



# **2016 – 2020 STRATEGIC PLAN**

September 2016



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# CANOE KAYAK BC STRATEGIC PLAN 2016 – 2020

## OVERVIEW

The Canoe Kayak BC Strategic Plan for 2016 through 2020 builds on the successes of the previous planning period and works to better support and deliver programming and services for all members. Canoe Kayak BC will increase participation programs, improve engagement with all paddling disciplines and provide exemplary support for our performance athletes. Our coaches and officials are key elements of the organization and will continue to contribute significantly to the experience enjoyed by all athletes and volunteers. Our member clubs are our foundation and we will endeavour to deliver quality services.

The Canoe Kayak BC 2016-2020 Strategic Plan challenges us to better embrace our whole paddling community as we move to achieve our new Vision.

## VISION

Our organizational Vision sets out the preferred future for Canoe Kayak BC. It establishes a destination toward which all goals and strategic initiatives will be directed. Looking forward to 2026, Canoe Kayak BC will strive to earn this Vision:

*Canoe Kayak BC unites all paddling disciplines*

## VALUES

Canoe Kayak BC's Values represent both the contribution that we strive to make to our sport and disciplines, and the way that we will behave to members and other stakeholders.

*Canoe Kayak BC will:*

- *champion **FAIR PLAY***
- *be **INCLUSIVE** in programming and leadership*
- *embrace **INNOVATIVE** solutions*
- *demonstrate **INTEGRITY** in all aspects of the organization*
- *be **SUPPORTIVE** of member clubs and participants*



## MISSION STATEMENT

Our Mission represents our purpose – why we exist and what we do. Our Mission is for today, tomorrow and into our future. It encompasses the breadth of programming and services, and the scope of participants and volunteers.

*The mission of Canoe Kayak BC is to encourage and promote personal growth and success for members through participation and performance in paddle sports.*

## PLAN PRIORITIES AND KEY CONSIDERATIONS

The following issues of concern served as checks and balances in the development of the goals and strategic initiatives, and are noted in the plan document to ensure continued consideration during the next four years.

- ensuring that the structure of Canoe Kayak BC accommodates the Vision
- attention paid to Succession Planning for volunteers and senior staff
- communication of the appropriate value proposition for membership
- Risk Management for the benefit of all members
- be open and welcome all disciplines, and acknowledge the cultures of each
- respect and recognize volunteers – our greatest asset

## AREAS OF EMPHASIS AND PRIMARY GOALS

- **Participation:** *including Club Development, Fundamentals, Learn to Train and Active for Live*
  - Our goal is to increase membership by 2,000 by 2020
- **Preparation and Performance:** *including Training to Train, Train to Compete, Competitions, Athlete Services, High Performance Coaching, Partnerships, Facilities & Equipment*
  - We will have a progressive increase in success and recognition at national and international levels
- **Technical Development:** *including recruitment, certification and professional development for coaches and officials*
  - We will have full and complete implementation of National Coaching Certification Program and the National Officials Program delivery
- **Organizational Management:** *including Business Operations and Marketing & Communications*
  - Our goal is to achieve 75% membership satisfaction by 2020



## STRATEGIC OBJECTIVES

### AREA: PARTICIPATION PATHWAY

**GOAL: Increase membership by 2,000 by 2020**

#### *Strategies:*

<b>Club Development</b>	<ul style="list-style-type: none"><li>▪ provide support to club program delivery to retain paddlers in all disciplines</li><li>▪ assist clubs to market programs targeted to recruit new paddlers in all disciplines offered by the club</li><li>▪ support increased member retention and improved club development through provision of best practice information and access to the Club Excellence program</li><li>▪ continue to offer equipment assistance services to support club retention and growth</li></ul>
<b>Initial Contact - Fundamentals</b>	<ul style="list-style-type: none"><li>▪ increase first-time membership through youth and adult recruitment by furthering existing programs</li><li>▪ investigate and implement if appropriate, incentive opportunities for clubs with youth programming</li><li>▪ continue to develop and deliver Canoe Kids and Paddle Passport in targeted zones</li><li>▪ continue to develop and deliver schools programs and Learn to Paddle programs in targeted locations, and with club involvement when possible to improve transition to club programs</li><li>▪ continue to deliver Aboriginal Initiatives programming to targeted communities</li></ul>
<b>Learn to Train</b>	<ul style="list-style-type: none"><li>▪ encourage club-led Festivals and Competitions to engage members and improve the connection with CKBC</li><li>▪ ensure community programs supported by CKBC clubs are modified as required for all age groups</li></ul>
<b>Active For Life</b>	<ul style="list-style-type: none"><li>▪ develop and help clubs deliver community initiation programming that offers multi-level and multi-discipline opportunities for adults and recreational youth</li><li>▪ encourage and promote Active for Life involvement in a wide variety of competitive opportunities, from club events to 55+ Games, Yukon Quest, Marathons, World events and others</li><li>▪ regularly engage club and program delivery agents to ensure appropriate reaction to changing markets and trends</li></ul>

#### *Success Indicators - Outcomes*

Participation Success is:

- membership increase by a minimum of 2,000
- increased percentage of retained members
- increased transition from participatory “learn-to” programs into club membership (can not currently track with national database)
- all disciplines receive services and programs appropriate to their membership fee
- the racing programs engage all levels and disciplines of participants in the appropriate type of competition



## AREA: OLYMPIC AND PARALYMPIC PREPARATION AND PERFORMANCE PATHWAY

**GOAL: A progressive increase in success and recognition at national and international levels**

### *Strategies:*

<b>Train to Train and Train to Compete Training</b>	<ul style="list-style-type: none"><li>▪ build and implement a training framework that provides appropriate frequency, intensity and duration for T2T and T2C athletes, in all Canoe and Kayak performance pathway disciplines</li></ul>
<b>Competitions</b>	<ul style="list-style-type: none"><li>▪ develop and implement T2T and T2C competition pathways for all canoe and kayak performance pathway disciplines</li></ul>
<b>Athlete Services</b>	<ul style="list-style-type: none"><li>▪ identify and further develop key athlete service requirements for identified athletes and programs</li><li>▪ invest as appropriate in athlete support services to enhance performance</li></ul>
<b>Performance Coaching</b>	<ul style="list-style-type: none"><li>▪ develop or utilize professional development opportunities for identified coaches in targeted Canoe and Kayak disciplines</li><li>▪ provide appropriate financial support to encourage continued coach growth for the benefit of athletes</li></ul>
<b>Partnerships</b>	<ul style="list-style-type: none"><li>▪ collaborate with CSIP, PacificSport Centres, PISE and other performance partners to share knowledge, support athlete development and improve program delivery</li><li>▪ seek out additional performance partnerships that will benefit athlete training and performance, and HP coach development</li></ul>
<b>Equipment and Facilities</b>	<ul style="list-style-type: none"><li>▪ ensure that equipment appropriate to performance training and competition is located at the clubs with performance athletes</li><li>▪ ensure that CKBC performance equipment continues to be appropriately stored and protected</li><li>▪ work with local facility owners and operators to continue to improve facilities used for performance training and competition</li></ul>

### *Success Indicators - Outcomes*

Performance Success is:

- more athletes are identified, consistently meet or exceed expectations and are retained in the performance program
- more BC male and female athletes on national Canoe and Kayak teams
- improved performances at national championships
- international medals for BC performance athletes



## AREA: TECHNICAL DEVELOPMENT

**GOAL: Full and complete implementation of National Coaching Certification Program and the National Officials Program delivery**

### *Strategies - Coaching:*

#### **Supporting Participation Programming**

- deliver new coach / instruction programming to support initial contact – fundamentals initiative
- deliver adult introductory coach module to support the Canoe Kids / Paddle Passport initiative

#### **Recruitment & Retention**

- identify and promote coaching opportunities and education to athletes transitioning out of HP competition
- work with clubs to identify interested and capable parents or adult participants interested in coaching and support their entry into the program
- provide training opportunities for coaches to learn age and stage appropriate instruction techniques for delivery of programs across all disciplines
- work with Aboriginal community to develop and support local coaches

#### **NCCP**

- build, deliver and maintain a NCCP course calendar to ensure coach training opportunities in all zones
- work with targeted clubs to deliver NCCP training opportunities in non-performance pathway disciplines
- ensure evaluation opportunities are offered to encourage advancement to full certification

#### **Professional Development**

- align appropriate professional development opportunities with coach / instruction modules for all disciplines
- promote a variety of professional development opportunities from CKBC and other partners to encourage achievement of Pro-D credits as required by the Coaching Association of Canada

#### **Paddle Canada Instructors**

- work with Paddle Canada to support delivery of the PC Instructors course in all zones and at targeted clubs

### *Strategies - Officials:*

#### **Recruitment & Retention**

- work with clubs to identify potential parents, club volunteers or transitioning athletes with interest in officiating, and provide entry training and development opportunities
- create and support training opportunities with minimal time commitment required
- provide and promote the benefits, opportunities available and recognition given to officials
- refresh the volunteer portal to include appropriate follow-up and acknowledgement of assignments
- seek out and deliver best practices in support of training programs for CKBC officials
- promote and deliver a complete Officials development pathway using the NOC program

## AREA: TECHNICAL DEVELOPMENT

**GOAL: Full and complete implementation of National Coaching Certification Program and the National Officials Program delivery**

<b>Certification</b>	<ul style="list-style-type: none"><li>▪ work with new officials to promote NOC courses and training</li><li>▪ ensure delivery of the NOC on a provincial scope</li><li>▪ use the Officials' recognition program to promote and encourage continued NOC training and certification</li><li>▪ work with CKC to further develop and deliver White Water Kayak Officials' training and certification</li></ul>
<b>Professional Development</b>	<ul style="list-style-type: none"><li>▪ use training camps and local club events to help train officials</li><li>▪ within the NOC learning pathway, develop a supportive environment to encourage professional development</li><li>▪ develop appropriate opportunities and encourage cross-training between disciplines</li></ul>

### *Success Indicators*

Technical Development Success is:

- enough coaches at an appropriate level of training and/or certification to provide athletes and participants at all levels with the coaching and instruction needed to pursue and achieve their personal goals
- every club has trained and/or certified coaches and instructors in all disciplines in which they provide programming
- enough officials, at an appropriate level of training and/or certification to service local, provincial and national competitions held in BC
- more officials are identified for training and assignment to national and international level competitions



## AREA: ORGANIZATIONAL MANAGEMENT

**GOAL: Achieve 75% membership satisfaction by 2020**

### *Strategies - Business Operations*

<b>Member Services</b>	<ul style="list-style-type: none"> <li>▪ work to improve and increase the perceived “value” of CKBC membership to attract current non-member paddlers and clubs, with a target of 500 new members through this strategy</li> <li>▪ encourage and support training through the Club Excellence program</li> <li>▪ develop and promote specific program and service opportunities for all levels of membership and for all disciplines</li> </ul>
<b>Financial Management</b>	<ul style="list-style-type: none"> <li>▪ work to build improved financial stability for support of core programs</li> <li>▪ design and implement a business model that accommodates financial fluctuations and limits the impact of any decrease in public funding</li> <li>▪ improve financial transparency with more information available for members</li> <li>▪ ensure that all policies and controls are regularly reviewed and revised as needed</li> </ul>
<b>Human Resources</b>	<ul style="list-style-type: none"> <li>▪ review and revise as necessary all volunteer and employee programs, policies and procedures to ensure that CKBC is a sustainable and productive organization</li> <li>▪ develop a succession plan for staff, to be implemented as required</li> <li>▪ improve the volunteer recognition to better communicate and promote the importance of those contributions</li> </ul>
<b>Governance</b>	<ul style="list-style-type: none"> <li>▪ ensure that all governance practices and policies are regularly reviewed and revised as needed to support a well-managed and sustainable organization</li> <li>▪ provide support to member clubs for the transition to the new BC Societies Act requirements</li> <li>▪ review and re-structure if required to ensure that CKBC is appropriately set-up to be a multi-disciplinary organization</li> <li>▪ develop and implement when needed, appropriate succession plans for Director positions</li> </ul>
<b>Facilities and Equipment</b>	<ul style="list-style-type: none"> <li>▪ identify and facilitate partnerships to support diversified facility requirements now and for the future</li> <li>▪ provide assistance to clubs as requested for local facility advocacy and improvements</li> <li>▪ work with clubs and local owners / operators to ensure appropriate accessibility to all facilities and services</li> <li>▪ continue to support club equipment purchases through CKBC programs and buying power</li> </ul>
<b>Partnerships</b>	<ul style="list-style-type: none"> <li>▪ develop and maintain relationships with other sport organizations to mutually benefit programs and shared interests</li> <li>▪ foster partnerships between disciplines through improved communication and promotion</li> </ul>





## AREA: ORGANIZATIONAL MANAGEMENT

### GOAL: Achieve 75% membership satisfaction by 2020

- build and maintain strong, healthy partnerships with all member clubs
- communicate with non-members clubs to increase their trust and understanding of CKBC's services and ability to assist them
- build an increased awareness of CKBC and paddling sports within the sporting community

#### Risk Management

- review current Risk Management policies and practices, and update or add to as required
- work to ensure 100% compliance with all Risk Management policies and practices
- offer education processes to ensure that clubs are aware of risk mitigation practices and reporting requirements
- promote the codes of safety to all members, and to participants at CKBC events
- assist clubs to build or review their own Risk Management policies and practices for their facility, and to activate emergency procedure practices as necessary

### Strategies - Marketing & Communications

#### Marketing

- develop and implement a revenue generation plan that incorporates sponsorship and fundraising strategies
- develop a program and seek sponsorship opportunities for the Rutherford site
- incorporate the breadth of opportunities with all paddlers as CKBC members in the marketing campaigns

#### Communications

- review communications tools and revise as necessary to build optimal opportunities to tell the story that "CKBC is the best place for me to be a paddler", to retain current members and attract currently non-member clubs
- build and provide communication support services and tools to assist member clubs in their communities
- continuously review member demographics and external audiences to ensure that appropriate strategic and tools are being used
- review and align social media communication with all activities and opportunities to optimize effectiveness

#### Promotions

- Increase promotion and communication support to races and event festivals to increase member retention and engagement, and improve community awareness and media pick-up
- investigate and if appropriate, activate a CKBC version of the CKC re-branding strategies, adding all of the BC disciplines to a new visual campaign

### Success Indicators

Organizational Management success is:

- a strong, financially healthy and well governed association that is responsive to members



## AREA: ORGANIZATIONAL MANAGEMENT

### GOAL: Achieve 75% membership satisfaction by 2020

- excellent risk management strategies and practices at all levels of the organization
- vibrant, interesting and effective communication and promotion tools and delivery
- capable, well trained, recognized and appreciated volunteers
- improving member satisfaction levels – to reach at least 75%



## ACKNOWLEDGEMENTS:

Thank you to all members who assisted with the development of this Strategic Plan by responding to the December 2016 Member Survey. Your input was very thoughtful and of significant assistance in determining priorities for the next four years.

The following individuals volunteered their time to attend either or both a Vision, Values and Mission Statement session and a 2 day Strategic Planning Meeting. We are very grateful for your commitment and valuable insight.

- Blake Dalton – staff
- Cindy Mott – Burnaby Canoe and Kayak Club
- Chris Nicolson –Thompson Rivers Interior Paddling Society
- Darren Koehler –Ridge Canoe and Kayak Club
- Daphne Austin – False Creek Racing Canoe Club
- Dave Nosella – Burnaby Canoe and Kayak Club
- Diane Tam – False Creek Racing Canoe Club
- Grant Rawstron – Fort Langley Canoe Club
- Katie Stein Sather – Pitt Meadows Paddling Club
- Keiffer Johnson – Ridge Canoe and Kayak Club
- Kim Houston – Nationally Accredited Sprint Official
- Mark Loutet – Burnaby Canoe and Kayak Club
- Mary Jane Abbott - staff
- Merv Stalkie – Squamish Paddling Club
- Rick Hammer – Pitt Meadows Paddling Club
- Rob Fletcher – Chilliwack Centre of Excellence
- Rhys del Valle –Chinook Racing Canoe Club
- Sandra Patterson Lewis - staff
- Steve Juranovic –Burnaby Canoe and Kayak Club
- Stuart Chase – False Creek Racing Canoe Club
- Wes Hammer – Burnaby Canoe and Kayak Club

Project Consultant:

