Strategic Plan for 2026-27

Snowsports are for everyone!





Mandate

Canadian Adaptive Snowsports – National Capital Division (CADS – NCD) was formed in 1979 with the objective of assisting individuals with various challenges (cognitive, physical and more) to lead richer and fuller lives through active participation in snowsports.

We oversee a range of adaptive snowsports programs and services operating in Eastern Ontario and Western Quebec. CADS-NCD also provides support for volunteer instructors, including training and certification.

CADS-NCD is a regional division of the national Canadian Adaptive Snowsports organization. We are a registered not-for-profit charitable organization.

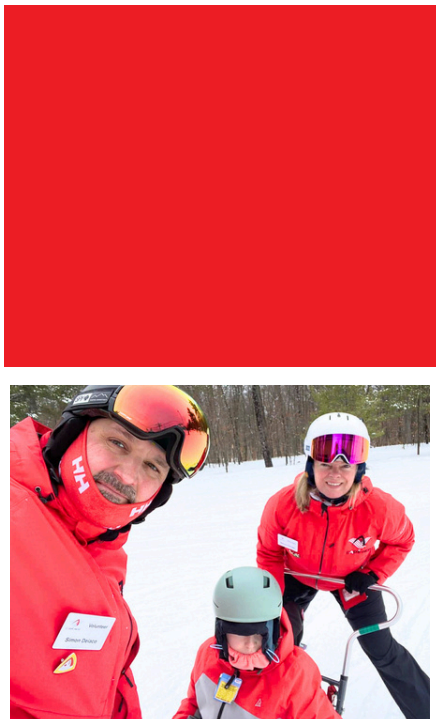
Mission

CADS – NCD creates opportunities for people with disabilities to participate in snowsports. We aim to build inclusive, active, and healthy communities. We do this by accommodating and supporting our participants, by supporting and encouraging volunteer training and certification, and by working together in an inclusive, respectful, and collaborative manner.

Vision

Access – Activity – Community

We acknowledge that our programs take place on the traditional, unceded lands of Indigenous Peoples, including the Algonquin Anishinaabe, Kanien'kehá:ka, Abenaki, and Huron-Wendat Nations. We honour their enduring connection to the land and waters and are grateful for the opportunity to live, work, learn, and share the joy of snowsports on these territories.





President's Introduction



On behalf of Canadian Adaptive Snowsports – National Capital Division, I am pleased to welcome you to the 2026-27 season.

CADS-NCD provides leadership for six regional adaptive snowsports programs. We provide support and guidance for a wide range of participants, and we remain dedicated to equipping our instructors with guidance, industry-leading training, and certification opportunities. Demand for our programs and services continues to exceed current volunteer capacity. Our host organizations are central to our success, and I wish to thank them for all that they make possible.

CADS-NCD is a strong community, with regular inter-program and regional collaboration. For example, last season Ski Hawks Ottawa volunteers supported CADS Mount Pakenham when they faced a shortage of volunteers. CADS Sommet Edelweiss provides regular support with equipment and cross-program training. And CADS members from across the region support popular special events including a week-long Canadian Veterans' Winter Sport Clinic at Calabogie Peaks, a Community Living Day, Spinal Cord Injury Day, CHEO School Day, and more.

Over the summer CADS-NCD reviewed our plans and priorities and identified opportunities for organizational improvement. This has resulted in our first strategic plan, which I am pleased to present to members.



The plan identifies three pillars, a few milestones and indicators, and three key risks. Some key areas of attention for 2026-27 include **volunteer recruitment & retention**; updating of **organizational management tools**; supporting the volunteer instructor **training & certification pipeline**; updating our **communications materials**; and remaining engaged with **CADS National Information Flow**.

We look forward to learning from this new exercise. We will return to you at the end of our season with a close-out report on progress.

CADS-NCD is always looking for new members. Don't hesitate to reach out if you have any questions. I am wishing you a great season on snow!

Thank you,

James Dicks
President

Treasurer's Report



I am pleased to report that the Canadian Adaptive Snowsports – National Capital Division enters the 2026-27 season in sound financial standing. Through the careful stewardship of our resources, balanced annual budgeting, and the generous support of our community partners and donors, our financial position remains strong.

Division finances are reviewed annually by BDO Canada and our Public Accountant and are reported in strict compliance with the Canadian non-profit governance frameworks and registered charity regulations.

Our budget allocations for this upcoming fiscal cycle prioritize expanding our volunteer instructor training and certification pipelines, alongside strategic investments in adaptive snowsports equipment and updating our website.

This targeted fiscal approach ensures that our funds directly maximize safety, quality instruction, and program accessibility on the snow across all five regional host resorts.

Tom Abernethy

Treasurer

Canadian Revenue Agency Charity # 119051514RR0001

Industry Canada Not for Profit Corporation # 005875-1

[Click to Donate to CADS – NCD via Canada Helps]



Partners

Thank you to our host hill / resorts for their continued support of adaptive snowsport programs in the National Capital region.

Key Donors

Partners in Community







Strategic Pillars and Outcomes

1. Access and Engagement

CADS-NCD aims to create opportunities for individuals within the National Capital Region to access adaptive snowsports programs. The division works collaboratively across clubs to leverage resources, ensure clear communication, and works to build a supportive and inclusive adaptive snowsports community within the region.

- Maintain or increase **participant enrollment**
  - Percentage change in participant numbers (Snowline data by division, disaggregated by clubs)
  - Ratio of new to returning participants (Snowline data)
- Maintain or increase **participant engagement outside of lessons**
  - Number of participants engaged in program and services delivery, and administrative activities (data reported by NCD, clubs, and events)
- Maintain or increase **volunteer enrollment**
  - Percentage change in volunteer numbers (Snowline data by division, disaggregated by clubs)
  - Ratio of new to returning volunteers (Snowline data by division, disaggregated by clubs)
- **Provide a safe environment** for participants, volunteers, and host organizations.
  - Percentage completion of Safe Sport training among volunteers
  - Milestone: agreements in place with local ski patrols
  - Milestones: all risk and safety manuals reviewed annually
  - Milestones: regular club communications supporting risk reduction, alignment with best and local practices for safety (e.g., ski hill policies)





Strategic Pillars and Outcomes

2. Training, Certification, and Materiel



CADS-NCD offers support and training for volunteers to be sure that they develop the skills and knowledge required to support our participants. We provide skills development and training, we offer guidance and support for certification, and we create opportunities for broader volunteer engagement at regional, national, and international adaptive snowsports events and fora. We take an active role in managing our equipment and facilities.

- Support and encourage training and certification at all levels
  - Number of volunteers participating in new volunteer training (Snowline data by division, disaggregated by clubs)
  - Number of new CADS Level I, Level II, ... (Snowline data by division, disaggregated by clubs)
- Increase number of qualified course conductors
  - Percentage change of course conductor certifications by level and discipline (Snowline data by division, disaggregated by clubs)
- Strengthen role of Technical Committee across NCD
  - Milestone: develop a simple and accessible training and certification manual collaboratively with clubs
  - Milestone: develop a communications plan to provide all volunteers in CADS-NCD with a clear set of guidelines and learning options for training and certification
  - Milestone: review and ensure alignment with relevant parent training and certification programs (CADS National, etc.)
- Monitor, manage, and plan for equipment needs to better serve NCD.
  - Milestone: create and maintain an NCD inventory (distinguish joint vs club equipment)



Strategic Pillars and Outcomes

3. Governance and Accountability



CADS-NCD is committed to operating in a transparent, accountable, and inclusive manner, and in accordance with all applicable governing principles and directives. We represent the interests of participants and volunteers across the Division, we maintain consistency and alignment with CADS National policies and guidelines, and we are active advocates for adaptive snowsports in the broader community. We provide clear and timely communication for our members, and we provide training and guidance for our administrators.

- Update and maintain forward-facing communications
  - Milestone: Renew NCD and club websites; ensure consistency across website and regional clubs, and prioritize being up to date, accurate, and accessible
- Update and renew operational guidance documents across NCD
  - Milestone: Update and renew CADS-NCD operational guidance documents, including roles and responsibilities, risk management
  - Milestone: Update and renew club operational guidance documents, flowing from NCD lead for consistency
- Leverage Snowline to improve participant, instructor, and management experience
  - Milestone: Create data committee to develop a data strategy, including use of Snowline for tracking and reporting common data points.
- Maintain annual planning and reporting process
  - Milestone: Establish and maintain a planning/reporting cycle that aligns with CADS-NCD fiscal year.
  - Division finances are externally reviewed and reported according to all requirements.



Key Risks and Mitigation Measures for 2026-27

1. **Instructor Recruitment and Certification**
   a. Mitigation measure: Maintain and expand outreach in existing and new communities
2. **Communications and engagement**
   a. Mitigation measure: Update website and operations documents across NCD for consistency and accuracy
3. **Alignment with developments within the broader national community and organization**
   a. Mitigation measure: Remain active, transparent, and collaborative in response to any organizational change.

