



SAIL·VOILE CANADA

STRATEGIC PLAN

2021 - 2024

Sail for All, Sail for Life, Sail to Win

Vision - “Canada is a leading international sailing nation, proud of its world class athletes, lifelong participants and inclusive culture”

Mission - **LEAD, ENABLE, DRIVE** Working with our partner organizations, we **LEAD** as a national sport organization, **ENABLE** enhanced participation and **DRIVE** sport development and performance for all

OUR FUNDAMENTAL VALUES

- Collaboration and Innovation
- Transparency, Accountability, Integrity
- Diversity, Equity, and Inclusion
- Culture of Excellence
- Safety for All
- Environmental Sustainability

OUR COMMITMENTS TO SUCCEED

To pursue our vision and fulfill our mission, we are committed to following integrated priorities

1. **LEAD as a national sport organization** by:

- **strengthening and aligning** a shared vision with our partners,
- **adopting** best organizational practices especially in safe sport, diversity, equity and inclusion, financial and environmental sustainability
- **improving** the marketability and perceived value of sailing

2. **ENABLE enhanced participation** by:

- **improving** accessibility to all Canadians, and attracting new participants
- **offering** enjoyable, innovative, and value-added programs and services
- **promoting** sailing as a lifelong passion for Canadians

3. **DRIVE sport development and performance for all** by:

- **delivering** aligned development and competitions pathways
- **providing** targeted and identified athletes with the support necessary to achieve world class performance
- **instilling** a culture of excellence





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1. Strategic commitment: LEAD as a national sport organization by:

Strategic Goals	Desired outcomes through 2024	Enabling strategies
1.1 Strengthening and aligning a shared vision with our partners	Sail Canada (SC) & Provincial Sailing Associations (PSAs) are fundamentally aligned on strategic vision and mission while respecting each partner's regional characteristics and responsibilities.	SC will work with PSAs to align their strategic vision, goals, plans and programs when feasible and applicable. SC will work with PSAs to define and communicate roles and responsibilities.
1.2 Adopting best organizational practices especially in safe sport, diversity, equity, inclusion, financial and environmental sustainability	More than 80% of sailing participants and affiliated clubs, schools evaluate SC and PSA as leaders in client services, programs, organizational effectiveness, safe sport, diversity, equity, inclusion, financial and environmental sustainability	SC will work with PSAs when appropriate to perform organizational reviews and create exemplary organizational policies SC will work with PSAs to develop and share best practices and resources to enhance their respective organizations
1.3 Improving the marketability and perceived value of sailing	A national survey reveals that sailing is perceived as a popular, fun, dynamic, attractive, and vibrant activity by Canadians	SC will work with PSAs to develop and deploy a joint marketing and communication strategy to promote sailing and support our clubs and schools Promote innovations in sailing and wind sport SC will work with PSAs to clarify communication channels





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2. Strategic commitment: ENABLE enhanced participation by:

Strategic Goals	Desired outcomes through 2024	Enabling strategies
2.1 Improving accessibility to all Canadians, and attracting new participants	<p>Subject to sailing clubs and schools' capacity, the number of participants in sailing increases by 10% compared to 2019 metrics.</p> <p>Most of our participants stay involved in sailing longer as defined by the retention metrics. The retention rate improves by 15% since 2021.</p> <p>The number of diversified participants in sailing increases by 5% from 2021 metrics.</p>	<p>SC will work with PSAs to develop and deploy a growth and accessibility program strategy for Clubs and Schools</p> <p>SC will work with PSAs to develop and align their accessibility, diversity and inclusion policies and plans</p> <p>SC will work with PSAs to develop a tool to measure the participation growth, retention, and diversity through deployment of a National Sailors Database.</p>
2.2 Offering enjoyable, innovative, and value-added programs and services	<p>80% of sailing participants are "satisfied" to "highly satisfied" in ranking SC and PSA programs and services.</p>	<p>SC will work with PSAs to assess the needs of their member clubs and schools and will continually review and improve the impact and value of their programs and services.</p>
2.3 Promoting sailing as a lifelong passion for Canadians	<p>The public surveys reveal that more Canadians since 2021 perceive and adopt sailing as a lifelong activity and passion</p>	<p>SC will work with PSAs to enhance the presence and visibility of sailing in the public domain</p> <p>SC will work with PSAs to partner with their key stakeholders and the nautical industry to promote safe and accessible sailing and boating.</p>



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3. Strategic commitment: Drive sport development and performance for all by:

Strategic Goals	Desired outcomes through 2024	Enabling strategies
3.1 Delivering aligned development and competitions pathways	80% of Canadian clubs and schools, instructors, and coaches endorse, understand, and find SC's development and competitions pathways practical, useful, and meaningful.	<p>SC will work with PSAs to collaborate to develop meaningful participant's development and competition pathways and promote their use by Sailing Clubs and schools.</p> <p>SC will work with PSAs to review the system wide LTSD pathway</p>
3.2 Providing targeted and identified athletes with the support necessary to achieve world class performance	SC targeted and identified athletes have access to enhanced (compared to 2019) world class coaching and training environments with performance science support and access to appropriate age and stage competitions.	<p>SC's high-performance team will develop, implement, and lead a bold HP strategy in collaboration with PSAs, performance clubs and Canadian organizations involved in sport performance</p> <p>Sail Canada will set performance standards and financially support athletes who meet the performance standards</p>
3.3 Instilling a culture of excellence	A national survey reveals that the sailing community supports excellence in programming and is aware and proud of Canadian athletes' performances. Canadian sailors consistently achieve strong finishes at international competitions enabled by support from SC through the HP Plan. SC Athletes strive for podium performances at World championships and Olympics	<p>SC and PSAs will work together to ensure quality programming and services in athlete development, coaching, officiating and race management.</p> <p>SC will work with PSAs to promote the benefits of competitive sailing and the performance of Canadian sailing athletes</p>



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