

# Alberta Whitewater Association

## 2014 REVIEW OF 3 YEAR STRATEGIC PLAN



Mailing Address: Box 162, Lundbreck, AB, CAN, T0K 1H0

Phone: 403-628-2336

Email: [admin@albertawhitewater.ca](mailto:admin@albertawhitewater.ca)

Website: [www.albertawhitewater.ca](http://www.albertawhitewater.ca)

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## Authorization

This three year plan was developed and approved by the Alberta Whitewater Association (AWA) Board of Directors on January 21, 2014. The review was approved by the Board on December 1, 2015.

## Message from the Board

The Alberta Whitewater Association is pleased to release its three year strategic plan that outlines the goals and priorities as well as action plans going forward. The purpose of this document is to assist the current and future Board of Directors, Staff and members to see the road map forward that will sustain the organization and create growth in the sport of whitewater kayaking and canoeing.

## Acknowledgements

The AWA would like to acknowledge and thank the many generations of paddlers that have contributed their time, energy and resources to bring the Association to its current state of affairs. The AWA would also like to thank the volunteers and staff who worked on the new Strategic Plan.

## Board Members - 2014

President	Eric	Lund
Vice President		
Treasurer till October 2014	Andrew	Osis
Secretary	Carl	Scheuerman
Director Facilities & Environment	Tom	Jacklin
Director of Paddler Development	Mark	Taylor
Director of Marketing		
Canoe Polo Representative	Jean	Leduc
Freestyle Representative	Christine	Haylock
Member at Large		
Recreation Representative	Carl	Scheuerman
Slalom Representative	Dan	Groeneveld

## Staff Members – 2014

Executive Director	Chuck	Lee
High Performance Coach	Mike	Holroyd

## Organizational Overview:

The Alberta Whitewater Association (AWA) is the Provincial Sport Governing Organization responsible for whitewater canoe/kayak sport in the Province of Alberta. The AWA was founded in 1972 and has been an active participant in whitewater paddling in Canada since 1972 when the first Nationals were held in Alberta.

### WHITEWATER DISCIPLINES & CLUB STRUCTURE

The AWA has undergone a number of structural and organizational permutations in this period. In 2004, the disciplines of Canoe Polo and Slalom were spun out as independent Associations, Alberta Canoe Polo Association (ACPA) and Alberta Slalom Canoe Kayak Association (ASCK), to govern their affairs and raise the funds necessary to build their programs at the elite level.

The mandate for these Disciplines is the promotion and development of their specific sport at the Provincial Team and National Team levels. Translated into the Long Term Athlete Development model this is the Train to Compete (Pursuit of Excellence) and Train to Win levels. They are also involved with club athletes as they transition from Train to Train (Transformations) into a specific discipline focus.

In 2012 the same plan was rolled out for Freestyle as the best way to build this discipline.

The AWA remains the parent body that represents whitewater canoe/kayak sport in Alberta to government funding agencies and CanoeKayak Canada. It is responsible for the overall whitewater program development in Alberta but focuses its attention to the foundational elements of the sport: *Participant Development, Club Development, Leadership Development, Facility Development and the Environment.*

In the Long Term Athlete Development model, the clubs are responsible for FUNdamentals, Learn to Train (Developmentals) and Train to Train (Transformations). The AWA works to support the clubs and to coordinate programs that help participants to transition between “dry behind the ears” novices to highly skilled experts in whatever boat or discipline they choose to participate in.

### STAFFING

Currently the Association employs 1 full time permanent staff, the Executive Director. The Executive Director works from a home office in Lundbreck, using electronic communications to complete their duties.

Since 2008, the AWA has received an annual grant from the Government for a High Performance Coach. This grant is allocated to ASCK for slalom coaching programs at the

LTAD Pursuit of Excellence and Train to Win levels. ASCK fundraises to support this position and the High Performance Slalom program. Mike Holroyd has been employed in this position since the inception of the program.

### GOVERNANCE

The Board of Directors blends both Operational and Governance styles to fulfill their mandate to manage the affairs of the Association. Meetings are held via electronic mediums once a month or as necessary for the committees.

The AWA maintains a balance of revenues to fund its operations. Government funding accounts for 35% of the annual operating budget of \$150,000. Casino revenues and donations make up 30% and program fees and memberships account for the remaining 35%. The disciplines of slalom and canoe polo have similar financial profiles.

The AWA's membership consists of individual paddlers that can join the Association independently and members that join through a paddling club. Only paddling clubs have voting rights within the AWA. There are 16 paddling clubs in Alberta scattered from the Crowsnest Pass to the Slave River and Grande Prairie to Lethbridge across all 8 zones.

### FACILITIES

Alberta has a multitude of great paddling venues throughout the province. Community swimming pools teach the basics of paddling skills in a safe and supervised environment to the beginners and children. Lakes, ponds and slow moving rivers are employed to refine flatwater skills and build confidence for beginners. And there are rivers from Grade II to V+ that give intermediate and expert paddlers places to go and test their skills while enjoying the level of experience desired.

The AWA has been involved in the construction of 3 whitewater paddling facilities over the past 28 years. The latest facility is the reconstruction of the WID weir in downtown Calgary into the Harvey Passage whitewater park which flooded the drowning machine and created a series of rapids and features for paddling. Boulder Run near Pincher Creek was built when the province constructed the Oldman River Dam in 1992. The lower Kananaskis River remains the flagship for the AWA and is a National Western Training Centre for slalom and freestyle disciplines.

In 2013 major flooding in southern Alberta destroyed all of the whitewater facilities. The AWA is in a rebuild process with government support to restore these important locations for our sport.

## Historical highlights

- 1970 The Canadian White Water Association (CWWA) sends an exploratory group to Alberta to develop the sport, find ww paddlers, teach new paddlers and explore Alberta's rivers.
- 1972 Alberta Whitewater Association forms a non-profit association and is recognized as the Provincial Sport Governing Organization for closed deck whitewater canoeing and kayaking  
Alberta hosts the Canadian National Whitewater Championships for Slalom and Wildwater on the upper Red Deer River near Sundre for the first time ever.  
The Olympics hosts the first Whitewater Slalom Canoe/Kayak event at Augsburg, Germany.
- 1973 Alberta sends its first athlete, Henri Bureaud to the International Canoe Federation (ICF) World Championships in Muota, Switzerland.
  - An Alberta has competed in every ICF World Championship and the World Cup races since 1973, including every Olympics till 2012.
- 1976 The AWA hosts the Canadian National Whitewater Championships for Slalom and Wildwater on the upper Red Deer River near Sundre for the 2<sup>nd</sup> time.
- 1978 The AWA develops and implements a provincial certification program for River Leaders and Instructors to lead trips and teach kayaking.
- 1979 Canada hosts the first World Championships held in North America for Wildwater and Slalom at Jonquiere, Quebec
- 1980 The AWA hosts the Canadian National Whitewater Championships for Slalom and Wildwater on the Maligne River near Jasper.
- 1982 AWA joins other provinces and CWWA to develop an instructor and coaching certification program through the NCCP that will replace the AWA Kayak Instructor certifications.
- 1984 The AWA hosts the Canadian National Whitewater Championships for Slalom and Wildwater on the upper Bow River near Lake Louise.  
The AWA begins construction of a whitewater training and racing facility on the Kananaskis River at Canoe Meadows.
  - Every 4-5 years the AWA rebuilds and improves the lower Kananaskis River features and racing facility for recreational and competitive programs.
- 1988 The AWA hosts the Canadian National Whitewater Championships for Slalom and Wildwater on the Kananaskis River at Canoe Meadows.
- 1991 The AWA works with the Alberta government to construct a whitewater training and race facility at Boulder Run below the new Oldman River Dam near Pincher Creek.
- 1992 Slalom Canoe/Kayak reappears at the Barcelona Olympics. Alberta sends 3 athletes to the Olympics (Joanne Woods K1W – 8<sup>th</sup>, David Ford K1M – 15<sup>th</sup>, Roy Sharplin C1M – 22<sup>nd</sup>)  
The AWA hosts the Canadian National Whitewater Championships for Slalom and Wildwater on the Oldman River at Boulder Run.
- 1994 Alberta sends a team to the ICF's first Canoe Polo World Championships to represent Canada.
- 1990's Freestyle kayaking (Kayak Rodeo) emerges as a new discipline in whitewater sport and World Championships are organized by an independent committee.
- 1996 The AWA hosts the Canadian National Whitewater Championships for Slalom and Wildwater on the Kananaskis River at Canoe Meadows.
- 1999 Albertan David Ford wins the ICF World Championships in K1M Slalom, the first non-European to win this premier event.
- 2001 The AWA and the Northwest Territories Kayak Association hosts the Canadian National Whitewater Championships for Slalom and Wildwater on the Slave River near Fort Smith.
- 2004 Alberta Canoe Polo Association (ACPA) is formed to represent canoe polo in Alberta and fundraise for its activities  
Alberta Slalom Canoe Kayak Association is formed to represent canoe/kayak slalom in Alberta and fundraise for its activities
- 2005 The AWA hosts the Canadian National Whitewater Championships for Slalom and Wildwater on the Kananaskis River at Canoe Meadows.
- 2008 ACPA hosts the ICF Canoe Polo World Championships in Edmonton, Alberta
- 2009 ASCK and AWA hosts the Canadian National Whitewater Championships for Slalom and Wildwater on the Kananaskis River at Canoe Meadows.
- 2011 In Calgary, Harvie Passage is completed and opened to the public, transforming the deadly drowning machine at the WID weir into a recreational amenity in the downtown core.
- 2012 Alberta Freestyle Kayak Association is formed to represent whitewater freestyle kayaking in Alberta and fundraise for its activities
- 2013 Major floods hit southern Alberta and destroy the whitewater facilities and features at Canoe Meadows, Harvie Passage and Boulder Run  
ASCK and AFKA hosts the Canadian National Whitewater Championships for Slalom and Wildwater and Freestyle on the Kananaskis River at Canoe Meadows.
- 2014 AWA begins management of the Canoe Meadows Campsite on the Kananaskis River and undertakes a complete \$400,000 rebuilding of the whitewater features on the Kan.

## AWA Mission

The Alberta Whitewater Association (AWA), a non-profit society, is the provincial sport governing organization for Alberta that promotes, strengthens, and builds canoe and kayak paddling as both a recreational and competitive activity. AWA achieves this by providing:

- educational, training and certification programs
- encouragement and support to leaders, paddlers, coaches, officials, and volunteers
- support to whitewater competitive sport disciplines of Slalom, Downriver, Canoe Polo, and Freestyle paddling
- environmental advocacy for whitewater rivers, development of whitewater facilities, and access to rivers
- recreational paddling, festivals and events
- support for the development and growth of member clubs

## Proposed Core Values

We value...

- teamwork, commitment, and fair play
- personal growth and character development
- striving for personal excellence
- a leading edge, science-based approach to instruction and training in accordance with the LTPD model
- healthy, constructive parental engagement and involvement
- a healthy, safe, and fun environment
- an ethical and respectful culture
- open, honest, timely, and transparent communication
- collaboration in everything we do
- environmentally responsible operations and policies

**GOAL 1 – PROGRAMS:** AWA has a robust paddler development path from pools / lakes to moving water with certified NCCP instructors, coaches and leaders.

**A. PADDLER DEVELOPMENT:** To build programs that develop personal paddling skills, knowledge and abilities of Alberta paddlers

- Passport for Paddlesports
- Schools in Pool Kayaking
- Paddling skill courses
- CKC Swiftwater Rescue

**B. CLUB PROGRAM DEVELOPMENT:** Support Alberta clubs in creating and running high quality programs to promote kayaking and develop strong whitewater paddlers

- Capital asset procurement assistance
- Club Coaches assistance program
- Athlete development programs
- Local facility development concepts

**C. SLALOM PROGRAM DEVELOPMENT:** Support ASCK in creating and running high quality competition programs to develop athletes and strong whitewater paddlers

- Slalom Development program
- Slalom High Performance program

**D. FREESTYLE PROGRAM DEVELOPMENT:** Support AFKA in creating and running high quality competition programs to develop athletes and strong whitewater paddlers

- Freestyle Development program
- Freestyle High Performance program

**E. CANOE POLO PROGRAM DEVELOPMENT:** Support ACPA in creating and running high quality competition programs to develop athletes and strong whitewater paddlers

- Canoe Polo Development program
- Canoe Polo High Performance program

**F. ALBERTA SUMMER GAMES:** Promote kayaking and its competitive disciplines across Alberta through the Alberta Summer Games franchise

- ASG planning, playoffs, pre-Games camp, ASG event, post-Games camp

**GOAL 2 – FACILITY DEVELOPMENT:** AWA has designed and created aquatic training and paddling centres in communities with AWA clubs.

- a. AWA is operating a profitable whitewater paddling centre and campground at Canoe Meadows.
- b. Harvie Passage is an accessible, well-used centre for paddling.
- c. Each AWA club has an accessible and well used flatwater and moving water site for their paddling programs
- d. Each AWA club has a storage and meeting area for their programs
- e. AWA has developed a recreational facility template plan and community action plan for Alberta communities

**GOAL 3 – MEMBERSHIP SERVICES:** AWA is attracting and retaining members by providing relevant and valued services to its members and member clubs.

**CLUB DEVELOPMENT:** To assist Alberta kayak clubs in running programs, developing facilities, building public awareness and getting bums in boats

- Summer Club Coaching Program
- Club Facilities
- Club handbook with templates for "How to start a club", Society registration, equipment grant applications, summer staff grant applications, facility development, community promotions, etc
- Discipline handbooks with templates for event management, equipment grant applications, summer staff grant applications, operating grants, hosting grants.

**WW PADDLING EVENTS:** To host paddling events and support clubs in hosting paddling events throughout the province that encourages kayaking participation

- AWA hosted paddling events – Sundre Paddfest, Provincial Championships,
- Club hosted paddling events - 3 Rivers Rendezvous, Grande Cache Festival, MEC Paddfest, Alberta Chickfest, Kanfest, Brierlies Festival,
- Provide online event registration to AWA members with discounts

**INFORMATION SHARING:** To provide information about paddling to our members in Alberta

- Coordinate information exchange and linkages with paddling websites
  - o Paddle ABC
  - o Calpaddle
  - o AWA website

**GOAL 4 – HUMAN RESOURCES:** AWA is attracting, developing and retaining quality staff, instructors, coaches, board members and other volunteers.

**PROGRAM LEADERSHIP DEVELOPMENT:**

- CKC Pool Kayak Instructor,
- CKC Lake Kayak Instructor, CKC River Leader 2, CKC River Instructor 2, CKC WW Leader 3, CKC WW Instructor 3
- CKC Intro WW Coach, CKC Development Coaches (Slalom, Downriver, Canoe Polo, Freestyle), CKC HP Coaches (Slalom, Downriver, Canoe Polo, Freestyle)
- Learning Facilitators and Master Learning Facilitators for all leadership training programs
- Officials

**ADMIN LEADERSHIP DEVELOPMENT**

- Event Volunteers (Volunteer Calgary )

- Club Executive members
- Association Board members (recognize, make the jobs fun, long time service awards, job descriptions, board development tutorials, recruitment from Volunteer Calgary)
- Staff

**GOAL 5 – MARKETING & PROMOTION:** Adults and youth in the Alberta paddling community recognize AWA as the premier canoe kayak organization in the province.

- The AWA has a modern and efficient website that promotes all facets of the sport
- The AWA effectively utilizes social media tools such as Facebook, Twitter and blogs to reach out to its different user groups
- The AWA has developed a communication strategy and support system (media package, photo library, taglines, logo)
- The AWA has effective promotional materials (brochures, banners, flagging, sandwich boards, Passports for Paddlesports booklets and posters, vehicle billboards)
- The AWA does a good job promoting itself, its services and its events to its members

**GOAL 6 - ADMINISTRATION:** AWA has an effective and efficient Administrative system that is supported by diverse revenue sources that meet our growing operational and programming needs.

- Program Coordination, General Information Coordination
- Financial Management (faster turn around, e-banking)
- Fund Development (Corporate Sponsorship, new funding sources, webbased revenues)
- Communications, Meetings
- Promotion, Marketing
- Memberships, Waivers, Liability Insurance
- Office Administration (paperless environment, document storage,

**GOAL 7 – PROGRAM SUPPORT:** Provide support to AWA and provincial kayak programs through support services and infrastructure

- Passenger van, boat trailer
- Boats and paddling gear
- tents and tarps, generators and tools

**GOAL 1 - PROGRAMS** - AWA has a robust paddler development path from pools / lakes to moving water with certified NCCP instructors, coaches and leaders.

A. Paddler Development: To build programs that develop skills, knowledge and abilities of Alberta paddlers

Project 1Ai	Responsibility	Objective	Plans 2014	Plans 2015	Plan 2016
Passport for Paddlesports	Executive Director Chair - Education	Use the new Passport to promote kayak skill development to children and adults	Build awareness of this new education tool with our clubs, instructors and paddle shops. Develop prototypes and test	Set up posters in all pools in communities with clubs. Sell passports to kayak programs. Make changes to prototypes	Continue to expand program in schools and pools across Alberta. Passport program is well established and cost neutral to AWA through sponsorship or sales - National Sponsor ??
2014 ED Plan – Distribute to clubs and instructors to use P2P - 10 hrs Make copies of the Passport pages F1,F2,F3 for distribution – Free to AWA clubs Make copies of the Passport pages D1,D2,D3 for distribution. Free to AWA clubs Make 100 poster sized Passports that can be posted in Swimming Pools, Club houses and other public venues to promote the sport Make the Passport available to clubs and certified instructors				2015 ED Plan – Promote program to all clubs and instructors	
<b>2014</b>	<b>Budgeted</b>	<b>Actual</b>	<b>Actual Results Achieved:</b>	Existing stock of materials were used. Demand from clubs and instructors was less than anticipated	
<b>Revenues</b>	<b>500</b>	<b>0</b>	<b>Were the objectives met?</b>	No	
<b>Expenses</b>	<b>1,000</b>	<b>0</b>	<b>Recommendations:</b>	Send out packages of Passports and Posters to all clubs for free. Send Posters to pools.	
<b>Balance</b>	<b>-500</b>	<b>0</b>			

Project 1Aii	Responsibility	Objective	Plans 2014	Plans 2015	Plan 2016
Schools in Pools Kayaking  Safe Paddling for Life	Executive Director Chair – Paddler Dev	Build the resource materials necessary to pilot and run the Schools in Pools – Kayaking program	Promote Pool Instructor to pools & train lifeguards Produce promotional video Run pilots in Calgary & AB Promote program to Pools	Continue to expand program in schools and pools across Alberta. National Sponsor ??	SinP program is well established and cost neutral to AWA
2014 ED Plan – Promote program to all clubs, selected communities and schools. – 40 hrs - Work with writers and video producers to finalize curriculum materials and promotional video -				2015 ED Plan – Promote program to all clubs, selected communities and schools.	
<b>2014</b>	<b>Budgeted</b>	<b>Actual</b>	<b>Actual Results Achieved:</b>	Video completed. Pilots completed. Promotion of program needs to be initiated	
<b>Revenues</b>	<b>0</b>	<b>0</b>	<b>Were the objectives met?</b>	Partially	
<b>Expenses</b>	<b>0</b>	<b>0</b>	<b>Recommendations:</b>	Get Program promoted and video used with schools to start kayaking program in the classroom	
<b>Balance</b>	<b>0</b>	<b>0</b>			

Project 1Aiii	Responsibility	Objective	Plans 2014	Plans 2015	Plan 2016
Paddling Courses	Executive Director Chair – Paddler Dev	To train Alberta paddlers on how to kayak safely and with good technique	Support Instructors, Coaches and Leaders to educate paddlers on proper paddling techniques and safe river use.	Same	Same
2014 ED Plan – Support to Instructors to run courses – 12 hrs There is no tracking system for the number of people taking courses and involved in kayaking activities Use the new Passport to Paddlesport to track people taking part in AWA activities.			2015 ED Plan –		
<b>2014</b>	<b>Budgeted</b>	<b>Actual</b>	<b>Actual Results Achieved:</b>	Kayak Instructors	
<b>Revenues</b>	<b>0</b>	<b>0</b>	<b>Were the objectives met?</b>		
<b>Expenses</b>	<b>0</b>	<b>0</b>	<b>Recommendations:</b>		
<b>Balance</b>	<b>0</b>	<b>0</b>			

Project 1Aiv	Responsibility	Objective	Plans 2014	Plans 2015	Plan 2016
Winter – Spring Youth Camps	Executive Director Chair – Paddler Dev	To bring together the young paddlers from the clubs, slalom, freestyle and canoe polo for an intensive yet fun camp during school holidays.	Support to bring together the different programs to plan out a joint camp(s) for the February and Spring breaks	Central America in February California in March/April BC in late April	Same
2014 ED Plan – Coordinate plans for a Developmentals & Transformations level youth camp that brings together all the players in the AWA to build a program that attracts a variety of paddlers from all disciplines.			2015 ED Plan – repeat		
Long Term Paddler Development			Developmentals, Transformations		
<b>2014</b>	<b>Budgeted</b>	<b>Actual</b>	<b>Actual Results Achieved:</b>	The Canoe Polo and Slalom Coaches put on a joint training program in Invermere at Easter for their teams	
<b>Revenues</b>	<b>0</b>	<b>0</b>	<b>Were the objectives met?</b>	Yes	
<b>Expenses</b>	<b>0</b>	<b>0</b>	<b>Recommendations:</b>	Plan future combo-camps for Alberta’s junior paddlers	
<b>Balance</b>	<b>0</b>	<b>0</b>			

Project 1Av	Responsibility	Objective	Plans 2014	Plans 2015	Plan 2016
CKC-W Swiftwater	Executive Director Chair – Paddler Dev	To train Alberta paddlers and river users in the basics of river safety and rescue.	Support to Instructors to run the CKC-W Swiftwater Rescue course to educate paddlers on how to be safe on the river.	Same	Same
2014 ED Plan – Support to LF’s to run courses – 12 hrs // Build materials for NCCP – 15 hrs // Continue to support the LF’s to run this program Train more LF’s across the province to run the CKC-W Swiftwater Rescue course \$60 x 30 participants in revenues less CKC fees of \$30 each			2015 ED Plan – Contract a writer to update the Swiftwater Rescue manual		
Long Term Paddler Development			Developmentals, Transformations, Active for Life		



<b>2014</b>	<b>Budgeted</b>	<b>Actual</b>	<b>Actual Results Achieved:</b>	4 Swiftwater Rescues courses were run in 2014. 1 new LF was trained and 1 other LF began running the CKC program.
<b>Revenues</b>	<b>1800</b>	<b>960</b>	<b>Were the objectives met?</b>	Yes
<b>Expenses</b>	<b>900</b>	<b>640</b>	<b>Recommendations:</b>	Improve course materials for LF's and for course participants
<b>Balance</b>	<b>900</b>	<b>320</b>		

**GOAL 1 - PROGRAMS** - AWA has a robust paddler development path from pools / lakes to moving water with certified NCCP instructors, coaches and leaders.

B. Club Program Development: Support Alberta clubs in creating and running high quality programs to promote kayaking and develop strong whitewater paddlers

Project 1Bi	Responsibility	Objective	Plans 2014	Plans 2015	Plan 2016
Summer Club Coaching Program	Executive Director HP Coach	Strengthen programming at the club level through local paid club instructors/ coaches. Expand youth programming with higher levels of participation, supported through better programming. Create better infrastructure at the club level to support programming	Submit employment grant app for CSJ. Advertise with CKC, clubs, adventure colleges and others Hire 4 staff Orientation camp in May Supervise program Hire 1 International Coach	Same Expand program to other clubs as required Hire 1 National Coach using Visiting Coach grant	Same Expand program to other clubs as required Hire 1 International Coach using Visiting Coach grant
<b>Long Term Paddler Development</b>				<b>FUNdamentals, Developmentals, Transformatiions</b>	
2014 ED Plan – Staff, grant and club recruitment 40 hrs // staff training – 40 hrs // staff supervision – 20 hrs/month x 4 // staff admin – 10 hrs/month x 4 The AWA will advertise more broadly to recruit coaches/instructors. The AWA will run an orientation camp for all club staff in early May to train them on how to set up, administer and run club programs for school groups, club members, adults and camps.				2015 ED Plan –	
<b>2014</b>	<b>Budgeted</b>	<b>Actual</b>	<b>Explanations</b>	<b>Actual Results Achieved:</b>	4 Club Coaches were hired for clubs by AWA, 4 club coaches hired by clubs, 2 club coaches hired by ASCK
<b>Revenues</b>	<b>16,000</b> <b>16,000</b> <b>4,000</b>	<b>14,925</b> <b>8,366</b>	<b>4 CSG Grants</b> <b>Club Fees</b> <b>AWA programs</b>	<b>Were the objectives met?</b>	Yes, 10 summer staff were hired in 2014 at 5 different clubs No, the AWA was unable to get a Temporary Foreign Worker permit to use the International Coach grant
<b>Expenses</b>	<b>32,000</b> <b>4,000</b> <b>2,000</b>	<b>22,697</b>	<b>8 Club Coaches</b> <b>Travel Expenses</b> <b>Training</b>	<b>Recommendations:</b>	Continue to support clubs to get CSJ grants. Transfer more responsibility to clubs to get their own staff. Amend TFW application to utilize Coach grant.
<b>Balance</b>	<b>-2,000</b>				

Project 1Bii	Responsibility	Objective	Plans 2014	Plans 2015	Plan 2016
Club Facilities	Executive Director Chair – Facilities	To create facilities in urban centres that can be used to host club programs and activities	Work with Cottonwood Kayak Club and Town of Innisfail to develop urban facility Work with Waterwerks Kayak Club and City of Calgary to develop urban facility Work with Sundre Paddling Club and Town of Sundre and Mountainview County to develop training facilities Support Pinch-o-Crow Creekers club to rebuild Pincher Ck & Crowsnest Pass facilities	Same Work with Bow Valley Kayak Club and Town of Canmore to develop urban facility Support Wapiti Kayak Club to maintain facilities in City of Grande Prairie Expand program to other clubs as required	Same Expand program to other clubs as required
2014 ED Plan - Community facility plan developed – 40 hrs // Cottonwood facility – 20 hrs Continue to support the clubs as required. Build a facility development template that can be used remotely by the clubs to work with their municipalities.				2015 ED Plan – The AWA will develop a Canmore recreation plan in 2015 with the club on the viability and long term advantages to having an outdoor aquatic centre for paddlesports. This plan will be presented to Alberta Parks and to Town Council for consideration.	
<b>2014</b>	<b>Budgeted</b>	<b>Actual</b>	<b>Explanations</b>	<b>Actual Results Achieved:</b>	No action in Innisfail. Calgary was able to use a new location for training. No action in Sundre. A new training site was founded in Crowsnest Pass. A Canmore paddling centre masterplan was written and delivered
<b>Revenues</b>	<b>0</b>	<b>0</b>		<b>Were the objectives met?</b>	Partially, it will take time to progressively develop urban facilities. The Canmore masterplan is a great template to use for other locations.
<b>Expenses</b>	<b>0</b>	<b>0</b>		<b>Recommendations:</b>	Continue to support new club facilities and urban planning for whitewater sport.
<b>Balance</b>	<b>0</b>	<b>0</b>			

Project 1Biii	Responsibility	Objective	Plans 2014	Plans 2015	Plan 2016
Equipment Procurement	Executive Director	To assist clubs to procure new equipment in the most cost effective manner through joint purchasing		Same	Same Expand program to other clubs as required
2014 ED Plan – Club equipment strategy plan developed – 20 hrs Continue to support the clubs as required.				2015 ED Plan –	
<b>2014</b>	<b>Budgeted</b>	<b>Actual</b>	<b>Explanations</b>	<b>Actual Results Achieved:</b>	No action taken in 2014
<b>Revenues</b>	<b>0</b>	<b>0</b>		<b>Were the objectives met?</b>	No
<b>Expenses</b>	<b>0</b>	<b>0</b>		<b>Recommendations:</b>	Examine need for AWA to be involved in negotiating deals with manufacturers.
<b>Balance</b>	<b>0</b>	<b>0</b>			

**GOAL 1 - PROGRAMS** - AWA has a robust paddler development path from pools / lakes to moving water with certified NCCP instructors, coaches and leaders.

C. Support ASCK in creating and running high quality competition programs to develop athletes and strong whitewater paddlers

Project 1Ci	Responsibility	Objective	Plans 2014	Plans 2015	Plan 2016
Slalom Development Program	ASCK Board HP Coach	To provide a development training program for slalom athletes in Alberta run by ASCK	May – September coaching for development athletes October – April winter training for club athletes	Same	Same
<b>Long Term Paddler Development</b>				<b>Transformations</b>	
2014 ED Plan – Support to ASCK // Support to Clubs – 20 hrs Continue to build on the success of this program in 2014 and create more capacity within the club's to support their athletes during the summer season.				2015 ED Plan –	
<b>2014</b>	<b>Budgeted</b>	<b>Actual</b>	<b>Explanations</b>	<b>Actual Results Achieved:</b>	ASCK and AWA and the Clubs continue to work cooperatively to provide support to athletes
<b>Revenues</b>	<b>0</b>	<b>0</b>		<b>Were the objectives met?</b>	Yes
<b>Expenses</b>	<b>0</b>	<b>0</b>		<b>Recommendations:</b>	Continue to support the Slalom Development program with ASCK and the clubs
<b>Balance</b>	<b>0</b>	<b>0</b>			

Project 1Cii	Responsibility	Objective	Plans 2014	Plans 2015	Plan 2016
Slalom High Performance program	ASCK Board HP Coach	To support a High Performance training program for slalom athletes in Alberta run by ASCK	Work strategically with CKC-W to maintain a western National Team program in Calgary	Same	Same
<b>Long Term Paddler Development</b>				<b>Pursuit of Excellence, Train to Win</b>	
2014 ED Plan – Coordinate program with ASCK – 20 hrs Continue to support ASCK as required.				2015 ED Plan –	
<b>2014</b>	<b>Budgeted</b>	<b>Actual</b>	<b>Explanations</b>	<b>Actual Results Achieved:</b>	ASCK employed Mike Holroyd as the High Performance coach for slalom
<b>Revenues</b>	<b>30,000</b>	<b>30,000</b>	<b>ASC grant</b>	<b>Were the objectives met?</b>	Yes
<b>Expenses</b>	<b>30,000</b>	<b>30,000</b>	<b>ASCK support</b>	<b>Recommendations:</b>	Continue to support ASCK and Calgary as the western hub of slalom paddling in Canada
<b>Balance</b>	<b>0</b>	<b>0</b>			

**GOAL 1 - PROGRAMS** - AWA has a robust paddler development path from pools / lakes to moving water with certified NCCP instructors, coaches and leaders.

D. Support AFKA in creating and running high quality competition programs to develop athletes and strong whitewater paddlers

Project 1Di	Responsibility	Objective	Plans 2014	Plans 2015	Plan 2016
Freestyle Development program	AFKA Board Executive Director	To provide opportunities freestyle kayaking for juniors, recreational and adult paddlers	May – September coaching for development athletes	Same	Same
<b>Long Term Paddler Development</b>				<b>Transformations &amp; Active for Life</b>	
2014 ED Plan – Support to AFKA // Support to Clubs – 20 hrs Continue to build on the success of this program in 2014 and create more capacity within the club's to support their athletes during the summer season.				2015 ED Plan –	
<b>2014</b>	<b>Budgeted</b>	<b>Actual</b>	<b>Explanations</b>	<b>Actual Results Achieved:</b>	No activities to report for 2014
<b>Revenues</b>	0	0		<b>Were the objectives met?</b>	No
<b>Expenses</b>	0	0		<b>Recommendations:</b>	In 2013 Eric Albert was very involved in promoting freestyle but he was not involved this year and that left a large void that was not filled this year. The AWA and AFKA need to find a new champion for freestyle paddling.
<b>Balance</b>	0	0			

Project 1Dii	Responsibility	Objective	Plans 2014	Plans 2015	Plan 2016
Freestyle High Performance program	AFKA Board Executive Director	To build a High Performance training program for freestyle athletes in Alberta run by AFKA			Same
<b>Long Term Paddler Development</b>				<b>Pursuit of Excellence, Train to Win</b>	
2014 ED Plan – Identify training opportunities // – 40 hrs Continue to support AFKA as required.				2015 ED Plan –	
<b>2014</b>	<b>Budgeted</b>	<b>Actual</b>	<b>Explanations</b>	<b>Actual Results Achieved:</b>	No activities to report for 2014
<b>Revenues</b>	0	0		<b>Were the objectives met?</b>	No
<b>Expenses</b>	0	0		<b>Recommendations:</b>	In 2013 Eric Albert was very involved in promoting freestyle but he was not involved this year and that left a large void that was not filled this year. The AWA and AFKA need to find a new champion for freestyle paddling.
<b>Balance</b>	0	0			

Project 1Diii	Responsibility	Objective	Plans 2014	Plans 2015	Plan 2016
Organizational capacity building	Freestyle Board Executive Director	To build the organizational capacity of AFKA to support future growth in the sport	Apply for Casino license Recruit new board members	Same	Same
2014 ED Plan – Support to AFKA – 20 hrs Continue to build on the base created over the last 2 years and create more capacity.				2015 ED Plan –	
<b>2014</b>	<b>Budgeted</b>	<b>Actual</b>	<b>Explanations</b>	<b>Actual Results Achieved:</b>	No activities to report for 2014
<b>Revenues</b>	0	0		<b>Were the objectives met?</b>	No
<b>Expenses</b>	0	0		<b>Recommendations:</b>	Apply for the Casino license in 2015
<b>Balance</b>	0	0			

**GOAL 1 - PROGRAMS** - AWA has a robust paddler development path from pools / lakes to moving water with certified NCCP instructors, coaches and leaders.

E. Support ACPA in creating and running high quality competition programs to develop athletes and strong whitewater paddlers

Project 1Ei	Responsibility	Objective	Plans 2014	Plans 2015	Plan 2016
Canoe Polo Development program	ACPA Board	To provide opportunities in canoe polo for juniors, recreational and adult paddlers	All year coaching for development athletes	Same	Same
<b>Long Term Paddler Development</b>				<b>Transformations &amp; Active for Life</b>	
2014 ED Plan – Support to ACPA // Support to Clubs – 20 hrs Continue to build on the success of this program in 2014 and create more capacity within the club's to support their athletes.				2015 ED Plan –	
<b>2014</b>	<b>Budgeted</b>	<b>Actual</b>	<b>Explanations</b>	<b>Actual Results Achieved:</b>	ACPA had a very active year with a full range of canoe polo camps and tournaments for all levels.
<b>Revenues</b>	0	0		<b>Were the objectives met?</b>	Yes
<b>Expenses</b>	0	0		<b>Recommendations:</b>	Continue to support the ACPA and its activities with the clubs and with the Alberta Summer Games
<b>Balance</b>	0	0			

Project 1Eii	Responsibility	Objective	Plans 2014	Plans 2015	Plan 2016
Canoe Polo High Performance program	ACPA Board	To build a High Performance training program for canoe polo athletes in Alberta run by ACPA			Same
<b>Long Term Paddler Development</b>				<b>Pursuit of Excellence, Train to Win</b>	
2014 ED Plan – Identify opportunities // – 20 hrs Continue to support ACPA as required.				2015 ED Plan –	
<b>2014</b>	<b>Budgeted</b>	<b>Actual</b>	<b>Explanations</b>	<b>Actual Results Achieved:</b>	ACPA ran a very successful year with the National Teams being well supported
<b>Revenues</b>	0	0		<b>Were the objectives met?</b>	Yes
<b>Expenses</b>	0	0		<b>Recommendations:</b>	Continue to support ACPA's National Team members
<b>Balance</b>	0	0			

**GOAL 1 - PROGRAMS** - AWA has a robust paddler development path from pools / lakes to moving water with certified NCCP instructors, coaches and leaders.

F. Promote kayaking and its competitive disciplines across Alberta through the Alberta Summer Games franchise

Project 1Fi	Responsibility	Objective	Plans 2014	Plans 2015	Plan 2016
ASG planning	Executive Director AWA Board ASCK Board ACPA Board	To plan for a successful ASG events that includes canoe polo, slalom and downriver events with full representation in all 8 zones	Completed	Planning for 2016	Activate plan
<b>Long Term Paddler Development</b>				<b>Developmentals &amp; Transformations</b>	
2014 ED Plan – Completed for 2014				2015 ED Plan – Review and approve ASG Technical Pkg for kayaking at 2016 games Tour and select venues for 2016 ASG	
<b>2014</b>	<b>Budgeted</b>	<b>Actual</b>	<b>Explanations</b>	<b>Actual Results Achieved:</b>	Plans were initiated for the 2016 ASG event in Leduc
<b>Revenues</b>	<b>0</b>	<b>0</b>		<b>Were the objectives met?</b>	Yes the 2014 ASG event went well and plans were initiated for 2016
<b>Expenses</b>	<b>0</b>	<b>0</b>		<b>Recommendations:</b>	Continue to develop plans for 2016 in Leduc with ACPA, ASCK and the Leduc Boat Club
<b>Balance</b>	<b>0</b>	<b>0</b>			

Project 1Fii	Responsibility	Objective	Plans 2014	Plans 2015	Plan 2016
ASG Zone Playoffs	Executive Director AWA Board ASCK Board ACPA Board	Have multiple and meaningful zone playoff events in all 8 zones with several hundred children trying out for zone teams	AWA will use the new standardized ASG zone playoff to have multiple events in different geographic areas in each zone	N/A	Same
<b>Long Term Paddler Development</b>				<b>Developmentals &amp; Transformations</b>	
2014 ED Plan – Organize zone trials in all zones – 6 hrs/month x 5 months // Post online results – 2 hrs/month x 4 months // Register athletes – 2 hrs x 8 zones				2015 ED Plan – N/A	
<b>2014</b>	<b>Budgeted</b>	<b>Actual</b>	<b>Explanations</b>	<b>Actual Results Achieved:</b>	17 different Time Trial events were held in 7 of the 8 zones with over 73 individuals trying out for zone teams
<b>Revenues</b>	<b>4000</b>	<b>1250</b>	<b>ASG grant</b>	<b>Were the objectives met?</b>	Yes
<b>Expenses</b>	<b>4000</b>	<b>1222</b>	<b>Pool subsidy 8 x 5 x \$100</b>	<b>Recommendations:</b>	Continue to offer an standardized time trial program for the ASG zone teams. Provide more assistance to communities that do not have a kayak club to organize a time trial. Build support in Zone 7 for ASG.
<b>Balance</b>	<b>0</b>	<b>28</b>			

Project 1Fiii	Responsibility	Objective	Plans 2014	Plans 2015	Plan 2016
ASG Pre-Games Camp	Executive Director AWA Board ASCK Board ACPA Board	Develop skills and abilities in all ASG kayak disciplines for all athletes and coaches	AWA will organize a kayak camps for the zone teams that will train the athletes and zone coaches in all 3 events prior to the Games	N/A	Same
<b>Long Term Paddler Development</b>				<b>Developmentals &amp; Transformations</b>	
2014 ED Plan – Organize zone camps for ASG – 20 hrs // Support zone camps 40 hrs				2015 ED Plan – N/A	
<b>2014</b>	<b>Budgeted</b>	<b>Actual</b>	<b>Explanations</b>	<b>Actual Results Achieved:</b>	One Provincial Pre-ASG camp was organized for all ASG competitors in Sundre. We had 38 participants. Yes. This was a very successful event that was well timed, well executed and well attended  Plan for another Pre-ASG camp in 2016 and invite all ASG competitors to attend. Plan for a 2015 Youth Camp at the Kananaskis.
<b>Revenues</b>	<b>1,000</b> <b>5,000</b>	<b>4750</b> <b>4500</b>	<b>ASG grant</b> <b>ASG athletes</b> <b>26 @ \$150</b> <b>8 @ \$75</b>	<b>Were the objectives met?</b>	
<b>Expenses</b>	<b>2,800</b>  <b>1,000</b> <b>2,100</b>	<b>3536</b>  <b>2043</b> <b>2973</b> <b>700</b>	<b>8 coaches for</b> <b>3.5 days @ \$125</b> <b>Camping</b> <b>Food (42 x \$10</b> <b>x 3.5 days)</b>	<b>Recommendations:</b>	
<b>Balance</b>	<b>+100</b>	<b>-2</b>			

Project 1Fiv	Responsibility	Objective	Plans 2014	Plans 2015	Plan 2016
ASG Event	Executive Director AWA Board ASCK Board ACPA Board	To have the best ever Alberta Summer Games with all 8 zones attending and full teams in all zones for canoe polo, slalom and downriver events.	The AWA will support all three disciplines, all 8 zones and the ASRPWF Games organizing committee to have well run and competitive kayak events.	N/A	Same
<b>Long Term Paddler Development</b>				<b>Developmentals &amp; Transformations</b>	
2014 ED Plan – Actively organize and attend ASG event – 40 hrs				2015 ED Plan – N/A	
<b>2014</b>	<b>Budgeted</b>	<b>Actual</b>	<b>Explanations</b>	<b>Actual Results Achieved:</b>	64 competitors from 7 zones attended the ASG and all 3 events were held over the 3 days of competition Yes  Continue to support ASG as a catalyst for involving young athletes in whitewater sport
<b>Revenues</b>	<b>3,000</b>	<b>6400</b>	<b>ASG athletes</b> <b>64 @ \$100</b>	<b>Were the objectives met?</b>	
<b>Expenses</b>	<b>2,800</b>	<b>3200</b> <b>3216</b> <b>2383</b>	<b>ASG Fee</b> <b>8 coaches for</b> <b>3.5 days @ \$100</b> <b>Expenses</b>	<b>Recommendations:</b>	
<b>Balance</b>	<b>+200</b>	<b>-2399</b>			

**GOAL 2 FACILITY DEVELOPMENT**

**GOAL:** AWA has designed and created aquatic training and paddling centres in communities with AWA clubs.

A. AWA is operating a high quality whitewater paddling centre and a profitable campground at Canoe Meadows.

Project 2Ai	Responsibility	Objective	Plans 2014	Plans 2015	Plan 2016
Canoe Meadows Whitewater Centre	Executive Director Director of Facilities	Canoe Meadows on the Kananaskis River is a well run whitewater training centre that supports Alberta's paddling programs	Rebuild Kananaskis River and Canoe Meadows Slalom course Build new novice site	Maintain slalom course Build river features down to Seebe	Maintain slalom course
2014 ED Plan – Rebuild of rockwork – 160 hrs // Rebuild slalom gates – 40 hrs // Permits & Approvals – 10 hrs // Grants – 10 hrs				2015 ED Plan –	
<b>2014</b>	<b>Budgeted</b>	<b>Actual</b>	<b>Explanations</b>	<b>Actual Results Achieved:</b>	A substantial portion of the work required to rebuild the Kananaskis River whitewater facility was completed. 65% of the objectives were met. There is still some work to do to fine tune the whitewater features. A portion of the Riverwalk still has to be finished. 60 of the 80 slalom gates still have to be installed.
<b>Revenues</b>	<b>250,000</b> <b>125,000</b> <b>125,000</b>	<b>267,472</b> <b>73,070</b> <b>40,000</b> <b>200,000</b>	<b>Disaster Funding</b> <b>ASRPWF grant</b> <b>Donations</b> <b>Rock Donation</b>	<b>Were the objectives met?</b>	
<b>Expenses</b>	<b>500,000</b>	<b>200,000</b> <b>301,795</b> <b>22,013</b> <b>4,734</b> <b>20,000</b>	<b>Rock</b> <b>Heavy Equip</b> <b>Contractors</b> <b>Materials</b> <b>Staff</b>	<b>Recommendations:</b>	
<b>Balance</b>	<b>0</b>	<b>32,000</b>			

Project 2Aii	Responsibility	Objective	Plans 2014	Plans 2015	Plan 2016
Canoe Meadows Campground	Executive Director Director of Facilities	Canoe Meadows on the Kananaskis River is a well run campground that supports Alberta's paddling programs	Manage CM group campground	Upgrade CM campground  Change Canoe Meadows into individual camping	Same
2014 ED Plan – Hire, train and administer campground staff – 80 hrs				2015 ED Plan – Hire, train and administer campground staff	
<b>2014</b>	<b>Budgeted</b>	<b>Actual</b>	<b>Explanations</b>	<b>Actual Results Achieved:</b>	AWA began mgt of CM campground in 2014. 4 staff were hired and were involved to manage the campground, work on trails and slalom gates.
<b>Revenues</b>	<b>40,000</b>	<b>26,163</b> <b>10,138</b> <b>20,000</b>	<b>Camping Fees</b> <b>CSJ grant</b> <b>DRP &amp; Other Grt</b>	<b>Were the objectives met?</b>	
<b>Expenses</b>	<b>20,000</b>	<b>39,289</b>	<b>Staffing Costs</b>	<b>Recommendations:</b>	



	<b>20,000</b>	<b>6,268</b> <b>3,954</b> <b>2,776</b> <b>3,559</b>	<b>Supplies</b> <b>Contractors</b> <b>Insurance</b> <b>Parks Fees</b>		Continue with upgrades to trails and campground area.
<b>Balance</b>	<b>0</b>	<b>455</b>			

B. Harvie Passage on the Bow River is an accessible, well-used centre for whitewater paddling in Calgary

Project 2Bi	Responsibility	Objective	Plans 2014	Plans 2015	Plan 2016
Harvie Passage on the Bow River in Calgary	Executive Director Director of Facilities ASCK team Calgary clubs	The Harvie Passage weir project on the Bow River in Calgary is an accessible and fully serviced whitewater facility that meets the needs of Calgary paddlers and clubs	Work with Alberta Environment and the City of Calgary to redesign the drop structures and channels to better meet the public's safety needs and the whitewater program needs for teaching, slalom and freestyle	Lobby the city for parking, washrooms, change rooms and other amenities. Work with AENV to install a slalom gate system. Lobby Transport Canada to remove CFD boom	Maintain presence in the operational plans
2014 ED Plan – Involvement in Harvie Passage planning group – 20 hrs				2015 ED Plan – Same	
<b>2014</b>	<b>Budgeted</b>	<b>Actual</b>	<b>Explanations</b>	<b>Actual Results Achieved:</b>	Involved in consultation of repair to Harvie Passage
<b>Revenues</b>	<b>0</b>	<b>0</b>		<b>Were the objectives met?</b>	Yes
<b>Expenses</b>	<b>500</b>	<b>400</b>	<b>Travel Expenses</b>	<b>Recommendations:</b>	Continue to be involved in consultation group – Harvie Passage Alliance Project to be completed in 2018
<b>Balance</b>	<b>0</b>	<b>-400</b>			

C. Boulder Run is an accessible, well-used centre for whitewater paddling in southern Alberta

Project 2Ci	Responsibility	Objective	Plans 2014	Plans 2015	Plan 2016
Boulder Run in Pincher Creek on the Oldman River	Executive Director Director of Facilities POCC club	Boulder Run below the Oldman Dam is an accessible and fully serviced whitewater facility that meets the needs of southern Alberta paddlers and clubs for teaching, slalom and freestyle	Work with Alberta Environment and the Alberta Parks to redesign the flood channel and build a new whitewater channel to better handle floods and the whitewater freestyle, slalom & teaching program needs	Work with AENV to install a slalom gate system.	Maintain presence in the operational plans
2014 ED Plan – Involvement in Boulder Run planning group – 20 hrs // Onsite work at Boulder Run – 40 hrs				2015 ED Plan – Onsite work on slalom gate system – 10 hrs	
<b>2014</b>	<b>Budgeted</b>	<b>Actual</b>	<b>Explanations</b>	<b>Actual Results Achieved:</b>	Meetings were held with AB Parks and AENV. Work is planned for fall of 2015
<b>Revenues</b>	<b>0</b>	<b>0</b>		<b>Were the objectives met?</b>	Yes
<b>Expenses</b>	<b>0</b>	<b>100</b>		<b>Recommendations:</b>	Continue to work with AB Parks on the redevelopment of Boulder Run and setting up of slalom gate system.
<b>Balance</b>	<b>0</b>	<b>-100</b>			

D. Each AWA club has an accessible and well used flatwater and moving water site for their paddling programs // Each AWA club has a storage and meeting area for their programs

Project 2Di	Responsibility	Objective	Plans 2014		Plans 2015	Plan 2016
Frank Slide Cascade on the Crowsnest River in the CNP	Executive Director Director of Facilities POCC club	Frank Slide Cascade is an accessible and fully serviced whitewater facility that meets the needs of Crowsnest Pass paddlers for teaching, slalom and freestyle	Work with Alberta Environment and the Alberta Culture to modify the cascades to make them navigable for freestyle, slalom & teaching programs		Turn over to local club, POCC, to manage	Same
2014 ED Plan – Involvement in Frank Slide Cascade planning group – 20 hrs // Onsite work at Frank Slide Cascade – 40 hrs					2015 ED Plan – N/A	
<b>2014</b>	<b>Budgeted</b>	<b>Actual</b>	<b>Explanations</b>	<b>Actual Results Achieved:</b>	POCC club used Frank Slide for their slalom training and race site in 2014. No river work was done but temporary gate system was installed and used intensively	
<b>Revenues</b>	<b>50,000</b>	<b>0</b>	<b>POCC</b>	<b>Were the objectives met?</b>	No	
<b>Expenses</b>	<b>50,000</b>	<b>0</b>	<b>POCC</b>	<b>Recommendations:</b>	Support POCC in its endeavours to make this site safer and more useable for paddlers.	
<b>Balance</b>	<b>0</b>	<b>0</b>				

E. AWA has developed a recreational facility template plan and community action plan for Alberta communities

Project 2Ei	Responsibility	Objective	Plans 2014		Plans 2015	Plan 2016
Canmore Training Site	Executive Director Director of Facilities BVKC club	Canmore has an accessible and fully serviced whitewater facility that meets the needs of Bow Valley paddlers for teaching, slalom and freestyle	Work with Town of Canmore, Alberta Environment and Alberta Parks to discuss plans to modify river channel to create a moving water training site in Canmore		Modify the river channel to make them suitable for teaching and slalom training program needs	Turn over to local club, BVKC, to manage
2014 ED Plan – Involvement in Canmore planning group – 20 hrs //					2015 ED Plan – Onsite work at Canmore – 40 hrs	
<b>2014</b>	<b>Budgeted</b>	<b>Actual</b>	<b>Explanations</b>	<b>Actual Results Achieved:</b>	The Master Plan for a Bow River Paddling Centre in Canmore was completed in 2014	
<b>Revenues</b>		<b>0</b>		<b>Were the objectives met?</b>	Yes, but the BVKC was not ready to implement the actions required to begin a dialogue with the Town.	
<b>Expenses</b>	<b>500</b>	<b>0</b>	<b>Travel Expenses</b>	<b>Recommendations:</b>	Support dialogue with BVKC and Town of Canmore to look at the feasibility of an urban river recreation facility.	
<b>Balance</b>	<b>0</b>	<b>0</b>				

Project 2Eii	Responsibility	Objective	Plans 2014	Plans 2015	Plan 2016
Facilities in Innisfail Lethbridge Other Calgary Grande Prairie	Executive Director Director of Facilities Local clubs	Alberta communities have an accessible and fully serviced whitewater facility that meets the needs of their paddlers for teaching, slalom and freestyle	Develop a template that can be used to present to local governments and grant programs for clubs	<b>Work with Municipal Gov'ts and Alberta Environment to discuss plans to modify river channels to create moving water training sites</b>	Work with Municipal Gov'ts and Alberta Environment to discuss plans to modify river channels to create moving water training sites
2014 ED Plan – Write the template for local clubs to present – 20 hrs //				2015 ED Plan – Present the Facility Plan to local governments – 40 hrs	
<b>2014</b>	<b>Budgeted</b>	<b>Actual</b>	<b>Explanations</b>	<b>Actual Results Achieved:</b>	<i>The Canmore plan is set up to be easily adapted for other communities</i>
<b>Revenues</b>	<b>0</b>	<b>0</b>		<b>Were the objectives met?</b>	<i>Yes</i>
<b>Expenses</b>	<b>0</b>	<b>0</b>		<b>Recommendations:</b>	<i>Begin studies of other communities to determine where and how a canoe/kayak paddling facility can be developed. Modify the plan for other communities.</i>
<b>Balance</b>	<b>0</b>	<b>0</b>			

**GOAL 3 – MEMBERSHIP SERVICES:** AWA is attracting and retaining members by providing relevant and valued services to its members and member clubs.

**A. CLUB DEVELOPMENT:** To assist Alberta kayak clubs in running programs, developing facilities, building public awareness and getting bums in boats

Project 3Ai	Responsibility	Objective	Plans 2014	Plans 2015	Plan 2016
Summer Club Coaching Program	Executive Director	Strengthen programming at the club level through local paid club instructors/ coaches. Expand youth programming with higher levels of participation, supported through better programming.	Apply for Canada Summer Jobs & STEP grants Advertise more broadly to recruit coaches/instructors. Run an orientation camp to train coaches to administer and run club programs. Administer program for clubs	Continue	Continue
2014 ED Plan – Staff, grant and club recruitment 40 hrs // staff training – 40 hrs // staff supervision – 20 hrs/month x 4 // staff admin – 10 hrs/month x 4				2015 ED Plan – Repeat	
<b>2014</b>	<b>Budgeted</b>	<b>Actual</b>	<b>Explanations</b>	<b>Actual Results Achieved:</b>	4 Club Coaches were hired for clubs by AWA, 4 club coaches hired by clubs, 2 club coaches hired by ASCK Yes, 10 summer staff were hired in 2014 at 5 different clubs No, the AWA was unable to get a Temporary Foreign Worker permit to use the International Coach grant
<b>Revenues</b>	24,000 4,500 28,000 4,000	14,925 0 8,366	4 CSG Grants Visiting Coach Club Fees ASG/Prov/SPF	<b>Were the objectives met?</b>	
<b>Expenses</b>	56,000 5,000 2,000	22,697 550	4 Club Coaches Travel Expenses Labour Mkt Op	<b>Recommendations:</b>	
<b>Balance</b>	-2,500	-550			

Project 3Aii	Responsibility	Objective	Plans 2014	Plans 2015	Plan 2016
Facilities in Innisfail Lethbridge Other Calgary Grande Prairie	Executive Director Director of Facilities Local clubs	Alberta communities have an accessible and fully serviced whitewater facility that meets the needs of their paddlers for teaching, slalom and freestyle	Develop a template that can be used to present to local governments and grant programs for clubs	<b>Work with Municipal Gov'ts and Alberta Environment to discuss plans to modify river channels to create moving water training sites</b>	Work with Municipal Gov'ts and Alberta Environment to discuss plans to modify river channels to create moving water training sites
2014 ED Plan – Write the template for local clubs to present – 20 hrs //				2015 ED Plan – Present the Facility Plan to local governments – 40 hrs	
<b>2014</b>	<b>Budgeted</b>	<b>Actual</b>	<b>Explanations</b>	<b>Actual Results Achieved:</b>	The Canmore plan is set up to be easily adapted for other communities Yes Begin studies of other communities to determine where and how a canoe/kayak paddling facility can be developed. Modify the plan for other communities.
<b>Revenues</b>	0	0		<b>Were the objectives met?</b>	
<b>Expenses</b>	0	0		<b>Recommendations:</b>	
<b>Balance</b>	0	0			

Project 3Aiii	Responsibility	Objective	Plans 2014	Plans 2015	Plan 2016
Club Administration Handbook	Executive Director	Clubs are well run and volunteers are supported.	Develop a club handbook for easy access to information on how to set up and run a successful canoe/kayak club	Add new materials on - Online \$\$ services - Membership services - Program templates	Add new materials on - Social media - Club Governance - Succession planning
2014 ED Plan – Assemble current materials on How to Start a Club, Society Registration, Bylaws, Grant templates, Summer Staff grants, Club Marketing – 20 hrs // Prepare new materials on facility development – 40 hrs //				2015 ED Plan – Prepare new materials – 40 hrs	
<b>2014</b>	<b>Budgeted</b>	<b>Actual</b>	<b>Explanations</b>	<b>Actual Results Achieved:</b>	Materials are in place, but not assembled into a package yet
Revenues	0	0		<b>Were the objectives met?</b>	Yes
Expenses	0	0		<b>Recommendations:</b>	Continue to develop new materials as identified and put them on the website for the clubs to utilize as they are needed.
Balance	0	0			

Project 3Aiv	Responsibility	Objective	Plans 2014	Plans 2015	Plan 2016
Discipline Administration Handbook	Executive Director	WW Disciplines are well run and volunteers are supported.	Develop a Discipline handbook for easy access to information on how to set up and run a successful WW sport discipline	Add new materials on - Online \$\$ services - Membership services - Program development	Add new materials on - Social media - Club Governance - Succession planning
2014 ED Plan – Assemble current materials on Event Management, Bylaws, Grant templates, Summer Staff grants, Program Development – 20 hrs // Prepare new materials on Program development – 40 hrs //				2015 ED Plan – Prepare new materials – 40 hrs	
<b>2014</b>	<b>Budgeted</b>	<b>Actual</b>	<b>Explanations</b>	<b>Actual Results Achieved:</b>	No action taken
Revenues	0	0		<b>Were the objectives met?</b>	No
Expenses	0	0		<b>Recommendations:</b>	Work on developing materials as time permits.
Balance	0	0			

Project 3Av	Responsibility	Objective	Plans 2014	Plans 2015	Plan 2016
Online Registration	Executive Director	WW Clubs are well run and volunteers are supported.	Set up online membership registration for clubs and AWA	Set up online course and program registration for clubs and Disciplines	Add new online services
2014 ED Plan – Build new CiviCRM portal for website registrations – 20 hrs // Administer new membership registration - 20 hrs //				2015 ED Plan – Build new CiviCRM portal for website registrations – 40 hrs	
<b>2014</b>	<b>Budgeted</b>	<b>Actual</b>	<b>Explanations</b>	<b>Actual Results Achieved:</b>	The online registration was set up but not implemented in 2014
Revenues	0	0		<b>Were the objectives met?</b>	No
Expenses	5,000	1,500	Semper Website	<b>Recommendations:</b>	The AWA's programs were set up online but not the club registrations. Offer an online registration to the clubs to help them simplify their internal operations and the administration of memberships.
Balance	-5,000	-1,500			

**B. WW PADDLING EVENTS:** To host paddling events and support clubs in hosting paddling events throughout the province that encourages kayaking participation

Project 3Bi	Responsibility	Objective	Plans 2014		Plans 2015	Plan 2016
AWA Hosted Paddling Event Sundre Paddlefest	Executive Director Chair - Events	To host the annual PaddleFest event in conjunction with Sundre Paddle Club and Paddle Alberta.	Coordinate and run the Sundre Paddlefest event on the upper Red Deer River and have the Sundre club handle the meals for the weekend.		The AWA would like to hand off this successful event to the club to run like the other paddling festivals in Alberta.	Continue to Support
2014 ED Plan – Renew plan for 2014 – 20 hrs // Registration – 20 hrs // Onsite hosting – 40 hrs					2015 ED Plan – Continue to Support – 80 hrs	
2014	Budgeted	Actual	Explanations	Actual Results Achieved:	Event was well run with 103 participants, 10 Instructors and 8 organizers	
Revenues	7,500 5,000	7337	Camping & Meal Pkgs Instruction Fees	Were the objectives met?	Yes	
Expenses	3,250 3,500 250 2,500 3,000	3283 3052 1420 30	Camping & PPotties Meals Registration Instructors AWA staff travel	Recommendations:	Continue to build on the success of the event for 2015.	
Balance	0	-448				

  

Project 3Bii	Responsibility	Objective	Plans 2014		Plans 2015	Plan 2016
AWA Hosted Paddling Event Provincial Champs	Executive Director Chair - Events	To bring together all facets of the paddling community for the annual Provincial Championships to showcase the sport and create a positive experience	The multi-discipline Provincial Championship for slalom, freestyle and downriver will be held at Canoe Meadows on the August long weekend.		Continue to Support	Continue to Support
2014 ED Plan – Renew plan for 2014 – 20 hrs // Registration – 20 hrs // Onsite hosting – 40 hrs					2015 ED Plan – Continue to Support – 80 hrs	
2014	Budgeted	Actual	Explanations	Actual Results Achieved:	Attendance was lower than last year dropping from 67 people attending in 2013 to only 56 this year and only 30 competitors down from 47 paddlers in 2013. There were 11 new to us paddlers that had not raced before the weekend. Because of the National Competition schedule the event was moved to a 2 day weekend later in September. A heavy snowfall a few days prior to the event, led to a 7 day postponement.	
Revenues	\$4,000	1731	Fees	Were the objectives met?	Yes	
Expenses	\$1,500 1,000 500 1,200	90 685 487 370	Camping Fees Food Expense Awards & Prizes Summer Coaches	Recommendations:	Plan for a 3 day event in late August for 2015 and promote the event with the junior athletes.	
Balance	-200	99				

Project 3Biii	Responsibility	Objective	Plans 2014	Plans 2015	Plan 2016
Club Hosted Paddling Event 3 Rivers Rendezvous	Executive Director Chair - Events	To support the Pincher Creek 3 Rivers Whitewater Festival and highlight paddling opportunities in SW Alberta	The 3 Rivers Rendezvous runs May long weekend and river runs are organized on the Castle, Crowsnest and Oldman Rivers	Continue to Support	Continue to Support
2014 ED Plan – Organize club coaches to support event – 5 hrs				2015 ED Plan – Organize club coaches to support event – 5 hrs	
<b>2014</b>	<b>Budgeted</b>	<b>Actual</b>	<b>Explanations</b>	<b>Actual Results Achieved:</b>	Over 300 people attended this event and it was very successfully run again this year.
<b>Revenues</b>	<b>0</b>	<b>0</b>		<b>Were the objectives met?</b>	Yes
<b>Expenses</b>	<b>0</b>	<b>0</b>		<b>Recommendations:</b>	Continue to support and promote this event to kick off the summer paddling season.
<b>Balance</b>	<b>0</b>	<b>0</b>			

Project 3Biv	Responsibility	Objective	Plans 2014	Plans 2015	Plan 2016
Club Hosted Paddling Event Grande Cache Festival	Executive Director Chair - Events	To support the Grande Cache WW Festival and highlight the paddling opportunities in NW Alberta	The Grande Cache WW Festival runs the third week of June and river runs are organized on the Muskeg, Sulphur and Sheep Rivers	Continue to Support	Continue to Support
2014 ED Plan – Organize club coaches to support event – 5 hrs				2015 ED Plan – Organize club coaches to support event – 5 hrs	
<b>2014</b>	<b>Budgeted</b>	<b>Actual</b>	<b>Explanations</b>	<b>Actual Results Achieved:</b>	The Ex Director attended the GC festival this year and helped to organize and run a slalom clinic for paddlers with the ASCK Coach. This was the first time that a slalom clinic or race was held in Grande Cache.
<b>Revenues</b>	<b>0</b>	<b>0</b>		<b>Were the objectives met?</b>	Yes
<b>Expenses</b>	<b>0</b>	<b>635</b>	<b>Ex Dir Travel exp</b>	<b>Recommendations:</b>	Continue to support the GC WW Rendezvous and attend the event every other year.
<b>Balance</b>	<b>0</b>	<b>-635</b>			

Project 3Bv	Responsibility	Objective	Plans 2014	Plans 2015	Plan 2016
Club Hosted Paddling Event Mtn Equip Coop Paddle Festivals	Executive Director Chair - Events	To support the Mountain Equipment Coop's annual Paddle Festivals in Calgary and Edmonton to promote the sport in these major urban centres	The MEC supports two paddling festivals in Edmonton and Calgary in mid June to promote paddling. The AWA works with local clubs to coordinate a presence.	Continue to Support	Continue to Support
2014 ED Plan – Planning and organizing support for event – 5 hrs //				2015 ED Plan – Planning and organizing support for event – 5 hrs //	
<b>2014</b>	<b>Budgeted</b>	<b>Actual</b>	<b>Explanations</b>	<b>Actual Results Achieved:</b>	The AWA was not involved in the MEC paddling festivals this year
<b>Revenues</b>	<b>0</b>	<b>0</b>		<b>Were the objectives met?</b>	No
<b>Expenses</b>	<b>500</b>	<b>0</b>	<b>Booth Costs</b>	<b>Recommendations:</b>	Reach out to MEC earlier in the year to plan for the AWA to be involved.
<b>Balance</b>	<b>-500</b>	<b>0</b>			

Project 3Bvi	Responsibility	Objective	Plans 2014	Plans 2015	Plan 2016
Club Hosted Paddling Event Alberta Chickfest	Executive Director Chair - Events	To support the Alberta Chickfest in Rocky Mountain House to promote the sport to Alberta's women paddlers	Re-start this event in 2014 to attract women to paddle together.	Continue to Support	Continue to Support
2014 ED Plan – Planning and organizing support for event – 20 hrs //				2015 ED Plan – Planning and organizing support for event – 5 hrs //	
<b>2014</b>	<b>Budgeted</b>	<b>Actual</b>	<b>Explanations</b>	<b>Actual Results Achieved:</b>	The UAPS ran a very good women's only paddling weekend this year.
<b>Revenues</b>	0	0		<b>Were the objectives met?</b>	Yes
<b>Expenses</b>	0	0		<b>Recommendations:</b>	The PaddleJunkies would like join the UAPS women's weekend. Assist the 2 groups to jointly offer this event.
<b>Balance</b>	0	0			Incentives ??

Project 3Bvii	Responsibility	Objective	Plans 2014	Plans 2015	Plan 2016
Club Hosted Paddling Event Kanfest	Executive Director Chair - Events	To support the Calgary Kayak Club's Kanfest and promote paddling in the Bow Valley	The Kanfest runs the 2 <sup>nd</sup> weekend of August with river runs and fun events organized on the Kananaskis River	Continue to Support	Continue to Support
2014 ED Plan – Planning and organizing support for event – 5 hrs //				2015 ED Plan – Planning and organizing support for event – 5 hrs //	
<b>2014</b>	<b>Budgeted</b>	<b>Actual</b>	<b>Explanations</b>	<b>Actual Results Achieved:</b>	Kanfest was another successful event this year with over 200 participants and a great weekend
<b>Revenues</b>	150	200	<b>Insurance Fee</b>	<b>Were the objectives met?</b>	Yes
<b>Expenses</b>	300	200	<b>Donation Insurance</b>	<b>Recommendations:</b>	Continue to support event. The camping fees for the club were higher than normal this year. The AWA should examine ways to get a better rate for camping for the club.
<b>Balance</b>	-300	0			

Project 3Bviii	Responsibility	Objective	Plans 2014	Plans 2015	Plan 2016
Club Hosted Paddling Event Brierlies WW Festival	Executive Director Chair - Events	To support the Brierlies WW Festival in Rocky Mountain House to promote the sport	Help the local Rocky Canoe Club to run a successful event	Continue to Support	Continue to Support
2014 ED Plan – Planning and organizing support for event – 5 hrs //				2015 ED Plan – Planning and organizing support for event – 5 hrs //	
<b>2014</b>	<b>Budgeted</b>	<b>Actual</b>	<b>Explanations</b>	<b>Actual Results Achieved:</b>	This event did not run this year
<b>Revenues</b>	0	0		<b>Were the objectives met?</b>	No
<b>Expenses</b>	0	0		<b>Recommendations:</b>	Talk to the Rocky club about their plans for the event and how we can help them to run the event in 2015.
<b>Balance</b>	0	0			



**C. INFORMATION SHARING:** To provide information about paddling to our members in Alberta and to the general public

Project 3Ci	Responsibility	Objective	Plans 2014		Plans 2015	Plan 2016
AWA website	Executive Director	To inform the public and our members on whitewater paddling in Alberta and on the activities of the AWA and our members	Website information updates		Continue to Support	Continue to Support
2014 ED Plan – Administer website – 20 hrs //					2015 ED Plan – Administer website – 20 hrs //	
<b>2014</b>	<b>Budgeted</b>	<b>Actual</b>	<b>Explanations</b>	<b>Actual Results Achieved:</b>	Website rebuilt in 2012-13. It is still a work in progress and new facets are being added on as needed	
Revenues	0	315	ASCK share	Were the objectives met?	Yes	
Expenses	0	630 1500	Website Hosting Enhancements	Recommendations:	Continue to enhance the AWA website and make it a good portal for people to find out about whitewater sport, the clubs and the disciplines.	
Balance	0	-1,815				

Project 3Cii	Responsibility	Objective	Plans 2014		Plans 2015	Plan 2016
Paddle ABC website	Executive Director Eric Howey Paddle Alberta	To inform the public and our members on whitewater paddling in Alberta, river beta and river flows	Work with Eric Howey to transition Paddle ABC into a joint venture with Paddle Alberta support by PA & AWA		Continue to Support	Continue to Support
2014 ED Plan – Work with Eric Howey – 40 hrs //					2015 ED Plan – Administer website – 20 hrs //	
<b>2014</b>	<b>Budgeted</b>	<b>Actual</b>	<b>Explanations</b>	<b>Actual Results Achieved:</b>	An MOU was developed for the transition of the Paddle ABC website from Eric Howey to the AWA and Paddle Alberta. Functional control resides with Eric Howey.	
Revenues	0	0		Were the objectives met?	No	
Expenses	0	0		Recommendations:	Eric was working on making the Paddle ABC website ready for mobile applications. We need to work with him to transition the website into the AWA.	
Balance	0	0				

Project 3Ciii	Responsibility	Objective	Plans 2014		Plans 2015	Plan 2016
Calpaddle & Other Club websites	Executive Director WW Club	To inform the public and our members on whitewater paddling in Alberta, river beta and river flows	Provide good links to Calpaddle and club websites		Continue to Support	Continue to Support
2014 ED Plan – Work with Clubs – 10 hrs //					2015 ED Plan – Administer website – 10 hrs //	
<b>2014</b>	<b>Budgeted</b>	<b>Actual</b>	<b>Explanations</b>	<b>Actual Results Achieved:</b>	Links were posted on the AWA website and the ED frequently put postings on the club sites this year	
Revenues	0	0		Were the objectives met?	Yes	
Expenses	0	0		Recommendations:	Continue to use the club postings to promote the AWA, the programs and events as well as clubs.	
Balance	0	0				

Project 3Civ	Responsibility	Objective	Plans 2014	Plans 2015	Plan 2016
Social Media Facebook, Twitter, Blogs, etc	Executive Director	To inform the public and our members on whitewater paddling in Alberta, river beta and river flows	Explore new social media to expand our public reach	Continue to Support	Continue to Support
2014 ED Plan – Work with tech saavy members – 20 hrs //				2015 ED Plan – ongoing – 20 hrs //	
<b>2014</b>	<b>Budgeted</b>	<b>Actual</b>	<b>Explanations</b>	<b>Actual Results Achieved:</b>	Links were posted on the AWA website and the ED frequently put postings on the social media sites this year
<b>Revenues</b>	<b>0</b>	<b>0</b>		<b>Were the objectives met?</b>	Yes
<b>Expenses</b>	<b>0</b>	<b>0</b>		<b>Recommendations:</b>	Continue to use the social media sites to promote the AWA, the programs and events as well as clubs.
<b>Balance</b>	<b>0</b>	<b>0</b>			

**GOAL 4 – HUMAN RESOURCES:** AWA is attracting, developing and retaining quality staff, instructors, coaches, board members and other volunteers.

**A. PROGRAM LEADERSHIP DEVELOPMENT:** To develop a strong cadre of trained leaders, instructors and coaches throughout the province to provide support to clubs, individuals and the public

Project 4Ai	Responsibility	Objective	Plans 2014	Plans 2015	Plan 2016
CanoeKayak Canada Pool Kayak Instructor	Executive Director Chair - Education	To build the certification program for lifeguards and non-paddlers to teach kayaking in controlled pool environments	Train more Learning Facilitators to teach courses. <b>Promote kayaking to schools as part of the Physical Literacy program for Grades 4-5.</b>	Continue to Support	Continue to Support
2014 ED Plan – Support to LF’s to run courses – 12 hrs // Build materials for NCCP – 15 hrs // Train additional LF’s – 20 hrs				2015 ED Plan – ongoing – 20 hrs //	
<b>2014</b>	<b>Budgeted</b>	<b>Actual</b>	<b>Explanations</b>	<b>Actual Results Achieved:</b>	<b>11 Pool Kayak Instructor Courses were run. 8 of the courses were part of the Lake Instructor. 1 new LF</b>
<b>Revenues</b>	<b>1350</b>	<b>630</b>	<b>7 students x \$90</b>	<b>Were the objectives met?</b>	
<b>Expenses</b>	<b>900</b>	<b>420</b>	<b>CKC Fees x \$60</b>	<b>Recommendations:</b>	
<b>Balance</b>	<b>450</b>	<b>210</b>			

  

Project 4Aii	Responsibility	Objective	Plans 2014	Plans 2015	Plan 2016
CKC Lake Kayak Instructor	Executive Director Chair - Education	To build the certification program for club leaders to teach kayaking on open water	Train club instructors to teach the flatwater kayak programs in their communities.	Continue to Support	Continue to Support
2014 ED Plan – See Pool Kayak Instructor				2015 ED Plan – ongoing – 20 hrs //	
<b>2014</b>	<b>Budgeted</b>	<b>Actual</b>	<b>Explanations</b>	<b>Actual Results Achieved:</b>	<b>8 Pool/Lake Instructor Courses were run. 1 new LF</b>
<b>Revenues</b>	<b>0</b>	<b>3960</b>	<b>33 students x 120</b>	<b>Were the objectives met?</b>	
<b>Expenses</b>	<b>0</b>	<b>2970</b>	<b>CKC Fees x \$90</b>	<b>Recommendations:</b>	
<b>Balance</b>	<b>0</b>	<b>990</b>	<b>AWA fee x \$30</b>		

  

Project 4Aiii	Responsibility	Objective	Plans 2014	Plans 2015	Plan 2016
CKC River Leader 2	Executive Director Chair - Education	To build the certification program for club leaders to lead trips on Grade II rivers	Run CKC-W River Leader 2 course to train club leaders to lead river kayak trips.	Continue to Support	Continue to Support
2014 ED Plan – Support to LF’s to run courses – 12 hrs // Build materials for NCCP – 15 hrs // Train 2 additional LF’s – 20 hrs				2015 ED Plan – ongoing – 20 hrs //	
<b>2014</b>	<b>Budgeted</b>	<b>Actual</b>	<b>Explanations</b>	<b>Actual Results Achieved:</b>	<b>2 courses were run.</b>
<b>Revenues</b>	<b>900</b>	<b>720</b>	<b>6 students x \$120 2 students x \$0</b>	<b>Were the objectives met?</b>	<b>Yes need to run more courses in 2015</b>
<b>Expenses</b>	<b>600</b>	<b>540</b>	<b>CKC fees x \$60</b>	<b>Recommendations:</b>	<b>Provide FREE certification evaluation to all course registrants at AWA events and festivals for 2015</b>
<b>Balance</b>	<b>-300</b>	<b>180</b>			

Project 4Aiv	Responsibility	Objective	Plans 2014	Plans 2015	Plan 2016
CKC River Instructor 2	Executive Director Chair - Education	To build the certification program for Instructors to teach on Grade II rivers	Run the NCCP CKC-W River Instructor 2 course to train instructors to teach river kayaking	Continue to Support	Continue to Support
2014 ED Plan – Support to LF’s to run courses – 12 hrs // Build materials for NCCP – 15 hrs // Train 2 additional LF’s – 20 hrs				2015 ED Plan – ongoing – 20 hrs //	
<b>2014</b>	<b>Budgeted</b>	<b>Actual</b>	<b>Explanations</b>	<b>Actual Results Achieved:</b>	See River Leader 2 above
<b>Revenues</b>	<b>1,200</b>	<b>0</b>	<b>See River Leader</b>	<b>Were the objectives met?</b>	Yes
<b>Expenses</b>	<b>900</b>	<b>0</b>	<b>CKC fees x \$90</b>	<b>Recommendations:</b>	
<b>Balance</b>	<b>-300</b>	<b>0</b>			

Project 4Av	Responsibility	Objective	Plans 2014	Plans 2015	Plan 2016
CKC Whitewater Leader 3	Executive Director Chair - Education	To build the certification program for club leaders to lead trips on Grade III rivers	Run CKC-W Whitewater Leader 3 course to train club leaders to lead advanced river kayak trips.	Continue to Support	Continue to Support
2014 ED Plan – Support to LF’s to run courses – 12 hrs // Build materials for NCCP – 15 hrs // Train 1 additional LF – 20 hrs				2015 ED Plan – ongoing – 20 hrs //	
<b>2014</b>	<b>Budgeted</b>	<b>Actual</b>	<b>Explanations</b>	<b>Actual Results Achieved:</b>	There was 1 WW Leader 3 / Instructor 3 program offered this year
<b>Revenues</b>	<b>900</b>	<b>840</b>	<b>7 students x 90</b>	<b>Were the objectives met?</b>	Partially
<b>Expenses</b>	<b>600</b> <b>600</b>	<b>630</b>	<b>CKC fees x \$60</b> <b>Evaluator Fee</b>	<b>Recommendations:</b>	Provide free evaluations to L3/I3 at Festivals
<b>Balance</b>	<b>-300</b>	<b>210</b>			

Project 4Avi	Responsibility	Objective	Plans 2014	Plans 2015	Plan 2016
CKC Whitewater Instructor 3	Executive Director Chair - Education	To build the certification program for instructors to teach paddlers on Grade III rivers	Run the NCCP CKC-W Whitewater Instructor 3 course to train instructors to teach advanced river kayaking	Continue to Support	Continue to Support
2014 ED Plan – Support to LF’s to run courses – 12 hrs // Build materials for NCCP – 15 hrs // Train 1 additional LF – 20 hrs				2015 ED Plan – ongoing – 20 hrs //	
<b>2014</b>	<b>Budgeted</b>	<b>Actual</b>	<b>Explanations</b>	<b>Actual Results Achieved:</b>	There was 1 WW Leader 3 / Instructor 3 program offered this year
<b>Revenues</b>	<b>1,200</b>	<b>See WW L3</b>	<b>7 students x 120</b>	<b>Were the objectives met?</b>	Partially
<b>Expenses</b>	<b>900</b>	<b>0</b>	<b>CKC fees x \$90</b>	<b>Recommendations:</b>	Provide FREE certification evaluation to all course registrants at AWA events and festivals
<b>Balance</b>	<b>-300</b>	<b>0</b>			

Project 4Avii	Responsibility	Objective	Plans 2014	Plans 2015	Plan 2016
CKC Coach Intro	Executive Director Chair - Education	To build the certification program for club coaches to work with athletes in the Developmental & Transformations stages (Learn to Train & Train to Train)	Actively work with CKC-W NCCP committee to build the framework for this program	Continue to Support	Continue to Support
2014 ED Plan – Build materials for NCCP – 30 hrs // Attend May workshop – 30 hrs CKC-W plans to run a pilot program at a spring workshop.				2015 ED Plan – ongoing – 20 hrs //	
<b>2014</b>	<b>Budgeted</b>	<b>Actual</b>	<b>Explanations</b>	<b>Actual Results Achieved:</b>	There were no Coach Intro programs offered this year
Revenues	1,200	0	0 students x 120	Were the objectives met?	No
Expenses	900 600	0	CKC fees x \$90 Evaluator Fee	Recommendations:	Provide FREE certification evaluation to all course registrants at AWA events and festivals
Balance	-300	0			

Project 4Aviii	Responsibility	Objective	Plans 2014	Plans 2015	Plan 2016
NCCP Slalom Kayak Coach 3	Executive Director Chair - Education	To maintain the old NCCP certification program for Level 3 coaches until the new NCCP Comp Dev level is established	Run the NCCP CKC-W Kayak Coach 3 course to train coaches to work with athletes in the Transformations & Pursuit of Excellent (Train to Train & Train to Compete) levels	Continue to Support	Replace with NCCP Coach Dev for each WW discipline
2014 ED Plan – No action this year				2015 ED Plan – ongoing – 20 hrs //	
<b>2014</b>	<b>Budgeted</b>	<b>Actual</b>	<b>Explanations</b>	<b>Actual Results Achieved:</b>	There were no Slalom Kayak Coach 3 programs offered this year
Revenues	1,200	0	10 students x 120	Were the objectives met?	No
Expenses	900 600	0	CKC fees x \$90 Evaluator Fee	Recommendations:	Provide FREE certification evaluation to all course registrants at AWA events and festivals
Balance	-300	0			

Project 4Aix	Responsibility	Objective	Plans 2014	Plans 2015	Plan 2016
NCCP Learning Facilitators	Executive Director Chair - Education	Maintain and expand the human resources available to run leadership certification courses.	Expand the base of LF's in all 3 levels of the NCCP/CKC certification program	Expand the base of LF's in all 3 levels of the NCCP/CKC certification program	Replace inactive LF's
2014 ED Plan – 2 new LF's for Pool/Lake, 1 new LF for River L&I, 1 new LF for WW L&I – 20				2015 ED Plan – ongoing – 20 hrs //	
<b>2014</b>	<b>Budgeted</b>	<b>Actual</b>	<b>Explanations</b>	<b>Actual Results Achieved:</b>	2 New LF's were trained for Swiftwater Rescue and 1 new LF was trained for Pool and Lake Instructors
Revenues		300	3 LF's	Were the objectives met?	Yes
Expenses	500	210		Recommendations:	Travel Support to new LF candidates
Balance	-500	90			

**B. ADMIN LEADERSHIP DEVELOPMENT:** To develop a strong cadre of trained officials, volunteers and staff to provide support to Associations, clubs, individuals and the public

Project 4Bi	Responsibility	Objective	Plans 2014	Plans 2015	Plan 2016
Discipline Officials	Executive Director Discipline Boards	Maintain and expand the human resources available to run events and competitions.	Expand the base of Officials in all 3 WW Disciplines	Expand the base of Officials in all 3 WW Disciplines	Replace inactive Officials
2014 ED Plan – ongoing – 20 hrs				2015 ED Plan – ongoing – 20 hrs //	
<b>2014</b>	<b>Budgeted</b>	<b>Actual</b>	<b>Explanations</b>	<b>Actual Results Achieved:</b>	No new ICF Officials were trained in 2014
Revenues	0	0		<b>Were the objectives met?</b>	No
Expenses	0	0		<b>Recommendations:</b>	Support disciplines to train their officials.
Balance	0	0			

Project 4Bii	Responsibility	Objective	Plans 2014	Plans 2015	Plan 2016
Event Volunteers	Executive Director AWA Board	Maintain and expand the human resources available to run events festivals and competitions	Expand the base of volunteers through the use of the Volunteer Calgary program	Continue to Support	Continue to Support
2014 ED Plan – ongoing support – 20 hrs				2015 ED Plan – ongoing – 20 hrs //	
<b>2014</b>	<b>Budgeted</b>	<b>Actual</b>	<b>Explanations</b>	<b>Actual Results Achieved:</b>	Several people contacted the AWA about volunteering through the VC program
Revenues	0	0		<b>Were the objectives met?</b>	Yes
Expenses	50	50	Volunteer Calgary membership	<b>Recommendations:</b>	Maintain our affiliation with VC for 2015 and develop a volunteer orientation program to assist volunteers to understand our organization and how they can get involved.
Balance	-50	-50			

Project 4Biii	Responsibility	Objective	Plans 2014	Plans 2015	Plan 2016
Club Executive Development	Executive Director Boards	Maintain and expand the human resources available to run the clubs.	Expand the base of club volunteers by providing support and education	Continue to Support	Continue to Support
2014 ED Plan – ongoing – 20 hrs				2015 ED Plan – ongoing – 20 hrs //	
<b>2014</b>	<b>Budgeted</b>	<b>Actual</b>	<b>Explanations</b>	<b>Actual Results Achieved:</b>	No action taken in 2014
Revenues	0	0		<b>Were the objectives met?</b>	No
Expenses	0	0		<b>Recommendations:</b>	
Balance	0	0			

Project 4Biv	Responsibility	Objective	Plans 2014	Plans 2015	Plan 2016
Association Executive Development	Executive Director Boards	Maintain and expand the human resources available to run the AWA and Disciplines.	Expand the base of Association volunteers by providing support and education	Continue to Support	Continue to Support
2014 ED Plan – ongoing – 20 hrs				2015 ED Plan – ongoing – 20 hrs //	
<b>2014</b>	<b>Budgeted</b>	<b>Actual</b>	<b>Explanations</b>	<b>Actual Results Achieved:</b>	<b>Were the objectives met?</b>
Revenues	0	0		The AWA Board was shortstaffed this year	No
Expenses	0	0		Recommendations:	Recognize the volunteers, make the jobs fun, long time service awards, job descriptions, board development
Balance	0	0			tutorials, recruitment from Volunteer Calgary

Project 4Bv	Responsibility	Objective	Plans 2014	Plans 2015	Plan 2016
Staff	Boards	Maintain and expand the human resources available to run the Associations.	Expand the capacity of the staff by providing support and education	Continue to Support	Continue to Support
2014 ED Plan – ongoing – 20 hrs				2015 ED Plan – ongoing – 20 hrs //	
<b>2014</b>	<b>Budgeted</b>	<b>Actual</b>	<b>Explanations</b>	<b>Actual Results Achieved:</b>	<b>Were the objectives met?</b>
Revenues	0	0		No action was taken this year	No
Expenses	0	0		Recommendations:	Provide assistance for staff to become better trained in their roles.
Balance	0	0			

**GOAL 5 – MARKETING & PROMOTION:** Adults and youth in the Alberta paddling community recognize AWA as the premier canoe kayak organization in the province.  
To build public awareness of the AWA, ASCK and kayak clubs with the general public, institutions and corporate sector.

A. The AWA has a modern and efficient website that promotes all facets of the sport

Project 5Ai	Responsibility	Objective	Plans 2014	Plans 2015	Plan 2016
AWA website	Executive Director	To inform the public and our members on whitewater paddling in Alberta and on the activities of the AWA and our members	Website information updates	Continue to Support	Continue to Support
2014 ED Plan – Administer website – 40 hrs //				2015 ED Plan – Administer website – 40 hrs //	
<b>2014</b>	<b>Budgeted</b>	<b>Actual</b>	<b>Explanations</b>	<b>Actual Results Achieved:</b>	Website rebuilt in 2012-13. It is still a work in progress and new facets are being added on as needed
<b>Revenues</b>	<b>0</b>	<b>315</b>	<b>ASCK share</b>	<b>Were the objectives met?</b>	Yes
<b>Expenses</b>	<b>0</b>	<b>630</b>	<b>Website Hosting Enhancements</b>	<b>Recommendations:</b>	Continue to enhance the AWA website and make it a good portal for people to find out about whitewater sport, the clubs and the disciplines.
<b>Balance</b>	<b>0</b>	<b>-2,517</b>			

B. The AWA effectively utilizes social media tools such as Facebook, Twitter and blogs to reach out to its different user groups

Project 5Bi	Responsibility	Objective	Plans 2014	Plans 2015	Plan 2016
Social Media Facebook, Twitter, Blogs, etc	Executive Director	To inform the public and our members on whitewater paddling in Alberta, river beta and river flows	Explore new social media to expand our public reach	Continue to Support	Continue to Support
2014 ED Plan – Work with tech saavy members – 20 hrs //				2015 ED Plan – ongoing – 20 hrs //	
<b>2014</b>	<b>Budgeted</b>	<b>Actual</b>	<b>Explanations</b>	<b>Actual Results Achieved:</b>	Links were posted on the AWA website and the ED frequently put postings on the social media sites this year
<b>Revenues</b>	<b>0</b>	<b>0</b>		<b>Were the objectives met?</b>	Yes
<b>Expenses</b>	<b>0</b>	<b>0</b>		<b>Recommendations:</b>	Continue to use the social media sites to promote the AWA, the programs and events as well as clubs.
<b>Balance</b>	<b>0</b>	<b>0</b>			

C. The AWA has developed a communication strategy and support system (media package, photo library, taglines, logo)

Project 5Ci	Responsibility	Objective	Plans 2014	Plans 2015	Plan 2016
Communication Strategy	Executive Director	The AWA will have a coordinated visionary communication and marketing strategy that can be used to promote the AWA and its programs	Prepare Asset Inventory Identify Key Marketing Messages Develop Marketing & Promotion Strategy Work with Disciplines for Cross Promotional Program	Implement the Plan	Continue to Support



2014 ED Plan – Prepare Asset Inventory – 20 hrs // Identify Key Marketing Messages – 20 hrs Develop Marketing & Promotion Strategy – 40 hrs					2015 ED Plan – ongoing – 40 hrs //
<b>2014</b>	<b>Budgeted</b>	<b>Actual</b>	<b>Explanations</b>	<b>Actual Results Achieved:</b>	No action taken in 2014
<b>Revenues</b>	<b>0</b>	<b>0</b>		<b>Were the objectives met?</b>	No
<b>Expenses</b>	<b>0</b>	<b>0</b>		<b>Recommendations:</b>	Tackle this project in 2015
<b>Balance</b>	<b>0</b>	<b>0</b>			

D. The AWA has effective promotional materials (brochures, banners, flagging, sandwich boards, Passports for Paddlesports booklets and posters, vehicle billboards)

Project 5Di	Responsibility	Objective	Plans 2014	Plans 2015	Plan 2016
Promotional Materials	Executive Director Board	The AWA will have a variety of promotional resources that can be used to promote the AWA and its programs	Upgrade Passports Laminate Posters New Banners – 2 New Flagging Event Sandwich Boards		Continue to Support
2014 ED Plan – Passports – 10 hrs // Posters - 10 hrs // Banners – 20 hrs // Flagging – 10 hrs				2015 ED Plan – ongoing – 40 hrs //	
<b>2014</b>	<b>Budgeted</b>	<b>Actual</b>	<b>Explanations</b>	<b>Actual Results Achieved:</b>	No action taken in 2014
<b>Revenues</b>	<b>0</b>	<b>0</b>		<b>Were the objectives met?</b>	No
<b>Expenses</b>	<b>300</b> <b>500</b> <b>1,000</b> <b>500</b>	<b>0</b>	<b>Passports</b> <b>Posters</b> <b>Banners</b> <b>Flagging</b>	<b>Recommendations:</b>	Tackle this project in 2015
<b>Balance</b>	<b>-2,300</b>	<b>0</b>			

E. The AWA does a good job promoting itself, its services and its events to its members

**GOAL 6 - ADMINISTRATION:** AWA has an effective and efficient administrative system that is supported by diverse revenue sources that meet our growing operational and programming needs.

A. Program Coordination, General Information, Coordination, Office Administration, Paperless environment, Cloud based document storage

Project 6Ai	Responsibility	Objective	Plans 2014		Plans 2015	Plan 2016
Program Coordination  General Information  Coordination	Executive Director President Treasurer	To provide administrative and managerial support to the AWA on a regular basis. To act as a liaison among the Association Executive, AWA Clubs, AWA Members, ASRPWF, Public, other Associations, etc.	To maintain the AWA office (mail, phone, correspondence, e-mail, website, etc.) To co-ordinate, administer, be responsible and accountable for the AWA's programs (Sport Outreach, Summer Games, etc)		Continue to Support	Continue to Support
2014 ED Plan – Regular monthly activities 10% of total activities – 16 hours per month						
<b>2014</b>	<b>Budgeted</b>	<b>Actual</b>	<b>Explanations</b>	<b>Actual Results Achieved:</b>	The AWA maintained a fulltime office with admin support throughout the year. Costs were a little less than budgeted because a special contract was found for management of the reconstruction of the Kan.	
<b>Revenues</b>	<b>\$40,014</b>	<b>40,014</b>	<b>ASC PSO grant Program Fees</b>	<b>Were the objectives met?</b>	Yes	
<b>Expenses</b>	<b>\$66,000 \$6,000</b>	<b>60,000 4,280</b>	<b>Salary Contract Expenses</b>	<b>Recommendations:</b>	Continue	
<b>Balance</b>	<b>-33,600</b>	<b>-24,266</b>				

B. The AWA's Financial Management system is fast and efficient with clear and easily interpreted information (faster turn around, e-banking)

Project 6Bi	Responsibility	Objective	Plans 2014		Plans 2015	Plan 2016
Financial Management	Executive Director Treasurer Bookkeeper	To handle the financial affairs To provide accurate and informative accounting and bookkeeping services for the AWA in a timely manner. To allow for good decision making on Association activities and programs.	The Bookkeeper will maintain the AWA financial accounting and provide monthly updates for the Board. The ED will work with the AWA Bookkeeper to manage record keeping and payroll deductions for all staff.		Continue to Support	Continue to Support
2014 ED Plan - Regular monthly maintenance of AWA financial services = 7.5 hrs/month					2015 ED Plan -	
<b>2014</b>	<b>Budgeted</b>	<b>Actual</b>	<b>Explanations</b>	<b>Actual Results Achieved:</b>	The bookkeeping function has been contracted to MNP LLP	
<b>Revenues</b>	<b>0</b>	<b>664</b>	<b>Interest</b>	<b>Were the objectives met?</b>	Yes	
<b>Expenses</b>	<b>6,000</b>	<b>9555 626</b>	<b>MNP Contract Banking Fees</b>	<b>Recommendations:</b>	Continue	
<b>Balance</b>	<b>-6,000</b>	<b>-9,517</b>				

C. Fund Development (Corporate Sponsorship, new funding sources, webbased revenues)

Project 6Ci	Responsibility	Objective	Plans 2014	Plans 2015	Plan 2016
Fund Development	Executive Director President Treasurer Boards	To develop new sources of funds for the Association's activities	The Boards and the ED will work to find new sources of revenue to support the AWA, Disciplines and club programs - Government Grants - Private Foundations - Corporations - Program Fees	Attention needs to be focused on using Association assets to attract sponsors. This would include website, van & trailer billboards, programs and teamwear.	Promotion of the ASRPWF Donor Fund program to our membership to sponsor the Association's activities. Development of a sponsorship package and promotional video will assist the Associations to promote the sport and funding opportunities.
2014 ED plan – 10 hrs to maintain ASRPWF Donor Fund program // Sponsor package development 100 hrs // Sponsor fulfillment 100 hrs				2015 ED Plan -	
<b>2014</b>	<b>Budgeted</b>	<b>Actual</b>	<b>Explanations</b>	<b>Actual Results Achieved:</b>	CFEP grant - \$124,049, CSJ grants – \$19,250, Kan. donations - \$40,000, Casino \$65,000
<b>Revenues</b>	xx xx xx xx xx	<b>19,250</b> <b>124,049</b>  <b>40,000</b> <b>46,935</b>	<b>Employment Grants</b> <b>CFEP Grants</b> <b>Corp. Donations</b> <b>Kan Donations</b> <b>Casino Funds</b>	<b>Were the objectives met?</b>	Yes
<b>Expenses</b>		<b>6,935</b>	<b>Casino Expenses</b>	<b>Recommendations:</b>	Continue to use Government grant programs to support AWA initiatives Find corporate sponsors to support activities
<b>Balance</b>					

D. Communications and Meetings are effective tools to manage the Association and have all interested parties actively engaged in decision making

Project 6Di	Responsibility	Objective	Plans 2014	Plans 2015	Plan 2016
Communications Meetings	Executive Director Secretary	To maintain effective communication and operations for the Association executive, Board, clubs and membership	The AWA will use meetings, teleconferences, mail and courier services, internet communications and the AWA website to communicate with members, staff and directors. Board members will be supported to attend Board development workshops	Continue to Support	Continue to Support
2014 ED plan – Regular AWA/ASCK monthly meetings – 10 hrs/month / website maintenance – 5 hrs/month				2015 ED Plan -	
<b>2014</b>	<b>Budgeted</b>	<b>Actual</b>	<b>Explanations</b>	<b>Actual Results Achieved:</b>	The AWA maintained communication as necessary
<b>Revenues</b>		<b>494</b>	<b>ASCK share</b>	<b>Were the objectives met?</b>	Yes
<b>Expenses</b>	2,000 1,000 500 1,000	<b>605</b> <b>348</b> <b>640</b>	<b>AGM expense</b> <b>Teleconference</b> <b>Website</b> <b>Board Dev Wksp</b>	<b>Recommendations:</b>	Continue to maintain meeting program, teleconference services, and other communication plans
<b>Balance</b>	<b>-\$4,500</b>	<b>-1,099</b>			

E. Memberships, Waivers, Liability Insurance provides protection for the AWA

Project 6Ei	Responsibility	Objective	Plans 2014	Plans 2015	Plan 2016
Memberships Waivers Liability Insurance	Executive Director Secretary	The AWA provides protection for its Board, Association, its member clubs and leaders for all kayak programs and activities run by the Association and its members.	Work with clubs on waivers when signing up members and running programs. Provide liability insurance coverage for AWA and members	Build an electronic document process to collect waivers and membership forms that can then be used at all events and programs that reduces duplication	Continue to Support
2014 ED plan – online framework for collecting membership for clubs – 20 hrs //				2015 ED Plan - Offer better programs to attract members from Paddle Alberta clubs	
<b>2014</b>	<b>Budgeted</b>	<b>Actual</b>	<b>Explanations</b>	<b>Actual Results Achieved:</b>	A new insurance policy was signed for 2015 which provides better Board coverage at a reduced cost
<b>Revenues</b>	\$7,000 \$1,000	2,040 2,450 2,000	Club Fees Club Member Fees Event Member Fee	<b>Were the objectives met?</b>	Yes
<b>Expenses</b>	\$7,700 1,500	7,740 1,000 388	Liability Insurance CKC Fees Affiliation Fees	<b>Recommendations:</b>	1. Ask member clubs to join AWA at beginning of year at AGM 2. Clubs to pay for new members every 2 months. Failure to pay results in loss of insurance coverage. 3. Provide online registration option for members to sign in.
<b>Balance</b>	-1,200	-2,638			

F. Promotion, Marketing

**GOAL 7 – PROGRAM SUPPORT:** Provide support to AWA and provincial kayak programs through support services and infrastructure

A. Passenger van, boat trailer, boats, paddling equipment, event hosting equipment

Project 7Ai	Responsibility	Objective	Plans 2014	Plans 2015	Plan 2016
AWA Passenger Van  AWA Trailer	Executive Director AWA President	The AWA provides a van to clubs to support kayak programs and activities for its members. The AWA provides a trailer to store and transport boats	The AWA maintains a 9 passenger van to transport the Alberta team and AWA members to events and activities The AWA provides an 18' enclosed trailer to transport boats and gear to events	Continue to Support	Continue to Support
2014 ED plan – Vehicle Registration – 3 hrs x 5 times/yr // Van Maintenance – 1 hr x 3 times				2015 ED Plan -	
<b>2014</b>	<b>Budgeted</b>	<b>Actual</b>	<b>Explanations</b>	<b>Actual Results Achieved:</b>	The AWA van was used for trips to BC and Ontario as well as within Alberta. ASCK received a grant for another van this year, reducing the future need for the AWA to have a van. The AWA sold its van in Dec.  Yes  Maintain AWA trailer for future use of programs Do not replace passenger van.
Revenues	\$7,000 \$1,000	3673 399	ASCK rentals Club rentals	<b>Were the objectives met?</b>	
Expenses	\$3,000 5,000 5,000	2,091 1,762 4,000	Maintenance Insurance Depreciation	<b>Recommendations:</b>	
Balance	-5,000	-3,781			

Project 7Aii	Responsibility	Objective	Plans 2014	Plans 2015	Plan 2016
AWA boats	Executive Director	To provide paddling equipment for AWA outreach programs	Acquire paddles and decks for AWA boats	Continue to Support	Continue to Support
2014 ED plan – Equipment Maintenance – 10 hrs				2015 ED Plan -	
<b>2014</b>	<b>Budgeted</b>	<b>Actual</b>	<b>Explanations</b>	<b>Actual Results Achieved:</b>	No new action was undertaken. Canoe Polo boats were sent to Canmore  There was a limited need for the equipment this year  Continue to manage the equipment as required. Look to obtain matching grant to augment equipment for either 2015 or 2016.
Revenues		0		<b>Were the objectives met?</b>	
Expenses	\$2,000	0	10 Paddles Decks	<b>Recommendations:</b>	
Balance	-2,000	0			

Project 7Aiii	Responsibility	Objective	Plans 2014	Plans 2015	Plan 2016
AWA Tent & Tarps AWA Generators	Executive Director	The AWA provides a donut tent and large group tarp for events The AWA provides generators, tools and equipment for events	To maintain the group shelter and tarps. Replace missing donut tent panel To maintain the AWA equipment	Continue to Support	Continue to Support
2014 ED Plan – Equipment maintenance - 4 hrs				2015 ED Plan -	
<b>2014</b>	<b>Budgeted</b>	<b>Actual</b>	<b>Explanations</b>	<b>Actual Results Achieved:</b>	No new action was undertaken. Equipment is now centrally located at Canoe Meadows  There was a limited need for the equipment this year  Continue to manage the equipment as required.
Revenues		0		<b>Were the objectives met?</b>	
Expenses	\$500	0	Panel for Tent	<b>Recommendations:</b>	
Balance	-500	0			

The Board of Directors welcomes comments and feedback to this new component of policy and planning development for the Alberta Whitewater Association. You can contact the Board through the Executive Director at [admin@albertawhitewater.ca](mailto:admin@albertawhitewater.ca) or by going online to the AWA website [www.albertawhitewater.ca](http://www.albertawhitewater.ca) for individual contact names of the Directors associated with the program or project you have an interest in.

President	_____	_____	_____
	Please Print	Original Signature	Date
Executive Director	_____	_____	_____
	Please Print	Original Signature	Date