VISION 2024 STRATEGIC PLAN

CANOE KAYAK CANADA

It's Who We Are.
C'est Notre Nature.

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Canoe Kayak Canada's Board of Directors would like to thank the members, coaches, athletes, parents, volunteers and staff who contributed to the development of this plan. We believe that this plan reflects the passion and commitment of the thousands of paddlers who make paddling great.

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A message from the President

It is with great pleasure that I share our strategic plan … a culmination of a seven month journey that had us connect with our members and key stakeholders through a national survey, workshops, interviews and webinars. This plan reflects our organization's desire to engage all disciplines so that we plan more strategically, with a view of casting a longer-term horizon upon which we can set and achieve goals and objectives that have been deemed important by all of our members.

This plan sets out an ambitious vision for Canoe Kayak Canada over the next eight years. It paves the way for a promising future where more people enjoy the benefits of paddling and more athletes achieve their full potential. It sets the tone for greater accountability where we look to make important investments in our capacity to deliver on our promises. It signals our desire to communicate proactively and build a greater sense of trust and community.

We are proud of the care and attention that went into building this plan and the active engagement that provided our members with the opportunity to contribute. We know that we will need to ensure financial sustainability in order to achieve these goals. We hope that you will feel as inspired as we do after reading this plan and look to the future with a sense of increased belonging and a deepened commitment. Both are required to bring this plan to life.

Peter Giles
President, Canoe Kayak Canada

STRATEGIC PLANNING PROCESS

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In late 2015, Canoe Kayak Canada submitted a proposal to the Canadian Olympic Committee in support of its Vision 2024 strategic planning process. This strategic plan represents the final step in the governance and organizational realignment that the organization has been undertaking over the past three years. Through their NSF Enhancement Fund, the COC provided funding for this important initiative in early 2016.

In February 2016, Canoe Kayak Canada issued a Request for Proposals to identify a consultant to work with the CKC Planning Committee throughout the process. In May 2016, we hired Kathy Hare of the Sport Law & Strategy Group to support our planning vision.

As a first step the CKC Planning Committee struck a Strategic Planning Working Group (SPWG) comprised of key individuals from across the country to guide this work.

Together, we designed an engagement process that connected us to our members through a number of different methods. The SPWG met numerous times over the past seven months to deliberate, interpret, refine, and make recommendations that are now reflected in this plan. The final plan was presented to and approved by the Board in November and was endorsed by the members at the Annual Summit in December 2016.

The following timeline captures the main highlights along our strategic planning journey:

Fall 2015
Board meeting to affirm the need to develop a strategic plan.

Nov 2015
COC Funding application submitted.

May 2016
Kathy Hare, Sport Law & Strategy Group was hired to support the process.

May 2016
Strategic Planning Working Group was struck and a Process Terms of Reference for the Strategic Plan was developed.

May 2016
The SPWG created the draft foundational statements (mission, vision, values).

June 2016
A planning workshop with 19 participants from all three disciplines was held in Montreal.

June 2016
A survey was issued to the CKC community with 322 respondents completing the survey in both English and French.
The questions provided respondents with the opportunity to comment on the draft mission, vision and values statements; to provide feedback on strengths and weaknesses of CKC and identify key priorities for the organization over the next two to eight years.

July 2016
SPWG met to discuss the results of the survey that Kevin Lawrie and Kathy Hare of the Sport Law & Strategy Group had compiled and analyzed into a summary report. The mission, vision and values statements were revised based on this data.

August/September 2016
The SPWG conducted 38 interviews with key individuals from all disciplines to gather further feedback on the foundational statements and key priority areas.

October 2016
Interview results were reviewed and a summary report was prepared.
The SPWG discussed the two reports – interview results and survey results – and further revised the foundational statements. Four key priority areas and objectives were identified.

November 2016
The SPWG hosted two webinars where the results of the survey and interviews were shared and input was requested on the four identified priority areas. Final feedback from these webinars was incorporated into the final plan.

December 2016
CKC's Vision 2024 Strategic Plan was presented for member endorsement at CKC's Annual Summit in Ottawa.

OUR FOUNDATIONAL STATEMENTS

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When we met to discuss our intent for the development of our strategic plan, we set out high expectations for ourselves as a committee and as an organization. We had a vision of developing a strategic plan that inspires the CKC Board, our members, disciplines, clubs, athletes and stakeholders to participate in and contribute to the organization over the next eight years. An important aspect in achieving our intent was to review and renew our commitment to our mission and vision and create a set of values to guide the organization. Our foundational statements remind us of who we are, why we are doing what we do, and how we work together to achieve our desired outcomes.

OUR VALUES

Canoe Kayak Canada has identified and defined a core set of values that inspire us. We use these values to guide our decisions and strengthen our relationships:

Achievement
We support the dedication and commitment to paddling at all levels. We embrace the thrill of personal accomplishment and the joy of paddling.

Collaboration
We are united in purpose while respecting the unique ways that people contribute to our sport. We share openly to support our collective progress towards our goals.

Excellence
We strive for excellence in our organization, our people and our performance. We celebrate the rich history of paddling and recognize our successes.

Inclusion
We create a safe environment for all people. We welcome all abilities and all disciplines connecting our diverse cultures and perspectives. We promote lifelong healthy active living.

Integrity
We stand up for what is right. We foster a mindset that cherishes and rewards fair play for all involved. We are committed to instilling a culture of trust and accountability.

OUR VISION

We Paddle
The Canadian Sport for all families, communities and champions

OUR MISSION

To encourage Canadians to enjoy the sport of paddling and achieve success at all levels of competition.

GOALS AND OBJECTIVES

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Goal: Proactive Communications

We will have strengthened our communications with our disciplines, our members and our athletes to foster an environment of trust and cooperation.

Outcome:

CKC is a recognized and trusted partner in the paddling community.

Objectives:

- Develop an effective communications strategy to ensure greater connection across our community and enhance transparency and accountability.
- Increase awareness of CKC and the brand

Goal: Enhanced Club and Grassroots Development

We will have supported our disciplines in the development of participants, athletes and systems to ensure the growth of paddling across Canada

Outcome:

A strong vibrant integrated grassroots development system spanning all disciplines.

Objectives:

- Support our members in increasing the number of participants in all disciplines
- Develop and implement an integrated and supported performance development pathway
- Collaborate with our members to increase access to coaching and resources
- Support the development and implementation of an integrated LTAD/Sport for Life model

Goal: Enhanced Performance

We will be a top performer at all levels, in all disciplines.

Outcome:

CKC is a consistent top performing nation at all competitions in all disciplines.

Objectives:

- Develop an integrated coaching system
- Support our members to develop athletes and clubs through a HP pathway
- Consistently reach the podium at major events and games

Goal: Effective leadership:

We will have the capacity necessary to lead the organization with an efficient and effective governance and organizational structure.

Outcome:

A more efficient and effective CKC.

Objectives:

- Develop an effective structure to ensure CKC values and strategies are implemented
- Develop a succession plan for all key staff, coaching and volunteer positions
- Embed and strengthen our governance structure and systems across the organization

MONITORING SUCCESS

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CKC is committed to learn from what works well and to adapt as required. In order to do so, we will be monitoring against a few key indicators that will help the staff, the disciplines and Board determine what changes need to be made in order to achieve our desired outcomes.

WE WILL KNOW WE ARE SUCCESSFUL WHEN:

Proactive Communications	Enhanced Club & Grass Roots Development	Enhanced Performance	Effective Leadership
The perception of trust in our organization will have increased from x% to x%	Participant numbers will have increased by 50% from 2016	An integrated coaching system has been developed and implemented	A staff and coaching structure has been developed and implemented
80% of our members, athletes and stakeholders feel informed about, and able to contribute to, our organization	CKC Paddling Association membership will have increased by 15% from 2016 with representation from all P/T's and disciplines	75% of our members are connected to the CKC HP pathway	A succession plan has been implemented for all key positions
External stakeholders and grassroots participants know, understand and value the role that CKC plays in promoting and supporting paddling in Canada	The # of active trained and certified coaches will have increased by 25% and CKC members will have increased their resources by 25% from 2016	There are podium performances at 60% of the major events and games where CKC is represented	The organization will have an updated active risk registry and Risk Management Policy that supports effective decision making at all levels of the organization
Corporate sponsorship represents 20% of all revenue for CKC	A coordinated performance development pathway and LTAD/Sport for Life model will have been implemented	We win 3 Olympic/ Paralympic medals	

Concluding Remarks:

We are very proud of the time and effort that went into creating this plan. We are also proud of the commitment shown by our incredibly dedicated volunteers and staff to implement the strategies required to achieve our vision. We have high expectations for this plan and look forward to collaborating with the many required to fulfill the expectations.