



**ACA Board Meeting
Hyatt Fredericksburg -Mary Washington
Fredericksburg, Virginia**

**February 4-5, 2023
[Approved April 11, 2023]**

Saturday Meeting

The meeting was opened at 8:30 a.m by Dave Lumian, President

Attendance was taken by the Secretary for the Saturday meeting using a sign-up sheet.

BOD Present: Hunter Branstetter, Suzanne Britt, Thom Crockett, Pam Dillon, Jerry Dunne, Dan Henderson, Robert Kauffman, Anna Levesque, Dave Lumian, Robin Pope, Risa Shimoda. **BOD Not Present:** Beverly Cosslett, Zach Lokken, Jack Wallace. **Staff Present:** Kelsey Bracewell, Michelle Flynn, Jed Hinkley, Nate Humberston, Kenny Kasperbauer, Steve Kelly, Kaycee Maas, Brett Mayer, Lily Otu, Kristal Pastell, Beth Spilman, Emma Walther. **Other Attendees:** Ann Barry, Virgil Chambers, Andrea White.

STAFF REPORTS

Staff reports were the focus of the morning activities. The following summaries are taken from the power point prepared and presented by the staff. Limited information is presented in the minutes. Breaks and incidentals are not noted.

Understanding ACA's Finances. Beth Spilman, Executive Director, presented the financial report. Allocated time was 55 minutes. Beth started her presentation by stating that if you pulled a Profit & Loss statement from Quickbooks for fiscal year 2022, it would show roughly \$2,050,00 in revenue, primarily from membership, and \$1,850,000, leaving a surplus of \$200,000. However, she went on to explain that there are many complexities in understanding ACA's bottom line due to timing, the magnitude of funding from grants, and other nuances.

Safety, Education, Instruction. Kelsey Bracewell discussed safety, education, instruction and grants. She had 12-15 minutes for her presentation. She noted that this is the third year of operating the Course Management System (CMS), and it has generally been successful. Due to the Covid virus, they extended certification renewals. They have a translator on the webpage to

translate to Spanish. She noted that the goals include developing CMS online modules for instructors, increasing accessibility by developing online courses in Spanish, increasing instructor retention (i.e. only 8%-10% renew after four years), increasing update opportunities, increasing the perceived value of instructor certification, and increasing the dissemination of information about curriculum policy and ACA updates. Regarding grants, Kelsey noted that we have three active USCG grants, and an L.L. Bean CFS Grant. An RK Mellon Foundation Grant and a VA Tourism Grant were completed this year.

Insurance. Kristal Pastell gave the insurance report. Allocated time was five minutes. She noted they improved report tracking and they improved tracking of sanctioned events. Challenges include developing thorough event reporting, a review of the ACA's Risk Management Plan, build video/tutorial resources for PACs and Affiliates, and cross-train internal staff.

Membership. Michelle Flynn gave the membership report. She was allotted five minutes. Topics included customer service, transaction processing, estore and inventory, membership statistics, shipping and mailing, and overlap with the other departments. She noted they are in the process of receiving \$10,000 from a trust to redevelop the lifetime members' category of membership.

Finance. Emma Walther, Finance Director, gave the financial report. She was allocated eight to ten minutes. Perhaps the most notable accomplishment is that the ACA has had clean audits for the past three years. Some challenges are tracking issues including tracking athlete payments, reimbursements, and event-specific expenses.

Communications. Kaycee Maas presented the report on communications. She was allotted eight to ten minutes. She noted that the newsletter on the website was receiving good use. It was noted that communications with the membership, other organizations, the public, and internally are continuing issues. Also, she noted the "branding" issue was a continuing theme.

DEI. Lily Otu presented the diversity, equity, and inclusion report. Eight to ten minutes was allotted. The LEAD program is an initiative to provide education and on-water safety to communities of racially diverse populations to increase participation in paddlesports. Lily reported on the success of this program.

Policy and Stewardship. Brett Mayer provided the report on stewardship. He was allocated between 15-20 minutes. His focus has been primarily on the issues of life jacket wear laws, mandatory boater education courses, paddle-craft registration taxes and commercial regulations regarding rescue gear. Brett noted the GAO report indicated that the hunting contribution through excise taxes to the Wildlife Restoration Act or the Pittman-Robertson Act, and fishing contribution to the Sport Fish Restoration and Boating Trust Fund have been declining due, in part, to a decline in hunting and fishing. Also, the states were starting to fill the gap and were looking at passing legislation. Risa noted we were lagging behind other interests (e.g. power boaters) on this issue and offered a motion to the BOD that would recognize this issue and lend its support to development of a position on this issue. The motion was moved to new business on Sunday.

Athlete Safety and Compliance. Nate Humberston gave the athlete safety and compliance report. He was allocated eight to ten minutes. He indicated that there were 16 initial audit findings. The ACA provided evidence of remediation for all but three findings by October 21, 2022. With the bylaw changes and strategic plan, the ACA should be 100% in compliance.

Sprint and Paracanoe. Steve Kelly provided the report on sprint and paracanoe accomplishments. He was allocated eight to ten minutes for his report. Steve summarized the challenges as “money” and “personnel.” He noted that the current volunteer committee structures are inadequate, limited volunteers are overburdened, national coaches are largely unpaid, and athletes are mostly self-funded.

Slalom and Youth/Club Development. Jed Hinkley provided the report on slalom and youth club development. He, too, was allotted eight to ten minutes. The 2023 goals and challenges included developing regional approaches to event series, reestablish historical clubs that still have infrastructure and human capital, work on events that cut across disciplines, and identify additional sources of funding.

RAC COUNCIL AND STRATEGIC PLAN

Regional and Affiliated Clubs Council. Andrea White discussed the ACA Regional and Affiliated Clubs Council (RAC). She was allotted roughly fifteen minutes. The state directors are coming together to form a committee that parallels the Safety, Education, and Construction Council of the national organization. This group works with multiple stakeholders including clubs, DNR, different paddling disciplines, etc. [*Attachment: Proposed RAC Schematic & Regional Update...*]

Lunch. (12:30 - 1:30) Lunch was provided by the national office.

Strategic Planning - Steps Toward Completion. (1:30-5:00 p.m.) [*Attachment: Strategic Plan*]. Pam Dillon provided an update on strategic planning and discussed the ground rules and objectives prior to the breakout sessions. The beginning draft strategic plan was based on the previous BOD, staff, and membership comments. It was used as the starting point for this exercise. The following breakout sessions paralleled those in the strategic plan. The leaders of the breakout sessions may have changed from the agenda. *The task of each breakout session was to review the corresponding section of the strategic plan and to make recommend changes to the statement and Key Performance Indicators (KPI).* Emphasis should be on the KPIs. The groups reported out to the full Board Sunday morning.

Strategic Planning Breakout Session

- Stewardship (Dave and Brett)
- Diversity Equity and Inclusion (Anna and Lily)
- Competition (Suz and Dan)
- Community Leadership (Robin and Andrea)
- Governance (Dave and Jerry)
- Safety Education and Instruction (Anna and Kelsey)

Dinner. (6:30 plus) Dinner was provided at a local restaurant by the national office.

Sunday Meeting

Dave opened the meeting at 8:30 a.m.

Attendance was taken by the Secretary for the Sunday meeting using a sign-up sheet.

BOD Present: Hunter Branstetter, Suzanne Britt, Thom Crockett, Pam Dillon, Jerry Dunne, Dan Henderson, Robert Kauffman, Anna Levesque, Dave Lumian, Robin Pope, Risa Shimoda. **BOD Not Present:** Beverly Cosslett, Zach Lokken, Jack Wallace. **Staff Present:** Kelsey Bracewell, Michelle Flynn, Jed Hinkley, Nate Humberston, Kenny Kasperbauer, Steve Kelly, Kaycee Maas, Lily Otu, Beth Spilman, Emma Walther. **Other Attendees:** Ann Barry, Virgil Chambers, Andrea White.

STRATEGIC PLAN (Continued from Saturday)

Under the lead of Pam Dillon, the group reviewed each of the strategic planning areas, and the changes made to the Key Performance Indicators (KPIs) from the Saturday session. As a general summary, the groups made significant changes to many of the KPIs. In addition, year one tactics were recommended for consideration. In a green, yellow, red exercise, there was near unanimous support for all the changes and final recommendations. The revised strategic plan and KPIs will be forthcoming in February or March after some additional review.

- Anna reviewed the DEI KPIs. There was overall support for LEAD and DEI efforts. The suggestion was made that the BOD do some DEI training at an upcoming BOD meeting.
- Robin discussed stewardship on behalf of Brett, who was not in attendance. The group made major revisions to the stewardship KPIs.
- Anna and Kelsey discussed the education. There was a discussion about the difference between SEIC's work and the overall public education potential of ACA.
- Andrea discussed community leadership and development KPIs.
- Suzanne discussed competition. She noted a change in terminology from "elite" athletes to "high performance athlete." The group focused on tactics of recruitment, access, and creating competition. There was a discussion of developing the base of the sport.
- Beth discussed governance and organization leadership. Risa indicated the need for customer service and Anna crisis management.

BOD BUSINESS MEETING

Saturday's Motion. Risa's motion from Saturday was brought to the floor. Motion 2301 was made and seconded. A brief summary of the discussion of the motion is provided below. It passed by a voice vote. There were no abstentions and there were not any no votes noted. Dave appointed Robin Pope as chair of the committee. Risa Shimoda, Pam Dillon, Virgil Chambers, Hunter Branstetter, Robert Kauffman, and Andrea White volunteered to serve on the committee. Other members may be added at a later date.

Motion 2301: *The ACA BOD creates an ad hoc committee to address the issue of its support for access and related infrastructure of non-motorized boating in the United States.*

Discussion: There was a continuation of the Saturday discussion. The problem is well known and defined within the industry. Hunting excise taxes through the Wildlife Restoration Act or the Pittman-Robertson Act, and fishing contribution to the Sport Fish Restoration and Boating Trust Fund have been declining due, in part, to a decline in hunting and fishing. The motor boat community is potentially filling the void and is ahead of the paddling community in seeking solutions. The final products of the committee are undefined at this time and the committee will determine the recommended outcomes as part of its process. Creating a committee provides the organizational structure with which to address the issue and make recommendations.

Meeting Suggestions. Dave asked for suggestions for future meetings. Some of the suggestions included:

- Add a Friday meeting time
- More time for informal meeting. A lot was accomplished during dinner.
- The staff reports were good.
- Being with staff was good.
- Everyone had a positive attitude.
- There was too much on the agenda.

Meeting Schedule. The next item addressed the BOD schedule for 2023. Dave suggested the group consider meeting six times a year, four times by Zoom, and two times in person. There was strong support for tying one of the in-person meetings to a major event or annual membership meeting. As previously noted, there was strong support for meeting in-person. A formal vote was not taken. Consensus was requested. *The group should meet every other month. Four of the meetings would be by Zoom and two would be in-person. One of the in-person meetings would be tied to a general membership meeting or similar event.*

BOD Vacant Seats. There were two vacant seats on the BOD. Robin Pope, Past Chair, announced that he would vacate his voting position as past chair to help move the Board to the newly revised bylaws. He announced his resignation from the BOD and was welcomed as an Ex officio member of the Board. Andrea White, RAC Chair, was nominated. The motion was seconded. A motion was made to close the nomination. The motion passed with one abstention. The affiliate position was open. Ken Kasperbauer was nominated for the position. The nomination was seconded. Nominations were closed. The motion passed unanimously.

Motion 2302: *Nominate Andrea White to fill the board seat vacated by the past chair.* (passed; unanimously; one abstention)

Motion 2303: *Nominate Ken Kasperbauer to fill the affiliate position.* (passed; unanimously)

Branding and Affiliate Organizations. There was a brief discussion on rebranding and developing pathways to bring in affiliate paddlesports groups. Pam noted that the Professional Paddlesports Association was affiliated with the ACA before eventually disbanding. The PPA serviced mainly outfitters and canoe liveries. Providing a historical perspective, Robert noted that in the 1980s, the ACA went through a branding exercise. At that time, they developed the current logo. They suggested the ACA take the IBM route, which emphasized the organization's initials and then use the tagline to communicate its message. The tagline might be "kayak and canoe association" or "supporting paddlesports." The tagline is flexible and easier to change to meet the desired message than the organization's name. Revisiting the brand is an option.

Finance Committee. Membership in the Finance Committee needed to be determined. Suzanne Britt will chair the committee. Members will include Kenny Kasperbauer, Pam Dillon, Thom Crockett, and Emma Walther.

Audit Committee. Membership in the Audit committee needed to be determined. This committee is separate from the Finance Committee. Members include Suzanne Britt, Kenny Kasperbauer, Pam Dillon, Thom Crockett, and Emma Walther.

Grievance Committee. Membership of the Grievance committee needed to be confirmed. Chair is Jerry Dunne. Members include Suzanne Britt, Pam Dillon, and Hunter Branstetter.

DEI Committee. Anna suggested the committee has been reasonably successful now that we have hired a staff person to manage our DEI efforts. After a discussion, it was suggested to table a motion to fill the positions on the committee at this time. The motion to table was made, seconded, and passed.

Proposals and Reports. There was a brief discussion on whether proposals and reports should be submitted one week prior to the BOD meetings. It is always a good idea but no formal proposal was passed.

Next Meeting. After a discussion regarding individual availability, the next meeting will be Tuesday April 11th at 7:00 p.m. ET.

Delta Plus. Pam Dillon conducted the Delta/Plus exercise. Delta is something that can be improved and a plus indicates something that worked well.

[Addendum: Minutes approved at the April 11, 2023 meeting.]

Delta (Δ)

- Too much on the agenda Δ Δ Δ
- Pre-preparation for committee time Δ Δ Δ
- More time for networking Δ Δ
- Locate meeting close to an airport Δ
- Concise communications needed Δ
- More review of member survey Δ
- More measurable goals Δ
- Add Friday meeting time Δ
- Warmer, let's paddle Δ

Plus (+)

- In-person ++++++
- Social interaction +++
- Strategic Plan/Survey was good ++
- Positive attitude +
- Got a lot done +
- Exchange of Ideas with staff & BOD +
- Staff reports +
- Breakout groups were good +

Adjournment. (12:55 p.m.) The motion was made and seconded to adjourn the meeting. The motion passed. Note: Lunch available to "grab & go" or "stay & eat."

Respectfully Submitted,



Robert B. Kauffman, Secretary

ACA BOD Agenda February 6-7, 2023

Saturday

8:30 - 8:50	Welcome and Introductions	Dave Lumian
8:50 - 9:45	Understanding ACA's Finances	Beth
9:45 - 10:00	Break	
10:00 - 12:00	Staff Reports	
	Kelsey: SEIC, Grants	12 -15 minutes
	Kristal: Insurance	5 minutes
	Michelle: Membership	5 minutes
	Emma: Finance	8 - 10 minutes
	Kaycee: Communications	8 - 10 minutes
	Lily: DEI	8 - 10 minutes
	Brett: Stewardship	15 - 20 minutes
	Nate: Athlete Safety and Compliance	8 - 10 minutes
	Steve: Sprint and Paracanoe	8 - 10 minutes
	Jed: Slalom and Youth/Club Development	8 - 10 minutes
12:00 - 12:15	Questions	
12:15 - 12:30	Regional Activity Council Update - Andrea White	
12:30 - 1:30	Lunch Break	
1:30 - 2:00	Strategic Planning - Steps Toward Completion	Pam Dillon
	Ground Rules, Boat Dock	
	Index Card exercise - Identifying group priorities	
	Breakout Session Objectives:	
	- Review Survey input to finalize goals and KPIs, draft Year 1 Tactics	
2:00 - 3:00	Strategic Planning Breakout Session 1 (Discussion Leaders) 55 minute breakout	
	Stewardship (Dave and Brett)	5 minute break between
	Diversity Equity and Inclusion (Anna and Lily)	
	Competition (Suz and Dan)	
3:00 - 4:00	Strategic Planning Breakout Session 2 (Discussion Leaders)	
	Community Leadership (Robin and Andrea)	
	Governance (Dave and Jerry)	
	Safety Education and Instruction (Anna and Kelsey)	
4:00 - 5:00	Strategic Planning - Full group reconvenes	
	Report outs from each group (5 minutes - 30 minutes total)	
	Group Activity - Prioritize Tactics	
	Cross check to Group Priorities	
5:00 - 6:00	Stroll through Downtown Fredericksburg	
6:30 - ??	Dinner at Capitol Ale House	

Sunday

8:30 - 9:30	Group discussion on Saturday's meetings/ Q & A Board Action to finalize content of Strategic Plan	Dave & Pam
9:30 - 10:15	Committees: roles, responsibilities and staffing BOD and Committee meeting schedule	Dave & Beth

10:30 - 11:30 Breakout Groups for tactical discussions re: immediate priorities (tentative -
might change....) this topic is tentative
Competition Steve/Jed
SEIC Anna
Stewardship Brett
Grass roots membership growth Dave L
Other ?
11:30 - 12:00 Meeting Wrap Up Dave L
12:00 Lunch available to "grab & go" or "stay & eat"

Beth Spilman (she/hers)
Executive Director
ACA | Canoe-Kayak-SUP-Raft-Rescue
540-907-4460
804-678-9519 (cell)
bspilman@americancanoe.org



We are Stronger Together! ACA Strategic Plan for 2023-2028

Why a Strategic Plan?

As both a national non-profit organization and the National Governing Body for Olympic Sport in the U.S., the ACA is uniquely positioned to advance paddlesports. The overarching purpose of our strategic plan and our work over the next five years is to promote the fun of paddling, include all who are interested, build community, support excellence in instruction and competition, foster stewardship, and save lives.

People are the heart of paddling and the heart of the ACA. Working together and collaborating toward common goals, ACA clubs, instructors, competitors, volunteers, and staff are keys to embracing and delivering this strategy. Together we can and will advance our common goals for paddlesports and the ACA.

Our mission, vision, and core values define the ways we work together.

- 1. Mission** **Through the fun of paddling, we save lives, build community, support excellence, and foster stewardship.**
- 2. Vision** **We envision a worldwide community of paddlers that welcomes all with opportunities for challenge, achievement, and enjoyment by fostering a shared commitment to safety and stewardship.**

3. Core Values

We believe every paddler has the right to define their path on the water, from close-to-home recreation to remote exploration and from entry-level to elite activities. To that end, we share these core values:

3.1 Enjoyment: We develop programs, events, and education that provide satisfying and rewarding experiences.

3.2 Safety: We create programs, policies, and procedures to ensure safety is a top priority for all paddlers.

3.3 Inclusion: We promote a culture and atmosphere of integrity and camaraderie. We maintain an environment of respect, fairness, and kindness and embrace the value of diverse backgrounds, experiences, and perspectives.

3.4 Teamwork: We work collaboratively with our members, clubs, and partner organizations. We nurture connections throughout the paddlesport community.

3.5 Excellence: We are committed to the pursuit of excellence at the individual, club, team, and organizational levels. We strive to provide our members and the paddling community with the best possible service.

Our Strategic Pathways

Six cross-cutting pathways define our strategy, each with an important and unique focus of achievement. We envision each pathway will join, combine, and interact with others, entwining and strengthening our mutual ACA foundation. While each pathway is defined separately, they grow and achieve with support from one another. Each pathway is vital to achieve our vision. The strategic pathways are:

- Community Leadership
- Diversity, Equity, and Inclusion
- Education
- Competition
- Stewardship
- Governance and Organizational Leadership

Goal Statements and Key Performance Indicators (KPI) are presented for each pathway.

Feb. 3-4 Meeting Objective:

With consideration of member survey input and feedback, the ACA Board of Directors will finalize and approve the plan. With approval of the Strategic Plan framework (goals and KPIs), staff, volunteers, and Board will develop tactics and measurable goals using a SMART format:

- **Specific:** Be very precise with no room for misinterpretation. Determine what we want.
- **Measurable:** Be quantifiable, and progress should be easy to track. Identify what success is.
- **Achievable:** Be attainable — not outlandish or unrealistic. Make sure the approach is reasonable.
- **Relevant:** Should contribute to your broader, overarching goals. Make sure the tactic aligns with your overarching goals.
- **Time-bound:** Have a defined start and end date. Set a deadline and create a schedule.

4. Community Leadership

Together we will connect paddlers from diverse communities and disciplines to paddlesport resources and to meaningful opportunities for collaboration and community-building.

Key Performance Indicators

- 4.1 Grow ACA membership.
- 4.2 Determine the needs of the paddling community at-large to identify how ACA can best serve the community.
- 4.3 Address the national paddling incident and fatality statistics to determine how ACA can further reduce incidents and save lives.
- 4.4 Determine and address ongoing needs of Paddle America Clubs. Support new club development and growth and retain member clubs.
- 4.5 Determine needs of ACA's members to address gaps in available resources.
- 4.6 Develop a performance metric related to building ACA and Regional Activities Council infrastructure with State Director and State Council.
- 4.7 Develop a performance metric related to joint initiatives that connect different paddling communities.
- 4.8 Communicate - Publish information about club, member, and partner challenges and successes in numerous communication platforms.

5. Diversity, Equity, and Inclusion

Together we will ensure the ACA core values are reflected in every facet of the organization and will create and deliver programs and policies that encourage representation and participation of diverse groups of people.

Key Performance Indicators

- 5.1 Gather and report membership data to achieve greater diversity among Safety Education and Instruction Council (SEIC) members (instructors/ITs/ITEs), ACA members, staff and volunteers.
- 5.2 Thrive and grow programs led and inspired by the Leadership Exploration and Development Initiative (LEAD) year over year.
- 5.3 Deliver value to a diverse membership including scholarships, educational and leadership opportunities and connecting diverse communities.
- 5.4 Provide yearly DEI training opportunity for all ACA staff, instructors and volunteers.

6. Education

Together we will establish and strengthen the ACA Safety, Education, and Instruction program as the leading resource in paddlesports.

Key Performance Indicators

- 6.1 Measurement of Instructor Trainer Educator and Instructor Trainer engagement is consistently higher within the ACA and their respective communities (offering mentorship, training and community leadership).
- 6.2 Implementation of a new SEIC membership definition to include members who have completed assessments (skill, trip leader) and leadership certifications (Community Paddlesports Leader, Paddlesports Safety Facilitator).
- 6.3 Develop more pathways to communicate with Safety, Education and Instructor Council (SEIC) membership.
- 6.4 Re-imagine collaboration with our partners in paddlesports safety.
- 6.5 Increase connectivity with ACA's other national programs to move forward on organizational initiatives.
- 6.6 Enhance Instructor retention.
- 6.7 Review the safety, education, and instruction market addressing paddlesports to determine what additional non-traditional educational opportunities and delivery systems (such as online learning) are needed.

7. Competition

Together we will establish and strengthen our system for identifying, training, and supporting athletes at all levels including elite athletic development for Olympic, Paralympic, international, and national representation in all disciplines*.

Key Performance Indicators

- 7.1 Develop and implement, by discipline, plans for programming, infrastructure, outreach and marketing to effectively recruit, instruct, train and provide competition opportunities.
- 7.2 Identify performance goals and the system that sustains and improves competitive international athletes' performance for each discipline.
- 7.3 Develop a financial mission/vision to support the pursuit of competitive athlete excellence.

*Disciplines are:

- Olympic
 - Canoe Sprint in Canoe and Kayak
 - Canoe Slalom in Canoe and Kayak
 - Extreme Slalom (Kayak Cross)
- Paralympic:
 - Paracanoe in Kayak and Va'a
- International (International Canoe Federation Disciplines)
 - Freestyle
 - Wildwater
 - Marathon
 - Canoe/Kayak Polo
 - Ocean Racing (Surfski)
 - Dragon Boat
 - Stand Up Paddling (SUP)
- National (ACA recognized disciplines)
 - Canoe Sailing
 - Rafting
 - Va'a
 - Whitewater Open Canoe Downriver
 - Whitewater Open Canoe Slalom

8. Stewardship

Together we will support and promote the use of natural resources for paddling while advocating for clean water, access to and preservation of public lands and waterways, and other stewardship and public policy initiatives important to our members and the larger paddling community.

Key Performance Indicators

- 8.1 Continue to define, develop, and support core policy and stewardship work regarding paddling access, paddlecraft registration fees, non-motorized access, and education requirements.
- 8.2 Stimulate policy pipeline and stewardship opportunities by developing resources for clubs, members, ACA staff, and others in the field.
- 8.3 Enhance collaboration with like-minded partners on policy and stewardship metrics.
- 8.4 Amplify visibility of paddlers to policy makers and nurture the next generation of advocates by introducing new enthusiasts to paddlesports.

9. Governance and Organizational Leadership

The ACA will demonstrate strong and effective governance practices, with leadership from the Board of Directors and staff, and input requested from club and volunteers engaged in committees, Councils and working groups.

Key Performance Indicators

Strong and effective governance will be demonstrated by meeting objectives in five key performance areas:

- *9.1 Effective Communication* - ACA will develop, publish and follow communication guidelines governing frequency of communication to/from members and with partnering organizations. This includes surveys of member satisfaction, publication of Board records, development of opportunities to share new ideas, welcome dialogue, and provide transparency at all levels of the organization.
- *9.2 Branding and Marketing* – ACA will develop and implement a strategic branding and marketing plan to expand ACA’s membership and positioning and awareness within the paddlesport community.
- *9.3 Leadership Training* - ACA will implement training to help strengthen our leadership and better engage our members.
- *9.4 Policies and Procedures* - ACA will develop policies and procedures to ensure the Association’s activities are consistent with current non-profit best practices.
- *9.5 Member Leadership Opportunities* - ACA will implement methods to increase opportunities for members to participate in leadership activities.

This five-year plan is a blueprint, not a mandate. Goals, KPIs and tactics will be reviewed and analyzed annually by the ACA Board of Directors and Staff to measure overall results, and reconsider, reset or re-direct resources to attain the overall vision for the organization. After approval, we will develop tactics and measurable goals using a SMART format (“specific,” “measurable,” “achievable,” “relevant” and “time-bound”) and those will be published as we begin year one implementation. The process for development of the next Strategic Plan should begin no later than 2027 for implementation 2029 - 2034.

We wish to thank everyone who contributed to this plan.

We are Stronger Together!

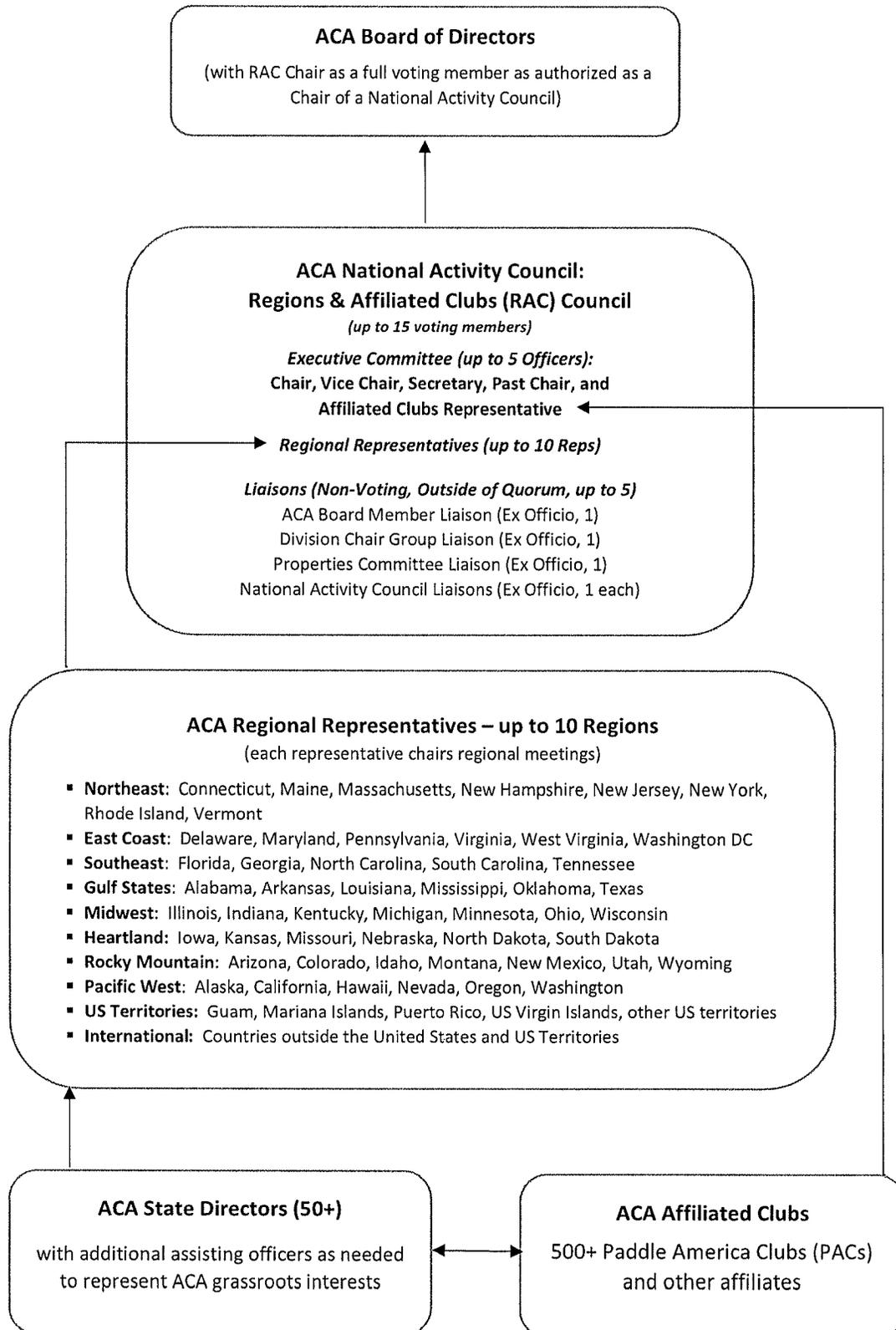
Questions? Contact the ACA Strategic Plan Committee at feedback@americancanoe.org.

2022-23 ACA Strategic Plan Committee Members: Pamela Dillon (Chair), Dave Lumian, Scott Mann, Brandon Slate, Anna Levesque, Suzanne Britt, Jerry Dunne, Risa Shimoda, Trey Rouss, Andrea White, Beth Spilman - Executive Director, and Robin Pope – 2022 ACA President.

2023 ACA Board: President - Dave Lumian; Vice President - Jerry Dunne; Secretary – Robert Kauffman; Treasurer – Suzanne Britt; Anna Levesque; Bev Cosslett; Dan Henderson; Hunter Branstetter; Jack Wallace; Pamela Dillon; Risa Shimoda; Robin Pope; Thomas Crockett; Zachary (Bug) Lokken

ACA Staff: *Executive Director* - Beth Spilman;
Safety Education and Instruction – Kelsey Bracewell;
Competition - Steve Kelly, Jed Hinckley, Rafal Smolen;
Stewardship – Brett Mayer;
Diversity, Equity, and Inclusion – Lily Out;
Membership – Michelle Flynn;
Communications - Kaycee Maas;
Accounting – Emma Walther;
Insurance – Kristal Pastell;
Compliance – Nate Humberston.

Proposed RAC Schematic (08.22.22 final)



ACA Regional and Affiliated Clubs Council (RAC) Election Results

Apr 22, 2022



The ACA State Directors would like to announce that we have elected our inaugural Regions & Affiliated Clubs Council (RAC), as a follow up to the motion submitted to the Board of Directors in August 2021 to establish the RAC as a formal National Activity Council for the American Canoe Association. The intention is for the RAC Council to provide a voice for ACA members through their State Directors, Paddle America Club leaders, and ultimately, their Regional Chair.

The RAC Council was formed to provide structure and governance for the existing State Directors (55+) and Paddle America Clubs (500+). Each regional representative will work to galvanize stakeholders across their region across all SEIC disciplines and ACA silos (e.g. coastal kayaking, river canoe, whitewater kayaking, SUP, safety & rescue, competition, DEI, etc.) within their region to organize regional initiatives and execute those

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recreation at the international, regional, state, and local level. Through the efforts of the RAC, we hope to help the ACA build on its existing State Directors (55+) and Affiliated Clubs (500+) structure with a National Activity Council that enhances communication and volunteer activities that benefit the mission and the values of the American Canoe Association. In addition, this National Activity Council allows ACA leaders to mentor new State Directors and Affiliated Clubs and to recruit and retain leaders and volunteers at all levels of the organization.

Elected RAC Council members:

- Chair – Andrea White
- Vice-Chair – Lynne Andrus *Ryan Pepper 1/23*
- Past-Chair – Meredith Waters
- Secretary – Bev Cosslett
- Affiliate Club Representative – Brendan Nelson
- Northeast – Ann Barry
- North Central – Paula Hubbard
- Southeast – Andrea White
- South Central – Lynne Andrus
- Midwest – Ryan Pepper
- Plains – Perry Whitaker
- Rocky Mountain – ~~Open~~ *Ryan Pepper Interim*
- Pacific West – Jamie Eubanks
- Ex-Officio ACA Board Member: ~~Open~~ *Jerry Dunne*

Regions:

- Northeast: Connecticut, Maine, Massachusetts, New Hampshire, New York, Rhode Island, Vermont, and Europe
- North Central: Delaware, District of Columbia, Maryland, New Jersey, Pennsylvania, Virginia, West Virginia, and Africa
- Southeast: Florida, Georgia, North Carolina, Puerto Rico, South Carolina, Tennessee, US Virgin Islands/Caribbean
- South Central: Alabama, Arkansas, Louisiana, Mississippi, Oklahoma, Texas, Central/South America
- Midwest: Illinois, Indiana, Kentucky, Michigan, Minnesota, Ohio, Wisconsin
- Plains: Iowa, Kansas, Missouri, Nebraska, North Dakota, South Dakota, Canada
- Rocky Mountain: Arizona, Colorado, Idaho, Montana, New Mexico, Utah, Wyoming
- Pacific West: Alaska, California, Hawaii, Nevada, Oregon, Washington, and Pacific Rim (including China)

In keeping with ACA policies and procedures for other National Activity Councils, nominations were submitted and voting was managed from within the pool of currently elected State Directors.

Nominations from the existing State Directors were held from February 7 through March 12, 2022.

Voting was opened to all State Directors (with the option to write in candidates) to cast their votes from March 15 through April 9, 2022.

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media. In recent years, State Directors have rallied regional stakeholders to advocate for paddler perspectives in legislative committees, regulatory panels, and court cases as well as organized instructor certification classes to fill the gap in certain disciplines for entry level training in their region and amplified messages around water safety, National Safe Boating Week, and the value of ACA training. Anyone interested in running for ACA State Director this fall can send email to scstatedirector@americancanoe.net.

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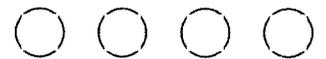
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