

Paddle Alberta 3 Year Strategic Business Plan

OUR VISION

To be Alberta's recreational paddling resource with a unified paddling community where all individuals have the opportunity to engage, improve, and excel in paddling through strong organizational support, collaboration, and community outreach.



OUR MISSION

To support the many forms of recreational paddling.
To serve the needs of recreational paddlers.
To advocate for the sustainability of the paddling environment.
To promote the teaching of safe and enjoyable paddling.



OUR COMMUNITY

- Paddling Clubs
- Paddling Instructors
- Not For Profit Groups
- Affiliate Groups
- Commercial Paddling Organizations
- Public

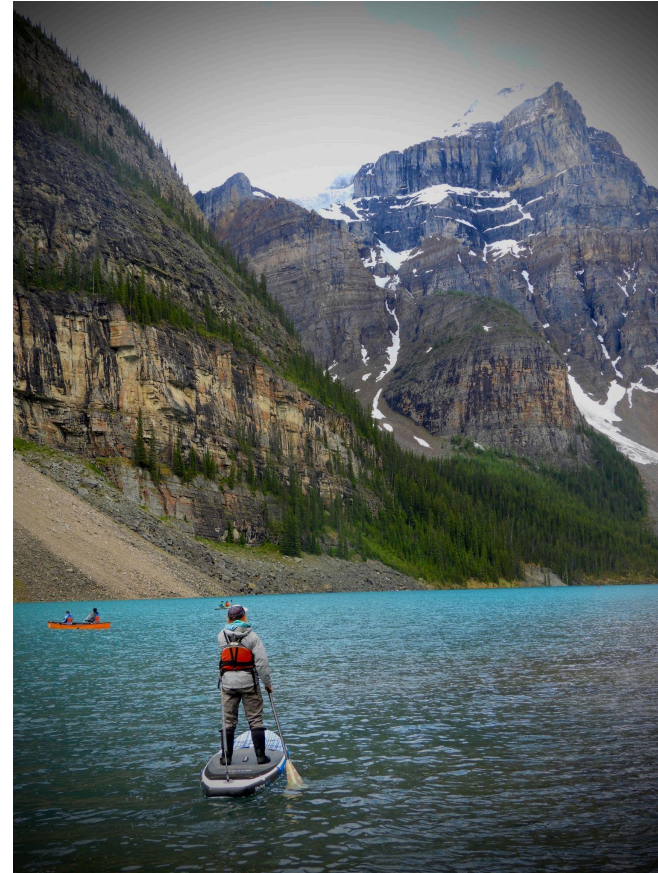


OUR VALUES

1. Community Engagement
2. Collaboration and Teamwork
3. Excellence in Development and Training
4. Sustainability
5. Equity, Inclusivity, Diversity, Inclusion

OUR CRAFT

Paddle Alberta Society promotes and supports safe, sustainable recreational canoeing, kayaking (flatwater), sea kayaking, and stand up paddleboarding in Alberta.



2025 STRATEGIC PRIORITIES

<p>Enhance Communication with Our Communities</p> <p>Build strong, consistent, and transparent communication channels with local paddling clubs, members, and community stakeholders.</p>	<p>Foster Inter-Club Collaboration</p> <p>Strengthen relationships among local paddling clubs to share resources, knowledge, and best practices.</p>
<p>Work with Organizations in Symbiotic Spaces</p> <p>Build partnerships with organizations that operate in complementary spaces, enhancing the support and development of the paddling community.</p>	<p>Train and Support More Instructors</p> <p>Increase the number of qualified and trained instructors to ensure that paddlers of all levels have access to skilled coaching and instruction.</p>
<p>Focus on Program Committees</p> <p>Develop and enhance the three main program committees (Education, Environment, Safety & Touring) to ensure each one effectively supports its stakeholders and drives the growth of paddling.</p>	

ACTION STEPS

Communication

1. Develop and implement a communication strategy that includes regular newsletters, social media updates, and community events.
2. Update the website so that the public and members can easily access information they need.
3. Foster two-way communication by setting up regular feedback loops (surveys, AGM’s, and email channels) to understand our communities needs and concerns.

Club Support

1. Organize inter-club meetings and contact information exchange to promote collaboration, share resources, and brainstorm solutions to common challenges.
2. Facilitate an inter-club buddy system where experienced clubs support newer or smaller clubs in areas like policies and procedures.

Instructor Support

1. Work with Paddle Canada and communicate instructor needs.
2. Offer ongoing professional development opportunities for instructors, such as maintenance clinics, symposiums.
3. Create a network of Instructors, Instructor Trainers and Participants at all levels
4. Provide an Instructor Upgrade Subsidy.



Strategic Partnerships

1. Identify and partner with organizations in related fields such as outdoor recreation, environmental groups, Provincial or National organizations such as, Paddle Canada, Alberta Whitewater Association, Outdoor Council of Canada, Alberta Camping Association, Leave No Trace, Alberta Parks, Parks Canada
2. Collaborate on joint programs that benefit both parties.
3. Share best practices and resources with partner organizations to create a mutually beneficial ecosystem of support for paddling and related outdoor activities.

Committee Work

1. Assess current needs, challenges, and opportunities within each committee and define clear, actionable goals for growth and improvement.
2. Ensure that each committee has the appropriate resources, including volunteers, budget, and knowledge, to execute their programs effectively.
3. Encourage cross-committee collaboration to ensure programs complement one another and provide a seamless pathway for paddlers.



PADDLE ALBERTA 2024 RESULTS

On-Going Goals

Item	Paddle Alberta Goals	2024 Results	Key Performance Indicators	Responsible/ Budget
1	<p>a) Provide ongoing support to member clubs and organizations through the PA Insurance program.</p> <p>b) Provider other Credit Based Funding Subsidies for Equipment, Facility and Instructor/Leadership Certification to Org members.</p>	<p>a) Insurance program 50% subsidy cost provided to 11 Org Members for \$4,507 (Increase of 2 Orgs and decrease cost of \$48 from 2023)</p> <p>b) \$2,413 Credit based funds paid out to 4 Orgs (-\$5,631 and down 4 Orgs from 2023)</p>	<p>Maintain or increase support to member clubs and orgs. Increase Insurance cost + or - \$ from previous year.</p> <p>Credit Based Funds down/up by X Member orgs and down by \$X over previous year.</p>	<p>ED, Finance Committee</p> <p>Casino Budget Insurance Program \$10,500</p>
2	<p>Special Subsidy Program</p> <p>Support special events and projects for member and sister organizations that align with PA strategic goals.</p>	<p>None Requested: Down from 1 request for \$5000 in funds donated in 2023.</p>	<p>Was the Special Grants program run this year, how much up and down by \$ and Orgs over the previous grant cycle?</p>	<p>ED, Ed, Finance Committee</p>
3	<p>Support Member Orgs paddling programs for underrepresented groups across the province. (women, economic, new Canadians, Indigenous, gender variant, disabled...)</p>	<p>Done: 746 participants (-1,315 from 2023)</p>	<p>Maintenance or growth of events targeting under-represented groups.</p>	<p>ED, Ed Committee</p>
4	<p>a) Every year, PA staff is required to meet with the Personnel Committee to discuss employee contracts and staff development.</p>	<p>a) Done: Committee communicated by email, Zoom and phone.</p>	<p>Were there meetings with staff and the Personnel Committee?</p>	<p>ED, Personal Committee</p>

	b) Executive and committees need to respond to staff communications in a timely manner.	b) Done: Texting from the ED to the Executive to alert them to incoming emails has increased board response times.	Were requests from ED to Executive and Committees responded to in a timely manner.	
5	Encourage local PA Members to monitor Municipal, Prov. & National Park plans/developments and to advocate for the protection of the paddling environment.	Done: Support letter sent for Kananaskis River water releases, Edmonton Northeast River Valley Park boater access, North Sask CHRS Emerald award. PA Participation in Lake Minnewanka Area Planners meeting, Waterton NP boat restrictions consultations, shared surveys on Social. Shared Cochrane Park's Plan survey on Social. Participated in Alberta parks Crown Land Recreation/Conservation Strategy on behalf of paddlers. Continue to communicate with ORCA on regional issues.	Were paddlers involved in consultations for municipal, Prov & National Park plans and developments?	Environment Committee, Safety & Touring, ED
6	<p>a) Continue to support and advocate Leave No Trace principles and maintain Affiliate Membership with LNT Canada.</p> <p>b) Continue to provide information on Alberta Watershed protection and Aquatic Invasive Species and prevention measures.</p> <p>c) Wilderness Throne program, continue to provide thrones and support to volunteer groups for wilderness placement and maintenance as needed.</p>	<p>a) Done: LNT Membership renewed</p> <p>b) Done: Shared via social media and e-news, new rules for boating restrictions in Yoho, Kootenay and Waterton NP's.</p> <p>c) Partially Done: Intensive TFA application process needed to install new thrones. Maintenance ongoing at current sites. No new thrones placed in 2024.</p>	<p>a) Was membership paid?</p> <p>b) Were materials and education links distributed?</p> <p>c) Number of thrones installed and /or maintained each year.</p>	Environment Committee, ED

7	Continued distribution of the Paddle Alberta Safety Brochure.	Done: 202 distributed (-142 from 2023)	Were more or less brochures distributed each year?	ED, Safety Committee Casino Budget Safety Programs \$500
8	a) Continue to monitor the development of, and provision of Alberta paddling tripping and safety information. b) Provide free consultation and guidance regarding paddling education and safety, through phone, email, and in person at trade shows and festivals.	a) Done: Updated Website information and links under Safety Menu. 74 maps and guides sold on the PA Web Store (-1 from 2023). b) Done: 15 email responses (-41 from 2023) 3 phone inquiries (-2 from 2023) 2 festivals attended in person with information booths. (+2 from 2023)	Was additional material added to the website or updated? increase or decrease in # of Maps and Guides sold from online store? # of inquiries responded to. Maintenance/Growth? # of events attended?	ED, Safety & Touring Committee
9	a) Continue to support Paddle Canada Instructor & Education programs and provide feedback and advocacy for program accessibility. b) Continue PA Instructor Certification Upgrade & Subsidy (matching up to \$300 per individual)	a) Done: 252 courses (+30 from 2023) 2337 participants (+573 from 2023) b) Done: \$697 Instructor Upgrade Subsidies for 3 instructors (-\$398 and -4 instructors from 2023)	# of Paddle Canada skills, and instructor programs offered each year. Total \$ requested each year and # of instructors supported.	Education Committee, PC Rep, ED General Budget \$3,000
10	Fill empty board positions with individuals possessing a different range of experiences.	Done: 1 new board member (Vice President) experienced member of Club boards, paddling in Alberta	# of people that join the board. Experience they'll bring?	Executive, ED

11	Promote Alberta-based Paddle Canada Instructor Trainer's Professional Development/Instructor Maintenance clinics through digital marketing.	<p>Done: 3 events promoted. (+ 3 from 2022)</p> <p>Will increase outreach to Alberta Instructor Trainers to get PC Skills and Instructor Courses advertised via e-news, web calendar and social media.</p>	Were clinics promoted, how many?(+ or - the year before)	Education Committee, ED
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PADDLE ALBERTA SPECIFIC GOALS

2024 Results & 2025 - 2027 Goals and Actions

Item	Paddle Alberta 2024 Goals	2024 Results	Paddle Alberta 2025 - 2027 Goals & Actions	Key Performance Indicators	Responsible/ Future Budget
1	**Credit Based Funding Program full funding model based on Credit earned from AGM attendance, Volunteer shifts at Casino, and on PA Executive.	Additional Credit based funds earned \$4,500 from second Fall AGM. (+\$4500 from 2023) \$2,413 used in 2024 (- \$5,630 from 2023)	2025-Learn new AGLC Use of Proceeds rules and restructure budget around them. 2026- Evaluate and Continue to offer full funding program if budget allows 2027- Evaluate and Continue to offer full funding program if budget allows	Maintenance or growth of funds earned/distributed increased or decreased over the previous cycle?	ED, Finance Committee Casino Budget \$8,700
2	Special Grants Program Develop clearer policy and procedures for special event and project sponsorship.	Done: Board improved clarity with policies and procedures of the program.	2025- Remove from specific goals.	Was a policy made?	Ed Committee, ED
3	Evaluate Succession Plan for ED position and adjust if needed.	Done: updated and added additional tasks to monthly ED Calendar	2025 - Remove from goals	Was a plan developed?	ED, Personal Committee
4	Evaluate the need for Teacher Certification Subsidy policy and PA's capacity to support this initiative..	Done: Board and ED concluded that PA does not have the capacity to support this initiative at this time.	2025 - Remove from Goals.	Was a Policy and Subsidy developed and budgeted for?	ED, Ed Committee

5	Continue collaboration with Get Kids Paddling	Done: Lana M. keeps PA in the loop with any opportunities for PA to participate and/or contribute to GKP.	2025- Move to Ongoing goals	Was there any collaboration with the Get Kids Paddling organization?	Education Committee, ED
6	Host Paddle Canada Instructor Maintenance Clinics Moving Water Canoe, Flatwater SUP	Partially Done: Sponsored 1 Moving Water Canoe Instructor Maintenance Clinic with Green Tongue Adventures for 19 participants.	2025- Host Paddle Canada Instructor Maintenance Clinic Flat Water Canoe and Sea Kayak, and or/Basic SUP 2026- Host Paddle Canada Instructor Maintenance clinic Moving Water Canoe and SUP 2027- Host Paddle Canada Instructor maintenance clinic Flatwater Canoe and Basic SUP	Was a Clinic hosted? How many participants?	ED, Ed, Finance Committee Casino Budget Instructor Services and Clinics \$4,500 General Budget Instructor Services and Clinics \$1,200
7	Host Camps specific Instructor Event, Waterfront Canoe in Southern Alberta	Not Done: Southern Alberta Camps event didn't work due to lack of instructors certified in the area that were available.	2025- Host Camps specific Instructor Event, Waterfront in Northern Alberta 2026- Host Camps specific Instructor Event, Waterfront Canoe in Southern Alberta 2027- Host Camps specific Instructor Event, Waterfront Canoe in Central Alberta	Was an event hosted How many participants?	ED, Ed Committee Casino Budget Instructor Services and Clinics \$2,500
8	Create Terms of Reference for each committee. Fill Committees with a broad selection of member representatives. Funnel organizational work through committees, with the Board providing oversight. Establish procedures to aid in decision-making	Done: Terms of reference for committees completed. New TORs shared with membership through e-news and at Fall AGM. Committees established with communication channels clear and working.	2025 - Review committee effectiveness move to ongoing goals	Were Committee terms of references made? Were committee positions filled?	ED, Executive All Committee Chairs

	and streamlining needed communication.			Was organization work funneled through the committees? Were procedures established to streamline communication?	
9	Establish an annual Board and Committee calendar, with meeting goals, strategic planning, orientation, etc with In-person strategic planning session for the Board.	Done: Calendar completed. with dates and topics added to Google Drive.	2025- review calendar at all board and committee meetings and update as needed at annual planning meeting. 2026- move to ongoing goals	Were calendars made? Was a Board planning meeting held in person?	ED, Executive Committee Chairs
10	Clarify and separate Instructor Maintenance Subsidy from current Instructor Upgrade Subsidy program. Create a budget for the additional program.	Done: Kept one subsidy, but clarified rules.	2025- Move to Ongoing Goals	Were the programs separated and clarified? Were there funds allocated for the new program?	Ed Committee
11	Initiate 'Trash Treasure Hunt' competition	Done: Trash treasure hunt contest hosted with 1 winner receiving an AQ gift card. Only 2 entries were submitted.	2025 - Review program from last year and determine if it will run for another year. 2026 - Review program and determine if it will run for another year 2027- Continue to Review program and determine if it will run for another year	Were entries submitted? Was a winner awarded?	Enviro Committee
12			2025 - Offer subsidized LNT Awareness workshops to organizational members specific	How many courses were offered?	Enviro Committee

			<p>to aquatic and riparian habitats and activity areas. Provide LNT materials for clubs to distribute.</p> <p>2026 - Offer Trainer Training to clubs that want to do in house LNT Awareness workshops for their members.</p> <p>2027- Move to ongoing goals</p>	<p>for how many participants?</p>	
13			<p>2025- Research and pick suitable format and template for strategic planning and reporting. Incorporate new template into planning and reporting</p> <p>2026 - remove from goals</p>	<p>Were the programs separated and clarified?</p> <p>Were there funds allocated for the new program?</p>	Executive, ED
14			<p>2025- Pilot Project for remote port-a potty to Bow Waters-Approx \$600</p> <p>2026- Evaluate project. If successful, poll other clubs interested in a similar project.</p>	<p>Was a unit purchased?</p> <p>Was there positive or negative feedback from users?</p>	Enviro Committee