

Planning the Way

Canoe Kayak Nova Scotia
Strategic Plan
2011–2015

Executive Summary

CKNS has been the official Provincial association of recreational canoeing in Nova Scotia since 1973, adding kayaking in 2000, and more recently, white water kayaking (and even “stand-up paddle boarding”). It has been an advocate for: safe paddling, embracing outdoor activity, wilderness appreciation, and environmental stewardship for over 38 years.

CKNS recognizes the need on a regular basis to reflect; on its historical role, its current place in promoting safe recreational paddling and its future responsibilities & opportunities within the Province. Taking time to “sharpen the saw”, is a very worthwhile exercise to ensure we remain relevant and meet the needs of our members, the larger paddling community and the Province’s objective of encouraging physical activity and outdoor pursuits.

Over the last several months, the CKNS Board has completed a review of its programs and events, and has identified 7 Key Responsibility Areas that we will focus on in the future. This Strategic Plan retains many of the worthwhile activities that CKNS has been doing over the years. It also adds new and revitalized activities over the next 4½ years, and we are able to introduce most of these new incentives early in the process rather than later. The table format for the Strategic Plan will allow: the Executive, the Board, General Members and other interested parties, to easily monitor the progress of CKNS throughout the operational year and at year end.

The CKNS Board gratefully thanks all those volunteers, staff and supporters who have assisted to strengthen our organization over the nearly 4 decades.

Blair Doyle

President 2010 – 2011

Nov. 7, 2011

Canoe Kayak Nova Scotia

Our Mission

“CKNS fosters the growth and development of safe and environmentally responsible, recreational canoeing and kayaking in Nova Scotia; through training, promotion, advocacy and stewardship.”

Our Vision

By Dec. 31, 2015, CKNS will be a flexible, dynamic and sustainable organization that is well recognized as the advocate for recreational paddling in Nova Scotia. We provide high quality development opportunities for paddling leaders via education and training. CKNS actively networks, promotes, sponsors, supports and delivers paddling events for flat water, white water, tripping and ocean kayaking. We ensure that fresh and salt water paddling routes are mapped and maintained, and lead to the development of new routes. CKNS has a membership that represents our diverse population.

Canoe Kayak Nova Scotia

Our Key Responsibility Areas

- 1) Facilitate Recreational Paddling Opportunities.
- 2) Provide And Support Paddling Instruction.
- 3) Maintain Paddling Routes.
- 4) Enhance Paddling Resources.
- 5) Promote Paddling.
- 6) Advocate For Recreational Areas And Environmental Protection.
- 7) Organizational Effectiveness.

Facilitate Recreational Paddling Opportunities

Goals	Dec 31 /12 Target	Dec 31 /15 Target	Action Steps
Deliver / support recreational day paddling trips	5 per year	5 per year Total 25 trips	2011 – Schedule, promote and complete CKNS paddles, or with partner(s) for joint events. 2012 – Continue. Expand to include trips outside Halifax County. 2013 – Continue 2014 – Continue 2015 – Continue
Deliver / support Annual Paddling Symposium	1 per year	1 per year Total 5 Symposiums	2011 – Partner with Paddle Canada for an Atlantic Canada event. 2012 – Partner with Paddle Canada for an Atlantic Canada event, or with partner(s) for a NS event. 2013 – Continue 2014 – Continue 2015 – Continue
Deliver / support winter pool clinics	2 per year	2 per year Total 8 clinics	2011 – Schedule, promote and complete CKNS clinics or with partner(s) for joint events. 2012 – Continue 2013 – Continue 2014 – Continue 2015 – Continue
Deliver / support a new white water kayaking program	1 per year	1 per year Total 4 clinics	2011 – Purchase 6 white water kayaks and essential gear to fill this “equipment gap”. Schedule, promote and complete CKNS clinic or with partner(s) for joint events. 2012 – Schedule, promote and complete CKNS clinic or with partner(s) for joint events. 2013 – Continue 2014 – Continue 2015 – Continue. Evaluate if kayaking & equipment still required.

Provide and Support Paddling Instruction

Goals	Dec 31 /12 Target	Dec 31 /15 Target	Action Steps
Deliver / support paddling skill courses	1 per year	1 per year Total 5 courses	2011 – Support Paddle paddling skill courses. 2012 – Continue. 2013 – Continue. 2014 – Continue. 2015 – Continue.
Deliver / support instructor courses	1 per year	2 per year Total 8 courses	2011 – Deliver and/or support (via CKNS Bursary Program, etc.) Paddle Canada instructor courses. 2012 – Continue. 2013 – Continue. 2014 – Continue. 2015 – Continue.
Deliver / support youth programs	1 per year	1 per year Total 5 programs	2011 – Develop new youth program (with schools, Scouts Canada, Aboriginal groups, etc.). 2012 – Deliver / support paddling program in 1 of 5 NS regions. 2013 – Continue. 2014 – Continue. 2015 – Continue.

Maintain Paddling Routes

Goals	Dec 31 /12 Target	Dec 31 /15 Target	Action Steps
Inspect & maintain (traditional) portages	Complete 10 routes per year	Complete 20 routes per year Total 80 inspections	2011 – Develop formal maintenance schedule and completion records. Develop route usage login on CKNS website. Implement. 2012 – Maintain. 2013 – Continue. 2014 – Continue. 2015 – Continue.

Enhance Paddling Resources

Goals	Dec 31 /12 Target	Dec 31 /15 Target	Action Steps
Maintain current list of paddling events	100% complete	100% complete	2011 – Develop improved system of identifying and cataloguing NS events. Implement. 2012 – Maintain. 2013 – Continue. 2014 – Continue. 2015 – Continue.
Maintain list of NS paddling instructors; retailers; outfitters; & clubs	100% complete	100% complete	2011 – Implement 2012 – Maintain. 2013 – Continue. 2014 – Continue. 2015 – Continue.
Maintain website links to paddling information	100% complete	100% complete	2011 – Develop improved system of identifying and cataloguing resources. Implement. 2012 – Maintain. 2013 – Continue. 2014 – Continue. 2015 – Continue.
Complete paddling route maps	1 per year	2 per year Total 8 routes	2011 – Prioritize list. Complete 1 route. 2012 – Complete 1 route. 2013 – Complete 2 routes. 2014 – Continue. 2015 – Continue.
Complete paddling route descriptions	1 per year	2 per year Total 8 routes	2011 – Prioritize list. Complete 1 route. 2012 – Complete 1 route. 2013 – Complete 2 routes. 2014 – Continue. 2015 – Continue.

Promote Paddling

Goals	Dec 31 /12 Target	Dec 31 /15 Target	Action Steps
CKNS e-newsletter to members & stakeholders	300 recipients per "mailing". 12 "mailings" per year.	500 recipients per "mailing". 12 "mailings" per year.	2011 – Revamp newsletter to electronic format. Update "mailing list". Implement. 2012 – Maintain. 2013 – Continue. 2014 – Continue. 2015 – Continue.
CKNS branded materials	10 new / revised branded items	2 new / revised branded items per year	2011 – Develop, acquire and inventory items. Use at / for all events. 2012 – Update and continue. 2013 – Continue. 2014 – Continue. 2015 – Continue.
Support recreational paddling clubs in NS	Support 3 clubs each year	Support 5 clubs each year	2011 – Liaison with existing clubs. Provide moral, organizational, and promotional support. As required provide small grants to assist club activities (for safety, environmental, and promotional projects). 2012 – Continue. 2013 – Continue. 2014 – Continue. 2015 – Continue.
Deliver / partner in "off water" events	3 per year	3 per year Total 15 events	2011 – Continue delivering traditional events (winter film social, show booths, etc.) 2012 – Maintain. 2013 – Continue. 2014 – Continue. 2015 – Continue.
Support Aboriginal paddlers & non-traditional paddlers	Include 5 Aboriginal and 5 non-traditional participants per year	Include 10 Aboriginal and 10 non-traditional participants per year Total 80 participants	2011 – Develop plan to include Aboriginals and non-traditional participants. 2012 – Partner with Aboriginal groups. Target promotion to include non-traditional participants. 2013 – Continue. 2014 – Continue. 2015 – Continue.

Advocate for Recreational Areas and Environmental Protection

Goals	Dec 31 /12 Target	Dec 31 /15 Target	Action Steps
Monitor & advocate for environmental / enhanced recreational issues (re waterways)	Work on 2 projects / issues per year	Work on 2 projects / issues per year Total 10 projects	2011 – Develop a system to document our involvement in issues. Partner with other groups as required. Initiate as appropriate. 2012 – Maintain. 2013 – Continue. 2014 – Continue. 2015 – Continue.
Complete formal agreement re portages with DOE	100% complete	100% complete	2011 – Initiate discussion with Protected Areas and Wetlands (NS Dept. of Environment) for CKNS to manage (traditional) portages. 2012 – Complete agreement. Initiate management program. 2013 – Maintain. 2014 – Continue. 2015 – Continue.

Organizational Effectiveness

Goals	Dec 31 /12 Target	Dec 31 /15 Target	Action Steps
Maintain financial stability	A minimum reserve equal to 1 year's operating expenses	A minimum reserve equal to 1 year's operating expenses	2011 – Manage operations so that reserve is > \$140,000. 2012 – Manage operations so that reserve is > \$120,000. 2013 – Manage operations so that reserve is > \$100,000. 2014 – Manage operations so that reserve is > \$80,000. 2015 – Manage operations so that reserve is > \$60,000.
Active and dynamic board and staff	100% complete	100% complete	2011 – Recruit 2 new board members annually. Board representative attends Paddle Canada AGM. 2012 – Continue. Establish a volunteer management program. Complete a board / staff development day annually. Quarterly conference calls with Paddle Canada / other provincial associations. Staff to complete 2 days per year of continuing education. Complete formal staff evaluation process annually. 2013 – Continue. Update the 5 Year Strategic Plan bi-annually. 2014 – Continue. 2015 – Continue.
Participating membership	115 (paid) members	150 (paid) members	2011 – Improved membership solicitation via website, newsletter, sponsorships and events. 2012 – Continue. 2013 – Continue. 2014 – Continue 2015 – Continue.