

WRCC 3 YEAR STRATEGIC - OPERATIONAL PLAN 2016-2020

GOAL # 1 - Grow the sport of canoe/kayak - through increase membership and enhanced programing									
Measures:									
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Strategic Initiative (New or redesigned initiatives)	Milestones	Lead	2016				2017	2018	Status
			Q1	Q2	Q3	Q4			
Strengthen programing <ul style="list-style-type: none"> • Written structured 12 month program- progressive athlete plan • Month to month plan • Develop athlete and club performance goals and measurable outcomes/targets • Change in programs – refresh summer programs • Team boats for all age levels • Enhance the war canoe program - use it as team building 									
Enhance adult programing <ul style="list-style-type: none"> • Dragon Boat, C4, War Canoe programs • BF - Continue to enhance collaborations with other paddling groups e.g. Dragon Boat and Marathon club • Combining clubs – working collaboratively with other paddling clubs • University war canoe in September – 1st week 									
Increase numbers and retention of membership <ul style="list-style-type: none"> • Training sessions and orientation for new members • BF - Improved retention of new potential members who participate in summer programs • Master levels • Athlete development • Increase advertising 									
Grow the paddling community <ul style="list-style-type: none"> • Run school programs more effectively - partnership with schools • Explore more grants for programs - need a more formal approach and assigned responsibility of Ex. • Funding for Paddle All - grants 2016 									
Core Services Initiatives									

GOAL # 2 - Improve awareness and knowledge of canoe kayak programs

Measures:

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Strategic Initiative (New or redesigned initiatives)	Milestones	Lead	2016				2017	2018	Status
			Q1	Q2	Q3	Q4			
Strengthen website and online communications <ul style="list-style-type: none"> • Someone in charge of website - weekly updates • Fully integrated system online • Increase social media 									
Improve signage <ul style="list-style-type: none"> • Signage at canoe club and schools - advertising and scripts 									
Improve and simplify information <ul style="list-style-type: none"> • User friendly templates • Clear description of programs/map - who it is for, cost, etc. • Easier Registration 									
Improve access to personal contact <ul style="list-style-type: none"> • Family files - history passed on from user to user • Club has good contacts • Human central contact person • Communication with new families 									
External - Raise profile of WRCC within the community <ul style="list-style-type: none"> • Reach out to more diverse groups • Members promoted club • Groupons, media relations personnel, open houses • Website one stop shop 									

Core Services Initiatives

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GOAL # 3 Build a committed paddling community - members and volunteers (People Strategy)

Measures:

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Strategic Initiative (New or redesigned initiatives)	Milestone	Lead	2016				2017	2018	Status
			Q1	Q2	Q3	Q4			
Foster Coach Development <ul style="list-style-type: none"> • Different /increase in available coaching to support programs - at all levels • Dragon boat coaches, war canoe coaches • Pay structure reviewed 									
Ensure Accreditation/Certification <ul style="list-style-type: none"> • Work with CKS for greater access to Coach development • Certification • Financial benefits coaching needs to be aligned 									
Build Volunteers <ul style="list-style-type: none"> • Distribute work evenly throughout the membership • Breakdown roles • Increase volunteers 									
Strengthen Club Leadership <ul style="list-style-type: none"> • Enhance Governance structure and accountability • Enhance presence on CKC Executive 									
Core Services Initiatives									

GOAL # 4 - Create a Canadian Canoe/Kayak Club Venue of Excellence

Measures:

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Strategic Initiative (New or redesigned initiatives)	Milestone	Lead	2016				2017	2018	Status
			Q1	Q2	Q3	Q4			
Grow and sustain club assets and physical infrastructure <ul style="list-style-type: none"> ▪ Improve club house roof ▪ Explore solar panels on club house for electricity ▪ Clean-up, organize the boat fleet - retire or sell old boats, create inventory of boats and identify gaps, address boat storage issues 									
Leverage partnerships to sustain the club <ul style="list-style-type: none"> • Partnership with the rowing club to co-manage the CGR • Continue to enhance the relationship with WCA 									
Increase club revenue sources <ul style="list-style-type: none"> • Increase in club funds • Increase grant funding • Develop a reserve fund for assets and infrastructure 									
Become a venue of international caliber <ul style="list-style-type: none"> • Continue to explore bids to host National/International Events 									
Core Services Initiatives									