



Canadian Deaf Sports Association

STRATEGIC PLAN 2017-2022

INTRODUCTION

Following an administrative restructuring and the hiring a new Executive Director in January 2017, the Canadian Deaf Sports Association (CDSA) analyzed its strengths and weaknesses, and assessed opportunities and challenges of its work environment.

In order to develop this Strategic Plan, the CDSA Board of Directors sought input from partners, Provincial Deaf Sports Associations, National Deaf Sports Organizations, Sport Committees, Team Managers and coaches.

The Board of Directors met to review the input provided, and to better understand the organization's current challenges as well as develop a new vision and mission. The Board of Directors established CDSA's four main strategic directions by drawing inspiration from the main guidelines (performance targets) of the organization's main funder Sport Canada. Results of this work allowed CDSA to establish its four strategic directions for the next five years (2017-2022). These strategic directions are explained in this Strategic Plan.

VISION

The Canadian Deaf Sports Association (CDSA) is well known for providing leadership to Canadian Deaf and hard of hearing athletes by allowing them to develop their athletic skills and boosting their physical and mental well-being while helping them reach podium at international sport events.

MISSION

The Canadian Deaf Sports Association (CDSA) is a non-profit organization dedicated to the development of high performance Deaf and hard of hearing athletes. Through direct financial support CDSA helps athletes participate in international sport events sanctioned by the International Committee of Sports for the Deaf, and the Pan American Sports Committee for the Deaf.

VALUES

Excellence ■ Success ■ Transparency ■ Ethics ■ Communication

CHALLENGES

To fulfil its mission to financially support athletes and CDSA Sport Committees, so that they can participate in training sessions and international competitions, CDSA face several challenges:

- Ensure that the majority of funds allocated by Sport Canada as well as any money raised, be spent on athletes and not on CDSA's general operation costs;
- Ensure that CDSA demonstrate sound administrative management, and effective internal control mechanisms are put in place;
- Collaborate with National Sports Organizations (NSOs) Provincial Deaf Sports Associations (PDSAs) and National Deaf Sports Organizations (NDSOs) to recruit new athletes by diversifying the methods of communicating with the public; and
- Contribute to the advancement of Canada.

STRATEGIC DIRECTION 1

Increase the funding allocated to develop sports and support athletes

Areas of Intervention:

1. Streamline general administrative expenditure
 - 1-1. Human resources: evaluate how CDSA organizes its human resources and set up a solid team of staff, who understands CDSA's context (e.g., knowledge of the Canadian sports network, management, communications and knowledge of deafness)
 - 1-2. Other expenses: strengthen the administrative spending structure
2. Diversify funding sources

STRATEGIC DIRECTION 2

Strengthen governance mechanisms

Areas of Intervention:

1. Revise general rules
2. Clarify roles and responsibilities
 - 2-1. Board of Directors vs Executive Director roles (skills, job description, decision making)
 - 2-2. Member roles (PDSAs and NDSOs)
3. Strengthen controls, especially finances and activities
4. Establish clear management policies

STRATEGIC DIRECTION 3

Increase participation of athletes in competitions

Areas of Intervention:

1. Share the Long Term Athlete Development Model (LTAD) with CDSA partners
2. Raise awareness and share information with staff, coaches and team managers
3. Establish an Athlete Road Map, and maintain a database internally
4. Review and update mission team procedures for sport events

STRATEGIC DIRECTION 4

Contribute to promoting Deaf and hard of hearing sports

Areas of Intervention:

1. With athletes:
 - 1-1. Contribute to creating a sense of belonging and recognition among Deaf and hard of hearing athletes, former athletes and CDSA through various social media outlets and communications tools used by CDSA
 - 1-2. Offer better accessibility to CDSA services through the use of four languages: English, French, American Sign Language (ASL) and Quebec Sign Language (LSQ)
2. With other sports authorities, such as Sport Canada and other National Sports Organizations (e.g., Swimming Canada, Hockey Canada, Curling Canada, etc.):
 - 2-1. Ensure the contribution and status of high performance Deaf and hard of hearing athletes are known nationally and internationally
 - 2-2. Maximize awareness of CDSA at the national and international levels when hosting sport events in Canada (Glowing)