



WOD Strategic Plan 2014-16

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Origin and Background:

- Western Ontario Division (WOD) is one of six divisions of CanoeKayak Canada (CKC), the others being: Atlantic Division; Quebec Division; Eastern Ontario Division; Prairie Division and Pacific Division
- CKC conducted a Strategic Plan review in 2011, which resulted in a new Canoe Sprint Strategic Plan to carry us forward until 2016, based on the following five pillars:

Healthy Club System

Strengthen the quality of the Club system throughout Canada

High Performance

Achieve the highest levels of performance across all disciplines

The “Canadian” Canoe

Expand the role of the Canadian canoe in sprint racing

Leadership

Ensure the systematic development and availability of leadership capacity

Organizational Effectiveness

Expand and strengthen the internal resources that ensure the growth of CanoeKayak in Canada

CanoeKayak Ontario (CKO) is a collective voice for canoeing and kayaking in Ontario, which promotes the interests and supports the activities of its Affiliates. It is also the Provincial Sport Organization (PSO) for canoe/kayak in Ontario, dealing with the Ministry of Tourism, Culture and Sports on matters related to the sport. The role of CKO is currently undergoing a review, and may change as a result.

- The Ontario Canoe Sprint Racing Affiliation (OCSRA), formed in 1985, is one of three affiliate organizations associated with CanoeKayak Ontario (Whitewater and Marathon are the others). Representing the sport of Olympic Sprint Canoe Kayak racing, the main function of OCSRA is to implement, manage and monitor programs and activities that are provincial in scope. The primary responsibility of the OCSRA is HP athlete and coach development. OCSRA represents the Western Ontario Division and the Eastern Ontario Division of CKC, and is also mindful to include northern Ontario representation. OCSRA is currently undergoing a strategic planning exercise as well, focusing on objectives for 2016 under the headings of: High Performance, Club Development, Technical Leadership and Organizational Excellence.

Why We Need a Plan:

-a strategic plan provides a guide that we can follow in making decisions about our priorities. This is important because, like most organizations, the issues and challenges we face exceed our financial and people resources. By planning and assigning tasks and responsibilities to specific individuals, we can best achieve our key

objectives. Given that our role and membership is also shared with OCSRA and CKO, it is important that each organization identify areas of focus so that limited resources are not wasted on redundant tasks, and that we support each other. The overlap of Board membership assists in this regard.

Our goals are:

- to align the Western Ontario Division with the relevant strategic pillars identified by CanoeKayak Canada in its Strategic Plan.
- to define the pathways that will allow WOD to best co-ordinate with and support our member clubs, CKC and its divisions, especially Eastern Ontario Division, as well as OCSRA, CKO, our officials and other partners in the sport of sprint paddling.
- to inspire and support all of our athletes through ensuring access to excellent coaching and leadership, quality regatta opportunities at all levels, supported by trained and enthusiastic volunteers and officials.
- to plan strategically and support appropriate growth, training and facility development opportunities that may arise, with a focus on meeting the needs of young athletes, Masters and those new to the sport.
- to ensure the structure exists to financially support our High Performance (HP) and development athletes to the extent that we can do so.
- to facilitate the effective communication of information to our member clubs and to help them grow and thrive.

- to grow our sport and promote safe, team and individual competition events for all paddlers, regardless of age or ability.

Our Vision

Through our clubs, our paddlers and our partners, to grow the sport of canoe kayak by promoting a competitive, friendly, supportive, lifelong community in sport

Our Mission

To achieve excellence through leadership, mentorship and support of our members built on a foundation of dedicated volunteers, and to provide a safe, fair and fun environment to guide the development of athletes of all ages and abilities, including high performance athletes to represent us on our provincial and national teams.

Our Values

-safe -fair -fun -friendly -competitive -engaged -partnerships
-accountable -integrity -innovative -all-inclusive -lifelong
community

SWOT ANALYSIS

<u>Strengths (internal)</u>	<u>Opportunities (external)</u>
<ul style="list-style-type: none">• talented athletes• OCSRA provides HP support to athletes and to clubs• financially stable• regattas target all levels of athletes• our clubs are supportive of each other• club coach cooperation• our officials• awareness of need to ensure all levels of athletes are supported• proven ability to run large regattas extremely well• quality training –safety and officials• potential to partially fill the funding gap for HP athletes• governance structure includes the voice of athletes and coaches• active advisory role to CKC and participation on CKC committees• communication of information from CKC to our members• 100% reliance on volunteers	<ul style="list-style-type: none">• leverage our relationship with Welland facility• leverage our relationship with dragon boating to expand our membership base• gain credibility with potential funders and partners• better leverage the power of the group when making purchases of equipment (boats, paddles, etc), organizing training camps, etc.• brand / market WOD and our clubs• coordinate transportation of boats to regattas• facilitate opportunities for clubs to share ideas and strategies around recruitment, fundraising, and more• improve communications opportunities with all of our stakeholders• hosting the Nationals in 2017 is an opportunity to reach out to our members and to our athletes/volunteers

<u>Weaknesses (internal)</u>	<u>Threats (external)</u>
<ul style="list-style-type: none"> • low visibility with parents and athletes • no fundraising expertise • low profile means few of our parents aware of what we do • volunteer fatigue • lack of direct communications with parents • limited support for our developing clubs • support for our Masters ie. regatta opportunities 	<ul style="list-style-type: none"> • competition for funding, sponsors, facilities and athletes with other sports • our partners also face funding challenges • challenge to increase our significance in the life of our families ie. cottage time vs. regattas • reliant on Welland as no real alternative location is available • undiversified revenue stream

STRATEGIC AIMS:

As a division of CanoeKayak Canada, WOD will work to support the goals and objectives of CKC within our district, and will work to support our members. Our diversity is a strength that we are proud of. Our members are our clubs, our sport leaders, our coaches and our officials. Each plays a pivotal role in achieving our goals. A partnership approach is essential to ensure that the appropriate tools are in place for our athletes to achieve the best that they can, at the High Performance level, and at every other level of competition. Our partnerships bridge the space between our clubs and achieving the objectives of CKC.

WHERE ARE WE NOW?

A short survey of club members taken in 2013 and our Board discussions with our members, validate that we are doing well in supporting our HP athletes, and that our efforts to build opportunities for our development athletes are well received. Our Masters, Paddle All, First Nations programs also appear to be operating well. Having

said this, there is room to improve and to better assist our clubs in staging regattas, and highlight the role of WOD. Safety and volunteers has been a focus of our attention. In short, we need a plan to grow and ensure we remain strong into the future. We reviewed the proposed Strategic Plan in 2014 and advanced our ideas, and are at a stage where we can finalize it, and also identify our accomplishments towards implementing our ideas.

Healthy Club System/Participation

Strategic Activities	Leader	Action Required	Status	Completion Date
<p>Mentorship –</p> <ul style="list-style-type: none"> • new clubs • new commodores • new head coaches 	<p>- Flag Officer (new clubs and commodores)</p> <p>-2nd Flag (new coaches), together with OCSRA Technical Director</p>	<ul style="list-style-type: none"> • facilitate introductions • facilitate participation/relationship in international event held in Welland including Jr. Worlds, Worlds, Pan Am Games, etc. • share best practices • develop a “how to” package for new clubs • hold a “Commodore’ Forum “ at the AGM or as a separate opportunity • facilitate entry level coach development 	<p>ongoing</p>	<p>n/a</p>

<p>Collaboration-</p> <ul style="list-style-type: none"> -encourage inter-club interaction -enhance opportunities to engage Masters 	<p>- Everybody</p>	<ul style="list-style-type: none"> • forum (website?)to share information about grants; group procurement • inter-club camps and regattas • look for sponsors • facilitate training for athletes and on volunteers • more opportunities for Masters at regattas, which promotes Sport4Life 	<p>ongoing</p>	<p>n/a</p>
<p>Advocacy-</p> <ul style="list-style-type: none"> • support our athletes, clubs and WOD 	<p>-Flag Officer and possibly Executive Committee</p>	<ul style="list-style-type: none"> • Advance positions on CKC rule changes; advocate our divisional needs to OCSRA and CKO • Promote regatta safety through developing a safety code, investing in training and equipment • Support 	<p>2nd Flag role in promoting women's canoe internationally, and club training options</p>	

		<p>change key to our sport, e.g. women's canoe in general, and at the Olympics</p> <ul style="list-style-type: none">• Promote the Division when dealing with the "Niagara partners" (WIFC, Niagara Sports Council, Welland Sports Council)		
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Strategic Activities	Leader	Action Required	Status	Completion Date
Facility Access	all	-ensure priority access to WOD and OCSRA at Welland facility and possibly others	Ongoing; Priority for our regattas have been recognized to an extent, and our business relationship with WIFC is good.	
Support our HP athletes financially	High Performance Director and Committee; Treasurer	-inclusive and transparent policies -sustainable funding source/plan	Ongoing committee work; Laddering of investments(2015) to ensure funds available to support this over the next five years	Laddering has provided a level of assurance that funds will be available, to be awarded as per WOD policy

The “Canadian” Canoe

Strategic Activities	Leader	Action Required	Status	Completion Date
Expand the role of the Canadian canoe in sprint racing	2 nd Flag	Ensure development athletes have regular exposure to WC; Work with Clubs to mix teams where insufficient athletes to allow participation on a club by club basis	<i>Ongoing. WC events are included in race cards wherever possible</i>	

Leadership

Strategic Activities	Leader	Action Required	Status	Completion Date
Facilitate actions to strengthen member club governance		New Director and Succession Planning: Make model documents/manuals available Forum to discuss best practices Advise clubs respecting change that impact them	Ongoing	Successful discussions at WOD regatta lunch break Town Hall
		Ak-O-Mak development camp opportunity –fun and skills focus	Replaced by Fallapalooza and spring-palooza	OCSRA now operates these events

Strategic Activities	Leader	Action Required	Status	Completion Date
Increase the volunteer and staff leadership	1 st Flag Safety Director	Develop a sustainable volunteer training, certification and recognition program; organize the clubs, not the individuals volunteering	Safety training program operated well in 2014 and will be repeated in 2015	Annual review and update in the spring
Develop a long term financial strategy	Treasurer	Consider WOD hosting all regattas	1)Policy to ladder investments; 2)income opportunities expected from Welland 2017	
Research grant, sponsorship and funding opportunities	New Board position responsible for fundraising and communications????	Consider opportunity to use Brock University students	Not yet undertaken	
Communication plan for our members and for broader audience as well	See above New Board position?????	Regular content updates on our website, and ensure Club websites link to us; Consider messaging our broader membership more often –	Not yet undertaken -Registrar is updating social media content	WOD regatta in Welland for Town Hall

		<p>not just when looking for volunteers</p> <ul style="list-style-type: none"> -Annual "Town Hall" meetings with clubs and parents to add visibility and promote WOD -Facebook and Twitter presence; Scheduling app for WOD 		
Welland International Flatwater Centre (WIFC) usage		<p>Ensure we use this facility to our best advantage;</p> <p>Support national and international opportunities, as well as use for trials and training camps</p>	ongoing	
Training opportunities	1 st Flag, 2 nd Flag, Safety Director and Divisional Officials' Coordinator	<p>Ensure our volunteers are properly trained in safety matters;</p> <p>Provide training opportunities to ensure sufficient pool of Officials is available</p>		<p>Amended Constitution to add a Safety Director;</p> <p>Annual courses for levels 2 and 3 officials</p>
Equipment Support	Flag Officer, Safety Director, Divisional Officials'		Ongoing acquisitions as required	Safety vests and additional

	Coordinator			radios acquired in 2015 for safety boats
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