

November 4, 2019



# Strategic Plan: 2020-2024

ALBERTA SPRINT RACING CANOE ASSOCIATION



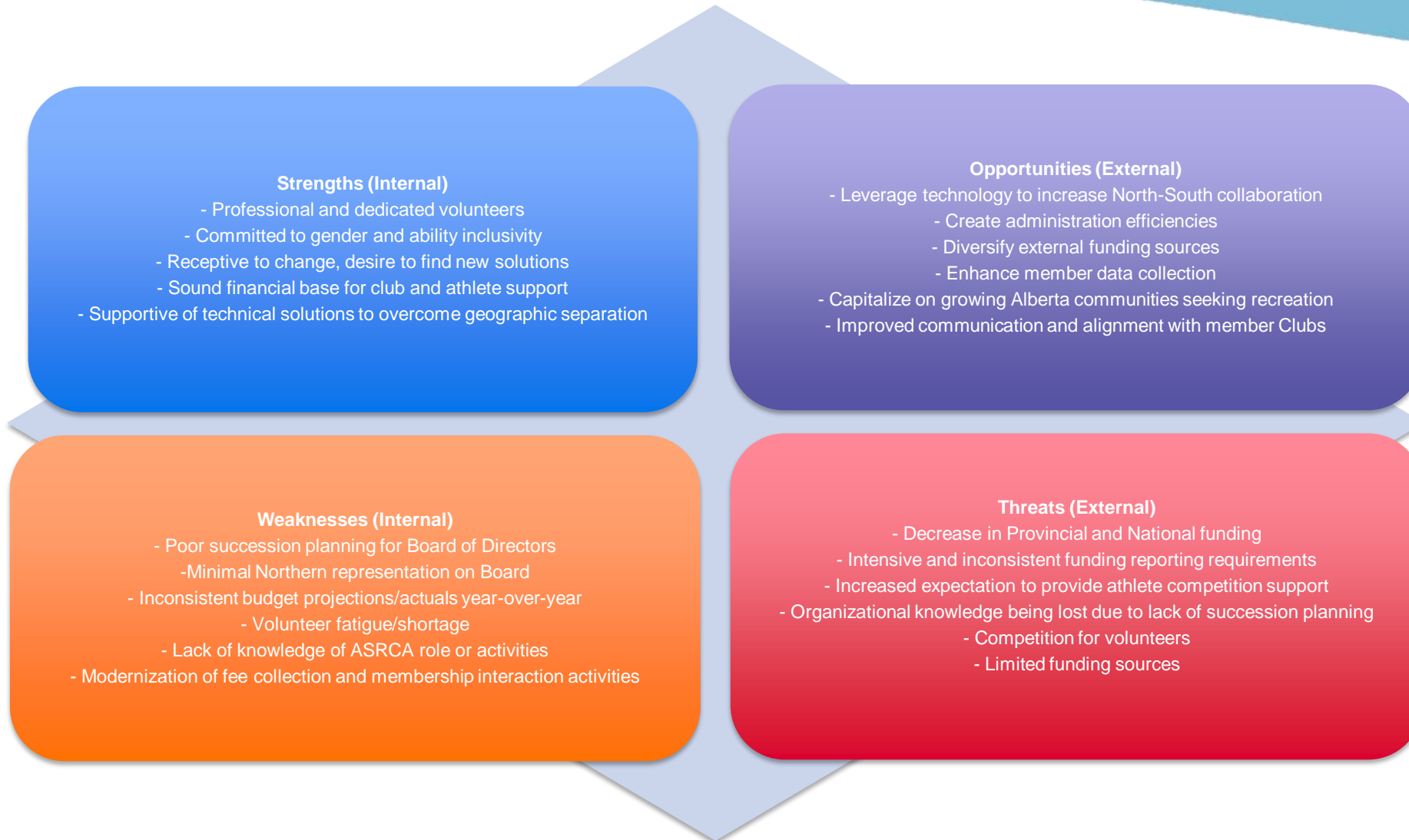
# Executive Summary

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



# 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



# 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**

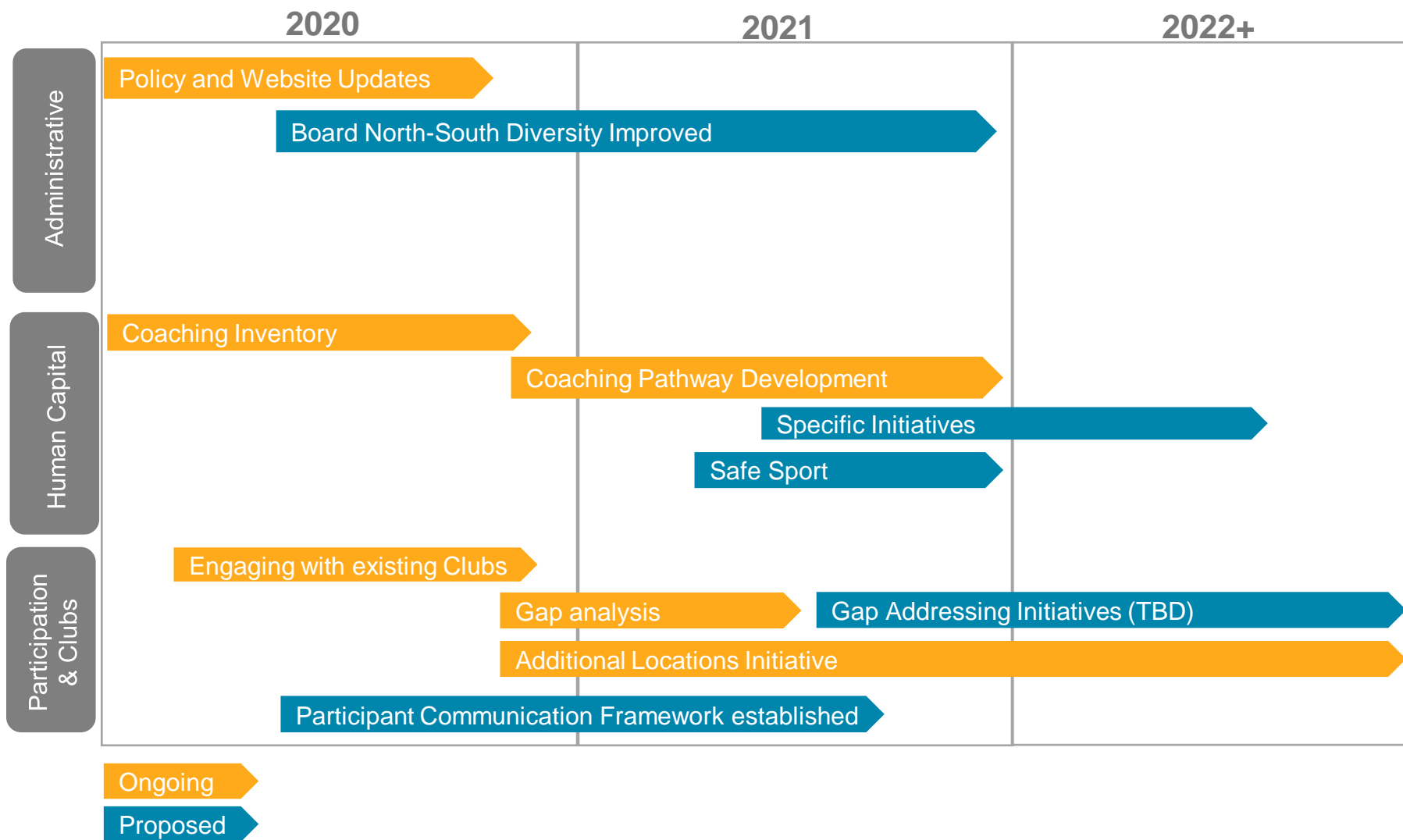
- **KSI 3.1** We will have significantly increased our talent pool of athletes identified as being part of the podium pathway or next generation.

### **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