

2018



Canoe Kayak Saskatchewan (CKS)

Strategic / Operations Plan Update
September 29 / October 03, 2018
Summary



MANAGEMENT INC.
Expert Advice You Can Count On

October 04, 2018







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STRATEGIC PLAN

This document represents the results of the Canoe Kayak Saskatchewan (CKS) strategic planning session held on September 29th, 2018 at Regina, Saskatchewan.

The following Board members and staff participated in the session:

-  Bob Kary, President
-  Chris Laplante Sr
-  Connie Kenke
-  Helen Raykraft
-  Barb McCullough
-  Shannan Neubauer (via telephone)

-  Staff:
 - Executive Director – Greg Laroque

The session was facilitated by Larry Lang and Dean Yaremchuk, Senior Partners, HMC Management Inc. (HMC)

Following are the results of the Strategic Planning Process.

Vision 2023

Demonstrated leadership creates pathways for our members in their pursuit of excellence in all paddling disciplines.

Mission 2018

The purpose of Canoe Kayak Saskatchewan is to promote participation and support and advance excellence in canoe-kayak sports.

Canoe Kayak Saskatchewan Values

Excellence

We achieve organizational excellence through identification of a clear purpose, good relationships and strong policies and procedures.

Collaboration

We actively listen to our partners in sharing all types of resources in order to prioritize and arrive at outcomes that are greater than anyone could achieve on their own.

Fairness

We strive to utilize available resources fairly and within our funding mandates.

Transparency

We are committed to transparent and accountable decision-making.

Ethics

We operate according to the standards for a not-for-profit practice.

OPERATIONS PLAN

To create the operations plans, some existing milestones were brought forward as well as areas to improve, opportunities and issues identified by the Board at the planning session. The milestones were reviewed with two common questions as measurables: Does this milestone assist the Board in achieving its vision; or does the milestone support the CKS mission? A number of “bring forward items” in the accomplishment report will become “day to day” functions of the organization or ongoing programs or services of CKS so are not included as milestones for this plan. Executive Director Greg Laroque and HMC partner Larry Lang met October 03 to complete the operations planning process and following are the results:

Athlete Development

Strategic Focus Area/Pillar Title		Athlete Development
Strategic Focus Area Statement		
Our focus is the active participation and development of Saskatchewan canoe-kayak (paddling) athletes at FUNDamental, Learn to Train (L2T), and Active for Life (A4L) stages of LTAD.		
Corporate Accountability: Athlete Development Director		Staff Accountability: Executive Director
		Completion Date Yr
Milestones	Formalize the creation of an “Introduction to canoe-kayak (paddle) sports for schools” program. The program delivery should be accomplished through partnerships between clubs and education system.	2020
	Publish “How to start a Club” guide book (on website).	2018
	Develop and publish a “How to Operate a Club” guide book.	2019
	Formalize a “Club Access to coaches, provincial equipment” program.	2019
	Formalize paddle programming to existing summer camps.	2020
	Determine what our role is with the development of slalom and develop strategy to fill the approved role.	2020
	Determine what our role is with the development of under represented populations including, First Nations, New Canadians & Paddle-all groups etc. and develop a strategy to fill the approved role.	2020
Measures of Success	The programs are moved from “strategy” to ongoing operations programs.	
	Guide books are published on the website.	
	Roles determined and strategies developed.	
Risks	These are growth opportunities and there may not be uptake. Club members choose not to participate.	

Excellence

Strategic Focus Area/Pillar Title		Excellence	
Strategic Focus Area Statement			
Our focus is 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.			
Corporate Accountability: High Performance Director		Staff Accountability: Executive Director; HPPI Coach(s)	
			Completion Date Yr
Milestones	Complete, approve, implement and keep current the CKS High Performance Plan. NOTE: THE PLAN WILL HAVE TO BE UPDATED TO RECOGNIZE NEW VISION, MISSION, VALUES		2018
Measures of Success	Plan complete, approved and implemented.		
	Other measures or success will be contained within the plan.		
Risks			

Coaches and Officials

Strategic Focus Area/Pillar Title		Coaches and Officials	
Strategic Focus Area Statement			
Our focus is skill and resource development for coaches and officials that supports the advancement of canoe-kayak sports.			
Corporate Accountability: Coaching and Officials Director		Staff Accountability: Executive Director	
			Completion Date Yr
Milestones	Work with Club members to deliver a Community/entry level coaching training program.		2019
	Create an awareness program for the Coaching Certification pathway in Saskatchewan.		2019
	Work with Club members to develop and deliver a Community/entry level coaching training program focused on supporting SFNG, NAIG and SKG.		2019
	Develop/formalize an official's development program including funding to support SK coaches / officials to attend national conferences / training sessions.		2019
Measures of Success	A new person wishing to become a coach or official can easily find the path he/she needs to achieve their goal.		
Risks	These are growth opportunities and there may not be uptake. Club members choose not to participate.		

Corporate Capacity and Infrastructure

Strategic Focus Area/Pillar Title		Corporate Capacity and Infrastructure
Strategic Focus Area Statement		
We believe that administrative functions that promote effective and efficient management and stewardship of CKS resources are critical to the long term development of paddling sports. Collaboration and communication is the foundation that improves and optimizes organizational effectiveness.		
Corporate Accountability: President		Staff Accountability: Executive Director
		Completion Date Yr
Milestones	Develop and implement a comprehensive communications and marketing strategy.	2018
	Develop a membership benefit / services package.	2019
	Conduct a formal organization structure / corporate bylaw review. Include governance.	2020
	Develop and implement a strategy to engage with membership groups to determine what the issues really are based on facts and evidence.	2020
	Need to clarify and determine what our "capacity" is as it relates to existing contracts with coaches and staff.	2019
	Need to ensure we understand the insurance that we purchase on behalf of our members and for CKS. Meet with Insures.	2019
	Risk Management Policy	2019
	Annual Update of Strategic/Operations Plan	2019
Measures of Success	All are completed yes/no.	
Risks		