

2018



Canoe Kayak Saskatchewan (CKS)

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



MANAGEMENT INC.

Expert Advice You Can Count On

October 04, 2018

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EXECUTIVE SUMMARY

Introduction

The following represents the results of the Canoe Kayak Saskatchewan 2018 Strategic and Operations planning processes:

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 Plans

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		


PART 1 STRATEGIC PLAN

INTRODUCTION

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)

OUR PROCESS

-  Opening Remarks & Introduction To HMC
-  Review Of Session Objectives & Identification Of Participant Expectations
-  Setting The Foundation
 - Brief Overview Of The Integrated Planning Process
-  Corporate Accomplishments And Project Reports
-  Benchmarking Of Current Situation
-  Vision Review
-  Mission Statement Review
-  Corporate Values/Guiding Principles Review
-  Programs, Services And Functions Review
-  Issues/Opportunities Discussions
-  What's Next
-  Wrap Up

HMC SESSION OBJECTIVES

-  Generate discussion to identify where you want to go and deal with the issues that need to be addressed to move forward;
-  To move practically through PROCESS to PROGRESS; and
-  Have some fun during the process.

SESSION EXPECTATIONS (GROUP)

- ✓ Plan and guidelines connected to budget
- ✓ Increase profile of CKS externally
- ✓ More definition of funding to members / increase communication
- ✓ Information provision to members
- ✓ Plan needs to be our road map as to here to go/timelines costs
- ✓ Disparity of funding from adult to youth needs to be resolved

SETTING THE FOUNDATION

How We Get There - The Integrated Planning Process

FIGURE 1 INTEGRATED PLANNING MODEL



Integrated Planning:

- ✓ Provides a framework to help remove the confusion and define how the various parts of a successful planning process fit together.
- ✓ Generally clarifies what the roles of the Board, Committees (if applicable) and staff are.
- ✓ This will result in plans that stand a better chance of being executed successfully.

Planning Timeframes

FIGURE 2 PLANNING TIMEFRAMES



An Annual Process

Based on our experience, HMC is of the view that the strategic planning process should be undertaken on an annual basis. If milestones are being achieved, this likely means that in the integrated planning process, your organization is moving closer to achieving its vision.

If this is the case and you do not revisit your vision and overall strategic plan progress, how do you know you are moving forward and more importantly, how do you let others know like your members and key stakeholders?

Generally speaking, values and mission will not likely change over the course of a year. However, if operations and action plans have been completed in that year with the thought of achieving the organizational vision, it makes sense to meet again, rethink where you now want to go based on your progress, and re-operationalize plan.

Too often organizations leave the updating of their strategic plan too long (2-4 years in what we have seen) and this can create organizational confusion and misunderstanding, particularly if new members are added at the Board level or there is a staff turnover.

FIGURE 3 THE ANNUAL CYCLE



CORPORATE ACCOMPLISHMENTS AND PROJECT REPORTS

The Board and Staff reviewed the Milestones (Performance Measures and Targets) that were set in past plans to determine their status. The detailed report is attached as Appendix A.

BENCHMARKING OF CURRENT SITUATION

General Benchmarking

This exercise is what is typically referred to as a “SWOT” analysis – Strengths - Weaknesses – Opportunities – Threats.

HMC provided CKS with a tool whereby they can benchmark and then analyse their SWOT. The entire idea of undertaking a “SWOT” analysis is to build on the strengths, address the weakness, take advantage of the opportunities and be aware of the threats and mitigate those as best as the organization can within its control.

The detailed benchmarking is attached as Appendix 2.

Individual Members Satisfaction Survey

Prior to the planning session CKS with the assistance of HMC conducted an Individual Membership Satisfaction Survey. The observations and some of the results were review by the planning team as part of the benchmarking process. The complete raw data results of the survey are provided to the Board as a separate report.

VISION REVIEW

- ④ All areas you undertake as a Board should lead to attaining your vision.
- ④ If what you are doing does not help you attain your vision, you should reconsider why you are doing them.
- ④ A vision is the overall image of what you want to be at some point in the future.
- ④ Your vision should be clear, practical, attainable, and easily understood by everyone involved.
- ④ How would you define your organizations future (2022) success if someone asked you?
- ④ If you were describing Softball Saskatchewan to somebody 5 years from today, what would you tell them?
- ④ How are we different from others?

The Test – Is your vision:

- ④ Clear and Attainable;
- ④ Practical and a stretch to achieve;
- ④ Specific, positive, and possible to measure;
- ④ Easily understood by everyone.
- ④ You need to say “YES” to all of the points above if your vision is going to get you where you want to go.

HMC undertook a visioning review process with the Board with the following end result:

Vision 2023

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

MISSION STATEMENT REVIEW

- ④ An effective mission statement should clearly communicate to everyone the primary reason that your organization exists.
- ④ Mission statements should clearly communicate to you and others what the end result is for what you do.
- ④ Mission statements should not declare how you will accomplish those end results.
- ④ An effective mission statement should clearly communicate to everyone the primary reason that your organization exists, what the end result of what you do actually is
- ④ A Mission Statement should be:
 - Understandable
 - Brief and Concise
 - Each word should be specific and meaningful
 - Self-contained

HMC undertook a mission statement review and re-development process with the Board with the following end result:

Mission 2018

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

CORPORATE VALUES/GUIDING PRINCIPLES REVIEW

What are Values?

- They exhibit a clear image to others what your organization strongly believes in and forms the basis that organization or development decisions are based upon.
- Values tend to be philosophical in nature and capture the major factors that decision makers should use when contemplating action.
- **They let people know how you do business.**
- Since values are deeply engrained in an organizations belief system, they are relatively unchangeable.
- Corporately they lead us to regard certain ways of reaching goals as proper and appropriate.

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.

THE MOST IMPORTANT THING ABOUT VALUES OR PRINCIPLES IS REALLY PUTTING THEM INTO PRACTICE. THEY SHOULD NOT BECOME "POETRY ON THE WALLS".




PROGRAMS, SERVICES AND FUNCTIONS REVIEW

In advance of this session working with the Executive Director, HMC developed a document that represents the general function areas the organization undertakes internally, as well as programs and services that the organization offers its members. **The document has been provided separately from this report and should be updated regularly and become part of Board orientation strategies.**



Functions Defined

-  A function for the purpose of this document are “day to day” operational tasks carried out by staff and are generally meant to meet the operational requirements needed to manage and administer the organization.

Programs and Services Defined

-  Core programs and services would be those primary programs or services that you believe are the most important to provide your stakeholders.
-  Secondary programs and services are those programs or services that are not core and that you may provide, but could be considered discretionary year to year.
-  Emerging programs and services would be those programs or services that the organization may need to consider delivering in the future.

What's the difference between a Program and a Service?

-  **Programs are tangible.** When you buy or take part in a program, like a product, you have a fairly good idea of what you are receiving because you can physically see what it will look like (i.e. agenda or program outline) and is generally the same no matter who the stakeholder is or the number of clients taking part.
-  **Services are intangible** and are customized and tailored to your stakeholders specific needs.

CRITICAL ISSUES DISCUSSIONS

Through pre planning and in session work, the following issues were identified by the Board and Staff as being those that could impede CKS's ability to reach its vision and/or attain its mission. The identified issues, where possible, were summarised, discussed and where needed, milestones developed in order to address the issue(s).

The following represents the outcomes of our discussion into three primary milestones:

- 1 Communications & Membership Engagement
- 2 Corporate, Organization and Program Funding
- 3 Coaching and the Sport

Communications & Membership Engagement

Clarification and comments	Communications directly with members, Club engagement, celebrating athlete success, marketing the sport and high performance pathway to promote sport, event presence and northern engagement.
Direction 1	Develop and implement a comprehensive communications and marketing strategy.

Corporate, Organization and Program Funding

Clarification and comments	Member knowledge of the Organization and expectations, Funding access and understanding of the funding models, Commitment to the plan and timelines, Sask Sport Funding process needs to be charted from application to reporting, review of Corporate Structure including Board.
Direction 1	Develop a membership benefit / services package.
Direction 2	Generate a complete CKS membership list.
Direction 3	Conduct a formal organization structure / corporate bylaw review. Include governance.
Direction 4	Strategy to engage with membership groups to determine what the issues really are based on facts and evidence.

Coaching and the Sport

Clarification and comments	Coaching consistency and parent/athlete understanding of the pathway - LTAD - opportunity to inform and mentor.
Direction 1	Determine what our role is with the development of slalom.
Direction 2	Determine what our role is with the development of paddle-all. Under represented.
Direction 3	Need to clarify and determine what our "capacity" is. Existing contracts.
Direction 4	Need to ensure we understand the insurance that we purchase on behalf of our members. Meet with Insures
Direction 5	Risk Management Policy

PART 2 OPERATIONS PLANNING

INTRODUCTION

The operations plan consists of two components: Strategic Direction/Pillar development/affirmation; and the actual Operations Plans development.

Executive Director Greg Laroque and Larry Lang (HMC) met October 03rd to develop and/or confirm the Strategic Directions/Pillars and the Operations plan for approval by the Board.

Strategic Directions/Pillars Described

This is an important aspect of the Integrated Planning Model and is very effective in clarifying direction and what to do; keeping what you do tied to your vision and providing crucial instruction to form the operational plan. The purpose of Strategic Directions can be broken down into 3 key statements:




-  Strategic Directions/Pillars focus on the most important parts of the vision in a way that everyone can understand it.
-  Strategic Directions/Pillars describe the handful of major accomplishments that **must** be accomplished above all else in the next 24 months.
-  Strategic Directions/Pillars describe the most important parts of the vision in a way that drives action.

FIGURE 4 IPM STRATEGIC DIRECTIONS COMPONENT



CKS Strategic Directions/Pillars

Following are the recommended Strategic Directions/Pillars for CKS. In all cases the existing directions/pillars have been reaffirmed.

Strategic Direction Title	Strategic Direction Statement
Athlete Development	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.
Excellence	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.
Coaches and Officials	Our focus is skill and resource development for coaches and officials that supports the advancement of canoe-kayak sports.
Corporate Capacity and Infrastructure	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.

Operations Planning Described

FIGURE 5 IPM OPERATIONS PLANNING COMPONENT



Operational planning “operationalizes” the Vision and Strategic Directions/Pillars and clearly defines accountability and a format to continuously monitor progress and provides the basis to prioritize all of the Board’s and staff’s milestones and actions.

This process clearly identifies what major milestones that has to be done or achieved over the next 12-24 months to assist the Board meet its vision.

Operations Plans

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:

Based on the above process, the following is the recommended Operations plan for CKS:

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		

APPENDIX 1 ACCOMPLISHMENTS DETAIL

Strategic Focus Area/Pillar 1 Athlete Development

Active participation and development of Saskatchewan canoe-kayak athletes at FUNdamental, Learn to Train (L2T), and Active for Life (A4L) stages of LTAD. The objectives are to: increase the quality of canoe-kayak sport participation in Saskatchewan; Maintain membership over the first three years of strategic plan; and one new club in the first two years.

Status Key: C=Complete, NC=Not Complete, IP- In Progress

Strategy	Key Performance Indicator	Status			Comments and Move Forward (Y/N)	
		C	NC	IP		
Identify development programs available at CKS member clubs	# of athletes / LTAD training stage in SK		X			Y
Prioritize athlete development programs to promote participation	Minutes of ADC meetings reflect that planning and policy processes comply with LTAD recommendations		X			Y
Introduce canoe-kayak sports at schools through partnerships between clubs and education system	# athletes / LTAD training stage in schools	X			Yes. Regina had an arrangement that terminated with a funding reduction. Saskatoon and Yorkton have programs.	Need to do more and define.
Engage membership through an annual social event	# participants			X	One event - 2017 - event was a multi-boat event in October on Wascana.	Y
Develop technical package and support athlete participation for Saskatchewan Games in that sport specific.	# of registered athletes / # districts represented PARTICIPATION OF THE SPORT SPECIFIC GROUP	X			When required REVIEW OPERATIONALIZING PROCESS.	ongoing

Develop technical package and support athlete participation for SFNG, NAIG in that sport specific.	# registered athletes PARTICIPATION OF THE SPORT SPECIFIC GROUP	X			When required REVIEW OPERATIONALIZING PROCESS.	ongoing
Align canoe-kayak programs with LTAD model, results of competition review and national implementation plan	# programs reflecting LTAD recommendations			X	HPPI	yes
Create information kit on “How to start a Club” and distribute to 9 Sport Districts	# CKS member clubs	X			Distribute to Club - not aware if to all contacts in districts	
	# CKS activities per district				Not sure	
Provide member clubs with support i.e. facilitate access to coaches, provincial equipment	# coach support activities	X		X		yes
Provide member clubs with support i.e. facilitate access to coaches, provincial equipment Offer paddle programming to existing summer camps	# provincial equipment loans		X	X	Have provided equipment funding annually for marathon and by application to new clubs.	yes
	# athletes / LTAD training stage	X			Parks programs (not 2018) support to clubs and FN's requesting training	

Strategic Focus Area / Pillar 2 Excellence

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. The objectives are: 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; and 50% of T2C high performance athletes attending national team qualifying events.

Status Key: C=Complete, NC=Not Complete, IP- In Progress

Strategy	Key Performance Indicator	Status			Comments and Move Forward (Y/N)	
		C	NC	IP		
Prioritize high performance programs that adhere to LTAD recommendations that cater to regional, national and international levels in an Olympic discipline and include LTAD stage appropriate training volumes	# athletes / LTAD training stage			X	HPPI	yes
	Performance at National and International competitions			X	HPPI	yes
Structure and deliver a common HP winter training program based on LTAD	Minutes of EC reflect that planning and policy processes comply with LTAD recommendations			X	Two clubs FOCUS ON COMMON	yes
Implement common HP program supports in SK (i.e. fitdex, sport science)	# athletes / # districts represented			X	Two Clubs - HPPI and coaches budget and plans	yes
Develop T2T athlete pathways for sprint and slalom	% compliance with LTAD recommendations			X	HPPI	yes

Develop provincial HP camps system to support T2T and T2C athletes, coaches, officials in sprint and slalom	# athletes / # districts represented / LTAD stage	Yes		X	Spring Camps and Coaches budget	yes
Develop T2T provincial team athlete identification process for sprint and slalom	# athletes / # districts represented / LTAD stage			X	WCSG and CSG	yes
Develop T2C provincial team athlete identification process to identify sprint and slalom athletes and name teams for Canada Games and Western Canada Games	# athletes / # districts represented / LTAD stage			X	HPPI	yes
Align high performance programs with LTAD model, results of competition review and national implementation plan	% programs reflecting LTAD recommendations			X	HPPI	yes

Strategic Focus Area/Pillar 3 Coaches and Officials

Skill and resource development for coaches and officials that supports the advancement of canoe-kayak sports. The objectives are to: develop coach / official capacity in Saskatchewan to support LTAD; increase the number and quality of coaches and officials to support LTAD in Saskatchewan

Status Key: C=Complete, NC=Not Complete, IP- In Progress

Strategy	Key Performance Indicator	Status			Comments and Move Forward (Y/N)	
		C	NC	IP		
Facilitate community/entry-level coaching training sessions in rural and urban areas	# coaches in development / high performance stream	X		X	Lead by clubs - partial funding by CKS. Continual process	yes
Develop regional events/race series in SK	CaOC minutes reflect planning and policy processes that comply with LTAD recommendations				REMOVED	
Identify entry-level trained coaches and facilitate certification to support SFNG, NAIG, SKG	# coaches in development / high performance stream				Should be a list	Yes
Ensure funding is available for SK coaches / officials to attend national conferences / training sessions	# coaches / officials attending conferences / training sessions	X				yes
Offer officials clinics to advance current officials	# officials	X				Yes
Identify officials expertise in province for new communities	# coaches / officials attending National and International competitions				On Request	Yes

Strategic Focus Area/Pillar 4 Corporate Capacity and Infrastructure

Administrative functions that promote effective and efficient management and stewardship of CKS resources. Collaboration and communication that improves organizational effectiveness. The objectives are to: 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.

Status Key: C=Complete, NC=Not Complete, IP- In Progress

Strategy	Key Performance Indicator	Status			Comments and Move Forward (Y/N)	
		C	NC	IP		
Implement stakeholder perspectives (from AGM 2014) in revised mission and priorities	Align Bylaws, structure, strategic plan (approved at AGM)			yes	Ongoing - Policy review -in 2017	yes
Align organizational structure to CKS mission and priorities	% Strategic Plan achieved				Ongoing	
Align Board and Staff to mission and priorities	% Strategic Plan achieved				Ongoing	
Align CKS funding to CKS mission and priorities	% funding alignment to LTAD stages			yes	Funding policy review to be completed. Ongoing - working in 2017 - more to be done	yes
Policy and procedure content provides guiding principles and methods for accomplishing objectives	# policies/ procedures needed / developed			yes	on going	yes
Review and revise accountability documents annually (Bylaws, Board policies, Organizational policies, Operational procedures)	# policies / procedures reviewed			yes	ongoing- 2017 and annually	yes

Develop communications strategy for CKS membership	80% members agree communication is clear and consistent			yes	More work to be done	yes
Develop engagement strategy to facilitate discussion and dialogue among stakeholders (members, partners)	Frequency of stakeholder consultation / topic			yes	on going	yes
Employ technology solutions to improve communication – website, synchronous meetings, email, document transfer	# members attend meetings website usage data			yes		yes
	# members provide feedback on shared documents			yes		yes
Develop members survey to evaluate CKS organizational effectiveness	Results - Members survey			yes		
	# volunteers, coaches, officials, athletes responding			yes		
Develop comprehensive marketing plan to enhance the organization's mission	# publications and materials that enhance mission			yes	include website/social media initial work done	yes
Develop media guidelines and reference scripts, identify primary media contacts	# and quality of media contacts			yes		yes
Conduct regular performance review, and recognize as appropriate, contributions of CKS staff	# annual review			yes	ongoing Spring consultation in 2017 - recreation promised for 2018	yes
Review trends in compensation, professional development and legislation and revise staff job descriptions	# job descriptions updated			yes	ongoing - for ED	yes

Develop volunteer orientation document and process	# volunteers		X			
Conduct regular role review, and recognize as appropriate, contributions of CKS volunteers	# volunteers, time in role		X			

APPENDIX 2 BENCHMARKING DETAIL

Year Id'd	Benchmark
Strengths:	
2018	Have basic set of updated policies
2018	Strong financial reporting and processes.
2018	Operational side of the sport
2018	Club Member Engagement
2018	Two highly qualified coaches
2018	Two athletes on national teams (sprint & slalom)
2018	International trained officials
2018	Trying to get membership input (survey)
2018	Core Funding Sk Sport
2018	Location of employee - Sask Sport Office
2018	Administrative Support from Sask Sport
2018	New Executive Director
2018	Current Board members work well together.
2018	Have basic set of updated policies
2018	Strong financial reporting and processes.
2018	Operational side of the sport

Year Id'd	Benchmark
Areas to Improve	
2018	Communication Strategies
2018	Don't celebrate success of athletes
2018	Marketing
2018	Governance style - to operational at this point
2018	Board/Committee recruitment and retention.
2018	Membership Benefit/Programs/Awareness
2018	Club Member Engagement
2018	Structure may no longer be appropriate, or in compliance with the act.
2018	Clarity of funding for members.
2018	Operations Procedures
2018	Staff turnover
2018	Single employee
2018	Unclear regarding how Sk Sport funds can be spent.
2018	No formal orientation package/process for new Board members.
2018	New Executive Director
2018	Not enough face to face meetings.
2018	Not enough "high level" discussion.
2018	Communication Strategies
2018	Don't celebrate success of athletes

Opportunities	
2018	Developmental Coach for province
2018	Review Board Structure
2018	Governance Review and Training
2018	Developmental Coach for province
2018	Review Board Structure
2018	Governance Review and Training

Threats	
2018	Volunteer Burnout
2018	Future Funding
2018	Corporate Governance and Being a Board Member