

Strategic Plan: 2020-2024

ALBERTA SPRINT RACING CANOE ASSOCIATION

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Executive Summary

In 2019 the Alberta Sprint Racing Canoe Association (ASRCA) set out to strengthen the sport of Sprint Canoe Kayak in Alberta by updating and further developing its Strategic Plan for the first half of the coming decade.

To align the Strategic Plan with the direction the ASRCA has received from the Alberta Sport Connection (ASC), the objectives and outcomes have been aligned with the Association Development Program categories identified by the ASC, along with addressing priorities which are supported by Canoe Kayak Canada.

Key learnings from the review of the ASRCA's 2014-2019 strategic plan were also incorporated into the plan moving forward.



2015-2019 SWOT Analysis

Strengths (Internal)

- Professional and dedicated volunteers
- Committed to gender and ability inclusivity
- Receptive to change, desire to find new solutions
- Sound financial base for club and athlete support
- Supportive of technical solutions to overcome geographic separation

Opportunities (External)

- Leverage technology to increase North-South collaboration
 - Create administration efficiencies
 - Diversify external funding sources
 - Enhance member data collection
- Capitalize on growing Alberta communities seeking recreation
- Improved communication and alignment with member Clubs

Weaknesses (Internal)

- Poor succession planning for Board of Directors
 - -Minimal Northern representation on Board
- Inconsistent budget projections/actuals year-over-year
 - Volunteer fatigue/shortage
 - Lack of knowledge of ASRCA role or activities
- Modernization of fee collection and membership interaction activities

Threats (External)

- Decrease in Provincial and National funding
- Intensive and inconsistent funding reporting requirements
- Increased expectation to provide athlete competition support
- Organizational knowledge being lost due to lack of succession planning
 - Competition for volunteers
 - Limited funding sources



Mission, Vision & Values

Mission:

To foster, develop and promote participation in Sprint Canoe Kayak throughout Alberta, and to provide safe and fair competitive environments to develop high performance athletes and lifelong paddlers.

Vision:

To enable high level athletic performance of our athletes, through excellence in coaching, officials and competitive events, in a healthy club system that promotes lifelong paddling.

Values:

Inclusive: We believe in providing Canoe Kayak as an inclusive, respectful and accessible sport to all Albertans.

Safe: We are committed to providing a safe and fair environment for our athletes, coaches and volunteers.

Education: We are committed to assist with the training of athletes, coaches, officials, and administrators of the Association.

Volunteerism: Volunteers are the heart blood of our organization and we believe our potential can be best achieved through excellence in the recruitment, retention and recognition of our volunteers.

Leadership: We are committed to govern and lead with transparency, accountability and strategic intent.



2020-2024 Goal: Filling our Clubs

Strengthen our Organizations

Grow Participation

Reach Competitive Excellence

Filling our Clubs





Goal 1: Strengthen our Organizations

Key Success Indicators

Financial capacity

KSI 1.1 Yearly balanced financial statements

Human capital

- KSI 1.2 Volunteers and professional staff stay longer in ASRCA and develop better skills and competencies.
- KSI 1.3 Attracted and retained new qualified employees and volunteers to the ASRCA.

Improved organization and alignment

 KSI 1.4 The ASRCA will have developed and adopted best governance, operational and business practices.



Goal 2: Grow Participation

Key Success Indicators

Human capital

 KSI 2.1 Continued increase and retention of certified coaches and officials and volunteers (at all levels).

Growth in Participation

 KSI 2.2 Continued increase and retention of participants in member clubs at all Long Term Athlete Development (LTAD) stages.



Goal 3: Reach Competitive Excellence

Key Success Indicators

Depth and Quality

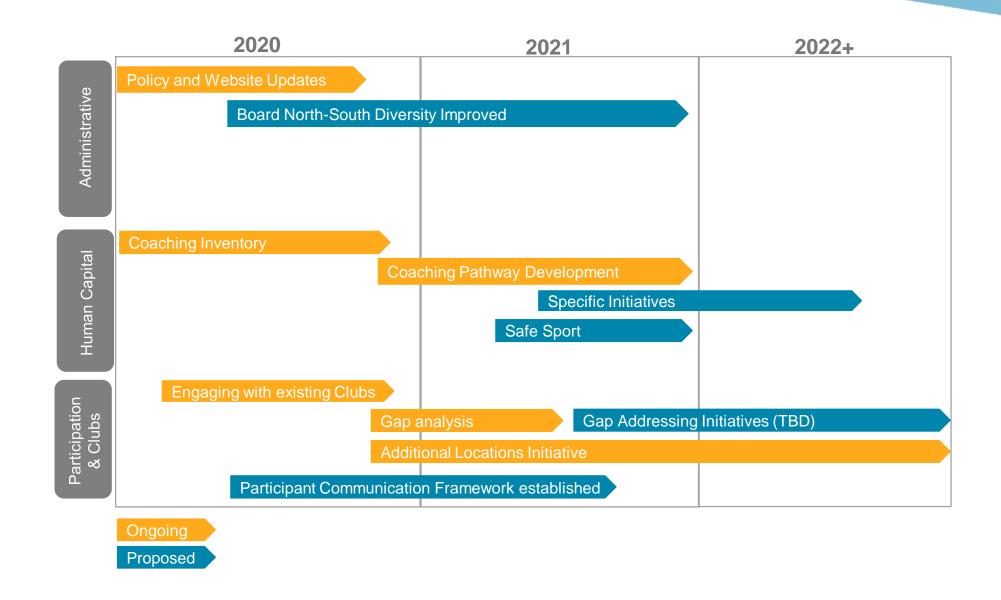
 KSI 3.1 We will have significantly increased our talent pool of athletes identified as being part of the podium pathway or next generation.

Provincial Team Program

 KSI 3.2 Provincial team has achieved their performance goals and results as determined and detailed in ASRCA High Performance plan.



Initiative Roadmap





Alberta Sport Strategic Objectives

Sport Delivery

Membership

Sport Programming

Technical Development

Sport Support

Organizational Effectiveness

Marketing & Communications

Coordinated Efforts & Activities

Partnerships

Collaboration

