



WATER SKI AND WAKEBOARD CANADA

Three Year Operational Plan, 2006 - 2009

Responsibility Legend: ADC=Athlete Development Cmte; BFC=Barefoot Cmte; BNTC=Barefoot National Team Coach; CC=Coaching Cmte; AC=Adaptive Cmte; ANTC=Adaptive National Team Coach; EB=Executive Board; GRC=Grass Roots Cmte; HOF=Hall of Fame Cmte; MEC=Major Events Cmte; MBC=Membership Cmte; MC=Marathon Cmte; NTC=National Team Coach; OC= Officials Cmte; PA=Provincial Assoc.; TC=Technical Cmte; WBC=Wakeboard Cmte; WC=Waterways Cmte; WNTC=Wakeboard National Team Coach. **Note:** First group listed leads on deliverable, others support in sequence

Business Plan Deliverable	Planned Project/Activities in Support of Deliverable	Responsibility	By When	Comments
1. Enhanced Excellence				
Goal: THAT by 2012, as the number and quality of towed water sport participation increases, Canadians are achieving consistent international podium results through a fair and ethical means.				
<i>Short-Term:</i>				
1.1 Win 5/6 individual medals at the 2007/9 IWSF World Water Ski Championships, and have every entry achieve at least one top 8 finish, respectively.				Deliverable to be re-assessed, more realistic to target 3/4 medals, every entry with at least one top 16
	Develop appropriate selection criteria, optimizing medal potential and top 8s	NTC	bi-annual	
	Contract National Team coach, provide administrative support	NTC	annual	
	Develop YTP's for each athlete	NTC	annual	
	Implement national team athlete monitoring system	NTC	ongoing	
	Conduct Sport Science Camp	NTC	Annually Nov.	
	Contract a Strength and Conditioning Coach, provide admin support	NTC	annually	
	Provide medical and sport science support	NTC	ongoing	
	Provide athlete funding assistance	NTC	annually	
	Nominate athletes for AAP support	NTC	annually	
	Participate in 2006 Pan Am Championships as a preparatory event	NTC	01/09/2006; TBA 2008	
	Conduct pre-Worlds staging camp	NTC	Sep-07	
	Enter and support a team to Worlds	NTC	Sep-07	
	Support coach expenses to attend team competitive and training events	NTC	annually	
	Purchase and operationalize Dartfish video analysis system	NTC	2006 initially, ongoing	



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1.2 Win 6 individual medals at the 2007 Pan American Games, respectively.				
	Preparatory steps contained in 1.1	NTC		
	Negotiate with COC for optimum team quota	NTC	2006	
	Attend test event or pre-event visit	NTC	2006 and/or 2007	
1.3 Finish first (team) at the 2006/8 IWSF Junior World Water Ski Championships, win 5/5 individual medals, and have every entry achieve at least one top 8 finish, respectively.				Deliverable to be re-assessed, team placement objective to be removed?
	Develop appropriate selection criteria, optimizing medal potential and top 8s	NTC	Jan 2006 and 2008	
	Contract Development Team coach, provide administrative support	NTC	annual	
	Develop YTP's for each athlete	NTC	annual	
	Implement development team athlete monitoring system	NTC	ongoing	
	Conduct Development Team Sport Science Camp	NTC	annually, Nov-Jan	
	Provide medical and sport science support	NTC	ongoing	
	Provide athlete funding assistance	NTC	annually	
	Conduct a pre-Worlds staging camp	NTC	01/07/2006; TBA 2008	
	Conduct a Development Team training camp	NTC	annually, Winter	
	Enter and support a team to World Juniors	NTC	2006 and 2008	
	Support coach expenses to attend development team competitive and training events	NTC	annually	



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1.4 Win 5/5 individual medals at the 2007/9 IWSF Under 21 World Water Ski Championships, and have every entry achieve at least one top 8 finish, respectively.				
	Develop appropriate selection criteria, optimizing medal potential and top 8s	NTC	Jan 2007; Jan 2009	
	Contract Development Team coach, provide administrative support	NTC	annual	
	Develop YTP's for each athlete	NTC	annually	
	Implement development team athlete monitoring system	NTC	ongoing	
	Conduct Development Team Sport Science Camp	NTC	annually Nov-Jan	
	Provide medical and sport science support	NTC	ongoing	
	Provide athlete funding assistance	NTC	annually	
	Participate in Pan Am Junior Championships as a preparatory event	NTC	Sept 06; TBA 2008	
	Conduct a pre-worlds staging camp	NTC	2007	
	Enter and support a team to World 21 & Under Championships	NTC	2007	
	Support coach expenses to attend development team competitive and training events	NTC	annually	
1.5 Field a Canadian entry in the IWSF World Wakeboard Championships, winning 2/2 individual medals at the 2007/9 events, respectively.				
	Develop a YTP for each National and Development Team member each year.	WNTC	annually	
	Hold a pre-worlds training camp. Team coach, one high level judge and all team members to attend	WNTC	Sep-07	
	Conduct National Team training camp	WNTC	2006 and 2008	
	Support team participation in IWSF World Cup events as appropriate	WNTC	annually	
	Coordinate team participation in Pan Am Championships	WNTC	annually	
	Coordinate sport science activities for team members	WNTC	annually	
	Send National Team to the IWSF World Championships.	WNTC	2007	
Appoint a Team Coach, provide necessary admin and financial support	WBC	as needed, ongoing		



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1.6 Win 2/3/3 medals (Open/Pro category) at the 2006/7/8 WWA World Wakeboard Championships, respectively.				Deliverable modified, WWA Worlds have taken on secondary importance
	covered in 1.5 above	WBC		
1.7 Finish in the top 6/5 (team) at the 2006/8 IWSF World Barefoot Championships, respectively, and qualify 2 skiers in the semi finals and 1 individual medal.				
	Publish selection criteria	BNTC	01/03/2006; Jan 08	
	Coordinate pre-event training	BNTC	Sept 06/08	
	Support expenses for top selectees	BNTC	Sept 06/08	
1.8 Field a full team at the 2006/8 IWSF World Junior Barefoot Championships, respectively.				
	Continue to encourage junior clinics provincially	BFC	ongoing	
	Select team, conduct pre-event training camp, support expenses	BNTC	2006/08	
1.9 Field a Canadian entry in the 2007 IWSF World Disabled Championships.				
	Establish a National Team coaching position/role, name coach	AC	Apr-06	
	Establish formal Development and National Team Program	ANTC	Apr-06	
	Conduct training camp and provide admin support (insurance, communications)	ANTC	annually	
	Publish selection criteria for Worlds	ANTC	Nov-06	
	Coordinate pre-Worlds training	ANTC	Sep-07	
	Support expenses for top selectees and coach to Worlds	ANTC	Sep-07	
	Publish selection criteria for Pan Ams	ANTC	April 2006; Jan 2008	
	Support expenses for top selectees and coach to Pan Ams	ANTC	2006 and 2008	
1.10 Field a Canadian entry in the 2007 IWSF World Ski Racing Championships.				
	Select team	MC	May-07	



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1.11 Establish a Canadian Development Team Program, an elite athlete development program, beginning in 2003.		NTC		
	Done in 2003			
1.12 Expand the National Team Coach position to full time beginning in 2004.		EB		
	Deferred			
1.13 Engage current National Team coaches within the high performance stream in the new CBET National Coaching Certification program at its earliest availability.				
	Involve coaches in review of outcomes and draft learning materials	CC	as needed	When HP Competitive Stream is targeted for development
1.14 Engage at least one female National Team technical coach within the high performance stream in the new CBET National Coaching Certification Program at its earliest availability.				
	Identify potential coach	NTC, Staff	Apr-06	
	Develop annual development plan for female mentor coach	NTC, Staff	annually	
1.15 Establish a high performance water ski Coach Mentoring Program for provincial coaches beginning in 2005 with at least 1 coach mentored annually.				Deferred due to budget constraints, pending possible outcomes from LTAD project
1.16 Deliver an annual sport science camp, expanding to include Wakeboard and Barefoot National Team members.				
	Contained in 1.1, 1.2 and 1.3	NTC	annually	
	Develop discipline specific plan for Wakeboard Team	WNTC	annually	
	Develop discipline specific plan for Barefoot Team	BNTC	annually	



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1.17 Establish at least 2 sport science monitoring/testing sessions per annum with each National Team athlete.				
	Contract strength and conditioning coach to implement and monitor athlete training programs	NTC	annually	
1.18 Develop a proposed wakeboard high performance program outline for presentation to the Executive Board by November 2003.				Allow LTAD process to unfold, helping define program
	National Team Coach, with input of Wakeboard Advisory Group develop an outline of the high performance program for wakeboard	WNTC	31-Mar-07	
1.19 Development of a proposed barefoot high performance program outline for presentation to the Executive Board by 2004.				Allow LTAD process to unfold, helping define program
	National Team Coach, with input of Barefoot committee develop an outline of the high performance program for barefoot	BNTC	Nov-06	
1.20 Develop a sport science camp model for use by provincial team programs by 2005.				
	Package model and recommended training programs for elite towed water sport athletes	ADC, NTC, staff	Nov-07	Wait until outcome of LTAD project
1.21 Secure at least one Canadian judge on the panel of IWSF World Championships:		OC		
1.21.1 2007/9 World Water Ski Championships				
	Nominate worthy candidates to IWSF, support nominations, provide travel assistance	OC	2007 and 2009	
1.21.2 2006/08 World Junior Championships				
	Nominate worthy candidates to IWSF, support nominations, provide travel assistance	OC	2006 and 2008	
1.21.3 2007/09 Under 21 World Championships				
	Nominate worthy candidates to IWSF, support nominations, provide travel assistance	OC	2007 and 2009	



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1.21.4 2007/09 IWSF Wakeboard World Championships				NEW
	Nominate worthy candidates to IWSF, support nominations, provide travel assistance	WBC	2007 and 2009	
1.22 Develop and implement a Long Term Athlete Development Model.				
	Stage LTAD Summit	ADC	Apr-06	
	Conduct working meetings and teleconferences to develop portions of the model	ADC	2006, 2007, 2008	
	Conduct information sessions at major events (I.e. Congress, provincial AGM's national championships)	ADC	annually 2006, 2007, 2008	
	Finalize, print and communicate Model	ADC	Mar-08	
	Determine steps necessary to effectively implement Model with partners	ADC	Mar-08	
<i>Maintenance:</i>				
1.33 Maintain the delivery of effective high performance program components and activities:				
1.33.1 Deliver an annual Canadian Team and Canadian Development Team Program.				
	Contained above	NTC		
1.33.2 Implement an annual WSWC athlete funding system.				
	Establish criteria, communicate, implement agreements, forward monies in accordance with program	NTC	annually	
1.33.3 Access maximum quota of annual Athlete Assistance Program (carding) support via Sport Canada.				
	Develop and communicate criteria, make convincing nominations	NTC, staff	annually	



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1.33.4 Deliver at least one annual sport science camp.				
	Contained in 1.1	NTC	annually	
1.33.5 Contract the services of National Team Coach and required technical/assistant coaches on an annual basis				
	Implement contracts	EB, Staff	annually, ongoing	
1.33.6 Publish objective and transparent selection criteria for each international event, at least six months prior.		NTC, WNTC, BNTC, ANTC		
	<i>Water Ski:</i>			
	2006 Pan Am Championships	NTC	Mar-06	
	2006 World Junior Championships	NTC	Mar-06	
	2006 IWSF World Senior Trophy	NTC	Mar-06	
	2006 FISU Universiade	NTC	Mar-06	
	2007 World Championships	NTC	Jan-07	
	2007 Pan Am Games	NTC	Sep-06	
	2007 World 21 & Under Championships	NTC	Jan-07	
	2008 Pan Am Championships	NTC	Jan-08	
	2008 World Junior Championships	NTC	Jan-08	
	2008 IWSF World Senior Trophy	NTC	Jan-08	
	2008 FISU Universiade	NTC	Jan-08	
	2009 World Championships	NTC	Jan-09	
	2009 World 21 & Under Championships	NTC	Jan-09	
	<i>Wakeboard:</i>			
	2006 Pan Am Championships	WNTC	Apr-06	
	2006 WWA Worlds	WNTC	Apr-06	
	2006 IWSF World Cup events	WNTC	Apr-06	
	2007 IWSF World Championships	WNTC	Aug-07	
2007 Pan Am Games	WNTC	Sep-06		
2007 Pan Am Championships	WNTC	Jan-07		
2007 WWA Worlds	WNTC	Jan-07		



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	2007 IWSF World Cup events	WNTC	Jan-07		
	2008 Pan Am Championships	WNTC	Jan-08		
	2008 WWA Worlds	WNTC	Jan-08		
	2008 IWSF World Cup events	WNTC	Jan-08		
	2009 IWSF World Championships	WNTC	Aug-08		
	2009 Pan Am Championships	WNTC	Jan-09		
	2009 WWA Worlds	WNTC	Jan-09		
	2009 IWSF World Cup events	WNTC	Jan-09		
	<i>Barefoot:</i>				
	2006 World Championships	BNTC	Apr-06		
	2008 World Championships	BNTC	Jan-08		
	<i>Adaptive:</i>				
	2006 Disabled Pan Am Championships	ANTC	Apr-06		
	2007 Disabled World Championships	ANTC	Jan-07		
	2008 Disabled Pan Am Championships	ANTC	Jan-08		
2009 Disabled World Championships	ANTC	Jan-09			
1.33.7 Achieve satisfactory developmental and performance objectives for other international competitions, including the Pan American Championships and America's Challenge.		NTC, WBC, BFC, MC, AC			
	Inherent in selection criteria development process as in 1.33.8 above				
1.33.8 Ensure National Team athletes access needed athlete services available from Canadian Sport Centres on an annual and ongoing basis.		NTC, WNTC, BNTC, ANTC			
	Send out notice/reminders to all HP athletes that services may be available at Centres	NTC, WNTC, BNTC, ANTC, Staff	annually		
	Liaise with Centres to ensure they are aware of who current NT athletes are and of Sport Canada recognition	Staff	annually		



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1.33.9 Develop an annual talent identification plan by the National Coach and support staff.				Formal development deferred, allow LTAD process to unfold, helping define needs and processes
1.33.10 Maintain National Team Coach representation on the National Team Development Committee.				
	Implement a coach-directed approach to design, responsibility and authority for respective national teams programs	EB, staff	Initiate in Winter/Spring 2006, ongoing thereafter	
1.33.11 Maintain Athlete representation on the High Performance Advisory Group, Wakeboard, Adaptive and Barefoot Committees.				
	Maintain, conduct elections or appointment processes as required	NTC, WNTC, BNTC, AC	ongoing	
1.33.12 Provide opportunity for annual athlete input into the evaluation of the program.				
	Formally at Sport Science Camp	NTC		
	Develop an athlete survey to send to team members	WNTC, BNTC	annually	



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2. Enhanced Participation				
Goal: THAT by 2012, a significantly higher proportion of Canadians from all segments of society are involved in quality activities governed at all levels and in all forms of towed water sports participation.				
<i>Short-Term:</i>				
2.1 Increase WSWC membership by 10% in each of 2006/7, 5% in 2008/9.	Contained in multi other deliverables	MBC, PA		
2.2 Establish a Membership Committee by April 2003.		EB		Deferred until 2008
	Provide terms of reference	EB	Mar-08	
	Support working group meeting	EB, MBC	Oct-08	
	Develop and begin implementation of new activities to enhance membership recruitment and retention	EB, MBC	Oct-08	
2.3 Develop a national membership recruitment and retention plan by 2004.		EB, MBC		Deferred until 2008
2.4 Submit a program application to Sport Canada's Sport Participation Development Program beginning in 2005.		MBC		
	Complete annual SPDP monitoring reports to fulfill ongoing 2004-08 funding commitment	GRC, AC	Feb 06/07	
	Submit application for 2008-09	Staff	Feb-06	
2.5 Develop an effective and user-friendly on-line membership database management system by January 1, 2004.		MBC		
	Expand use to remaining provinces	EB, staff	Apr 06, ongoing	
	Review and enhance as needed	EB, staff	annually	
2.6 Develop TowSafe, a towed water sports boat drivers safety course with mandatory accreditation through law.		TC		Deferred indefinitely



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2.7 Establish a national accord by 2004 whereby each provincial association commits to develop and maintain a respective formalized "Learn to Ski" program.				Replaced by Development and implementation of Rip 'n Ride
	Prepare and implement annual Rip 'n Ride sales plans to prospective end-users	GRC, staff	2006, 2007, 2008	
	Develop and maintain Rip 'n Ride web page	Staff	launch April 2006, ongoing	
	Develop annual promotional strategies and tools	GRC, staff	annually	
	Produce and/or re-order related program materials	GRC, staff	annually	
2.8 Assemble a "How to Start a Club" resource package by 2005.		MBC		
	Gather information, draft, package and market	staff	Apr-06	Deliver at Leadership Conference
	Provide leadership and technical assistance to possible site development project in Ottawa	staff	2006, 2007	
2.9 Assemble a "How to Start a School" resource package by 2007.				
	Gather information, draft, package and market	staff	Apr-06	Deliver at Leadership Conference
2.10 Assemble a "How to Adapt Your Water Sport Activities" (for the disabled athlete) resource package by 2005.				
	Create document, 're-package' SkiAbility content to make more applicable to clubs and schools	AC	Mar-07	
2.11 Initiate an annual national disabled championships beginning in 2004.	Achieved			
2.12 Initiate/recognize an annual national marathon ski championships beginning in 2005.				Deferred
2.13 Initiate a rotational/systemic hosting plan for national championships by 2004.	Completed, implement annually	MEC, EB	ongoing	



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2.14 Assemble a comprehensive national event hosting guide by 2005.		MEC		
	Gather info, draft, package and disseminate	MEC	Apr-07	
2.15 Advocate by 2004 for accessible-friendly revisions to the Waterways Act by the Canadian Coast Guard regarding permit requirements for installation of waterski and wakeboard courses.		WC		
	Appoint a Waterways Advocacy Task Force, establish terms of reference, activate	EB, WC	Nov-06	
2.16 Continue to market WSWC Kan Ski Rental program.		AC		
	Promote via web page, networking via AWAD community, subsidized rental	AC	ongoing	
2.17 Re-gain entry as a program sport to the Canada Summer Games beginning in 2009.				Unsuccessful for 2009, next effort for 2013
	Continue to attend consultation sessions, provide input, encourage provincial associations to represent views to provincial/territorial government representatives, submit completed Questionnaire	EB	2006 and 2007	
<i>Maintenance:</i>				
2.21 Maintain and enhance delivery of existing participation programs and services (Retailers program, Fun Series, Club & Ski School program, National Championships program, Tournament Sanction program, Competitors License program, Outreach Clinics program, KanSki program).				
2.21.1 Stage an annual national water ski championship.		MEC, TC		
	Liaise with hosts, sign hosting agreement, provide hosting advice and assistance	MEC	annually	
2.21.2 Stage an annual national wakeboard championship.				



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Business Plan Deliverable	Planned Project/Activities in Support of Deliverable	Responsibility	By When	Comments
	Liaise with hosts, sign hosting agreement, provide hosting advice and assistance	MEC, WBC	annually	
2.21.3 Stage an annual national barefoot championship.				
	Liaise with hosts, sign hosting agreement, provide hosting advice and assistance	MEC, BFC	annually	
2.21.4 Stage an annual national disabled championship after inauguration in 2004.		MEC, AC		
	Liaise with hosts, sign hosting agreement, provide hosting advice and assistance	AC	annually	
2.21.5 Stage an annual national marathon ski championship after inauguration in 2005.				Deferred indefinitely
2.21.6 Stage annual regional water ski championships (Easterns, Westerns, Atlantics).				
	Appoint hosts, oversee technical requirements, assist with officials appointments/expenses	MEC, TC	ongoing	
2.21.7 Increase by 2% annually in the number of affiliated retailers.				Deferred indefinitely
2.21.8 Increase by 5% annually in the number of sanctioned tournaments.		TC, WBC, BFC, AC		Further actioning pending LTAD, and whether more are needed.
	Enlist provincial associations to encourage clubs to hold more events.	WBC	annually	
	Produce tournament hosting materials, post on web and market	TC, MEC	Nov-07	
2.21.9 Increase by 2% annually in the number of competitor licenses.		TC		
	Increase the number of sanctioned tournaments	TC, WBC, BFC, AC	ongoing	
	Better promote benefits of licenses in packages, WSC on-line, web page, at events	TC, Staff	ongoing	
	Enhance benefits for wakeboarding	WBC	Apr-06	



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Business Plan Deliverable	Planned Project/Activities in Support of Deliverable	Responsibility	By When	Comments
2.21.10 Increase by 25% annually in the number of KanSki program rentals.				
	Develop and distribute promotional materials, subsidize rental	AC	ongoing	
	Implement an annual promotional plan	AC	Nov annually	
2.21.11 Increase by 5% annually in the number of member clubs.		MBC		
	Enhance club materials, package	Staff	annually	
	Enhance promotion of club affiliation	MBC, Staff	ongoing	
	Develop database of non-affiliated groups/activity and solicit	MBC, Staff	Nov-08	
2.21.12 Increase by 2% annually in the number of member schools.				
	Obtain best insurance policy as main marketing benefit	Staff	February annually	
	Solicit all non-returning schools	Staff	spring and summer annually	
2.21.13 Increase by 5% annually in the number of TowSmart subscribers.		MBC, PA		
	Write editorial articles in magazine and WSC on-line	Staff	ongoing	
	Update advertising materials	Staff	Apr-06	
	Ensure provinces 'police' membership requirement with respective brokers	PA, staff	ongoing	
2.21.14 Increase by 10% annually in the number of Fun Series events.				Deferred indefinitely



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3. Enhanced Capacity				
Goal: THAT by 2012, the essential components of an ethically based, athlete-centered towed water sport development system are in place and supported with adequate human and financial resources.				
<i>Short Term:</i>				
3.1 Re-qualify for Sport Canada funding through the Sport Funding and Accountability Framework (SFAF), moving up at least two positions in sport overall rankings.				
	Continue to deliver quality programs and achieve Business Plan deliverables	EB, staff		
3.2 Implement the transition to a Competency Based Education and Training (CBET) coaching program				
	Finalize Learn To Instructor learning materials	CC	Apr-06	
	Conduct Learn To Instructor Facilitator training	CC	Apr-06	
	Conduct Technical Instructor pilots	CC	Dec-06	
	Finalize Technical Instructor learning materials	CC	Mar-07	
	Conduct Technical Instructor Facilitator training	CC	Apr-07	
	Conduct Competitive Coach pilots	CC	Dec-08	
	Finalize Competitive Coach learning materials	CC	Feb-09	
3.3 Support the expansion of the Canadian Water Ski Instructors Course into 2 provinces as part of the CBET transition, by 2005.		CC		
	Deliver Pilots as above, conduct learning facilitator training and assess training	CC	June 2004 and June 2005	
3.4 Implement an adapted module (for persons with a disability) within the Canadian Water Ski Instructors Course in 2 provinces as part of the CBET transition, by 2005.		CC		
	Inherent in new NCCP model			



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3.5 Publish and make available revised Level 1 Coaching Manuals, English and French, by 2003 – (manuals to be re-developed at a later date according to CBET needs)				No longer relevant
3.6 Publish and make available a new Level 1 Wakeboard Coaching Manual, by 2003 – (manual to be re-developed at a later date according to CBET needs).	Inherent in new NCCP model	CC		
3.7 Increase revenue generation by 5% annually through a renewed marketing plan.		EB, STAFF		
	Contract marketing agency to assist in development of a marketing plan	EB, Staff	annually	
	Implement marketing plan	EB, Staff	ongoing	
3.8 Create a marketing dedicated position by 2004 which will be self-sustaining by 2005.		EB		Deferred, reliance on marketing agency services or in-house
3.9 Develop or commission the development of a comprehensive communications plan in 2003 designed to outline how to create a greater awareness and acceptance of the sport.		EB		
	Developed in 2003, implement as feasible	EB, Staff	ongoing	
	Implement communications plan initiatives	EB, Staff	ongoing	
3.10 Establish a Major Events Committee by April 2003.				
	Created in 2003	EB		
	Support committee meeting, liaison with host committees, admin	EB	ongoing	
3.11 Obtain Sport Canada discipline recognition for Wakeboard by 2006.				Not expected to occur in 2006
	Begin obtaining requirements for Sport Canada funding by developing the High Performance program with the above mentioned clinics and camps, achieve medal standings in Pro divisions at WWA and IWSF World Championships,	WBC	2006	
	Achieve WB deliverables in this plan	WBC	ongoing	
	Review SFAF requirements and plan strategic activities to further qualify	WBC	annually	



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3.12 Adopt a Disabled Rule Book for Canada by 2003.	Done in April 2003, annual updating	AC	annually	
3.13 Deliver a national coach development opportunity, above and beyond CBET, every three years beginning in 2006.		CC		
	Deliver WSWC Leadership Conference	EB, staff	Apr-06	
3.14 Publish and make available revised Level 2 Coaching Manuals, English and French, by 2004 – (manuals to be re-developed at a later date according to CBET needs).		CC		No longer relevant
3.15 Establish a provincial association in New Brunswick by 2004.		EB		
	Conduct water ski clinics/demo tour	EB	annually	
	Conduct information meetings, solicit volunteers	EB, staff	2006	
	Provide technical assistance and services	EB, staff	2006	
3.16 Increase female WSWC membership to 30% by 2005.		MBC		
	Encourage groups to stage girl wakeboard clinics	WBC	2006	
	Attract new members via other initiatives, notably Rip 'n Ride	MBC, GRC	ongoing, inherent	
	Develop promotional materials	MBC	2008	
3.17 Update WSWC basic and tournament safety materials by 2004.		TC		
	Review materials, liaise with USA Waterski, safety professionals for content	TC	Nov-06	
	Revise and produce materials for print and web	TC	Nov-07	
3.18 Incorporate a Tournament Safety Director certification component into the official program by 2006.		OC, TC		Delete deliverable, deemed impractical



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3.19 Institute Hall of Fame program by 2003.		HOFC		
	Announce inductees annually	HOFC	March 1 annually	
	Call for annual nominations and general promotion	HOFC	March 1 annually, ongoing	
	Coordinate induction ceremonies at identified events	HOFC	August and November annually	
	Conduct selection from amongst nominees	HOFC	Sept annually	
3.20 Create an outreach 'accessibility' program or initiative for targeted populations by 2006.	Achieved with creation of SkiAbility in 2005, continued implementation steps as follows:			
	Conduct promotional/informational sessions at trade shows, AWAD groups, AGM's, etc	AC	annually	
	Operate KanSki program	AC	ongoing	
	Conduct further SkiAbility Facilitator training	AC	annually	
	Produce promotional materials	AC	Jun-06	
	Produce and update SkiAbility learning materials and prizing	AC	annually	
	Liaise with national and provincial associations with an interest in sport for persons with disabilities to promote SkiAbility and competitive opportunities	AC	ongoing	
	Liaise with provinces towards ensuring acceptance of its lead responsibility for implementation and administration of SkiAbility beginning in 2009	AC	ongoing	



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3.21 Add a disabled component to competitive programs by 2004 (tournament sanction program, competitive license program, Canadian Record program Canadian Rankings List).		AC, TC, WBC		
	Hold Adapted Committee teleconference meetings	AC	2 annually	
	Liaise with Officials Committee to include adaptive officiating component to officials materials and any national clinics	AC	Apr-06	
	Contact provincial associations to encourage inclusion of adaptive events within existing water ski sanctioned events	AC	ongoing	
	Review adaptive participation numbers and competitive structure needs	AC	Nov-06	
3.22 Develop and/or assemble educational resource materials for disabled water skiing by 2004.		AC		
	Develop photo bank of images of skiers with a disability	Staff, AC	ongoing	
	Include articles for WakeSports Canada magazine, articles for publications of other relevant organizations, web site updates	AC	ongoing	
	Develop database of skiers with a disability in Canada	AC	ongoing	
	Engage in annual discussions with PSOs and clubs across Canada to share best practices relevant to providing opportunities for skiers with a disability	AC	ongoing	
	Develop additional materials, post on web	AC	ongoing	
	Provide Technical Committee with information relevant to skiers with disabilities to basic and tournament safety	AC	2006-07	
3.23 Establish a national resource centre, a clearing house of information, materials and best practices, by 2005.				Deferred
3.24 Develop a special regional assistance program designed to help developing provinces, by 2004.				
	Establish needs, survey developing provinces, establish applicable activities	EB	Nov-06	
	Partially contained in 2.21.8; 3.15; 3.20	EB		
3.26 Expand the NSO/PSO Coach Salary Support program to include support for wakeboard coaches by 2007.	National funding sunset, provinces asked/expected to sustain	EB		



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3.27 Establish an annual WSWC owned international event beginning in 2006.		MEC		
	Moved ahead to implementation beginning in 2007	MEC, Staff		
	Determine location	MEC, Staff	Apr-06	
	Develop an event business plan	MEC, Staff	Apr-06	
	Approve an event budget	MEC, Staff	Apr-06	
	Hire an event marketer/manager	MEC, Staff	Sep-06	
	Appoint an Executive or Organizing committee	MEC, Staff	Sep-06	
	Organize and deliver event	MEC, Staff	Jul-07	
	Annually thereafter	MEC, Staff	2008, 2009	
3.28 Host a Pan American Championship or America's Challenge by 2007.		EB, MEC		Defer beyond 2007 unless extreme pressure by Region
3.29 Increase female certified officials by 5% by 2006.		OC		
	Recruit from amongst existing members	OC		
	Recruit mothers/spouses of existing members	OC		
3.30 Conduct a review of the association web page.				
	Implement content management system allowing multi-level maintenance access	EB, Staff	Mar-07	
	Continue to expand French content	Staff	ongoing	
3.31 Develop an enhanced version of SkiScore, the association competition results software, by 2004 such that it is more user friendly, integrated with IWSF Rankings List requirements and web page posting suitable.				



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	Done, review annually for possible enhancements	TC	ongoing	
3.32 Develop an enhanced version of the WSWC skier results database by 2004 such that it is more accurate and can generate better reports for ranking and seeding purposes.				
	Done, review annually for possible enhancements	TC	ongoing	
3.33 Obtain Sport Canada discipline recognition for Barefoot by 2012.				
	Continue to implement barefoot program	BFC		
3.34 Host the World Water Ski Championships by 2009.		EB, MEC		
	Collect financial data, hosting obligations, liaise with IWSF, determine financial viability	MEC, EB	Jun-06	
	Determine prospective Canadian host, if deemed feasible	MEC, EB	Nov-06	
	Prepare bid materials, if deemed feasible	MEC, EB	Nov-06	
	Attend International meetings to make bid presentations, if deemed feasible	MEC, EB	Sep-07	
	Proceed with event planning and delivery if deemed feasible and bid awarded	MEC, EB	Sept 07 onward	
<i>Maintenance:</i>				
3.44 Maintain and enhance delivery of existing capacity related programs and services (Awards Program, Annual Congress, Rule Books, Officiating, Communications, Promotion, Skier Ratings and Rankings, Fair and Ethical Based Programming).				
3.44.1 Stage an annual WSWC Congress.				
	Award Congress, sign host agreement, liaise re event coordination	EB, Staff	Nov annually	
3.44.2 Deliver the Awards program on an annual basis, with a recipient recognized in each category.				
	Call for nominations, promote, select recipients, stage awards night at Congress banquet, promote winners to media and membership	EB, Staff	annually	



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3.44.3 Electronically publish a Canadian rule book annually in each discipline.				
	Translate changes to water ski rule book, produce limited hard copies, publish on web	TC	April annually	
	Adopt wakeboard rules and publish on WSWC website for public access	WBC	April annually	
	Update and publish barefoot rule book	BFC	April annually	
	Promote link to IWSF Disabled rule book as adopted for use in Canada	AC	ongoing	
3.44.4 Maintain the following official language standards on an annual basis:				
· Language preference collected via membership process	Ensure provinces include such distinction with the Karelo system	EB, Staff	ongoing	
· Key membership services are available in either official language.	Ensure staff linguistic capabilities, availability of materials in either language	EB, Staff	ongoing	
· Key high performance and technical documents are in both languages.	Translate/produce all changes to documents	EB, Staff	ongoing	
· Static sections of the web page are fully translated and up to date	Translate and post static changes	EB, Staff	ongoing	
· Linguistic coaching capacity within the high performance program.	Mentor coach, and mentor female coach are both French, first language, continue development activities	NTC, EB, Staff	ongoing	
3.44.5 Increase the number of hits on the WSWC web page by 10% annually.		STAFF		
	Update regularly, list with search engines, promote	Staff	ongoing	



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3.44.6 Maintain and implement fundamental governing policies:		EB, STAFF		
· Code of Conduct	Review and amend as required	EB, Staff	as needed	
· Appeals Policy				
· Alternate Dispute Resolution Policy				
· Conflict of Interest policy				
· Harassment Policy				
· Official Languages Policy				
· Fair Play				
· Anti-Doping Policy				
3.44.7 Submit an annual Anti-Doping Plan to the Canadian Centre for Ethics in Sport.				
	Applications no longer applicable; continue to liaise with CCES re implementation of the Canadian Anti Doping Program	STAFF	ongoing	
	Receive and forward Therapeutic Use Exemption applications	STAFF	as needed	
	Advocate/liaise with IWSF re more timely processing of TUE's	EB, STAFF	2006	
3.44.8 Publish in hard copy or electronic means at least two magazines/newsletters per year.		STAFF		
	Prepare content, photographs, layout, printing and distribution of 1 issue	STAFF	May annually	
	Initiate electronic publishing	STAFF	beginning in April 2006; 6/year	
3.44.9 Circulate on average at least one WSC On-line email per week each year.		STAFF		
	Prepare email circulars, continue to subscribe with list serve service	STAFF	weekly	
3.44.10 Circulate a Board Mailing every month.				
	Prepare mailing	STAFF	monthly	
	Conduct readership survey, determine possible changes	STAFF	Apr-06	



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3.44.11 Submission of competition results electronically from every sanctioned tournament organizer.		TC		
	Ensure organizers are aware of requirement and available software, follow-up as required, refuse future sanctions for non-compliance	TC, Staff	ongoing	
	Compile list of defaulting organizers, withhold or require commitment prior to future sanction	TC, Staff	annually	
3.44.12 Maintain a Canadian delegate to the IWSF Congress and at least 3 Canadians on various IWSF Councils and Commissions.				
	Support delegate's expenses as feasible, nominate Canadians when vacancies occur	EB	ongoing, as req'd	
3.44.13 Deliver at least one national officiating clinic annually.				
	Stage IWSF Wakeboard judges clinic	WBC	May-06	
	Stage water ski national judges clinic	OC	2007	
3.44.14 Update and publish an annual Directory of certified officials.				
	Update list, conduct annual certification mailout, produce directory	OC, Staff	April annually	
3.44.15 Conduct at least one national disabled outreach clinic or demonstration annually.		AC		
	Contained in 3.20			
3.44.16 Publish an annual Skier Canadian Rankings Lists.				
	Compile all results into database, generate lists and rankings as needed	TC, Staff	Oct 31 annually	



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3.44.17 Review all submitted Canadian Record Applications and electronically publish annual Canadian Records Book.				
	Compile and circulate applications and support materials, stage meeting/teleconferences as required, advise applicants, issue certificates, update Record Book	TC, Staff	Nov annually, ongoing in-between	
3.44.18 Maintain and annually promote the Fund of Excellence.				
	Include promo in magazine, regular WSC on-line, eneswletter, web, produce and distribute thank you's and items of recognition	Staff	ongoing	
3.44.19 Implement an operational planning and budgeting process every two years with significant annual monitoring and evaluation activities.				Modified to 3 years to coincide with balance of SFAF III cycle
	Call for budget and workplan modifications as needed due to changing environment	EB	Jan annually	
	Review workplans and budgets after year 1 for possible amendments	EB	March annually	
	Review operational plan progress, and take action where required	EB	March annually	
3.44.20 Commission the production of audited financial statements on an annual basis.				
	Solicit bids as required	Staff	Sept annually	
	Appoint auditors	EB, Congress	Nov annually	
	Assist with the conduct of the audit as required	Staff	May annually	



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4. Enhanced Interaction				
Goal: THAT by 2012, the components of a towed water sport system are more connected and coordinated as a result of the committed collaboration and communication amongst the stakeholders.				
<i>Short-Term:</i>				
4.1 Conclude a branding process by 2003 designed to best determine the presentation of the organization and its diverse disciplines to internal and external publics.	completed	EB		
4.2 Establish an accord with provincial members and clubs/schools by 2004 regarding respective roles of each partner in towed water sports development.		EB, PA		
	Conduct session at Congress	EB, PA	annually, ongoing	
	Conduct survey for clubs and schools	EB, Staff	2007	
4.3 Stage a towed water sports summit by 2004 of association, club/school, industry, magazine publishers, private event promoters, government and other key stakeholders to plot collective areas of concern and possible collaboration.				
	Stage WSWC Leadership Conference	EB, STAFF	Apr-06	
4.4 Launch an awareness campaign by 2003 designed to create a better understanding within the membership of what and who is WSWC, and in particular, to help wakeboarders understand how they are welcomed and fit within the association.				
	Carry out via ongoing communications	EB, All	ongoing	



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4.5 Establish a comprehensive network of towed water sports retailers and competition towboats by 2004 designed to be of mutual assistance and to create greater awareness of WSWC programs.				
	Develop database of existing retailers/marinas/dealers, conduct survey	STAFF	2007	
	Initiate Get Wet program	MBC, Staff	2008	
4.6 In collaboration with major Canadian distributors of towed water sports equipment and accessories, establish a 'point of sale' information campaign by 2005 whereby the purchaser is informed about WSWC and the services it can provide.				Allow LTAD process to unfold, helping define needs
	Get Wet program concept developed to address, on hold until other program priorities launched and additional resources available	MBC, STAFF	2008	
4.7 Create a promotional package/campaign by 2005, targeted for recreational towed water sports participants.				Allow LTAD process to unfold, helping define needs
	Contained in communications plan	EB, MBC, Staff		
4.8 Establish a partner relationships with the Canadian Snowboard Association by 2004.				
	Define our objectives, continue dialogue, explore areas of mutual benefit	Staff, EB	ongoing	
4.9 Establish a partnership relationship with the Canadian Skateboard Association by 2004.				
	Define our objectives, initiate discussions and dialogue	Staff, EB	2007	
4.10 Establish a partnership relationship with Alpine Canada by 2004.				
	Define our objectives, initiate discussions and dialogue	Staff, EB	2007	
4.11 Establish a partnership relationship with the Canadian Association for Disabled Skiing by 2004.				
	Continue regular liaison started in 2003	AC	ongoing	



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4.12 Establish an ad hoc or standing Waterways Committee by 2004 to continually advocate with the Canadian Coast Guard, Department of Fisheries and Oceans, boat driver licensing agencies, and other groups regarding waterway access for towed water sports.				
	Develop a committee terms of reference	EB	Nov-06	
	Recruit a chair, and aid in comprising balance of committee	EB	Nov-06	
	Support committee teleconference/activities	EB	annually	
4.13 Conduct a needs assessment with provincial associations every four years beginning in 2006.				
	Conduct survey, follow-up, compiling	EB	2007	
4.14 Publish an annual National Teams Media Guide.				
	Update water ski athlete bios and photos	Staff	May annually	
	Publish media guide electronically and on web page	Staff	June annually	
4.15 Circulate a pre-event and daily press release for and during each national championship.				
	Contract Canadian Sport News, produce an annual coverage plan, and produce bilingual releases	Staff	annually, ongoing	
4.16 Circulate press releases surrounding each world championship as appropriate and within budget.				
	Contract Canadian Sport News, produce an annual coverage plan, and produce bilingual releases	Staff	annually, ongoing	
4.17 Circulate a press release for each major towed water sports international event in which Canadians participate.				
	Contract Canadian Sport News, produce an annual coverage plan, and produce bilingual releases	Staff	annually, ongoing	



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4.18 Develop a professional portable towed water sports display and a plan for its use at public opportunities, boat shows, and shows of other related or partnering organizations, by 2006.				
	Obtain quotes	Staff, MBC		
	Survey provinces on perspective use, their contribution and shipping logistics, plan for Nov 2006 delivery if supported	Staff, MBC		
4.19 Provide regular and consistent communication with National Team members.				
	Enhance web page, include all HP documents on page, circulate emails as info received	NTC, WNTC, BNTC, ANTC, Staff	ongoing	
4.20 Establish by 2004 a regular and consistent communication tool for communication with provincial association, club and school members.				
	Utilize and supplement WSC on-line when info is pertinent only to those subgroups	EB, STAFF	ongoing	
4.21 Establish a collaborative safety in towed water sports plan with the Canadian Coast Guard and Canadian Safe Boating Council by 2006.				
	Begin exploring who the prospective players and potential partners might be	TC, WC	2006	
4.22 Explore the feasibility of a toll free number by 2004 designed to enhance communication with the membership.				
	Done, not deemed cost effective, overly demanded.	EB, STAFF		



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<i>Maintenance:</i>				
4.26 Remit applicable membership dues and/or maintain active recognition with various partner organizations:				
· International Water Ski Federation	Remit dues, liaise regularly	EB, STAFF		
· World Wakeboard Association		WC, STAFF		
· Canadian Olympic Committee		EB, STAFF		
· Canadian Paralympic Committee		AC, STAFF		
· Canadian Marine Advisory Council		WC, TC, STAFF		
· Canadian Safe Boating Council		WC, MBC, STAFF		
· Coaching Association of Canada		CC, STAFF		
· Water Sports Industry Association		MBC, STAFF		
4.27 Participate in Sport Matters activities designed to positively influence federal and provincial sport policy.				
	Monitor and participate where required	EB, STAFF	ongoing	
	Make annual financial contributions as feasible	EB, STAFF	annually	
4.28 Engage in annual discussions with other key national towed water sports associations to discuss common issues, best practices and possible sharing or collaboration.				
		Committees as applicable, Staff	ongoing	
	Telephone and email communication, surfing web pages			
	Arrange meetings at World Championships	Staff	2007	