

THEME 1: PARTICIPATION AND INCLUSION						
GOAL: Increase participation and retention in Canoe Sprint through an expansion in the network of canoe clubs across the Northern Alberta area and by improving diversity of participation, particularly of women, senior athletes, new Canadians and people with disabilities						
Objective		Actions		Outcomes		
				2023	2024	2025 2026
1	Promote the development of new clubs in Northern Alberta	1	Identify strategic areas for new club development such as in the center of Edmonton and work to develop interest with local partners such as the City of Edmonton, City of St. Albert and Sturgeon County.	Extend and Expand the network of canoe recreational and sprint clubs in northern Alberta. Establish <u>two</u> new locations by 2026		
		2	Provide opportunities to educate, train and certify participants of developing clubs	Current 3	2023 3	2024 2025 2026 3 4 5
2	Develop existing and improve youth participation programmes through Schools	1	Develop and promote an accessible and affordable Schools Paddling <i>programme</i> to be delivered in more than one location.	Increased participation and retention in targeted youth groups and transition to established clubs Growing Student's participation against our 2020 baseline		
		2	Establish liaison with Schools to promote and encourage school paddling and club linkages			
		3	Develop accessible Instructor training courses for PE teachers. Develop in conjunction with Leduc Boat Club	Current 60	2023 80	2024 2025 2026 100 120 120+
3	Develop existing and build new disadvantaged-community participation programmes.	1	Continue and expand work with CKC for New Canadian Initiative established in 2020	Improved accessibility of canoeing to disadvantaged communities and families, increase the total number of participants to more than 80 by 2026		
		2	Foster the partnership with FurtherEd in St. Albert and the Action for Healthy Communities AFHC in Edmonton to establish a core paddling program with new Canadian immigrants.	Current 10	2023 50	2024 2025 2026 60 80 80+

4	Promote women’s participation and women coaching	1	Organize an annual / bi annual coach workshop to promote and certify women coaching in the sport and recognize and promote female role models at Northern Clubs	Improved enrollment and retention of female coaches in Canoe Sprint					
5	Develop existing and build new Paracanoe inclusion programmes.	1	Provide staff and volunteer training in disability inclusion.	Improved accessibility of canoeing sport in Edmonton					
		2	Build relationships with disability organizations such as Wheelchair Sports Alberta, CKC and Special Olympics to encourage participation in the Greater Edmonton Area.	Recruit two Paracanoe Athletes by 2025 and three in total by 2026					
		3	Organize annual fun regattas for youth participants to recruit new members	Participate with <u>one or two</u> athletes at Paracanoe events at Nationals in 2025 & 2026					
6	Build new “Special Olympics” inclusion programmes.	1	Provide staff and volunteer training in Special Olympics canoe sprint sport.	Improved accessibility of canoeing sport in Edmonton					
		2	Build relationships with Special Olympics Alberta organizations such as the Edmonton Wheel Chair Association, CKC and Special Olympics to encourage participation in the Greater Edmonton Area.	Recruit 5 Special Olympic Athletes by 2026					
		3	Organize an annual fun regatta for youth participants to recruit new members	Participate with <u>one or two</u> athletes at the Special Olympic events at Nationals in 2025 & 2026					

## THEME 2: COMPETITION AND PERFORMANCE

**GOAL: Improve the quality and increase the number of local competitive events, and teams in each canoeing discipline.**

Objective		Actions		Outcomes				
				2023	2024	2025	2026	
1	<b>Enhance quality and variety of Regattas</b>	1	Ensure there is variety in the annual program and regattas, in consultation with the Clubs.	Add two local regattas to foster recruitment of new paddlers to be consistent with our growth plan : Edmonton Cup 1 & 2 at Cardiff and Leduc.				
		2	Ensure northern clubs are supported to undertake opportunities to organize local and provincial competitions					
	<b>Enhance Athlete's Education</b>	3	Ensure there is variety in the annual program and regattas, in consultation with the Clubs.	Attractive, high-quality events providing optimum conditions for performance pipeline development				
		4	Providing education to athletes and other stakeholders on the performance culture					
	<b>Focus on the development of coach pathways, education and mentoring program</b>	1	Co-ordinate an overall web-based events calendar for publication in December each year for the following season	Increase the number of coaches to reach 15 Certified (Active) coaches by 2026				
		2	Build a large, diverse community of paddlers, coaches and volunteers, participating in a range of disciplines for fun, wellbeing and competition;					
		3	Qualify athletes to compete in the Canada Summer Games and at higher level regattas such as Nationals and to participate on Provincial Teams.	2023	2024	2025	2025	2026
				10	13	13	14	15
				Increase the number of trained and evaluated coaches to 3 by 2026				
				2023	2024	2025	2025	2026
				1	2	2	2	3
		4	Ensure that appropriate training and mentoring opportunities are in place for coaches at all levels, including support and resource materials	In partnership with our stakeholders including Coaching Canada, Canoe Kayak Canada and Alberta Sport Physical Activities and Recreational SPAR				
		5	Continue to create opportunities of education and 'professional' development for coaches at all levels					

2	Increase the involvement of new sprint members in competitive events	1	Promote the running of regular Bantam and Intro to Sprint programs throughout the year across a variety of paddling disciplines.	A focus on growth in the key Youth demographic 11-18 years				
				Evidence-based for forward planning				
				Increase by 10-20% per annum the number of Bantam racing members.				
				Current	2023	2024	2025	2026
			9	12	14+			
		2	Continue to structure the Rainbow Paddle Program of regional and local Summer Camps profiling a range of competitive disciplines to expose young paddlers to canoe sprint and present avenues for interested participants to progress further in event/distance for which they show promise and interest	Rainbow Paddle Program will be launched in 2023 season and will be implemented with the aim to recruit new sprint paddlers in the program				
		3	More inclusion and diversity in terms of age, gender and ethnicity.					
3	Consistently apply Performance Pathway and performance principles to ensure that athletes come to the centralized program prepared for HP training and competition.	1	Continue to improve our summer and winter paddling program so that paddlers are taught/trained using methods that are research-based and consistent with the CKC performance guidance.	Add two local regattas to foster recruitment of new paddlers to align with our growth plan				
		2	Continue to foster the Intro to sprint program as a feeder to clubs and events.	Edmonton Cup 1 & 2 at Cardiff and Leduc.				
		3	Encourage training and promote/ run local events that prepare athletes for future success.					
4	Provide healthy competitive and recreational opportunities for all abilities and age groups	1	Develop our junior and adult program to widen the range of activities we can offer.	Qualify 1 or 2 athletes to participate at Marathon Worlds by 2026				
			Improve representation at regional and national sprint and/or marathon events					



### THEME 3: Marketing Development Strategy

**GOAL: implementing a fully integrated marketing approach is more crucial than ever before. Transform all marketing efforts digitally to an ongoing engagement and success.**

#### PLAN – REACH – ACT – CONVERT - ENGAGE

Objective		Actions		Outcomes				
				2023	2024	2025	2026	
1	<b>Continuously identify requirements for our digital communication platform</b>	1	Improve our digital communication, including a more dynamic social media presence and regular email newsletters	Measuring Your Results: Website analytics, Click-throughs, Conversions tracking, Landing pages, Survey our members				
2	<b>Improve our online experience</b>	2	Invest in our membership database and our website to develop a broader range of online services for members					
3	<b>Increase the base of stakeholders</b>	3	Build a stakeholder engagement plan, focused on those that are engaged in, or have the potential to engage in mutually beneficial relationships with the paddling community					
4	<b>Search Campaigns / on-page optimization</b>	4	Secure top placement on search engines, and measure the results of your online marketing efforts with a great degree of accuracy.	Be top 5 in Google search engine in 2022 and Top 2 by 2024				
5	<b>Build our Email List / Email Marketing</b>	5	Increase the summer camp and rental bookings for the season, promote special package deals for big groups or families, turn to email to spread the word.	Use our new smart platform to reach over 5000 viewers by 2026				
6	<b>Connect with members via social media and Newsletter</b>	6	Stay in touch with members on Instagram, Facebook and/or Twitter, and follow them back to maintain an online connection. This helps put our club at top-of-mind when members are planning on joining us again.					
				Current	2023	2024	2025	2026
				700	1000	2000	3000	5000
7	<b>Media connections</b>	7	Liaise with media contacts to earn publicity in order to build awareness and profile our canoe kayak clubs	Field media inquiries, plan stories, media shoots, athlete interviews and video productions				
8	<b>Launch an email newsletter</b>	8	Update our members with important events, news and services	Use our new smart platform to reach over 500 contacts by 2023 and over 900 by 2026.				
				Current	2023	2024	2025	2026
				500	600	700	800	900
9	<b>Target Schools in the region</b>	9	To promote our club membership and to the paddle sports and outdoor recreation communities in general.	Mission of promoting and improving paddle sports safety, education, and instruction.				

THEME 4: Financial Sustainability								
GOAL: Develop a plan to be financially sustainable, with a funding model that supports development of all disciplines and levels of our sport.								
Objective		Actions		Outcomes				
				2023	2024	2025	2026	
1	Explore grant opportunities	1	Nurture all sources of Grants.	GERCKC / SACKC will strive to gradually increase by 10% each year to be financially and operationally sustainable.				
2	Membership Fees	2	Review fees and charges annually to ensure contemporary commercial rates are in place					
			Increase member-based revenues					
3	Hire more than one year-round coach	3	Continue to look for sources to be able to fund a strategy to transition a seasonal coaching position into a year-round assistant coaching position					
4	Fundraising ideas	4	Create a board position to lead and create a fundraising plan	By 2023 a fundraising plan should be put in place.				
5	Web Presence	5	Create marketing avenues that can tell our story and connect with potential volunteers & donors.	Implementing the new smart platform to be utilized to increase our web presence and grow our traffic				
				Traffic Goals “Viewers” on the Web				
				Current	2023	2024	2025	2026
				700	900	1100	1300	1500
6	Plan for Investment and Growth	6	Set achievable goals. Identify a realistic and healthy level of general reserves that will help our club meet these goals.	Reach out to our stakeholders and other partners in our success who can assist us to create the framework for our sustainability.				
7	Financial Dimension of Sustainability	7	Identify how much funding (fees and/or fundraising) is needed to offset expenses and any lost funding from previous years	Continue to identify gaps in our annual budget so that fundraising targets and/or fees can be adjusted accordingly in case there are deficits.				
8	Prepare for the Worst	8	Keep an eye on our operating reserves to monitor our ability to survive an emergency or unexpected drop in funds.	Develop a framework, which should include an operating reserves policy and procedure				
			Maintain stability and continuity in operations during difficult financial times (from economic downturns to ASRCA reductions in funding)					

