

CORK STRATEGIC PLAN 2023-2028

Introduction

Strategic planning is about making choices. This plan, informed by stakeholders' consultation (athletes, coaches, officials, volunteers, staff, members), will focus CORK's finite resources on the priorities – pursuits and goals CORK leaders deem as essential to serving clients. This plan provides direction and guidance for current and future board members, staff, and volunteers. The strategic plan, with its pursuits and goals, assists the Board and staff to keep what's consequential and effective, to start programs or initiatives that are mission-aligned and, just as meaningful and the hardest, to stop processes, programs or initiatives that are no longer mission-aligned. Disciplined completion of actions and undertakings supporting each of the goals and pursuits will make the positive difference in the success of this plan and an equally positive difference in CORK's future.

CORK's Mission

By leveraging our natural assets of wind and freshwater, CORK provides high-quality sailing regattas in the welcoming and friendly Kingston, Ontario.

CORK's Vision

Kingston's boat parks and Olympic Harbour, the long-time home of CORK, brim with activity, including dinghies, skiffs, and foiling. CORK continues to lead the way in hosting regattas through new and innovative ways. Everyone is enthusiastic about being in Kingston for challenging racing and a great social vibe. Excitement runs high to train, compete, and sail at the world's best freshwater sailing venue.

Strategic Pursuits

1. To promote sailing, and the training of Canadians for top international performance, through hosting high-quality, exciting competitions in Kingston (*Planning group*)

1.1 Olympic and Olympic Development classes continue to be featured in both annual events and hosted major championships as a priority

1.2 We embrace new and growing classes of competitive boats in financially viable events-

1.3 We embrace youth development in competitive sailing

1.4 We attract top international athletes to CORK.

1.5 We work to regularly host mission-satisfying world & continental championships

1.6 We provide and support training opportunities for athletes and coaches

2. To provide and support training and care for regatta volunteers, and officials (*Volunteer Committee*)

2.1 We encourage, support, and facilitate training activities on and off the water

2.2 We collaborate with partners such as Sail Canada, Ontario Sailing and other Provincial Sailing Assoc. (PSA) to build training opportunities

2.3 We pursue activities to attract, train and retain volunteers

3. To improve CORK's, and-Canada's, regatta hosting capability (*Planning Group/ Finance Committee*)

3.1 We search out and embrace new regatta management best practices and technology

3.2 We strive to manage financial resources responsibly to enable quality regattas and the long-term sustainability of our event program.

3.3 We engage with all levels of government to ensure CORK, and the site on which we operate, continue to be well capable of hosting major international events

3.4 We engage with partners in the sailing community, the Kingston Community, sponsors, donors, and suppliers to improve CORK's regatta hosting capability

3.5 We feature activities to foster a feeling of social community and enthusiasm to be a participant in CORK

3.6 We have a year-round, dynamic social media program

4. Pursue sociably responsible and proactive policies and procedures (*Governance Committee*)

4.1 We strive to be diverse, equitable and inclusive and encourage those qualities

4.2 We strive to be environmentally conscious and promote programs in support of that consciousness

CORK's Core Values:

- Fostering a culture of excellence in a friendly environment
- Fostering a respectful and welcoming culture toward all