



SAIL·VOILE CANADA

Sail to Win – Sail for Life

One System – One Organization

Strategic Direction – Goals, Objectives and KPIs

2017 – 2020

April 2019

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1.0 Introduction

In 2010 Sail Canada (then CYA – Canadian Yachting Association) formulated a strategic plan to align with the Sail Canada LTAD (Long Term Athlete Development). The Executive Director and staff, together with the Board of Directors, Provincial Executive Directors, Provincial Council and various other volunteers, created the plan. The effort produced a Strategic Plan that encompassed a significant mandate for the organization.

Following London 2012, the athlete development committee convened working sessions to develop a high-performance plan entitled “Vision 2020”. This was a plan that was set out to improve sailing results in international competition culminating in the Tokyo 2020 Olympic games.

In 2013/2014 the board undertook additional stakeholder engagement in an effort to re-visit and update the strategic plan. Led by a panel of board members, a strategic framework was created which was the foundation of the current strategic plan. A two-page document was created to simplify the vision and present the organization’s mission in an easier to digest format. This plan was approved at the AGM in October 2014. To further define the plan and move towards KPI’s and specific goals, the board met in December 2015 to further sharpen the strategic framework. As a result of these discussions, targets for Participation, Development and Performance were put in place and approved by the board in early 2016.

This document is a further evolution of the strategic framework as the CEO has begun the work to operationalize the plan. The goal of this plan is to link the general principles, KPI’s and goals to specific activities of the staff and their committees. In parallel with this effort, the work has been done to ensure that the governance of the organization is set up to facilitate this effort going forward.

To complement this Strategic Plan, the High Performance Plan was created with a focus on developing a High Performance System that will consistently produces athletes capable of contending for medals at all world championships and Olympic Games.

There is also a renewed focus to ensure that all Sail Canada programs and services are amongst the “best in class” and aligned with “Best Practices” world-wide. To reach these targets it will require the engagement and input of all stakeholders in the sailing community and an increased financial investment by the organization.

This strategic plan strives to increase our communications with our members and stakeholders, and we will be surveying our members to better understand their needs.

It has been a concerted effort of the board, volunteers, provincial EDs and Sail Canada staff to produce this strategic document. This plan was revised in April 2018 and again in April 2019.

2.0 Vision, Mission, and Values

- VISION** - Sailing will be a leading lifelong recreational and competitive sport in Canada, inspired by exceptional achievements from Canadians sailing in world and international competitions
- MISSION** - We foster the development and promotion of sailing in Canada, providing quality services and programs to clubs and sailors, through communication and collaboration with our stakeholders.
- VALUES** - INTEGRITY - ADAPTABILITY - COLLABORATION - RESPECT
INCLUSIVENESS - ACCOUNTABILITY - LEADERSHIP

3.0 Stakeholder Perspective, we will be successful when we hear:

Sailor - Sail Canada does a great job of supporting and developing sailing

Club - We have a say in the direction of our sport

Province - We work well together with Sail Canada to service our members and athletes

Athlete - There is a supported pathway to compete at the very top levels

Official - Sail Canada's national program standards help us to keep up to date with international practices

Instructor - Quality instructor training resources and support enhance my capabilities

Volunteer - Sail Canada program managers support and value the contributions of all volunteers

Coach – I see career opportunities in coaching sailing in Canada and understand my personal development pathway and my race team is well prepared and eager to excel in competitions

School - We get the products we need to excel in delivering sailing instruction

Sponsor - Our partnership provides an excellent forum to showcase our brand

Donor – We trust that Sail Canada will spend the money on important projects to increase participation, develop the sport and make our athletes competitive

Boater – I am a safer and better boater because of Sail Canada programs and my certification is recognized internationally

4.0 Who is Sail Canada

- 10 Provincial Associations
- 300+ Member Organizations
- 1,500+ Coaches & Instructors
- Tens of Thousands of Sailors

5.0 The Environment We Operate In

- **Stakeholders**
 - Communication, Collaboration
- **Relationships**
 - World Sailing, Sport Canada, Transport Canada, Own The Podium, Canadian Olympic Committee, Canadian Paralympic Committee, Coaching Association of Canada, Canadian Centre for Ethics in Sport, Sport Dispute Resolution Centre of Canada, Canadian Sport Institutes, Officials, Coaches, Instructors, Provincial Sailing Associations, Sailing Clubs, Funders and Volunteers
- **Demographics & Social Trends**
 - Accessibility, Time, Family
- **Economics**
 - Affordability & Funding
- **Outside Perspective**
 - Support all levels, Grassroots, Communications, Media, and Promotion
- **Technology**
 - Equipment, Training
- **Organizational Effectiveness**
 - Performance measurement

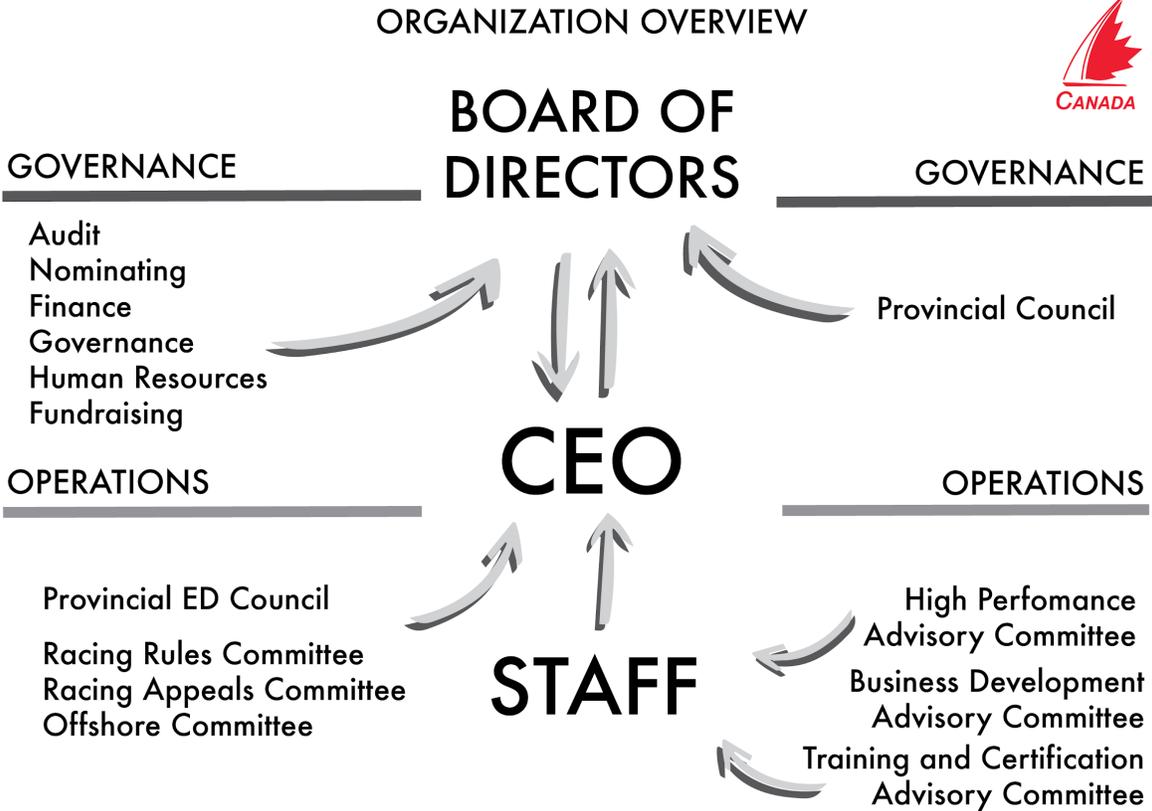
6.0 Our Focus and Key Strategic Pillars

Participation	Development	Performance
Advocacy	Training	Olympic
Guidance	Programs	Paralympic
Representation	Standards	Major Events
Promotion	Certification	Coaching

7.0 Governance and Operations Roles and Responsibilities

Organizational entity	Roles & Responsibilities
Sail Canada Board	Strategic Vision and Planning, Budgets and Financial Oversight, CEO Hiring, Risk Management
Board Committees	Policy, Financial Oversight, HR (CEO and Board Performance)
Staff	Operational execution of strategy, accountable for meeting board goals
Operational Committees	Subject Matter Experts (SME's) and operational recommendations to staff to deliver on strategic goal statements
Sub Committees and working groups	SME's, support for staff on product delivery and execution

8.0 Organizational Structure and Delivery Structure



9.0 Strategic Pillars - Key Factors, Strategic Goals and Key Performance Indicators

9.1 Pillar: Participation

Key Factors

- Collaboration with PSAs, Clubs, Schools and Camps
- Introductory Avenues (programs)/Sailor Retention
- Stakeholder/Partner/Sponsor Relationships
- Sport Image & Social Media/Web
- Improve Regulatory Environment

Participation Strategic Goal (ends)

*Sail Canada will increase overall participation levels for sailing in Canada by achieving 3% growth year over year in all types of **participants*** combined, through innovative collaboration employing a wide variety of promotional, sponsorship and stakeholder partnership avenues.*

* **Participants:**

Memberships: Clubs, Class Associations, Affiliations;

Programs: Community (ICANSail Camps); CANSail, Keel, Power, Cruise, Navigation, Offshore

Training/Cert: Instructor, Coach, Official

Sailors/ Boaters: Racing, Cruising, High Performance, Professional, Recreation

Championships: East, Central, West, Youth, National

Objectives and Key Performance Indicators (KPIs)

- Partnership Agreements are in place and signed by all PSAs
- Participation levels are growing by 3% year over year (Sail Canada and the PSA's work collaboratively to capture accurate data collection on all types of Participation)
- Sail Canada has a members' satisfaction rate of 75% as measured by bi-annual surveys
- Sail Canada is able to issue International Certificate of Competency by 2020

Planned Initiatives for 2019-20

1. Maintain and jointly revise the Sail Canada/PSA Partner agreement by May 1, 2019
2. Engage PSAs and Clubs to capture Baseline data on Membership and Program Registration
3. Together with PSAs - develop programs for clubs and schools to increase participation
4. Continue to Lobby Transport Canada for International Certificate of Competency and/or look to other organizations for partner agreements
5. Create a Strategy for Canadian representation on World Sailing by Nov 2019
6. Continue to Work with World Sailing and other MNAs to get Sailing reinstated on the Paralympic Program in 2028

9.2 Pillar: Development

Key Factors

- Stakeholder collaboration on development/delivery
- Instructor/coach training
- Regional/provincial/national Athletes
- CANSail - scope, quality, flexibility, progression pathway, sailor retention
- Product Development - Able Sail, cruising, keelboat, Offshore
- Officials Development
- Continuous Improvement Environment

Development Strategic Goal (ends)

Sail Canada will identify and implement a complete set of Sail Canada program development pathways and program delivery options in order to maximize numbers of new and returning program participants. ***

** Initial pathway identification - Implementation of pathways Y1/delivery options Y1-Y3*

*** Improved overall development program enrolment rates 5% year over year by Y5*

Objectives and Key Performance Indicators

- Sail Canada has clear standards and pathways (progressive education system) for all members and clients from the introductory level to the International level for Sailing, Racing, Cruising, Power Boating, Coaching, Instructing, and Officiating,
- Sail Canada has produced or recommends resources to support each one of the pathways
- Registrants have a clear understanding of the pathways and options available for them from introduction to performance level programs
- 85% of member clubs use CANSail & report data through Checklick
- Sail Canada and PSA Strategic Plans are aligned by 2020
- Sail Canada will explore and promote best practice and new initiatives from provinces and clubs
- Sail Canada has a metric to measure progress through pathways*

Planned Initiatives for 2019 – 2020

CANSail

1. Launch CANSail Advanced Instructor Program for National Delivery. Stakeholder collaboration on development/delivery
2. Initiate review and revision of CANSail 1 & 2 Instructor Program. Instructor/coach training
3. Promote the use of CANSail 5 & 6 program as part of club racing programs; work with PSA's to encourage certification of CANSail 5 & 6 Instructors at clubs with racing programs.

4. Deliver annual Learning Facilitator Clinics and train 8+ new LF's in 2020.CANSail - scope, quality, flexibility, progression pathway, sailor retention
5. Obtain World Sailing Accreditation for CANSail Program Product Development - Able Sail, cruising, keelboat, Offshore

Officials

6. Implement use of US Sailing SOARS program for Officials to maintain event logs; incorporate as part of certification/recertification criteria.
7. Deliver Regional/National Judge Seminar(s) as needed through 2019.
8. Deliver Advanced Race Management Course in October 2019 to train 8+ Race Officers. Consider the need for a French language course with AGM in central region.
9. Deliver World Sailing International Measurement Seminar in spring 2019 (TBC with World Sailing).
10. Implement new format for Officials Program Criteria, make available for display by level, including all certification, recertification and prerequisite requirements (similar to Cruising Standards).

Coaching

11. Collaborate with PSA's to host Development Coach Courses to train 10+ new coaches.
12. Implement Responsible Coaching practices at NSO level; work with PSA's to begin to implement Responsible Coaching practices through 2019.

Cruising / Keel / Power / Navigation

13. Upgrade Cruising & Keelboat Instructor Training Materials & Develop rubrics to support Cruising & Keelboat Standards
14. Review of current practices and requirements for Cruising Instructor & Evaluator Recertification and Equivalency.
15. Incorporate concussion education and protocol use into instructor training.
16. Cruising Instructor Evaluator Clinic is delivered for 5+ candidates in Central Canada.

Championships

17. Carry out review of Women's Keelboat Championship - how it fits in our system, objectives for event, delivery model.
18. Refine Sail Canada Championship host bid process for 2021 host selection.

Participation Services and Data Capture

19. All Sail Canada program Checklists available through online system (Checklick) in FR & EN. Connection to Sail Canada database. (including Offshore Personal Survival)
20. Sail Canada Database links directly to Coaching Association Locker.
21. Create a wallet card for Instructors, showing name, certifications, expiry dates, etc... available at a cost to instructors and other applicable groups with records in the Sail Canada database.

22. Participant data breakdown and review is carried out annually, including data submitted through Checklick & Excel reports. PSA's assist in ensuring all data is submitted in an accurate and timely fashion.

Resources

23. Review Standard for Approved Coach Boat Safety Courses and consider adding fee structure on a per participant basis for participants.
24. Program resources are updated with new logos & branding.
25. Develop a pre-clinic E-Learning Module for first time CANSail Instructors.
26. Develop and Make CANSail skill & drill videos available to CANSail Instructors/Coaches for training.

9.3 Pillar: Performance

Key Factors

- Athlete development - System building
- World Class Coaching
- Performance pathway and Results tracking
- Commitment to excellence
- Daily Training Environment
- Benchmarking – Within/Outside
- Efficient and Effective use of Resources
- Technology and Training Initiatives
- Team Environment supports Individual Success
- Youth Development Programs

Performance Strategic Goal (ends)

Sail Canada will create and implement a high-performance athlete development system with athlete pathways producing podium results and systematic development of national team*

*athletes** with consistent medal contention*

** System creation/implementation – Year 1*

*** Athlete performance improvement 20% year over year (cumulative in-kind/relative results) – Year 2+*

Objectives and Key Performance Indicators

- Team and Development Squad athletes demonstrate skills refinement improvement as measured by the skills matrix (5%), fitness testing results (10%) and three Gold medal profile GAPS identified and addressed to a world class level to bring an overall performance increase of 20% year over year for CSDS athletes and 5% for CST athletes

- Sail Canada continues to work with our partners (Own the Podium and the Coaching Association of Canada) to refine the following
 - a) Monitoring tools
 - b) Measurement tools
 - c) Skills matrix
 - d) Podium pathways (Performance results tracking)
 - e) Gold medal profile
- 100% of all carded athletes and NextGen Athletes will have athlete centered coach driven individualized HP Plans (YTP) based on long term program planning with clear performance indicators (KPIs) and benchmarks (as defined in section 2 of this document)
- Group communication to stakeholders (athletes and coaches) to happen bi-weekly (22 x per year) and all major initiatives to be reviewed by survey. Surveys to be completed by stakeholders for all major initiatives, and at a minimum 4 times per year.
- Provincial and Club coaches are partners with Sail Canada in the delivery of HP Coaches
- Progression of 100% of the coaches through CAC with a yearly professional development plan for the coaches who work indirectly or directly with sail Canada

Performance Planned Initiatives for 2019-20

1. Refine and implement tools associated to activate of High Performance Plan - Gold Medal Profile, Podium Pathway (PRT), Skills Matrix
2. Provide HP Coaches with Professional Development and tools for athlete development
3. Qualify Canada in Laser, 49er, 49erFX, and Nacra for the 2020 Olympics- November 2019
4. Publish Major Games Selection Criteria for Olympics and World Beach Games (Kites) and Canadian Youth Sailing Squad
5. Identify Team and Select National Team and Development Squad by Jan 2020
6. Implement Regional hubs talent ID program with goal of selecting 2020 Canadian Youth Team
7. Activate West and refine Central NextGen Hub program on a Nation-wide partnered basis
8. Maintain and compile an inventory of coaching equipment, boats, engines, trailers, marks and repair and replace as necessary
9. Activate High Performance Advisory Committee by May 2019
10. Develop and publish clear transition pathway from CANSail program to High performance by May 2019
11. All identified athletes will have a coach/support team guided YTP reviewed quarterly for GAP analysis

10.0 Supporting our Strategic Pillars and Core Strategic Goals

10.1 Marketing and Communication: Sharing Our Success and Telling Our Stories

Marketing and Communication Strategic Goal (ends)

Sail Canada will promote the brand, share our successes, and keep its members informed and up to date on activities, programs and key decisions

Key Performance Indicators (KPIs)

- Sail Canada is the "Go to organization" as a source of information for its members as measured by incoming calls, emails, and walk-ins
- Sail Canada will aim to grow its social following by 25% each year
- Sail Canada has joint communications strategies with PSA's
- Sail Canada will enhance the brand awareness by producing videos, photos, and assets to promote the sport, and the Canadian Sailing Team & Development Squad
- Sail Canada will have a new interactive website available to the public by the summer of 2019

Planned Initiatives for 2019-2020

1. Consistent news updates will be provided on a monthly basis to our various members (Clubs, Schools, PSA, SIRC, etc.) through the website, newsletters, and social pages
2. All communications will be issued simultaneously in both official languages on all platforms
3. All new resources created will be available in both official languages
4. Brand management and promotion through the creation of 2 promotional videos, photography bank, and new assets (Quick Screens, Flags, Clothing, Accessories)
5. Team promotion leading up to the Pan Am Games
6. Team promotion leading up to the Olympic Games
7. Alongside the PSA's, we will work together to create a communication plan by July 2019
8. Provide a Proud Member Package to member clubs and schools to display on their site, hardcopy, etc. by June 2019
9. Create a social media toolkit for PSA, clubs, and schools to use to promote their organizations by June 2019
10. The new Sail Canada website to be launched by July 2019
11. Survey membership for information on a yearly basis March 2020
12. Develop a Public Relations protocol by August 2019
13. By November 2019, Sail Canada & PSA will have adopted the same branding standards

10.2 Operating with Excellence: Providing Leadership and Clear Direction

Operating with Excellence Strategic Goal (ends)

Sail Canada will operate with excellence in all aspects of governance and operations

Key Performance Indicators (KPIs)

- Sail Canada staff and committees are achieving operational goals measured and reported in the quarterly Operations Reports
- Sail Canada board is respected for its leadership and stewardship
- Sail Canada's board has the information it needs to make strategic and financial decisions (ongoing)
- Sail Canada manages its risk effectively but monitoring risk at each board meeting and having a Risk Management Policy in place for 2019

Planned Initiatives for 2018 – 2019

1. A board approved strategic plan is updated with key performance indicators by May 1, 2019
2. The Board will do a board evaluation by May 2019
3. Staff evaluations are done annually based on the staff work plan objectives by April 30, 2019
4. Quarterly reports on Strategic Directions are provided to the board via Quarterly Operations Reports
5. Quarterly Financial Statements are sent to the board and monitored against financial performance
6. The board makes every effort to re-engage the Provincial Council for the 2019 AGM
7. Board Policy Manual is maintained and updated
8. A risk management strategy is in place and reviewed regularly by senior staff and the Board of Directors

11.0 Financial Sustainability and Business Development:

Strategic Goal (ends)

Sail Canada will take an investment approach by developing and implementing a funding model to generate and diversify revenue sources.

Key Performance Indicators

- Sail Canada has a diverse funding source with a mixture of government, member and non-member revenue sources
- Revenue growth needs to exceed expenses
- Operational revenue to exceed operational expense
- xxx
- Sail Canada has a fair fee schedule that provides a 3% growth in revenues year over year
- Sail Canada will grow its product and merchandise revenues by 3% per year
- Sail Canada has a Fundraising Strategy and will increase the amount raise by 10% annually
- Sail Canada commits annual investment into a Corporate Sponsor recruitment strategy aligned to build a network of supportive partners committed to multi-year agreements which amount to annual revenues of \$100,000 or more
- 75 % of sponsors rate Sail Canada as Excellent or Very Good in its ability to demonstrate the value of the relationship

Planned Initiatives and for 2019 – 2020 (in progress to be finalized by staff and committees once the board agrees on Strategic Goal and KPIs for each pillar)

1. Liaise and network with Sport Canada to maximize funding (ongoing)
2. Share with PSAs a proposal for a business model for program participation & membership/registration from 2020 onward - by June 2019
3. Support Corporate Sponsor recruitment activities: new partner agreements, updating marketable properties' valuation (May – August) campaign strategy renewal - by Sept 2019
4. Manage sponsorship agreements and develop visibility and activation plans for sponsors, supporters and funders as required
5. Execute updated business model for all Championships - by Sept 2019
6. Design and activate renewed login platform and pathway – Sailor Profiles and Click to Access / Order / Purchase commerce features - by April 2020
7. Establish Strategies to align properties and activities in each Pillar with funded support and self-sustaining business models by April 2020
8. Implement Fundraising Strategy and raise \$300,000 to support High Performance Programming
9. Manage Advertising Revenues
10. Manage Merchandising Activities