



CANOE KAYAK SASKATCHEWAN - STRATEGIC PLAN 2015-2018

PREAMBLE

The 2015-2018 Canoe Kayak Saskatchewan (CKS) Strategic Plan has been developed to integrate long term athlete development (LTAD) at the provincial policy level, to improve financial and organizational transparency, and to reduce duplication of efforts, burnout of volunteers, and missed opportunities for efficiency amongst canoe-kayak sport disciplines. By restructuring Saskatchewan's canoe-kayak organization, we intend to make the most of economies of scale and capitalize on the work done by each discipline without duplication. It is designed to attract the most possible funding to the sport of canoe-kayak by focussing efforts on those aspects of sport valued by members as well as provincial and National organizations. The strategic plan will focus and guide action, resource allocation and decision-making for the next three years, and will be the basis for monitoring and evaluating the organization's performance. The long term plan will be monitored and adjusted on an annual basis.

VISION

To achieve excellence in canoe-kayak sports.

MISSION

Canoe Kayak Saskatchewan promotes participation in canoe-kayak sports and advances excellence through development, funding and support for athletes, coaches, volunteers and officials in Saskatchewan.

VALUES

The principles and beliefs that guide our actions are as follows:

- **Excellence.** We achieve organizational excellence through identification of a clear purpose, good relationships and strong policies and procedures.
- **Collaboration.** We actively listen and are accountable to partners for sharing all types of resources in order to prioritize and arrive at outcomes that are greater than anyone could achieve on their own.
- **Communication.** We provide relevant and timely information to our members and partners, and are committed to transparent decision-making.
- **Innovation.** We strive to unite new and different ideas for a positive impact.
- **Equitable.** We strive to match resources to the needs of members of the organization.
- **Inclusiveness.** We welcome all Saskatchewan people in canoe-kayak sports.
- **Ethics.** We operate according to the standards for a not-for-profit practice.

ORGANIZATIONAL FOCUS

1. **Athlete Development.** Active participation and development of Saskatchewan canoe-kayak athletes at *FUNDamental*, *Learn to Train*, and *Active for Life* stages of Long Term Athlete Development (LTAD).
2. **Excellence.** A high performance sport program for athlete identification and appropriate training volumes at *Train to Train*, *Train to Compete* and *Train to Win* stages of LTAD that will foster excellence among athletes, coaches and officials at regional, national and international levels in an Olympic Discipline.
3. **Coaches and Officials.** Skill and resource development for coaches and officials in support of canoe-kayak excellence.
4. **Capacity and Interaction.** Administrative functions that promote effective and efficient management and stewardship of CKS resources. Collaboration and communication that improves organizational effectiveness.

STRATEGIC PRIORITIES

We have identified strategic priorities in our four key areas of focus. These priorities are based on a 4-year planning cycle; however CKS board will modify as necessary to promote participation and advance excellence in canoe-kayak sports.

OVERALL PLAN EVALUATION

Evaluation of the implementation strategies will be reviewed quarterly at Board of Director Meetings. Board members and staff will be responsible for continually monitoring emerging trends, critical issues, and opportunities and threats to the organization in order to address them efficiently. A comprehensive review of key performance indicators will be completed annually at the association's planning session, leading into an update of the plan for the next season. CKS Board will revise the strategic plan every 4 years.

1. ATHLETE DEVELOPMENT

Focus	Active participation and development of Saskatchewan canoe-kayak athletes at <i>FUNDamental</i> , <i>Learn to Train (L2T)</i> , and <i>Active for Life (A4L)</i> stages of LTAD.
Objectives	Increase the quality of canoe-kayak sport participation in Saskatchewan Maintain membership over the first three years of strategic plan One new club in the first two years

Strategy	Who?	Key Performance Indicator	2015	2016	2017	2018
Identify development programs available at CKS member clubs	Athlete Development Committee (ADC)	# of athletes / LTAD training stage in SK				
Prioritize athlete development programs to promote participation	ADC	Minutes of ADC meetings reflect that planning and policy processes comply with LTAD recommendations				
Introduce canoe-kayak sports at schools through partnerships between clubs and education system	Technical Director (TD) / Member Clubs	# athletes / LTAD training stage in schools				
Engage membership through an annual social event	Board / Executive Director (ED)	# participants				
Develop technical package and support athlete participation for Saskatchewan Games	ADC	# of registered athletes / # districts represented				
Develop technical package and support athlete participation for SFNG, NAIG	ADC	# registered athletes				

Strategy	Who?	Key Performance Indicator	2015	2016	2017	2018
Align canoe-kayak programs with LTAD model, results of competition review and national implementation plan	ADC, Board	# programs reflecting LTAD recommendations				
Create information kit on “How to start a Club” and distribute to 9 Sport Districts	ADC	# CKS member clubs # CKS activities per district				
Provide member clubs with support i.e. facilitate access to coaches, provincial equipment	TD / Summer Staff	# coach support activities # provincial equipment loans				
Offer paddle programming to existing summer camps	TD / Summer Staff	# athletes / LTAD training stage				

2. Excellence

Focus	A high performance sport program for athlete identification and appropriate training volumes at Train to Train (T2T), Train to Compete (T2C) and Train to Win (T2W) stages of LTAD that will foster excellence among athletes, coaches and officials at regional, national and international levels in an Olympic discipline.
Objectives	Identify common athlete pathway and T2T athlete identification process for all 4 canoe-kayak sports Ensure high performance program adheres to the LTAD recommendations 80% of high performance athletes engage in LTAD stage appropriate training volume 50% of T2C high performance athletes attending national team qualifying events

Strategy	Who?	Key Performance Indicator	2015	2016	2017	2018
Prioritize high performance programs that adhere to LTAD recommendations and include LTAD stage appropriate training volumes	Excellence Committee (EC)	# athletes / LTAD training stage Performance at National and International competitions				
Structure and deliver a common HP winter training program based on LTAD	EC / TD	Minutes of EC reflect that planning and policy processes comply with LTAD recommendations				
Implement common HP program supports in SK (i.e. fitdex, sport science)	EC / TD / Provincial HP Coaches	# athletes / # districts represented				
Develop T2T athlete pathways for sprint and slalom	EC / TD / Member Club Coaches	% compliance with LTAD recommendations				
Develop provincial HP camps system to support T2T and T2C athletes, coaches, officials in sprint and slalom	EC / TD / Provincial HP Coaches	# athletes / # districts represented / LTAD stage				

Strategy	Who?	Key Performance Indicator	2015	2016	2017	2018
Develop T2T provincial team athlete identification process for sprint and slalom	EC / TD / Member Club Coaches	# athletes / # districts represented / LTAD stage				
Develop T2C provincial team athlete identification process to identify sprint and slalom athletes and name teams for Canada Games and Western Canada Games	TD/ Member Clubs	# athletes / # districts represented / LTAD stage				
Align high performance programs with LTAD model, results of competition review and national implementation plan	Board / EC	% programs reflecting LTAD recommendations				

3. COACHES AND OFFICIALS

Focus	Skill and resource development for coaches and officials that supports the advancement of canoe-kayak sports.
Objectives	Develop coach / official capacity in Saskatchewan to support LTAD Increase the number and quality of coaches and officials to support LTAD in Saskatchewan

Strategy	Who?	Key Performance Indicator	2015	2016	2017	2018
Facilitate community/entry-level coaching training sessions in rural and urban areas	Coaches and Officials Committee (CaOC) / TD	# coaches in development / high performance stream				
Develop regional events/race series in SK	ADC / CaOC / Summer Staff	CaOC minutes reflect planning and policy processes that comply with LTAD recommendations				
Identify entry-level trained coaches and facilitate certification to support SFNG, NAIG, SKG	TD / CaOC	# coaches in development / high performance stream				
Ensure funding is available for SK coaches / officials to attend national conferences / training sessions	CaOC / Board	# coaches / officials attending conferences / training sessions				
Offer officials clinics to advance current officials	CaOC	# officials				
Identify officials expertise in province for new communities	CaOC	# coaches / officials attending National and International competitions				

4. CAPACITY AND INTERACTION

Focus	Administrative functions that promote effective and efficient management and stewardship of CKS resources. Collaboration and communication that improves organizational effectiveness.
Objectives	Maintain interconnections and relationships in operational initiatives Clear performance measures exist to link volunteer and paid staff performance to mission and goals Annual review of all internal / external stakeholders and mandates Quarterly review to address compliance with stakeholder mandates

Strategy	Who?	Key Performance Indicator	2015	2016	2017	2018
Implement stakeholder perspectives (from AGM 2014) in revised mission and priorities	Board	Bylaws, structure, strategic plan acceptable to members (approved at AGM)				
Align organizational structure to CKS mission and priorities	Board	% Strategic Plan achieved				
Align Board and Staff to mission and priorities	Board / Capacity and Interaction Committee (CIC) / ED/ TD	% Strategic Plan achieved				
Align CKS funding to CKS mission and priorities	Board	% funding alignment to LTAD stages				
Policy and procedure content provides guiding principles and methods for accomplishing objectives	Board / CIC	# policies/ procedures needed / developed				
Review and revise accountability documents annually (Bylaws, Board policies, Organizational policies, Operational procedures)	CIC	# policies / procedures reviewed				

Strategy	Who?	Key Performance Indicator	2015	2016	2017	2018
Develop communications strategy for CKS membership	CIC	80% members agree communication is clear and consistent				
Develop engagement strategy to facilitate discussion and dialogue among stakeholders (members, partners)	CIC	Frequency of stakeholder consultation / topic				
Employ technology solutions to improve communication – website, synchronous meetings, email, document transfer	CIC	# members attend meetings website usage data # members provide feedback on shared documents				
Develop members survey to evaluate CKS organizational effectiveness	CIC / ED	Results - Members survey # volunteers, coaches, officials, athletes responding				
Develop comprehensive marketing plan to enhance the organization's mission	CIC	# publications and materials that enhance mission				
Develop media guidelines and reference scripts, identify primary media contacts	CIC / ED	# and quality of media contacts				
Conduct regular performance review, and recognize as appropriate, contributions of CKS staff	CIC / Board	# annual review				
Review trends in compensation, professional development and legislation and revise staff job descriptions	CIC	# job descriptions updated				
Develop volunteer orientation document and process	CIC / ADC / HPC / CaOC	# volunteers				
Conduct regular role review, and recognize as appropriate, contributions of CKS volunteers	CIC / ED	# volunteers, time in role				

