



PADDLING

TOWARDS 2012

CANOEKAYAK BC
STRATEGIC PLAN

LONG TERM STABILITY
THROUGH PROVINCE
WIDE PARTICIPATION

Paddling towards 2012

MISSION

The mission of CanoeKayak BC is to promote and develop competitive paddle sports by increasing participation, performance and growth and encouraging personal success for everyone.

VISION

By 2012 CanoeKayak BC will

- a Sport for Life
 - have a diversified funding base that supports the achievement of our strategic priorities
 - be led by a skilled motivated team of professional staff and volunteers
 - work cooperatively with it's member clubs, competitive paddlers, general members and regions to deliver self sustaining multi-discipline canoeing programs
 - be implementing the Long Term Athlete Development Plan to improve the performance of all BC athletes through fair and ethical means
-

VALUES

- Excellence
 - Volunteers
 - Leadership
 - Our member clubs, their viability, stability and growth
 - Our funding partners and their support
 - Our members and the contributions they make
 - Inclusion
 - Our contribution to healthy communities
 - Ethical participation
 - Fair Play
-

GOALS

ENHANCED PARTICIPATION	ENHANCED PERFORMANCE	ENHANCED SUSTAINABILITY	ENHANCED PARTNERSHIPS
<p>By 2012 a significantly higher portion of British Columbians from all of society will be involved in quality canoe and kayak programs at all levels and in all forms of participation</p>	<p>By 2012 the pool of British Columbian talent in canoe kayak racing has enlarged and the performance and ranking of BC athletes, obtained through fair and ethical means, at the highest levels of competition is reaching national and world standards.</p>	<p>By 2012 the priority components of ethically based participation and athlete centered development systems are in place and are continually strengthened as required.</p>	<p>By 2012 the components of canoe and kayak racing are better connected and coordinated as a result of collaboration and communication amongst stakeholders.</p>

FOCUS AREAS

<p>Membership expansion Club Development & Support Services Coaching and support Local competitions Officials Development and Support</p>	<p>Athlete services Athlete competition Talent identification & athlete development Sport medicine & sport science</p>	<p>Event hosting Promotion & public relations Financial sustainability Leadership Governance, policy & planning Underrepresented populations</p>	<p>Partnerships within our sport Partnerships with government Partnerships with educational institutions Partnerships with other Provincial Sport Organizations Partnerships with external organizations</p>
---	--	--	--

Paddling towards 2012

GOAL #1 – ENHANCED PARTICIPATION

Focus Area	Objective: By 2012 a significantly higher portion of British Columbians from all of society will be involved in quality canoe and kayak programs at all levels and in all forms of participation	
	By How Much	By When
Membership expansion	Increase participation through cross discipline, school/summer program recruitment and new clubs by 10% annually To increase the # of competitive athletes by 10% annually	2008 & ongoing
Club Development	To provide Professional Development opportunities for member clubs at the Annual Fall Conference and through the creation of generic administrative tools and website fluency	2008 & ongoing
Club Support Services	To gauge membership support and needs through regular information and feedback mechanisms to plan and deliver relevant programming	2009 & ongoing
Coaching and Support	Design recruitment and retention strategies to increase the # of community/entry level coaches by 10% annually.	2009 & ongoing
	Increase # of mentorship opportunities for all coaching levels	2009 & ongoing
Local Competitions	Encourage clubs to host club regattas and focus on team boats, social activities and fun elements of team and club building following the LTAD model to encourage growth and retention.	2009 & ongoing
Officials Development and Support	Design recruitment and retention strategies to increase the # of community/entry level officials by 10% annually. Increase # of mentorship opportunities for all officiating levels	2009 & ongoing

GOAL #2 – ENHANCED PERFORMANCE

Focus Area	Objective: By 2012 the pool of British Columbian talent in canoe kayak racing has enlarged and the performance and ranking of BC athletes, obtained through fair and ethical means, at the highest levels of competition is reaching national and world standards.	
	By How Much	By When
Athlete Services	Deliver an Athlete Handbook to each High Performance athlete and club to ensure that they and their families are aware of relevant programs, policies and processes	2009 & ongoing
Athlete Competition	To provide a LTAD model appropriate competition schedule for membership participation	2009 & ongoing
Talent Identification & Athlete Development	To develop & deliver a talent identification & athlete development program that aligns with the Long Term Athlete Development Model	2009 & ongoing
Sport Medicine & Sport Science	To increase access and follow up sport medicine and sport science programs to targeted High	2009 & ongoing

Paddling towards 2012

	Performance athletes	
--	----------------------	--

GOAL #3 – ENHANCED SUSTAINABILITY

Focus Area	Objective: By 2012 the priority components of ethically based participation and athlete centered development systems are in place and are continually strengthened as required	
	By How Much	By When
Event hosting	Maintain and grow BC School Dragon Boat Championships	Ongoing
Promotion and public relations	Increase the profile of canoeing through a focused and strategic public relations campaign	2009 & ongoing
Financial sustainability	Implement a marketing and fund development program to generate \$50,000 in new money through sponsorship and philanthropic giving that can be used for the creation of an endowment	2012
Leadership	To provide appropriate professional development opportunities to staff and volunteers to facilitate the delivery of professional, customer service centered program delivery	2008
Governance, policy and planning	To review and revise the CKBC governance structure To undertake a risk management review To review membership categories and fees To amend the Constitution and Bylaws as a result of above	2008 2009 2008 2009
Underrepresented populations	To integrate the Aboriginal Initiatives Program and PaddleAll into 'mainstream' association events	2009 & ongoing

GOAL #4 – ENHANCED PARTNERSHIPS

Focus Area	Objective: By 2012 the components of canoe and kayak racing are better connected and coordinated as a result of collaboration and communication amongst stakeholders.	
	By How Much	By When
Partnerships within our sport	Ensure representation on Board from Sprint (including DB), Whitewater and Marathon disciplines	2008
Partnerships with government	Participate in Sport lobbying efforts with appropriate stakeholders	Ongoing
Partnerships with educational institutions	Provide teacher training on professional days Provide teacher support ensuring school participation in introduction programs	2008 & ongoing
Partnerships with other PSO's	Explore the possible delivery of BCSPP projects with Rowing and Sailing	2009
Partnerships with external organizations	Increase the profile of our organization through networking and opening effective communications channels with current and future stakeholders	

Padding towards 2012

NEXT STEPS

Task	By Whom	Completion Date
Strategic Priorities Approved at 2007 board meeting	CANOEKAYAK BC Board	Nov/Dec 2007
Implementation Plan to 2009 Developed 2008 – 09 Priorities <ul style="list-style-type: none">• Source and secure office space• Hire and train addition staff (Summer and Participation Coordinator)• Establish recruitment and marketing program for Dragon Boat program• Unify IPS staff and delivery• Review and revise governance model• Review and revise constitution• Review and revise member, benefits and fee structure• Ensure that each sprint coach gets follow up support after courses	Senior Staff	April 2008
Resource Allocations Approved by AGM for 2008-2009 Budget Year	Board and Staff	April 2008
Status Report Presented to 2009 AGM	Senior Staff	April 2009
Annual Revisions to Business Plan to reflect new strategic priorities	Senior Staff and Board	Ongoing