Strategic Plan

Prepared and Presented on behalf of the

Board of Directors

by

Kim McKnight
Executive Director
Created February 27, 2004
Revised February 6, 2010
# Table of Contents

1. Executive Summary - Situational Analysis .................................................. 3  
2. Strategic Planning Process ........................................................................... 5  
3. Mission, Vision and Values .......................................................................... 6  
4. PEST and SWOT ........................................................................................... 7  
5. Strategic Priorities and Measurables ............................................................ 10  
6. Success Indicators and Tactical Plan ............................................................. 11  
   a. Organizational Development .................................................................. 11  
      i. Human Resources .............................................................................. 11  
      ii. Finances and Revenue Generation ..................................................... 12  
      iii. Strategic Planning .......................................................................... 13  
      iv. Governance .................................................................................... 13  
      v. Operations and Facilities ................................................................... 13  
      vi. Membership .................................................................................... 14  
      vii. Marketing and Communications ...................................................... 14  
      viii. Partners ....................................................................................... 14  
      ix. Events and Tournaments .................................................................. 15  
      x. Clubs .............................................................................................. 15  
   b. Athlete Development – Participation ......................................................... 16  
      i. Introductory Programs ......................................................................... 16  
      ii. Retention Programs .......................................................................... 16  
      iii. Talent ID ........................................................................................ 16  
      iv. Lifelong Programs ............................................................................ 16  
   c. Athlete Development – Toward Excellence ............................................. 17  
      i. Athletes ............................................................................................ 17  
      ii. Services and Support ........................................................................ 18  
      iii. Sport System .................................................................................. 18  
      iv. Training Centres and Facilities .......................................................... 18  
      v. Officials and Technical Support ........................................................... 18  
      vi. Camps and Clinics ............................................................................ 18  
   d. Coach Development .................................................................................. 19  
      i. Recruitment and Retention .................................................................. 19  
      ii. Recognition ...................................................................................... 19  
      iii. Standards and Training .................................................................... 20  
      iv. PSO Support and Resources .............................................................. 20  
7. Financial Forecasts ....................................................................................... 21  
8. Next Steps and Evaluation Process ............................................................. 23  
9. Acknowledgements ...................................................................................... 24  

## Appendices

- Sport System Model & Grid .......................................................................... 25  
- Calendar of Events ...................................................................................... 26  
- Organizational Structure ............................................................................ 27  
- Glossary of Terms and Abbreviations ........................................................ 28
Executive Summary - Situational Analysis

Water Ski and Wakeboard BC is the Provincial Sport Organization representing the sport of Towed Water Sports and its various disciplines, including Water Ski (Slalom, Trick and Jump), Barefooting (Slalom, Trick and Jump), Wakeboarding (Wakeboard and WakeSkate) and Adaptive (Slalom, Trick and Jump). It is the largest of Canada’s ten PSO’s, all of which are affiliated with, and together comprise, the National Sport Organization (NSO) called Water Ski and Wakeboard Canada. The WSWBC has been in existence since 1969 and currently comprises 1250 members. Membership categories include:

1. Family
2. Individual
3. Clubs/Schools
4. Corporate

The competitive aspect of the sport is largely an individual sport supported by technicians (i.e. boat drivers, officials and coaches). The 1:1 relationship between a competitive athlete and the towboats, combined with the limitations related to the number of boats that can be in a selected waterway at any one time, limits true mass participation in the sport.

In the non-competitive environment, the sport is a lifelong leisure pursuit and can be practised from very early ages well into the 80’s and 90’s depending on participant’s health and fitness levels. The fact that the sport reaches across many generations makes it a popular summer activity for families.

It is estimated that 30% of BC’s population know how to Water Ski or Wakeboard and do so more than three times per year. To participate leisurely, one does not need to be a member of the PSO. However to participate competitively, a PSO membership is required. Membership in the PSO also includes membership in the NSO.

The organized aspect of the sport is delivered primarily through clubs distributed throughout the province and situated in popular lake districts. Introductory and learn to ski programs are also offered privately or through locally delivered Parks and Recreation programs. Sport delivery partners are not fully aware of their role in supporting the aims and goals of the PSO.

Sponsorship support in the sport is largely focussed on product support from industry suppliers and would be considered to be in its infancy.

BC has traditionally been a powerhouse in producing National and International level competitors and often leads the National scene in adapting to changes within the sport.

The Pan American Games and World Championships within each discipline represent the pinnacle of success in the sport. The sport has long been working on its argument for Summer Olympic Games inclusion.

Within Canada, the National Championships represent the highest competitive level. RC (Record Capable) competitions are the desired events for athletes looking to improve their skills, rankings and results. The sport has traditionally been included in the Canada Summer Games, and is attempting to be re-listed after being dropped during the current quadrennial cycle.

Provincial superiority is represented by results at the Provincial Championships and the opportunity to be selected to the National Team. Limited high-level competition prematurely affects participation rates of youths in their late teens and early twenty’s. Additionally, unless an athlete has been named to a National Team, athletes in the 16 – 19 year range are poorly supported by the PSO/NSO system and are likely to be lost to the competitive system. Athletes are also inconsistently supported by coaching programs and are not likely to clearly understand “pathways to success” within the sport.
The sport has experienced strong growth over the last 4–6 years as the development of a new discipline (Wakeboarding) has made its way onto the scene and has cornered the market on being fun, hip and relaxed. As a result it has attracted many new participants, and members, to the sport. This growth has not been without some challenge to the traditional side of the sport. Following a few years of turbulent times the two proponents have begun to develop a stronger feeling that there is value and strength in working together for the greater good of the sport.

The sport has many strong adherents. The nature of the sport (power boat wash, engine noise) also creates opposition to the sport and limits its growth in parts of the province. Water access issues remain a constant irritant for the sport, clubs and the PSO. The sport is seen as both a complement to and a challenge to BC’s Super Natural title. Additional challenges for the sport relate to managing the quality and consistency of the sport delivery systems, its seasonal aspect, coaching development, and the access to, and sharing of waterways.

The PSO acts as an advocate and promoter of the sport and as a resource for all aspects of the sport within the province. The PSO has taken the initiative over the last few years to improve its organization by moving from an office manager/administrator to a part-time Executive Director with responsibilities to deliver member benefits, ski and board programs and events and competitions. The sport is ready to move to the next level of sport promotion and delivery, and is developing resources to move to full time staff support.

Through revenue diversification, the Association has increased its annual budget 75% since 2000 to $145,000 in 2004. From a largely membership funded base, the Association now sees its funding diversified from the following sources:

1. Government/NSO Support (20%)
2. Membership Support (30%)
3. Events, Clinics, Tournaments (25%)
4. Sponsorship/Marketing/Communication Programs (25%)

Strategic planning has led the Association to re-brand itself around a renewed and more reflective Association name. This renewal process includes new Mission and Vision Statements and an updating of the Association’s Values. Context for the strategic plan has been provided through a PEST (Political, Economic, Social and Technological) and SWOT (Strengths, Weaknesses, Opportunities and Threats) Analysis.

To support these changes the Association is realigning its strategies. Objectives and goals have been identified to support four strategic priorities: Organizational Development; Athlete Development – Participation; Athlete Development – Toward Excellence; and Coaching Development.

**Strategic Planning Process**

In early 2004 the Association’s Board of Directors, acknowledging the need to set a clear path for continued growth and development of the sport, began a process to create a new multi-year strategic plan. With Board of Directors support, Executive Director Kim McKnight identified and secured the services of De Armond Management Ltd of Victoria, BC to lead the organization through this process.

Terms of reference for this process were defined as follows:

1. To gather, review and critique existing plans, policies, procedures and programs.
2. To gather information from and/or interview members on their impressions of the current state of affairs of the Association and to gather ideas relating to the Association’s SWOTs.
3. To lead a group of members (Board and General) through a two-day facilitated strategic planning retreat.
4. To write and produce a comprehensive Strategic Plan to support the Association’s Vision 2004 submission, and to direct the Association’s activities and growth for the next four years.
5. To organize the event planning details of the retreat.

Planning and preparation took place through February 2004 and culminated in the 2 day retreat at the Harbour Towers Hotel in Victoria BC on February 21 and 22. A total of eight of the ten Board Members indicated their ability to attend, and six were in attendance for the retreat. Nine general members and the Association’s part time Executive Director also participated. Marischal De Armond of De Armond Management Ltd facilitated the session. The recording secretary was Shannon Gustafsson representing De Armond Management Ltd.

Common ground rules were developed and agreed to by participants and the retreat proceeded from SWOT and PEST analyses, through a review of the current Mission, Vision and Values, and finished with the identification of Strategic Priorities, Success Indicators and Tactical Plans. A review of the budgetary, and on-going strategic renewal processes completed the retreat.

De Armond Management compiled results from the retreat under the direction and with the full support of the Executive Director. The final report was produced by the end of February 2004.

*A review was done at the association’s Annual General Meeting February 6, 2010 in Victoria. De Armond Management Ltd facilitated the review. Minor updates were done and are bolded and Italic for identification. Overall this plan was approved to remain as a living document.*
Mission, Vision and Values

The strategic planning group, comprising 6 of the 10 Executive Board Members met February 21 – 22 in Victoria, BC to renew its strategic plan. During the session a review of the current Association Name, Mission, Vision and Value Statements resulted in unanimous approval to update the Association’s mandate by agreeing to a change of the Association’s name, Mission Statement and Vision Statement. An updating of the list of Values was also completed.

Association Name

To reflect the traditional connection and history of the sport while recognizing changes to the sport the BC Water Ski Association approved a name change to Water Ski and Wakeboard BC (WSWBC) on February 22, 2004.

Mission

To lead, promote and support the development and growth of Water Skiing and Wakeboarding in BC through programs, events, leadership development and technical expertise.

Vision

To create an environment for the lifelong pursuit of fun and excellence in Towed Water Sports in BC.

From strictly fun to second to none.

Values

The membership of Water Ski and Wakeboard BC undertakes its activities with respect to the following values:

- We value the principles of fair play.
- We admire and encourage the pursuit of excellence. Winning is sweet, but we do not endorse a winning at all costs, attitude.
- We value respect for officials and acceptance of their decisions.
- We value respect for the rules of the sport.
- We value respect for equal opportunity.
- We respect the rights and properties of others.
- We value honesty and respect for the law.
- We believe involvement in sport should be fun.
- We value the safety and well being of all those involved in the sport.
- We believe in free and open communication and respect for the views, roles and contributions of all participants.
- We are accountable to each other, and through sharing, support the organization in advancing the sport.
- We value and respect the environment.
PEST and SWOT Analyses

The Strategic Planning Group engaged in PEST and SWOT analyses during its retreat with the following insights being developed.

PEST (Political, Environmental, Social, Technological)

WSWBC is aware that the following broader external issues and activities need to be considered and understood during planning processes. These issues have the capability of influencing future Association activities and operations.

Political

- **Sport funding priorities are in flux as BC moves to a post Winter Olympics environment.**
  - The Federal government is adjusting funding support programs, but not necessarily increasing the overall funding budget.
  - New funding models may result in base operational funding and results based incentive funding.
  - Environmental issues continue to influence waterway access.
  - **New Federal Government boating regulations have created a requirement for driver licensing.**

Economic

- Due to the high cost of the sport’s equipment, sport participation is directly correlated to the economy. Future economic conditions are critical to long-term planning.
- Regional growth in equipment sales remains strong while continental growth has reached a plateau.
- The surge in sport participation driven by the development of a new discipline (wakeboarding) has slowed and continental participation numbers are dropping slightly.

Social

- Health and fitness issues are important considerations for more and more people.
- Social structures have the tendency to fray, as individuals get busier and busier.
- Boating/Skiing is a social, family based activity.

Technological

- Environmental concerns for peaceful enjoyment of the outdoors and improved use of natural resources (ie. fuels) is driving technological change in boat and engine design.
SWOT (Strengths, Weaknesses, Opportunities, Threats)

WSWBC’s growth and development plans must consider how the following can be harnessed for its betterment:

**Strengths**
- Adherents are passionate about the sport and its ideals.
- People define the sport – they are the doers, they are the volunteers.
- BC continually produces National and International Champions.
- This is a healthy sport - top-level athletes have enviably fit bodies.
- The sport offers many strong programs and lifelong opportunities for involvement.
- There is a strong social and family component to the sport.
- It has fun and serious components.
- Sport participation has been growing through the development of new disciplines.
- New disciplines lead to a renewal of the classic disciplines.
- New and constantly evolving disciplines creates a dynamic and changing membership.
- PSO is a strong and influential member of the NSO.
- PSO develops and delivers strong, popular events.
- Introduction of a PSO supported, NSO led LTAD program provides strong, clear “pathways to success” for athletes, coaches and officials across all disciplines.
- Development & introduction of Rip ‘n Ride (a new Junior Development program) provides opportunities to extend the sport’s reach while introducing more children to the sport.
- PSO website is considered by members to be an effective and strong resource.

**Weaknesses**
- Sport funding is limited.
- NSO is not as strong as it could be.
- Longer than expected overhaul and implementation of coaching support and funding is affecting athlete development.
- A membership capacity limit with certain clubs restricts the natural and produced demand for new member growth in these regions.

**Opportunities**
- Increased PSO staffing can lead funding and membership growth.
- Membership growth can be found by retaining more of the large numbers of new annual memberships.
- Resolution of internal strife can open new opportunities and strengthen focus on true objectives.
- Capitalize on the excitement and interest in Wakeboarding and use to cross promote all disciplines.
- Use the sport’s high achievers to market and promote the sport.
- Build bridges with other sports with related skill sets (ie. Alpine Skiing (freestyle, slalom, snowboarding), gymnastics).
- Provide the resources for club development, waterway access and lobbying.
- Working closely with local and provincial tourism agencies provides opportunities to promote the sport, represent its “ideals” and generate membership demand.
- Club and PSO leadership possess vast technical, operational and business knowledge available for the sport’s benefit.
- The Federal Government’s new Competency of Operators of Pleasure Craft Regulations can provide clubs with new opportunities to offer services, generate members and be seen to be areas of expertise in achieving competency.
- Reviewing & re-building the membership benefits package can generate new partnerships, additional value added benefits and opportunities for new revenue streams.
Threats
- Sharing waterway use with other user groups.
- Losing access to existing or potential waterways.
- Lack of resource / shortage/ allocation.
- Losing Canada Summer Games recognition.
- Increasing liability and insurance issues.
Strategic Priorities and Measurables

In an effort to focus the organization on what it truly wants to be in the future and how it will respond to planning pressures to allocate scarce resources to the most valuable and important goals, a set of strategic priorities were developed. These priorities are each supported by a single over-riding goal. Baseline measurements of these statements will be identified to provide comparative evaluations in the ensuing years.

The strategic priorities were developed to reflect the primary objectives of Sport Planning as outlined in Sport BC’s 2004 Vision Process, and are as follows:

Organizational Development

**Goal** To develop the capacity to be considered the top towed water sport organization in Canada.

We will measure this goal:
- by our ability to increase funding to support full time staff;
- by becoming self-supporting in the absence of government funding;
- by the growth of our membership, and;
- by the scope and success of our marketing and communications activities.

Athlete Development – Participation (Building the Base)

**Goal** To be one of the top 3 summer water sports of choice among BC residents.

We will measure this goal:
- by the growth in the number of participants in our grass roots programs;
- by the number of new memberships, and;
- by our membership retention rates.

Athlete Development – Toward Excellence

**Goal** To be recognized globally as a developer of towed water sport talent as proven by podium finishes at National and International Competitions.

We will measure this goal:
- by the percentage of BC athletes who are members of our National Teams;
- by the results of BC athletes in National and International competition, and;
- by the number of BC based officials named to officiate at National and International events.

Coaching Development

**Goal** To develop the capacity to deliver world-class coaches and coaching support programs.

We will measure this goal:
- *by the numbers of BC based coaches who achieve their New NCCP Coaching Stream 1, 2 and 3 certification and;*
- by the demand BC based coaches have to coach athletes from BC and other regions.
## Success Indicators and Tactical Plan

### 1. Organizational Development

**Goal** To develop the capacity to be considered the top water ski and wakeboard organization in Canada.

<table>
<thead>
<tr>
<th>Success Indicators and Tactical Plans</th>
<th>Accountability</th>
<th>Completion Date</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Human Resources</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.1 To have sufficient paid staff to achieve our goals</td>
<td>ED, Board, ODC</td>
<td>Nov 2004 <strong>Done</strong></td>
</tr>
<tr>
<td>- Identify projected staffing needs</td>
<td>ED</td>
<td>Nov 2004 <strong>Done</strong></td>
</tr>
<tr>
<td>- Develop job description(s)</td>
<td>ODC</td>
<td>Specified to each potential staff</td>
</tr>
<tr>
<td>- Engage in hiring process(es)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.2 Update Executive Director’s current job description and reporting structure</td>
<td>ED, ODC</td>
<td>May 2004 <strong>Done</strong></td>
</tr>
<tr>
<td>- Review and compare existing job description with actual tasks</td>
<td>ED, ODC</td>
<td>May 2004 <strong>Done</strong></td>
</tr>
<tr>
<td>- Gather examples of job descriptions from other similar organizations</td>
<td>Board</td>
<td>Summer 2004 <strong>Done</strong></td>
</tr>
<tr>
<td>- Define the Association’s needs</td>
<td>ODC</td>
<td></td>
</tr>
<tr>
<td>- Re-write it</td>
<td>Board</td>
<td></td>
</tr>
<tr>
<td>- Review it</td>
<td>ODC</td>
<td></td>
</tr>
<tr>
<td>- Implement it</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.3 To provide meaningful volunteer opportunities in leadership, committee and event activities</td>
<td>ODC</td>
<td>Jan 2005 <strong>In Progress</strong></td>
</tr>
<tr>
<td>- Develop clear job descriptions for volunteer positions</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Create clear expectations of deliverables for volunteers</td>
<td></td>
<td></td>
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<tr>
<td>- Monitor volunteer involvement and provide necessary support</td>
<td></td>
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</tr>
<tr>
<td>1.4 To create recognition, mentoring, training and succession planning programs for staff</td>
<td>ODC</td>
<td>Jan 2005 <strong>In Progress</strong></td>
</tr>
<tr>
<td>- Provide support for ED to get CAE (Certified Association Executive) by taking AME (Association Management Education) courses</td>
<td></td>
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<tr>
<td>- Identify preferred recognition, mentoring and training programs for each staff member as required</td>
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</tbody>
</table>
1.5 Plan for the succession of key volunteers (i.e. board and committee members)
- Review needs and adjust or eliminate positions accordingly before re-filling
- Review and update terms of reference (TOR) and best practices manuals for each position
- Develop new TOR’s as required
- Provide cross-over support between incumbent and newcomer

<table>
<thead>
<tr>
<th>ODC</th>
<th>Nov 2004</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Done</strong></td>
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</tbody>
</table>

1.6 Create recruitment, recognition, mentoring, training and succession planning programs for volunteers
- Identify valuable programs for PSO use
- Implement appropriate programs

<table>
<thead>
<tr>
<th>ODC</th>
<th>Jan 2005</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>On-going</strong></td>
<td></td>
</tr>
</tbody>
</table>

**Finances and Revenue Generation**

1.7 Develop financial reporting mechanisms for the proper and timely evaluation of the Association’s affairs
- Redesign chart of accounts
- Develop financial reports based on programs and priorities
- Develop a 3 – 5 year budget planning cycle
- Adjust financial year end to October 31st

<table>
<thead>
<tr>
<th>ED, Treasurer, ODC &amp; ED, Board</th>
<th>October 2004</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Done</strong></td>
<td></td>
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<tr>
<td>Prior to the AGM</td>
<td></td>
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<tr>
<td>AGM <strong>Done</strong></td>
<td></td>
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</tbody>
</table>

1.8 Secure sufficient funding to support our infrastructure and objectives
- Set funding, membership and sponsorship targets
- Implement marketing plan
- Review & enhance sponsorship program
- Set revenue diversification targets to ensure a balance in funding sources
- Move toward a self-sufficient break-even budget in the absence of government funding

<table>
<thead>
<tr>
<th>ODC &amp; ED, ED, Board, ED, ED, MC, ED, Board</th>
<th>October 2010</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Nov 2012</strong></td>
<td></td>
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</tbody>
</table>

1.9 Realign the budget to support the initiatives undertaken with the strategic plan

<table>
<thead>
<tr>
<th>ED</th>
<th>March 2004</th>
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</thead>
<tbody>
<tr>
<td><strong>On-going</strong></td>
<td></td>
</tr>
<tr>
<td>Strategic Planning</td>
<td>ED, Facilitator</td>
</tr>
<tr>
<td>-------------------</td>
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<tr>
<td>1.10  Develop and implement a multi-year strategic plan</td>
<td></td>
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<tr>
<td>1.11  Review, evaluate and update the strategic plan on a regular basis</td>
<td>Executive</td>
</tr>
<tr>
<td></td>
<td>Identify the best time on the Annual Board calendar to undertake it</td>
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<tr>
<td></td>
<td>Identify and secure outside facilitation assistance as needed</td>
</tr>
<tr>
<td>1.12  Formulate the change in the Association’s name, mission, vision and values</td>
<td>ED</td>
</tr>
<tr>
<td></td>
<td>Review Society Act requirements</td>
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<tr>
<td></td>
<td>Prepare necessary presentation documents for AGM</td>
</tr>
<tr>
<td>Governance</td>
<td></td>
</tr>
<tr>
<td>1.13  Provide annual Board education and introduction to their Governance role (Board) and Operations role (Committees) and to the role of the Executive Director</td>
<td>ED</td>
</tr>
<tr>
<td></td>
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<tr>
<td>1.14  Build a networking, education, strategic planning and information sharing element to the AGM and invite interested clubs to bid on hosting the event</td>
<td>ED, Board</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>1.15  Review and update the Association’s policies, procedures and code of conduct</td>
<td>ED, ODC</td>
</tr>
<tr>
<td>Operations and Facilities</td>
<td></td>
</tr>
<tr>
<td>1.16  Build a facilities and resources inventory plan to reflect existing and desired facilities and resources throughout the region</td>
<td>ODC</td>
</tr>
<tr>
<td></td>
<td>Develop, circulate and collect a resources questionnaire for clubs, schools, private institutions et al</td>
</tr>
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<td></td>
<td>Compile data on existing facilities and resources</td>
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<td></td>
<td>Identify gaps in existing resources</td>
</tr>
<tr>
<td></td>
<td>Identify preferred facility and resources development list</td>
</tr>
<tr>
<td>1.17  Create a PSO designated training site</td>
<td>ADC</td>
</tr>
<tr>
<td></td>
<td>Develop parameters for designated sites and PSO needs</td>
</tr>
<tr>
<td></td>
<td>Invite clubs to submit partnership bids for these sites</td>
</tr>
</tbody>
</table>


### Membership

<table>
<thead>
<tr>
<th>1.18 Build an aggressive membership growth and retention plan</th>
<th>ODC</th>
<th>June 1, 2004 Done</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Rewrite membership benefits package to reflect true benefits</td>
<td></td>
<td></td>
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<tr>
<td>- Set membership targets</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Collect strategic detailed member demographic information to align with potential sponsor/partner development</td>
<td></td>
<td>In Progress</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>1.19 Add member value by developing new member services</th>
<th>ED</th>
<th>October 2004</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Create password protected web pages and resources</td>
<td></td>
<td>January 2005</td>
</tr>
<tr>
<td>- Create a web-based technical and skills development library</td>
<td></td>
<td>March 2005</td>
</tr>
<tr>
<td>- Engage members more directly via regular club executive calls, surveys, online forums, social marketing</td>
<td>ED, President</td>
<td>In Progress</td>
</tr>
</tbody>
</table>

### Marketing and Communications

<table>
<thead>
<tr>
<th>1.20 Develop a comprehensive marketing and communications plan to support the Association’s initiatives and priorities and to sell the benefits of the sport and to promote and market the Associations services, products and results to the marketplace</th>
<th>ODC</th>
<th>Oct 2004 Done</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>1.21 Develop new branding materials</th>
<th>Contractor</th>
<th>March 2004 Done</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Create options for a new logo</td>
<td></td>
<td></td>
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<tr>
<td>- Present new look to membership</td>
<td></td>
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<tr>
<td>- Update printed and electronic communication tools</td>
<td></td>
<td></td>
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<tr>
<td>- Circulate new designs to end-users</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Partners

<table>
<thead>
<tr>
<th>1.22 Develop partnership arrangements with appropriate clubs, sports agencies, and other organizations for the expanded delivery of the sport’s services, events, and activities</th>
<th>ODC</th>
<th>April 2005 Always improving</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Develop prospective list of partners</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Develop partnership arrangements</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Utilize strategic member demographic information to identify sponsor/partner opportunities</td>
<td></td>
<td>Continual</td>
</tr>
</tbody>
</table>
## Events and Tournaments

1.23 Develop an event plan that reflects the needs of the Association to build participation and improve athlete results  
   - Review existing plan and identify how events and event locations can support athlete participation and development  
   - Adjust events calendar as necessary to eliminate event gaps at odds with best athlete development needs  
   - Increase the number of Grass Roots events and tournaments  
   - Develop a Nationally recognized RC event and run it every year  
   - **Develop Demo Day best practices planning document to share with clubs**  
   - **Create & promote annual province-wide schedule of demo days, partnered with clubs**  
   - ADC  
   - In Place  
   - March 31  
   - Summer 2004  
   - 2005 Done  
   - 2009 Done  
   - President  
   - Spring 2011  
   - President  
   - Spring 2011

1.24 Host a National and/or International event in one of the Sport’s disciplines no less than once every three years  
   - ED

1.25 Support WSWC to regain sport participation status in Canada Summer Games  
   - WSWC BC Rep  
   - March 31

## Clubs

1.26 **Build strong, proactive, two-way support structure with clubs to strengthen the sport delivery system and to build the sport together**  
   - Establish regular Club Executive conference calls to tackle or discuss specific issues  
   - Develop best practice guides for common club/sport activities, procedures et al  
   - Circulate and make available the Strategic Plan to clubs and members via the website  
   - ED, President, Zone Rep  
   - Spring 2010
2. Athlete Development - Participation (Building the Base)

**Goal** To be one of the top 3 summer water sports of choice among BC residents.

<table>
<thead>
<tr>
<th>Success Indicators:</th>
<th>Accountability</th>
<th>Completion Date</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Introductory Programs</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.1 Develop a region-wide, skills based, introduction to the sport program</td>
<td>ED, ADC</td>
<td>2005 <em>Done</em></td>
</tr>
<tr>
<td>- Review existing skills based Badge programs</td>
<td></td>
<td>Rip n’ Ride</td>
</tr>
<tr>
<td>- Select a desired model</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Develop (as needed) program curriculum</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Offer program to clubs and other delivery partners in a revenue and cost sharing partnership</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.2 Increase the number of Grass Roots introduction clinics available annually throughout the province</td>
<td>ED, ADC</td>
<td>2004 <em>Done</em></td>
</tr>
<tr>
<td></td>
<td></td>
<td><em>Always improving</em></td>
</tr>
<tr>
<td>2.3 Provide support to the partners who deliver introductory programs</td>
<td>ADC</td>
<td>On-going</td>
</tr>
<tr>
<td><strong>Retention Programs</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.4 Build a recognition and retention strategy to keep these participants involved with the sport</td>
<td>ADC</td>
<td>2005</td>
</tr>
<tr>
<td>- Identify and track all participants in introductory programs</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Provide skills achievement and /or course completion recognition</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.5 Develop clear ‘pathway to success’ for participants to understand options for their continued involvement in the sport in various ways and functions</td>
<td>ADC</td>
<td>2005 <em>LTAD</em></td>
</tr>
<tr>
<td></td>
<td></td>
<td><em>Always improving</em></td>
</tr>
<tr>
<td><strong>Talent ID</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.6 Connect talented newcomers to Sport Excellence programs (see also 3.1)</td>
<td>Partners</td>
<td>On-going</td>
</tr>
<tr>
<td><strong>Lifelong Programs</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.7 Develop programs to support and recognize the lifelong involvement of members</td>
<td>ODC</td>
<td>2004 AGM</td>
</tr>
<tr>
<td>- Implement a Life Achievement Award</td>
<td></td>
<td><em>In Progress</em></td>
</tr>
</tbody>
</table>
### 3. Athlete Development: Toward Excellence

**Goal**: To be recognized globally as a developer of water ski and wakeboard talent as proven by podium finishes at National and International Competitions.

<table>
<thead>
<tr>
<th>Success Indicators:</th>
<th>Accountability</th>
<th>Completion Date</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Athletes</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.1 Nurture talented newcomers</td>
<td>Partners ED</td>
<td>On-going</td>
</tr>
<tr>
<td>- Provide clubs, coaches and program leaders with a standard skills evaluation reporting tool for participants in introductory programs and other clinics</td>
<td>CC</td>
<td>Ongoing</td>
</tr>
<tr>
<td>- Work more closely with clubs, coaches and leaders in supporting talented newcomers</td>
<td>ADC</td>
<td>Each Summer</td>
</tr>
<tr>
<td>- Create an Annual “Stars of the Future” training camp for qualified newcomers</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.2 Develop a comprehensive LTAD (long term athlete development) plan to support the sustained involvement of athletes in the system</td>
<td>ADC, CODC</td>
<td>March 2010</td>
</tr>
<tr>
<td>- Develop clear “pathway to success”</td>
<td></td>
<td>PS4L</td>
</tr>
<tr>
<td>3.3 Support athletes by providing them with individualized LTAD Plans, complete with off-season training plans</td>
<td>PC</td>
<td>On-going Yearly Training Plan</td>
</tr>
<tr>
<td>3.4 Create age appropriate provincial training and competition teams</td>
<td>ADC</td>
<td>April 2004 Done</td>
</tr>
<tr>
<td>- Identify existing programs and teams</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Clarify gaps based on age/skills</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Using existing programs as a model develop new programs tailored to needs of new group</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.5 Support the movement of athletes to the National and International levels</td>
<td>ADC, PC</td>
<td>On-going</td>
</tr>
<tr>
<td>- Define what support is needed and can be provided by PSO</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.6 Build partnerships with other appropriate PSO’s and/or sport clubs to provide athlete support</td>
<td>ED, ADC</td>
<td>November 2005</td>
</tr>
<tr>
<td>- Identify appropriate partners that have expertise to support our athletes needs</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Services and Support</td>
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<td></td>
</tr>
<tr>
<td>------------------------------------------------------------------------------------</td>
<td>------</td>
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</tr>
<tr>
<td>3.7 Create a comprehensive system of sport, personal and career training services for athletes</td>
<td>ADC</td>
<td>Nov 2005 <em>Done</em></td>
</tr>
<tr>
<td>□ Identify primary athlete needs</td>
<td></td>
<td>Pacific Sport</td>
</tr>
<tr>
<td>□ Arrange partnerships to deliver on these needs</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.8 Provide regular testing and monitoring opportunities for high performance athletes</td>
<td>PC</td>
<td>On-going</td>
</tr>
<tr>
<td>3.9 Provide sport medicine and sport science support programs and services</td>
<td>ADC</td>
<td>On-going</td>
</tr>
<tr>
<td>□ Develop regional database of sport medicine and science professionals</td>
<td></td>
<td></td>
</tr>
<tr>
<td>□ Arrange partnerships to deliver on these services to athletes on a complimentary basis</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Sport System</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>3.10 Clarify the sport delivery system model with stakeholders</td>
<td>President, ED</td>
<td>AGM 2004 CS4L</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Training Centres and Facilities</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>3.12 Create a PSO designated training site (see also 1.16)</td>
<td>ADC</td>
<td>2005 <em>Not Complete</em></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Officials and Technical Support</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>3.13 Develop a recruitment and retention plan</td>
<td>CODC</td>
<td>November 2004 PS4L</td>
</tr>
<tr>
<td>□ Provide information to athletes parents</td>
<td></td>
<td></td>
</tr>
<tr>
<td>□ Provide clear ‘pathway to success’ plan</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.14 Implement a certification and training plan</td>
<td>CODC</td>
<td>November 2004</td>
</tr>
<tr>
<td>3.15 Provide on-going professional development</td>
<td>CODC</td>
<td>On-Going</td>
</tr>
<tr>
<td>□ Host annual driving clinics throughout the province</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Camps and Clinics</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>3.18 Create appropriate annual regional camps and clinics to support the growth and development of regional athletes</td>
<td>CC</td>
<td>Annually (March) Zone Camps 2010</td>
</tr>
<tr>
<td>□ Integrate into Communications Plan</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.19 Support athletes in attending appropriate camps and clinics inside or outside the region</td>
<td>CC</td>
<td>On-going</td>
</tr>
</tbody>
</table>
4. Coach Development – Athlete Centred

**Goal**  To develop the capacity to deliver world-class coaches and coaching support programs

<table>
<thead>
<tr>
<th>Success Indicators:</th>
<th>Accountability</th>
<th>Completion Date</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Recruitment and Retention</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.1 Hire a provincial coaching coordinator to develop a regional coaching plan</td>
<td>CODC, Contractor</td>
<td>May 2004</td>
</tr>
<tr>
<td>- Develop terms of reference</td>
<td></td>
<td>New NCCP</td>
</tr>
<tr>
<td>- Interview, recruit and hire</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.2 Develop a regional coaching plan that solves on-going issues of delivery</td>
<td>CC</td>
<td>January 2011</td>
</tr>
<tr>
<td>inconsistencies, accountabilities and remuneration and works in partnership with</td>
<td></td>
<td>New NCCP Stream</td>
</tr>
<tr>
<td>coaching services offered through clubs and proposed PSO designated sites</td>
<td></td>
<td>1, 2 &amp; 3</td>
</tr>
<tr>
<td>4.4 Develop a coaching mentorship and exchange program to build coaching capacity</td>
<td>CC</td>
<td>January 2011</td>
</tr>
<tr>
<td>and knowledge</td>
<td></td>
<td>New NCCP Stream</td>
</tr>
<tr>
<td>- Put on a coaching clinic</td>
<td></td>
<td>1, 2 &amp; 3</td>
</tr>
<tr>
<td>- Invite older athletes to attend clinic</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Benefit of working with high end coach</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Offer the older athletes a chance to coach once they have attained their goals</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.5 Provide meaningful opportunities for coaching as a career choice</td>
<td>CC</td>
<td>New NCCP Stream</td>
</tr>
<tr>
<td>- Develop a clear “pathway to success”</td>
<td></td>
<td>1, 2 &amp; 3</td>
</tr>
<tr>
<td>- Assist clubs in developing quality coaching programs</td>
<td></td>
<td>PS4L</td>
</tr>
<tr>
<td>- Deliver an annual series of NCCP training sessions throughout the province</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Recognition</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.6 Implement a coaching excellence program to reward achievements</td>
<td>CC</td>
<td>New NCCP Stream</td>
</tr>
<tr>
<td>- Develop coaching quality feedback tool</td>
<td></td>
<td>1, 2 &amp; 3</td>
</tr>
<tr>
<td>- Recognize and feature coaches in PSP communication materials</td>
<td></td>
<td>PS4L</td>
</tr>
<tr>
<td>Standards and Training</td>
<td></td>
<td></td>
</tr>
<tr>
<td>-------------------------------------------------------------</td>
<td>----------------------</td>
<td>------------------</td>
</tr>
<tr>
<td>4.7 Support the NSO in the creation of sport specific new</td>
<td>CODC</td>
<td>April 2004</td>
</tr>
<tr>
<td>NCCP standards and practices</td>
<td></td>
<td></td>
</tr>
<tr>
<td>☐ Name a PSO representative to the new NCCP</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.8 Support regional coaches in acquiring their NCCP</td>
<td>CC</td>
<td>One week prior to Provincials</td>
</tr>
<tr>
<td>qualifications (see also 4.5)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.9 Support regional coaches in their coaching training and</td>
<td>CC</td>
<td>On-going</td>
</tr>
<tr>
<td>development courses</td>
<td></td>
<td></td>
</tr>
<tr>
<td>PSO Support and Resources</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.10 Create and offer distributed (ie. Distance) coaching</td>
<td>ED, CC</td>
<td>On-going</td>
</tr>
<tr>
<td>services to clubs and individuals</td>
<td></td>
<td></td>
</tr>
<tr>
<td>☐ Distribute a list of qualified coaches</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.11 Create a “Benefits to Using Qualified Coaches”</td>
<td>CC</td>
<td>2005</td>
</tr>
<tr>
<td>awareness campaign (link to Communications Plan)</td>
<td></td>
<td>In Progress</td>
</tr>
<tr>
<td>4.12 Create coaching demand by building programs that</td>
<td>CC</td>
<td>On-going</td>
</tr>
<tr>
<td>attract athletes from outside the region</td>
<td></td>
<td></td>
</tr>
<tr>
<td>☐ Host high level training camps with National team coaches or world class coaches</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Current Financial Projections for 2009-2010

The updated strategic plan has provided an opportunity for the Association to realign its budgets to support its strategic priorities. The projections generated from these plans are outlined on the following page. The implementation of this plan foresees decreased revenues in 2010 due to BC Government cuts. WSWBC needs to look for other courses of revenue to fulfil this plan.

Assumptions

In developing these projections the following assumptions and observations have been made:

1. Maintain a part time Executive Director as we have cense before November 1, 2004.
2. Grants and Funding reflects anticipated funding changes from NSO, Sport Funding Agencies and Direct Access programs.
3. Additional NSO funds supporting a new Rip n Ride grass roots talent ID and recognition program are not expected.
4. Overall funding support to Sport Participation and Coaching programs will see growth, and Athlete Excellence will see a 25% growth.
5. Administration/Planning expenses drop as the plan implementation costs begin to bear fruit from new programs and initiatives.
6. Marketing & Communications needs to implement a strong and aggressive program to market our sport and create sponsorship from outside the Water Ski and Wakeboard industry.
### Water Ski & Wakeboard B.C.

**Profit & Loss Budget Overview**  
November 2010 through October 2011

#### Income

<table>
<thead>
<tr>
<th>Code</th>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>4000</td>
<td>GRANTS &amp; FUNDING</td>
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<tr>
<td>4005</td>
<td>Athlete Assistance Program</td>
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<tr>
<td>4010</td>
<td>Sport BC Block Funding</td>
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<td>4015</td>
<td>Water Ski Wakeboard Canada</td>
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<td>4020</td>
<td>Direct Access Gaming Funding</td>
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<td>4022</td>
<td>Sport Funder Lottery</td>
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<td>4025</td>
<td>Other Funding</td>
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<td>4050</td>
<td>TEAM TRAINING PROGRAMS INCOME</td>
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<tr>
<td>4055</td>
<td>Water Ski Team</td>
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<tr>
<td>4060</td>
<td>Wakeboard Team</td>
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<tr>
<td>4065</td>
<td>Barefoot Team</td>
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<tr>
<td>4070</td>
<td>Territorial Camps</td>
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<tr>
<td>4100</td>
<td>MEMBERSHIP REVENUE</td>
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<td>4105</td>
<td>Recreational Memberships</td>
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<td>4110</td>
<td>Active Single Memberships</td>
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<td>4115</td>
<td>Active Family Memberships</td>
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<td>4125</td>
<td>Club Membership</td>
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<td>4130</td>
<td>School Membership</td>
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<td>4150</td>
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<td>4155</td>
<td>Coaches Clinics</td>
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<td>4160</td>
<td>Officials Clinics</td>
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<td>4200</td>
<td>FUNDRAISING REVENUE</td>
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<td>Apparel</td>
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<td>50/50 DRAW</td>
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<td>Donations</td>
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<td>4300</td>
<td>TOURNAMENT REVENUE</td>
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<td>4310</td>
<td>BC Games Registrations</td>
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<td>Water Ski Tournaments</td>
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<td>4325</td>
<td>Provincials Registration</td>
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<td>4330</td>
<td>Wakeboard Tournaments</td>
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<td>4335</td>
<td>Provincials Registration</td>
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<td>4330</td>
<td>Wakeboard Tournaments - Other</td>
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<td>4340</td>
<td>Barefoot Tournaments</td>
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<td>4345</td>
<td>Provincials Registration</td>
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<td>SHORTLINE REVENUE</td>
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<td>OTHER INCOME</td>
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<td>4515</td>
<td>Event Sanctioning Revenue</td>
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<td>4520</td>
<td>Interest Income</td>
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<td>4525</td>
<td>Grass Roots Rip n’ Ride</td>
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<td></td>
<td>Total 4500 · OTHER INCOME</td>
<td>520.00</td>
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<td>Total Income</td>
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**Page 1**
<table>
<thead>
<tr>
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<tr>
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<tr>
<td>6005 - Athlete Assistance Program</td>
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<tr>
<td>6030 - WSWBC Scholarships</td>
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<td>0.00</td>
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<tr>
<td><strong>Total 6000 - FUNDING</strong></td>
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<tr>
<td>6050 - TEAM TRAINING PROGRAM EXPENSE</td>
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<td>28,500.00</td>
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<tr>
<td>6055 - Water Ski Team</td>
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<td>7,500.00</td>
</tr>
<tr>
<td>6060 - Wakeboard Team</td>
<td></td>
<td>7,500.00</td>
</tr>
<tr>
<td>6065 - Barefoot Team</td>
<td></td>
<td>6,000.00</td>
</tr>
<tr>
<td>6070 - Territorial Camps</td>
<td></td>
<td>2,500.00</td>
</tr>
<tr>
<td>6075 - BC Games Zone Camps</td>
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<td>5,000.00</td>
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<td>6350 - Water Ski Nationals</td>
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<tr>
<td>6430 - Shipping &amp; Mailing</td>
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<tr>
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<tr>
<td>6450 - WEB SITE</td>
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<td>3,600.00</td>
</tr>
<tr>
<td>6455 - Layout &amp; Updates</td>
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<td>2,500.00</td>
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<tr>
<td>6460 - Online URL expenses</td>
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<tr>
<td>6465 - E-Mail News</td>
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# Profit & Loss Budget Overview

**Water Ski & Wakeboard B.C.**

November 2010 through October 2011

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<th>Account</th>
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<td>6605 AGM</td>
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<td>6610 National Congress</td>
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<td>3,000.00</td>
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<td>6615 Executive Meetings</td>
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<td>3,000.00</td>
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<tr>
<td>6620 Committee Meetings</td>
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<td><strong>Total 6600 MEETINGS &amp; SHOWS</strong></td>
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<td>8,500.00</td>
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<td>6820 Dues / Fees / Subscriptions</td>
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<td>6850 WAGES / SALARY</td>
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<td>6950 OTHER EXPENSE</td>
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<td>6955 Event Sanctioning</td>
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<td><strong>Total 6950 OTHER EXPENSE</strong></td>
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<td><strong>Total Expense</strong></td>
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<td><strong>Net Income</strong></td>
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<td>3,345.00</td>
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Next Steps and Evaluation Process

The Association is at a crossroads. It is well placed to make a leap forward in continuing to build the sport in BC. To do so a strong commitment (in both financial and human terms) to the initiatives outlined in this plan, is required. As in sport so too in life - champions are made from bold, aggressive moves, well- considered. The WSWBC is well place in this regard. It has sound fundamentals and continuing strong results. It is aware of its weaknesses and is working to strengthen them. Foremost among these is the clarification of Pathways to Success for Athletes, Coaches and Officials, the completion of Athlete Development Plans, Sport Delivery Models, and Coaching Model and the movement towards additional staffing support and leadership.

By making the Association’s goals and objectives a stronger focal point in communications with members and the public, automatically increases the Board’s accountability in moving forward. Adapting a regular strategic plan evaluation, updating and renewal process allows stakeholders to take more personal responsibility to the plan. In communicating the movement towards the desired end results – achievements need to be rejoiced, shortcomings need to be addressed.

At the executive level, the annual board calendar must be designed to deal with strategic decisions affecting this plan, at the appropriate meetings throughout the year. Decisions coming out of strategic decisions will need to be linked to the budget planning cycle to ensure funding is in place for the timely program delivery and support.

A greater recognition of the roles Clubs can play in building the sport and supporting the PSO’s goals is an essential element of the communication and delivery plans. Building the sport in partnership with the clubs will become an important part of the annual planning cycle. The strategic planning process showcased the value of involving a diverse group of members in setting future direction. It has also provided stronger connections to a committed membership base for achieving its goals.

Evaluation of the Strategic Plan will be led by the Executive Director and require full support from operational committees and the Executive. The tactical plan can be used to develop agendas for committee and executive meetings with results updated and reported upon.

This strategic plan has provided the Association with a strong mandate towards improving the sport, its athletes, officials, coaches and administrators. Board commitment must show the resolve of the Association to move this agenda forward and commit to the necessary adjustments to proceed.
Acknowledgements

Water Ski and Wakeboard BC is fortunate to have a diverse and dedicated group of individuals within its membership across the province. Their support of this process was heart-felt, reflected the importance of the task at hand while continuing to embody the spirit of fun and camaraderie that inhabits this sport.

We wish to thank the following people for participating in the original 2004 Strategic Plan process. Their involvement and understanding allows our ideals to spread deeper throughout our organization.

Retreat Participants
Bob Schroeder WSWBC President
Scott McKinley WSWBC Coaches and Officials Chair
Dale Erb WSWBC Classic Three Event Rep
Jude Mural WSWBC Wakeboard Rep and Past President
Richard Gray WSWC Athlete Rep and Barefoot Athlete
Mark Poppleton Tournament Chair - Kamloops Water Ski Club
Wendy McConnel WSWBC Secretary/Treasurer
Ilka Schutte Secretary - Lake Country Board & Ski Club
Doug Ritchie Classic Three Event Rep - Lake Country Board & Ski Club
Ian Harder President - Vancouver Water Ski Club
Chris Rathy WSWBC Provincial Coach Coordinator
Lori Coombs President - Sprout Lake Water Sports Association
Kim McKnight WSWBC Executive Director & President - Lake Country Board & Ski Club
Dick Horwood WSWBC’s CBET Program liaison
Shawn Shorsky Owner - Tow Rope Ski and Board Shop

Pre-Retreat Participants
Peter Person President - Water Ski Canada
Ian Kellow Island Wakeboard Tour
Doug Brain President - Vancouver Water Ski Club
Jamelyn Goy Junior Wakeboard Team Member
Jackie Vanzanten Junior Water Ski Team member

Board Members
Bob Schroeder President
Bob Korotkov Vice President
Wendy McConnell Secretary / Treasurer
Chuck Francis Organizational Development
Scott McKinley Coaching & Official Development
Barry McKnight Athlete Development
Dale Erb Classic 3-event Representative
Jude Mural Wakeboard Representative
Ian Evans Barefoot Representative
Scott Gilmore Zone Director

De Armond Management Ltd
Marischal De Armond – Facilitator and Consultant
Shannon Gustafsson – Recording Secretary
Appendix 1
Sport System Model
### LTAD Stages

<table>
<thead>
<tr>
<th>LTAD Stage</th>
<th>1 Active Start</th>
<th>2 Fundamentals</th>
<th>3 Fundamentals</th>
<th>4 Build the Skills</th>
<th>5 Learn to Compete</th>
<th>6 Train to Compete</th>
<th>7 Becoming a Champion</th>
<th>8 Top of the Wake</th>
<th>9 Active for Life</th>
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<td>10-19 ft</td>
<td>18-22 ft</td>
<td>21-25 ft</td>
<td>22+ ft</td>
<td>Enter at any age, and from any LTAD Stage</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Fretzels</td>
<td>17-20 ft</td>
<td>19-23 ft</td>
<td>22-26 ft</td>
<td>26+ ft</td>
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<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Barefoot</td>
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<td>9-11 ft</td>
<td>12-15 ft</td>
<td>16-19 ft</td>
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<td></td>
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<td></td>
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<tr>
<td>Fretzels</td>
<td>8-9 ft</td>
<td>10-12 ft</td>
<td>13-16 ft</td>
<td>17-20 ft</td>
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<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Wakeboard</td>
<td>15-19 ft</td>
<td>17-20 ft</td>
<td>16-21 ft</td>
<td>20-24 ft</td>
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<td></td>
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<tr>
<td>Fretzels</td>
<td>16-17 ft</td>
<td>18-20 ft</td>
<td>20+ ft</td>
<td>Enter at any age, and from any LTAD Stage</td>
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### Adapted

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<th>Condition</th>
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<td>Congenital</td>
<td>Enter at any age</td>
<td>Age of entry into each stage is a function of the type of disability, age at onset of disability, physical literacy and stage of development at time of disability, and of the ability of the participant to acquire specific benchmark skills in a stage.</td>
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<tr>
<td>Acquired</td>
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**Page 26**
## Appendix 2
### 2010 – 2011 Calendar of Events

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<td>Annual General Meeting Victoria</td>
<td>ED, President</td>
</tr>
<tr>
<td>Feb -Mar</td>
<td></td>
<td>Committee Meetings</td>
<td>All Committee’s</td>
</tr>
<tr>
<td>Mar</td>
<td></td>
<td>Camps &amp; Clinics structured</td>
<td>ADC</td>
</tr>
<tr>
<td>Mar</td>
<td>15</td>
<td>Board Meeting / Conference call</td>
<td>ED, President</td>
</tr>
<tr>
<td>Mar - June</td>
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<td>Committee Meetings</td>
<td>All Committee’s</td>
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<tr>
<td>Jul</td>
<td>10</td>
<td>Barefoot Provincial Abbotsford/ Sumas</td>
<td>Barefoot Committee</td>
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<tr>
<td>Jul</td>
<td>22-25</td>
<td>BC Summer Games Langley</td>
<td>All Committee’s</td>
</tr>
<tr>
<td>Aug</td>
<td>13-15</td>
<td>Wakeboard Provincial Port Alberni</td>
<td>Wakeboard Ctte</td>
</tr>
<tr>
<td>Aug</td>
<td>17-21</td>
<td>Water Ski Nationals – Albert Dyck Park</td>
<td>Water Ski Committee</td>
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<tr>
<td>Aug</td>
<td>21-22</td>
<td>Water Ski Provincials – Albert Dyck Park</td>
<td>Water Ski Committee</td>
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<td>Sep</td>
<td>15</td>
<td>Award Nominations Requested</td>
<td>Membership</td>
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<tr>
<td>Oct</td>
<td>16-17</td>
<td>Board Meeting, Budget for 2010-2011</td>
<td>ED, President</td>
</tr>
<tr>
<td>Oct</td>
<td>31</td>
<td>Fiscal Year End</td>
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<td>Nov</td>
<td>12-14</td>
<td>WSWC Congress Dartmouth Nova Scotia</td>
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<td>Jan</td>
<td>15</td>
<td>Award Nominations Due</td>
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<td>Jan - Feb</td>
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<td>Committee Meetings</td>
<td>All Cttes</td>
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<td>Feb</td>
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<td>Vancouver Boat Show</td>
<td>All</td>
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<td>26</td>
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<tr>
<td>Feb</td>
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<td>Annual General Meeting 2011 Victoria,</td>
<td>ED, President</td>
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WSWBC STRUCTURE

President

Executive

Past-President

Vice-President

Secretary/Treasurer

Executive Director

Directors

Director of Organizational Development

Water Ski Director

Barefoot Director

Wakeboard Director

Club & Zone Director
Appendix 4  
Glossary of Terms and Abbreviations

<table>
<thead>
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<th>Abbreviations</th>
<th>Description</th>
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<td>ADC</td>
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<td>CC</td>
<td>Coaching Coordinator</td>
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<td>Contractor</td>
<td>An outside supplier hired to complete a specific project</td>
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<tr>
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<td>Marketing Committee</td>
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<td>NCCP</td>
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<td>National Sport Organization</td>
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<td>Organization Development Committee</td>
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<tr>
<td>Partners</td>
<td>Partner organizations and individuals assisting the organization achieve its goals</td>
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<td>Provincial Coach</td>
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<td>PS4L</td>
<td>Provincial Sport for Life</td>
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<td>WSWBC President</td>
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<tr>
<td>PSO</td>
<td>Provincial Sport Organization</td>
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<td>Terms of Reference</td>
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