

Alberta Whitewater Association

3 YEAR STRATEGIC PLAN

2019 - 2021



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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 2019 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 – 2019

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	Thomas	Redmond

Staff Members – 2019

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 2019	Plans 2020	Plan 2021
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 ??
2019 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 Distribute copies of the Passport pages D1,D2,D3 - Free to AWA clubs Distribute 100 poster sized Passports to be posted in Swimming Pools, Club houses and other public venues Make the Passport available to clubs and certified instructors				2020 ED Plan – Promote program to all clubs, instructors and Alberta swimming pools	
2019	Budgeted	Actual		Actual Results Achieved:	
Revenues	0			Were the objectives met?	
Expenses	600		Reprint	Recommendations:	
Balance	-600				

Project 1Aii	Responsibility	Objective	Plans 2019	Plans 2020	Plan 2021
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
2019 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 ASC coaching 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.				2020 ED Plan – Promote program to all clubs, selected communities and schools.	
2019	Budgeted	Actual		Actual Results Achieved:	
Revenues	6,000 5,000 1,000		New Grant ASC Grant NCCP Fees	Were the objectives met?	
Expenses	8,000 1,000 12,600		Travel Trainers Coordinator	Recommendations:	
Balance	-9,600				

Project 1Aiii	Responsibility	Objective	Plans 2019	Plans 2020	Plan 2021
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
2019 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 0 copies of the Developmentals passports in stock.			2020 ED Plan -		
2019	Budgeted	Actual	Actual Results Achieved:		
Revenues	0		Were the objectives met?		
Expenses	0		Recommendations:		
Balance	0				

Project 1Aiv	Responsibility	Objective	Plans 2019	Plans 2020	Plan 2021
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	Same
2019 ED Plan – Support to run courses – 12 hrs // Combine the W WW WE with the Sundre Paddlefest for 15 – 30 women Train more advanced women instructors to run women specific courses Set up more of the one day Paddle Like a Girl clinics			2020 ED Plan - Train more Women Instructors across the province to run women specific courses		
Long Term Paddler Development			Developmentals, Transformations, Active for Life		
2019	Budgeted	Actual	Actual Results Achieved:		
Revenues	2,000		Registration	Were the objectives met?	
Expenses			Facility Meals Travel Instructors	Recommendations:	
Balance	0				

Project 1Av	Responsibility	Objective	Plans 2019	Plans 2020	Plan 2021
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
2019 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.			2020 ED Plan - repeat		
Long Term Paddler Development			Developmentals, Transformations		
2019	Budgeted	Actual	Actual Results Achieved:		

Revenues	0	0	Were the objectives met?	
Expenses	0	0	Recommendations:	
Balance	0	0		

Project 1A	Responsibility	Objective	Plans 2019	Plans 2020	Plan 2021
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
2019 ED Plan – Support to LF’s to run courses – 12 hrs // Build materials for NCCP – 15 hrs // \$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			2020 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		
2019	Budgeted	Actual	Actual Results Achieved:		
Revenues	1,200		Participant Fees		
Expenses	600		CKC payment	Were the objectives met?	
Balance	600		Recommendations:		

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

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

Project 1Bi	Responsibility	Objective	Plans 2019	Plans 2020	Plan 2021
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 June 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		
2019 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 May-June to train them on how to set up, administer and run club programs for school groups, club members, adults and camps.			2020 ED Plan -		
2019	Budgeted	Actual	Explanations	Actual Results Achieved:	
Revenues	15,000 5,000 500		6 CSG Grants Club Fees AWA programs		

Expenses	15,000 4,500 1,000		6 Club Coaches MERC Costs Travel Expenses	Were the objectives met?	
Balance	0			Recommendations:	

Project 1Bii	Responsibility	Objective	Plans 2019	Plans 2020	Plan 2021
Club Facilities	Executive Director Chair – Facilities	To create facilities in urban centres that can be used to host club programs and activities	Work with Bow Valley Kayak Club and Town of Canmore 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 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 Work with Cottonwood Kayak Club and Town of Innisfail to develop urban facility Expand program to other clubs as required	Same Expand program to other clubs as required
2019 ED Plan - Community facility plan promoted – 20 hrs // The AWA will develop a Canmore recreation plan in 2019 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. The AWA will develop a proposal and spearhead an effort to create access, parking, change rooms and storage lockers at Harvie Passage in Calgary. This proposal will be presented for consideration to the City. The AWA will work with the paddling community in Lethbridge on a plan for better river access and a ww park at the weir Promote a facility development template that can be used remotely by the clubs to work with their municipalities.				2020 ED Plan – Continue to support the clubs as required. Establish a dialogue with AB Env River Engineering on river recreation facility concept. Meet with Minister of EP	

2019	Budgeted	Actual	Explanations	Actual Results Achieved:
Revenues	0			
Expenses	0		ED Travel	Were the objectives met?
Balance	0			Recommendations:

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 2019	Plans 2020	Plan 2021
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	
2019 ED Plan – Support to ASCK // Support to Clubs – 20 hrs				2020 ED Plan -	

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	Budgeted	Actual	Explanations	Actual Results Achieved:
Revenues	0	0	ASCK budget	Were the objectives met?
Expenses	0	0	ASCK budget	Recommendations:
Balance	0	0		

Project 1Ci	Responsibility	Objective	Plans 2019	Plans 2020	Plan 2021
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	
2019 ED Plan – Coordinate program with ASCK – 20 hrs Continue to support ASCK as required.				2020 ED Plan -	
2019	Budgeted	Actual	Explanations	Actual Results Achieved:	
Revenues	30,000		HP Coach Grant		
Expenses	30,000		HP Coach Grant	Were the objectives met?	
Balance	0			Recommendations:	

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 2019	Plans 2020	Plan 2021
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	
2019 ED Plan – Support to AFKA // Support to Clubs – 20 hrs Continue to build this program in 2019 and create more capacity within the club's to support their athletes during the summer season.				2020 ED Plan -	
2019	Budgeted	Actual	Explanations	Actual Results Achieved:	
Revenues	0		Participant Fees		
Expenses	0		Prepaid coaches	Were the objectives met?	
Balance	0			Recommendations:	

Project 1Dii	Responsibility	Objective	Plans 2019	Plans 2020	Plan 2021
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	
2019 ED Plan – Identify training opportunities // – 20 hrs Continue to support AFKA as required. Several athletes have been able to secure personal coaches to help them				2020 ED Plan -	
2019	Budgeted	Actual	Explanations	Actual Results Achieved:	
Revenues	0				
Expenses	0			Were the objectives met?	
Balance	0			Recommendations:	

Project 1Diii	Responsibility	Objective	Plans 2019	Plans 2020	Plan 2021
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
2019 ED Plan – Support to AFKA – 20 hrs The AFKA Board changed in 2018. The AWA’s ED has been tasked with improving AFKA’s organizational capacity in 2019. Continue to build on the base created over the last 4 years and create more capacity. Attend AFKA meetings.				2020 ED Plan -	
2019	Budgeted	Actual	Explanations	Actual Results Achieved:	
Revenues	0	0			
Expenses	0	0		Were the objectives met?	
Balance	0	0		Recommendations:	

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 2019	Plans 2020	Plan 2021
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	
2019 ED Plan – Support to ACPA // Support to Clubs – 20 hrs Continue to build on the success of this program in 2019 and create more capacity within the club’s to support their athletes.				2020 ED Plan -	
2019	Budgeted	Actual	Explanations	Actual Results Achieved:	
Revenues	0	0			

Expenses	0	0	Were the objectives met?
Balance	0	0	Recommendations:

Project 1Eii	Responsibility	Objective	Plans 2019	Plans 2020	Plan 2021
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	
2019 ED Plan – Identify opportunities // – 20 hrs Continue to support ACPA as required.				2020 ED Plan -	
2019	Budgeted	Actual	Explanations	Actual Results Achieved:	
Revenues	0	0			
Expenses	0	0		Were the objectives met?	
Balance	0	0		Recommendations:	

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 2019	Plans 2020	Plan 2021
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 in Lethbridge Tour and select venues for 2020 ASG Promote kayak events w Municipal Pools	Organize Zone Time Trials format, Tour facilities in Lethbridge, Develop strategy for sport venue construction, Promote participation in all Zones,	Review and approve ASG Technical Pkg for kayaking at 2022 games Tour and select venues for 2020 ASG Promote kayak events w Municipal Pools
Long Term Paddler Development				Developmentals & Transformations	
2019 ED Plan – Review and approve ASG Technical Pkg for kayaking at 2020 games in Lethbridge Tour and select venues for 2020 ASG. Promote kayak events w Municipal Pools				2020 ED Plan - Organize Zone Time Trials format, Tour facilities in Lethbridge, Develop strategy for sport venue construction, Promote participation in all Zones,	
2019	Budgeted	Actual	Explanations	Actual Results Achieved:	
Revenues	0	0	ASG funding		
Expenses	0	0	ED Travel to LA	Were the objectives met?	
Balance	0	0		Recommendations:	

Project 1Fii	Responsibility	Objective	Plans 2019	Plans 2020	Plan 2021
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	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	AWA will use a standardized ASG zone playoff to have multiple events in different geographic areas in each zone
Long Term Paddler Development				Developmentals	

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.				2020 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	Budgeted	Actual	Explanations	Actual Results Achieved:	
Revenues	0		ASG Grant	Were the objectives met?	
Expenses	0			Recommendations:	
Balance	0				

Project 1Fiii	Responsibility	Objective	Plans 2019	Plans 2020	Plan 2021
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	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	Look at location for 2020 camp near Games site
Long Term Paddler Development				Developmentals & Transformations	
2019 ED Plan – No plans for 2019				2020 ED Plan - Organize a Provincial multi-discipline camp – 20 hrs // Support Provincial camp 40 hrs	
2019	Budgeted	Actual	Explanations	Actual Results Achieved:	
Revenues	0		Registrations		
			ASG Grant	Were the objectives met?	
Expenses	0		Camping & Meals		
			Coaches	Recommendations:	
Balance	0				

Project 1Fiv	Responsibility	Objective	Plans 2019	Plans 2020	Plan 2021
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.	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.	N/A
Long Term Paddler Development				Developmentals & Transformations	
2019 ED Plan – N/A				2020 ED Plan – Actively organize and attend ASG event – 60 hrs	
2019	Budgeted	Actual	Explanations	Actual Results Achieved:	
Revenues	0		Registrations		
Expenses	0		ASG Registration		
	0		4 coaches@150/day		
	0		6 coaches@100/day	Were the objectives met?	

	0		Travel & Supplies	Recommendations:	
Balance	0				

Project 1Fiv	Responsibility	Objective	Plans 2019	Plans 2020	Plan 2021
AB Masters Games Event	Executive Director AWA Board ACPA Board	To support the paddling events at the inaugural Alberta Masters Games for athletes over 35 in canoe polo and downriver events.	The AWA will support all the canoe polo discipline and the AMG organizing committee to have well run and competitive kayak events.	N/A	The AWA will support all the canoe polo discipline and the AMG organizing committee to have well run and competitive kayak events.
Long Term Paddler Development				Active for Life	
2019 ED Plan – Actively organize and attend AMG event – 60 hrs				2020 ED Plan – N/A	

2019	Budgeted	Actual	Explanations	Actual Results Achieved:
Revenues	0		Registrations	
Expenses	0			Were the objectives met?
	0		ED Travel	Recommendations:
Balance	0			

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 2019		Plans 2020	Plan 2021
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 Planning for new WW Centre bldg. and RFP		Maintain slalom course Maintain RiverWalk Maintain river features Fundraising for new WW Centre bldg	Maintain slalom course Maintain RiverWalk Maintain river features
2019 ED Plan – Maintain slalom gates – 40 hrs. Tear down gates for ARSA river work above the race course. Rebuild section of gates that were removed					2020 ED Plan - Maintain slalom gates – 40 hrs	
2019	Budgeted	Actual	Explanations	Actual Results Achieved:		
Revenues	4,000		ARSA contract	Were the objectives met?		
Expenses	4,000		Manpower	Recommendations:		
Balance	0					

Project 2Aii	Responsibility	Objective	Plans 2019		Plans 2020	Plan 2021
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. Install SeaCan Containers and remove ATCO trailer. Work with Parks on the construction of the new facilities that are part of the Lower Kananaskis Parks plan.		Same. Work with Parks on the upgrades at CM campground. Manage new individual camping sites in lower Meadow.	Same
2019 ED Plan – Hire, train and administer campground staff – 80 hrs					2020 ED Plan - Hire, train and administer campground staff. Build new online registration system for individual campsites.	
2019	Budgeted	Actual	Explanations	Actual Results Achieved:		
Revenues	26,000		Camping Fees	Were the objectives met?		
Expenses	10,000		Staffing Costs	Recommendations:		
	500		Staff Expenses			
	6,000		Supplies & Serv			
	6,170		Parks fees			
	1,700		Insurance			
	1,200		Equipment			
Balance	430					

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

Project 2Bi	Responsibility	Objective	Plans 2019	Plans 2020	Plan 2021
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	Develop plan with the city for parking, washrooms, change rooms and other amenities as part of a WW paddling centre. Lobby the city for parking, washrooms, change rooms and other amenities.	Fundraise and organize plan for new WW Centre	Fundraise and organize plan for new WW Centre
2019 ED Plan – Involvement in Harvie Passage planning group – 40 hrs				2020 ED Plan - Same	
2019 Revenues	Budgeted	Actual	Explanations	Actual Results Achieved:	
Expenses	500		ED travel	Were the objectives met?	
Balance	-500			Recommendations:	

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

Project 2Ci	Responsibility	Objective	Plans 2019	Plans 2020	Plan 2021
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
2019 ED Plan – Supervise slalom gate work at Boulder Run – 40 hrs // Draft Parks lease for clubhouse				2020 ED Plan - Assist club with any operational planning	
2019 Revenues	Budgeted	Actual	Explanations	Actual Results Achieved:	
Expenses	20,000		DRP Funding	Were the objectives met?	
Balance	0		Slalom Gates Install Posts	Recommendations:	

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 2019		Plans 2020	Plan 2021
Training Facility in Central Alberta	Executive Director Director of Facilities Rocky Canoe Club	Create a whitewater facility that meets the needs of paddlers in Rocky Mountain House	Work with RCC to plan a training facility for teaching programs		Work with club to determine plan for facility	Ongoing
2019 ED Plan – Onsite review at training site – 10 hrs					2020 ED Plan -	
2019	Budgeted	Actual	Explanations	Actual Results Achieved:		
Revenues	0			Were the objectives met?		
Expenses	500		ED travel	Recommendations:		
Balance	-500					

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

Project 2Ei	Responsibility	Objective	Plans 2019		Plans 2020	Plan 2021
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
2019 ED Plan – Update plan for Canmore paddling facility – 20 hrs // Involvement in Canmore planning group – 20 hrs //					2020 ED Plan - Fundraising for Canmore facility – 10 hrs // Onsite work at Canmore – 40 hrs	
2019	Budgeted	Actual	Explanations	Actual Results Achieved:		
Revenues	0	0		Were the objectives met?		
Expenses	0	0		Recommendations:		
Balance	0	0				

Project 2Ei	Responsibility	Objective	Plans 2019		Plans 2020	Plan 2021
Lethbridge Training Site	Executive Director Director of Facilities Waterlogged club	Lethbridge has an accessible and fully serviced whitewater facility that meets the needs of paddlers	Develop a steering committee and advocacy group to build the plan for a ww park on the Oldman River at the weir		Work with City of Lethbridge to discuss plans to modify the weir on the Oldman River to create a ww park	Modify the river channel to make them suitable for teaching and slalom training program needs
2019 ED Plan – Update plan for Lethbridge paddling facility – 20 hrs // Involvement in Lethbridge planning group – 20 hrs //					2020 ED Plan – Planning and design work – 40 hrs	
2019	Budgeted	Actual	Explanations	Actual Results Achieved:		

Revenues	0	0		Were the objectives met?
Expenses	0	0	ED Travel	Recommendations:
Balance	0	0		

Project 2Eii	Responsibility	Objective	Plans 2019	Plans 2020	Plan 2021
Facilities in Innisfail 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
2019 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				2020 ED Plan - Present the Facility Plan to local governments – 40 hrs	
2019	Budgeted	Actual	Explanations	Actual Results Achieved:	
Revenues	0	0		Were the objectives met?	
Expenses	0	0		Recommendations:	
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 2019	Plans 2020	Plan 2021
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
2019 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 May-June to train them on how to set up, administer and run club programs for school groups, club members, adults and camps.				2020 ED Plan - Continue	
2019	Budgeted	Actual	Explanations	Actual Results Achieved:	
Revenues	15,000 5,000 500		6 CSG Grants Club Fees AWA programs		
Expenses	15,000		6 Club Coaches	Were the objectives met?	
Balance	4,500 1,000 0		MERC Costs Travel Expenses	Recommendations:	
Balance	0				

Project 3Aii	Responsibility	Objective	Plans 2019	Plans 2020	Plan 2021
Facilities in Innisfail 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
2019 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				2020 ED Plan - Present the Facility Plan to local governments – 40 hrs	
2019	Budgeted	Actual	Explanations	Actual Results Achieved:	
Revenues	0			Were the objectives met?	
Expenses	0			Recommendations:	
Balance	0				

Project 3Aiii	Responsibility	Objective	Plans 2019	Plans 2020	Plan 2021
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. Online \$\$ services ii. Membership services	Add new materials on iii. Program templates iv. Social media	Add new materials on v. Succession planning
2019 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 Online \$\$ Services and Membership Services– 40 hrs //				2020 ED Plan - Prepare new materials – 40 hrs	
2019	Budgeted	Actual	Explanations	Actual Results Achieved:	
Revenues	0				
Expenses				Were the objectives met?	
Balance				Recommendations:	

Project 3Aiv	Responsibility	Objective	Plans 2019	Plans 2020	Plan 2021
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 vi. Program development vii. Social media viii.	Add new materials on ix. Social media x. Succession planning
2019 ED Plan – Maintain current materials on Event Management, Bylaws, Grant templates, Summer Staff grants, Program Development – 20 hrs // Prepare new materials on Volunteer Screening and Government policies for summer staff – 40 hrs //				2020 ED Plan - Prepare new materials – 40 hrs	
2019	Budgeted	Actual	Explanations	Actual Results Achieved:	
Revenues	0				
Expenses	0			Were the objectives met?	
Balance	0			Recommendations:	

Project 3Av	Responsibility	Objective	Plans 2019	Plans 2020	Plan 2021
Online Registration	Executive Director	WW Clubs are well run and volunteers are supported.	Manage online membership registration for clubs and AWA. Aid clubs to have online registrations	Set up online course and program registration for clubs and Disciplines	Add new online services
2019 ED Plan – Expand CiviCRM portal for website registrations – 40 hrs // Administer new membership registration - 40 hrs				2020 ED Plan - Expand new CiviCRM portal for website registrations – 40 hrs	
2019	Budgeted	Actual	Explanations	Actual Results Achieved:	
Revenues					

Expenses	3,000		Semper IT services	Were the objectives met?	
Balance	-3,000			Recommendations:	

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 2019	Plans 2020	Plan 2021
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. Organize LF's for evaluations of Instructor Candidates.	Coordinate and run the Sundre Paddlefest event on the upper Red Deer River. 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.
2019 ED Plan – Renew plan for 2019 – 20 hrs // Registration – 20 hrs // Onsite hosting – 40 hrs				2020 ED Plan - Continue to Support – 80 hrs	
2019	Budgeted	Actual	Explanations	Actual Results Achieved:	
Revenues	3,000 2,000		Camping & Meals Instruction Fees		
Expenses	1,000 2,500 1,000 500		Facility Costs Meals Instructors Travel (ED)	Were the objectives met?	
Balance	0			Recommendations:	

Project 3Bi	Responsibility	Objective	Plans 2019	Plans 2020	Plan 2021
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 in conjunction with The Sundre Paddlefest	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.
2019 ED Plan – Create plan and organize logistics for 2019 – 10 hrs // Registration – 10 hrs Run with Sundre Paddlefest				2020 ED Plan - Continue to Support – 80 hrs	
2019	Budgeted	Actual	Explanations	Actual Results Achieved:	
Revenues	0 2,000		Camping & Meals Instruction Fees		
Expenses	2,000		Facility Costs Meals Instructors Travel	Were the objectives met?	
Balance	0			Recommendations:	

Project 3Bii	Responsibility	Objective	Plans 2019	Plans 2020	Plan 2021
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 1 st weekend in September The event will run from Friday to Monday over 3½ days.	Continue to Support	Continue to Support

2019 ED Plan – Renew plan for 2019 – 20 hrs // Registration – 20 hrs // Onsite hosting – 40 hrs . The event had to be moved to the Sept long weekend because of the construction planned for Canoe Meadows.				2020 ED Plan - Continue to Support – 80 hrs	
2019	Budgeted	Actual	Explanations	Actual Results Achieved:	
Revenues	\$2,500		Fees	Were the objectives met?	
Expenses	250 750 1,250 250		Camping Fees Food Expense Awards & Prizes Summer Coaches	Recommendations:	
Balance	0				

Project 3Biii	Responsibility	Objective	Plans 2019	Plans 2020	Plan 2021
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 2019 Nationals will include slalom, downriver and freestyle events	N/A	N/A	Plan event for 2022
2019 ED Plan – N/A				2020 ED Plan -	
2019	Budgeted	Actual	Explanations	Actual Results Achieved:	
Revenues	0		Camping Registration Fees Banquet Fees	Were the objectives met?	
Expenses	0		Facility Rentals Banquet Costs Officials CKC Fees Other	Recommendations:	
Balance	0		Budget was handled by ASCK for the event		

Project 3Biii	Responsibility	Objective	Plans 2019	Plans 2020	Plan 2021
Discipline Hosted Paddling Event Alberta Cups	ASCK Executive Director	ASCK to host a slalom Race series over the summer at Calgary and Kananaskis	Assist with planning and promoting the competitions.	Maintain support	Maintain Support
2019 ED Plan – Assist w planning and logistics – 20 hrs // Onsite support – 20 hours				2020 ED Plan -	
2019	Budgeted	Actual	Explanations	Actual Results Achieved:	
Revenues	0		ASCK budget	Were the objectives met?	
Expenses				Recommendations:	
Balance	0		Budget will be handled by ASCK for the event		

Project 3Biii	Responsibility	Objective	Plans 2019	Plans 2020	Plan 2021
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
2019 ED Plan – Assist w promotion – 20 hrs /				2020 ED Plan -	
2019	Budgeted	Actual	Explanations	Actual Results Achieved:	
Revenues	0		ACPA budget	Were the objectives met?	
Expenses				Recommendations:	
Balance	0		Budget will be handled by ACPA for the event		

Project 3Biii	Responsibility	Objective	Plans 2019	Plans 2020	Plan 2021
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 2019 and send AWA Event Trailer to the event. To support ASCK and Aquabatics to host this creek race in Invermere, BC	Maintain Support	Maintain Support
2019 ED Plan – Assist w planning and logistics – 20 hrs // Onsite support – 10 hours				2020 ED Plan -	
2019	Budgeted	Actual	Explanations	Actual Results Achieved:	
Revenues	0		ASCK budget	Were the objectives met?	
Expenses				Recommendations:	
Balance	0		Budget will be handled by ASCK for the event		

Project 3Biii	Responsibility	Objective	Plans 2019	Plans 2020	Plan 2021
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
2019 ED Plan – Assist w planning and logistics – 20 hrs // Onsite support – 20 hours				2020 ED Plan -	
2019	Budgeted	Actual	Explanations	Actual Results Achieved:	
Revenues	0		AFKA budget	Were the objectives met?	
Expenses	0			Recommendations:	
Balance	0				

Project 3Biv	Responsibility	Objective	Plans 2019	Plans 2020	Plan 2021
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, Crownsnest and Oldman Rivers. This is the biggest WW festival in western Canada.	Continue to Support	Continue to Support
2019 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				2020 ED Plan - Organize club coaches to support event and Learning Facilitators to evaluate instructor candidates with real students- 5 hours	
2019	Budgeted	Actual	Explanations	Actual Results Achieved:	
Revenues	800		ASC NCCP grant		
Expenses	800		LF fees x 8 @ \$100/candidate	Were the objectives met?	
Balance	800			Recommendations:	

Project 3Biv	Responsibility	Objective	Plans 2019	Plans 2020	Plan 2021
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
2019 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				2020 ED Plan - Organize club coaches to support event – 5 hrs	
2019	Budgeted	Actual	Explanations	Actual Results Achieved:	
Revenues	0				
Expenses	0			Were the objectives met?	
Balance	0		Sponsored	Recommendations:	

Project 3Bvii	Responsibility	Objective	Plans 2019	Plans 2020	Plan 2021
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
2019 ED Plan – Planning and organizing support for event – 5 hrs // Attend the event 15 hrs				2020 ED Plan - Planning and organizing support for event – 5 hrs //	
2019	Budgeted	Actual	Explanations	Actual Results Achieved:	
Revenues	0				
Expenses	0		EDTravel	Were the objectives met?	
Balance	0			Recommendations:	

Project 3Bviii	Responsibility	Objective	Plans 2019	Plans 2020	Plan 2021
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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
2019 ED Plan – Planning and organizing support for event – 5 hrs //				2020 ED Plan - Planning and organizing support for event – 5 hrs //	
2019	Budgeted	Actual	Explanations	Actual Results Achieved:	
Revenues	0		RCC, UAPS budget	Were the objectives met?	
Expenses	0			Recommendations:	
Balance	0				

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

Project 3Ci	Responsibility	Objective	Plans 2019		Plans 2020	Plan 2021
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
2019 ED Plan – Administer website – 40 hrs //					2020 ED Plan - Administer website – 40 hrs //	
2019	Budgeted	Actual	Explanations	Actual Results Achieved:		
Revenues	1,000			Were the objectives met?		
Expenses	1,000		Website Designer	Recommendations:		
Balance	0					

Project 3Cii	Responsibility	Objective	Plans 2019		Plans 2020	Plan 2021
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
2019 ED Plan – Work with Aquabatics – 20 hrs //					2020 ED Plan - Administer website – 20 hrs //	
2019	Budgeted	Actual	Explanations	Actual Results Achieved:		
Revenues	0			Were the objectives met?		
Expenses	0			Recommendations:		
Balance	0					

Project 3Ciii	Responsibility	Objective	Plans 2019		Plans 2020	Plan 2021
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
2019 ED Plan – AWA website updates – 20 hrs //					2020 ED Plan - Administer website – 10 hrs //	
2019	Budgeted	Actual	Explanations	Actual Results Achieved:		
Revenues	0			Were the objectives met?		
Expenses	0			Recommendations:		
Balance	0					

Project 3Civ	Responsibility	Objective	Plans 2019	Plans 2020	Plan 2021
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. Maintain a bi-annual newsletter for the AWA Establish an Instagram and Twitter feed account for AWA	Continue to Support	Continue to Support
2019 ED Plan – Provide information on activities through Facebook pages to members – 50 hrs //				2020 ED Plan - ongoing – 50 hrs //	
2019	Budgeted	Actual	Explanations	Actual Results Achieved:	
Revenues	0			Were the objectives met?	
Expenses	0			Recommendations:	
Balance	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 2019	Plans 2020	Plan 2021
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
2019 ED Plan – Support to LF’s to run courses – 12 hrs // Build materials for NCCP – 15 hrs // Train additional LF’s – 20 hrs				2020 ED Plan - ongoing – 20 hrs //	
2019	Budgeted	Actual	Explanations	Actual Results Achieved:	
Revenues	6,300		70 students x \$90	Were the objectives met?	
Expenses	4,200		CKC Fees x \$60	Recommendations:	
Balance	2,100				

Project 4Aii	Responsibility	Objective	Plans 2019	Plans 2020	Plan 2021
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
2019 ED Plan – See Pool Kayak Instructor				2020 ED Plan - ongoing – 20 hrs //	
2019	Budgeted	Actual	Explanations	Actual Results Achieved:	
Revenues	450		15 students x 30	Were the objectives met?	
Expenses	450		CKC Fees x \$30	Recommendations:	
Balance	0				

Project 4Aiii	Responsibility	Objective	Plans 2019	Plans 2020	Plan 2021
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
2019 ED Plan – Support to LF’s to run courses – 12 hrs // Build materials for NCCP – 15 hrs // Train 2 additional LF’s – 20 hrs				2020 ED Plan - ongoing – 20 hrs //	
2019	Budgeted	Actual	Explanations	Actual Results Achieved:	
Revenues	1350		15 students x \$90	Were the objectives met?	
Expenses	900		CKC fees x \$60	Recommendations:	
Balance	450				

Project 4Aiv	Responsibility	Objective	Plans 2019	Plans 2020	Plan 2021
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
2019 ED Plan – Support to LF’s to run courses – 12 hrs // Build materials for NCCP – 15 hrs // Train 2 additional LF’s – 20 hrs				2020 ED Plan - ongoing – 20 hrs //	
2019	Budgeted	Actual	Explanations	Actual Results Achieved:	
Revenues	450		15 students x 30	Were the objectives met?	
Expenses	450		CKC fees x \$30	Recommendations:	
Balance	0				

Project 4Av	Responsibility	Objective	Plans 2019	Plans 2020	Plan 2021
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
2019 ED Plan – Support to LF’s to run courses – 12 hrs // Build materials for NCCP – 15 hrs // Train 1 additional LF – 20 hrs				2020 ED Plan - ongoing – 20 hrs //	
2019	Budgeted	Actual	Explanations	Actual Results Achieved:	
Revenues	450		5 students x 90	Were the objectives met?	
Expenses	300		CKC fees x \$60	Recommendations:	
Balance	150				

Project 4Avi	Responsibility	Objective	Plans 2019	Plans 2020	Plan 2021
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
2019 ED Plan – Support to LF’s to run courses – 12 hrs // Build materials for NCCP – 15 hrs // Train 1 additional LF – 20 hrs				2020 ED Plan - ongoing – 20 hrs //	
2019	Budgeted	Actual	Explanations	Actual Results Achieved:	
Revenues	150		5 students x 30	Were the objectives met?	
Expenses	150		CKC fees x \$30	Recommendations:	
Balance	0				

Project 4Avii	Responsibility	Objective	Plans 2019	Plans 2020	Plan 2021
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
2019 ED Plan – Build materials for NCCP – 30 hrs // Attend May workshop – 30 hrs				2020 ED Plan - ongoing – 20 hrs //	
2019	Budgeted	Actual	Explanations	Actual Results Achieved:	
Revenues	600		5 students x 120	Were the objectives met?	
Expenses	450		CKC fees x \$90	Recommendations:	
Balance	150				

Project 4Aviii	Responsibility	Objective	Plans 2019	Plans 2020	Plan 2021
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
2019 ED Plan – Support the ASCK HP Coach in delivery this new program – 20 hours				2020 ED Plan - ongoing – 20 hrs //	
2019	Budgeted	Actual	Explanations	Actual Results Achieved:	
Revenues	150		5 students x 30	Were the objectives met?	
Expenses	150		CKC fees x \$30	Recommendations:	
Balance	0				

Project 4Aix	Responsibility	Objective	Plans 2019	Plans 2020	Plan 2021
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
2019 ED Plan — Organize LF Training – 40 hours			2020 ED Plan - 1 new LF's for Pool/Lake, 1 new LF for River L2/I2, 1 new LF for WW L3/I3		
2019	Budgeted	Actual	Explanations	Actual Results Achieved:	
Revenues	0			Were the objectives met?	
Expenses	0		Hosting Costs	Recommendations:	
Balance	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 2019		Plans 2020	Plan 2021
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
2019 ED Plan – ongoing – 20 hrs					2020 ED Plan - ongoing – 20 hrs //	
2019	Budgeted	Actual	Explanations	Actual Results Achieved:		
Revenues	0			Were the objectives met?		
Expenses	0			Recommendations:		
Balance	0					

Project 4Bii	Responsibility	Objective	Plans 2019		Plans 2020	Plan 2021
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
2019 ED Plan – ongoing support – 20 hrs					2020 ED Plan - ongoing – 20 hrs //	
2019	Budgeted	Actual	Explanations	Actual Results Achieved:		
Revenues	0			Were the objectives met?		
Expenses	100		Volunteer Calgary membership	Recommendations:		
Balance	-100					

Project 4Biii	Responsibility	Objective	Plans 2019		Plans 2020	Plan 2021
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
2019 ED Plan – ongoing – 20 hrs					2020 ED Plan - ongoing – 20 hrs //	
2019	Budgeted	Actual	Explanations	Actual Results Achieved:		
Revenues	0			Were the objectives met?		
Expenses	0			Recommendations:		
Balance	0					

Project 4Biv	Responsibility	Objective	Plans 2019	Plans 2020	Plan 2021
Association Executive Development	Executive Director Boards	Maintain and expand the human resources available to run the AWA and Disciplines.	Expand the base of Association volunteers by providing support and education.	Continue to Support. Provide support for Board to attend Alberta Sport Conference	Continue to Support. Provide support for Board to attend Alberta Sport Conference
2019 ED Plan – ongoing – 20 hrs				2020 ED Plan - ongoing – 20 hrs //	
2019	Budgeted	Actual	Explanations	Actual Results Achieved:	
Revenues	0			Were the objectives met?	
Expenses	300		Travel	Recommendations:	
Balance	-300				

Project 4Bv	Responsibility	Objective	Plans 2019	Plans 2020	Plan 2021
Staff	Boards	Maintain and expand the human resources available to run the Associations.	Expand the capacity of the staff by providing support and education. Provide support for ED to attend Alberta Sport Conference	Continue to Support.	Continue to Support. Provide support for ED to attend Alberta Sport Conference
2019 ED Plan – ongoing – 20 hrs				2020 ED Plan - ongoing – 20 hrs //	
2019	Budgeted	Actual	Explanations	Actual Results Achieved:	
Revenues	0			Were the objectives met?	
Expenses	300		AB Sport Conf	Recommendations:	
Balance	-300				

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 2019		Plans 2020	Plan 2021
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
2019 ED Plan – Administer website – 40 hrs //					2020 ED Plan - Administer website – 40 hrs //	
2019	Budgeted	Actual	Explanations	Actual Results Achieved:		
Revenues	0			Were the objectives met?		
Expenses	1,000		From 3Ci	Recommendations:		
Balance	-1,000					

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 2019		Plans 2020	Plan 2021
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
2019 ED Plan – Post AWA activities on Facebook – 40 hrs //					2020 ED Plan - ongoing – 40 hrs //	
2019	Budgeted	Actual	Explanations	Actual Results Achieved:		
Revenues	0			Were the objectives met?		
Expenses	0		From 3Civ	Recommendations:		
Balance	0					

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

Project 5Ci	Responsibility	Objective	Plans 2019		Plans 2020	Plan 2021
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
2019 ED Plan – Prepare Asset Inventory – 20 hrs // Identify Key Marketing Messages – 20 hrs Develop Marketing & Promotion Strategy – 40 hrs					2020 ED Plan - ongoing – 40 hrs //	
2019	Budgeted	Actual	Explanations	Actual Results Achieved:		

Revenues	0		Were the objectives met?	
Expenses	0		Recommendations:	
Balance	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 2019	Plans 2020	Plan 2021
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	Continue to Support
2019 ED Plan – Passports – 10 hrs // Posters - 10 hrs // Banners – 20 hrs // Flagging – 10 hrs				2020 ED Plan - ongoing – 40 hrs //	
2019	Budgeted	Actual	Explanations	Actual Results Achieved:	
Revenues	0			Were the objectives met?	
Expenses	500		Passports	Recommendations:	
Balance	-500				

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 2019	Plans 2020	Plan 2021
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
2019 ED Plan – Regular monthly activities 10% of total activities – 16 hours per month					
2019	Budgeted	Actual	Explanations	Actual Results Achieved:	
Revenues	\$50,630		ASC PSO grant	Were the objectives met?	
Expenses	\$73,200 \$6,000		Salary Contract Expenses	Recommendations:	
Balance	-28,570				

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 2019	Plans 2020	Plan 2021
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
2019 ED Plan - Regular monthly maintenance of AWA financial services = 12 hrs/month				2020 ED Plan -	
2019	Budgeted	Actual	Explanations	Actual Results Achieved:	
Revenues	0			Were the objectives met?	
Expenses	850		Software costs	Recommendations:	
Balance	-850				

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

Project 6Ci	Responsibility	Objective	Plans 2019	Plans 2020	Plan 2021
Fund Development	Executive Director President Treasurer Boards	To develop new sources of funds for the Association's activities	The Boards and the ED will work to find new sources of revenue to support the AWA, Disciplines and club programs - Government Grants - Private Foundations - Corporations - Program Fees	Attention needs to be focused on using Association assets to attract sponsors. This would include website, 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.
2019 ED plan – 10 hrs to maintain ASRPWF Donor Fund program // Sponsor package development 100 hrs // Sponsor fulfillment 100 hrs				2020 ED Plan -	
2019	Budgeted	Actual	Explanations	Actual Results Achieved:	
Revenues	xx xx xx xx 40,000		Employment Grants Equipment Grants Corp. Donations Program Grants Casino Funds	Were the objectives met?	
Expenses	0			Recommendations:	
Balance	40,000				

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 2019	Plans 2020	Plan 2021
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
2019 ED plan – Regular AWA/ASCK monthly meetings – 10 hrs/month / website maintenance – 5 hrs/month				2020 ED Plan -	
2019	Budgeted	Actual	Explanations	Actual Results Achieved:	
Revenues				Were the objectives met?	
Expenses	1,250 750 300		AGM meeting Website hosting Postage & Courier	Recommendations:	
Balance	-\$2,300				

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

Project 6Ei	Responsibility	Objective	Plans 2019	Plans 2020	Plan 2021
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
2019 ED plan – online framework for collecting membership for clubs – 20 hrs //				2020 ED Plan -	
2019	Budgeted	Actual	Explanations	Actual Results Achieved:	
Revenues	\$2,620 3,000 2,000 600		22 Club Fees 1000 Club Members 200 Event member 400 Ind Members		
Expenses	\$7,900 1,100 500		Liability Insurance CKC Fees Other Affiliation	Were the objectives met?	
Balance	-1,280			Recommendations:	

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 2019	Plans 2020	Plan 2021
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

2019 ED plan – Trailer Maintenance – 1 hr x 3 times 2019 ED Plan -

2019	Budgeted	Actual	Explanations	Actual Results Achieved:
Revenues	0			
Expenses	\$400 500		Maintenance Depreciation	Were the objectives met? Recommendations:
Balance	-900			

Project 7Aii	Responsibility	Objective	Plans 2019	Plans 2020	Plan 2021
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

2019 ED plan – Equipment Maintenance – 10 hrs 2019 ED Plan -

2019	Budgeted	Actual	Explanations	Actual Results Achieved:
Revenues	0			
Expenses	2,000	Depreciation	Boats, Sprayskirts & Paddles	Were the objectives met? Recommendations:
Balance	-2,000			

Project 7Aiii	Responsibility	Objective	Plans 2019	Plans 2020	Plan 2021
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

2019 ED Plan – Equipment maintenance - 4 hrs 2019 ED Plan -

2019	Budgeted	Actual	Explanations	Actual Results Achieved:
Revenues				Were the objectives met?
Expenses	\$500		Donut Tent Panel	Recommendations:
Balance	-500			

Project 7Aiii	Responsibility	Objective	Plans 2019	Plans 2020	Plan 2021
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.	Book and maintain the Special Event Trailer for event organizers.	Continue to Support	Continue to Support
2019 ED Plan – Grant Accounting - 10 hrs // Program Logistics – 20 hrs				2020 ED Plan -	
2019	Budgeted	Actual	Explanations	Actual Results Achieved:	
Revenues	0				
Expenses	500		Depreciation	Were the objectives met?	
Balance	-500			Recommendations:	

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 June 11, 2019
Date