization.
6. Use the Organization's resources for personal activities without permission.
7. Influence decisions for personal benefit.
8. Accept gifts or favors that could imply preferential treatment.

Disclosure of Conflicts

All Directors, Officers, Employees, and Committee Members must complete a Declaration Form disclosing any potential conflicts.

Representatives must disclose conflicts to the Board as soon as they become aware of them.

Representatives must also disclose affiliations with other organizations in the same sport.

Decision-Making in Conflict Situations

When a conflict of interest is disclosed:

- ▶ The nature of the conflict must be fully disclosed and recorded.
- ▶ The Representative must not participate in discussions or votes on the matter.
- ▶ The Representative must abstain from voting and not count toward quorum.
- ▶ Decisions must prioritize the Organization's best interests.

Conflict of Interest Complaints

Complaints about potential conflicts should be reported to the Board, which may take actions such as:

- ▶ Suspending responsibilities or decision-making authority.
- ▶ Removing the Representative from their position or activities.
- ▶ Expelling the Representative from the Organization.
- ▶ Taking other appropriate measures.

Complaints about decisions influenced by conflicts should be submitted in writing and addressed under the Organization's Discipline and Complaints Policy.

- ▶ Non-compliance with Board actions will result in suspension until resolved.
- ▶ Serious conflicts may lead to suspension pending a Board decision.

Enforcement

Failure to follow this policy may result in disciplinary action under the Organization's Discipline and Complaints Policy.

Conflict of Interest Declaration Form

I have read and agree to the Organization’s Conflict of Interest Policy. I commit to avoiding conflicts of interest and disclosing any potential conflicts to the Board.

Acknowledgement	I have read and agree to the Organization’s Conflict of Interest Policy. I commit to avoiding conflicts of interest and disclosing any potential conflicts to the Board.	
	Name of Person:	
	Date:	Signature:

In the event that there is possible “conflict of interest” situations which means a Board member making a decision which could favourably affect another organization they are involved with.

Conflict of Interest Declaration

Name	COI Declaration	Conflict of interest signed	Date Signed

Director's Agreement – Annex D

Screening

- ▶ Directors must complete the Organization's screening process and disclose any pending charges or investigations.
- ▶ The Board may terminate a Director's position if screening reveals unacceptable risks.

Responsibilities

Directors must comply with their duties as outlined above.

Expenses

The Organization will reimburse Directors for expenses in line with its policies.

Duty of Diligence

Directors commitment to:

- ▶ Act prudently and in the Organization's best interests.
- ▶ Exercise reasonable care and anticipate the consequences of their actions.
- ▶ Act honestly and manage foreseeable risks.

Duty of Loyalty

Directors will:

- ▶ Prioritize the Organization's interests over personal interests.
- ▶ Disclose and avoid conflicts of interest.
- ▶ Comply with the Organization's Privacy Policy and maintain confidentiality.

Duty of Conformity

Directors will:

- ▶ Follow the Organization's governing documents and ensure compliance.
- ▶ Keep governing documents accurate and up-to-date.
- ▶ Obey external laws and regulations.

Termination

This agreement ends when:

1. The Director's term expires.
2. The Director's office is vacated.
3. The Director is removed from office.

Confidentiality

Directors must not disclose confidential information during or after their term without authorization.

Conflict of Interest

Directors must comply with the Conflict of Interest Policy and applicable laws.

Proprietary Rights

The Organization owns all intellectual property created by the Director in their role. Directors must not use or distribute such materials without permission.

General Provisions

Amendments must be in writing and signed by all parties. If any part of this agreement is deemed unenforceable, the rest remains valid.

Acknowledgement	<i>I have reviewed the Directors Agreement</i>	
	Director Name:	
	Date:	Signature:

CADS Committee TORs – [ANNEX E](#)

TOR - Awards Committee	- LINK
TOR - Festival & Events Committee	- LINK
TOR - Nominating Committee	- LINK
TOR - Sponsorship and Partnerships	- LINK
TOR - Technical Committee General	- LINK
TOR - Finance Audit & Risk Committee	- LINK
TOR - Human Resources and Policies Committee	- LINK
TOR - Shoulder 2 Shoulder Committee	- LINK

Instructor Duty of Care – Annex F

Assuming Full Responsibility for a Student

From the CADS Instructor Manual page 174, the following preface is given:

“When you, as a ski instructor, agree to undertake the instruction of a person, whether that person is an adult or a child, you enter into a special relationship with that individual, out of which the court will impose upon you a duty of care for the safety of that student. The duty of care commences when you first meet your student at the start of the lesson and does not end until the lesson is completed.”

Although it is written as such, this Duty of Care is not limited to only the student but by extension applies to a duty of care for all people under the instructor’s care and includes volunteer aids or guides etc.

What that means is that the instructor assumes full responsibility for that student. You as an instructor are considered by the court to be the expert with regard to the teaching, safety, and use of the mountain terrain under all weather conditions. Your judgment in all things mountain is critical and the court holds that you provide a duty of care above that of the parent given your expertise.

It should also be pointed out that “--- until the lesson is complete” for a child means the lesson is not over until the child has been returned to the parent or rightful care giver. Never should a child be abandoned at the termination of a lesson! The same will hold true for not only children in adaptive Snowsports programs but also for adults that require the use of a guardian (as set out in the medical sheet/start of lesson/assessment of student).

What this further entails is that you as an instructor must know and teach by the Alpine Safety Code at all times; take into consideration weather, terrain, snow conditions, student ability; student physical conditions of cold and fatigue; student mental conditions of anxiety, nervousness, fear and so on.

From the CADS Instructor Manual, the instructor must be fully cognizant of the AOT requirement and exercise it continually throughout the lesson.

Court cases have found instructors negligent in providing a Duty of Care with serious results. It is incumbent on all instructors of every level to read and fully understand the Duty of Care in the [CADS Instructor Manual](#).

Common sense and a concern at all times for the student should prove to allow the instructor to meet the requirements of Duty of Care.

In addition, the CADS Technical Committee recommends that all CADS instructors:

- 1) Pursue CADS Certification and Training.
- 2) Only teach what you are trained/certified and confident to teach.

ANNEX G

Alpine Responsibility Code - ANNEX G

ALPINE RESPONSIBILITY CODE



THERE ARE ELEMENTS OF RISK THAT COMMON SENSE AND PERSONAL AWARENESS CAN HELP REDUCE. ALWAYS SHOW COURTESY TO OTHERS. PLEASE ADHERE TO THE CODE LISTED BELOW AND SHARE WITH OTHERS THE RESPONSIBILITY FOR A SAFE OUTDOOR EXPERIENCE.

- 1** Always stay in control. You must be able to stop or avoid people or objects.
- 2** People ahead or downhill of you have the right-of-way. You must avoid them.
- 3** Stop only where you are visible from above and do not restrict traffic.
- 4** Look uphill and avoid others before starting downhill or entering a trail.
- 5** You must prevent runaway equipment.
- 6** Read and obey all signs, warnings and hazard markings.
- 7** Keep off closed trails and out of closed areas.
- 8** You must know how and be able to load, ride and unload lifts safely. If you need assistance, ask the lift attendant.
- 9** Do not use lifts or terrain when impaired by alcohol or drugs.
- 10** If you are involved in a collision or incident, share your contact information with each other and a ski area employee.

Know the Code - It is Your Responsibility

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08/2023



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