



**Ontario Canoe Sprint
Racing Affiliate**

www.ocsra.ca

Member of:



Supported by:



NOTICE OF ANNUAL GENERAL MEETING

Take notice that the 2018 Annual General Meeting of the Ontario Canoe Sprint Racing Affiliate will take place at:

Fleming College

599 Brealey Ave.
Peterborough, Ontario
Executive Meeting Room, B3330
B wing

Saturday, November 24, 2018

10:00am – noon

Note: To be followed by CanoeKayak Ontario
AGM at 1:00pm

A meeting for coaches will be held from 12:30 to
4pm at the same location in the Lecture Room,
D1120 in the D wing



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Annual General Meeting
Saturday, November 24, 2018
10:00am – noon

AGENDA

Call to Order

Approval of the Agenda

Approval of 2017 AGM Minutes

Chair's Report

Western Ontario Division Flag Officer Report

Eastern Ontario Division Flag Officer Report

Northern Ontario Representative Report

Treasurer's Report

Technical Director's Report

2019 Directors

Special O Presentation – Christian Sprang

Other Business

Minutes of Annual General Meeting
 Saturday, November November 4, 2017
 Peterborough, Ontario

Board of Directors present: Joanne Bryant – WOD/chair; Ted Roworth – WOD; Heather MacIntosh – EOD; Paul Vincent WOD/Treasurer; Ryan Blair — tech. director

Club	Voting Rep.	Club	Voting Rep.
Burloak Canoe Club	Connie-Lee Oldershaw	Petrie Island C.C.	Sarah Kennedy
Muskoka Canoe Club	Sandy Schofield	Sydenham C.C.	L.A. Schmidt - proxy
Rideau C.C.	Hector Caranco - proxy	Ottawa River C.C.	L.A. Schmidt
Carleton Place C.C.	Patrick Lester - proxy		
Club	Representative	Club	Representative
Burloak Canoe Club	Miles Little	Muskoka Canoe Club	Pat Schofield
CanoeKayak Canada	Ian Mortimer	CKO	Orest Stanko
Ottawa River	Sherry Goodyear-Stein		

Quorum being declared, the meeting was called to order by the Chair, Joanne Bryant at 10:15 a.m.

Approval of Agenda: Moved by Heather MacIntosh, seconded by Paul Vincent. Carried

Approval of Minutes of 2016 AGM: Corrections to names noted. Moved by Sherry Goodyear-Stein, seconded by Heather MacIntosh. Carried

Reports

Chair

Joanne gave highlights from her written report in the AGM package. She thanked clubs from both divisions for hosting events, including coaches and officials. She thanks the board, and the high performance committee.

Treasurer

Paul presented financials for March 31, 2016 which had been reviewed by auditing firm RLB. Paul moved that the OCSRA accept the Review Engagement report and the financial statements contained therein as the official financial results for OCSRA for Fiscal Year ending March 31, 2016, seconded by Sherry Goodyear-Stein. Carried

Paul presented the pro-forma results for the fiscal year ended March 31, 2017 and the budget for the fiscal year ended March 31, 2018.

Paul noted that the relationship with RLB had been beneficial in making sure the OCSRA financials complied with recognized accounting principles for non-profits.

Joanne thanked Paul for his work on the accounts.

Division reports

Ted presented the WOD Flag officer's report as included in the AGM package.

Heather MacIntosh presented the EOD Flag officer's report as included in the AGM package.

There was no Northern representative report as the position is currently vacant.

Ian Mortimer outlined plans for the CKC summit later on in November.

Technical Director

Ryan presented his report, and reviewed what we did well, what need to improve on, and future goals.

He circulated the final list of 2017/18 Ontario Team athletes.

2017 Directors

The 2016 board of directors will serve in 2017 as well. Northern Representative is still open,

Sarah Kennedy moved for adjournment, seconded by Hector Carranco. Carried

There being no further business, the meeting was adjourned at 12:05 pm.

2018 Chair Report

Competitions

Thank you to both EOD and WOD divisions for hosting Ontario events in 2018. Six Ontario Cup events and a number of training camps were held this year with the assistance of each division.

As is always the case, we would not be able to hold such successful and safe events without the help and support of the organizers, volunteers, officials, parents, coaches and, of course, the athletes.

The City of London hosted the Ontario Summer Games this year. The event was won by the Eastern Ontario Division team. Special O events were included for the first time, and we hope for increased Special O participation next year in other events.

Our para program has also shown success and all the program athletes were nominated to Team Canada's Pan Am Championship Team.

Ontario athletes represented 40% of the National Team at the Junior/U23 Worlds; 39% of the Sr. Worlds team and 47% of the Olympic Hopes team.

Congratulations to Katie Vincent who had another year of outstanding results and was also named Ontario's Female Athlete of the Year.

Coaching

Three war canoe coxing courses were held this year; 16 athletes received Advanced ELCC training and 37 Canoe Kids coaches received their "Trained" status.

Pat Lester and KC Fraser have completed the first year of the Apprentice Coach Program that is supported by funding from OHPSI and some additional Para funding.

Camps

In addition to the Florida Spring Camp, Ryan Blair organized training camps throughout the year for the Ontario Team and other eligible athletes. Plans are underway for a ski camp this winter and the second annual swim meet.

Competition and Club Development Program

Bill Trayling is completing this year's Coaching Excellence Program where he mentored two Ontario club coaches. Several clubs also took advantage of the equipment sharing program.

Funding

The programs and competitions rely heavily on the financial support of the Ministry of Tourism, Culture and Sport (MTCS) either directly or in partnership with the Canadian Sport Institute – Ontario (CSIO); other government grants; membership fees and entry fees.

CanoeKayak Ontario is in receipt of the second year of funding from the Ontario Amateur Sport Fund (OASF). The \$150,000 grant is distributed between the Sprint, Marathon and Whitewater affiliates. We will be preparing our next application in the coming months.

Thank you

Thank you to our Technical Director, Ryan Blair, for his enthusiasm and dedication to our sport. I would also like to thank the members of the OCSRA board of directors as well as the members of the High Performance Committee for their time and thoughtful contribution to team criteria and selection. Thank you to Charles Slade for chairing the HPC since its inception. His wealth of experience in our sport was a valuable asset to this committee. Charles passed the HPC leadership role to Gilles Cinq-Mars. I would also like to thank Bob Rainboth for representing the EOD on the board for the past two years and to L.A. Schmidt for her work with the Canoe Kayak Ontario Board. With the exception of Bob the 2019 board of directors for the OCSRA will remain the same.

Nominees to the CKO board are: Mary Ellen Bench, Charles Slade, Bo Fejes and myself.

2018 OCSRA Board:

Chair	Joanne Bryant (WOD)
Treasurer	Paul Vincent (WOD)
Northern Rep	Rick Mroz (WOD)
Director	Heather MacIntosh (EOD Flag)
Director	Ted Roworth (WOD Flag)
Director	Charles Slade (EOD)
Director	Bob Rainboth (EOD)
Director	Kerri-Ann Redwood (EOD)
Director	Gilles Cinq-Mars (WOD)

High Performance Committee

Chair	Gilles Cinq-Mars
Coaching Representative	Cheyenne Farquharson
Athletes Representative	Dana Morgoch
WOD Representative	Bill Trayling
EOD Representative	Scott Kerrigan
Member at Large	Marc Creamer

Respectfully submitted,
Joanne Bryant
Chair, OCSRA



CanoeKayak Canada
Western Ontario Division

October 2018 CKC WOD Flag Officer Report

Organizational Effectiveness and Leadership

- On water Safety Training will be made available in May 2019 in the GTA at a club to be determined and will be open to all clubs and their volunteer base, instead of traveling to Welland
 - Schedule 4 hrs. safety training with an offset Officials recruitment and training session at a designate club in the GTA
 - Budget for our safety operation and ensure we can sustain our ongoing/evolving safety operation
- WOD Executive Planning session will be scheduled in November to review our 2018 Operations, including On Water Safety/Training, Regatta Volunteer Review, Officials, 2019 Regatta Schedule and purposefulness, Paddle All and Special O along with HP review
- Strategic Planning review for the 2019 season to ensure WOD is aligned to the official WOD Strategic Plan
- Final accounting and closing of CanoeWelland2017 account and movement of funds into the WOD financial account
- Timely budget presentation to members, targeting Jan 2019 for Budget presentation to WOD members
- Financial investment review
- Succession planning discussion and Executive pathway identification for the Executive Board and Directors
- WOD Executive job description and qualification/skill set identification for succession planning
- Review WOD Strategic Plan with Exec ensuring WOD is operating within the plan

Healthy Club

- Work with clubs to mentor/assist incoming Commodores in their roles
- Help clubs with on water safety and training when necessary
- Gain feedback from clubs on Regatta Volunteer process to enable volunteer engagement at regattas
- Ensure regattas are meeting the needs of all athletes, including non HP and Masters

High Performance

- HP Funding and policy review for 2019 season
- WOD is committed to ongoing funding for WOD HP Athletes
- HP Director to continue to work with OCSRA Technical Director

On a personal note, I would like to thank Paul Vincent, Doug Tutty, Mary Ellen Bench, Alan Potts, Cathy Low, Leigh Salter, Bill Trayling, Adrienne Skinner, Phil Green, Joanne Bryant, Courtney Stott and Gilles Cinq- Mars for their dedication to WOD Athletes, Coaches and Parents.

Respectfully submitted by
Ted Roworth
Flag Officer,
Canoe Kayak Canada
Western Ontario Division



Flag Officer's Report for OCSRA – November 2018

Overview

- EOD is comprised of nine sprint and recreational clubs and one associate club.
- Our newest clubs are Cobourg (CDBCC, transferring from WOD to EOD in Nov/Dec 2018) and Peterborough (PCKC, established in July 2017).
- EOD had 614 competitive athletes registered for the 2018 season, a 10% increase over 2017.
- Three athlete transfers took place in 2018 (one out of and two within the division).

Proactive Communications & Organizational Effectiveness

- In 2018, we made a strong effort to keep our website current, with a dedicated page for each regatta, with all relevant documents in one place. Several people said this was very useful, although many are still not aware of the EOD website and EOD's role. Communicating to division members through clubs is not necessarily the most effective way to reach them.
- People are now seeking out the volunteer site, third year of its use for volunteer/official sign-up.
- EOD implemented our new brand on Ontario Summer Games team singlets/T-shirts, well received.
- EOD and clubs purchased 34 auto-inflating PFDs for on-water officials in preparation of the CKC safety policy implementation in 2019. In 2019, we plan to develop our safety program further.

Enhanced Grassroots and Club Development

- In addition to sprint, EOD club paddle sports include stand up paddling, dragon boat, outrigger canoe, surf-ski and sea kayaking/fitness paddling.
- Carleton Place celebrated its 125th anniversary as the longest continually operating club in Canada and purchased a commemorative war canoe.
- North Bay celebrated its 50th anniversary; mixed season results, struggling to rebuild sprint program.
- As new clubs, Peterborough fielded their first team for CanMas, and Petrie Island had their first athletes at OSGs and Nationals.
- Repurposed trophies have been given rededication plaques. Most trophies have been repaired.

Development Opportunities

- Athletes: U15 to U19 athletes participated in spring training camps run by OCSRA, ORCC and RCC, while Masters athletes participated in spring training camp run by ORCC.
- Coaches: Held ELCC Advanced course, War Canoe Coxing course and Community Coach course.
- Pat Lester of Carleton Place completed year one on the OHPSI sponsored Apprentice Coach Program and coached at Olympic Hopes (among other EOD coaches).

- Officials: EOD DOC hosted two Regional Level (I/II) trainings, one in person, one via teleconference, total 11 participants, 7 of whom must work at a 2019 regatta to complete the training.

Sprint Regattas

- In 2018, EOD and EOD clubs hosted 11 sprint regattas including Ontario Team Trials, Ontario Team Tour and the Canada Cup. The schedule is at <http://www.ckceod.com/home/2018-schedule>.
- Canada Cup (Jun 30-Jul 1) competition was cut short on both days due to heat.
- A structured post-season review took place on Sept 17 via teleconference.
- Second year of EOD volunteer policy: clubs signed up early to fill their obligations with their available skill sets; boat driver challenge continues; two clubs were levied minor fines.
- The division would not be able to hold successful and safe events without the help and support of many organizers, volunteers, officials, parents, coaches, board members and, of course, athletes.

Achieving Success / Enhanced Performance

- CKO partnered with Special Olympics Ontario as the first province prior to a Canada-wide roll-out.
- Paddle All continues to develop in the division.
- A brief summary of the EOD sprint successes for 2018:
 - At international events, 16 EOD athletes (RCC, CPCC, ORCC) competed at Senior/Junior/U23 Worlds, the Pan Am Games and Olympic Hopes. (Ontario team representation at all these events was up significantly from 2017.)
 - ORCC coach Joel Hazzan went to Junior Worlds as the men's canoe coach with ORCC athlete Philippe Turcanu, who finished 6th in the C2 A-Final, less than one second from a medal.
 - RCC won the overall burgee at National Championships; CPCC came in twelfth place.
 - OCup Series – RCC was in top 3 position (of 10-16 clubs) for each of four events:
 - OCup Series Grand Champion (combined points for all four OCup events): RCC won for 4th year in a row; CP 5, OR 8, P 10, NB 11, Gan and SL tied for 13.
 - OCup Series Excellence: RCC 3, NB 4 (up from 12 in 2017), CP 6, OR 7, PI 10, SL 14, Gan 15.
 - OCup 4 long distance regatta – RCC hosted; 111 athletes from 13 ON/QC clubs
 - EOD won the Ontario Summer Games Burgee with 629 points (WOD close with 584 points).

Effective Leadership

- EOD's constitution and bylaws were updated to help the board meet quorum. Now each club carries two votes, even if only one club board member attends the meeting.
- We contracted an EOD Events Manager to manage the Ontario Summer Games team and logistics, and to prepare the EOD Qualifiers/Championships race card; compensation was via two contracts. (A Canada Jobs Grant application to make this a full time job was denied.)
- A new role for 2019 is communications coordinator, which will cover the website and social media.

2019 Executive Committee

Flag Officer - Heather MacIntosh
Vice Flag Officer - Michelle Bishop
Past Flag Officer - Bevin Schmidt
Secretary - Alison Lunn
Treasurer - Rowan Abraham
Divisional Officials - Sherry Goodyear
Registrar - Tracy Reid-Stimpson
Coaches Rep - Joel Hazzan
Athletes Rep - Genevieve L'Abbe
Divisional Volunteer - Michelle Bishop
Safety Coordinator - Bob Rainboth
Communications - Kerri-Ann Redwood
OCSRA Rep – Kerri-Ann Redwood
OCSRA/CKO Rep - Charles Slade

2019 EOD Commodores

Carleton Place - TBA in Jan 2019
Cobourg - Susan Cameron (club transfer pending)
Gananoque - Joanne Carswell (club rep)
North Bay - Ed Hong
Ottawa River - Mark Hayman
Peterborough - Jim Stewart
Petrie Island - Sarah Kennedy
Rideau - Tom Hoferek
Sydenham Lake - Helen Parfitt
Arnprior (assoc. club) - Susan Burns-McIntyre (president)

Respectfully submitted,

Heather MacIntosh, Flag Officer, Eastern Ontario Division, Canoe Kayak Canada

Annual Report from Rick Mroz, Northern Representative, November 15, 2018

In early 2018 I was asked to take on the role of Northern Representative. It is my job to improve communications between the Paddle Clubs in Collingwood, Parry Sound, Sudbury, North Bay and my own club in Muskoka.

For those who don't know me I am past Commodore of the London Canoe Club and a board member from 2000 to 2006. During this time I built a vibrant sprint club, canoe kids day camp and became an official with Western Ontario Division and Dragon Boat Canada.

I have quickly learned that all northern clubs have some similar concerns and problems. The first is recruiting, training and retaining coaches. MPC has now had 3 full years of operation. In 2016 we had to return a Summer student employment grant as we could not find a coach. In 2017 we hired a university student with marathon racing experience. Paid her to take the coaching course and then lost her for this year as she left the district to get fulltime employment in her field of studies. In 2018 we hired a recreation student from Fanshawe college. He resigned after two weeks as he felt he did not have the required paddle skills to do the job. We were left with two high school aged, canoe kids day camp counsellors to run our programs with mixed results. Luckily two directors with extensive paddling and racing experience were able to provide some mentoring.

Another difficulty we all face is after successful recruiting, is the distance to the GTA area clubs to take the coaching course. An effort was made this past June to hold a weekend coaching course at Camp AKOMAC but it was canceled due to insufficient registrations. At MPC we are also having difficulty recruiting general members and signing up youth for the sprint racing programs. This seems to be a common problem at the other area clubs. The local people seem to have difficulty seeing the benefit of a club, know it all already or are stuck in seasonal summer jobs. Slow growth can get very frustrating.

I am looking forward to getting more involved and getting to know you all better in 2019.

Rick Mroz

Treasurer's Report – F2018 AGM

November 18, 2018

F2017 Financial Results – Engagement Review (Attached Appendix 1)

At last year's AGM, we presented the Pro-Forma results for F2017, which showed a surplus of \$5.2k. The Engagement Review (attached as Appendix 1) confirmed our financial results for the year.

Motion:

Move that OCSRA accept the Review Engagement report, and the Financial Statements contained therein, as the official financial results for OCSRA for Fiscal Year ending March 31, 2017.

F2018 Results - ProForma

P&L Results

We achieved a surplus of \$45.7k for the year, well ahead of budget and prior year.
(See attached Appendix 2)

The major drivers were:

- 1] Base Funding was increased a whopping \$52.7k, and occurred so late in the fiscal year that we had little opportunity to deploy the funds.
We were able to provide additional support for HP Athlete and Coach Development activities, for a net swing of \$20k
- 2] Para Grant for boat purchases of \$10k, which because it was used to purchase capital assets, shows as surplus for the year (although the funds were spent).
- 3] HST Rebate: this year, we did not meet the eligibility requirements, and hence were not able to make a claim. This rebate is generally worth \$9.6k last year.

Balance Sheet

As a result of the strong operating performance, our balance sheet has also improved.
Net Equity increased from \$226.0k to \$288.2k (+\$62.2k).

This traces primarily to the current asset increase from the higher Base Funding grant.

Cash Flow

Similar to the balance sheet, our cash position improved by \$41k.

Motion:

That OCSRA appoint *RLB LLP* of Guelph, On. to conduct our annual Engagement Review for the Fiscal Year ending March 31, 2018.

Outlook F2019 (See attached Appendix 3)

Our approved budget projects revenues of \$507k, and expenses of \$505.2k , essentially a breakeven result.

We are over half way into the current fiscal year. Results are generally in-line with expectations, and I expect we will meet our financial objectives for the year.

Motion:

That OCSRA appoint *RLB LLP* of Guelph, On. to conduct our annual Engagement Review for the Fiscal Year ending March 31, 2019.

Respectfully submitted,

Paul Vincent
Treasurer, OCSRA

Ontario Canoe Sprint Racing Affiliation's (OCSRA) AGM, November 24, 2018

A. INTRODUCTION

Our successes over the past year are due in great part to the partnerships we have with the athletes, coaches, clubs, parents, officials and volunteers. Your support of our programming continues to advance the opportunities and performances of our athletes in Ontario.

I would also like to thank Canoe Kayak Ontario's Executive Director, Orest Stanko, OCSRA's Board of Directors and the High-Performance Committee for their ongoing leadership, dedication and love of the sport.

B. PROGRAM & ACTIVITIES

System Development:

A new competition structure was developed and implemented at both the provincial and regional level to better align with Long Term Athlete Development (LTAD) principles. Provincial competitions were aligned under two categories Competitive or Development (or a combination of the two). The focus of the Competitive events was to provide quality competitive opportunities for Training to Train (T2T) to Training to Compete (T2C) stage athletes. The focus of the Development events was a learning base approach for T2T participants. Implementation will be reviewed at the Annual Coaches Meeting after the Annual General Meeting.

We created a new Para Talent Identification & Talent Transfer Program in partnership with the Canadian Paralympic Committee (CPC), Canoe Kayak Canada (CKC), the Canadian Sport Institute Ontario (CSIO) and supported by the Ministry of Ontario. The goal of the program is to identify, recruit and train talented athletes within our sport and from other sports to reach international podium performances within three (3) to four (4) year. A special thanks goes out to KC Fraser, Nancy Botting, Joel and Eslin Hazzan, LA and Bevin Schmidt and Marc Creamer for their time and energy in making this program a success.

Thanks to the great work by LA Schmidt, Ian Mortimer and Chris Mehak, Canoe Kayak Ontario is now a Partner in Play sport with Special Olympics Ontario (SOO). Phase 1 of the partnership was to make Special Olympics an official event at the Ontario Championships and Ontario Summer Games using SOO competition rules. Phase 2 of the partnership was the completion of a gap analysis by Christian Sprang to determine what the barriers are to start a club SOO program, what are the best practices already being incorporated in clubs and how can both SOO and OCSRA assist in the development of club programming. Phase 3 of the partnership will include expanding our programming in the area's recruitment, programming, competition and advocacy.

Athlete Development:

The Canadian Sport Institute Ontario (CSIO) continues to support our targeted athletes and coaches through coach development, athlete training and competition support, use of their sports science/sports medicine staff and facility access.

The Ministry is looking into redesigning the Quest for Gold – Ontario Athlete Assistance Program (OAAP). Possible changes could include a reduction in direct to athlete funding, funding to the PSO to support training camps on an application process or remain at status quo for this year. We have not been provided a timeline as to when these possible changes will come into play, therefore, we have moved forward with our OAAP Team nominations based on the current program. If changes do occur this fiscal year (March 31st) we will have to adjust our athlete support based on any new program guidelines.

We ran our 1st annual Female Athlete Project workshop in February. The focus on the workshop centered around having an open discussion on the obstacles and opportunities for females in sport and the workplace. Thank you to workshop leaders Louise Schmidt, LA Schmidt and Diana Deek. Our next Female Athlete Project activity will be a Fast and Female www.fastandfemale.com event held in the summer of 2019.

National Team athletes Courtney Stott and Maddy Schmidt have created the Ontario Mentoring Project (OMP). With the support of OCSRA, Courtney and Maddy will lead the project and pair National Team athletes from Ontario as mentors to Ontario Team members. The primary goal is to normalize the communication between experienced and development athletes by creating an environment that fosters meaningful relationships and encourages a sense of fulfilment in sport and life.

We witnessed some tremendous results in 2018 from Ontario athletes and clubs at both the domestic and international level. Congratulations to all Ontario athletes and their coaches who competed at international events for Team Canada.

Congratulations to Katie Vincent who was nominated at the 2018 Ontario Athlete of the Year (Female). I would also like to congratulate all 2018-2019 Ontario OHPSI, OAAP and Development Team nominated athletes.

Coach/Officials Development:

During the spring and summer, we hosted two (2) Community Sport (Canoe Kids), two (2) Advanced Competition Introduction workshops and two (2) War Canoe Coxing courses.

Through the Apprentice Coach Program (ACP), we are provided support to CPCC's Pat Lester. The program offers professional development opportunities, including attending National Team training camps, working with mentor coaches in the DTE and taking part in an accelerated coach education program with CSIO staff. We also created a new Para Apprentice Coach Program (PACP). SNCC's KC Fraser completed similar activities as Pat Lester with Para specific objectives. Both coaches will continue with Year 2 of the program until December 2019.

In addition, we are providing on-going mentor support through our Club & Coach Development Program (see below) and at targeted Ontario Team camps.

Finally, we will be providing three (3) professional development webinars during the winter months. The webinars will focus on yearly/seasonal training planning to for the T2T to T2C athlete. These sessions are free to all Ontario coaches.

Club Development:

For the 5th year, OCSRA offered our Club & Coach Development Program (CCDP) to our member clubs. This year the programs focus was on equipment support and coach development. Club's had the opportunity to apply to use OCSRA equipment during the competitive season.

Our coach development support followed the structure of our Apprentice Coach Program and provided targeted support during the competition season to coaches working with Training to Train athletes. The project provided an accelerated professional development opportunity with a focus on certification and mentoring.

Event Management:

OCSRA ran multiple events in 2018, including:

- Six (6) OCup Series competitions & camps;
- Florida Training Camp;
- Three (3) NextGen - Ontario Team camps;
- Ontario Regatta Tour & Camp;
- Ontario Summer Games.

Congratulations to Rideau Canoe Club for being the 2018 OCup Series **Grand Champion**. Congratulations also goes out to Balmy Beach Canoe Club for being the 2018 OCup Series **Excellence Award** winner.

Based on our competition review, OCup 2 was modeled as a sports camp. Participants completed on-water training sessions, off-water games, CKC's Base 7 testing and a talent show. The competition component included a 6km run, 6km timed paddle and their best 3 200m paddle times using a block stat format.

In addition to our summer OCup Series events, we create two (2) Winter OCup events – Winter OCup 1 Swim Meet and Winter OCup 2 Ski Loppet. Both events were in conjunction with our NextGen Camps where Ontario Team and club members participated.

Florida Training Camp continues to provide excellent training opportunities for the T2T to T2C ICF Junior aged athletes. We provide expert staff to meet all the developmental needs of camp participants. It also acts as a great professional development tool for coaches to learn for each other and enhance their coaching knowledge and experience.

Ontario Regatta Team athletes participated in the RCC's Canada Day Regatta and training camp. Unfortunately, due to the extreme heat the regatta was canceled before its completion.

The Ontario Summer Games competition format of Eastern Ontario Division (EOD) vs. Western Ontario Division (WOD) received very good feedback from the athletes, coaches and parents. Athletes received the opportunity to participate in a highly competitive competition within the overall Games experience. SOO athletes were also included in the event for the first time. Congratulations to EOD for winning the overall competition burgee. We are reviewing the possibility to host a similar event in 2019.

We continued to run three (3) off-season NextGen Training Camps for our Ontario Team members. The camps provide sport specific and non-specific training, athlete monitoring, athlete development workshops and team building activities. The camps also act as a great coach development and mentoring opportunity.

Communication:

We are undergoing an organizational rebranding strategy with the launch of a new name, website and logo. Our name change to **Canoe Kayak Ontario (CKO) Sprint** represents both canoe & kayak, and the PSO we belong to, while specifically identifying our discipline. Our new website and logo are currently being developed and will be launched soon.

This is process we were better able to define our organizational identity, including:

- **Who we are:** An Ontario Sprint Canoe & Kayak organization that enables the development of excellence and growth for our members
- **What we do:** Develop, promote and deliver quality Sprint Canoe & Kayak programs & events for our members across the province
- **What we stand for:**
 - **Athlete Development** – progressive development of Ontario athletes
 - **Club Development** – support the sustainability of clubs throughout Ontario
 - **Technical Leadership** – development of new and established coaches & officials
 - **Organizational Excellence** – implement systems & structures that enable the achievement of strategic goals

C. STRATEGIC GOALS FOR 2018 - 2020

Objective: *Provide programs that are Athlete centered, Coach/Club led and PSO supported*

ATHLETE DEVELOPMENT	COACH & OFFICIALS DEVELOPMENT	CLUB DEVELOPMENT	COMPETITION	DTE	SS/SM
<i>Athlete Pathway (AP)</i>	<i>Coach & Officials Pathway (COP)</i>	<i>Club & Coach Development Program</i>	<i>Event Management</i>	<i>NT Support</i>	<i>Athlete Services</i>
Redevelop programming & implementation structure.	Create COP. Create a recruitment strategy for coaches & officials.	Improve programs and level of support to clubs. Provide Club Excellence program to clubs.	Create competition structure based on LTAD model. Ensure OCup Series meets the needs of our members. Provide training camps for athletes along the AP.	Establish National Team Discipline Training Centre.	Provide SS/SM services that address targeted athlete's gaps. Provide athlete transition services.
<i>Testing & Monitoring</i>	<i>Mentorship Programs</i>	<i>Expansion</i>	<i>International Competition</i>	<i>Monitoring</i>	
Create clear Key Performance Indicator's (KPI) for targeted athletes & TAP.	Continue ACP. Develop mentorship program for officials. Expand mentorship opportunities for coaches.	Increase the number of member or 'satellite' clubs in Ontario.	Provide opportunities for next generation athletes & coaches.	Develop gap analysis for targeted athletes. Provide financial assistance to targeted athletes.	
<i>Programming</i>	<i>Education & PD</i>	<i>Communication</i>	<i>Program Support</i>	<i>Facility Access</i>	<i>Coach Services</i>
Ont Team – ensure programs meet the needs of athletes. TAP – provide support to next generation of athletes. Create Para Talent ID Program.	Maintain coach certification levels. Increase officials/volunteer training. Provide PD workshops & projects for coaches & officials.	Improve level of communication through social media. Redesign website to better act as the main hosting agent for PSO programs & activities.	Create revenue generation outside of membership fees and gov't grants.	Ensure athletes have access to on-water & dry-land facilities that meet their training needs.	Provide coach consultations and PD with CSIO staff.

