



# **DARTS ALBERTA**

## **THE ALBERTA DARTS ORGANIZATION**

### **POST PROGRAM ANALYSIS FOR**

**September 1, 2010 to August 31, 2011**

A handwritten signature in blue ink, appearing to read "Bill Hatter", positioned above a horizontal line.

**Bill Hatter, Darts Alberta President**

A handwritten signature in blue ink, appearing to read "Sandi Orr", positioned above a horizontal line.

**Sandi Orr, Darts Alberta Administrator**

**TABLE OF CONTENTS**

Description of Post Program Analysis .....3  
Post Program Analysis Based on Original Action Plans .....4 – 46  
2009-10 Budget vs. Actual Comparison.....47

## **Program Analysis Process**

Each Darts Alberta program is evaluated in accordance with the Darts Alberta Policy for Business Plan Development & Program Analysis Process.

An initial draft of the business plan and budget are compiled by the Darts Alberta Administrator, reviewed and ratified by the Darts Alberta Executive, and communicated to the members on the Darts Alberta website.

Objective:

***1.1 Conduct general business of the Darts Alberta Executive and Sub-Committees.***

**A. BUDGET**

<b>PROJECTED REVENUE</b>	\$ 16,301.75	<b>ACTUAL REVENUE</b>	\$ 14,836.58
<b>PROJECTED EXPENDITURES</b>	\$ 44,301.74	<b>ACTUAL EXPENDITURES</b>	\$ 47,089.95
<b>PROJECTED GAIN/LOSS</b>	<u>\$ (27,999.99)</u>	<b>ACTUAL GAIN/LOSS</b>	<u>\$ (32,253.37)</u>

**B. ACTUAL RESULTS/ACHIEVEMENTS**

**Objective Achieved:**  Yes  No

Darts Alberta conducted the general business of the Society in an efficient and cost-effective manner. A meeting schedule was determined well in advance to assist in coordinating and planning for Executive Meetings. The following meetings were conducted:

- Five face-to-face Executive Meetings were held.
- Grant approvals, when required, were conducted via Email.

All inquiries were responded to in as timely a manner as feasible and carried out by the Administrator or applicable Executive Member responsible for each program area.

The 2010 Annual Report was submitted to Corporate Registries on November 5, 2010.

As a result of the discontinuation of the Association Support Grant, the contract with SKORR Services was reduced to PTE contracted administrative service in November 2010.

The Darts Alberta Budget was reviewed several times, necessary budget cuts were considered and the final budget was approved in November 2010.

Directors and Officers Liability and other general liability insurance was renewed.

The 2011 Annual General Meeting was held on Sunday, March 201, 2011 in Edmonton.

The 2009-10 Financial Statements and current financial report were presented to the membership and approved at the 2011 Annual General Meeting.

With the current treasurer’s decision not to seek re-election, a new Treasurer was proactive sought and elected at the 2011 Annual General Meeting. An effective training program has been put in place to assist in the transition.

A number of government reports and plans were developed and remitted.

The 2010-11 Annual Financial Audit, through a Compilation Engagement, is in progress.

Due to work and family commitments, the First Vice President advised of the need to take a hiatus from his Board position for the next few years.

**C. BENEFITS & SUCCESSES**

A reduction in face-to-face meetings have helped to reduce travel expenses.

A comprehensive review of all duties and responsibilities was conducted and several duties were returned to volunteer Board Members when the Administrative contract was significantly reduced.

The Business Plan Action Items summary, including accountability, provided more Executive ownership of the Business Plan.

The Board is continuously reviewing the budget and looking for new ways to reduce expenses while ensuring this does not impact the programs and services offered.

An interim First Vice President was proactively sought for the remainder of the term.

**D. OPPORTUNITIES FOR IMPROVEMENT**

This year seemed to create greater challenges that usual when attempting to organize Board meetings.

The elimination of the Annual Support Grant and reduction of the Administrative contract has put more work back on the Board members and causes the risk of increased volunteer burn-out.

**E. RECOMMENDATIONS**

Review and revise the Operational Procedure Manual and convert to an electronic format. [Administrator]  
Complete Risk Management Plan. [Risk Management Plan Sub-Committee]

**PROGRAM ANALYSIS**

**2010-2011**

Objective:

**1.2 Effectively and efficiently enforce all Darts Alberta policies.**

**A. BUDGET**

<b>PROJECTED REVENUE</b>	\$	979.00	<b>ACTUAL REVENUE</b>	\$	2,177.73
<b>PROJECTED EXPENDITURES</b>	\$	1,958.00	<b>ACTUAL EXPENDITURES</b>	\$	2,177.73
<b>PROJECTED GAIN/LOSS</b>	\$	<u>(979.00)</u>	<b>ACTUAL GAIN/LOSS</b>	\$	<u>-</u>

**B. ACTUAL RESULTS/ACHIEVEMENTS**

**Objective Achieved:**  Yes  No

Darts Alberta Policies were enforced in an effective and efficient manner.

Disciplinary Proceedings were conducted in a non-bias, judicial manner.

No letters of caution were issued as a result of behavioural issues reported by tournament officials.

One formal complaint resulted in a disciplinary hearing, of which the member was issued a sanction.

No appeals were received as a result of disciplinary sanctions.

The new Hearing Judgement format continues to be used for all cases and provides a thorough report of the findings.

With hosting three National Championships in Alberta, the conscious decision was made to hold off the development of any disciplinary proceedings workshops until after the National Championships were completed.

**C. BENEFITS & SUCCESSES**

It is evident that Darts Alberta is extremely diligent in ensuring policies are adhered and thusly, appeal hearings are not having to be granted based on an error in process.

With no appeals received from sanctions issued as a result of Disciplinary Hearings, it is evident that the Disciplinary Hearing Judgement format has greatly assisted in ensuring that all parties have a thorough knowledge of the judicial process, the factors taken into consideration and the reasons for the decisions made.

**D. OPPORTUNITIES FOR IMPROVEMENT**

As the process and hearing format appears to be working very effectively, there are no recommendations for improvements.

**E. RECOMMENDATIONS**

Seek feedback from Member Leagues on development of two eLearning workshops for Member Leagues on Disciplinary Policies and Conducting Disciplinary Hearings. [Administrator]

**PROGRAM ANALYSIS**

**2010-2011**

Objective:

***1.3 Enhance and develop skills of Executive Members.***

**A. BUDGET**

<b>PROJECTED REVENUE</b>	\$	150.00	<b>ACTUAL REVENUE</b>	\$	1,215.58
<b>PROJECTED EXPENDITURES</b>	\$	2,150.00	<b>ACTUAL EXPENDITURES</b>	\$	1,215.58
<b>PROJECTED GAIN/LOSS</b>		<u>\$ (2,000.00)</u>	<b>ACTUAL GAIN/LOSS</b>		<u>\$ -</u>

**B. ACTUAL RESULTS/ACHIEVEMENTS**

**Objective Achieved:**  Yes  No

As a result of budget cuts, there was limited participant in external workshops.

Membership was renewed with both the Calgary & Edmonton Sports Councils.

One member continues to participate in a correspondence course in Arbitration offered through the ADR Institute of Canada.

Four coaches participated in Implementing Mental Skills for Coaches in March 2011, hosted by the Alberta Sport Development Centre.

Two coaches participated in the Alberta Sport Summit in April 2011.

Five coaches participated in Coaching with Mental Skills 2 in June 2011, hosted by the Alberta Sport Development Centre.

**C. BENEFITS & SUCCESSES**

Continued education continues to enhance the skills of Board Members and coaches.

**D. OPPORTUNITIES FOR IMPROVEMENT**

Time constraints and available funds limit the opportunity for volunteers to participate in more development opportunities.

Although excellent workshop topics are presented by Alberta Sport through Box Lunch Workshops, the time frame is not conducive to participation of volunteer Board Members.

**E. RECOMMENDATIONS**

Continue to encourage executive members and the Administrator to participate in educational / skill development opportunities where financial feasible.

[President]

**PROGRAM ANALYSIS**

**2010-2011**

Objective:

**2.1 Provide recreational and skill development opportunities for youth competitors.**

**A. BUDGET**

<b>PROJECTED REVENUE</b>	\$	7,976.75	<b>ACTUAL REVENUE</b>	\$	2,817.36
<b>PROJECTED EXPENDITURES</b>	\$	7,076.75	<b>ACTUAL EXPENDITURES</b>	\$	2,417.36
<b>PROJECTED GAIN/LOSS</b>		<u>\$ 900.00</u>	<b>ACTUAL GAIN/LOSS</b>		<u>\$ 400.00</u>

**B. ACTUAL RESULTS/ACHIEVEMENTS**

**Objective Achieved:**  Yes  No

Due to a consistent reduction in participation, the two Youth/Senior 50+ Ranked Tournaments were reduced to one annually.

One Youth/Senior 50+ Ranked Tournament was hosted in Edmonton on October 16-17, 2010 with a total of 40 entries over 7 events, compared with 74 the previous year.

The Youth AGM Shoot was held in Calgary on March 20, 2011 with a total of 6 entries over 4 events, compared with 21 the previous year.

The Silver Cup Youth Challenge Ranked Tournament was hosted in Medicine Hat on May 6-7, 2011 with a total of 25 entries over 6 events, compared with 37 the previous year.

The Youth League Provincial Championship was cancelled due to only one youth league registering for the event that was to be held in Calgary, in conjunction with the Youth AGM Shoot in March 20, 2011.

Youth coaches continue to encourage their youth competitors to participate in more adult ranked competitions in Alberta.

A total of 26 youth members competed in the Youth Ranked Tournament System, compared to 43 the previous year.

**C. BENEFITS & SUCCESSES**

Alberta continues to be the only province of which a Provincial Youth Ranking System exists.

The ranked tournaments continue to provide youth members with more competitive opportunities, several of which are timed between the Provincials and the Nationals.

These competitive opportunities continue to increase the skill levels of our youth competitors. This was evident with the outstanding results achieved at the 2011 Youth National Championship.

Incorporating Senior 50+ athletes to compete with the youth continue to provide opportunities for adults to mentor youth athletes.

Youth participation in adult ranked competitions provides additional competitive opportunities. It is believed that by encouraging youth members to compete in adult competitions, this assists in encouraging more youth members to continue in the sport when they are no longer eligible to compete in the youth program.

**D. OPPORTUNITIES FOR IMPROVEMENT**

There are many concerns relative to the reduction of youth participants in ranked tournaments and provincial championships. There is definitely an opportunity to review the youth program and determine other ways of effectively increasing membership and participation.

**E. RECOMMENDATIONS**

Review methods of increasing youth membership and participation. [Youth Director / Administrator]

Review financial feasibility of youth advertising program. [Youth Director / Administrator]

Consider development of grant funding submission for coaching skills development session at youth leagues to increase participation and interest. [Youth Director / Administrator]

**PROGRAM ANALYSIS**

**2010-2011**

Objective:

**2.2 Provide, maintain and continuously improve the Youth Provincial/National Championship Program.**

**A. BUDGET**

<b>PROJECTED REVENUE</b>	\$ 17,541.25	<b>ACTUAL REVENUE</b>	\$ 9,760.00
<b>PROJECTED EXPENDITURES</b>	\$ 14,481.25	<b>ACTUAL EXPENDITURES</b>	\$ 17,385.15
<b>PROJECTED GAIN/LOSS</b>	<u>\$ 3,060.00</u>	<b>ACTUAL GAIN/LOSS</b>	<u>\$ (7,625.15)</u>

**B. ACTUAL RESULTS/ACHIEVEMENTS**

**Objective Achieved:**  Yes  No

Youth leagues and youth development are active in 7 districts, within 6 Provincial Zones.

The Fox Creek Youth League became inactive.

The Ponoka Youth League became inactive.

Of a total of 46 eligible members, 25 competed in the 2010-11 Provincial Championship Program compared with 39 participation out of 66 eligible members the previous year.

The 2011 Youth Provincial Championship was hosted in Calgary on February 26-27, 2011.

A total of 25 athletes competed in the 2011 Youth Provincial Championships, with 8 members in the Senior Male discipline, 6 members in the Senior Female discipline, 7 members in the Junior Male discipline, and 4 members in the Junior Female discipline, a significant decrease from 39 participants the previous year.

The Youth Provincial Championship was adjudicated by the Darts Alberta Youth Director, Membership Director and President.

A team of 11 youth, the Provincial Youth Director (Coach) and male and female chaperones/coaches attended the 2011 Youth National Championships in Edmonton, Alberta from May 20 to 22, 2011. A total of 10 provinces/territories competed at the 2011 Youth National Championships.

The members of the 2011 Darts Alberta Youth Team earned a total of 10 medals (5 Gold and 5 Silver), compared with 13 medals in 2010 (3 Gold, 6 Silver and 4 Bronze). In addition to the national championships, Team Alberta members won both World Masters Qualifier events.

Team Alberta won the Canada Cup Gold Medal.

One of the Team Alberta Senior Male athletes earned the “Triple Crown” winning the gold medal in Senior Male Doubles, Senior Male Singles and Senior Mixed Doubles.

An issue occurred during the National Championships resulting in a subsequent disciplinary hearing.

**C. BENEFITS & SUCCESSES**

Although all other disciplines decreased significantly, there was a 200% increase in Senior Female participation at the 2011 Youth Provincial Championship.

Although a significant reduction of participation and membership occurred in the youth program, the calibre of Team Alberta members continues to be outstanding.

As a result of the financial stability of the organization, this ensures Team Alberta consists of the top 3 competitors in each discipline, rather than based on an individual’s financial resources.

With the Youth Nationals hosted in Alberta, the travel expenses were significantly reduced.

It is believed that increased competitive opportunities for youth in Alberta and encouraging youth members to participate in adult ranked tournaments have contributed to the continued success of Team Alberta at the National Championships over the past several years.

**D. OPPORTUNITIES FOR IMPROVEMENT**

There was an overall decrease of participation of 36% at the Youth Provincial Championships, with the most significant (60% decrease) occurring in the Junior Male category.

As many graduate to the adult program due to age restrictions, there continues to be a need to market the sport to more youth.

**E. RECOMMENDATIONS**

Research other means of marketing the Darts Alberta Youth Program.

[Youth Director / Administrator]

Develop flyer for school and community league distribution.

[Youth Director / Administrator]



**PROGRAM ANALYSIS**

**2010-2011**

Objective:

**2.3 Provide Financial Assistance for the development of new Youth Athlete Programs.**

**A. BUDGET**

<b>PROJECTED REVENUE</b>	\$	1,500.00	<b>ACTUAL REVENUE</b>	\$	1,000.00
<b>PROJECTED EXPENDITURES</b>	\$	1,500.00	<b>ACTUAL EXPENDITURES</b>	\$	1,000.00
<b>PROJECTED GAIN/LOSS</b>	\$	<u>-</u>	<b>ACTUAL GAIN/LOSS</b>	\$	<u>-</u>

**B. ACTUAL RESULTS/ACHIEVEMENTS**

**Objective Achieved:**  Yes  No

No new grant applications were received for review by the Grants Sub-Committee for funding assistance of youth events.

Although there were no new grant applications received for review by the Grants Sub-Committee for funding assistance of youth events, two grant applications were received for two youth member to compete at the 2010 World Masters.

**C. BENEFITS & SUCCESSES**

With the existence of Darts Alberta ranked tournaments, Youth League Coordinators have not seen the need to create additional youth development opportunities.

**D. OPPORTUNITIES FOR IMPROVEMENT**

Although there continues to be an opportunity to encourage youth leagues and even adult leagues to develop additional youth opportunities, the number of youth development programs established by Darts Alberta has significantly reduced the likelihood of receiving youth development grant applications.

**E. RECOMMENDATIONS**

Although the grant program for youth development will continue to be an objective, it is recommended that little resources be expended to proactively pursue external youth development grant applications.

**PROGRAM ANALYSIS**

**2010-2011**

Objective:

**3.1 Provide, maintain and continuously improve the Grassroots Mentorship Program.**

**A. BUDGET**

<b>PROJECTED REVENUE</b>	\$	3,347.00	<b>ACTUAL REVENUE</b>	\$	4,677.67
<b>PROJECTED EXPENDITURES</b>	\$	3,027.00	<b>ACTUAL EXPENDITURES</b>	\$	4,407.67
<b>PROJECTED GAIN/LOSS</b>		<u>\$ 320.00</u>	<b>ACTUAL GAIN/LOSS</b>		<u>\$ 270.00</u>

**B. ACTUAL RESULTS/ACHIEVEMENTS**

**Objective Achieved:**  Yes  No

Pro-Am DART Shoot invitation packages were circulated in April/May to a pool of 38 grassroots nominees and 39 elite athletes.

The fourth annual Pro-Am DART (Developing Amateur Rookie Talent) Shoot was held on Saturday, September 11, 2010 in Ponoka.

A total of 30 participants (15 grassroots award winners and 15 elite athletes) competed in the event, of which a maximum of 32 participants were eligible, status quo in comparison to the previous year.

A total of 29 Grassroots Nominees were nominated by Member Dart Leagues and recognized at their respective Member League Banquets in April and May 2011.

Each Adult Grassroots Winner received an invitation to register for the Pro-Am, a free NDFC membership upgrade for the upcoming season and a free entry into any Darts Alberta ranked tournament for the upcoming season.

**C. BENEFITS & SUCCESSES**

The presentation of these awards at Member League Awards Banquets continues to increase Darts Alberta’s profile to members within our Member Leagues and provides Darts Alberta with the opportunity to recognize member achievements amongst their peers.

The program restructure continues to be seen as a positive change, with both grassroots players and elite athletes.

Providing grassroots nominees with entry into a Darts Alberta Ranked Singles Event and an NDFC Membership Upgrade encourages a greater number of grassroots members to compete at a higher level of competition and provides a greater opportunity to recognize more grassroots level players for their achievements.

By providing a less competitive environment, there are more opportunities for mentorship to the grassroots players from their elite athlete partners.

This program has provided elite athletes with the opportunity to give something back to the organization that has provided them with many benefits over the years and to transfer their skills knowledge in developing athletes.

**D. OPPORTUNITIES FOR IMPROVEMENT**

Although the results and feedback from the event is extremely positive, there continues to be a challenge to gain full participation at the event.

**E. RECOMMENDATIONS**

Continue to encourage participation in the Pro Am Tournament.

[Administrator/Second Vice President]

**PROGRAM ANALYSIS**

**2010-2011**

Objective:

3.2 *Provide, maintain and continuously improve the Member League Provincial Championship Program.*

**A. BUDGET**

<b>PROJECTED REVENUE</b>	\$	3,506.00	<b>ACTUAL REVENUE</b>	\$	1,360.68
<b>PROJECTED EXPENDITURES</b>	\$	2,506.00	<b>ACTUAL EXPENDITURES</b>	\$	880.68
<b>PROJECTED GAIN/LOSS</b>		<u>\$ 1,000.00</u>	<b>ACTUAL GAIN/LOSS</b>		<u>\$ 480.00</u>

**B. ACTUAL RESULTS/ACHIEVEMENTS**

**Objective Achieved:**  Yes  No

The league playoff structure was removed and league members registered directly into the League Provincial Championship.

The Member League Provincial Championship was held in Calgary on Saturday, March 19, 2011 and adjudicated by the Darts Alberta Tournament Director with assistance from the Secretary.

A total of 4 women’s doubles teams (8 participants) and a total of 5 men’s triples teams (16 participants) competed in the playoffs, compared with 22 teams (65 participants) in the previous season.

Challenges occurred in Mixed Triples partners being unable to attend.

**C. BENEFITS & SUCCESSES**

The two Provincial Championship Teams received funding and attended the 2011 Canadian Open in Edmonton, Alberta on June 18-19, 2011.

**D. OPPORTUNITIES FOR IMPROVEMENT**

Winning a trip within the province significantly reduced participation.

Having a static destination would provide consistency for participants and budgeting.

**E. RECOMMENDATIONS**

Modify prize package to the Greater Vancouver Open each year.

[Administrator / Secretary]

Modify the events to Doubles for both Men’s and Women’s events.

[Administrator / Secretary]

Consider removing preregistration requirement.

[Administrator / Secretary]

**PROGRAM ANALYSIS**

**2010-2011**

Objective:

3.3 *Provide, maintain and continuously improve Ranked Tournament Participation awards program.*

**A. BUDGET**

<b>PROJECTED REVENUE</b>	\$	500.00	<b>ACTUAL REVENUE</b>	\$	250.00
<b>PROJECTED EXPENDITURES</b>	\$	500.00	<b>ACTUAL EXPENDITURES</b>	\$	250.00
<b>PROJECTED GAIN/LOSS</b>	\$	-	<b>ACTUAL GAIN/LOSS</b>	\$	-

**B. ACTUAL RESULTS/ACHIEVEMENTS**

**Objective Achieved:**  Yes  No

Participation points were removed from the ranking system.

There were 157 members (55 women and 102 men) registered on the Official 2010-11 Ranking List as of April 30, 2011, compared with 161 members with ranking points (65 women and 96 men) from the previous year.

One male and one female competitor were randomly drawn at the Rodeo City Open in May 2011 to receive the Intermediate Development Award.

**C. BENEFITS & SUCCESSES**

Participation of those earning ranking points remained status quo.

**D. OPPORTUNITIES FOR IMPROVEMENT**

Other than continuing to market Darts Alberta Ranked Tournaments, there is little opportunity for improvement directly relative to this objective.

**E. RECOMMENDATIONS**

With the deletion of the participation point system, this objective will be deleted.

**PROGRAM ANALYSIS**

**2010-2011**

Objective:

**3.4** *Provide Member Financial Assistance for the development of new Grassroots Programs.*

**A. BUDGET**

<b>PROJECTED REVENUE</b>	\$	-	<b>ACTUAL REVENUE</b>	\$	-
<b>PROJECTED EXPENDITURES</b>	\$	-	<b>ACTUAL EXPENDITURES</b>	\$	-
<b>PROJECTED GAIN/LOSS</b>	\$	-	<b>ACTUAL GAIN/LOSS</b>	\$	-

**B. ACTUAL RESULTS/ACHIEVEMENTS**

**Objective Achieved:**  Yes  No

There were no new grant applications received for review by the Grants Sub-Committee for funding assistance of grassroots events.

**C. BENEFITS & SUCCESSES**

There were no benefits or successes achieved.

**D. OPPORTUNITIES FOR IMPROVEMENT**

Other than continuing to heighten awareness of the grant program, particularly for grassroots level programs, there is little opportunity for improvement.

**E. RECOMMENDATIONS**

There are no recommendations for improvement.

**PROGRAM ANALYSIS**

**2010-2011**

Objective:

**3.5 Provide Coaching, Adjudicating and Administrative Services to the Alberta Deaf Darts Association.**

**A. BUDGET**

<b>PROJECTED REVENUE</b>	\$	-	<b>ACTUAL REVENUE</b>	\$	-
<b>PROJECTED EXPENDITURES</b>	\$	-	<b>ACTUAL EXPENDITURES</b>	\$	-
<b>PROJECTED GAIN/LOSS</b>		<u>\$ -</u>	<b>ACTUAL GAIN/LOSS</b>		<u>\$ -</u>

**B. ACTUAL RESULTS/ACHIEVEMENTS**

**Objective Achieved:**  Yes  No

With minimal resources available with the hosting of three national championships, all resources allocated to this objective were put into organizing and adjudicating the 2010 National Deaf Dart Championship in Calgary. This is reported in another objective.

The development of a Sport of Darts Handbook for Coaches, Officials and Organizers Working with Persons with Disabilities was deferred in light of the extensive resources required to host three national championships in Alberta in this fiscal year.

**C. BENEFITS & SUCCESSES**

The partnership developed with the Alberta Deaf Darts Association assists in encouraging more participants with hearing disabilities to participate in mainstream programs.

**D. OPPORTUNITIES FOR IMPROVEMENT**

With limited resources available, there is little opportunity available for improvement other than to continue to provide support where feasible and to encourage participation of members with hearing disabilities in mainstream programs

**E. RECOMMENDATIONS**

Review feasibility of developing a Sport of Darts Handbook for Coaches, Officials and Organizers Working with Persons with Disabilities. [Administrator]

**PROGRAM ANALYSIS**

**2010-2011**

Objective:

**3.6** *Provide Member Financial Travel Assistance for Intermediate Athlete development opportunities.*

**A. BUDGET**

<b>PROJECTED REVENUE</b>	\$	2,000.00	<b>ACTUAL REVENUE</b>	\$	1,000.02
<b>PROJECTED EXPENDITURES</b>	\$	2,000.00	<b>ACTUAL EXPENDITURES</b>	\$	1,000.02
<b>PROJECTED GAIN/LOSS</b>	\$	-	<b>ACTUAL GAIN/LOSS</b>	\$	-

**B. ACTUAL RESULTS/ACHIEVEMENTS**

**Objective Achieved:**  Yes  No

There were 7 applications received from members to participate in the Elks Nationals, compared with 0 the previous year.

Three male and four female athletes were provided financial travel assistance in order to attend the 2011 Elks and Royal Purple National Darts Championship held in Yellowknife, NWT from May 24 to 28, 2011 – a championship consisting of approximately eight other Provinces and Territories.

**C. BENEFITS & SUCCESSES**

As a result of the financial travel assistance, an additional \$6,000.00 of self-funding was expended by intermediate athletes that may not have otherwise occurred.

As the highest majority of members are those competing at an intermediate level of competition, this provides the potential of financial assistance to a greater majority of our membership.

There was a significant increase in applicants this year as the Alberta team was ineligible to compete in 2010 as a result of an administrative error.

The establishment of clear and concise policy provide the ability to expedite the grant approval process, ensuring that the review and approval or denial is conducted in an unbiased manner.

With 100% of the funding provided upon an applicant’s return from an event, it is believed that this has greatly assisted in ensuring the signed agreement and results are received immediately upon returning home from these national events.

The revision to the process for submitting grant agreements has significantly reduced the administration of this grant program.

**D. OPPORTUNITIES FOR IMPROVEMENT**

Other than continuing to heighten awareness of the grant program, particularly for intermediate level programs, there is little opportunity for improvement.

**E. RECOMMENDATIONS**

There are no recommendations for improvement.

**PROGRAM ANALYSIS**

**2010-2011**

Objective:

**4.1 Provide, maintain and continuously improve the Elite National Championship Program.**

**A. BUDGET**

<b>PROJECTED REVENUE</b>	\$ 30,215.00	<b>ACTUAL REVENUE</b>	\$ 23,455.00
<b>PROJECTED EXPENDITURES</b>	\$ 15,884.50	<b>ACTUAL EXPENDITURES</b>	\$ 20,454.12
<b>PROJECTED GAIN/LOSS</b>	<u>\$ 14,330.50</u>	<b>ACTUAL GAIN/LOSS</b>	<u>\$ 3,000.88</u>

**B. ACTUAL RESULTS/ACHIEVEMENTS**

**Objective Achieved:**  Yes  No

Zone Qualifiers Playoffs were conducted in 7 Provincial Zones in the men’s and women’s disciplines.

A total of 149 athletes competed in the 2010-11 Adult Elite Zone Qualifier Playoffs, with 100 members in the men’s discipline and 49 members in the women’s discipline, compared with 172 participants the previous year (118 men and 54 women).

A total of 97 athletes competed in the 2011 Adult Elite Provincial Championships, with 60 in the men’s discipline and 37 members in the women’s discipline, compared with 109 the previous year (68 men and 41 women).

The 2011 Adult Elite Provincial Championship was held in Edmonton on the Family Day long weekend.

The Adult Elite Provincial Championships were adjudicated by four Level 2 Certified Officials (Darts Alberta Tournament Director, Administrator, First Vice President and Membership Director).

A team of 8 men and 8 women, along with three alternates, attended the 2011 Adult National Championship in Edmonton, Alberta from June 14 to 17, 2011. A total of 12 provinces and territories competed at the 2011 Adult National Championship.

The coaching team for the National Championship consisted of the one Certified Competition Development Coach, one Certified Competition Introduction Coach and one Competition Introduction Coach in training.

As a result of the financial stability of the organization, all of the team’s travel, accommodations and entry fees are paid by the organization, in comparison to other provinces that are only financially able to contribute partial and often limited funding for their team members.

The members of the 2011 Darts Alberta Team earned 4 Gold, 2 Silver and 1 Bronze medals, compared with 2 Gold, 2 Silver and 2 Bronze the previous year.

There were 21 individuals/teams that advanced from round robin play to the knockout rounds, compared with 16 the previous year.

The 2011 Darts Alberta Team earned a total of 285 points (wins) compared with 248 the previous year, representing a total of 13% of the total match points available, in comparison to 11.1% the previous year and earning Team Alberta the 2011 Canada Cup Gold Medal.

Two Alberta Team members won the opportunity to represent Team Canada at the 2011 World Masters as a result of their accomplishments in the National Championships.

Two Alberta Team members won the opportunity to represent Team Canada at the 2011 World Cup as a result of their accomplishments in the National Ranking System and one Alberta Team member as a result of winning the qualifier immediately following the Nationals.

To reduce the administration workload, no daily newsletters were published.

Due to the lack of team cohesion at the 2010 National Championships, the nightly team meetings were brought back as a mandatory requirement.

As the Provincial Director had far more responsibilities as the host, every effort was made to spend as much time as possible with the team during competition.

**C. BENEFITS & SUCCESSES**

Taking a non-Board Member Coach in training provided the opportunity for more Board Member resources to be used to organize the hosting of the national championship.

Having the men’s second alternate also in attendance, this provided additional support to the team at no increased expense.

Other provincial teams do not necessarily consist of the top athletes in their jurisdiction, simply because of the financial burden of having to partially or fully self-fund their expenses. As a result of the financial stability of the organization, this ensures Team Alberta consists of the top 8 competitors in each discipline, rather than based on an individual’s financial resources.



Travel expenses were significantly reduced as a result of hosting the National Championship in Edmonton.

Team cohesion was significantly increased from the previous year.

With more coaches becoming certified, there is the opportunity to consider an application and interview process for the selection of coaches.

#### **D. OPPORTUNITIES FOR IMPROVEMENT**

There was a 13% overall decrease in zone participation (15% in men's and 9% in women's).

There was an 11% overall decrease in participation at the 2011 Adult Provincials (12% in men's and 10% in women's).

#### **E. RECOMMENDATIONS**

Continue with nightly team meetings as a mandatory requirement.

[Provincial Director]

**PROGRAM ANALYSIS**

**2010-2011**

Objective:

**4.2 Provide, maintain and continuously improve the Adult Ranked Tournament System.**

**A. BUDGET**

<b>PROJECTED REVENUE</b>	\$	5,596.00	<b>ACTUAL REVENUE</b>	\$	7,800.45
<b>PROJECTED EXPENDITURES</b>	\$	2,716.00	<b>ACTUAL EXPENDITURES</b>	\$	4,606.45
<b>PROJECTED GAIN/LOSS</b>	\$	<u>2,880.00</u>	<b>ACTUAL GAIN/LOSS</b>	\$	<u>3,194.00</u>

\*Includes revenue and expenses for Youth AGM Shoot

**B. ACTUAL RESULTS/ACHIEVEMENTS**

**Objective Achieved:**  Yes  No

Not including the Darts Alberta Adult Elite Provincial Championship, there were 10 Darts Alberta Adult Ranked Tournaments (20 ranked events). The increased events were a result of hosting a one-time only ranked tournament prior to the Adult National Championship in Edmonton.

Of the 10 Darts Alberta Ranked Tournaments, 6 of these tournaments (12 events) were also ranked by the National Darts Federation of Canada and 1 tournament (2 events) is also ranked by the World Darts Federation.

The Darts Alberta Ranking Lists were updated, revised and published within 15-30 days of the results being received.

All Darts Alberta Ranked Tournaments flyers were posted on the Darts Alberta website.

There were 683 men’s singles entries (an average of almost 68 participants per event) in Darts Alberta Ranked Tournaments during the 2010-11 season, compared with 574 (average of 64 participants per event).

There were 353 women’s singles entries (an average of almost 35 participants per event) in Darts Alberta Ranked Tournaments during the 2010-11 season, compared with 318 (average of 36 participants per event).

In addition to the ranked singles entries, there were approximately 1,538 team entries in doubles and triples events (an average of 154 entries per tournament) at Darts Alberta Ranked Tournaments during the 2010-11 season, compared with 1,493 team entries the previous year (an average of 187 entries per tournament).

There continues to be a challenge with some tournaments relative to the seeding, rules and format requirements for ranked tournaments.

**C. BENEFITS & SUCCESSES**

By updating Ranking Lists after each Ranked Tournament, this continues to provide members with a timely snap shot of their ranking status and ensures ranked members receive the appropriate seeding benefits.

Although an increase was experienced in participation, this is a result of an additional one-time only event associated with the hosting the National Championship. It is estimated that the entries per tournament at relatively status quo in comparison with the previous year.

**D. OPPORTUNITIES FOR IMPROVEMENT**

There is an opportunity to increase awareness of Darts Alberta and NDFC rules for newer organizers of ranked tournaments through eLearning opportunities.

There is an opportunity to increase knowledge relative to electronic seeding through eLearning opportunities.

**E. RECOMMENDATIONS**

Any recommendations relative to officiating and eLearning are included under Officiating Certification.

**PROGRAM ANALYSIS**

**2010-2011**

Objective:

**4.3** *Provide, maintain and continuously improve the Elite Development Program.*

**A. BUDGET**

<b>PROJECTED REVENUE</b>	\$	4,000.00	<b>ACTUAL REVENUE</b>	\$	2,000.00
<b>PROJECTED EXPENDITURES</b>	\$	4,000.00	<b>ACTUAL EXPENDITURES</b>	\$	2,000.00
<b>PROJECTED GAIN/LOSS</b>	\$	<u>-</u>	<b>ACTUAL GAIN/LOSS</b>	\$	<u>-</u>

**B. ACTUAL RESULTS/ACHIEVEMENTS**

**Objective Achieved:**  Yes  No

Two male and two female elite athletes were awarded the 2010-11 Elite Development Award, winning the opportunity to attend a world ranked tournament.

Any funding included in the above are carried forward from the previous year.

With the change of the award recipients attending the World-ranked Greater Vancouver Open (occurring in the next fiscal), the revenue and expenses will continuously be related to the previous year's award winners.

**C. BENEFITS & SUCCESSES**

By awarding a significant reward for athletic achievement, this continues to enhance the credibility of the Darts Alberta Ranking System.

Although the event has changed from previous years, no negative feedback has been received regarding the change.

**D. OPPORTUNITIES FOR IMPROVEMENT**

There is a need to determine the most effective means of ensuring the lowest priced airfares to Vancouver.

**E. RECOMMENDATIONS**

Increase communication to winners of the Elite Development Award relative to flight subsidies and seat sales.

[Administrator]

**PROGRAM ANALYSIS**

**2010-2011**

Objective:

**4.4** *Provide Member Financial Travel Assistance for Elite Athlete development opportunities.*

**A. BUDGET**

<b>PROJECTED REVENUE</b>	\$	1,500.00	<b>ACTUAL REVENUE</b>	\$	1,000.00
<b>PROJECTED EXPENDITURES</b>	\$	1,500.00	<b>ACTUAL EXPENDITURES</b>	\$	1,000.00
<b>PROJECTED GAIN/LOSS</b>		<u>\$ -</u>	<b>ACTUAL GAIN/LOSS</b>		<u>\$ -</u>

**B. ACTUAL RESULTS/ACHIEVEMENTS**

**Objective Achieved:**  Yes  No

Four grant applications were received and approved for Elite Athlete Development funding were received, 3 for the World Masters and one for the Adult Nationals.

The Youth applications for funding to international events were expended to Youth Development funding.

As a result of budget cuts, the funding policy was reviewed and some events were removed from the list of eligible events. Those ineligible events now include those funded by the National Darts Federation of Canada or where individuals are automatically guaranteed significant prize money.

**C. BENEFITS & SUCCESSES**

An additional \$7,000.00 of self-funding was expended by elite athletes to attend these national and international competitions that may not have otherwise occurred without this grant program in place.

By allocating youth grant applications for funding to youth development, this more accurately portrays the expenses relative to Elite Adult Athletes and Youth Development.

**D. OPPORTUNITIES FOR IMPROVEMENT**

With the ever increasing skills and abilities of both Alberta adult and youth athletes, challenges exist relative to the increase in eligible grant applicants.

**E. RECOMMENDATIONS**

There was no recommendations for improvements.

Objective:

**5.1** *Communicate the activities and member services of Darts Alberta to our members and Member Leagues.*

**A. BUDGET**

<b>PROJECTED REVENUE</b>	\$	10,176.00	<b>ACTUAL REVENUE</b>	\$	8,334.98
<b>PROJECTED EXPENDITURES</b>	\$	8,631.00	<b>ACTUAL EXPENDITURES</b>	\$	5,529.05
<b>PROJECTED GAIN/LOSS</b>		<u>\$ 1,545.00</u>	<b>ACTUAL GAIN/LOSS</b>		<u>\$ 2,805.93</u>

**B. ACTUAL RESULTS/ACHIEVEMENTS**

**Objective Achieved:**  Yes  No

No Darts Alberta Newsletters were published.

One e-News Flash was published; April 2011.

As a result of the new website, news items are instantly included on the home page of the Darts Alberta website, eliminating the need for formal News Releases.

A new services provider was obtained for a Content Management System (CMS) website.

A complete restructure of the Darts Alberta website to a Content Management System was successfully launched in April 2011, significantly reducing the resources necessary to maintain the website.

The Darts Alberta web pages continue to receive a large volume of daily hits.

The Member League Benefits document was revised to include the new NDFC affiliation.

There were a total of 1,263 Darts Alberta members, which include 287 with full national affiliation, consisting of:

- o 370 Adult Females, including two Darts Alberta/NDFC Life Member and youth coaches
- o 842 Adult Males, including three Darts Alberta/NDFC Life Members and youth coaches
- o 21 Youth Females
- o 30 Youth Males

Membership was derived from the following means:

- o 1,129 Adult Member Leagues members, including two Darts Alberta/NDFC Life Member
- o 83 Individual Adult Members, including two Darts Alberta/NDFC Life Member
- o 51 Youth Member Leagues members

Individual Darts Alberta memberships and national affiliation memberships were available for purchase at most Darts Alberta Ranked Tournaments and at all Zone Qualifier Playoffs.

Darts Alberta continues to proactively promote its programs and services to non-member leagues in various regions throughout Alberta.

All Darts Alberta Member League members became affiliated and registered with National Darts Federation of Canada and became eligible for the national accident death and dismemberment insurance benefits.

One adult member league in Sherwood Park did not rejoin Darts Alberta this year.

Darts Alberta provides information to the general public through email and telephone enquiries regarding membership, the location and contact information of dart leagues and general enquiries about our sport.

Focus continues to be concentrated on marketing membership benefits to non-member leagues rather than to the general public.

**C. BENEFITS & SUCCESSES**

The news articles on the home page continue to provide members with timely updates on programs, services, initiatives and achievements as they occur.

The e-News Flashes continue to be an effective direct-marketing approach to provide timely electronic information to our members, without relying on the members to initiate a visit to the Darts Alberta website.

With the high quantity of web page hits, it is evident that Darts Alberta's website is considered one of the principal dart sites in Canada - relied upon by not only Alberta dart players but many out of province competitors for accurate, up-to-date dart information.

Preliminary work has begun to revise the Darts Alberta Programs brochure.

Although decreases were experienced in most membership categories, a slight increase was realized with individual adult membership. It would appear that Darts Alberta is successful in retaining members when individuals no longer participate in member leagues.

Although it is not feasible for the Membership Director to attend all Darts Alberta Ranked Tournaments or Zone Qualifiers, arrangements were made to ensure that a designate was appointed for the sale of memberships at every event.

An Adult Member League Benefits flyer continues to be an effective marketing tool to non-member leagues.

The Darts Alberta brochure continues to be an effective tool to market our vast array of programs and services to non-members in a professional and timely manner, but is in need of updating to reflect the new programs and services available.

The new NDFC affiliated league membership provides a huge benefit to encourage and retain member league memberships.

Although one member league did not rejoin, it has since been learned that they will be rejoining again in the upcoming season.

#### **D. OPPORTUNITIES FOR IMPROVEMENT**

There is a need to ensure more direct email e-News Flashes are produced to heighten awareness of the programs and services as well as directing members to the Darts Alberta website.

There is a need to continue to seek out an eCommerce service provider.

As Member League membership is a direct result of the numbers of members registered in each independent dart league associated with Darts Alberta, the increase or decrease in this membership category is mostly outside of the control of Darts Alberta.

A decrease of 13% was experienced overall in total membership, with the youth category experiencing the greatest decrease of 41%. The adult membership decrease was mostly experienced from the loss of the one member league.

Although a great deal of progress has been made in the area of proactive marketing to non-member leagues, there are still great opportunities that could be achieved through additional marketing.

#### **E. RECOMMENDATIONS**

Continue to proactively market Darts Alberta to non-members leagues. [Administrator/President]

Determine a schedule of eNews Flashes. [Communications / Administrator]

Conduct research and make recommendations for eCommerce service provider. [Communications / Administrator]

Complete development and printing of Programs Brochure. [Communications / Administrator]

Continue to ensure that memberships are available for purchase at all Darts Alberta events and ranked tournaments. [Membership Director]

Continue to promote the sport of darts through the Darts Alberta website, distribution of Darts Alberta brochures and answering general phone and email enquiries. [Communications / Administrator]

Objective:

**5.2 Promote Darts Alberta programs, activities and member services to senior communities.**

**A. BUDGET**

<b>PROJECTED REVENUE</b>	\$	-	<b>ACTUAL REVENUE</b>	\$	-
<b>PROJECTED EXPENDITURES</b>	\$	-	<b>ACTUAL EXPENDITURES</b>	\$	-
<b>PROJECTED GAIN/LOSS</b>		<u>\$ -</u>	<b>ACTUAL GAIN/LOSS</b>		<u>\$ -</u>

**B. ACTUAL RESULTS/ACHIEVEMENTS** **Objective Achieved:**  Yes  No

Darts Alberta was involved in a pilot project to increase PSO involvement in the Alberta 55 plus Games.

The Administrator was the Provincial Advisor to the Alberta 55 plus Committee and consulted with local organizers of the zone playoffs in each of the areas.

Upon request, Darts Alberta provided adjudicators for the Zone Playoffs in Edmonton and Alberta Beach.

Darts Alberta provided two adjudicators to officiate the 2010 Alberta 55 plus Games.

Although challenges were experienced with the Alberta 55 plus Association, Darts Alberta considers the pilot to be a definite success.

Feedback was provided to Alberta Sport to continuously improve the involvement of PSOs.

A total of 16 seniors participated in the Youth / Senior 50+ event as part of the Darts Alberta Ranked Youth Tournament held in Edmonton, remaining status quo from the previous year. The revenues and expenditures for these Youth / Senior 50+ events are included under Objective 2.1.

**C. BENEFITS & SUCCESSES**

With more active involvement, Darts Alberta will be better able to publicize zone competitions associated with the Alberta 55 plus Games on a more timely basis.

With the dart competition of the Alberta 55 plus Games now being held in the winter, it is believed this will increase participation of Darts Alberta members.

With the increased involvement of Darts Alberta, it is believed that the games were adjudicated in a much more consistent manner than in the past, in accordance with recognized national rules.

**D. OPPORTUNITIES FOR IMPROVEMENT**

There is an opportunity to increase Darts Alberta member participation in the 55 plus Games.

There is an opportunity to increase 55 plus member participation in mainstream programs.

**E. RECOMMENDATIONS**

Continue to work with Alberta Sport and the Alberta 55 plus Association. [Administrator / Tournament Director]

Investigate advertising costs in the Alberta 55 plus Association magazine. [Administrator]

**PROGRAM ANALYSIS**

**2010-2011**

Objective:

**6.1 Provide, maintain and continuously improve the Darts Alberta Level I Officiating Certification Program.**

**A. BUDGET**

<b>PROJECTED REVENUE</b>	\$	600.00	<b>ACTUAL REVENUE</b>	\$	180.00
<b>PROJECTED EXPENDITURES</b>	\$	200.00	<b>ACTUAL EXPENDITURES</b>	\$	-
<b>PROJECTED GAIN/LOSS</b>		<u>\$ 400.00</u>	<b>ACTUAL GAIN/LOSS</b>		<u>\$ 180.00</u>

**B. ACTUAL RESULTS/ACHIEVEMENTS**

**Objective Achieved:**  Yes  No

Extensive research was conducted and an eLearning service provider in March 2011 was determined to conduct a pilot.

The Level 1 Officiating Workshop was converted to eLearning and a pilot was conducted from early April 2011 to mid-June 2011.

Of the 11 participants that signed up for the Level 1 Officiating eLearning Workshop, 9 have successfully completed the course.

After the pilot was completed, it was deemed that both free service did not meet our needs and the lowest tier cost was unaffordable. further research has begun for a new eLearning service provider. However, since then, the free service has been discontinued and a lower tier of full service is now available. This will be researched further.

A module was developed specifically on the electronic seeding process and could be provided as a stand-alone module for those that have already take an old Level 1 Version.

**C. BENEFITS & SUCCESSES**

There are a total of 98 Certified Level 1 Officiators registered in Alberta, of which some are also certified at a higher level.

The pilot was conducted at the ideal time as this provided the opportunity for individuals to take their Level 1 Officiating prior to registering for the Level 2 workshops being offered during the National Championships hosted in Edmonton.

By having trained Level 1 Officiators, this has resulted in more consistency and better adjudicated competitions.

The eLearning workshop provided cost effective eLearning workshops to members throughout Alberta, while keeping Darts Alberta’s facilitating expenses to a bare minimum.

The training of Level I Officiators has enhanced the profile of Darts Alberta and the sport of darts through the sharing of knowledge and information from officiators to members and non-members.

The eLearning provider chosen offers a very user-friendly development tool that once learned does not require that much resource time for development.

**D. OPPORTUNITIES FOR IMPROVEMENT**

The greatest challenge relative to the use of the new eLearning tool is the time to develop the on-line workshop.

There is an opportunity to develop a module specifically on electronic seeding.

**E. RECOMMENDATIONS**

Continue to investigate the new reduced price full eLearning tool now available.

[Administrator]



**PROGRAM ANALYSIS**

**2010-2011**

Objective:

**6.2** *Provide Member Financial Assistance for Officiating Development opportunities.*

**A. BUDGET**

<b>PROJECTED REVENUE</b>	\$	-	<b>ACTUAL REVENUE</b>	\$	330.00
<b>PROJECTED EXPENDITURES</b>	\$	-	<b>ACTUAL EXPENDITURES</b>	\$	330.00
<b>PROJECTED GAIN/LOSS</b>	\$	-	<b>ACTUAL GAIN/LOSS</b>	\$	-

**B. ACTUAL RESULTS/ACHIEVEMENTS**

**Objective Achieved:**  Yes  No

With the Youth and Adult Nationals occurring in Edmonton this year, it was deemed that no grant funding would be provided and that we would simply pay the officiating workshop fee for anyone wishing to participate in the Level II Officiating Certification program.

Darts Alberta proactively encouraged Level 1 Officials to consider taken the Level II Officiating Course offered by the NDFC during the Youth and Adult Nationals being held in Edmonton.

Five Level 1 Officiators participated in the Level II Officiating Program during the Youth Nationals in May 2011.

Five Level 1 Officiators participated in the Level II Officiating Program during the Adult Nationals in June 2011.

**C. BENEFITS & SUCCESSES**

Darts Alberta now has a total of 42 active Level II Certified Officiators for the Sport of Darts residing in Alberta.

With the Nationals being hosted in Edmonton, this provided an excellent opportunity for Albertans to participate in the Level 2 Officiating Program of which most would not have traveled out of province to further educate themselves.

**D. OPPORTUNITIES FOR IMPROVEMENT**

Although most officiators are not prepared to travel out of province, there is still opportunity for Darts Alberta to promote this Level II Officiating Certification Program.

**E. RECOMMENDATIONS**

There were no recommendations for improvements.

Objective:

**7.1** *Develop a partnership between Darts Alberta and the NDFC to administer the National Dart Coaching program.*

**A. BUDGET**

<b>PROJECTED REVENUE</b>	\$	-	<b>ACTUAL REVENUE</b>	\$	-
<b>PROJECTED EXPENDITURES</b>	\$	-	<b>ACTUAL EXPENDITURES</b>	\$	-
<b>PROJECTED GAIN/LOSS</b>	<u>\$</u>	<u>-</u>	<b>ACTUAL GAIN/LOSS</b>	<u>\$</u>	<u>-</u>

**B. ACTUAL RESULTS/ACHIEVEMENTS**

**Objective Achieved:**  Yes  No

A partnership was agreed upon between Darts Alberta and the NDFC for Darts Alberta to administer the National Coaching Program. This partnership provides Darts Alberta with 65% of all proceeds derived from the program.

Darts Alberta is in the process of developing the Coaching Program for eLearning.

Across Canada, there are:

- Competition – Introduction Coaches: In-training (71), Trained (0), Fully Certified (4)
- Competition – Development Coaches: In-training (73), Trained (0), Fully Certified (2)
- Competition – High Performance Coaches: In-training (0)
- Master Learning Facilitators: In-training (0), Trained (0), Fully Certified (1)

Due to the resources required to organize three National Championships in one fiscal year, the development of the eLearning for the Coaching Program was not completed.

**C. BENEFITS & SUCCESSES**

It is believed that through the use of eLearning, a broader audience of coaches can be cost-affordably trained throughout Canada.

The mandatory remittance of exercises will ensure eLearning participants have completed all modules before receiving a Certificate of Completion.

**D. OPPORTUNITIES FOR IMPROVEMENT**

There continues to be a need to work with the NDFC to apply for NCCP recognition.

**E. RECOMMENDATIONS**

- Develop an eLearning Workshop to pilot and validate Course Content for Level 3 Course, including evaluation tools. [Administrator]
- Develop an eLearning Workshop to pilot and validate Course Content for Learning Facilitator Course, including evaluation tools. [Administrator]
- Develop an eLearning Workshop for the Level 1 Coaching Course, including evaluation tools. [Administrator]
- Develop an eLearning Workshop for the Level 2 Coaching Course, including evaluation tools. [Administrator]
- Merge this objective with Objective 7.2. [Administrator]

**PROGRAM ANALYSIS**

**2010-2011**

Objective:

**7.2** *Provide, maintain and continuously improve Coaching Certification Program.*

**A. BUDGET**

<b>PROJECTED REVENUE</b>	\$	500.00	<b>ACTUAL REVENUE</b>	\$	-
<b>PROJECTED EXPENDITURES</b>	\$	600.00	<b>ACTUAL EXPENDITURES</b>	\$	-
<b>PROJECTED GAIN/LOSS</b>	\$	<u>(100.00)</u>	<b>ACTUAL GAIN/LOSS</b>	\$	<u>-</u>

**B. ACTUAL RESULTS/ACHIEVEMENTS** **Objective Achieved:**  Yes  No

Due to the resources required to host the Youth and Adult Nationals in Edmonton, face-to-face coaching workshops were not provided at the National Championships.

Four coaches participated in Implementing Mental Skills for Coaches in March 2011, hosted by the Alberta Sport Development Centre.

Two coaches participated in the Alberta Sport Summit in April 2011.

Five coaches participated in Coaching with Mental Skills 2 in June 2011, hosted by the Alberta Sport Development Centre.

There continues to be a total of 28 coaches registered in Alberta at some stage of coaching development – in-training, trained or certified.

**C. BENEFITS & SUCCESSES**

Alberta’s commitment to coaching development continues to prove Darts Alberta a leader in sport and coaching development.

Alberta’s coaching development has proven to continue to enhance the skills of our coaches, contributing to Alberta having the most successful, proactive and competent coaching team of any other member darts body in Canada.

**D. OPPORTUNITIES FOR IMPROVEMENT**

There is a definite opportunity to encourage in-training coaches to complete their NCCP training. Although there are 28 coaches registered in Alberta that have taken the sport-specific coaching workshops, only 8 coaches have participated in NCCP training workshops.

**E. RECOMMENDATIONS**

- Train 5 new Competition High Performance Coaches through eLearning. [Learning Facilitator]
- Train 2 new Learning Facilitators through eLearning. [Learning Facilitator]
- Train 5 new Competition Introduction Coaches through eLearning. [Learning Facilitator]
- Train 5 new Competition Development Coaches through eLearning. [Learning Facilitator]

**PROGRAM ANALYSIS**

**2010-2011**

Objective:

**8.1 Recognize members for outstanding volunteer contributions at the league or provincial level.**

**A. BUDGET**

<b>PROJECTED REVENUE</b>	\$	712.00	<b>ACTUAL REVENUE</b>	\$	812.45
<b>PROJECTED EXPENDITURES</b>	\$	712.00	<b>ACTUAL EXPENDITURES</b>	\$	812.45
<b>PROJECTED GAIN/LOSS</b>	\$	-	<b>ACTUAL GAIN/LOSS</b>	\$	-

**B. ACTUAL RESULTS/ACHIEVEMENTS**

**Objective Achieved:**  Yes  No

As there were ample 25<sup>th</sup> Anniversary DA logo Steak Knife Sets in stock, there was no need to purchase a new DA logoed gift for this fiscal year.

A document was created and published on the Darts Alberta website providing the biographies for all 25<sup>th</sup> Anniversary Volunteer Awards presented last year.

Nominations for the member league volunteer awards were sought from all Adult Member Leagues and from the Darts Alberta Youth Director for youth leagues.

Adult Member League Volunteers were recognized amongst their peers at their respective League Award Banquets. 5 Youth Member League Volunteers were recognized amongst their peers at the 2011 Youth Provincial Championship.

A total of 13 volunteers were recognized through the Member League Volunteer Recognition Program. All recognized volunteers received a Darts Alberta logoed gift.

One special volunteer award was presented for a long term member of the Calgary Ladies City Dart League for many years of participant and volunteerism in the dart community.

With the exception of Life Members, NDFC Membership was purchased for each Darts Alberta Executive Member and Zone Director in appreciation of their volunteer commitment.

No volunteer nominees were submitted for induction into the Alberta Sport Hall of Fame.

One member was nominated and inducted into the NDFC Hall of Fame.

A volunteer appreciation BBQ was hosted during the Adult National Championships for all of the Darts Alberta Board and NDFC Executive members.

**C. BENEFITS & SUCCESSES**

The presentation of Adult Member League Volunteer awards at Member League Awards Banquets continues to increase Darts Alberta’s profile to members within our Member Leagues and provides Darts Alberta with the opportunity to recognize volunteers, amongst their peers, for their extra efforts.

Having the Youth League Volunteer Awards presented at the Youth Provincial Championship provided the opportunity to recognize all volunteers amongst their peers.

Ensuring unique and practical Darts Alberta logoed gifts, the recipients continue to be genuinely appreciative of the gift and the recognition.

Utilizing the process of the selection and nomination of volunteers in the hands of the Member Leagues, there continues to be true buy-in to the program.

The program shows that Darts Alberta recognizes the value of volunteerism and is believed to contribute greatly in the recruitment and retention of our volunteers.

The purchase of NDFC memberships for the Executive Committee members and Zone Directors was a very minimal expense to Darts Alberta and was greatly appreciated by the members.

**D. OPPORTUNITIES FOR IMPROVEMENT**

In order to ensure effective recruitment and retention of volunteers, it is critical to continue to recognize Darts Alberta volunteers.

**E. RECOMMENDATIONS**

Continue to purchase an Annual NDFC Membership for each Darts Alberta Executive Members and Zone Directors. [Membership]

Continue to recognize individual Darts Alberta members when exceptional volunteerism efforts are observed. [Executive]

Present recommendations to the Board of potential candidates for nomination to the Alberta Sport Hall of Fame. [Administrator]

Present recommendations to the Board of potential candidates for NDFC Life Membership. [Administrator]

Present recommendations to the Board of potential candidates for other municipal and provincial awards programs. [Administrator]

Objective:

**9.1 Recognize members for outstanding athletic achievement.**

**A. BUDGET**

<b>PROJECTED REVENUE</b>	\$	1,200.00	<b>ACTUAL REVENUE</b>	\$	-
<b>PROJECTED EXPENDITURES</b>	\$	1,200.00	<b>ACTUAL EXPENDITURES</b>	\$	-
<b>PROJECTED GAIN/LOSS</b>	\$	-	<b>ACTUAL GAIN/LOSS</b>	\$	-

**B. ACTUAL RESULTS/ACHIEVEMENTS**

**Objective Achieved:**  Yes  No

A document was created and published on the Darts Alberta website providing the biographies for all 25<sup>th</sup> Anniversary Athlete Awards presented last year.

Darts Alberta’s 180 program was structured in such a way that a member could achieve multiple 180 pins per season. In light of budget cuts and duplication, the program was reviewed and the decision was made that each member would receive a maximum of one 180 in any given season.

The 180 pin was redesigned and ordered prior to the end of the fiscal year but would not be available until the next season.

No 180 pins were presented at the 2011 league banquets; however, the leagues were promised they would be provided with a sufficient quantity at the beginning of the year to award to past recipients.

No athlete nominations were submitted to the Alberta Sport Hall of Fame.

No athlete nominations were submitted to the NDFC Hall of Fame.

One retired athlete was nominated and received an NDFC Life Membership for her years of athletic achievements.

One Darts Alberta youth member was nominated and received the Male National Athlete of the Year Award.

One Darts Alberta adult member was nominated and received the Female National Athlete of the Year Award.

**C. BENEFITS & SUCCESSES**

The restructure of the 180 award program provides a cost savings to the organization and reduces duplication.

Darts Alberta continues to increase their profile amongst members and Member Leagues by attending Darts Alberta Member League Awards Banquets and distributing these awards.

The 180 program recognizes the individual accomplishments of our members.

Having both National Athlete of the Year Awards presented to Alberta members proves the calibre of competitors and significant athletic achievements of Alberta dart competitors.

**D. OPPORTUNITIES FOR IMPROVEMENT**

There is a need to consider whether a 180 Masters Program for elite athletes would be of benefit.

**E. RECOMMENDATIONS**

Review feasibility of a 180 Masters Program. [Administrator]

Continue to make recommendations to the Executive for the recognition of outstanding athletic achievements. [Administrator]

**PROGRAM ANALYSIS**

**2010-2011**

Objective:

*10.1 Develop and implement new fundraising initiatives and sponsorship opportunities.*

**A. BUDGET**

<b>PROJECTED REVENUE</b>	\$	1,250.00	<b>ACTUAL REVENUE</b>	\$	4,539.39
<b>PROJECTED EXPENDITURES</b>	\$	-	<b>ACTUAL EXPENDITURES</b>	\$	5,311.74
<b>PROJECTED GAIN/LOSS</b>		<u>\$ 1,250.00</u>	<b>ACTUAL GAIN/LOSS</b>		<u>\$ (772.35)</u>

**B. ACTUAL RESULTS/ACHIEVEMENTS**

**Objective Achieved:**  Yes  No

Although a casino, along with related expenses, was hosted on July 24 and 25, 2011, the proceeds were not received during this fiscal year.

The above revenue only represents the surplus funds not utilized for other programs throughout this post program analysis.

The majority of fundraising efforts during this fiscal year was geared toward hosting the three national championships.

With the remainder of Gaming funds required for this fiscal year, all GICs were cashed in.

**C. BENEFITS & SUCCESSES**

Through the purchase of GICs, there continues to be the opportunity to earn interest on gaming proceeds not required during the current fiscal year.

**D. OPPORTUNITIES FOR IMPROVEMENT**

There continues to be a need to establish effective fundraising initiatives to maintain self-sufficiency.

**E. RECOMMENDATIONS**

Investigate other potential fundraising initiatives and make recommendations to the Executive. [Administrator]

Continue to pursue other corporate sponsorship through the use of our sponsorship package. [Administrator]

**PROGRAM ANALYSIS**

**2010-2011**

Objective:

**11.1** *Develop and implement strategic initiatives in conjunction with the NDFC Long Term Athlete Development plan.*

**A. BUDGET**

<b>PROJECTED REVENUE</b>	\$	-	<b>ACTUAL REVENUE</b>	\$	-
<b>PROJECTED EXPENDITURES</b>	\$	-	<b>ACTUAL EXPENDITURES</b>	\$	-
<b>PROJECTED GAIN/LOSS</b>		<u>\$ -</u>	<b>ACTUAL GAIN/LOSS</b>		<u>\$ -</u>

**B. ACTUAL RESULTS/ACHIEVEMENTS**

**Objective Achieved:**  Yes  No

The Darts Alberta Board of Directors reviewed the preliminary evaluation and recommendations provided by the Administrator.

The Board of Directors believes that there are programs in each of the LTAD phases but that a more structured approach could be developed to assist our youth leagues.

Little other resources were allocated to this objective due to the resources required to host three national championships in one fiscal year.

**C. BENEFITS & SUCCESSES**

There are programs in place for the majority of each LTAD phase.

**D. OPPORTUNITIES FOR IMPROVEMENT**

There is still an opportunity to provide the NDFC with the Darts Alberta LTAD presentation for use at the national level.

There is an opportunity to seek a youth league as a pilot for certain phases within the LTAD.

**E. RECOMMENDATIONS**

Modify the LTAD presentation for suitability at the national level and provide the NDFC for their use.

[Administrator]

Seek a youth league willing to be part of an LTAD Pilot Project.

[Youth Director / Administrator]



Objective:

**12.1 Organize and host the 2010 Canadian Deaf Dart Championship.**

**A. BUDGET**

<b>PROJECTED REVENUE</b>	\$ 28,176.00	<b>ACTUAL REVENUE</b>	\$ 21,324.00
<b>PROJECTED EXPENDITURES</b>	\$ 28,176.00	<b>ACTUAL EXPENDITURES</b>	\$ 20,168.23
<b>PROJECTED GAIN/LOSS</b>	<u>\$ -</u>	<b>ACTUAL GAIN/LOSS</b>	<u>\$ 1,155.77</u>

\*The above revenue includes the Alberta Sport Hosting Grant carried forward from the previous year.

**B. ACTUAL RESULTS/ACHIEVEMENTS**

**Objective Achieved:**  Yes  No

A joint bid from Darts Alberta and the Alberta Deaf Darts Association was successfully awarded at the 2008 Canadian Deaf Dart Championship to host the 2010 event in Calgary.

A local organizing committee from the Alberta Deaf Darts Association, primarily consisting of Calgary members, was formed in 2009 to begin organizing the event with the assistance of Darts Alberta.

As Darts Alberta’s name was associated with the event and all contracts were in our name, Darts Alberta maintained full control of all financial transactions.

Several grants were submitted and approved, including the Alberta Sport Hosting Grant, National Deaf Sport Association, Alberta Deaf Sport Association and the Calgary Association of the Deaf.

With the Administrator in Edmonton and the local organizing committee in Calgary, there was a need to organize a few face to face meetings to determine the status of action items to be completed. After the first meeting it became quite evident that many of the events were not organized and several of action plans were established to ensure that everything would be organized in time for the event. Although the original expectation was the local organizing committee would complete the bulk of the work, a great many more hours were spent by the Darts Alberta Administrator in completing many of the outstanding action items.

There were several challenges that were experienced in working with the Canadian Deaf Dart Association. These were primarily related to expectations and changes in previously agreed upon roles and financial responsibilities.

There were challenges in hiring local bilingual translators. Fortunately a Darts Alberta member from Edmonton and a bilingual competitor from Quebec assisted in providing the necessary sign interpreting services for the event.

Unlike hosting an NDFC national championship, a number of social activities are required to be organized during a Canadian Deaf Dart Championship. In addition to the competition and Awards Banquet, the following highly successful social activities were organized:

- Wine and Cheese reception and draw doubles dart tournament.
- Casual social evening at the hotel.
- Social evening at Flame Central in downtown Calgary.

Each participant received a cloth tote bag including several small gifts and a program of events highlighting grant funders and sponsors.

The national championship was held at the Ogden Legion in Calgary from November 3 to 6, 2010. There were participants from seven provinces, including two first-time participants – British Columbia and Newfoundland.

The host hotel was the Glenmore Inn and Conference Centre.

There was a profit of \$1,531.86 in revenue over expenditures realized that was donated back to the Alberta Deaf Darts Association.

**C. BENEFITS & SUCCESSES**

Hosting the event in Alberta was definitely a successful means of heightening awareness of deaf darts amongst mainstream members and deaf dart players throughout Alberta.

Although at one point a loss was anticipated, the revenue over expenditures exceeded the original budget due to frugal spending and solid financial management.

The profit has provided additional seed money to the Alberta Deaf Darts Association to assist in growing their organization.

The experience provided a wealth of information and first-hand experience that can be used in the development of a Sport of Darts Handbook for Coaches, Officials and Organizers Working with Persons with Disabilities.

#### **D. OPPORTUNITIES FOR IMPROVEMENT**

This was a one-time hosting activity and there are no opportunities for improvement in the upcoming fiscal year.

#### **E. RECOMMENDATIONS**

The following list of recommendations are included for future hosting consideration:

- Ensure expectations between the national body and the local host are clearly defined and agreed upon in advance of hosting the event.
- If Darts Alberta is ever to host such an event jointly with another organization, there is a need to ensure that more reporting is provided by the local organizing committee and that a clear plan for organizing the event is documented and that action items are completed.

**PROGRAM ANALYSIS**

**2010-2011**

Objective:

**13.1 Organize and host the 2011 NDFC Youth National Darts Championship.**

**A. BUDGET**

<b>PROJECTED REVENUE</b>	\$ 20,750.00	<b>ACTUAL REVENUE</b>	\$ -
<b>PROJECTED EXPENDITURES</b>	\$ 20,750.00	<b>ACTUAL EXPENDITURES</b>	\$ -
<b>PROJECTED GAIN/LOSS</b>	<u>\$ -</u>	<b>ACTUAL GAIN/LOSS</b>	<u>\$ -</u>

\*The total revenue and expenditures relating to both the Youth and Adult Nationals are shown under 14.1.

**B. ACTUAL RESULTS/ACHIEVEMENTS**

**Objective Achieved:**  Yes  No

A terms of reference was developed and approved by the Board to form a local committee to organize the event.

A local organizing committee consisting of Darts Alberta Board Members residing in or near Edmonton was formed, planned the event and reported to the Board on a regular basis.

A City of Edmonton Grant was submitted and approved for their hosting grant initiative.

A hosting grant application was submitted to Alberta Sport and approved.

A total of 31 sponsors were obtained to host the event.

A number of challenges were experienced with the hotel and venue that were later reported to the Banquet Manager and corrected prior to the Adult National Championships.

The most common and frequent complaint received was relative to the cost of accommodations and food service at the host hotel.

Each participant received a cloth tote bag including several small gifts and a program of events highlighting grant funders and sponsors.

The national championship was held at the Mayfield Trade Centre in Edmonton from May 20 to 22, 2011. There were participants from ten of the twelve member provinces and territories.

The host hotel was the Mayfield Inn and Suites.

A small financial loss was realized as a result of hosting the event.

There is no doubt that hosting an event of this magnitude causes a strain on volunteer resources and team cohesion amongst Board members.

**C. BENEFITS & SUCCESSES**

Although the event produced a small financial loss, this loss was minor in comparison to the airfare or transportation expenses that are typically experienced when traveling out of province, especially when the event is hosted in an Eastern province.

Although challenges were experienced, the coaches, competitors and spectators were understanding that the issues were not a result of the local organizing committee, but rather from the services provided by the host hotel and venue.

**D. OPPORTUNITIES FOR IMPROVEMENT**

This was a one-time hosting activity and there are no opportunities for improvement in the upcoming fiscal year.

**E. RECOMMENDATIONS**

Recommendations for improvement have been provided to the NDFC for future host consideration.

With the strain on resources, it is recommended that an event of this magnitude only be hosted every 10+ years.

If the event is hosted again in Alberta, there is a need to find a more affordable venue and accommodations.

**PROGRAM ANALYSIS**

**2010-2011**

Objective:

**14.1 Organize and host the 2011 NDFC Adult National Darts Championship.**

**A. BUDGET**

<b>PROJECTED REVENUE</b>	\$ 32,500.00	<b>ACTUAL REVENUE</b>	\$ 64,690.25
<b>PROJECTED EXPENDITURES</b>	\$ 32,500.00	<b>ACTUAL EXPENDITURES</b>	\$ 59,167.07
<b>PROJECTED GAIN/LOSS</b>	<u>\$ -</u>	<b>ACTUAL GAIN/LOSS</b>	<u>\$ 5,523.18</u>

\*The above revenues and expenditures include both the Youth and Adult Nationals.

**B. ACTUAL RESULTS/ACHIEVEMENTS**

**Objective Achieved:**  Yes  No

A terms of reference was developed and approved by the Board to form a local committee to organize the event.

A local organizing committee consisting of Darts Alberta Board Members residing in or near Edmonton was formed, planned the event and reported to the Board on a regular basis.

A City of Edmonton Grant was submitted and approved for their hosting grant initiative.

A hosting grant application was submitted to Alberta Sport and approved.

A total of 31 sponsors were obtained to host the event.

Most of the challenges experienced with the hotel and venue during the Youth National Championships were corrected prior to the Adult National Championships.

The most common and frequent complaint received was relative to the cost of accommodations and food service at the host hotel.

Each participant received a cloth tote bag including several small gifts and a program of events highlighting grant funders and sponsors.

A pre-tournament was held the weekend prior to the Adult National Championship and a small profit was realized from this event.

The national championship was held at the Mayfield Trade Centre in Edmonton from June 14 to 17, 2011. There were participants from all twelve member provinces and territories.

The Canadian Open was held the weekend after the Adult National Championship and a small profit was realized from the hosting of the men’s and women’s doubles.

A volunteer appreciation barbecue was hosted during the Adult National Championship to recognize the hard work of the NDFC Executive and Darts Alberta Board of Directors.

The host hotel was the Mayfield Inn and Suites.

Overall, a small financial loss was realized as a result of hosting the event.

There is no doubt that hosting an event of this magnitude causes a strain on volunteer resources and team cohesion amongst Board members.

**C. BENEFITS & SUCCESSES**

Although the event produced a small financial loss, this loss was minor in comparison to the airfare or transportation expenses that are typically experienced when traveling out of province, especially when the event is hosted in an Eastern province.

Although challenges were experienced, the coaches, competitors and spectators were understanding that issues were not a result of the local organizing committee, but rather from the services provided by the host hotel and venue.

The volunteer appreciation barbecue was extremely successful and appreciated. This provided all volunteers with the opportunity to socialize away from the tournament and hotel.

**D. OPPORTUNITIES FOR IMPROVEMENT**

This was a one-time hosting activity and there are no opportunities for improvement in the upcoming fiscal year.

**E. RECOMMENDATIONS**

Recommendations for improvement have been provided to the NDFC for future host consideration.

With the strain on resources, it is recommended that an event of this magnitude only be hosted every 10+ years.

If the event is hosted again in Alberta, there is a need to find a more affordable venue and accommodations.

**DARTS ALBERTA 2009-10 OPERATING BUDGET  
SEPTEMBER 1, 2010 to AUGUST 31, 2011**

**BASED ON NEW BUDGET APPROVED IN JANUARY 2011**

REVENUE	GENERAL	GAMING	ASRPWF	TOTAL	ACTUAL	VARIANCE
CARRIED FORWARD FROM 2009-10	39,288.66	10,000.00	2,500.00	51,788.66	51,788.66	-
CASINO	-	-	-	-	2,084.24	2,084.24
SPONSORSHIP/FUNDRAISING/INTEREST	1,250.00	-	-	1,250.00	2,455.15	1,205.15
ASRPWF - ANNUAL SPORT GRANT	-	-	52,339.00	52,339.00	52,338.50	-0.50
MEMBERSHIP	7,900.00	-	-	7,900.00	7,856.00	-44.00
ZONE ENTRIES - ADULT	4,800.00	-	-	4,800.00	4,080.00	-720.00
ZONE ENTRIES - YOUTH	800.00	-	-	800.00	330.00	-470.00
LEAGUE CHAMPIONSHIP ENTRIES	1,000.00	-	-	1,000.00	480.00	-520.00
PROVINCIAL ENTRIES - ADULT	8,920.00	-	-	8,920.00	8,000.00	-920.00
PROVINCIAL ENTRIES - YOUTH	1,060.00	-	-	1,060.00	730.00	-330.00
TEAM ALBERTA QUALIFIER FEE - ADULT	3,600.00	-	-	3,600.00	3,875.00	275.00
TEAM ALBERTA QUALIFIER FEE - YOUTH	1,200.00	-	-	1,200.00	1,200.00	-
YOUTH RANKED TOURNAMENT ENTRY FEES	900.00	-	-	900.00	400.00	-500.00
RANKING FEES	2,500.00	-	-	2,500.00	2,554.00	54.00
AGM ENTRY FEES	850.00	-	-	850.00	640.00	-210.00
OFFICIATING WORKSHOP FEES	600.00	-	-	600.00	180.00	-420.00
COACHING ADMINISTRATION	500.00	-	-	500.00	-	-500.00
RULEBOOK SALES	-	-	-	-	75.00	75.00
PRO AM ENTRY FEES	320.00	-	-	320.00	270.00	-50.00
ADULT & YOUTH NATIONALS	38,250.00	-	15,000.00	53,250.00	54,690.25	1,440.25
CANADIAN DEAF DART CHAMPIONSHIP	25,676.00	-	-	25,676.00	18,824.00	-6,852.00
<b>TOTAL REVENUE</b>	<b>139,414.66</b>	<b>10,000.00</b>	<b>69,839.00</b>	<b>219,253.66</b>	<b>212,850.80</b>	<b>-6,402.86</b>
<b>EXPENSES</b>						
ADMINISTRATIVE SERVICES	13,624.99	-	13,624.99	27,249.98	31,233.32	3,983.35
NDFC MEMBERSHIP	5,605.00	720.00	-	6,325.00	4,488.75	-1,836.25
ASSOCIATION MEMBERSHIP	-	-	150.00	150.00	135.00	-15.00
ADULT PROVINCIALS/NATIONALS	2,989.50	7,200.00	5,695.00	15,884.50	20,454.12	4,569.62
YOUTH PROVINCIALS/NATIONALS	-	6,825.00	7,656.25	14,481.25	17,385.15	2,903.90
YOUTH DEVELOPMENT & COMPETITIONS	-	3,836.75	3,240.00	7,076.75	2,417.36	-4,659.39
OFFICE & SUNDRIES	1,200.00	-	2,346.76	3,546.76	3,210.00	-336.76
COMPUTER & SPORT EQUIPMENT	-	-	-	-	474.14	474.14
ADULT & YOUTH AGM COMPETITION	470.00	-	2,246.00	2,716.00	4,100.00	1,384.00
AUDIT FEES	420.00	280.00	-	700.00	906.00	206.00
MEETING TRAVEL	9,805.00	-	-	9,805.00	8,327.67	-1,477.33
DISCIPLINARY MEETING TRAVEL	979.00	-	979.00	1,958.00	2,177.73	219.73
ADULT LEAGUE CHAMPIONSHIP	-	-	2,506.00	2,506.00	880.68	-1,625.32
BANK CHARGES	450.00	50.00	-	500.00	688.82	188.82
ELITE DEVELOPMENT (Rankings)	-	-	4,000.00	4,000.00	2,000.00	-2,000.00
INTERMEDIATE DEV. (Rankings)	-	-	500.00	500.00	250.00	-250.00
GRASSROOTS MENTORSHIP PROGRAM	-	-	3,027.00	3,027.00	4,407.67	1,380.67
DARTS ALBERTA GRANT PROGRAM	1,500.00	-	3,500.00	5,000.00	3,000.02	-1,999.98
180 PIN AWARD PROGRAM	-	1,200.00	-	1,200.00	-	-1,200.00
MEMBERSHIP RECRUITMENT	-	-	556.00	556.00	561.32	5.32
OFFICIATING PROGRAM	200.00	-	-	200.00	330.00	130.00
VOLUNTEER RECOGNITION	-	-	712.00	712.00	812.45	100.45
COACHING PROGRAM	-	-	600.00	600.00	-	-600.00
D&O LIABILITY INSURANCE	2,500.00	-	-	2,500.00	2,250.00	-250.00
EDUCATION & CONFERENCES	2,000.00	-	-	2,000.00	1,080.58	-919.42
MARKETING & COMMUNICATIONS	750.00	-	1,000.00	1,750.00	478.98	-1,271.02
2010 CDDC NATIONALS (HOSTING)	25,676.00	-	2,500.00	28,176.00	20,168.23	-8,007.77
2011 NATIONALS (HOSTING)	38,250.00	-	15,000.00	53,250.00	59,167.07	5,917.07
DA RANKED TOURNAMENTS	-	-	-	-	506.45	506.45
CASINO EXPENSES	-	-	-	-	5,311.74	5,311.74
<b>TOTAL EXPENSES</b>	<b>106,419.49</b>	<b>20,111.75</b>	<b>69,839.00</b>	<b>196,370.24</b>	<b>197,203.25</b>	<b>833.02</b>
<b>TOTAL CARRIED FORWARD TO 2011-12</b>					<b>15,647.55</b>	