



**PADDLE
CANADA
PAGAIE
CANADA**



**STRATEGIC
PLAN
2020-2025**



ABOUT

In the winter of 2018, Paddle Canada began the process of creating a new strategic plan. We were able to engage with members, stakeholders and partners and their valuable input throughout the winter. Through these engagements, we were able to identify our strengths, opportunities, weaknesses and threats. In the spring of 2019, a group of Board members, committee chairs and staff were able to come together for a weekend of planning and brainstorming and have conversations about our past and the direction of our future. New vision and mission statements were formed. Goals were developed based on feedback from our members, stakeholders, staff, and the Board of Directors.

The finished project was put on hold over the remaining spring and summer with a change in Paddle Canada staff.

The fall of 2019, sees us with not only a new Executive Director, but a new structure in the office as well. The timing seems perfect to also roll out our direction for the next 5 years. Although this strategic plan is new, much of the foundation behind it isn't too far off from our previous "Float Plan"; we are all still about providing and supporting a fun and safe paddling environment. This new plan will help guide our Executive Director and Board of Directors to continue growing Paddle Canada to be a sustainable, diverse and innovative organization while staying true to our values.

VISION STATEMENT

Our vision statement inspires and focuses us long term, WHY we exist, where we're headed and the impact we wish to make

**We are a community of trusted
leaders that inspires connections to Canadians
and nature through paddling.**

MISSION STATEMENT

Our mission statement provides focus and guidance for us; it clarifies WHAT we do, and is our guide for the duration of this strategic plan

**We promote, educate and support the recreational paddling
community, paddling instructors and partners.**

OUR VALUES

Our values guide the actions of Paddle Canada staff and Board members. When deciding to proceed in any transaction, activity and decision making, these values will influence our behaviour

professionalism

we are skillful, effective & efficient

innovation

we are open to fresh approaches & ideas

quality

we create high caliber offerings & services

authority

we set national standards

respectful

we respect & are responsive to our cultural diversity

welcoming

we foster warm, fun inclusive & supportive environments

green

we care for & respect our natural environment



OUR GOALS

We have four main goals or themes that make up our strategic plan for the next 5 years. Our resources and activities will align to ensure our success in achieving the goals.

GOAL: Inclusive and effective leadership

We will solidify relationships between our Board, committees, office staff and members by offering ongoing training, clarity and evaluations.

OUTCOME: We will be a more effective and efficient organization

OBJECTIVES:

- We will clarify and formalize roles, relationships, expectations, decision-making and communication processes between Board and committees
- We will undertake a Board evaluation to identify skill gaps/area of interest for skill development and provide regular training for Board members
- We will strive to diversify membership on committees and at a Board level

SUCCESS WHEN:

- We have an organizational chart
- A formal training and review process has been implemented; for Board member, staff and committee members
- All province/territory seats at the Board level are filled
- There is representation from all provinces/territories on committees
- We have 25% of new members sitting on committees/Board

OUR GOALS



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GOAL: Innovative resources and supports for Instructors

We will enrich, update & standardize our existing program manuals, curriculum & multimedia resources in both official languages.

OUTCOME: We will have an interactive library of resources for our instructors.

OBJECTIVES:

- We will have all manuals translated into French
- We will support instructor ease of access to database and other self-serve opportunities
- Create marketing opportunities and support for instructors
- Create and support continuing career development opportunities for instructors and instructor trainers

SUCCESS WHEN:

- Manuals and teaching resources are available in both languages
- Regular and accessible professional development opportunities are in place for all instructor members
- Our website is easier to navigate and updated

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GOAL: Resilient Operations

We will seek opportunities to grow our revenue and continue developing our operating procedures.

OUTCOME: We will be stronger financially and have a solid succession plan for our future leaders.

OBJECTIVES:

- Seek out other revenue opportunities:
 - Offer new membership categories
 - Facilitate events
 - Seek funding/grants
- Review operations costs, and adjust where possible
- Develop and support human resources through training, mentoring and documentation

SUCCESS WHEN:

- membership growth
- Our operating costs are down by 20%
- A succession plan for all key roles has been created

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GOAL: Collaboration that supports and diversifies the Paddling Community

We seek to grow our community of members and partners

OUTCOME: Paddle Canada certifications will be more accessible and represented across the country

OBJECTIVES:

- We will seek closer collaboration with each RMA
- engage partners who support youth, rural and Indigenous communities
- seek partnerships with post-secondary institutions
- promoting our Friends of Paddle Canada membership

SUCCESS WHEN:

- We have partnerships with an RMA in each province/territory in which they exist
- PC courses are part of (or on their way of being part of) curriculum at relevant post-secondary institutions
- PC courses are part of residential camp programs

CONCLUDING REMARKS

We would like to thank everyone who was part of creating this plan to provide direction for Paddle Canada for the next five years:

- Ron Leduc and Andrea Grenier of Clearlogic Consulting Professionals, for their expertise and donation in kind of service to us
- The Strategic Plan Steering Committee that was created back in 2018 to oversee this process (Jeff Martin, Brian Johnston, Jarrod Gunn McQuillan, Darren Keith and Graham Ketcheson)
- The team that traveled to Kingston in the spring of 2019 for a weekend of planning
- All Paddle Canada members and stakeholders that provided feedback and engaged in surveys
- The current Board of Directors (2019) and Executive Director, Michelle McShane, for finalizing this plan and making it available to the Paddle Canada community

We, the Paddle Canada Board of Director and staff look forward to a great five years, and beyond!

