

		STRATEGIC PLAN 2023 - 2027		UPDATED Jan 2023	
VISION - A vibrant, healthy club that works to provide opportunities for success for all members of the community.					
MISSION - To provide the Kamloops community with a flat water paddling club that offers quality programming within a safe, inclusive, fun and supportive environment so that all members can set and pursue their personal goals.					
STRATEGIC OUTCOMES (By 2027)					
Governance & Operations		Equipment & Facilities		Membership	
Develop governance, systems and a culture that enables us to deliver excellent programs.		Provide equipment and facilities to deliver and maintain excellent paddling programs.		Develop programs that support the interest and skill levels of the membership, including competitive, recreational and social programs.	
				Strategic Partnerships	
				Develop partnerships at the local, provincial and national levels, to enhance value and visibility of our organization.	
STRATEGIC OBJECTIVES					
Develop a Strategic Plan that is implemented, monitored and adapted		Increase Storage Capacity at Shumway Facility		Increase membership	
Strengthen the Board of Directors		Develop Multi use space for KCKC at Shumway		Expand programming to include people of all abilities, para, SUP and Marathon, increase Recreation and HP program.	
Standardize Operations and Procedures		Address boat access for HP and adaptive sports		Increase recreational program reach, use of dragon boats and voyageur canoes, SUP and expose rec paddlers to HP stream	
Improve KCKC's culture and sense of community		Increase capacity to host paddling events		Survey members annually for feedback	
Improve the financial management system		Develop funding streams for asset purchase and maintenance		Increase understanding of the Truth and Reconciliation Commission's Calls Action 87 to 91 (Sports and Reconciliation)	
				Grow volunteer base, including officials	

MEASURES			
Club support, developed policy in place and board participation in club governance / professional development opportunities	Building a boathouse	Number of Members	Excellent relationship with CKBC and CKC
Annual Review of Strat Plan Completed	Build a meeting room / gym space/ change room/office	Number of expanded programs	Active engagement and support from local merchants
Sub committees formed when required that follow-through and meet the objectives	Train staff on lane setup and takedown, improve and repair lane network	Number of times Dragon Boats and Voyageur canoes are used per season	Media coverage for the Club
Manage finances in support of less than 5% membership fee increase over 5 years	Purchase adaptive sport equipment, para canoe and kayak and HP boats as needed	Feedback is sought and assessed annually	Support from City, TNRD and the Sports Council for programming and paddling events
Succession Plan developed for the executive	Write grants annually for equipment purchases	Number of volunteers increases	Established partnerships with other clubs / collaboration on year-round programs
Policy and process is up-to-date	Maintain inventory lists and assess yearly what is needed	Volunteer based roles and jobs are adequately filled	
HR policies and procedures reviewed, updated or created annually	Maintain a fiscally sustainable budget for required expenditures	Number of athletes moving from recreational programs to HP increase year over year	Increased Indigenous membership, including leadership roles
Increase annual revenue by 5 % over 5 years	Develop HP ownership boat policy	HP program produces provincial, national and world champions	Deliver programs that include promoting Indigenous culture
Member survey indicates 85% of members are satisfied with our club		Athletes in all programs meets their individual goals	
Annual successful recipient of grants funding		Minimum 10 trained officials per year	
Obtain Blue Ribbon Status (recognition for excellent governance, a CKBC led initiative) in all categories		Club has and promotes a Long Term Development (LTDP) plan with parameters as set out by the NCCP program	
		Develop and implement an Annual Recruitment plan	