



THE WATER SKI AND WAKEBOARD
ASSOCIATION OF ALBERTA
(WSWA)

STRATEGIC PLAN
2016 - 2021
&
BUSINESS PLAN
2016 – 2017

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Table of Contents

WSWA Mission Statement.....	i
Background	3
Strategic Initiatives.....	4
Operational Plan: INCREASE COLLABORATIVE EFFORTS.....	5
Operational Plan: FOCUS ON INTRODCUTORY PROGRAMS	6
Operational Plan: DEVELOP DELIBERATE VOLUNTEER RECRUITMENT PROGRAMS.....	7
Operational Plan: INITIATE RECREATIONAL PROGRAMS	8
Operational Plan: DEFINE AND PUBLICIZE CLEAR DEVELOPMENT PATHWAYS.....	9
Committee Priorities.....	10
APPENDIX A: Assessment Framework Evaluation	13
APPENDIX B: Handle to Hand Initiative.....	16
APPENDIX C: Strategic Planning Canvas.....	18



WSWA Mission Statement

The promotion of participation and excellence in all aspects of towed water sports in Alberta. This is achieved through introduction of the sport to beginners; development of skill level in competition and officiating and providing support and encouragement to towed water sports enthusiasts and their families at local, provincial, national and international levels.

Background

Alberta Sport Connection (ASC) represents our primary funding source. We currently rely heavily on the support of ASC and work closely with them to ensure that our goals are complimentary to their objectives.

In 2014 ASC launched *Going the Distance: The Alberta Sport Plan* with a clearly defined vision:

Alberta is the national leader in sport with a coordinated and adaptive system which promotes excellence and fosters opportunities for life-long participation for all Albertans.

In December 2015, ASC presented the Alberta Sport Implementation Plan, and the Funding and Accountability Framework. These two documents provided concrete objectives and measures for ASC themselves and PSOs. The Implementation Plan and Funding and Accountability Framework were seen to be guiding documents for WSWA as we continued to work on our strategic and operational plans.

The Alberta Sport Implementation Plan provided several outcomes which were further divided into goals and strategies, representing categories of work. WSWA deemed the list of selected PSO actions to be too large to address in a single planning session and so determined to use the concrete measures in the Funding and Accountability Framework as a base document.

The Funding and Accountability Framework specifies the Assessment Framework and notes that it aligns with the Alberta Sport Policy. Specifically, this framework provides a measure of assessment (in percentage breakdown) and although this is only the *proposed* funding structure, it was seen to be indicative of the priorities of the Alberta Sport Plan and therefore should represent the priorities of WSWA.

In preparation for the planning session, a small WSWA working group examined each of the funding specifications of the Assessment Framework and identified the areas that WSWA is currently demonstrating success and other areas that represent program and policy gaps. The complete version of this document can be found in Appendix A.

There were 17 gaps identified and through the course of the planning session the Board of Directors identified the five gaps that would become our strategic priorities for the next three years. Further discussion assisted in developing the operational plans to fill these gaps. A summary of this information is below.

Strategic Initiatives

Below is the list of the 17 possible initiatives that were identified in preparation for the meeting, along with the corresponding number of votes which represent the perceived priorities.

INITIATIVE	VOTES
Increase collaborative efforts – work with new camps, clubs and develop new partnerships with specialized groups	17
Focus on introductory programs – current programs generally have limited access; work to redefine our membership model	14
Initiate recreational programs – include all ages and levels of development; work to engage our recreational participants in the sport system	12
Define and publicize clear development pathways – ensure that every participant at every level has a progression, if desired; ensure that no one gets “lost” in the system	11
Develop deliberate volunteer recruitment programs – ensure we are getting the right people in the right roles	11
Promote association programs – work with clubs, local associations and teams to deliver established programs more consistently throughout the province	8
Coach development – encourage wakeboard coaching development; provide incentives and work with the NSO and ASC to deliver training	7
Diversify funding sources – expand corporate partnerships; increase fundraising efforts	4
Accountability reporting – ensure that Board of Directors is receiving up-to-date and accurate information in a timely manner	2
Marketing plan – use the existing marketing plan and develop associated metrics	2
Support technical personnel development – implement training programs for technical controllers, tournament chairs, safety officers; offer basic first aid / CPR	2
Employ board development training – strengthen board roles and capacities; provide training on governance roles	-
Re-implement regional competitive opportunities –consider qualifications for multi-sport games	-
Develop risk management policies – clarify policies and procedures for grievances, risk assessment, emergency action plans, concussion	-
Bridge the gap in competitive programs – continue to work on the water ski team coach program (knowledge down, talent up), institute similar program for wakeboard	-
Recognize volunteers – develop a consistent volunteer recognition program	-
Develop communication plan – ensure that it is in line with ASC mandates, using appropriate sport development language	-

For each of the identified priorities, an Operational Plan was developed: the key steps that WSWA must take in order to achieve the selected initiatives. These Operational Plans are broken down by Strategic Initiative on the pages that follow.

Operational Plan: INCREASE COLLABORATIVE EFFORTS

Based on the equipment and site requirements for our sports, it does not often lend itself well to after-school programs or targeting marginalized populations. As a result, we need to explore partnerships outside of schools and other community groups. We have had some success with summer camp partnerships to date and they are well positioned to deliver association programs.

What needs to be done?	Who will do it?	What is the current benchmark?	What will success look like by 2018?
Create a directory of camps and use existing contacts to reach out to determine if partnership opportunities exist	Office staff will create the list; Board of Directors, Officers, Key Volunteers will reach out to clubs	Currently we have one solid camp partnership – SABC – which delivers Rip n Ride programs	Have 5 camps across Alberta offering Rip n Ride programs
Update the directory of coaches and post that information into Touchstone	Office staff is working to update the list of coaches	Our current coach database, The Locker, is estimated to be 20% accurate	Have The Locker information 90% accurate and up-to-date
Document the process to start a club or school to make it easier for potential operators	Office staff and Water Ski Club Officer	We provide the information through a variety of channels and people	Have a clearly defined process that is published on the website
Tie into the buzz of “Pass the Handle”, the US Water Ski Magazine national outreach initiative	Office staff through social media	No current activity	WSWA members will anticipate the buzz of this day



Operational Plan: FOCUS ON INTRODCUTORY PROGRAMS

Handle to Hand is referred to in several places throughout this operational plan and is a new WSWA initiative to increase participation in recreational and introductory programs.

A complete description of this initiative can be found in Appendix B.

What needs to be done?	Who will do it?	What is the current benchmark?	What will success look like by 2018?
Examine the current membership structure and redefine the lower levels of the pyramid, adopt this new structure in everything we do (See Appendix B)	Board of Directors, Officers	None	The new membership model will produce approximately 40% of our membership in the lowest two levels of the pyramid
Publicize coach information, create a directory of coaches that people can contact	Office Staff	None	After updating and confirming The Locker information, this directory will be posted on the website by 2017
Promote Handle to Hand initiative online – become a resource for all potential participants and current introductory participants	Office Staff	None	Have 2000 unique page views with 1500 click-throughs (75% follow up)
Offer Handle to Hand clinics – turn coaches into builders; offer in-season clinics through existing coaches	Office Staff will direct administration of these clinics; Office staff is working to resolve insurance issues for these clinics; Board of Directors will work through existing networks to recruit coaches	None	Have 25 coaches offering Handle to Hand clinics across Alberta, reaching 350 participants annually
Provide Handle to Hand branded swag to participants – small tow handles provided for dry-land, recreational use	Peter	None	Order or make 350 handles annually
Work with Parks and Recreation departments to host Handle to Hand clinics in community pools, during off hours	Office Staff to contact Parks and Recreation departments; Peter to organize clinic	None	Have 5 pool clinic days annually

Operational Plan: DEVELOP DELIBERATE VOLUNTEER RECRUITMENT PROGRAMS

In 2014, WSWA adopted a new set of Bylaws which was meant to increase the number of volunteers engaged in the association’s programs. Since this adoption, there has only been a marginal increase in the number of volunteers that are participating. The WSWA Board of Directors recognizes that while we want to increase our volunteer participation, we are not interested in finding “warm bodies” to fill the spots. Furthermore, as we continue to develop Handle to Hand and Recreational programs, we are optimistic that in 5 years’ time, there will be a greater pool of people to draw on. In the meantime, how can we help WSWA and ourselves until then?

What needs to be done?	Who will do it?	What is the current benchmark?	What will success look like by 2018?
Each board member will bring one other association member to the next AGM	Board of Directors	Last year’s AGM attendance was the Board of Directors and three volunteers not on the board	Have AGMs with minimum 25 people in attendance regularly
Use current contacts / networks to reach out to past enthusiasts to re-engage them in the association’s activities	Board of Directors	This has not been tracked	Have at least 6 past volunteers re-engaged regularly with the association
Use inquiries that come into the office as a springboard for volunteer engagement	Office Staff	This has not been tracked but is an ongoing initiative	Have at least 6 volunteers engaged regularly with the association that have come from office contacts
Increase member engagement on every committee by at least one volunteer– be deliberate about asking a specific person to help out with a specific task for that committee; allow them the freedom to do it their way (and possibly fail); engage the association’s customers that are not active members	Committee Chairs	One committee member that is not an elected board member on all 10 committees	Have at least 20 members actively engaged in committee work that are not elected board members
Recognize that the current committee structure is still a working document and should be reviewed regularly	Board of Directors	It has not been reviewed since its adoption in 2014	Have reviewed this document at AGMs for at least three years in a row

Operational Plan: INITIATE RECREATIONAL PROGRAMS

This Operational Plan should be focused in 2017 to better define tasks and associated metrics.

As an extension of the Operational Plan to Focus on Introductory Programs, this initiative is meant to help shift the perceived association’s priorities. WSWA understands that the recreational sector will likely represent the sector with the highest turnover, but understands that with a larger membership base the turnover will have less impact on our association’s membership and retention numbers.

What needs to be done?	Who will do it?	What is the current benchmark?	What will success look like by 2018?
Engage corporate sponsorship – grow partnership with retail sector, offer additional programming through corporate sponsors	To be determined	None	Have corporate sponsored programs supporting recreational development
Work with corporate sponsors to promote grass-roots, family-based events	Multiple committees and officers	None	To be determined
Educational initiatives around proper technique - Promote “don’t teach bad habits”; have boat and gear but no clue	To be determined	None	Have an increase in coach engagement from coach database – needs quantifiers
Work to re-develop the sense of community that has been waning in recent years – exact initiatives need to be defined	To be determined	None	To be determined

Operational Plan: DEFINE AND PUBLICIZE CLEAR DEVELOPMENT PATHWAYS

This Operational Plan should be focused in 2017 to better define tasks and associated metrics.

This Operational Plan is meant to explore the ideas around recreational development in our sports without water. Consider the hockey model where kids grow up playing with a stick and a ball, without ice. How can we create these same opportunities for towed water sports? In relation to the recreational pathways to be developed, we need to recognize that the NSO is reviewing the Technical Foundations coaching program which may affect the delivery of these programs.

What needs to be done?	Who will do it?	What is the current benchmark?	What will success look like by 2018?
Encourage recreational participants to progress to organized programs or continue as a recreational participant in other ways – for example apply for provincial teams or enter grass roots events respectively	Multiple committees and officers	In 2016 we accepted 3 team athletes coming from the recreational stream; the recreational pathways are less clearly defined	To be determined
Consider the feasibility of having a provincial training site	To be determined	None	To be determined
Engage community facilities and current community members to develop and deliver recreational opportunities – write down the process for programs so that they can be implemented anywhere; development of a coaching tool kit	To be determined	None	To be determined
Take advantage of electronic opportunities to market programs to weekend warriors – include introductory videos, links and websites, publish information through Alberta Sport Development Centres, have a database of coaches that have “bought in” to programs	Videos – Jo-Anne and Office Staff Website development (H2H and WSWA) – Office Staff Information for ASDC – Sonia and Office Staff Database of coaches – Office Staff	None	To be determined

Committee Priorities

After reviewing the operational plans for the coming 12 months, we also reviewed the priorities for each of our existing committees. These priorities are a ranked list and some of them represent overlap from the strategic initiatives and operational plans above. This table only includes the tactical roles for our committees.

The governance role for all Committee Chairs and Association Officers includes: participation in regular board meetings; report to board on committee status; help to develop community.

Officer or Committee	Tactical Role (Volunteer and Implementer Hats)	Priorities from 2016 - 2019	2016 Top Three Priorities
Marketing Committee	<ul style="list-style-type: none"> - Develop 2016 Marketing Plan - Real time event updates and results 	Recognize July 26: Pass the Handle Promote H2H: No boat, no gear, no problem Engage lake communities – Create propaganda	<ol style="list-style-type: none"> 1. Present a marketing plan for approval 2. Build WSWA brand awareness 3. Generate social media content
Coaching Program Committee	<ul style="list-style-type: none"> - Plan and execute 2016 coaching program - Determine the feasibility of running Build the Skills Coaching Program and training facilitators - Work to align water ski coaching program with national program 	Develop coaching tool kit / resources to follow delivery of Foundations Course	<ol style="list-style-type: none"> 1. Run 1 Foundations course - More certified coaches 2. More evaluators, course facilitators 3. Further develop junior coaches
Active Start Committee Chair (Focus on grass roots and new participants)	<ul style="list-style-type: none"> - Determine and oversee Rip n Ride Partnerships - Develop strategies for promoting Rip n Ride to operators and schools - Determine ways to turn Rip n Ride participants into full WSWA members - Work with Little Rippers and NKOTW programs 	Rip n Ride – (skill camp)clinics on the books for 2016 Handle to hand – physically Initiate community pool programs	<ol style="list-style-type: none"> 1. Maintain current RnR programming – camp partners 2. Develop and run a pilot program for H2H 3. Rip n Ride / Skill Camps / Outreach program
Wakeboard Events Committee	<ul style="list-style-type: none"> - Secure sponsorship for AB Wake Tour - Organize dates and liaise with site operators for AB Wake Tour - Organize volunteers for AB Wake Tour - Promote AB Wake Tour 	Handle to hand – physically	<ol style="list-style-type: none"> 1. Run the wake tour – 5 stops 2. Grow participation – number of people to 10% per cent, disciplines, and sponsorship, stops

Water Ski Clubs and Events Officer	<ul style="list-style-type: none"> - Work with existing WS clubs to promote and deliver WSWA program - Reach out to new clubs and assist with establishment - Determine possibilities for WS events - Liaise with other officers to execute events 	How to start a club process	<ol style="list-style-type: none"> 1. Process documentation – how to start a club – provide specific information, a service to members, benefits of a club 2. Inventory of current clubs and their status 3. Follow up on memberships, making sure clubs understand insurance requirements 4. Help funnel adults into existing clubs
Developing Athlete Committee (Junior and Development Teams)	<ul style="list-style-type: none"> - Determine application requirements - Oversee training and competition of selected athletes - Promote and support team athletes 		<ol style="list-style-type: none"> 1. Re-staff water ski committee 2. WB – Engage younger riders, revisit criteria
Officiating Committee	<ul style="list-style-type: none"> - Plan and execute 2016 officiating programs 		<ol style="list-style-type: none"> 1. Keep offering officiating clinics – WS focus on level 1 and 2, offer level 3 every other year 2. Maintain records of officials 3. WB – focus on mentoring and training of existing officials 4. WB – Develop a clear officiating program and TC program 5. Get the information in TS
Other Disciplines Officer	<ul style="list-style-type: none"> - Reach out to key members in towed water sports that are participating in disciplines other than WS and WB - Work with these members to facilitate inclusion of all disciplines - Primary focus for 2016: Wakesurf 		<ol style="list-style-type: none"> 1. Wakesurf inroads 2. Continue Hydrofaloosa

Adult Recreation Committee	<ul style="list-style-type: none"> - Determine training opportunities for adult participants in WS and WB - Implement adult recreation training program - Determine methods of capturing adult recreational participants 	COMMITTEE ACTIONS TABLED FOR 2016	
WSWC Officer	<ul style="list-style-type: none"> - Liaise with WSWC to ensure national initiatives are in line with provincial initiatives - Communicate WSWA needs to WSWC - Participate in WSWC conference calls as required 		<ol style="list-style-type: none"> 1. Bridging the communication gap 2. Financial transparency: Monthly financial statements, formal request for QuickBook file
Board Nominations and Search Committee	NEEDS TO BE DEFINED		<ol style="list-style-type: none"> 1. Come up with a recruitment plan for committee work 2. Nomination slate for AGM
Strategic Planning Committee / Management Board	<ul style="list-style-type: none"> - Continue the development of the 2016 (and beyond) Strategic Plan for WSWA - Work to better define membership benefits, segments, and opportunities - Develop initiatives to capture new members - Review the 2014-2024 Alberta Sport Plan - Work to align WSWA initiatives with the AB Sport Plan to ensure maximum funding - Liaise with other officers - Determine the nomination slate for the next AGM election - Reach out to potential / interested people - Recruit and hire office staff as required 	Engage corporate sponsorship Recognize that current committee structure is still a working document	<ol style="list-style-type: none"> 1. Plan face to face meetings – AGM and Strategic Planning Sessions 2. Commit to hosting at least one SP meeting annually 3. Implement three meetings per year : AGM: October 15, 2016 Budgets: January 7, 2017 Strategic Planning: April 8, 2017
Special Events Committee	<ul style="list-style-type: none"> - Look forward to special events like bidding for opportunities - Provincial awards - Bi-centennial celebration 		<ol style="list-style-type: none"> 1. Annual Awards Banquet

APPENDIX A: Assessment Framework Evaluation

ASC Funding Category	% of Total Funding	Funding Specifications	Definition	% of Total Funding	ASC Goals (from the Implementation Plan)	What are we already doing?	What are the gaps?
Membership	10	Size and scope	Number, age range, gender, # of zones	8		755 members reported in 2015; 59% Male members, 41% female. The majority of our 0-12 year old members are from southern Alberta (SABC) and the majority of our 25-55 year old members are in Calgary. We have some representation in all zones, but lower numbers in Parkland, Yellowhead, Edmonton, Northeast Alberta, and Peace County.	Membership will grow through our ongoing efforts; it should be seen as a product of us doing other things well. We are already meeting the criteria as required for tier three funding.
		Member Management	Retention rate	1		This has historically not been tracked, but I would estimate that about 90% of our members are retained year-to-year as most members every year are not new members.	Provide development pathways for every participant at every level to ensure that no one gets "lost" in the system.
		Clubs, Local Associations, Teams	Number and growth, access in zones	1		We have at least one club in each zone however not all are offering association programs.	Work more closely with clubs and schools to promote association programs.
Sport Programming	25				Introduction to Sport and Sport development: All sport participants, able-bodied and those with a disability, receive quality introductory and sport development programming for personal enjoyment, foundational skill development, continuous learning and supporting a transition into life-long participation in organized or unorganized		
		Introduction to the Sport	Physical literacy, Learn to train	6.25	6.25 sport.	Little Rippers, New Kids on the Water, and Rip n Ride (mostly Bronze level cards are ordered).	Current introductory programs generally have limited access (by club, location, etc.); we need to increase the scope of our introductory programs. We need to define the lowest part of the pyramid - what does the base of our membership model look like and how will we service those participants?
		Recreational Sport	Active for life	3.75		Initiating an adult rec program this year.	Need to initiate recreational program for all levels of participation; engage our recreational participants.
		Competitive sport	Train to train, train to compete, regional, provincial and national championships	15	Competitive Sport and High Performance: Provide and support competitive and high-performance programming that enables and embraces excellence for both able-bodied athletes and para-athletes.	Junior and development teams for water ski and wakeboard.	Working to bridge the gap between Alberta junior team water skiers and national development team. What about wakeboard? What still needs to be done for water ski?
					Competitions and Games: Albertans have the opportunity to compete and potential to win that is determined by their interests and abilities in multi-sport games and competitions that are aligned with the principles of CS4L. Hosting: Event bidding and hosting is encouraged and supported through access to resources and guidance with an emphasis on lasting sport legacies at the municipal and provincial level.		Water ski and wakeboard are not participants in the Summer Games. We don't meet the criteria based on coaching certifications (will change in 2016) and number of base athletes to provide a reasonable level of competition: http://www.albertagames.com/default.aspx?p=albertasumme rgamesforms Are there other multi-sport events that we should consider? This is particularly challenging because we don't have Olympic status.
						Host the Western Canadian Challenge.	
						Alberta Wake Tour, Canadian Open, Chuck Moore, Hydrofaloosa, Wakesurf event, club tournaments, etc. We take advantage of the Event Support grant.	We participate in provincial and national (and international) championships. Is there room for regional championships?

Technical Development	25	Coach development	NCCP, Professional development, Learning facilitators	Coaches and Instructors: Recruitment and retention of coaches and instructors from all levels of the Alberta Sport Delivery system is enhanced through the provision of quality training and professional development opportunities for all ages, through appropriate recognition and funding support.	15	The NSO is working on this to help provinces get MLFs and MEs trained and certified. So far, Alberta has been taking advantage of these opportunities but we need to continue to make it a priority.	WB Coaching; push membership to become trained and certified coaches. Provide incentives, work with the NSO and ASC to deliver programs.
		Officials Development	Training and certification, Professional development	Officials: Quality officials and classifiers at all levels are recruited and retained through quality training and professional development, properly recognized and share a common commitment to a positive	7.5 athlete experience.	Active officiating scene for WS and WB: Training is offered regularly and professional development occurs during tournaments and events.	
		Other Technical Personnel	Training, Professional development		2.5	Drivers clinics with coaching and officiating clinics; technical controller.	Provide support and training for technical controllers, safety officers, offer basic first aid training, etc.
		Governance	Board management, Succession planning, Committees	Governance and Organizational Development: The capacity of the sport system is strengthened and stewarded through effective organizational development and governance systems led by competent leaders with diverse backgrounds and	3.75 supported by professional, skilled administrators.	Rewriting our bylaws, focusing on committee structure / working board. Instituted a Code of Conduct.	Need to strengthen our Board roles and capacities, provide training and information on governance roles.
Organizational Management	15	Risk Management	Decision making, Accountability systems		1.5		Clarify policy and procedures for grievances, risk assessment, emergency action plans, concussion policy, ...
		Planning	Strategic plan, Operational plan		2.25		Need some board training on strategic and operational plans - clarify the intention of each, work towards a system where these are developed holistically and consistently.
		Financial Management	Financial diversity, Budgeting / Controls	Funding Objective: Sport is sustainable resourced through funding that is adaptive, responsive and accountable involves three levels of government and the private sector, and responds to the needs of the organizations and individuals in the Alberta	3.75 sport system.	Current heavy reliance on ASC funding.	Expand funding sources; better reporting back to the board.
		Human Resources	Volunteer management, Staff management	Volunteers: Attract and retain effective volunteers across the Sport Delivery system through the use of sound volunteer management practices,	3.75 meaningful roles, and recognition.		Need a consistent volunteer recognition program; recruiting the right people for the right roles.
		Marketing	Sponsorship, fundraising, merchandising, brand management	Marketing and Communications: A comprehensive communications and marketing strategy is implemented, which promotes increased sport participation, using a broad range of mechanisms to enhance public awareness of the benefits of sport	5 participation.	Strong marketing plan in place for three years.	Clear marketing plan but needs associated metrics.
Marketing and Communications	10	Communications	Newsletters, website and social media	Marketing and Communications: A comprehensive communications and marketing strategy is implemented, which promotes increased sport participation, using a broad range of mechanisms to enhance public awareness of the benefits of sport	4 participation.		Develop a communication plan that is inline with ASC mandates, using appropriate sport development language.
		Promotions			1		

Partnerships 10	Collaboration Schools, recreation, health, other	Partnerships and Engagement: Engage with the following groups to work collaboratively toward increased efficiency and effectiveness of the Alberta sport system: Related sectors and provincial ministries including those responsible for education, post-secondary education, health, culture, tourism, municipalities, Aboriginal peoples; urban and rural communities; other levels of governments; across sport organizations, 10 participants, athletes, and parents.	Camp Partnerships	There are many other clubs we need to start partnering with - lists of additional camps, after school programs, specialized groups like Boys and Girls clubs, and Alberta Future Leaders.	
Alignment and clarity 5	Federal and Provincial Initiatives and Activities For life-long participation, for achievement of excellence	Competitions and Games: Albertans have the opportunity to compete and potential to win that is determined by their interests and abilities in multi-sport games and competitions that are aligned with the principles of CS4L. 5		Work towards developing programs so that participants always have a pathway, no matter their age, stage, or ability; clearly communicate this pathway to participants.	
			Infrastructure: Community, competitive and high performance sport programs have access to physical infrastructure that is affordable, available, responsively developed, physically accessible and maintained.		
			Hosting: Event bidding and hosting is encouraged and supported through access to resources and guidance with an emphasis on lasting sport legacies at the municipal and provincial level.		

APPENDIX B: Handle to Hand Initiative

The following document is still in working form and was drafted by Peter Peebles:

For years Provincial Sport Organizations (PSO's) have struggled with defining membership benefits that appeal to the masses. The PSO's have been ineffective in growing the membership base under the current methodology, organizational structure, and programming. Sport participation and membership numbers are reducing, and for the most part our programming only supports the top of the organization triangle and not the bottom.

The current requirement for club insurance is for all club members to also be PSO members. If this should be eliminated, our membership base would be solely from the competitive sector. We need to change this ASAP.

The Future:

What should be the principal mandate for WSWA?

The principal mandate should be to put a tow handle in the hand of as many Albertans as possible, and to develop programming to support this mandate.

Our principal mandate should not be based on High Performance, it should not be gold medals, it should not be Rip N Ride. These three items should be the positive result of our principal mandate, and the positive result of a solid base.



Handle in Hand should be:

- the base of the organization;
- for the general population - it is the entry point to the PSO / NSO;
- the greatest membership percentage to allow towed water sports to grow;
- complimentary to Rip n Ride but not Rip n Ride alone;
- based on a nominal membership fee structure;
- endorsed by the retail sector, as it's an opportunity for the retail sector to showcase their products to new customers;
- the introduction to the recreational activity - programming needs to simply put a handle into someone's hand, and allow a person the opportunity to experience the experience; and
- appealing to the masses, and showcase the positive benefits of towed watersports.

The larger the base of the triangle, the greater success of our high performance programs as the sport will have a greater talent pool to develop and naturally have more funding available.

Possible Partners to implement programming:

- Community Parks and Recreation Departments
 - youth programming utilizing community pools 12 months a year
 - opportunity to advertise "handle in hand" programming to the general population
 - programming should be hosted at local public parks with ponds, public lakes and clubs
- Retail Sector
 - "Handle in Hand" will enable new customers for the retail sector
 - opportunity for "Handle in Hand" advertising
- Existing Clubs - have to means to facilitate programming, and allows the participants to see the bigger picture as to what towed watersports allows (social recreational family activity)

APPENDIX C: Strategic Planning Canvas

The following document is meant to capture the information discovered through the strategic planning conversations that occurred during the 2013 AGM and planning session. This document is by no means complete and must be revisited.

Key Partners -Other PSO's -Church Camps (SABC, Covenant, Caroline) -Sport camps -Schools -ASRPWF (mandate, work together) -Sponsors \$ -WSWC -Industry -Pro Shootout	Key Activities -Run events -Admin programs (Rip N Ride) -Dev. Teams -Coaching Clinics -Manage Membership (Target, Call Backs)	Value Propositions -Access to coaching –local -Access to coaching resources -Competition -Insurance -Chance to measure myself -Community/friendship -Participate alongside the best	Customer Relationships -Activity welcoming (Default is passive) -Simplify -First “pull” is free	Customer Segments -Not yet a participant -Participant (Member) -In support of participation
	Key Resources -Staff -Board -Percy Page Center -Volunteers -Officials		Channels -Social Media	
Cost Structure -Membership (WSWC Cost-Insurance) -Staff Wages -Program Subsidies		Revenue Streams -“Profit” in people- membership- need to attract people -ASRPWF -Casino (AGLC)		