Sail to Win – Sail for Life
One System – One Organization
Strategic Direction – Goals, Objectives and KPIs
2017 – 2020
May 2017
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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 revisit 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 is currently being revised with a renewed focus on developing a High Performance System that will consistently produces athletes capable of contenting 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 also 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.
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 on 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

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### 7.0 Governance and Operations Roles and Responsibilities

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### 8.0 Organizational Structure and Delivery Structure

[Diagram showing the organizational structure and delivery structure, including governance and operational components such as Board, CEO, Office Administration and Accounting, Participation Staff, Development Staff, Performance Staff, PSAs/EDs and Staff, PSAs Collaboration & Working Agreement, Advocacy, Representation, Promotion, Training & Certification Committee, and High Performance Committee.]

Communication, Finance and Business Development
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: paid club members, introductory events, program participants (CANSail registrants, Racing Sailors, Keel and Cruise Registrants, Power registrants), certified officials, certified instructors, certified coaches, Sail Canada Championships.

Objectives and Key Performance Indicators (KPIs)

i. Sail Canada and the PSA’s work collaboratively to capture accurate participation data collection on a yearly basis
ii. Participation levels are growing by 3% year over year (measured against yearly baseline data collected by PSAs and Sail Canada)
iii. Sail Canada has a positive image in the minds of its members as measured by bi-annual surveys
iv. 50% of first time and first year participants return for further participation in programs within 2 years
v. There is a measureable reduction in regulatory burden of members by harmonizing standards with U.S. and Europe for boat safety equipment
vi. Transport Canada allows for International Certificate of Competency by 2019
Planned Initiatives for 2017-18 (in progress to be finalized by staff and committees once the board agrees on Strategic Goal and KPIs for each pillar)

1. Maintain and jointly revise the Sail Canada/PSA working agreement on a yearly basis.
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. Review membership best practices at PSAs,
5. Review national membership policy
6. Lobby Transport Canada for International Certificate of Competency
7. Lobby Canadian Government for acceptance of international safety standards
8. Create a Strategy for Canadian representation on World Sailing
9. Create a Strategy for representation on COC and CPC
10. Work with World Sailing and other MNAs to get Sailing reinstated on the Paralympic Program
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

i. 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,

ii. Sail Canada has produced or recommends resources to support each one of the pathways

iii. Registrants have a clear understanding of the pathways and options available for them from introduction to performance level programs

iv. 70% of PSAs rate the quality of the programs as excellent or very good

v. 70% of PSAs organizations rate Sail Canada as excellent or very good at collaborating for continuous improvement in programs and services

vi. Sail Canada and PSA Strategic Plans are aligned by 2018

vii. Sail Canada will explore and promote best practice and new initiatives from provinces and clubs

viii. Sail Canada has a metric to measure progress through pathways*
**Planned Initiatives for 2017 – 2018** (in progress to be finalized by staff and committees once the board agrees on Strategic Goal and KPIs for each pillar)

1. Develop CANsail Advanced Instructor (Coach) by Jan 2018
2. Develop CANsail Theory Module by Dec 2017
3. Update CANsail Instructor Resource Manual by Feb 2018
4. Deliver Learning Facilitator Clinics and train 10 new LFs in 2017
5. Align criteria for Officials Program by Jan 2018
6. Look at the feasibility of creating an Online Officials Log by Feb 2018
7. Deliver Advanced Race Management Seminar in October 2017 and train 8 Race Management Official
8. Deliver National Judges Seminar in Oct 2017 and train 6 Officials
9. Host Development Coach Clinics by April 2018 and train a minimum of 10 Comp Dev Coaches
10. Implement Responsible Coaching practices at NSO level by June 2018
11. Upgrade to Cruising Program
   a. Upgrade Instructor Training Materials
   b. Launch of New Standard format
   c. Develop Rubrics to support Standards
   d. Transition to Basic and Intermediate Coastal Navigation program by Jan 2018
   e. Introduce Offshore Crew Standard by Nov 2017
12. Review Sail Canada Cruising and Power Boat Program by April 2018 to determine the business model
13. Review Sail Canada Power Boating programs by April 2018
14. Confirmation of 2018 Championship host by July 2017
15. Complete an Audit and Inventory of Sail Canada Products and Resources by Sept 2017
16. Review and Publish Standards for all Sail Canada programs by April 2018
17. Develop and publish clear pathways by March 2018 for:
   a. Sailing Pathway
   b. Racing Pathway
   c. Instructing Pathway
   d. Coaching Pathway
   e. Officiating Pathway
   f. Cruising Pathways
   g. Power Boating Pathway
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

i. Team Athletes demonstrate skill acquisition by 20% per year as measured by the Goal Medal Profile
ii. Sail Canada has a High Performance Curriculum with a comprehensive monitoring and measurement tools; Score card for skills and execution of skills
iii. 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 benchmark marks
iv. Athletes feel supported by their national federation with a 80 % satisfaction rate by athletes as reported by an annual athlete survey
v. Provincial and Club coaches are partners with Sail Canada in the delivery of HP Coaches (ongoing)
vi. Progression of 100% of the coaches through CAC with a yearly professional development plan for the coaches
Performance Planned Initiatives for 2017-18  (to be developed by staff and committee each year once the board agrees on Strategic Goal and KPIs for each pillar)

1. Develop a HP Plan for 2020 and 2024 by June 2017
2. There is a well-defined progressive Athlete Development Pathway from learn to sail to the Olympic Podium by June 2017
3. A High Performance Plan is in place that has buy-in from the Clubs and Provinces and Canadian Sport Institute/Centers by Sept 2017
4. 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 bench marks by July 2017
5. Create/provide coach develop opportunities to expand HP Skills and compliments the formal coach education system by Sept 2017
6. Implement Athlete Competition and Training Program by June 2017
7. Create evaluation and monitoring tool by Sept 2017
8. Develop HP Curriculum by Sept 2017
9. Provide HP Coaches with Professional Development by Sept 2017
10. Develop and support the National Team and Next Gen athletes (ongoing)
11. Produce Major Games Selection Criteria by October 2017
12. Produce Team/Athlete Identification and Selection Criteria by June 2017
13. Communicate with Carded athletes on a regular basis (ongoing)
14. Provide orientation to new Carded athletes (by June 2017)
15. Conduct or Confirm athlete representatives for Board and Athletes Can by June 2017
16. Create inventory and maintenance of team equipment (ongoing)
17. Hire a High Performance Director to lead (1-9) (ASAP)
10.0 Supporting our Strategic Pillars and Core Strategic Goals

10.1 MARKETING AND COMMUNICATION: SHARING OUR SUCCESS AND TELLING OUR STORIES

Strategic Goal - 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)

i. Sail Canada is the “Go to organization” as a source of information for its members (ongoing)

vii. Sail Canada has joint communications strategies with the PSAs

viii. Sail Canada and PSAs are working together to enhance and promote the brand, programs, teams and partners of Sail Canada

ii. Sail Canada has a 75% satisfaction rate for bilingual services

iii. 75% of users rate Sail Canada channels as Excellent or Very Good as the place for timely and relevant information and reference

Planned Initiatives for 2017-2018 (in progress to be finalized by staff and committees once the board agrees on Strategic Goal and KPIs for each pillar)

1. Sail Canada will provide consistent news updates on a monthly basis

2. Sail Canada Communications are issued simultaneously in both official languages (ongoing)

3. Deliver Monthly E-Newsletters in both official languages (ongoing)

4. All New Sail Canada Resources are released and accessible in both official languages simultaneously

5. Determine the priority of existing resources for translation in consultation with FVQ

6. All Sail Canada social media platform content is bilingual where possible (ongoing)

7. Sail Canada and PSAs collaborate with clubs and PSAs to promote Sail Canada’s brand, programs, services, teams and partners (ongoing)

8. Develop an Interactive and up to date Sail Canada website by March 2018

9. Sail Canada will survey its membership for information needs by June 2017

10. Develop a communication protocol for change management (ie; issues and opportunities; proactive and reactive)
10.2 OPERATING WITH EXCELLENCE – PROVIDING LEADERSHIP AND CLEAR DIRECTION

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

Key Performance Indicators (KPIs)

i. Sail Canada staff and committees are achieving operational goals (ongoing)
ii. Sail Canada board is respected for its leadership and stewardship (ongoing)
iii. Sail Canada’s board has the information it needs to make strategic and financial decisions (ongoing)
iv. Sail Canada manages its risk effectively (ongoing)

Planned Initiatives for 2017 – 2018

1. A board approved strategic plan is in place, updated annually with key performance indicators by May 1, 2017
2. Bylaws and Policies are reviewed and changes presented to Membership for adoption by October 2017
3. Revised Bylaws and Policies are posted on the website for member to review by Nov 2017
4. The Board will do an annual board evaluation by May 2017
5. The board has Board of Directors Skill Matrix developed and used to actively recruit potential board members by May 1, 2017
6. Staff evaluations are done annually based on the staff workplan objectives by April 30, 2018
7. Create a new budget template to present the budget and financial statements by May 1, 2017
8. Quarterly reports on Strategic Directions are provided to the board via written reports and ScoreCards (ongoing)
9. Quarterly Financial Statements are sent to the board and monitored against financial performance (ongoing)
10. The Board makes informed governance and strategic decisions (ongoing)
11. Board Policy Manual is maintained and updated (ongoing)
12. A risk management strategy is in place and reviewed regularly by senior staff and the Board of Directors
10.3 FINANCIAL SUSTAINABILITY AND BUSINESS DEVELOPMENT:

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

Key Performance Indicators

i. Sail Canada has a diverse funding source with a mixture of government, member and non-member revenue sources
ii. Sail Canada has a fair fee schedule that provides a 3% growth in revenues year over year
iii. Sail Canada will grow its product and merchandise revenues by 3% per year
iv. Sail Canada has a Fund Raising Strategy within the organization and board in collaboration with Wind Athletes and raise $100,000 in 2017 and will increase this annually by 10%
v. Sail Canada will build a network of Corporate Sponsors who understand and support the mission and vision of Sail Canada and raise $100,000 per year and will increase this annually by 10%
vi. 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 2017 – 2018 (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. Establish fee schedule for next 5 years by Nov 2017
3. Update and activate Corporate Sponsor recruitment by May 2017
4. Develop Visibility Plan for sponsors, supporters and funders by Sept 2017
5. Manage Corporate Sponsorship and Partner Agreements (ongoing)
7. Work with Wind Athletes Canada to build a fundraising program
8. Develop a Sail Canada Fundraising program by Sept 2017
9. Ensure compliance with RCA for all donation programs (ongoing)
10. Manage Advertising Revenues (ongoing)
11. Manage Merchandising Activities (ongoing)
TENS OF THOUSANDS OF SAILORS

Sail Canada

PROVINCIAL ASSOCIATIONS

We foster the development and promotion of sailing in Canada, providing quality services and programs to clubs and sailors, through:

VALUES

TENS OF THOUSANDS OF SAILORS

10 PROVINCIAL ASSOCIATIONS

1500+ COACHES & INSTRUCTORS

1000+ OFFICIALS

VISION

MISSION

OUR FOCUS

PARTICIPATION

DEVELOPMENT

PERFORMANCE

Olympic
Paralympic
Major Events
Coaching

INTEGRITY

ADAPTABILITY

COLLABORATION

RESPECT

INCLUSIVENESS

LEADERSHIP

ACCOUNTABILITY

Sailing will be leading lifelong recreational and competitive sport in Canada, inspired by exceptional achievements from Canadians sailing in world and international competitions.

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.

Developing Standards
Preparing Programs and Services
Cultivating National Team
Organizing National Events

Delivering Standards
Developing Programs and Services
Cultivating Provincial Teams
Organizing Regional Events

Facilitating Delivery through Instruction, Coaching, Officiating
Cultivating Club Teams
Organizing Local Events

Our Focus

Participation

Development

Performance

Advocacy

Guidance

Representation

Promotion

Training

Programs

Standards

Certification

Sail to Win - Sail for Life

PRINCE EDWARD ISLAND

TM

NB VOILE SAIL

Your National Sport Organization

Inclusiveness

Leadership

Accountability

Bringing together sailing
as a national sport.

Your Contributions

Communication and Collaboration

YOUR NATIONAL SPORT ORGANIZATION

Developing Standards
Preparing Programs and Services
Cultivating National Team
Organizing National Events

Delivering Standards
Developing Programs and Services
Cultivating Provincial Teams
Organizing Regional Events

Facilitating Delivery through Instruction, Coaching, Officiating
Cultivating Club Teams
Organizing Local Events

NATIONAL

PROVINCIAL

LOCAL
**STRA TEGIC PRI ORITIES**

**PARTICIPATION**
- Collaboration With PSAs, Clubs, Schools & Camps
- Introductory Avenues/Sailor Retention
- Stakeholder/Partner/Sponsor Relationships
- Sport Image & Social Media/Web
- Improve Regulatory Environment

**DEVELOPMENT**
- Stakeholder collaboration on development & delivery
  - Instructor/coach training
  - Regional, Provincial & National Athletes
- CANSail
  - Scope, Quality, Flexibility, Progressive Pathway, Sailor Rentention

**PERFORMANCE**
- Athlete Development - System Building
  - World Class Coaching
  - Performance Pathway & 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

**ENVIRONMENT**

**STAKEHOLDERS**
- Communications, 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 Sports, Sport Dispute Resolution Centre of Canada, Canadian Sport Institutes, Officials, Coaches, Instructors, Provincial Sailing Association, Sailing Clubs, Funders and Volunteers

**DEMOGRAPHICS & SOCIAL TRENDS**
- Accessibility, Time, Family

**ECONOMICS**
- Affordability & Funding

**OUTSIDE PERSPECTIVE**
- Support all levels, Grassroots, Communication, Media, Promotion

**TECHNOLOGY**
- Equipment, Training

**ORGANIZATIONAL EFFECTIVENESS**
- Performance measurement

**STAKEHOLDERS PERSPECTIVES**

**SAILOR**
- Sail Canada does a great job of supporting & developing sailing
- We have a say in the direction of supporting & developing sailing

**CLUB**
- We work well together with Sail Canada to service our members & athletes
- There is a supported pathway to compete at the very top levels
- Sail Canada’s national program standards keep us up to date with international practices
- Quality instructor training resources & support, enhance my capabilities
- I see career opportunities in coaching & understand my personal development pathway. My race team is well prepared & eager to excel in competition

**PROVINCE**
- We get the products we need to excel in delivering sailing instructions
- Our partnership provides an excellent forum to showcase our brand
- We trust that Sail Canada will spend money on important projects to increase participation, develop the sport & make our athletes competitive

**ATHLETE**
- There is a supported pathway to compete at the very top levels
- We work well together with Sail Canada to service our members & athletes
- I see career opportunities in coaching & understand my personal development pathway. My race team is well prepared & eager to excel in competition

**OFFICIAL**
- Sail Canada program managers support & value the contributions of all volunteers
- Our partnership provides an excellent forum to showcase our brand
- We trust that Sail Canada will spend money on important projects to increase participation, develop the sport & make our athletes competitive

**INSTRUCTOR**
- Quality instructor training resources & support, enhance my capabilities
- I see career opportunities in coaching & understand my personal development pathway. My race team is well prepared & eager to excel in competition

**VOLUNTEER**
- I see career opportunities in coaching & understand my personal development pathway. My race team is well prepared & eager to excel in competition

**SCHOOL**
- We get the products we need to excel in delivering sailing instructions
- Our partnership provides an excellent forum to showcase our brand
- We trust that Sail Canada will spend money on important projects to increase participation, develop the sport & make our athletes competitive

**DONOR**
- Our partnership provides an excellent forum to showcase our brand
- We trust that Sail Canada will spend money on important projects to increase participation, develop the sport & make our athletes competitive

**BOATER**
- I am a safer and better boater because of Sail Canada programs and my certification is recognized internationally