



WATER SKI CANADA

2002 ANNUAL CONGRESS

Theme: *“Enhancing Excellence, Participation, Capacity and Interactivity”*

November 15-17, 2002

Montreal, Quebec

MINUTES

Attendees

Wendy McConnell, BC	Glenn Bowie, WSC Sport Development Director
Kyle Oberndorf, BC	Ross Outerbridge, WSC High Performance Director
Russ Dickson, AB	Linda Carroll, WSC Director at Large
Jo-Anne Moore, AB	Richard Gray, Athlete Representative Elect
Faye Nontell, SK (Friday and Sat. only)	Matt Gosse, AB
Tyler Nontell, SK (Friday and Sat. only)	Jim Desjardins, MB
Keneen Magnowski, MB	Lori Mahoney, MB
Tom Grant, MB	Louis Simard, Host Chair/QUE
Karen Shaffer, ON	Benoit Allard, QUE (Friday only)
Jim McClintock, ON	Paul MacDonald, WSC Barefoot Ctte.
Diane Lauzon, QUE	Chris Bourne, WSC Adaptive Ctte.
Michel Soucy, QUE	Jacquie Gazley, BC waterski.ca Editor
Paul Bowie, NS	Dan Wolfenden, WSC Executive Director/Recording Secretary
Ardeth Smith, PEI	Chris Masson, WSC Programs Manager
Stewart Smith, PEI	
Andrew Stokes, NF (Friday only)	
Peter Person, WSC President	
Steve Gosse, WSC Technical Director	

1. Presidents Opening Remarks

WSC President, Peter Person, called the meeting to order. He thanked all for their attendance and invited full participation and input, relayed the regrets of former President, Clint Ward, and introduced new staff members, Dan Wolfenden and Chris Masson. The revised agenda was circulated and logistics for the weekend were reviewed.

Peter thanked Louis Simard, the host Committee and the Federation Quebecoise de ski nautique for organizing a great weekend, with Louis providing some words of welcome.

Peter provided some remarks on the past year, our successes and challenges, and how we all need to strive towards enhancing our excellence, participation, capacity and interactivity.

2. Confirmation of Voting Rights

Each attendee was invited to introduce themselves, and to declare provincial voting privileges as applicable. The number and allocation of votes was confirmed as below.

<u>Delegate</u>	<u>Region</u>	<u>Votes</u>
Wendy McConnell	BC	2.5
Kyle Oberndorf	BC	2.5
Russ Dickson	Alberta	1.5
Jo-Anne Moore	Alberta	2
Faye Nontell	Saskatchewan	1.5
Tyler Nontell	Saskatchewan	1
Keneen Magnowski	Manitoba	1
Tom Grant	Manitoba	1.5
Karen Shaffer	Ontario	1.5
Jim McClintock	Ontario	2
Diane Lauzon	Quebec	1
Michel Soucy	Quebec	1.5
Paul Bowie	Nova Scotia	1
Ardeth Smith	PEI	1
Stewart Smith	PEI	1
Andrew Stokes	<u>Newfoundland</u>	<u>2</u>
	TOTAL	24.5

3. Agenda

Motion	Moved by Russ Dickson, seconded by Stewart Smith to approve the agenda as presented.	CARRIED
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4. Minutes

Motion	Moved by Karen Shaffer, seconded by Faye Nontell to approve the minutes of the 2001 Annual Congress, November 16-18, 2001 as presented.	CARRIED
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5. Reports

The High Performance Director's report was circulated.

Motion	Moved by Kyle Oberndorf, seconded by Wendy McConnell to receive the Executive Board reports as presented.	CARRIED
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Manitoba's provincial report was circulated. It was noted that PEI and Newfoundland had not included the required audited financial statements with their reports. Stewart Smith responded that there was no financial activity in PEI, and Andrew Stokes that he was unaware of the status of the Newfoundland statements.

Motion	Moved by Karen Shaffer, seconded by Russ Dickson to receive the Provincial reports as presented.	CARRIED
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6. Audited Financial Statements

Motion Moved by Jo-Anne Moore, seconded by Kyle Oberndorf to accept the audited financial statements for the fiscal year ending 31 March 2002 as presented.

CARRIED

7. Ratify Email Ballot for By-Law Change

Motion Moved by Russ Dickson, seconded by Jo-Anne Moore to ratify the email ballot that approved the change to the By-Laws.

CARRIED

The By-Law has since been approved by Industry Canada. New paragraph 5.03 of the By-Laws therefore reads as follows:

5.03 International level athletes, those who have represented Canada at an International Water Ski Federation (IWSF) *or World Wakeboarding Association (WWA)* sanctioned international water ski event in the last five years and are at least 18 years of age, are surveyed for Athlete Representative nominations. Nominations must be delivered to the national office at least ninety (90) days before Congress. A valid nomination includes; a brief biography, and a letter, signed by the nominee, indicating their agreement to fulfill all the responsibilities of the job. Valid nominations and a voting ballot are circulated to the international level athletes not later than 60 days before Congress. The international level athletes will deposit their voting ballot to the national office not later than 30 days before Congress.

8. Appointment of Auditors 2002 - 2003

The President explained that, after the increase incurred last year and as a basic management procedure, quotes were solicited for prospective auditors for this next fiscal year. The respective bids were included in the Congress manual. He reported that the Executive Board had reviewed the quotes and are recommending the appointment of the firm of Ousley Hanvey Clipsham Deep.

Motion Moved by Stewart Smith, seconded by Jo-Anne Moore to appoint the firm of Ousley Hanvey Clipsham Deep to conduct the Water Ski Canada audit for the year ending March 31, 2003.

CARRIED

9. Voting Rights

Jo-Anne Moore raised the question as to what sanctions apply when a provincial association does not comply with all reporting requirements. Steve Gosse added that we (Water Ski Canada) need to ask if this information is important, and if so, than we all should be required

to comply with some sanction otherwise consistently applied, not as a penalty, , but to ensure that this important information is shared.

It was resolved that the Executive Board be directed to visit the Congress Policy and to make appropriate revisions to outline sanctions, and perhaps to lessen the requirement of 'audited' financial statements, since some provinces currently do not have their statements audited.

<i>Action</i>	<i>Who</i>	<i>When</i>
Revise and communicate the WSC Congress Policy regarding provincial reporting requirements and sanctions	Executive Board	June 1, 2003

10. Regional Meetings

The President advised that the meeting would adjourn so that each Region could conduct their respective meetings, reporting back later in the Congress.

The meeting was adjourned and re-convened on Saturday, November 16

11. Workshops

The President introduced the workshops, with each topic on an issue very relevant to the association at present. The format and schedule were reviewed. At the conclusion of the rotation of workshops, each workshop moderator was asked to present a summary of the session's findings and ideas. These summaries are included in Appendix A.

At the conclusion of the workshop series and plenary presentations, Peter Person asked participants to do two things:

1. Take into consideration the suggestions and learning's from these workshops and incorporate them into the business plan, as appropriate, in the upcoming session, and
2. Take these issues and hold the same kinds of discussions at the provincial level, looking for solutions.

12. Business Plan

Peter Person reviewed where the association was at in its business plan development, noting the following:

- Considerable time was spent on the plan foundation at the 2001 Congress, adopting a revised mission statement, vision and values. Time was spent on identifying priorities, which would be brought forth here so as not to lose the benefit of this preliminary work.
- Brian MacPherson, former Executive Director, has continued to assist with the planning process in a volunteer capacity
- After considerable discussion and consultation, the federal government has adopted a Canadian Sport Policy, it consisting of a 10 year plan through to 2012

- Sport Canada's suggestion is that we have a longer plan that to 2007, ideally through to 2012
- Suggestion that we adopt within our plan the four pillars of enhanced Excellence, Participation, Capacity and Interactivity.
- The Scope of our plan should be on goals and deliverables, without too much clutter of ways and means.
- The objective for the participants, in small group format, to accomplish three things:
 - i. A goal statement for each pillar (priority area)
 - ii. Measurable deliverables under each pillar
 - iii. Initiatives designed to accomplish each deliverable
- A two year workplanning process should be developed to detail the ways and means and to tie in with the budgeting process

All participants were divided into four groups and engaged in discussions to accomplish the action steps above for their assigned pillar. Upon conclusion of the small group sessions, respective moderators provided a summary. These summaries are included as Appendix B.

Peter thanked everyone for their full participation. It was a very important and fruitful process. He added that much information and input has been gleaned. It will take some time to synthesize and to be appropriately reflected in the business plan. He suggested that it is not desirable to wait until the 2003 Annual Congress to approve the final product. Rather, he asked for the delegates to think about authorizing the Executive Board to finalize and approve the plan, to be discussed on Sunday.

The meeting was adjourned and then re-convened on November 17.

Peter Person brought the meeting to order, thanked Louis for the wonderful arrangements for the Awards banquet, thanked presenters and congratulated all winners and nominees. He issued a travel advisory for delegates in consideration of the inclement weather. He explained that one of the casualties of the weather is that our scheduled presenter, Elise Le Brun, was unable to make it into town for the planned CBET presentation. Dan Wolfenden would attempt to deliver a modified presentation.

13. Competency Based Education and Training (CBET) Presentation

Dan Wolfenden provided an overview of what CBET is, why it came to be, what it means and where Water Ski Canada is in the transition to a CBET coaching model. The following points were noted:

- An extensive evaluation process, including much consultation with us national sport organizations identified that the current NCCP program has weaknesses and is in need of improvement;
- A major deficiency was that the program did not evaluate coaching competency;
- All sports and partners in the coaching program, including provincial/territorial governments, are revising the program to a competency-based approach;
- The Coaching Association of Canada (CAC) are mandating the transition to CBET, future funding being dependent upon meeting certain requirements and timelines;

Sport Canada also require it in their National Standards contained within the Sport Funding and Accountability Framework (SFAF);

- The focus of the CBET model is to develop coaches who can meet the needs of their participants in a competent way;
- The current program, materials and resources will still be put to good use, but will need to be 're-jigged' as appropriate to fit in the new program model;
- The NCCP database will eventually be cleaned up, coaches having to 're-certify' via the new CBET training process;
- Transition to a fully functional and complete CBET based program is likely a 5 to 10 year process;
- The Coaching Association of Canada is making the benefit of several pilot sports to assist with process, 'how to's' materials, tools, etc.
- The designation of NCCP Levels 1 to 5) as we know it, will disappear. Generally, there will be a grouping of coaching streams under three broad categories: Instruction Stream, Competition Stream and Community Sport Stream
- The Theory component will be phased out as per the timeframes below, being replaced by multi-sport learning activities:
 - Level 1 Theory – April 1, 2003
 - Level 2 Theory – January 1, 2004
 - Level 3 Theory – April 1, 2005
- There has been a CAC 'freeze' on funding revisions to coaching manuals (i.e. Water Ski Canada Level 1 manual re-write) since much is likely to change, though the content will all be put to good use, things may 'move around';
- Provinces are still encouraged to deliver Technical courses, since there is still the need to develop new coaches or current coaches and the learning opportunity will still fare them well when their competency will be assessed;
- An early step in the process, which is where WSC is, is in the preparation of a Participant Development Model (PDM), which is designed to identify a sport's participants and needs. The office has been active collective PDM information via focus groups and telephone calls, teleconferences and surveys;
- Provincial input is essential; the legwork is being done by WSC office staff, but the material and draft PDM will be circulated to provinces for input and validation. Provinces are asked to identify and prepare their Coaching Coordinator for this important function
- Provincial associations will be important partners in this program revision

The materials from the presentation to be circulated to delegates along with the minutes from the Congress.

14. Agenda Review

Peter Person reviewed the remaining agenda items to be covered, asking for advance notice for anything that was intended under Other Business. With the consent of the Board, two items were identified:

1. Computer water ski game
2. Emergence of PRO wakeboard group

15. Reports from Regional Meetings

A representative from each of the Western and Eastern/Atlantic meetings that were held on Friday evening was asked to provide a brief summary, noted as follows:

Eastern/Atlantic

Ontario

- Hosting of Wakeboard and barefoot Nationals on short notice was good
- Looking at re-structuring its Executive
- Making a concerted membership drive

Quebec

- A private lake is ready now between Montreal and Sherbrooke
- All disciplines are represented and active
- Membership is an issue
- Looking to host the 2002 Easterns in Alma, 2 hours north of Quebec City, as well as the Atlantics in conjunction

Prince Edward Island

- Very little interest, some small pockets of activity but not affiliated
- Tidal areas cause problems

Newfoundland and Labrador

- Successful provincial program this past summer
- Have an association boat
- Conducted various clinics

Nova Scotia

- A banner year
- 5 tournaments hosted, including 2002 Atlantics
- Continue to build
- Ran disabled clinics
- Home of Perfect Pass

Western

- 2003 Western Canadian Championships will be in Saskatchewan as per the rotation system established, on August long weekend in Melfort
- Saskatchewan will also be hosting the 2003 Wakeboard Nationals in Saskatoon, an ideal urban downtown location
- Manitoba will host the 2004 Westerns
- BC is interested in hosting both the 2004 Water Ski and Wakeboard Nationals
- The group had also pre-discussed the membership and hosting issues dealt with yesterday

16. Executive Board Meeting Summary

Peter Person relayed the following highlights from the Executive Board meeting which began on Friday:

- The association is in a solid financial position, with most budgeted revenues on track
- The associations' Appeals Policy was amended, which incorporates an Alternate Dispute Resolution (ADR) program. The ADR Policy was also adopted. This is seen as a positive step to deal with disputes as ADR is legally expert trained, third party objective, can be quick to respond in instances like selection, and much less costly.
- The Executive Board will be reviewing other policies for consistency with or 'point to' the Appeals Policy, as well as other policies, to ensure all is up to date and efficient.
- The Hall of Fame committee and program are still in progress

17. Sport Canada Update

Dan Wolfenden relayed the regrets of Sport Canada's new consultant to Water Ski Canada, Marie Lefebvre. An update report as prepared by Marie was circulated.

18. Business Planning Follow-up

On the basis of the issues management workshops and business planning exercises of yesterday, the delegates identified events/marketing as the most pressing priority for action. The general consensus included:

- A marketing position needs be created.
- This position not be laden with other administrative functions, and to have direct involvement with the host committees of the three annual national championships.
- Is a realistic expectation that this position can at least pay for itself.
- Needs to be a review of the national-provincial-host marketing roles and responsibilities, and who owns marketing generated revenues. There was a general understanding that WSC ought to be entitled to such marketing position-generated revenues.
- The position could be full time, contracted, split into several different contracts, performed by an agency, based not necessarily in Ottawa, compensation tied to performance, etc.
- It might be somewhat pre-emptive to hire staff until all the priorities and activities of the plan can be synthesized to look at overall resources, tie-ins, priorities, existing workloads, recognizing that form should follow function.

It was recognized that the Executive Board be empowered to determine the best marketing function model and respective specifics. The Board would also complete and formalize the remaining details of the business plan, based on the input from Congress.

Richard Gray, on behalf of the athletes, asked that a priority of the association also be to win the World Water Ski Championship team title. He feels the athletes want this and would applaud the association for overtly setting this goal and taking the steps to reach it. Achievement of this goal would have many tangible and trickle down defects within the sport and organization.

19. 2003 Events

Regional Championships

The following dates and locations were announced:

<i>2003 Western Canadian Championships</i>	August 1-3, 2003	Melfort, SK
<i>2003 Eastern Canadian Championships</i>	August 8-10, 2003	Alma, Que (dates and location to be confirmed)
<i>2003 Atlantic Canadian Championships</i>	August 8-10, 2003	Alma, Que (dates and location to be confirmed)

National Championships

The status of the various national championships were determined as follows:

<i>2003 Wakeboard Nationals</i>	previously awarded and confirmed for August 21-24, 2003	Saskatoon, SK
<i>2003 Classic Nationals</i>	No formal bids have been received. OWSA withdrew its intent to bid due to lack of adequate support secured at this time. They may be interested in submitting a formal bid once all key elements can be confirmed. BCWSA reported that Albert Dyke Water Ski Club may be interested in hosting the 2003 event if needed, on a bare bones basis, and if this would not somehow negatively affect BC's interest in staging the 2004 event.	
<i>2003 Barefoot Nationals</i>	No bids have been received. Richard Gray reported that Water Ski Alberta may be interested in hosting, which would be ideal for the informal east-west rotation. Paul MacDonald advised that the target dates would be the first or second week of August.	

Motion Moved by Jo-Anne Moore, seconded by Karen Shaffer to extend the deadline for submission of bids for the 2003 Canadian Water Ski and 2003 Canadian Barefoot Championships to 31 December 2002, and to authorize the Executive Board to select the host.

CARRIED

2003 Congress A formal bid has been received by Water Ski Alberta to host the 2003 Congress in Calgary.

Motion Moved by Keneen Magnowski, seconded by Stewart Smith to award the 2003 Water Ski Canada Congress to Water Ski Alberta.

CARRIED

20. 2004 Events

Peter Person explained that, as per the Championship policy, bids for 2004 national championships were to have been submitted by October 1, 2002. No bids had been received by that date. The rationale for this policy is to provide a two year lead time for hosts and to have the bids prior to the Congress so that (a) the WSC Technical Committee could conduct its review and provide recommendation to the Congress, and (b) so that provinces would have the opportunity to review prior to the meeting where the vote would be called.

It was felt that perhaps the October 1 deadline was not realistic since it was so close to the end of the season which pre-occupies attention. It was suggested that perhaps just a letter of intent be required by October 1 with the full bid being circulated no later than at the Congress itself.

Water Ski and Wakeboard Championships

BCWSA declared its interest in staging both the 2004 Water Ski Championships and 2004 Wakeboard Championships, at two separate venues on two different weekends. This would provide them with greater sponsorship potential than simply a 'one-off' event. A brief bid document for the Water Ski Championship was circulated.

A discussion ensued on whether or not these events should be awarded at this time without the benefit of an opportunity to review complete bid information. There was general support to award the events now to provide the important lead time but with some contingency that provides for further review.

Motion	Moved by Tom Grant, seconded by Louis Simard to conditionally award the 2004 Canadian Water Ski and 2004 Canadian Wakeboard Championships to BCWSA, subject to submission of a complete bid package and a satisfactory review by the WSC Technical Committee.
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CARRIED

Barefoot Championships

Louis Simard expressed the desire of the FQSN to host the 2004 Canadian Barefoot Championships via the same procedure.

Motion	Moved by Russ Dickson, seconded by Jim McClintock to conditionally award the 2004 Canadian Barefoot Championships to the FQSN, subject to submission of a complete bid package and a satisfactory review by the WSC Barefoot Committee.
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CARRIED

Adaptive Championships

Chris Bourne indicated that, with the support of the FQSN, the Adaptive Committee will investigate the feasibility of staging an inaugural National Adaptive Water Ski Championships in conjunction with the 2004 Barefoot Championships targeted for Montreal.

Congress

Glenn Bowie expressed NSWASA's intent to bid for the 2004 WSC Congress.

21. Election of Officers

Peter Person reviewed the four positions due for election:

Athlete Representative
 President
 Finance Director
 Sport Development Director

He advised that, in accordance with the By-Laws, high performance athletes have elected Richard Gray as the Athlete Representative, by acclamation. He formally welcomed Richard to the Executive Board.

As per the nominations included in the Congress manual, there were singular nominations for each of the three other available positions that were up for election at this Congress.

Motion	Moved by Jo-Anne Moore, seconded by Stewart Smith to acclaim the three incumbents to the positions of President, Finance Director and Sport Development Director (Peter Person, Diane Lauzon and Glenn Bowie, respectively).
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CARRIED

Peter thanked the individuals involved and encouraged nominations due for election at the 2003 Congress, namely High Performance Director and Technical Director.

22. Other Business*Computer Video Game*

Stewart Smith suggested that water Ski Canada, in consideration of the propensity for our youth spending inordinate amounts of time in front of computers, consider developing a water ski video game.

Professional Riders Organization (PRO)

Kyle Oberndorf summarized the development of a new, third international wakeboard group, called PRO. A discussion ensued on the ownership of PRO and their plans, which includes a

presence in Canada, and any potential impact on Water Ski Canada programming or activities.

Based upon these new developments and concerns, it was agreed that the Executive Board be directed to evaluate the situation and affect an appropriate course of action.

23. Adjournment

Motion	Moved by Jim McClintock, seconded by Russ Dickson to adjourn the meeting.
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CARRIED

Peter Person thanked everyone for their discussion, full participation and camaraderie, and wished all a safe journey home.

Distribution

- Congress delegates and attendees
- Provincial Presidents'
- Provincial Offices
- WSC Committee Chairs
- Sport Canada

Summary of Workshop Presentations

Hosting of National Events

Status

Water Ski Canada is in a precarious position with no hosts for events, and when eventually secured, have little lead time to adequately market and deliver quality events

Barriers

- Financial risk is high
- Sponsorship has been limited, committees ill equipped and WSC staff time limited
- Not enough volunteers, high burnout factor
- Site options limited
- Unpredictable weather
- Travel expense
- Cost
- Location of quality sites not located in urban areas

Possible Solutions (non-evaluated)

- Re-define roles and responsibilities of national, provincial and host committee
- WSC establish a Championship Committee to serve in an advisory capacity to support host and to perform tasks for which continuity from one year to the next would be most effective
- WSC to organize the event
- WSC to contract a marketing person
- WSC to create a full time position to market all nationals
- Award national events on a rotational basis
- Create a step-by-step hosting manual, capturing the experiences from previous hosts, to minimize the uncertainty of new hosts
- WSC pay out the portion of entry fees to hosts sooner

General Conclusions Brought Forth

- Major barriers to prospective hosts is financial risk and volunteer burnout
- WSC to establish a Hosting Consultant Committee of 4 to 6 people, including at least one person from last year's nationals (WB< BF or 3-event)
- WSC create a marketing/host support position
- A step by step hosting manual be created
- A rotational system be developed and implemented for hosting of national events, a sample presented as follows:

Event	Provincial Host					
	BC	AB	SK/MB	ON	QUE	Atlantic
Classic	2004	2008	2006	2003	2005	2007
Wakeboard	2004		2003			
Barefoot	2007	2003	2006	2005	2004	

Membership

Membership Database Issues

- Only 6 provinces using the database
- Concept of a national centralized membership database is good
- On-line updating should be accessible
- Provinces should have access to the total database
- Lack of experience with Access, both within the WSC office and within provinces
- Competitive membership (license) is excluded from membership database/process
- All provinces have different membership fees, WSC needs to set a base fee
- Need all provinces to buy in
- Need to standardize membership categories nationally
- Need to synchronize the membership year
- Provincial by-laws would need to be changed to synchronize categories, fees and cycles
- Some province-specific data collection may need to be accommodated in the national system
- Accuracy of database numbers often show discrepancy between what provinces reflect and WSC database reflects
- Some national/international level athletes aren't members
- Can't enter out-of-province residents in database
- Membership cards are not good for anything and arrive too late
- Need an easier method of entering family members
- Difficulty dealing with office end of things
- The current system mandates a bottleneck at the WSC office level, provinces should be able to manage their portion of the database directly
- Provinces don't know about event member category
- Provinces are not aware/educated on system capabilities
- Database needs to record language preference

Why Numbers Down

- There is not 100% registration, lack of honest reporting
- Some participants are not becoming members
- Is difficult to 'capture' people out there
- Need more support from WSC to help promote

Suggested Next Steps

- Pursue on-line registration concept
- Reach out to 'extreme' type sports to access members (i.e. alpine skiing, skateboarding)
- Offer more value to our members and/or to better represent the value (i.e. magazine, boat insurance)
- Collect more demographic info (i.e. dollars spent on equipment, other sport involvement, income)
- Partner with and capture ski school participation
- Develop added value for membership (i.e. discount packages)
- Get retailers involved, partnering and as a way to reach participants
- Re-establish a Membership committee with a mandate and resources
- Partner with boat/marine associations as a resource and participant reach vehicle

Integrating Different Disciplines

Learning's from Cycling

- Cycling's newer disciplines of BMX and Mountain Biking added to the traditional disciplines of Road Racing and Track posed many challenges
- BMX began in the early 70's, and quickly started their own, self-sustaining organization. This went on for a period of time, but they eventually realized that in order to attain funding streams, they had to become affiliated with the Canadian Cycling Association. In retrospect, there were two types of individuals involved in the original BMX group; 1/ those who simply felt they were different from the traditional cycling group, and 2/ those who felt they could make money out of this new discipline
- Mountain Bike started pre-1990 with a separate Mountain Biking Association. However, early on, The Quebec Cycling Association and the Mountain Bike Group quickly recognized that they could help each other, and joined forces. They now have a VP on the National Board to consider both sides and work toward a common goal.
- Both disciplines are now working successfully within the Association, but they have taken vary different roads
- The Canadian Wheelman Association (now Canadian Cycling Association) originated in 1882, and has changed many times to adapt to changing times
- Their experiences and issues have an uncanny parallel with towed water sports
- Integration is a long process
- They have had challenges with integration over the years, but have adapted many times to bring about successful change.
- BMX spent several years attempting to maintain its own group, and eventually joined the National organization. They are still in the infancy stage with the national group.
- Mountain Bike quickly joined the mainstream and has realized positive results
- The Canadian Cycling Association found it necessary to play hardball with the break off groups through sponsors and host-clubs in order to facilitate change
- The Canadian Cycling Association found it very helpful to have a product champion on the board for Mountain Bike, to positively facilitate the change.
- Sometimes it is not the structure or the representation, but the people who are in it that will make the model work or not
- The industry can be a major player in integration or not
- Entrepreneurial groups, especially event promoters, will emerge and attempt to serve self fulfilling interests versus the best interests of the sport
- The national sport organization has to assume the responsibility for the best interest of the sport
- There may be times to negotiate, there may be times to be hard-line
- The organization may sometimes have to take measures to protect its interest, events and programs
- Sport Canada will not recognize different disciplines as separate organizations, deferring them to the 'parent' national body
- The structure of the organization, at national and provincial levels, must take into account the needs of the different disciplines, i.e. in some cases separate committees, VP's and in others more umbrella type committee's across all disciplines (i.e. Coaching)
- All provinces must incorporate each discipline
- The organization must focus on the commonalities of the different disciplines, not the differences

- The association must 'brand' its different disciplines as unique and serving the needs of respective participants
- The organization's name, logo and products should be as broad as the commonalities, in our case for example, water, boat, participant
- Decision makers should think as a 13 year old would
- Internationally, the organization should show loyalty only to its international federation
- Have to educate your own members, the leaders of the different disciplines
- The national sport organization has the obligation to make it work
- Sport must create a shared vision and be prepared to negotiate and promote

Summary from Planning Sessions

Enhanced Participation

Goal

THAT by 2012, a significantly higher proportion of Canadians from all segments of society are involved in quality activities governed by Water Ski Canada at all levels and in all forms of towed water sports participation.

Key Deliverables/Initiatives

1. Increase membership by 10% a year
2. Change membership structure such that a participant equals a member of Water Ski Canada
3. Provide valued service to members to recruit and retain
4. Form an active and dynamic Membership Committee by march 2003
5. Form relationships with other organizations that will be beneficial to both groups (i.e. schools, recreation departments, ski schools, retailers, etc.)
6. Promote the sport in all segments of the country
7. Get water skiing back in the Canada Summer Games by 2005
8. Establish an effective database system which is web based/accessible
9. Develop a consistent, accessible national instructor, coach, official and towsafe program
10. Develop and maintain a national 'learn to ski' program
11. Re-establish and subsequently maintain Water Ski Canada outreach program with appropriate resource person (i.e. go to each province, providing coaching clinics, developmental clinics and work with provincial team)

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.

Key Deliverables/Initiatives

1. Maintain the PSO Coaching Salary Grant with regular and consistent communication between the provincial and national coach (i.e. 3 regular meetings per annum, sharing training/periodization plans, talent ID, sharing)
2. Establish a coach mentor program
3. Establish a continuous 17-21 athlete development stream to bridge the gap between junior and elite by:
 - Providing annual training opportunities for 17-21 including training camps with the National Team, by 2003
 - 17-21 athletes return to provincial training camps and train with up and coming athletes

- the athlete's various technical and specialist coaches are identified and communicate with each other
4. Develop a systemic high performance wakeboard and barefoot program as evidenced by:
 - Wakeboard and barefoot high performance programs are similar to 3-event (no differentiation)
 - Envelop Wakeboard and barefoot high performance programs under the umbrella of the WSC High Performance Director and harmonized with podium objectives, programming, protocols and selection criteria
 5. Promote Canada's top athletes, as achieved by:
 - Developing media guides
 - Using the website as a prime tool to distribute information
 - Creating a media/marketing liaison
 - Looking at other associations and promote
 6. Enhance coaching, via:
 - Mentor coaching
 - Training camps with PSO coaches in attendance
 - Professional development and networking

Enhanced Capacity

Goal

THAT by 2012, the essential components of an ethically based, athlete-centered towed water sport development system are in place and are supported with adequate human and financial resources.

Key Deliverables/Initiatives

The following areas or headings were identified as being under the enhanced capacity goal:

Harassment and Abuse
 Official Languages
 Fair Play
 Safety
 Governance
 Hosting
 Female Participation
 Accessibility and Targeted Populations
 Disabled
 Revenue Generation
 Leadership Development
 Communication and Promotion
 Use of Technology

Safety

1. Update tournament safety materials by 2003
2. Develop and implement Safety Direct certification program by 2004
3. Partner with marinas and retailers to distribute safety education materials

Female Participation

1. Increase the female ratio of WSC membership to:
 - 30% by 2004
 - 34% by 2008
 - 38% by 2012
2. Increase the ratio of female coaches to 20% by 2008

Leadership Development

1. Compile/package and market an easy-to-follow guide for starting a club by 2005
2. Establish a resource center for 'best practices' re programs, materials, samples, etc.
3. Conduct a needs assessment with provincial associations every 4 years

Fair Play

1. Maintain and promote fair play, fair decision making and ethical behaviour in all events

Hosting

1. Host an international event by 2007
2. Examine the viability of hosting the IWSF World Water Ski Championships

There was insufficient time to flesh out deliverables or initiatives for the other areas.

Enhanced Interactivity**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.

Key Deliverables/Initiatives

1. Build and strengthen the relationship between water Ski Canada and groups that promote and service towed water sports (i.e. ski schools, shops, etc.)
2. Ensure the Water Ski Canada vision is shared and accepted with all stakeholders
3. Ensure consistent communication between Water Ski Canada and provincial associations (i.e. Congress, conference calls, committees, mailers) and vice versa.
4. At minimum bi-weekly updates of Water Ski Canada web, or similar correspondence
5. Monthly updates to WSC from all provinces
6. Work with the Coaching Association of Canada to develop and promote CBET
7. Develop a better way to promote the successes of our top athletes
8. Develop an effective promotion package in order to reach the recreational skier
9. Determine the roles of the various levels of disciplines and stakeholders (i.e. clubs, provincial associations, etc.) for each deliverable
10. Partner with licensing organizations
11. Identify and cooperate with existing and emerging water sports
12. Collaborate with Sport Canada to ensure common direction
13. Develop strategic alliances with other national sport organizations with similar goals and objectives
14. Ensure the sport retains a social aspect.