

CREATING A WAKE OF SUCCESS



***A 2003 – 2012 BUSINESS PLAN OF
WATER SKI CANADA***

WATER SKI CANADA 2003 – 2012 BUSINESS PLAN

INTRODUCTION:

Water Ski Canada is recognized by the IWSF and the WWA as the organization responsible for the development and growth of water skiing (all forms) and wakeboarding in Canada and as such, is responsible for discharging various duties and responsibilities conferred by the IWSF and WWA.

This document details the goals and deliverables of the Water Ski Canada's business priorities for the 2003 to 2012 period. To provide a context for these details, the first section describes the broad parameters of the organization including its vision, and mission as well as the values it shall adhere to in its operations. The document is to be considered dynamic so changes will be made as required, but its purpose of providing direction and general accountability shall remain constant.

It is recognized that the "deliverables" are subject to a major review in 2007.

VISION:

WSC is the recognized organization for classical, wakeboard, barefoot, marathon, adaptive, cable disciplines plus recreational and any emerging discipline. All types of water skiing will be visible and recognized.

MISSION:

To represent, develop and promote all types of water skiing.

VALUES:

We believe in:

- ?? *having fun,*
- ?? *playing safe,*
- ?? *the right of all people to participate,*
- ?? *fairplay,*
- ?? *free and open communication,*
- ?? *respect for the views, roles and contributions of all participants*
- ?? *sport is a vehicle to promote understanding and harmony within and among nations,*
- ?? *those who participate have a responsibility to teach and apply its values and its short and long-term physical, social, mental, and spiritual benefits*
- ?? *the well-being of all participants should be enhanced through appropriate behaviour and practices*
- ?? *respect for rules and decisions of officials*
- ?? *the right of each participant to pursue their own excellence,*

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STRATEGIC DIRECTIONS:

The core of the WSC Strategic Plan is organized according to four *Strategic Directions or Areas of Focus* for the 2003-2012 quadrennial. The strategic directions driving WSC's annual plans and operations for 2003 to 2012 are:

- ?? Enhanced Excellence
- ?? Enhanced Participation
- ?? Enhanced Capacity
- ?? Enhanced Interactivity

DEFINITIONS:

For purposes of clarity, the following general definitions apply for terms used in this plan.

Goals – broad statements of purpose; general results to be achieved that reflect our mission. The primary *goals* associated with each strategic direction / area of focus are to provide an overall direction for the utilization of resources.

Deliverables – more definitive statements of intent; specific and measurable results to be attained (objectives). The *deliverables* for each strategic direction identify the desired outcomes, guiding the efforts of staff, board members and other volunteers.

Deliverables are listed under each goal to clarify both the role of the WSC and the results that the organization is trying to achieve during the next ten (10) years.

Each deliverable has been listed as either a:

1. short term deliverable
2. long-term target deliverable, or
3. maintenance deliverable

Acronyms	
WSC	= Water Ski Canada
IWSF	= International Water Ski Federation
WWA	= World Wakeboard Association
CBET	= Competency Based Education & Training

Deliverables are ranked according to priority.

In order to achieve these deliverables, an operational plan will be developed every two years. It will contain the “how to’s”, an outline of the specific activities that will be conducted in order to achieve each deliverable. This will also form the basis for the budgeting process.

Included as Appendix A is a table which attempts to delineate the respective roles of the national association, provincial water ski associations and clubs/schools. In order to achieve the direction and desired outcome requires a basic understanding of respective roles and in most cases, their inter-dependence.

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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.

Deliverables:

Short-Term:

- 1.1 Finish first (team) at the 2003/5/7 IWSF World Water Ski Championships, win 5/6/6 individual medals, and have every entry achieve at least one top 8 finish, respectively.
- 1.2 Win 5/6 individual medals at the 2003/7 Pan American Games, respectively.
- 1.3 Finish first (team) at the 2004/6 IWSF Junior World Water Ski Championships, win 5/5 individual medals, and have every entry achieve at least one top 8 finish, respectively.
- 1.4 Win 3/5/5 individual medals at the 2003/5/7 IWSF Under 21 World Water Ski Championships, and have every entry achieve at least one top 8 finish, respectively.
- 1.5 Field a Canadian entry in the IWSF World Wakeboard Championships beginning in 2003, winning 1/1/2/2/2 individual medals at the 2003/4/5/6/7 events, respectively.
- 1.6 Win 1/2/2/3/3 medals (Open/Pro category) at the 2003/4/5/6/7 WWA World Wakeboard Championships, respectively.
- 1.7 Finish in the top 6/5 (team) at the 2004/6 IWSF World Barefoot Championships, respectively, and qualify 2 skiers in the semi finals and one in the final in 2004 Championship and 1 individual medal in the 2006 Championship.
- 1.8 Field a full team at the 2003/5/7 IWSF World Junior Barefoot Championships, respectively.
- 1.9 Field a Canadian entry in the IWSF World Disabled Championships beginning in 2003.
- 1.10 Field a Canadian entry in the IWSF World Ski Racing Championships beginning in 2005.
- 1.11 Establish a Canadian Development Team Program, an elite athlete development program, beginning in 2003.
- 1.12 Expand the National Team Coach position to full time beginning in 2006.

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- 1.13 Engage current National Team coaches within the high performance stream in the new CBET National Coaching Certification program at its earliest availability.
- 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.
- 1.15 Establish a high performance water ski Coach Mentoring Program for provincial coaches beginning in 2005 with at least 1 coach mentored annually.
- 1.16 Deliver an annual sport science camp, expanding to include Wakeboard and Barefoot National Team members in 2003.
- 1.17 Establish at least 2 sport science monitoring/testing sessions per annum with each National Team athlete.
- 1.18 Develop a proposed wakeboard high performance program outline for presentation to the Executive Board by November 2004.
- 1.19 Development of a proposed barefoot high performance program outline for presentation to the Executive Board by 2004.
- 1.20 Develop a sport science camp model for use by provincial team programs by 2005.
- 1.21 Secure at least one Canadian judge on the panel of IWSF World Championships:
 - 1.21.1 2003/5/7 World Water Ski Championships
 - 1.21.2 2004/06 World Junior Championships
 - 1.21.3 2003/05/07 Under 21 World Championships

Long-Term:

- 1.22 Finish first (team) at the 2009/11 IWSF World Water Ski Championships, win 6/6 individual medals, and have every entry achieve at least one top 8 finish, respectively.
- 1.23 Win 6 individual medals at the 2011 Pan American Games.
- 1.24 Finish first (team) at the 2008/10/12 IWSF Junior World Water Ski Championships, win 5/5/5 individual medals, and have every entry achieve at least one top 8 finish, respectively.
- 1.25 Win 3/5 individual medals at the 2009/11 IWSF Under 21 World Water Ski Championships, and have every entry achieve at least one top 8 finish, respectively.
- 1.26 Win 2/2/2/2 individual medals at the 2008/9/10/11/12 IWSF World Wakeboard Championships, respectively.

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- 1.27 Win 2/2/2/3/3 individual medals (Open/Pro category) at the 2008/9/10/11/12 WWA World Wakeboard Championships, respectively.
- 1.28 Finish in the top 4/4/4 (team) at the 2008/10/12 IWSF World Barefoot Championships, and win 1/1/2 medals, respectively.
- 1.29 Field a full team at the 2009/11 IWSF World Junior Barefoot Championships, with at least one Canadian qualifying for the finals.
- 1.30 Field a Canadian entry in the 2009/11 IWSF World Disabled Championships.
- 1.31 Field a Canadian entry in the 2009/11 IWSF World Ski Racing Championships.
- 1.32 Establish a woman high performance Coach Apprenticeship position beginning in 2010 with at least 1 coach mentored every three years.

Maintenance:

- 1.33 Maintain the delivery of effective high performance program components and activities:
 - 1.31.1 Deliver an annual Canadian Team and Canadian Development Team Program.
 - 1.31.2 Implement an annual Water Ski Canada athlete funding system.
 - 1.31.3 Access maximum quota of annual Athlete Assistance Program (carding) support via Sport Canada.
 - 1.31.4 Deliver at least one annual sport science camp.
 - 1.31.5 Contract the services of National Team Coach and required technical/assistant coaches on an annual basis.
 - 1.31.6 Publish at least six months prior to the event objective and transparent selection criteria for each international event.
 - 1.31.7 Achieve satisfactory developmental and performance objectives for other international competitions, including the Pan American Championships and America's Challenge.
 - 1.31.8 Ensure National Team athletes access services available from Canadian Sport Centres on an annual and ongoing basis.

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- 1.31.9 Develop an annual talent identification plan by the National Coach and support staff.
- 1.31.10 Maintain National Team Coach representation on the National Team Development Committee.
- 1.31.11 Maintain Athlete representation on the National Team Development, Wakeboard and Barefoot Committees.
- 1.31.12 Provide opportunity for annual athlete input into the evaluation of the program.

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.

Deliverables:

Short-Term:

- 2.1 Increase WSC membership by 10% in each of 2003/4/5/6/7.
- 2.2 Establish a Membership Committee by April 2003.
- 2.3 Develop a national membership recruitment and retention plan by 2004.
- 2.4 Submit a program application to Sport Canada's Sport Participation Development Program beginning in 2005.
- 2.5 Develop an effective and user-friendly on-line membership database management system by January 1, 2004.
- 2.6 Develop TowSafe, a towed water sports boat drivers safety course with mandatory accreditation through law.
 - 2.6.1 Complete program content and delivery options by 2006.
 - 2.6.2 Secure title and supporting sponsors by 2007.
 - 2.6.3 Begin program implementation by 2008
 - 2.6.4 Advocate with boat/licensing agencies for a special class of license for towed water sports, for implementation beginning in 2010.

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- 2.7 Establish a national accord by 2005 whereby each provincial association commits to develop and maintain a respective formalized “Learn to Ski” program.
- 2.8 Assemble a “How to Start a Club” resource package by 2005.
- 2.9 Assemble a “How to Start a School” resource package by 2007.
- 2.10 Assemble a ‘How to Adapt Your Water Sport Activities’ (for the disabled athlete) resource package, by 2005.
- 2.11 Initiate an annual national disabled championships beginning in 2004.
- 2.12 Initiate/recognize an annual national marathon ski championships beginning in 2005.
- 2.13 Approve a rotational/systemic hosting policy for national championships by 2004.
- 2.14 Assemble a comprehensive national event hosting guide by 2005.
- 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.
- 2.16 Develop a marketing plan to promote the WSC Kan Ski Rental program by 2004.

Long-Term:

- 2.17 Re-gain entry as a program sport to the Canada Summer Games beginning in 2009.
- 2.18 Increase WSC membership by 5% in each of 2008/9/10/11/12.
- 2.19 Require or promote registration of every slalom course or water ski/wakeboard installation with Water Ski Canada by 2008.
- 2.20 Develop an incentive program or scheme by 2008 designed to reward provincial association, clubs or schools for membership growth and retention.

Maintenance:

- 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, CanSki program).
 - 2.21.1 Stage an annual national water ski championship.

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- 2.21.2 Stage an annual national wakeboard championship.
- 2.21.3 Stage an annual national barefoot championship.
- 2.21.4 Stage an annual national disabled championship after inauguration in 2004.
- 2.21.5 Stage an annual national marathon ski championship after inauguration in 2005.
- 2.21.6 Stage annual regional water ski championships (Easterns, Westerns, Atlantics).
- 2.21.7 Increase by 2% annually in the number of affiliated retailers.
- 2.21.8 Increase by 5% annually in the number of sanctioned tournaments.
- 2.21.9 Increase by 2% annually in the number of competitor licenses.
- 2.21.10 Increase by 25% annually in the number of CanSki program rentals.
- 2.21.11 Increase by 5% annually in the number of member clubs.
- 2.21.12 Increase by 2% annually in the number of member schools.
- 2.21.13 Increase by 5% annually in the number of TowSmart subscribers.
- 2.21.14 Increase by 10% annually in the number of Fun Series events.

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.

Deliverables

Short Term:

- 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.
- 3.2 Implement the transition to a Competency Based Education and Training (CBET) coaching program as evidenced by:

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- 3.2.1 Validation of a new Participant Development Model by 2003.
- 3.2.2 Acceptance of a new Coaching Development Model by 2003.
- 3.2.3 Acceptance of coaching outcomes and criteria for all coaching streams by 2003.
- 3.2.4 Evaluation process outlined for one coaching stream in each of 2003/4/5/6/7.
- 3.2.5 Development of a learning program for one coaching stream in each of 2003/4/5/6/7.
- 3.2.6 Delivery of a pilot learning experience for one coaching stream in each of 2003/4/5/6/7.

- 3.3 Support the expansion of the Canadian Water Ski Instructors Course into 2 provinces as part of the CBET transition, by 2005.

- 3.4 Implement an adapted module within the Canadian Water Ski Instructors Course by 2005.

- 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).

- 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).

- 3.7 Increase revenue generation by 5% annually through a renewed marketing plan.

- 3.8 Create a marketing/communications dedicated position by 2004 which will be self-sustaining by 2005.

- 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.

- 3.10 Establish a Major Events Committee by April 2003.

- 3.11 Obtain Sport Canada discipline recognition for Wakeboard by 2010.

- 3.12 Adopt a Disabled Rule Book for Canada by 2003.

- 3.13 Deliver a national coach development opportunity, above and beyond CBET, every three years beginning in 2006.

- 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).

- 3.15 Establish a provincial association in New Brunswick by 2004.

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- 3.16 Increase female WSC membership to 30% by 2005.
- 3.17 Update WSC basic and tournament safety materials by 2004.
- 3.18 Incorporate a Tournament Safety Director certification component into the official program by 2006.
- 3.19 Institute Hall of Fame program by 2003.
- 3.20 Create an outreach 'accessibility' program or initiative for targeted populations by 2006.
- 3.21 Add an athlete with a disability component to competitive programs by 2004 (tournament sanction program, competitive license program, Canadian Record program Canadian Rankings List).
- 3.22 Develop and/or assemble educational resource materials for athletes with a disability by 2004.
- 3.23 Establish a national resource centre, a clearing house of information, materials and best practices, by 2005.
- 3.24 Develop a special regional assistance program designed to help developing provinces, by 2006.
- 3.25 Deliver the NSO/PSO Coach Salary Support program with at least 5 technical coach salaries supported annually.
- 3.26 Expand the NSO/PSO Coach Salary Support program to include support for wakeboard coaches by 2008.
- 3.27 Establish an annual WSC owned pro event beginning in 2006.
- 3.28 Host a Pan American Championship or America's Challenge by 2007.
- 3.29 Increase female certified officials by 5% by 2006.
- 3.30 Conduct a review of the association web page with recommendations for improvement by 2003.
- 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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- 3.32 Develop an enhanced version of the WSC skier results database by 2004 such that it is more accurate and can generate better reports for ranking and seeding purposes.

Long-Term:

- 3.33 Obtain Sport Canada discipline recognition for Barefoot by 2012.
- 3.34 Host the World Water Ski Championships by 2009.
- 3.35 Complete at least one major task development or delivery annually in the coaching program CBET transition.
- 3.36 Increase female WSC membership to 34% and 38% by 2009/12, respectively.
- 3.37 Increase female coaches to 20% by 2008.
- 3.38 Increase female certified officials by 5% by 2010.
- 3.39 Deliver/coordinate a national volunteer development opportunity every three years beginning in 2008.
- 3.40 Deliver a national coach development opportunity, above and beyond CBET, in 2009/12.
- 3.41 Complete a study of the feasibility of establishing a national training site or centres of excellence by 2010.
- 3.42 Successfully advocate for the inclusion of a towed water sport in the Paralympic Games by 2012.
- 3.43 Collect demographic information for towed water sport members and recreational non-members by 2008 for marketing purposes.

Maintenance:

- 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 WSC Congress.
- 3.44.2 Deliver the Awards program on an annual basis, with a recipient recognized in each category.
- 3.44.3 Electronically publish a Canadian rule book annually in each discipline.

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- 3.44.4 Maintain the following official language standards on an annual basis:
- ?? Language preference collected via membership process
 - ?? Key membership services are available in either official language.
 - ?? Key high performance and technical documents are in both languages.
 - ?? Static sections of the web page are fully translated and up to date
 - ?? Linguistic coaching capacity within the high performance program.
- 3.44.5 Increase the number of hits on the WSC web page by 10% annually.
- 3.44.6 Maintain and implement fundamental governing policies:
- ?? Code of Conduct
 - ?? 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.
- 3.44.8 Publish in hard copy or electronic means at least two magazines/newsletters per year.
- 3.44.9 Circulate on average at least one WSC On-line email per week each year.
- 3.44.10 Circulate a Board Mailing every month.
- 3.44.11 Submission of competition results electronically from every sanctioned tournament organizer.
- 3.44.12 Maintain a Canadian delegate to the IWSF Congress and at least 3 Canadians on various IWSF Councils and Commissions.
- 3.44.13 Deliver at least one national officiating clinic annually.
- 3.44.14 Update and publish an annual Directory of certified officials.
- 3.44.15 Conduct at least one national disabled outreach clinic or demonstration annually.

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- 3.44.16 Publish annual Canadian Skier Rankings Lists.
- 3.44.17 Review all submitted Canadian Record Applications and electronically publish annual Canadian Records Book.
- 3.44.18 Maintain and annually promote the Fund of Excellence.
- 3.44.19 Implement an operational planning and budgeting process every two years with significant annual monitoring and evaluation activities.
- 3.44.20 Commission the production of audited financial statements on an annual basis.

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.

Deliverables:

Short-Term:

- 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.
- 4.2 Establish an accord with provincial members and clubs/schools by 2004 regarding respective roles of each partner in towed water sports development.
- 4.3 Stage a towed water sports summit by 2005 of association, club/school, industry, magazine publishers, private event promoters, government and other key stakeholders to plot collective areas of concern and possible collaboration.
- 4.4 Launch an awareness campaign by 2003 designed to create a better understanding within the membership of what and who is WSC, and in particular, to help wakeboarders understand how they are welcomed and fit within the association.
- 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 WSC programs.
- 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 WSC and the services it can provide.

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- 4.7 Create a promotional package/campaign by 2005, targeted for recreational towed water sports participants.
- 4.8 Establish a partner relationships with the Canadian Snowboard Association by 2004.
- 4.9 Establish a partnership relationship with the Canadian Skateboard Association by 2004.
- 4.10 Establish a partnership relationship with the Alpine Canada by 2004.
- 4.11 Establish a partnership relationship with the Canadian Association for Disabled Skiing by 2004.
- 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.
- 4.13 Conduct a needs assessment with provincial associations every four years beginning in 2006.
- 4.14 Publish an annual National Teams Media Guide.
- 4.15 Circulate a pre-event and daily press release for and during each national championship.
- 4.16 Circulate a pre-event and daily press release for and during each world championship.
- 4.17 Circulate a press release for each major towed water sports international event in which Canadians participate.
- 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.
- 4.19 Establish by 2004 a regular and consistent communication tool for communication with National Team members.
- 4.20 Establish by 2004 a regular and consistent communication tool for communication with provincial association, club and school members.
- 4.21 Establish a collaborative safety in towed water sports plan with the Canadian Coast Guard and Canadian Safe Boating Council by 2006.

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- 4.22 Explore the feasibility of a toll free number by 2005 designed to enhance communication with the membership.

Long Term:

- 4.23 Establish a partnership relationship with one boat/boat driver licensing organization by 2008.
- 4.24 Establish a partnership with the Discover Boating initiative by 2008.
- 4.25 Stage a 2nd towed water sports summit by 2010 of association, club/school, industry, magazine publishers, private event promoters, government and other key stakeholders to plot collective areas of concern and possible collaboration.

Maintenance:

- 4.26 Remit applicable membership dues and/or maintain active recognition with various partner organizations:
- ?? International Water Ski Federation
 - ?? World Wakeboard Association
 - ?? Canadian Olympic Committee
 - ?? Canadian Paralympic Committee
 - ?? Canadian Marine Advisory Council
 - ?? Canadian Safe Boating Council
 - ?? Coaching Association of Canada
 - ?? Water Sports Industry Association
- 4.27 Participate in Sport Matters activities designed to positively influence federal and provincial sport policy.
- 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.

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**Appendix A: Delineation of Roles of Primary Delivery Organizations
for Key Program Areas or Functions**

Program Area/Function	Water Ski Canada	Provincial Water Ski Associations	Clubs/ Schools
High performance results	v		
National championships	v	v hosting	
International event hosting	v	v hosting	
International liaison/world development	v		
Regional competitions	v	v	
Provincial competitions		v	v hosting
Local, interclub and inter-provincial sanctioned competitions		v sanction/support	v hosting
Officiating development program	v development	v delivery	
Coaching development program	v development	v delivery	
Site development	v resource	v active	v active
National championship calibre site development	v		
Club development	v resource	v active	v active
School development	v resource	v active	v active
Initiation/Learn to ski program		v development	v delivery
Revenue generation	v		
Marketing leadership for provinces	v		
Marketing leadership for clubs/schools		v	
Volunteer development	v	v	v
Technical standards development	v		
Rules	v		
Skier ratings program	v		
Emerging disciplines	v	v	v
Outreach programs		v development	v delivery
Athlete development programs	v	v	v
Disabled/adaptive development	v	v	v
Target/under-represented participant development	v	v	v
Membership development	v	v	v
Advocacy	v	v	v
Partnering	v	v	v
Resources development/collation	v	v	
Communication	v	v	v