

Alberta Whitewater Association

Review of 2018 Activities - 3 YEAR STRATEGIC PLAN

(2018 Review)



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Authorization

This review was approved by the Alberta Whitewater Association (AWA) Board of Directors

Message from the Board

The Alberta Whitewater Association is pleased to release its review of the 2018 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 – 2018

President	Kurtis	Broda
Vice President	Denis	Jasinsky
Treasurer	Blair	Brandon
Secretary	Kim	Casemore
Director Facilities & Environment	Joel	Gervais
Director of Paddler Development	Mark	Taylor
Director of Marketing	Kate	Neigel
Member at Large	Lee	Green
Recreation Representative	Martin	Phlojar
Slalom Representative	Shane	Paterson
Canoe Polo Representative	Trevor	Zaharichuk
Freestyle Representative	Giffin	Symko

Staff Members – 2018

Executive Director	Chuck	Lee
High Performance Coach	Mike	Holroyd
Schools in Pools Coordinator	Lori	Davis

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 Alberta hosted our first National Whitewater Championships.

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. Their programs focus on the Train to Compete (Pursuit of Excellence) and Train to Win levels of the Long Term Athlete Development model. 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) levels of the LTAD. 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

The AWA has contracted Chuck Lee full time since 2009 as the Executive Director. He works from a home office in Lundbreck, using electronic communications and travelling as necessary to complete his duties. In 2016, Lori Davis joined the AWA to work as a ¼ time Program Coordinator for the Schools in Pools program.

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, ASCK and ACPA maintain a balance of revenues to fund our operations. Government funding accounts for 17% of the annual operating budget of \$517,000. Casino revenues and donations make up 23% and program fees and memberships account for the remaining 50%.

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 18 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. Rivers from Grade II to V+ on Alberta's eastern slopes give intermediate and expert paddlers places to test their skills while enjoying the level of experience desired.

The AWA has been involved in the construction of 4 whitewater paddling facilities over the past 35 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 1991. At the same time, the AWA consulted on the construction of fishery improvements on the Crowsnest River which improved the environment for Crowsnest Pass paddlers. The lower Kananaskis River remains the flagship for the AWA and has been a National Western Training Centre for slalom and freestyle disciplines since it was built in 1985.

In 2013 major flooding in southern Alberta destroyed all of our whitewater facilities. The AWA was closely involved in restoring these important venues 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.
 - Albertans have competed in every ICF World Championship and the World Cup races since 1973, including every Olympics until 2012.
- 1976 The AWA hosts the Canadian National Whitewater Championships for Slalom and Wildwater on the upper Red Deer River near Sundre for the 2nd 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.
- 1984 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 – 8th, David Ford K1M – 15th, Roy Sharplin C1M – 22nd)
- 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 (ASCK) 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 host 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 \$750,000 rebuilding of the whitewater features on the Kananaskis
- 2018 AWA, ASCK and AFKA host the Canadian National Whitewater Championships for Slalom and Wildwater and Freestyle on the Kananaskis River at Canoe Meadows.

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

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

- i. Passport for Paddlesports
- ii. Schools in Pools Kayaking
- iii. Paddling skill courses
- iv. Women's paddling courses
- v. Winter/Spring Youth Camps and clinics
- vi. 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

- i. Summer Club Coaching Program
- ii. Club Facilities
- iii. Equipment procurement

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

- i. Slalom Development program
- ii. 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

- i. Freestyle Development program
- ii. 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

- i. Canoe Polo Development program
- ii. Canoe Polo High Performance program

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

- i. 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 operates a profitable whitewater paddling centre/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 training site and 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.

- A. CLUB DEVELOPMENT:** To assist Alberta kayak clubs in running programs, developing facilities, building public awareness and getting bums in boats
- i. Summer Club Coaching Program
 - ii. Club Facilities
 - iii. Club handbook with templates for “How to start a club”, Society registration, equipment grant applications, summer staff grant applications, facility development, community promotions, etc
 - iv. Discipline handbooks with templates for event management, equipment grant applications, summer staff grant applications, operating grants, hosting grants.
 - v. Online registration for clubs and disciplines is supported by AWA website

- B. WW PADDLING EVENTS:** To host paddling events and support clubs in hosting paddling events throughout the province that encourages kayaking participation
- i. AWA hosted paddling festivals – Sundre Paddlefest, Women’s WW Weekend,
 - ii. AWA hosted paddling competitions – Provincial Championships
 - iii. Discipline hosted paddling competitions - Nationals, Alberta Cup races, Canoe Polo tournaments, Toby Creek Classic, Throwdowns
 - iv. Club hosted paddling events - 3 Rivers Rendezvous, Grande Cache Rendezvous, Kanfest, Brierlies Festival,
 - ix. Provide online event registration to AWA members

- C. INFORMATION SHARING:** To provide information about paddling to our members in Alberta
- i. AWA website
 - ii. Coordinate information exchange and linkages with PaddlingMaps.ca
 - iii. Coordinate information exchange and linkages with paddling’s facebook sites
 - iv. Coordinate information exchange with social media platforms including Facebook, Instagram, YouTube and Twitter.

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

- A. PROGRAM LEADERSHIP DEVELOPMENT:**
- i – vi. CKC Pool Kayak Instructor, CKC Lake Kayak Instructor, CKC River Leader 2, CKC River Instructor 2, CKC WW Leader 3, CKC WW Instructor 3
 - vii – viii. CKC Intro WW Coach, CKC Development Coaches (Slalom, Downriver, Canoe Polo, Freestyle), CKC HP Coaches (Slalom, Downriver, Canoe Polo, Freestyle)
 - ix. Learning Facilitators and Master Course Developers for all leadership programs
 - x. Officials

B. ADMIN LEADERSHIP DEVELOPMENT

- i. Discipline Officials
- ii. Event Volunteers (Volunteer Calgary)
- iii. Club Executive members
- iv. Association Board members (recognize, make the jobs fun, long time service awards, job descriptions, board development tutorials, recruitment from Volunteer Calgary)
- v. Staff

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

- A. The AWA has a modern and efficient website that promotes all facets of the sport
- B. The AWA effectively utilizes social media tools such as Facebook, Instagram, YouTube, Twitter and blogs to reach out to its different user groups
- C. The AWA has developed a communication strategy and support system (media package, photo library, taglines, logo)
- D. The AWA has effective promotional materials (brochures, banners, flagging, sandwich boards, Passports for Paddlesports booklets and posters, vehicle billboards)
- E. The AWA promotes 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, document storage,
- B. Financial Management (faster turn around, e-banking)
- C. Fund Development (Corporate Sponsorship, new funding sources, webbased revenues)
- D. Communications, Meetings
- E. Memberships, Waivers, Liability Insurance
- F. Promotion, Marketing

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

- A. Boat trailer
- B. Boats and paddling gear
- C. tents and tarps, generators and tools
- D. Festival & Special Event Trailer

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 2018	Plans 2019	Plan 2020
Passport for Paddlesports	Executive Director Chair - Education	Use the new "Passport to Paddlesports" to promote kayak skill development to children and adults	Build awareness of education tool w clubs, instructors and paddle shops. Set up posters in pools in Alberta. Give passports to pools in the Makadiff program	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 ??
2018 ED Plan – Distribute to clubs and instructors to use P2P - 10 hrs Distribute copies of the Passport pages F1,F2,F3 – Free to AWA clubs and Makadiff program participants Distribute copies of the Passport pages D1,D2,D3 – Free to AWA clubs Distribute 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				2019 ED Plan – Promote program to all clubs, instructors and Alberta swimming pools	
2018	Budgeted	Actual		Actual Results Achieved:	The AWA reprinted the Fundamentals Passports and distributed them with the Schools in Pools program
Revenues	500	0		Were the objectives met?	Yes the objectives were met and exceeded
Expenses	500	842	Reprint	Recommendations:	Continue to support the Passports and reprint as necessary
Balance	0	-842			

Project 1Aii	Responsibility	Objective	Plans 2018	Plans 2019	Plan 2020
Schools in Pools - Kayak for Life	Executive Director Chair – Paddler Dev	Build the resource materials necessary to pilot and run the Schools in Pools – Kayaking program	Apply for Grants to support the program. Promote Pool Instructor training to pools & train lifeguards Distribute promotional video Promote program to Schools	Apply for grants to support the program Continue to expand program in schools and pools across Alberta.	SinP program is well established and cost neutral to AWA
2018 ED Plan – Promote program to all clubs, selected communities and schools. – 40 hrs Supervise program coordinator, maintain equipment, supervise project. Coordinate extension of program with Makadiff grant and other future grants. These grants would extend the program another 6 or 24 months respectfully and make the pool kayaking program a well established program in Alberta.				2019 ED Plan – Promote program to all clubs, selected communities and schools.	
2018	Budgeted	Actual		Actual Results Achieved:	The program went to 14 different swimming pools and touched 37 different communities, trained 77 Pool Lifeguards and teachers to be NCCP Pool Kayak Instructors and taught 326 adults and 1264 children to kayak.
Revenues	10,000	6,704 5,000 2,000	Makadiff ASC Grant NCCP Fees	Were the objectives met?	The program was very successful and was renewed for 1 more year with a further \$20,000 grant from Makadiff Sports. The pools in Three Hills and Stettler have purchased their own kayaks, paddles and skirts to continue offering kayaking.
Expenses	6,000	10,495 750	Travel Trainers	Recommendations:	Find more funding for 2019 to support this program. Encourage pools to get their own equipment to run the program year round. Build opportunities to cross pollinate
	12,000	12,000	Coordinator		
Balance	-6,000	-9,541			

Project 1Aiii	Responsibility	Objective	Plans 2018	Plans 2019	Plan 2020
Paddling Courses	Executive Director Chair – Paddler Dev	To train Alberta paddlers on how to kayak safely and with good technique	Support Clubs, Instructors, Coaches and Leaders to educate paddlers on proper paddling techniques and safe river use.	Same Develop an online Passport that can be used for youth.	Same
2018 ED Plan – Support to Instructors to run courses – 12 hrs The Passport to Paddlesport is being used to track people taking part in AWA activities. The AWA has 500 copies of the Developmentals passports in stock.			2019 ED Plan -		
2018	Budgeted	Actual	Actual Results Achieved:	AWA clubs and instructors continue to reach out and train people to paddle and develop higher skills.	
Revenues	0	0	Were the objectives met?	Yes but the Passports were not used extensively beyond the Pool programs.	
Expenses	0	0	Recommendations:	Continue to support the AWA's clubs and Instructors/Coaches to run programs and train paddlers.	
Balance	0	0			

Project 1Aiv	Responsibility	Objective	Plans 2018	Plans 2019	Plan 2020
Women's WW Paddling Courses	Executive Director Chair – Paddler Dev	To train Alberta's women paddlers on how to kayak safely and with good technique	Support Clubs, Instructors, Coaches and Leaders to educate women paddlers on proper paddling techniques and safe river use.	Same Develop an online Passport that can be used for youth.	Same
2018 ED Plan – Support to run courses – 12 hrs // Run a Women's Whitewater Weekend for 15 – 30 women \$2,000 Train more advanced women instructors to run women specific courses			2019 ED Plan - Train more Women Instructors across the province to run women specific courses		
Long Term Paddler Development			Developmentals, Transformations, Active for Life		
2018	Budgeted	Actual	Actual Results Achieved:	The AWA supported a Women's WW weekend and Paddle Like a Girl clinics.	
Revenues	1,000	3148	Registration	Yes there was a strong interest in all of the programs and participants want to come back in 2019	
Expenses	2,000	1080 785 82 1760	Facility Meals Travel Instructors	The location for the Women's WW weekend is not very good and the timing of this event for the Red Deer River makes it quite similar to the Sundre Paddlefest. Consider changing venue, timing and river for 2019. The one day Paddle Like a Girl clinics were well received. Make plans for similar clinics for 2019. The costs for the Aquabatics instructor was quite high in comparison to our other instructors. Consider changing.	
Balance	-1,000	-559			

Project 1Av	Responsibility	Objective	Plans 2018	Plans 2019	Plan 2020
Winter – Spring Youth Camps	Executive Director Chair – Paddler Dev Discipline Reps Club Reps	To bring together the young paddlers from the clubs and slalom, freestyle and canoe polo disciplines for an intensive yet fun camp during school holidays.	Support to bring together the different Club and Discipline programs to plan out a joint camp(s) for the February and Spring breaks Oklahoma in February BC in April	California in February Oklahoma in March/April BC in late April	Same
2018 ED Plan – Coordinate plans for a Developmentals & Transformations level youth camp that brings together the players in the AWA to build a program that attracts a variety of paddlers from all disciplines.			2019 ED Plan - repeat		
Long Term Paddler Development			Developmentals, Transformations		

2018	Budgeted	Actual	Actual Results Achieved:	
Revenues	0	0	Were the objectives met?	The Slalom Head Coach organized a spring camp for slalom, creekers and freestyle paddlers that travelled down through Idaho, Montana, Colorado on route to the Oklahoma City whitewater course.
Expenses	0	0	Recommendations:	Yes this camp brought together a range of athletes from different disciplines for a 2 week road trip.
Balance	0	0		Continue to support future camps and programs with a cross-discipline focus

Project 1A		Responsibility		Objective		Plans 2018		Plans 2019		Plan 2020	
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	
2018 ED Plan – Support to LF’s to run courses – 12 hrs // Build materials for NCCP – 15 hrs // Contract a writer to update the Swiftwater Rescue manual - \$2,000 \$60 x 30 participants in revenues less CKC fees of \$30 each Train more LF’s across the province to run the CKC-W Swiftwater Rescue course							2019 ED Plan - Train more LF’s across the province to run the CKC-W Swiftwater Rescue course				
Long Term Paddler Development				Developmentals, Transformations, Active for Life							
2018	Budgeted	Actual		Actual Results Achieved:	6 SWR courses were run in 2018. Training 32 paddlers and river users on river safety and rescue						
Revenues	1,800	1,860	Participant Fees	Were the objectives met?	Yes.						
Expenses	2,900	930	CKC payment	Recommendations:	Continue to support the development of a new SWR manual and new LF’s in the SWR program.						
Balance	-1,100	930									

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 1B	Responsibility	Objective	Plans 2018	Plans 2019	Plan 2020
Summer Club Coaching Program	Executive Director HP Coach	Strengthen club programming through paid club coaches. Expand youth programming with higher levels of participation, supported through programs. Create better infrastructure at the club level to support program	Submit employment grant app for CSJ. Advertise with CKC, clubs, adventure colleges Hire 6 staff for clubs Orientation camp in May Supervise program. Update Staff Handbook	Same Expand program to other clubs as required	Same Expand program to other clubs as required
Long Term Paddler Development				FUNdamentals, Developmentals, Transformatiions	
2018 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.				2019 ED Plan -	
2018	Budgeted	Actual	Explanations	Actual Results Achieved:	Club coaches were hired in Pincher Creek, Calgary, Canmore, Innisfail and Fort Smith. Grande Prairie did not

Revenues	10,000 10,000 4,000	14,974 2,261 4,424	4 CSG Grants Club Fees AWA programs		hire a coach in 2018.
Expenses	20,000 2,000 2,000	16,541 4,085 1,023	4 Club Coaches MERC Costs Travel Expenses	Were the objectives met?	Canmore hired their own coach without support from the AWA. The AWA and the Calgary clubs jointly hired several coaches. The Coaches in Pincher Creek, Innisfail and Fort Smith were critical to running the summer programs for the clubs.
Balance	0	0		Recommendations:	Continue to apply for student employment grants to support the clubs and hire staff on their behalf.

Project 1Bii	Responsibility	Objective	Plans 2018	Plans 2019	Plan 2020
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 Calgary River Users Alliance and City of Calgary to develop urban facilities Work with Rocky Canoe Club to develop a lake and river facility Support Pinch-o-Crow Creekers club to rebuild Boulder Run 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 Work with Edmonton clubs on vision and planning for Edmonton Paddling Centre & paddling opportunities Expand program to other clubs as required	Same Expand program to other clubs as required
2018 ED Plan - Community facility plan promoted – 20 hrs // Cottonwood facility – 20 hrs Continue to support the clubs as required. Promote a facility development template that can be used remotely by the clubs to work with their municipalities. Establish a dialogue with AB Env River Engineering on river recreation facility concept. Meet with Minister of EP				2019 ED Plan - The AWA will develop a Canmore recreation plan in 2018 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 in 2018.	
2018	Budgeted	Actual	Explanations	Actual Results Achieved:	
Revenues	0	0			The AWA worked with the Calgary River Users Alliance to improve access to the Bow River in Calgary. The AWA developed a model for a joint use facility at Harvie Passage and organized a group to petition the city We worked with the POCC club to get slalom gates at the Boulder Run facility. The AWA and the Rocky CC has identified a pond in RMH for their programs
Expenses	0	0		Were the objectives met?	Yes this is a slow process of working with municipalities to consider developing urban paddling facilities
Balance	0	0		Recommendations:	Continue to work where opportunities and interest are in place.

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 slalom competition programs to develop athletes and strong whitewater paddlers

Project 1Ci	Responsibility	Objective	Plans 2018	Plans 2019	Plan 2020
Slalom Development Program	ASCK Board HP Coach	To support a development training program for slalom athletes in Alberta run by ASCK	May to September - coaching for development athletes October to April - winter training for club athletes	Same	Same
Long Term Paddler Development				Transformations	

2018 ED Plan – Support to ASCK // Support to Clubs – 20 hrs Continue to build on the success of this program in 2018 and create more capacity within the club's to support their athletes during the summer season.					2019 ED Plan -
2018	Budgeted	Actual	Explanations	Actual Results Achieved:	Alberta Slalom Canoe Kayak works with clubs to support athletes in the Transformation (Train to Train) stage
Revenues	0	0	ASCK budget	Were the objectives met?	Yes
Expenses	0	0	ASCK budget	Recommendations:	Continue to support ASCK and other disciplines to get athletes ready for the Transformation stage
Balance	0	0			

Project 1Cii	Responsibility	Objective	Plans 2018	Plans 2019	Plan 2020
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
Long Term Paddler Development				Pursuit of Excellence, Train to Win	
2018 ED Plan – Coordinate program with ASCK – 20 hrs Continue to support ASCK as required.				2019 ED Plan -	
2018	Budgeted	Actual	Explanations	Actual Results Achieved:	ASCK continues to provide support for athletes in the Pursuit of Excellence (Train to Compete) stage. Changes to the grant funding model by ASC created an extra \$15,000 windfall for ASCK in 2018
Revenues	30,000	45,000	HP Coach Grant		
Expenses	30,000	45,000	HP Coach Grant	Were the objectives met?	Yes
Balance	0	0		Recommendations:	Continue to work with ASCK and other disciplines to get athletes ready for the Pursuit of Excellence stage

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 freestyle competition programs to develop athletes and strong whitewater paddlers

Project 1Di	Responsibility	Objective	Plans 2018	Plans 2019	Plan 2020
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
Long Term Paddler Development				Transformations & Active for Life	
2018 ED Plan – Support to AFKA // Support to Clubs – 20 hrs Continue to build this program in 2018 and create more capacity within the club's to support their athletes during the summer season.				2019 ED Plan -	
2018	Budgeted	Actual	Explanations	Actual Results Achieved:	The AWA partnered with AFKA to host freestyle clinics in the spring with US and Fort Smith freestyle coaches, Leif and Natalie Anderson. Enroute to and from Ft Smith clinics were held in Calgary, Kananaskis and Rocky Mtn House. The AWA/AFKA also held special freestyle clinics at the 3 Rivers Rendezvous and Sundre Paddlefest
Revenues	0	210	Participant Fees		
Expenses	500	0	Prepaid coaches	Were the objectives met?	Yes
Balance	-500	210		Recommendations:	Repeat this program in 2019

Project 1Dii	Responsibility	Objective	Plans 2018	Plans 2019	Plan 2020
Freestyle High Performance program	AFKA Board Executive Director	To build a High Performance training program for freestyle athletes in Alberta run by AFKA	Assist AFKA in running Freestyle events at the 3RWWR, Brierlies, Sundre and Provincials	Continue to support AFKA	Same
Long Term Paddler Development				Pursuit of Excellence, Train to Win	
2018 ED Plan – Identify training opportunities // – 20 hrs Continue to support AFKA as required.				2019 ED Plan -	
2018	Budgeted	Actual	Explanations	Actual Results Achieved:	The Freestyle event at the 3 Rivers Rendezvous was canceled due to new park regulations in Castle Prov. Park. The Brierlies event was cancelled due to low registrations. The Freestyle event at Nationals on the Kan was a great success with competitors from across the country. The Provincials Championships included the Freestyle Championships and had good participation levels.
Revenues	0	0			
Expenses	500	0		Were the objectives met?	
Balance	-500	0		Recommendations:	
					Repeat this program in 2019

Project 1Diii	Responsibility	Objective	Plans 2018	Plans 2019	Plan 2020
Organizational capacity building	Freestyle Board Executive Director	To build the organizational capacity of AFKA to support future growth in the sport	Support new board	Apply for Casino license	Same
2018 ED Plan – Support to AFKA – 20 hrs Continue to build on the base created over the last 4 years and create more capacity. Attend AFKA meetings.				2019 ED Plan -	
2018	Budgeted	Actual	Explanations	Actual Results Achieved:	The AFKA Board changed in 2018 and it took most of the year before the new members were up to speed. The AWA's ED has been tasked with improving AFKA's organizational capacity in 2019.
Revenues	0	0			
Expenses	0	0		Were the objectives met?	
Balance	0	0		Recommendations:	
					Continue to support AFKA to grow into a fully capable discipline.

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 2018	Plans 2019	Plan 2020
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
Long Term Paddler Development				Transformations & Active for Life	
2018 ED Plan – Support to ACPA // Support to Clubs – 20 hrs Continue to build on the success of this program in 2018 and create more capacity within the club's to support their athletes.				2019 ED Plan -	
2018	Budgeted	Actual	Explanations	Actual Results Achieved:	Alberta Canoe Polo worked with clubs in Central Alberta to support athletes in the Transformation (Train to Train) stage. The AB Summer Games gave ACPA a great pathway forward to develop relationships outside
Revenues	0	0			

					Edmonton.
Expenses	0	0		Were the objectives met?	Yes
Balance	0	0		Recommendations:	Continue to support ACPA and other disciplines to get athletes ready for the Transformation stage

Project 1Eii	Responsibility	Objective	Plans 2018	Plans 2019	Plan 2020
Canoe Polo High Performance program	ACPA Board	To build a High Performance training program for canoe polo athletes in Alberta run by ACPA	Support High Performance team and ACPA	Same	Same
Long Term Paddler Development				Pursuit of Excellence, Train to Win	
2018 ED Plan – Identify opportunities // – 20 hrs Continue to support ACPA as required.				2019 ED Plan -	
2018	Budgeted	Actual	Explanations	Actual Results Achieved:	ACPA continues to provide support for athletes in the Pursuit of Excellence (Train to Compete) stage
Revenues	0	0			
Expenses	0	0		Were the objectives met?	Yes
Balance	0	0		Recommendations:	Continue to work with ACPA and other disciplines to get athletes ready for the Pursuit of Excellence stage

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 2018	Plans 2019	Plan 2020
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 representation in all 8 zones	Review and approve ASG Technical Pkg for kayaking at 2020 games Tour and select venues for 2020 ASG Promote kayak events w Municipal Pools	Review and approve ASG Technical Pkg for kayaking at 2020 games Tour and select venues for 2020 ASG Promote kayak events w Municipal Pools	Follow through on plans for 2020. Begin plans for 2022.
Long Term Paddler Development				Developmentals & Transformations	
2018 ED Plan – Organize Zone Teams & Rosters, Hire Coaches, Coordinate Officials, Review success of Games and make recommendations for 2020				2019 ED Plan - Organize Zone Time Trials format, Tour facilities in Lethbridge, Develop strategy for sport venue construction, Promote participation in all Zones,	
2018	Budgeted	Actual	Explanations	Actual Results Achieved:	The ED organized zone teams and rosters, officials, coaches. Zones 1, 5, and 7 did not meet expectations for full teams.
Revenues	0	0	ASG funding		
Expenses	0	0	Travel to GP	Were the objectives met?	Yes
Balance	0	0		Recommendations:	More work is required to ensure that full zone teams are recruited for all 8 zones

Project 1Fii	Responsibility	Objective	Plans 2018	Plans 2019	Plan 2020
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 a standardized ASG zone playoff to have multiple events in different geographic areas in each zone	Review the ASG zone playoff structure and have approved prior to 2020	AWA will use a standardized ASG zone playoff to have multiple events in different geographic areas in each zone

Long Term Paddler Development					Developmentals
2018 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 // Get athletes registered for Games					2019 ED Plan - Review and revise Zone Playoff structure as necessary. Suggest to make configuration of layout easier to allow multiple racers on course and speed up the process. 10 hrs.
2018	Budgeted	Actual	Explanations	Actual Results Achieved:	Playoffs were held in 7 zones but only 6 zones sent teams to the Games Not as well as intended. Having the Games in Lethbridge for 2020 will bring Zone 1 back in for 2020 and the Schools in Pools program will be tasked with better recruitment for Zones 5 and 7.
Revenues	3,200	3,000	ASG Grant	Were the objectives met?	
Expenses	3,200	3,000	6 zones x \$500	Recommendations:	
Balance	0	0			

Project 1Fiii	Responsibility	Objective	Plans 2018	Plans 2019	Plan 2020
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 camp for the zone teams that will train the athletes and zone coaches in all 3 events prior to the Games	Look at location for 2020 camp near Lethbridge.	AWA will organize a kayak camp for the zone teams that will train the athletes and zone coaches in all 3 events prior to the Games
Long Term Paddler Development				Developmentals & Transformations	
2018 ED Plan – Organize and run a Youth Camp for 30 athletes with 8 coaches				2019 ED Plan - Organize a Provincial multi-discipline camp – 20 hrs // Support Provincial camp 40 hrs	
2018	Budgeted	Actual	Explanations	Actual Results Achieved:	32 athletes and 5 family members attended the camp for 4 days prior to the Games at the Nighthawk Ski Area. The youth were bussed into GP each day and were able to learn about the disciplines and the venues. Yes. The Pre-Summer Games camp continues to be one of the best youth programs that the AWA, its disciplines and clubs organize in the ASG year. The off-season camps have not been popular in the past. Continue to run a 4 day camp
Revenues	5,400	6,634	37 @ \$180		
	1,800	2,000	ASG Grant	Were the objectives met?	
Expenses	6,500	5,973	Camping & Meals		
	3,600	4,956	Coaches	Recommendations:	
Balance	-2,900	-2,295			

Project 1Fiv	Responsibility	Objective	Plans 2018	Plans 2019	Plan 2020
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	The AWA will support all three disciplines, all 8 zones and the ASRPWF Games organizing committee to have well run and competitive kayak events.
Long Term Paddler Development				Developmentals & Transformations	
2018 ED Plan – Actively organize and attend ASG event – 60 hrs				2019 ED Plan – N/A	
2018	Budgeted	Actual	Explanations	Actual Results Achieved:	42 athletes from 6 zones attended the Games. Zones 1 and 5 were complete collapses with under attendance from Zone 6 and 7. All the competitions went well, the slalom course on a small creek worked great, the canoe polo pitch and competition ran well, the downriver event around the lake provided a good venue with easy transition of boats for the competitors.
Revenues	7,200	4,781	42 athletes x 120		
Expenses	3,600	2,571	ASG Registration		
	2,400	2,400	4 coaches@150/day		

	1,200	1,261	6 coaches@100/day	Were the objectives met?	Partially.
	1,000	1,112	Travel & Supplies	Recommendations:	Maintain the current format. Divide the Cadet class into 2 age groups to provide for a fairer competition between the 11-12 year olds and the 13-14 year olds.
Balance	-1,000	-2,563			

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 2018		Plans 2019		Plan 2020	
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	Maintain Kananaskis River and Canoe Meadows Slalom course		Maintain slalom course Maintain RiverWalk Maintain river features Begin planning for new WW Centre bldg		Maintain slalom course Maintain RiverWalk Maintain river features Fundraising for new WW Centre bldg	
2018 ED Plan – Maintain slalom gates – 40 hrs						2019 ED Plan - Maintain slalom gates – 40 hrs			
2018	Budgeted	Actual	Explanations	Actual Results Achieved:		There was no new work in 2018. Two sections of the race course were damaged after trees fell on the wires. One section was repaired and another one was not completed in 2018 before the water came full on in May			
Revenues	0	0							
Expenses	1,000	421	Supplies	Were the objectives met?		Yes			
Balance	0	-421		Recommendations:		Continue to maintain the race course and features at the Kananaskis			

Project 2Aii	Responsibility	Objective	Plans 2018		Plans 2019	Plan 2020
Canoe Meadows Campground	Executive Director Director of Facilities	The AWA runs an excellent campground at Canoe Meadows on the Kananaskis River that supports Alberta’s paddling programs	Hire an older mature couple as Campground Hosts for the summer. Work with Parks on new Master Plan for facility.		Same. Work with Parks on the upgrades at CM campground. Install SeaCan Containers and remove ATCO trailer. Manage new individual camping sites in lower Meadow.	Same
2018 ED Plan – Hire, train and administer campground staff – 80 hrs					2019 ED Plan - Hire, train and administer campground staff	
2018	Budgeted	Actual	Explanations	Actual Results Achieved:	Revenues were higher in 2018 with National WW Champs adding significantly and a number of bigger weddings The Campground ran well in 2018. Plans for reconstruction of the campground are in place for 2019 Revenues will be lower in 2019 without a major event but costs for supplies and park fees will be lower as well. Construction on the new individual campsites will not take place until after the camping season is complete. This will increase revenues substantially but also add extra costs for staffing and supplies.	
Revenues	28,000	31,768	Camping Fees	Were the objectives met?		
Expenses	13,500	11,575	Staffing Costs	Recommendations:		
	500	388	Staff Expenses			
	5,600	7,129	Supplies & Serv			
	6,000	7,391	Parks fees			
	1,600	1,658	Insurance			
	800	0	Equipment			
Balance	0	3,627				

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

Project 2Bi	Responsibility	Objective	Plans 2018	Plans 2019	Plan 2020
Harvie Passage on the Bow River in Calgary	Executive Director Director of Facilities ASCK team Calgary clubs Calgary River Users Alliance	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 & clubs	Inspect new construction and consult on work progress. Lobby the city for parking, washrooms, change rooms and other amenities. Work with AEP to install a slalom gate system.	Develop plan with the city for parking, washrooms, change rooms and other amenities as part of a WW paddling centre.	Fundraise and organize plan for new WW Centre
2018 ED Plan – Involvement in Harvie Passage planning group – 40 hrs				2019 ED Plan - Same	
2018 Revenues	Budgeted	Actual	Explanations	Actual Results Achieved:	Harvie Passage opened for public use in 2018. It was delayed a month longer than expected but when it did open it was amazing. The AWA worked with the user groups in the City to advocate for supporting amenities. Yes, the AWA built rapport with the Minister and the City for this recreation facility. Good vibes for the future. Continue to advocate for access, parking, change rooms, boat storage.
		0			
Expenses	500	450	ED travel	Were the objectives met?	
Balance	-500	-450		Recommendations:	

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

Project 2Ci	Responsibility	Objective	Plans 2018	Plans 2019	Plan 2020
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 AEP and local POCC club to install a slalom gate system. Work with AEP to lease and upgrade POCC clubhouse.	Maintain presence in the operational plans	Maintain presence in the operational plans
2018 ED Plan – Supervise slalom gate work at Boulder Run – 40 hrs // Draft Parks lease for clubhouse				2019 ED Plan - Assist club with any operational planning	
2018 Revenues	Budgeted	Actual	Explanations	Actual Results Achieved:	AB Parks is not allowing the AWA and POCC to rebuild the slalom course at this time. No Work with the MLA and Minister to resolve the issues regarding rebuilding the slalom course and remove the impediments that have been put in place.
	20,000	20,000	DRP Funding	Were the objectives met?	
Expenses	20,000 0	0	Slalom Gates Upgrade Bases & Posts	Recommendations:	
Balance	0	20,000			

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 2018	Plans 2019	Plan 2020
Training Facility in Central Alberta	Executive Director Director of Facilities Rocky Canoe Club	Create a whitewater facility that meets the needs of paddlers in central Alberta	Work with Parks to plan a training facility for teaching programs	Work with club to determine plan for facility	Ongoing
2018 ED Plan –Onsite review at training site – 10 hrs				2019 ED Plan -	
2018	Budgeted	Actual	Explanations	Actual Results Achieved:	Recommendations:
Revenues	0	0		Were the objectives met?	
Expenses	500	0	ED travel		
Balance	-500	0			

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

Project 2Ei	Responsibility	Objective	Plans 2018	Plans 2019	Plan 2020
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 in town	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	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
2018 ED Plan – Involvement in Canmore planning group – 20 hrs // Fundraising for Canmore facility – 10 hrs				2019 ED Plan - Onsite work at Canmore – 40 hrs	
2018	Budgeted	Actual	Explanations	Actual Results Achieved:	Recommendations:
Revenues	0	0		Were the objectives met?	
Expenses	0	0			
Balance	0	0			

Project 2Eii	Responsibility	Objective	Plans 2018	Plans 2019	Plan 2020
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	Work with Municipal Gov'ts and Alberta Environment to discuss plans to modify river channels to create moving water training sites	Work with Municipal Gov'ts and Alberta Environment to discuss plans to modify river channels to create moving water training sites
2018 ED Plan – Write the template for local clubs to present – 20 hrs // Open a dialogue with AB Environment River Engineering about the flood damage planning to incorporate river recreation options in urban areas				2019 ED Plan - Present the Facility Plan to local governments – 40 hrs	
2018	Budgeted	Actual	Explanations	Actual Results Achieved:	No action in other communities at this time
Revenues	0	0		Were the objectives met?	No
Expenses	0	0		Recommendations:	Continue to monitor the situation around Alberta for opportunities to advancement of the sport with facility development .
Balance	0	0			

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 2018	Plans 2019	Plan 2020
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
2018 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				2019 ED Plan - Repeat	
2018	Budgeted	Actual	Explanations	Actual Results Achieved:	4 Coaches were hired to assist clubs in Fort Smith, Innisfail, Calgary and Pincher Creek. Clubs in Grande Prairie, Rocky Mountain House and Canmore hired their own coaches for the summer. The coaches hired supported the clubs and the Alberta Summer Games program.
Revenues	10,000 10,000 4,000	14,974 4,011 1,883	4 CSG Grants Club Fees AWA/ASCK		
Expenses	20,000 2,000 2,000	16,541 4,094 61	4 Club Coaches MERC expense Travel Expenses Training	Were the objectives met?	
Balance	0	172		Recommendations:	Yes, it was a good mix of programs that allowed for each club to benefit Continue to apply for Canada Summer Jobs grants for all areas with AWA clubs. Support all 3 clubs in Central Alberta with 1-2 coaches working cooperatively with all of their programs. Find more qualified staff to fill the job opportunities

Project 3Aii	Responsibility	Objective	Plans 2018	Plans 2019	Plan 2020
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	Work with Municipal Gov'ts and Alberta Environment to discuss plans to modify river channels to create moving water training sites	Work with Municipal Gov'ts and Alberta Environment to discuss plans to modify river channels to create moving water training sites
2018 ED Plan – Write the template for local clubs to present – 20 hrs // Open a dialogue with AEP River Engineering about the flood damage planning to incorporate river recreation options in urban areas				2019 ED Plan - Present the Facility Plan to local governments – 40 hrs	
2018	Budgeted	Actual	Explanations	Actual Results Achieved:	No action in other communities at this time
Revenues	0	0		Were the objectives met?	No
Expenses	0	0		Recommendations:	Continue to monitor the situation around Alberta for opportunities to advancement of the sport with facility development .
Balance	0	0			

Project 3Aiii	Responsibility	Objective	Plans 2018	Plans 2019	Plan 2020
Club Administration Handbook	Executive Director	Clubs are well run and volunteers are supported.	Maintain a club handbook for easy access to information on how to set up and run a successful canoe/kayak club. Add new materials on i. Concussion Management ii. Online \$\$ services	Add new materials on iii. Program templates iv. Membership services	Add new materials on v. Social media vi. Succession planning
2018 ED Plan – Maintain current materials on How to Start a Club, Society Registration, Bylaws, Grant templates, Summer Staff grants, Casino application, Club Marketing – 20 hrs // Prepare new materials on Concussion Management, Online \$\$ Services – 40 hrs //				2019 ED Plan - Prepare new materials – 40 hrs	
2018	Budgeted	Actual	Explanations	Actual Results Achieved:	The Club Handbook was maintained through 2018. The new national Concussion Mgt Protocol was added for 2019. The AWA’s online presence continues to build and with more capacity for financial assistance.
Revenues	0	0			
Expenses		0		Were the objectives met?	
Balance		0		Recommendations:	
					Add more materials for clubs on social media and programming. Get the membership online registration streamlined through the AWA for all clubs.

Project 3Aiv		Responsibility	Objective	Plans 2018	Plans 2019	Plan 2020
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 vii. Program development viii. Membership services	Add new materials on ix. Social media x. Succession planning
2018 ED Plan – Maintain current materials on Event Management, Bylaws, Grant templates, Summer Staff grants, Program Development – 20 hrs // Prepare new materials on Concussion Management, Volunteer Screening and Government policies for summer staff – 40 hrs //					2019 ED Plan - Prepare new materials – 40 hrs	
2018	Budgeted	Actual	Explanations	Actual Results Achieved:	The AWA Handbook was maintained through 2018. The new national Concussion Mgt Protocol was added for 2019. The AWA’s online presence continues to build and with more capacity for financial assistance.	
Revenues	0	0				
Expenses	0	0		Were the objectives met?		
Balance	0	0		Recommendations:		
					Add more materials for clubs on social media and programming.	

Project 3Av		Responsibility	Objective	Plans 2018	Plans 2019	Plan 2020
Online Registration		Executive Director	WW Clubs are well run and volunteers are supported.	Manage online membership registration for clubs and AWA	Set up online course and program registration for clubs and Disciplines	Add new online services
2018 ED Plan – Expand CiviCRM portal for website registrations – 40 hrs // Administer new membership registration - 40 hrs					2019 ED Plan - Expand new CiviCRM portal for website registrations – 40 hrs	
2018	Budgeted	Actual	Explanations	Actual Results Achieved:	The CiviCRM continues to be used and expanded to maintain our online registration platform for memberships and programs. We had funding in a prepaid account to cover the costs in 2018	
Revenues		0				
Expenses	3,000	0	Semper IT services	Were the objectives met?	Yes	
Balance	-3,000	0		Recommendations:	Expand the online registration for more AWA clubs in 2019.	

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 2018	Plans 2019	Plan 2020
AWA Hosted Paddling Event Sundre Paddlefest	Executive Director Chair - Events	To host the annual PaddleFest event.	Coordinate and run the Sundre Paddlefest event on the upper Red Deer River. Find new location for festival. Organize LF's for evaluations of Instructor Candidates.	The AWA would like to hand off this successful event to a club to run like the other paddling festivals in Alberta.	Continue to Support
2018 ED Plan – Renew plan for 2018 – 20 hrs // Registration – 20 hrs // Onsite hosting – 40 hrs				2019 ED Plan - Continue to Support – 80 hrs	
2018	Budgeted	Actual	Explanations	Actual Results Achieved:	The SPF was moved to the Panther River Retreat. The site provided a great facility and amenities for our group. We had a good turnout of 50 paddlers for the weekend. Several people completed a Swift Water Rescue course, a freestyle clinic, a novice clinic and an NCCP L2/I2 evaluation.
Revenues	4,000 2,000	4,486	Camping & Meals Instruction Fees		
Expenses	2,000 3,000 1,000	800 2,000 495 315	Facility Costs Meals Instructors Travel (ED)	Were the objectives met?	
				Recommendations:	
Balance	0	876			

Project 3Bi		Responsibility	Objective	Plans 2018		Plans 2019		Plan 2020	
AWA Hosted Paddling Event Women's WW Weekend		Executive Director Chair - Events	To host the Women's WhiteWater Weekend.	Coordinate and run the Women's WhiteWater Weekend in central Alberta		Repeat with changes as necessary		The AWA would like to hand off a successful event to a club to run like the other paddling festivals in Alberta.	
2018 ED Plan – Create plan and organize logistics for 2018 – 10 hrs // Registration – 10 hrs						2019 ED Plan - Continue to Support – 80 hrs			
2018	Budgeted	Actual	Explanations	Actual Results Achieved:	The event was run again in 2018 with 35 women participating.				
Revenues	6,000 0	3,009	Camping & Meals Instruction Fees						
Expenses	2,500 2,500 2,000	1,080 784 1,200 82	Facility Costs Meals Instructors Travel	Were the objectives met?	Yes				
				Recommendations:	The venue is not great and the volunteers have expressed their desire to step back in 2019. With the Sundre Paddlefest occurring a few weeks apart and having more support, there is a thought to combine the events into one weekend, sharing the same facility but offering some women specific courses and activities.				
Balance	-1,000	-137							

Project 3Bii	Responsibility	Objective	Plans 2018	Plans 2019	Plan 2020
AWA Hosted Paddling Competition 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 2 nd weekend in September The event will run from Friday to Sunday over 2½ days.	Continue to Support	Continue to Support

2018 ED Plan – Renew plan for 2018 – 20 hrs // Registration – 20 hrs // Onsite hosting – 40 hrs					2019 ED Plan - Continue to Support – 80 hrs
2018	Budgeted	Actual	Explanations	Actual Results Achieved:	The Provincials were a great success again
Revenues	\$2,600	2,230	Fees	Were the objectives met?	Yes
Expenses	250 600 1,500 250	150 1,045 998 150	Camping Fees Food Expense Awards & Prizes Summer Coaches	Recommendations:	Continue to run Provincials and provide support to host a weekend gathering at Canoe Meadows.
Balance	0	343			

Project 3Biii	Responsibility	Objective	Plans 2018	Plans 2019	Plan 2020
Discipline Hosted Paddling Event National Championships	ASCK AFKA Executive Director	To assist the Disciplines to host a great National WW Championships in Alberta at the Kananaskis, The 2018 Nationals will include slalom, downriver and freestyle events	Make preparation in the campground and slalom gates for the races. Assist with planning for the downriver, slalom and freestyle events. Host competitors during the event.	N/A	N/A
2018 ED Plan – Assist w planning and logistics – 40 hrs // Onsite support – 40 hours				2019 ED Plan -	
2018	Budgeted	Actual	Explanations	Actual Results Achieved:	ASCK ran a very good National Championship event on the Kananaskis River.
Revenues	6,000 7,000 4,000		Camping Registration Fees Banquet Fees	Were the objectives met?	Yes
Expenses	6,000 4,000 1,000 2,500 3,500		Facility Rentals Banquet Costs Officials CKC Fees Other	Recommendations:	Plan event for 2022.
Balance	0		Budget was handled by ASCK for the event		

Project 3Biii	Responsibility	Objective	Plans 2018	Plans 2019	Plan 2020
Discipline Hosted Paddling Event Alberta Cups	ASCK Executive Director	ASCK to host a slalom Race series over the summer at Pincher Creek, Rocky Mtn House, Sundre, Calgary and Kananaskis	Assist with planning and promoting the competitions.	Maintain support	Maintain Support
2018 ED Plan – Assist w planning and logistics – 20 hrs // Onsite support – 20 hours				2019 ED Plan -	
2018	Budgeted	Actual	Explanations	Actual Results Achieved:	ASCK ran a very good series of races on the Kananaskis, Rocky Mtn House and Calgary.
Revenues	0		ASCK budget	Were the objectives met?	Yes
Expenses				Recommendations:	Continue running the series of races in 2019
Balance	0		Budget was handled by ASCK for the event		

Project 3Biii	Responsibility	Objective	Plans 2018	Plans 2019	Plan 2020
Discipline Hosted Paddling Event ACPA comps	ACPA Executive Director	ACPA to host a series of Canoe Polo tournaments over the winter in Grande Prairie, Edmonton, Innisfail and Calgary.	Assist with planning and promoting the competitions.	Maintain support	Maintain Support
2018 ED Plan – Assist w promotion – 20 hrs /				2019 ED Plan -	
2018	Budgeted	Actual	Explanations	Actual Results Achieved:	ACPA ran a very good series of comps in Edmonton, Innisfail and Calgary.
Revenues	0		ACPA budget	Were the objectives met?	Yes
Expenses				Recommendations:	Continue running the series of comps in 2019
Balance	0		Budget was handled by ACPA for the event		

Project 3Biii	Responsibility	Objective	Plans 2018	Plans 2019	Plan 2020
Discipline Hosted Paddling Event Toby Ck Classic	ASCK Aquabatics Executive Director	ASCK to host an extreme slalom Creek race at Panorama, BC	Attend the event in 2018 and send AWA Event Trailer to the event To support ASCK and Aquabatics to host this creek race in Invermere, BC		Maintain Support
2018 ED Plan – Assist w planning and logistics – 20 hrs // Onsite support – 10 hours				2019 ED Plan -	
2018	Budgeted	Actual	Explanations	Actual Results Achieved:	ASCK and Aquabatics ran a great event. The AWA Event Trailer went to the event to support the banquet
Revenues	0		ASCK budget	Were the objectives met?	Yes
Expenses				Recommendations:	Continue to support the TCC. Send the AWA Event Trailer in 2019
Balance	0		Budget was handled by ASCK for the event		

Project 3Biii	Responsibility	Objective	Plans 2018	Plans 2019	Plan 2020
Discipline Hosted Paddling Events Throwdowns	AFKA Executive Director	AFKA to host a freestyle series over the summer at Pincher Creek, Rocky Mtn House, and Sundre.	Assist with planning and promoting the competitions. Provide AWA event trailer to support event.	Maintain support	Maintain Support
2018 ED Plan – Assist w planning and logistics – 20 hrs // Onsite support – 20 hours				2019 ED Plan -	
2018	Budgeted	Actual	Explanations	Actual Results Achieved:	The Pincher Creek freestyle event was the only event that ran in 2018
Revenues	0		AFKA budget	Were the objectives met?	No
Expenses				Recommendations:	Assist AFKA to plan and organize more freestyle comps for 2019.
Balance	0				

Project 3Biv	Responsibility	Objective	Plans 2018	Plans 2019	Plan 2020
Club Hosted Paddling Event 3 Rivers Rendezvous	Executive Director Chair - Events	To support the Pincher Creek 3 Rivers Rendezvous 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. This is the biggest WW festival in western Canada.	Continue to Support	Continue to Support
2018 ED Plan – The POCC Club does all the planning and organization for this event. The AWA can help organize club coaches to support event and Learning Facilitators to evaluate instructors – 5 hrs				2019 ED Plan - Organize club coaches to support event and Learning Facilitators to evaluate instructor candidates with real students- 5 hours	
2018	Budgeted	Actual	Explanations	Actual Results Achieved:	2018 was the biggest Rendezvous ever with 340 paddlers and others in attendance. 8 L3/I3, 4 L2/I2, and 2 Lake Kayak Instructors were evaluated at the Rendezvous. The AWA Event trailer was utilized for this event and made it much easier for event organizers.
Revenues	0				
Expenses	1,200	1,400	LF fees x 12 @	Were the objectives met?	Yes
Balance	-1,200	-1,400	\$100/candidate	Recommendations:	Continue to support the Rendezvous and provide Evaluators to certify Instructor Candidates at the festival.

Project 3Biv	Responsibility	Objective	Plans 2018	Plans 2019	Plan 2020
Club Hosted Paddling Event Grande Cache Wildwater Rendezvous	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
2018 ED Plan – The Grande Cache Hotel does all the planning and organization for this event. The AWA can help by organizing club coaches to support event – 5 hrs				2019 ED Plan - Organize club coaches to support event – 5 hrs	
2018	Budgeted	Actual	Explanations	Actual Results Achieved:	The GCWWR attracted 24 participants, one of its lowest years ever.
Revenues	0	0			
Expenses	0	0		Were the objectives met?	Yes but it could be better
Balance	0	0	Sponsored	Recommendations:	Continue to promote this event and support it however we can.

Project 3Bvii	Responsibility	Objective	Plans 2018	Plans 2019	Plan 2020
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 nd weekend of August with river runs and fun events organized on the Kananaskis River.	Continue to Support	Continue to Support
2018 ED Plan – Planning and organizing support for event – 5 hrs // Attend the event 15 hrs				2019 ED Plan - Planning and organizing support for event – 5 hrs //	
2018	Budgeted	Actual	Explanations	Actual Results Achieved:	Kanfest had one of its biggest events ever with 230 people attending. The AWA Event trailer was utilized for this event and made it much easier for event organizers.
Revenues	0	0			
Expenses	0	225	EDTravel	Were the objectives met?	Yes
Balance	0	-225		Recommendations:	Continue to support Kanfest.

Project 3Bviii	Responsibility	Objective	Plans 2018		Plans 2019	Plan 2020
Club Hosted Paddling Events 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, UAPS, ASCK and AFKA to run a successful event		Continue to Support	Continue to Support
2018 ED Plan – Planning and organizing support for event – 5 hrs //					2019 ED Plan - Planning and organizing support for event – 5 hrs //	
2018	Budgeted	Actual	Explanations	Actual Results Achieved:	This event did not run in 2018	
Revenues	0	0	RCC, UAPS budget	Were the objectives met?	No	
Expenses	0	0		Recommendations:	Review the future for this event and how to utilize the Brierlies for our programs.	
Balance	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 2018	Plans 2019	Plan 2020
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 Upgrade membership login functions	Continue to Support Provide access to Disciplines to use CiviCRM functions for online registrations.	Continue to Support
2018 ED Plan – Administer website – 40 hrs //				2019 ED Plan - Administer website – 40 hrs //	
2018	Budgeted	Actual	Explanations	Actual Results Achieved:	The AWA website was maintained through the year
Revenues	3,000			Were the objectives met?	Yes
Expenses	3,000	641	Hosting Fees	Recommendations:	Continue to support and add to the website
Balance	0	-641			

Project 3Cii	Responsibility	Objective	Plans 2018	Plans 2019	Plan 2020
PaddlingMaps website	Executive Director Aquabatics Paddle Alberta	To inform the public and our members on whitewater paddling in Alberta, river beta and river flows	Work with Aquabatics to support information on paddling in Alberta	Continue to Support	Continue to Support
2018 ED Plan – Work with Aquabatics – 20 hrs //				2019 ED Plan - Administer website – 20 hrs //	
2018	Budgeted	Actual	Explanations	Actual Results Achieved:	The AWA assisted in populating this website with more data on river trips in Alberta
Revenues	0	0		Were the objectives met?	Yes
Expenses	0	0		Recommendations:	Add in more data as we get in and enhance the material that is online.
Balance	0	0			

Project 3Ciii	Responsibility	Objective	Plans 2018	Plans 2019	Plan 2020
Calgary WW Paddlers & 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 club websites	Continue to Support	Continue to Support
2018 ED Plan – AWA website updates – 20 hrs //				2019 ED Plan - Administer website – 10 hrs //	
2018	Budgeted	Actual	Explanations	Actual Results Achieved:	The clubs are doing a better job now and there is less need for direct involvement with their digital platforms
Revenues	0	0		Were the objectives met?	Yes
Expenses	0	0		Recommendations:	Continue to support as necessary
Balance	0	0			

Project 3Civ	Responsibility	Objective	Plans 2018	Plans 2019	Plan 2020
Social Media Facebook, Twitter, Blogs, etc	Executive Director Comm Director	To inform the public and our members on whitewater paddling in Alberta, river beta and river flows	Utilize Facebook media to expand our public reach. Establish a bi-annual newsletter for the AWA Establish an Instagram and Twitter feed account for AWA	Continue to Support	Continue to Support
2018 ED Plan – Provide information on activities through Facebook pages to members – 50 hrs //				2019 ED Plan - ongoing – 50 hrs //	
2018	Budgeted	Actual	Explanations	Actual Results Achieved:	The AWA has a Facebook page and a Twitter feed that is maintained by a volunteer Communications Director
Revenues	0	0		Were the objectives met?	Yes
Expenses	0	0		Recommendations:	Continue to support and build our digital platforms to promote the AWA and our sport.
Balance	0	0			

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 2018	Plans 2019	Plan 2020
CanoeKayak Canada Pool Kayak Instructor	Executive Director Chair - Education	To maintain the certification program for lifeguards and non-paddlers to teach kayaking in controlled pool environments	Train more Learning Facilitators to teach courses. Use of Makadiff Grant to support training of Lifeguards Promote kayaking to schools as part of the Physical Literacy program for Grades 4-5-6	Continue to Support	Continue to Support
2018 ED Plan – Support to LF's to run courses – 12 hrs // Build materials for NCCP – 15 hrs // Train additional LF's – 20 hrs				2019 ED Plan - ongoing – 20 hrs //	
2018	Budgeted	Actual	Explanations	Actual Results Achieved:	The Schools in Pools ran courses in 16 communities and trained 78 individuals as Pool Kayak Instructors
Revenues	5,400	7,020	78 students x \$90	Were the objectives met?	Yes
Expenses	3,600	4,680	CKC Fees x \$60	Recommendations:	Continue to support the SinP program for 2019
Balance	1,200	2,340			

Project 4Aii	Responsibility	Objective	Plans 2018	Plans 2019	Plan 2020
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
2018 ED Plan – See Pool Kayak Instructor				2019 ED Plan - ongoing – 20 hrs //	
2018	Budgeted	Actual	Explanations	Actual Results Achieved:	Individuals needing certification were handled in 1 off training. No courses were run.
Revenues	1800	180	3 students x 60	Were the objectives met?	Partially
Expenses	1350	150	CKC Fees	Recommendations:	Schedule some Lake Instructor courses in 2019
Balance	450	30			

Project 4Aiii	Responsibility	Objective	Plans 2018	Plans 2019	Plan 2020
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. Support NCCP Evaluators to attend Festivals to certify RL2.	Continue to Support	Continue to Support
2018 ED Plan – Support to LF's to run courses – 12 hrs // Build materials for NCCP – 15 hrs // Train 2 additional LF's – 20 hrs				2019 ED Plan - ongoing – 20 hrs //	
2018	Budgeted	Actual	Explanations	Actual Results Achieved:	6 L2/I2 courses were run in 2018 and 23 Instructor Candidates were trained and/or evaluated
Revenues	900	2,070	23 students x \$90	Were the objectives met?	Yes
Expenses	600	1,380	CKC fees x \$60	Recommendations:	Continue to support Alberta's LF's run the L2/I2 program
Balance	-450	690			

Project 4Aiv	Responsibility	Objective	Plans 2018	Plans 2019	Plan 2020
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. Support NCCP Evaluators to attend Festivals to certify RI2.	Continue to Support	Continue to Support
2018 ED Plan – Support to LF's to run courses – 12 hrs // Build materials for NCCP – 15 hrs // Train 2 additional LF's – 20 hrs				2019 ED Plan - ongoing – 20 hrs //	
2018	Budgeted	Actual	Explanations	Actual Results Achieved:	6 L2/I2 courses were run in 2018 and 23 Instructor Candidates were trained and/or evaluated
Revenues	600	690	23 students x 30	Were the objectives met?	Yes
Expenses	600	690	CKC fees x \$30	Recommendations:	Continue to support Alberta's LF's run the L2/I2 program
Balance	-750	0			

Project 4Av	Responsibility	Objective	Plans 2018	Plans 2019	Plan 2020
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. Support NCCP Evaluators to attend Festivals to certify WWL3.	Continue to Support	Continue to Support
2018 ED Plan – Support to LF's to run courses – 12 hrs // Build materials for NCCP – 15 hrs // Train 1 additional LF – 20 hrs				2019 ED Plan - ongoing – 20 hrs //	
2018	Budgeted	Actual	Explanations	Actual Results Achieved:	3 L3/I3 courses were run in 2018 and 23 Instructor Candidates were trained and/or evaluated
Revenues	900	1,260	14 students x 90	Were the objectives met?	Yes
Expenses	600	840	CKC fees x \$60	Recommendations:	Continue to support Alberta's LF's run the L3/I3 program
Balance	300	420			

Project 4Avi	Responsibility	Objective	Plans 2018	Plans 2019	Plan 2020
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. Support NCCP Evaluators to attend Festivals to certify WWI3.	Continue to Support	Continue to Support
2018 ED Plan – Support to LF's to run courses – 12 hrs // Build materials for NCCP – 15 hrs // Train 1 additional LF – 20 hrs				2019 ED Plan - ongoing – 20 hrs //	
2018	Budgeted	Actual	Explanations	Actual Results Achieved:	3 L3/I3 courses were run in 2018 and 23 Instructor Candidates were trained and/or evaluated
Revenues	1,200	420	14 students x 30	Were the objectives met?	Yes
Expenses	900	420	CKC fees x \$30	Recommendations:	Continue to support Alberta's LF's run the L3/I3 program
Balance	300	0			

Project 4Avii	Responsibility	Objective	Plans 2018	Plans 2019	Plan 2020
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)	Support the new NCCP Coach Intro course	Continue to Support	Continue to Support
2018 ED Plan – Build materials for NCCP – 30 hrs // Attend May workshop – 30 hrs				2019 ED Plan - ongoing – 20 hrs //	
2018	Budgeted	Actual	Explanations	Actual Results Achieved:	1 Comp Intro course was run in 2018 and 7 Coach Candidates were trained and/or evaluated
Revenues	1,200	840	7 students x 120	Were the objectives met?	Yes
Expenses	900	630	CKC fees x \$90	Recommendations:	Continue to support Alberta's LF's run the Comp Intro program
Balance	300	210			

Project 4Aviii	Responsibility	Objective	Plans 2018	Plans 2019	Plan 2020
NCCP Comp Development Coach - Slalom Kayak	Executive Director Chair - Education	To build the certification program for club coaches to work with athletes in the Transformations stages (Train to Train) stage	Run the new NCCP CKC Slalom Coach Dev 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
2018 ED Plan – Support the ASCK HP Coach in delivery this new program – 20 hours				2019 ED Plan - ongoing – 20 hrs //	
2018	Budgeted	Actual	Explanations	Actual Results Achieved:	1 Comp Dev course was run in 2018 and 5 Coach Candidates were trained and/or evaluated
Revenues	600	150	5 students x 30	Were the objectives met?	Yes
Expenses	450	150	CKC fees x \$30	Recommendations:	Continue to support Alberta's LF's run the Comp Dev program
Balance	150	0			

Project 4Aix	Responsibility	Objective	Plans 2018	Plans 2019	Plan 2020
NCCP Learning Facilitators	Executive Director Chair - Education	Maintain and expand the human resources available to run leadership certification courses.	Assist new NCCP Learning Facilitators to train them for delivery of the NCCP program	Expand the base of LF's in all levels of the NCCP/CKC certification program	Replace inactive LF's
2018 ED Plan — Organize LF Training – 40 hours			2019 ED Plan - 2 new LF's for Pool/Lake, 1 new LF for River L2/I2, 1 new LF for WW L3/I3		
2018	Budgeted	Actual	Explanations	Actual Results Achieved:	1 new LF for the Pool/Lake is in training.
Revenues		0		Were the objectives met?	Partially
Expenses	0	0	Hosting Costs	Recommendations:	Continue to recruit for more LF's to come into the program
Balance	0	0			

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 2018	Plans 2019	Plan 2020
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. Work with AFKA to support freestyle officials.	Replace inactive Officials
2018 ED Plan – ongoing – 20 hrs				2019 ED Plan - ongoing – 20 hrs //	
2018	Budgeted	Actual	Explanations	Actual Results Achieved:	The Nationals provided an opportunity to build some more competence in our base of officials
Revenues	0	0		Were the objectives met?	Yes
Expenses	0	0		Recommendations:	Continue to run workshops in conjunction with our competitions
Balance	0	0			

Project 4Bii	Responsibility	Objective	Plans 2018	Plans 2019	Plan 2020
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.	Communicate to Clubs all of the volunteer opportunities for the AWA's and the Disciplines programs.	Continue to Support
2018 ED Plan – ongoing support – 20 hrs				2019 ED Plan - ongoing – 20 hrs //	
2018	Budgeted	Actual	Explanations	Actual Results Achieved:	No real value is being seen in our Volunteer Calgary membership
Revenues	0	0		Were the objectives met?	No
Expenses	50	100	Volunteer Calgary membership	Recommendations:	Examine how to utilize our VC membership more effectively.
Balance	-50	-100			

Project 4Biii	Responsibility	Objective	Plans 2018	Plans 2019	Plan 2020
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
2018 ED Plan – ongoing – 20 hrs				2019 ED Plan - ongoing – 20 hrs //	
2018	Budgeted	Actual	Explanations	Actual Results Achieved:	The AWA reached out to several of our clubs to help them recruit and train new members for their boards
Revenues	0	0		Were the objectives met?	Partially
Expenses	0	0		Recommendations:	Continue to support the clubs and expand their base of volunteers.
Balance	0	0			

Project 4Biv	Responsibility	Objective	Plans 2018	Plans 2019	Plan 2020
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.	<i>Continue to Support.</i> Provide support for Board to attend Alberta Sport Conference	<i>Continue to Support.</i> Provide support for Board to attend Alberta Sport Conference
2018 ED Plan – ongoing – 20 hrs				2019 ED Plan - ongoing – 20 hrs //	
2018	Budgeted	Actual	Explanations	Actual Results Achieved:	Personal training 1 on 1 with new Boards members by the President and Ex Director
Revenues	0	0		Were the objectives met?	Yes
Expenses		0		Recommendations:	Ensure that all new Board Members are given access and shown how to find information on the AWA and its programs.
Balance		0			

Project 4Bv	Responsibility	Objective	Plans 2018	Plans 2019	Plan 2020
Staff	Boards	Maintain and expand the human resources available to run the Associations.	Expand the capacity of the staff by providing support and education.	<i>Continue to Support.</i> Provide support for ED to attend Alberta Sport Conference	<i>Continue to Support</i>
2018 ED Plan – ongoing – 20 hrs				2019 ED Plan - ongoing – 20 hrs //	
2018	Budgeted	Actual	Explanations	Actual Results Achieved:	No new staff training was provided in 2018
Revenues	0	0		Were the objectives met?	No
Expenses		0	AB Sport Conf	Recommendations:	Continue to monitor and determine how to support the AWA's staff
Balance		0			

GOAL 5 – MARKETING & PROMOTION: The Alberta paddling community recognizes the AWA as the premier canoe kayak organization in the province.

To build public awareness of the AWA, ASCK, ACPA, AFKA and our 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 2018	Plans 2019	Plan 2020
AWA website	Executive Director	To inform the public and our members on whitewater paddling and the activities of the AWA	Website information updates	Continue to Support	Continue to Support
2018 ED Plan – Administer website – 40 hrs //				2019 ED Plan - Administer website – 40 hrs //	
2018	Budgeted	Actual	Explanations	Actual Results Achieved:	Were the objectives met?
Revenues	0			The AWA website was maintained through the year	Yes
Expenses	0	641	From 3Ci	Recommendations:	Continue to support and add to the website
Balance	0	-641			

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 2018	Plans 2019	Plan 2020
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	Post all AWA activities on Facebook and other social media platforms.	Continue to Support	Continue to Support
2018 ED Plan – Post AWA activities on Facebook – 40 hrs //				2019 ED Plan - ongoing – 40 hrs //	
2018	Budgeted	Actual	Explanations	Actual Results Achieved:	Were the objectives met?
Revenues	0	0		The AWA has a Facebook page and a Twitter feed that is maintained by a volunteer Communications Director	Yes
Expenses	0	0	From 3Civ	Recommendations:	Continue to support and build our digital platforms to promote the AWA and our sport.
Balance	0	0			

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

Project 5Ci	Responsibility	Objective	Plans 2018	Plans 2019	Plan 2020
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
2018 ED Plan – Prepare Asset Inventory – 20 hrs // Identify Key Marketing Messages – 20 hrs Develop Marketing & Promotion Strategy – 40 hrs				2019 ED Plan - ongoing – 40 hrs //	
2018	Budgeted	Actual	Explanations	Actual Results Achieved:	Were the objectives met?
				This was not worked on in 2018	

Revenues	0	0		Were the objectives met?	No
Expenses	0	0		Recommendations:	Revisit this concept in the fall of 2019
Balance	0	0			

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 2018	Plans 2019	Plan 2020
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		Continue to Support
2018 ED Plan – Passports – 10 hrs // Posters - 10 hrs // Banners – 20 hrs // Flagging – 10 hrs				2019 ED Plan - ongoing – 40 hrs //	
2018	Budgeted	Actual	Explanations	Actual Results Achieved:	There were sufficient Posters in stock to meet our needs for 2018
Revenues	0	0		Were the objectives met?	Yes
Expenses	400	370	Passports	Recommendations:	Look at other materials necessary to promote the AWA, the clubs and our sport in 2019
Balance	-400	-370			

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 2018	Plans 2019	Plan 2020
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
2018 ED Plan – Regular monthly activities 10% of total activities – 16 hours per month					
2018	Budgeted	Actual	Explanations	Actual Results Achieved:	
Revenues	\$44,670 0	44,670	ASC PSO grant	Were the objectives met?	
Expenses	\$73,500 \$6,000	73,200 5,751	Salary Contract Expenses	Recommendations:	
Balance	-34,830	-34,281			

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 2018	Plans 2019	Plan 2020
Financial Management	Executive Director Treasurer Bookkeeper	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 AWA ED will maintain the AWA financial accounting and provide monthly updates for the Board.	Continue to Support	Continue to Support
2018 ED Plan - Regular monthly maintenance of AWA financial services = 12 hrs/month				2019 ED Plan -	
2018	Budgeted	Actual	Explanations	Actual Results Achieved:	The AWA was able to maintain its financial records throughout 2018 by the Ex Director
Revenues	0			Were the objectives met?	Partially
Expenses	0	810	Software costs	Recommendations:	Upgrade and refine accounting processes so that more timely reports can be delivered to the Board. Examine how to eliminate problems associated with dual signature chequeing.
Balance	0	-810			

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

Project 6Ci	Responsibility	Objective	Plans 2018	Plans 2019	Plan 2020
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 <ul style="list-style-type: none"> - Government Grants - Private Foundations - Corporations - Program Fees 	Attention needs to be focused on using Association assets to attract sponsors. This would include website, 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.
2018 ED plan – 10 hrs to maintain ASRPWF Donor Fund program // Sponsor package development 100 hrs // Sponsor fulfillment 100 hrs				2019 ED Plan -	
2018	Budgeted	Actual	Explanations	Actual Results Achieved:	The AWA maintained its grant funding and added in new funding from the Makadiff group and Coaching grants
Revenues	xx xx xx xx 50,000	14,974 5,000 16,704 39,500	Employment Grants Equipment Grants Corp. Donations Program Grants Casino Funds	Were the objectives met?	Yes
Expenses	0			Recommendations:	Build more marketing materials to help promote the sport and develop opportunities for other funding mechanisms.
Balance	50,000				

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 2018	Plans 2019	Plan 2020
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
2018 ED plan – Regular AWA/ASCK monthly meetings – 10 hrs/month / website maintenance – 5 hrs/month				2019 ED Plan -	
2018	Budgeted	Actual	Explanations	Actual Results Achieved:	Maintained throughout the year
Revenues				Were the objectives met?	Yes
Expenses	1,250 750 300	1,026 641 207	AGM meeting Website hosting Postage & Courier	Recommendations:	Continue to use existing services. Build online capacity to link to clubs from outlying regions for the AG<
Balance	-\$2,300	-1,874			

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

Project 6Ei	Responsibility	Objective	Plans 2018	Plans 2019	Plan 2020
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.	Expand electronic document process to collect waivers and membership forms to be used at all events and programs that reduces duplication. Maintain liability insurance coverage for AWA and members	Build a process that includes clubs in the membership registration.	Continue to Support
2018 ED plan – online framework for collecting membership for clubs – 20 hrs //				2019 ED Plan -	
2018	Budgeted	Actual	Explanations	Actual Results Achieved:	
Revenues	\$2,640 1,000 1,000 2,000	2,424 8,481 995	22 Club Fees 1000 Club Members 200 Event member 400 Ind Members		Increasing membership revenues from more registered members and fees increasing. Increasing costs for insurance due to higher number of registered members
Expenses	\$6,200 1,100 500	7,879 1,200 200	Liability Insurance CKC Fees Other Affiliation	Were the objectives met?	Yes
Balance	-1,110	2,621		Recommendations:	Expand online membership program. Raise membership fees to reflect the value of the AWA to its members.

F. Promotion, Marketing

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

A. Boat trailer, boats, paddling equipment, event hosting equipment

Project 7Ai	Responsibility	Objective	Plans 2018	Plans 2019	Plan 2020
AWA Trailer	Executive Director AWA President	The AWA provides a boat trailer for its member clubs and leaders to support kayak programs and activities.	The AWA provides an 18' enclosed trailer to transport boats and gear to events and the Schools in Pools program	Continue to Support	Continue to Support
2018 ED plan – Trailer Maintenance – 1 hr x 3 times				2018 ED Plan -	
2018	Budgeted	Actual	Explanations	Actual Results Achieved:	The AWA boat trailer ran all over the province this year with no problems to support the SinP program and festivals. Yes Install a better rack system to hold paddles and sprayskirts in the trailer.
Revenues	0	0			
Expenses	\$500 400	0 549	Maintenance Depreciation	Were the objectives met?	
Balance	-900	-549		Recommendations:	

Project 7Aii	Responsibility	Objective	Plans 2018	Plans 2019	Plan 2020
AWA boats	Executive Director	To provide paddling equipment for AWA outreach programs and to build new programs	Replace sprayskirts for Paddle for Life program with Makadiff grant	Continue to Support	Continue to Support
2018 ED plan – Equipment Maintenance – 10 hrs				2018 ED Plan -	
2018	Budgeted	Actual	Explanations	Actual Results Achieved:	The AWA gave away all the boats and gear that were purchased with the 2016 Makadiff grant to 5 different towns. In 2017-18 we replaced the boats and gear with funding from the 2 nd Makadiff grant. We also had 2 towns purchase boats and gear from the AWA to build their own pool kayaking program. Yes Continue to source used boats, and gear for Swimming Pools and replace AWA gear as necessary.
Revenues	0	6,704	Makadiff grant		
Expenses	1,000	5,450 3,126	Boats, Sprayskirts & Paddles	Were the objectives met?	
Balance	-1,000	-1,872		Recommendations:	

Project 7Aiii	Responsibility	Objective	Plans 2018	Plans 2019	Plan 2020
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
2018 ED Plan – Equipment maintenance - 4 hrs				2018 ED Plan -	
2018	Budgeted	Actual	Explanations	Actual Results Achieved:	The AWA did not work on the Donut Tent this year. ASCK purchased 2 large party tents for its events Generators, tarps and tents were available for use in 2018 Continue to support
Revenues		0		Were the objectives met?	
Expenses	\$500	0	Donut Tent Panel	Recommendations:	
Balance	-500	0			

Project 7Aiii		Responsibility	Objective	Plans 2018		Plans 2019	Plan 2020
Special Event Trailer		Executive Director	The AWA supports festivals and events with a trailer equipped with stoves, cooking equipment and all the gear to host an event at a campground or rural location.	Set a system up to book and maintain the Special Event Trailer for event organizers.		Continue to Support	Continue to Support
2018 ED Plan – Grant Accounting - 10 hrs // Program Logistics – 20 hrs						2019 ED Plan -	
2018	Budgeted	Actual	Explanations	Actual Results Achieved:	The AWA Event Trailer was available for use throughout the year and made appearances at Pincher Creek, Toby Creek, Kananaskis x 3, and Calgary		
Revenues	0	0					
Expenses		500	Depreciation	Were the objectives met?	Yes		
Balance	0	-500		Recommendations:	The Event Trailer is a great asset for the AWA to support our clubs to run events through the year.		

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 or by going online to the AWA website www.albertawhitewater.ca for individual contact names of the Directors associated with the program or project you have an interest in.

President

Kurtis Broda
Please Print

Original Signature

Date

Executive Director

Chuck Lee
Please Print


Original Signature

May 31, 2019
Date