



CKO Sprint's 2025 Strategic Plan

Contents



CANOE KAYAK
ONTARIO
SPRINT

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Strategic Planning Process

CKO Sprint conducted a comprehensive program and services review over the winter of 2020 with the following objectives:

- Evaluate our current programs and services.
- Identify any current gaps.
- Clearly define our goals over the next five (5) years.
- Develop a strategy and action plan to achieve those goals.

The project included a survey of our programs and services, individual interviews, and a best practice review. Sixty-nine (69) stakeholders, including athletes, coaches, officials, and club administrators from seventeen (17) clubs participated in the project. Their input provided the framework for our 2025 Strategic Goals & Objectives.



Our Mission: WHAT WE DO

CKO Sprint is an athlete-centred organization dedicated to providing leadership and expertise in the growth, development, and delivery of Sprint Canoe Kayak in Ontario

Our Vision: WE WILL

Provide a healthy, safe, rewarding, and competitive environment with a commitment to the successful development of high-performance athletes and lifelong paddling

Our Mission: WHAT WE DO

CKO Sprint is an athlete-centred organization dedicated to providing leadership and expertise in the growth, development, and delivery of Sprint Canoe Kayak in Ontario

Our Vision: WE WILL

Provide a healthy, safe, rewarding, and competitive environment with a commitment to the successful development of high-performance athletes and lifelong paddling

Our Guiding Principles: WHAT WE STAND FOR

A healthy, safe, and inclusive environment is non-negotiable

- We create a safe environment for all individuals, all abilities and promote lifelong healthy, active living through sport

Quality is key

- We strive for excellence through effective leadership and continuous improvement

Optimal programming is critical

- Optimization is athlete-centred and allows each participant to achieve their full potential

Collaboration makes the system better

- We are committed to a culture of teamwork and community to achieve our shared goals

Goals and Objectives:

Athlete Development

- We will be a national leader in athlete performance services with an athlete's first approach

- Build an athlete-centred performance partnership with athletes & their coaches
- Provide world-class support services to optimize athlete development
- Provide a systematic & consistent approach to identifying talent within and outside of our sport
- Become the #1 PTSO in the development of crew boat expertise in Canada

Organizational Excellence

- We will have improved the well-being of every individual within our sport & removed barriers to entry for all individuals, all abilities to reach their full potential

- Use paddling as the catalyst for social development by integrating equity, diversity & inclusion initiatives in our programming, services & governance
- Create a healthy, safe, inclusive & supporting environment for our athletes, coaches and paddling community
- Create collaborative partnerships with all relevant stakeholders
- Provide enhanced event management & a competition plan that meets the needs of our athletes, coaches, official's & volunteers

Grassroots & Growth Development

- We will be a national leader in growth and development with a focus on community

- Support the sustainability of clubs throughout Ontario by providing enhanced growth & programming initiatives
- Support athlete & coach grassroots development
- Strengthen the connection between club administrators by creating a system of community - based resource sharing
- Raise the profile & awareness of our sport

Technical Leadership

- We will be a national leader in coach & official's development with a focus on a growth mindset

- Provide a coach education framework that is innovative in its approach, exceeds industry standards & reflects the social, emotional & ethical needs of all Ontarians
- Create a coaching pathway that promotes excellence at each stage of athlete development
- Increase the transfer of knowledge through a continuous learning approach
- Provide enhanced official's training & resources

Strategies

Strategies linked to each
Goal and Objective



Athlete Development

PERFORMANCE PARTNERSHIPS	WORLD CLASS SUPPORT SERVICES	TALENT IDENTIFICATION	CREW BOAT EXCELLENCE
<ul style="list-style-type: none">• Develop a collaborative relationship with athletes and their coaches that encourages them to reach their performance goals	<ul style="list-style-type: none">• Develop an athlete performance service plan that includes performance tracking with targeted, meaningful support	<ul style="list-style-type: none">• Clearly define stakeholder roles along the athlete pathway to improve system alignment	<ul style="list-style-type: none">• Provide expert crew boat learning opportunities for coaches and athletes
<ul style="list-style-type: none">• Provide clearly defined KPI's at each stage of development	<ul style="list-style-type: none">• Provide funding for enhance high-performance training	<ul style="list-style-type: none">• Provide standardized performance tracking and benchmarks along the athlete pathway	<ul style="list-style-type: none">• Promote inter-club training and competition opportunities
<ul style="list-style-type: none">• Provide high-performance training and competition opportunities throughout the year for Ontario athletes	<ul style="list-style-type: none">• Empower athletes to achieve a healthy life-sport balance	<ul style="list-style-type: none">• Provide enhanced support to targeted athletes with a physical and/or intellectual disability	<ul style="list-style-type: none">• Provide crew boat specific training camps

Organizational Excellence

SOCIAL DEVELOPMENT	HEALTHY, SAFE, INCLUSIVE & SUPPORTIVE ENVIRONMENT	COLLABORATIVE PARTNERSHIPS	ENHANCED EVENT MANAGEMENT & COMPETITIONS
<ul style="list-style-type: none"> • Be a strong ally to the LGBTQ2S+ community and racially marginalized communities 	<ul style="list-style-type: none"> • Implement policies, systems and strategies that provide a positive sport environment free from physical, sexual and psychological abuse 	<ul style="list-style-type: none"> • Create an environment where stakeholders collaborate as a community to identify and achieve shared goals 	<ul style="list-style-type: none"> • Deliver quality, athlete-centred, safe, and inclusive opportunities for meaningful events and competitions that celebrate the successes of our athletes, coaches, officials and volunteers
<ul style="list-style-type: none"> • Provide leadership in identifying and addressing issues of equity, diversity and inclusion on an ongoing basis 	<ul style="list-style-type: none"> • Create a culture of open communication on issues related to the health and safety of all participants 	<ul style="list-style-type: none"> • Improve lines of communication between stakeholders where constructive feedback is encouraged 	<ul style="list-style-type: none"> • Ensure events are financially feasible to encourage participation
<ul style="list-style-type: none"> • Provide leadership in outreach strategies for underrepresented groups 	<ul style="list-style-type: none"> • Provide resources, tools and training that promotes a positive health and well-being of all participants 	<ul style="list-style-type: none"> • Develop partnerships with advocacy organizations that promote equity, diversity and inclusion 	<ul style="list-style-type: none"> • Continuously review event and competition structures to ensure we are reaching desired outcomes

Grassroots & Growth Development

ENHANCED GROWTH & PROGRAMMING	ATHLETE & COACH GRASSROOTS DEVELOPMENT	COMMUNITY-BASED RESOURCE SHARING	RAISE PROFILE & AWARENESS OF CANOE KAYAK
<ul style="list-style-type: none"> Support the streamlining of club/Divisional operations 	<ul style="list-style-type: none"> Provide training opportunities to athletes in the early stages of development 	<ul style="list-style-type: none"> Develop a networking group among club administrators 	<ul style="list-style-type: none"> Develop an effective communications strategy to ensure greater connection across the paddling community and community at large
<ul style="list-style-type: none"> Enhance training and programming resource sharing 	<ul style="list-style-type: none"> Provide developmentally appropriate competitive opportunities at each stage of development 	<ul style="list-style-type: none"> Create a hub for sharing or resources and best practices 	<ul style="list-style-type: none"> Ensure that we recognize and celebrate the success of our athletes, coaches, clubs, officials and volunteers
<ul style="list-style-type: none"> Enhance equipment sharing support 	<ul style="list-style-type: none"> Provide targeted PD opportunities for developing coaching 	<ul style="list-style-type: none"> Provide support for recruiting, training, and utilizing volunteers 	<ul style="list-style-type: none"> Provide leadership and outreach strategies for underrepresented groups

Technical Leadership

ENHANCED COACH EDUCATION	COACHING PATHWAY FOCUSED ON EXCELLENCE	GROWTH MINDSET	ENHANCED OFFICIAL'S TRAINING & RESOURCES
<ul style="list-style-type: none">• Provide an innovative delivery system and process that enhances participation and accessibility	<ul style="list-style-type: none">• Develop a coaching excellence model based on personalized learning plans	<ul style="list-style-type: none">• Provide frequent professional development opportunities that are meaningful and accessible	<ul style="list-style-type: none">• Develop officials mentoring program
<ul style="list-style-type: none">• Embed Safe Sport, diversity and inclusion training into the curriculum and program requirements	<ul style="list-style-type: none">• Develop a system that rewards coaches based on their knowledge, experience and commitment to ongoing learning	<ul style="list-style-type: none">• Embed learning objectives into all programming and services	<ul style="list-style-type: none">• Create a hub for sharing of resources and best practices
<ul style="list-style-type: none">• Content design and delivery is provided by subject matter experts	<ul style="list-style-type: none">• Implement an enhanced coach recruitment and retention strategy	<ul style="list-style-type: none">• Provide funding to support ongoing learning initiatives	<ul style="list-style-type: none">• Implement an enhanced official's recruitment and retention strategy

Monitoring Success

ATHLETE DEVELOPMENT	ORGANIZATIONAL EXCELLENCE	GRASSROOTS & GROWTH DEVELOPMENT	TECHNICAL LEADERSHIP
<ul style="list-style-type: none"> 80% of Ontario coaches and Ontario Team athletes rate Green - High/Good stakeholder experience on programs/services 	<ul style="list-style-type: none"> Develop and Implement a framework that identifies and addresses issues of EDI on an ongoing basis 	<ul style="list-style-type: none"> Increase Competitive membership from 1033 to 1350 members 	<ul style="list-style-type: none"> Increase the annual # of trained coaches & officials by 20% and coach certification rate to 30%
<ul style="list-style-type: none"> Athletes from Ontario represent 50% of the total number of participants representing Cdn at international competitions (World Cups, Jr/U23 World Champs, Sr World Champs, OH) 	<ul style="list-style-type: none"> EDI policies, systems and strategies are implemented at each member club 	<ul style="list-style-type: none"> Increase the # of clubs ranked in the Top 20 at National Championships from 6 to 8 	<ul style="list-style-type: none"> Safe Sport, diversity and inclusion training module develop and implemented as part of the coach education curriculum and program requirements
<ul style="list-style-type: none"> 45% of all AAP carded athletes are from Ontario 	<ul style="list-style-type: none"> 80% of stakeholder's rate Green - High/Good stakeholder experience on a collaborative partnership with strong communication b/w all parties 	<ul style="list-style-type: none"> 80% of club admin. rate Green - High/Good stakeholder experience on a supportive, community environment 	<ul style="list-style-type: none"> Enhanced Coaching Pathway and coach recruitment/retention strategy developed and implemented
<ul style="list-style-type: none"> Win 2025 Canada Summer Games with 31 Medals 	<ul style="list-style-type: none"> 80% of event participants rate Green - High/Good stakeholder experience 	<ul style="list-style-type: none"> Increase community engagement through social media platforms by xx (TBD) 	<ul style="list-style-type: none"> 80% of active certified coaches receive a minimum of 6 COC non-NCCP event PD points annually
<ul style="list-style-type: none"> 45% of Top 9 & podium crew boat performances at National Championships are from Ontario clubs 		<ul style="list-style-type: none"> Increase the # of Paralympic and Special Olympic athletes competing at the National Championships from 14 to 30 	<ul style="list-style-type: none"> Develop and implement an Official's mentoring program, resource hub and recruitment/retention strategy

Plan Execution

- The operational plans (strategies + tactics) must be designed based on CKO Sprint's Mission, Vision, and Strategic Objectives
- These plans must consider the most recent grading of the annual stakeholder progress report
- On an annual basis CKO Sprint's Mission, Vision and Strategic Objectives should be shared with the paddling community as a reminder of CKO Sprint's purposes
- On an annual basis CKO Sprint's Guiding Principles should be reviewed with the paddling community to determine if there is alignment with these important principles
- KPIs to be reviewed annually with the paddling community





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