



CAV-ACS



Canadian Administrator of Video Relay Service

Strategic Plan 2025-2030

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LAND ACKNOWLEDGEMENT

A land acknowledgement is a way to recognize the traditional territories we live and work on, and to honour the Indigenous Nations connected to them. It reminds us that these communities are not just part of our history, but are living, thriving nations today.

The Canadian Administrator of Video Relay Service (CAV) Inc. acknowledges with deep respect and gratitude that our offices, in Ottawa and Montreal, are located on the traditional unceded territory of the Algonquin Anishinabeg and Kanien'kehà:ka (Mohawk) Nations.

We also recognize that members of CAV's ecosystem, including Service Providers, are from diverse territories across this land, and we extend our acknowledgement to those communities.

We are grateful for the land, water, forests, and air that sustain us, and hold deep respect for the generations of Indigenous Peoples who have cared for these lands long before us.

We commit to deepening our awareness of the cultures and histories of Indigenous Peoples who have been stewards of this land for generations. Together, let us take meaningful steps to support Indigenous communities and protect their land and environment.



LETTER FROM THE CHAIR AND THE CEO & EXECUTIVE DIRECTOR

We are pleased to present the first Strategic Plan in the history of CAV, covering the period of 2025 to 2030. This marks a significant milestone for our organization, as it represents the first time that CAV has articulated a long-term strategic vision to guide our growth, strengthen our impact, and ensure that Canada Video Relay Service (VRS) continues to evolve in ways that best serve all Canadians who use American Sign Language (ASL) and Quebec Sign Language (LSQ) as their primary language.

In February 2025, the Canadian Radio-television and Telecommunications Commission (CRTC) released a new regulatory policy for Canada VRS, outlining an updated mandate and requirements for CAV. These policy changes were crafted to make the service more inclusive, more diverse, and easier to use. They also reaffirmed the importance of ensuring that Canada VRS remains responsive to the needs of a broad range of users, including individuals who may experience intersectional barriers. We integrated these expectations into every stage of this strategic planning process. The plan you are reading reflects not only regulatory direction, but also the voices, priorities, and lived experiences of the communities we serve.

This Strategic Plan is a key guiding document for CAV's Board of Directors, Leadership Team and staff. The Strategic Plan was developed through a co-design process intentionally structured to involve a wide range of interest holders. We engaged with Deaf, DeafBlind, Indigenous, hard of hearing and hearing community members. We also engaged with our video interpreting providers and platform service provider, telecommunications industry partners, employees and Board members. Their input guided our understanding of the opportunities, challenges, and expectations that will shape CAV's next chapter.

Through this collective effort, we established three strategic directions that will guide CAV from 2025 to 2030:

- Deliver an Exceptional VRS Experience.
- Foster a Strong, Sustainable, and Accountable Organization.
- Expand Inclusion and Awareness.

Together, these directions reflect our commitment to strengthening service quality, improving user experience, and building an organization that is resilient and forward-looking. Over the next five years, our efforts will place particular emphasis on increasing awareness, accessibility, and inclusion.

These priorities are key to ensuring that more people across the country, especially those who may not yet know about Canada VRS, are able to benefit from communication access in ASL, LSQ, English, and French.

This Strategic Plan provides CAV with a clear roadmap for the future. It supports the optimal use of resources, reinforces accountability, enhances our ability to measure impact, and prepares the organization for a rapidly changing environment. It also supports alignment across the organization by bringing together shared goals, coordinated actions, and a unified long-term direction. By outlining where we are going and how we will get there, this plan helps ensure that CAV remains responsive, adaptable, and well-positioned to meet the needs of both current and future users of Canada VRS.

Most importantly, this Strategic Plan positions us to deliver on our vision:

“A connected Canada where people can reliably communicate across signed and spoken languages.”

We are grateful for the contributions of the many individuals and organizations that shared their time, insight, and expertise throughout this process. Their voices helped shape a plan that is meaningful, inclusive, and reflective of the communities Canada VRS exists to serve. We look forward to continuing this collaboration as we work to bring this Strategic Plan to life.

Sincerely,



Mark Kusiak,
Chair



Suzanne Laforest,
CEO and Executive Director

STRATEGIC PLANNING PROCESS

CAV's Strategic Plan 2025–2030 was created with the close involvement of ASL and LSQ community members, Video Interpreters, CAV staff, Telecommunications Service Providers, and many other people who care about Canada VRS.

More than 150 individuals shared their input and perspectives as part of the strategic planning process through:



Interviews with CAV's Board of Directors and Leadership Team.



Focus groups with ASL and LSQ Canada VRS users, Telecommunications Service Provider, and CAV staff.



Interviews with Video Interpreter Provider Managers and the Video Platform Provider.



Interviews with ASL, LSQ, and hearing Canada VRS users, including DeafBlind and Indigenous users.



A digital survey for Video Interpreters.

Together, these groups explored CAV's current situation, raised important issues, and shared ideas about the future. Their insights helped shape the priorities in this Plan.

STRATEGIC PLAN AT A GLANCE

DELIVER AN EXCEPTIONAL VRS EXPERIENCE

Continuously enhance platform performance, Video Interpreter support, and ASL and LSQ community engagement to ensure Canada VRS remains reliable, inclusive, and responsive to evolving needs.

- Enhance the reliability, resilience, and user experience of the Canada VRS platform.
- Sustain and support a skilled Video Interpreter workforce.
- Continuously improve Canada VRS through engagement, learning, and innovation.

FOSTER A STRONG, SUSTAINABLE, AND ACCOUNTABLE ORGANIZATION

Ensure CAV has the strategy, structure, leadership, and risk management practices needed to achieve operational excellence, support its people, and deliver Canada VRS with stability and confidence.

- Strengthen CAV's organizational structure and practices to support an effective and high-performing team.
- Enhance the quality and accessibility of Canada VRS customer service.
- Advance organizational maturity to strengthen CAV's capacity, accountability, and long-term sustainability.

EXPAND INCLUSION AND AWARENESS

Ensure more people across Canada know about, understand, and can access Canada VRS.

- Collaborate with Indigenous peoples and people who are DeafBlind to strengthen access to and use of Canada VRS.
- Increase awareness and understanding of Canada VRS.
- Strengthen CAV's national leadership in VRS and the adoption of VRS in society.

VISION

A connected Canada where people can reliably communicate across signed and spoken languages.

MISSION

Evolve inclusivity and diversity in telecommunications by collaborating with communities and partners to deliver an accessible, high-quality, and equitable Video Relay Service.

MANDATE

To design, implement and oversee the delivery of a national VRS in Canada to all individuals who use ASL and LSQ as their primary language of communication due to a disability.

VALUES



ACCESSIBILITY



RELIABILITY



EXCELLENCE



COLLABORATION



INNOVATION



VISION

A **connected** Canada where people can **reliably** communicate across signed and spoken languages.

CONNECTED:

Creating the conditions for people to communicate in accessible and equitable ways.

RELIABLY:

CAV's services and technologies will be a dependable part of daily life for users.

SIGNED AND SPOKEN LANGUAGES:

Including ASL, LSQ, English, and French.



MISSION

Evolve inclusivity and diversity in telecommunications by collaborating with **communities and partners** to deliver an **accessible, high-quality,** and equitable Video Relay Service.

EVOLVE:

Continually assessing and anticipating future needs and adapting to changing technologies to advance inclusive VRS.

INCLUSIVITY:

Telecommunications that respect the diverse ways people receive, access, and share information.

COMMUNITIES AND PARTNERS:

The people and organizations that CAV serves and collaborates with in its services and technologies.

ACCESSIBLE:

Modes of engagement and technology platforms that make accessing telecommunications possible for users.

HIGH-QUALITY:

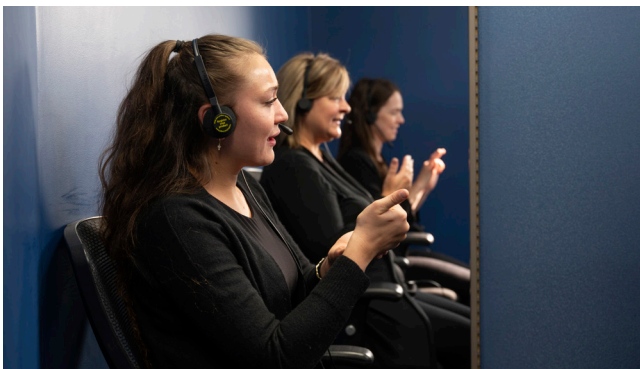
Consistently striving for excellence by meeting or exceeding interest holder (i.e., individuals or entities with a stake in the organization's success) expectations for engagement and service.



MANDATE

To design, implement and oversee the delivery of a national VRS in Canada to all individuals who use ASL and LSQ as their primary language of communication due to a disability.

This mandate is provided by the Canadian Radio-television and Telecommunications Commission in [Telecom Regulatory Policy 2025-54](#).





VALUES

CAV's values are the principles and behaviours that guide how the organization operates and makes decisions.

ACCESSIBILITY:

We remove barriers to communication so that people can connect and communicate on equal terms.

RELIABILITY:

We deliver services to people that are consistent, transparent, and responsive.

EXCELLENCE:

We demonstrate the highest standards of quality, objectivity, and professionalism in our actions, decisions, and outcomes.

COLLABORATION:

We value the perspectives of the communities we serve and create space to ensure they are reflected in our decisions and governance.

INNOVATION:

We anticipate the future of accessible VRS through leadership, creativity, and ongoing connection to our interest holders.

STRATEGIC DIRECTION

DELIVER AN EXCEPTIONAL VRS EXPERIENCE



CAV will continuously enhance platform performance, Video Interpreter support, and ASL and LSQ community engagement to ensure Canada VRS remains reliable, inclusive, and responsive to evolving needs.

STRATEGIC GOALS & INITIATIVES

1. Enhance the reliability, resilience, and user experience of the Canada VRS platform.
2. Sustain and support a skilled Video Interpreter workforce.
3. Continuously improve Canada VRS through engagement, learning, and innovation.

CONTEXT

This strategic direction was informed by the following insights from the strategic planning process:

- ASL, LSQ, and hearing users, along with Video Interpreters, shared that they experience issues with call quality and platform performance when using Canada VRS. These problems can cause frustration and make some people less likely to use the service, illustrating the importance of delivering a more stable platform that responds to user needs.
- Many people emphasized how important experienced and engaged Video Interpreters are to a good Canada VRS experience. Video Interpreters support callers in many different situations, from simple everyday conversations to urgent or complex calls. This reinforces the need for clear policies, strong supports, and effective guidelines to help Video Interpreters deliver high-quality service.
- ASL and LSQ users, Video Interpreters, and Video Interpreter Providers want more regular ways to share feedback with CAV about what is working well with Canada VRS and what could be improved. There is an opportunity for CAV to adopt a clear and transparent approach to ongoing engagement with the CAV community.
- CAV is also learning from international VRS organizations to understand and apply leading practices. There is strong interest in continuing these partnerships to support ongoing improvements to VRS in Canada and contribute to progress around the world.

STRATEGIC GOAL #1

Enhance the reliability, resilience, and user experience of the Canada VRS platform.

- Finalize and implement CAV's digital plan priorities to improve VRS platform stability and performance and address user-identified challenges.
- Embed continuous improvement practices by using data, feedback, and performance analytics to identify and resolve recurring technical or user experience issues, ensuring the platform evolves with community needs and industry standards.

STRATEGIC GOAL #2

Sustain and support a skilled Video Interpreter workforce.

- Better understand and contribute to Video Interpreter workforce viability.
- Review and update organizational policies affecting Video Interpreters and callers to ensure clarity, fairness, and accessibility.

STRATEGIC GOAL #3

Continuously improve Canada VRS through engagement, learning, and innovation.

- Establish consultation methods or strategies to ensure ongoing input from users and Video Interpreter Providers and formalize ongoing ways for user perspectives to shape CAV's policies and service delivery.
- Collaborate with international VRS organizations to exchange insights and leading practices on user experience, Video Interpreter Provider services, and VRS innovation.



STRATEGIC DIRECTION

FOSTER A STRONG, SUSTAINABLE, AND ACCOUNTABLE ORGANIZATION



Ensure CAV has the strategy, structure, leadership, and risk management practices needed to achieve operational excellence, support its people, and deliver Canada VRS with stability and confidence.

STRATEGIC GOALS & INITIATIVES

1. Strengthen CAV's organizational structure and practices to support an effective and high-performing team.
2. Enhance the quality and accessibility of Canada VRS customer service.
3. Advance organizational maturity to strengthen CAV's capacity, accountability, and long-term sustainability.

CONTEXT

This strategic direction was informed by the following insights from the strategic planning process:

- Internal teams shared that clearer role expectations and more consistent communication across CAV would help everyone work together more effectively. This would support better coordination, make it easier to deliver on priorities, and help staff manage their workload.
- Staff and Canada VRS users described several challenges related to customer service. Their feedback highlights the need to strengthen customer service systems and supports to help staff solve problems and build trust with all users.
- Feedback also reinforced the importance of coordinated workforce planning to help CAV continue to build a stable and sustainable organization that can meet changing needs over time.

STRATEGIC GOAL #1

Strengthen CAV's organizational structure and practices to support an effective and high-performing team.

- Review and strengthen CAV's operating model to ensure it aligns with the Strategic Plan and clearly defines organizational roles and responsibilities.
- Commit to fostering a culture of workplace wellbeing while maintaining a safe and engaging work environment.

STRATEGIC GOAL #2

Enhance the quality and accessibility of Canada VRS customer service.

- Continue implementing CAV's customer service improvement priorities to strengthen systems, tools, and processes that ensure responsive, reliable, and accessible support for users.
- Advance training and quality standards for customer service staff to deliver consistent, accurate, and user-centred support in every interaction.

STRATEGIC GOAL #3

Advance organizational maturity to strengthen CAV's capacity, accountability, and long-term sustainability.

- Develop and implement a structured risk management framework to identify, assess, and mitigate potential threats and uncertainties that could affect CAV or the delivery of Canada VRS.
- Foster business practices that prioritize financial stability, cost discipline, and value-for-money practices while preserving CAV's community-based ethos.



STRATEGIC DIRECTION

EXPAND INCLUSION AND AWARENESS



Ensure more people across Canada know about, understand, and can access Canada VRS.

STRATEGIC GOALS & INITIATIVES

1. Collaborate with Indigenous peoples and people who are DeafBlind to strengthen access to and use of Canada VRS.
 2. Increase awareness and understanding of Canada VRS.
 3. Strengthen CAV's national leadership in VRS and the adoption of VRS in society.
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CONTEXT

This strategic direction was informed by the following insights from the strategic planning process:

- Interest holders shared that many Indigenous and DeafBlind community members face multiple barriers when trying to use Canada VRS. For example, limited awareness of the service, accessibility challenges with current tools, and limited internet access. This feedback reinforces CAV's responsibility to engage these communities in meaningful and ongoing ways to understand their experiences and ensure Canada VRS is as accessible and useful as possible.
- Users, Video Interpreters, and partners noted that many public services, businesses, and institutions still do not understand how Canada VRS works. This can lead to call refusals or situations where callers or Video Interpreters must explain the service. This highlights an opportunity for CAV to increase targeted and general education and outreach to reduce these challenges.
- Interest holders emphasized that collaboration across the telecommunications system is still uneven. There are varying levels of awareness about accessibility requirements and limited coordination around future technological development. This underscores the need for CAV to strengthen partnerships and continue its national leadership role in VRS to support more equitable communication access.

STRATEGIC GOAL #1

Collaborate with Indigenous peoples and people who are DeafBlind to strengthen access to and use of Canada VRS.

- Build cultural sensitivity and capacity through training and education to develop trusted, respectful, and lasting relationships with Indigenous VRS users and potential users.
- Engage directly with Indigenous and DeafBlind VRS users and potential users who use ASL or LSQ as their primary language to understand their specific needs, experiences, and perspectives, and identify ways to make VRS more inclusive and accessible.
- Review key recommendations from the DeafBlind Feasibility Study and consider feasibility of implementing the highest priority actions to improve accessibility for current DeafBlind Canada VRS users.

STRATEGIC GOAL #2

Increase awareness and understanding of Canada VRS.

- Expand outreach to key sectors - including healthcare, legal, government, and financial services - to promote how VRS supports accessible communication and encourage organizations to provide dedicated VRS numbers.
- Deliver or co-deliver awareness campaigns to educate the public about the purpose and benefits of Canada VRS.
- Strengthen awareness among ASL and LSQ communities to ensure more people who use these languages know about and can fully benefit from Canada VRS.

STRATEGIC GOAL #3

Strengthen CAV's national leadership in VRS and the adoption of VRS in society.

- Collaborate with telecommunications interest holders to shape VRS standards, technology, and policies that support equitable communication access for users.
- Share research, insights, and progress on accessibility and inclusion of VRS across Canada and abroad.

PUTTING STRATEGY INTO ACTION



CAV developed its first Strategic Plan to establish a practical roadmap that strengthens the delivery and oversight of Canada VRS, reinforces confidence and trust in the service, and responds to the evolving communication needs of Canada VRS users.

The work now shifts to implementation of the initiatives in this Plan. CAV will align its resources, activities, and teams to advance the goals within this Plan.

CAV is committed to this work and to maintaining open communication with its partners and the people it serves about its progress. Users, Video Interpreters, Video Interpreter Providers, and other partners expressed a shared desire for stronger relationships and continued collaboration, and CAV will continue to engage these groups as the Plan is implemented.

Internally, CAV leadership will communicate clearly so that all staff understand their role in implementing the Plan and will foster an environment where employees are supported, informed, and connected to CAV's vision and mission. Accountability remains central to this work, and CAV will monitor progress through key performance indicators and public reporting, so everyone can understand how CAV is responding to changing user needs and its evolving environment.

CAV is ready to put this strategy into action and continue advancing accessible, high-quality, and equitable communication for all who rely on Canada VRS.





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