

2014-2020

Canoe Kayak Ontario- Sprint High Performance Plan

Canoe Kayak Ontario

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EXECUTIVE SUMMARY

The Canoe Kayak Ontario/Ontario Canoe Kayak Sprint Racing Affiliation (CKO/OCSRA) High Performance Management Plan (HPMP) is the culmination of several stages and input from a broad cross-section of the canoe kayak community in Ontario. An initial plan was drafted in 2012, by the OCSRA High Performance Committee. That plan was then vetted by the top high performance clubs at a meeting in February of 2013. Following the meeting it was clear that the plan required some refining and more consultation with the clubs.

A SWOT analysis was completed in November 2013, with club coaches at the OCSRA Annual General Meeting. In December of 2013, a gap analysis was completed with input from ten clubs (approximately half the clubs in Ontario) and several high-performance athletes via face to face interviews. The process was designed to ensure that there was good representation from clubs in the eastern, western and northern regions of the province. A summary of the identified gaps along with the causes of the gaps and programs to address the gaps was then tabulated. A broader range of clubs (16 total and more athletes) were then asked to rank the impact the programs would have on their ability to offer better high performance programs. The information that was compiled has led to the refined, final High Performance Management Plan presented in this document.

A key outcome of the SWOT and gap analysis was a clear understanding that Ontario has a strong club structure. However, what is required is the development of an athlete/coach pathway that aligns with the National Sport Organization (NSO) and that has buy-in from all stakeholders; improvement in the daily training environment for our HPAD athletes; and creation of roles and responsibilities for the Provincial Sport Organization (PSO) within the club system.

Therefore, based on the needs outlined in the SWOT and gap analysis, CKO/OCSRA has identified both long and short term goals to better align our programs to meet the needs of our athletes, coaches and clubs.

Our long term goals include improving our athletes' daily training environment and providing enhanced opportunities for international competition to allow them to realize their potential of reaching the podium at the 2019 Pan-American Games and finishing top eight (8) at the 2020 Olympics. In addition, our goal is to improve our coach development programs to increase the number of Ontario coaches reaching international success.

Our short term goals include:

- improving athlete monitoring in the daily training environment and during competition increasing coach education and professional development opportunities,
- clearly defining our athlete and coach pathways
- improving our governance and competition structures

In order to reach our goals our HPMP has addressed the six (6) Pillars for High Performance Success:

1. Athlete/System Development
2. Coach/Officials Development
3. Competition
4. Daily Training Environment
5. Sports Science/Sports Medicine/Integrated Support Team
6. Governance.

Under six (6) Pillars we have identified 21 specific programs, ranging from high to low priority. Our high priority programs include:

- defining an athlete and coach development pathway that aligns with our NSO
- creating a high performance apprentice coach program
- providing OHPSI athletes more international competition opportunities
- competition and daily training environment performance analysis
- access to national team coaches in the daily training environment
- access to a standardized race course
- athlete/coach access to sports science/sports medicine professionals

1.0 Preamble

Canoe Kayak Ontario (CKO) was founded in 1975 and is the recognized Provincial Sport Organization (PSO) that is the collective voice for paddling in Ontario, and which promotes the interests and supports the activities of its affiliates. The PSO is comprised of three (3) major affiliations:

- Ontario Canoe Sprint Racing Affiliation (OCSRA); comprised of two (2) divisions including Western Ontario Division (WOD) and Eastern Ontario Division (EOD)
- Ontario Marathon Canoe Kayak Racing Association (OMCKRA)
- Whitewater Ontario (WO)

Mission

Canoe Kayak Ontario, a provincial sport organization, supports its affiliates in the continued development and promotion of paddle sports.

Vision

Canoe Kayak Ontario will be recognized as an effective advocate and communicator for paddle sports. We will maximize funding opportunities and resources to empower our affiliates to deliver their programs.

2.0 Background to the Sport

In the province of Ontario, the sport of Canoe Kayak is represented by Canoe Kayak Ontario which was founded in 1975 and is the Provincial Sport Organization (PSO). The sprint racing discipline has 21 member clubs and just over 2000 athletes. Canoe Kayak Ontario is a member of Canoe Kayak Canada, whose sprint racing discipline is made up of over 60 clubs and 6500 athletes from across Canada. Ontario is known as one of the big three provinces in Canada; Nova Scotia and Quebec being the other two. In general, one third of all Canadian National Team Athletes come from Ontario, although that number has been slightly higher in recent years.

The International Canoe Federation (ICF) controls the sport of canoeing internationally. The ICF (canoeicf.com) was formed in 1924 to establish international racing regulations and promote canoeing worldwide. The ICF is the body responsible for the annual World Championship Regatta, under 23 World Championships and Junior World Championships, and it serves as the liaison for the sport with the International Olympic Committee. Sprint racing has been in the Olympics since 1936 when it was introduced at the Berlin Olympics.

There are three Olympic Disciplines in Sprint Canoe Kayak; Men's Kayak who compete over 1000m in singles, doubles and fours and over 200m in singles and doubles; Men's Canoe who compete over 1000m in singles and doubles and over 200m in singles; and

Women’s Kayak who compete over 500m in singles, doubles and fours and 200m in singles. At the Pan American Games and the World Championships there is the 4th discipline of Women’s Canoe who compete in 200m singles and 500m doubles. However, there has been a strong push (led by Canada) for gender equity at the Olympic Games and it is our hope that Women’s Canoe will be included in the 2020 Olympic Games.

3.0 Background to the Plan

The following High Performance Plan is a result of several different factors. An initial plan was put together in 2012 by the Ontario High Performance Committee. That plan was then vetted by the top high performance clubs at a meeting in February of 2013. It was clear after that meeting that the plan required some refining and more consultation with the clubs.

As a result in December of 2013, a gap analysis was done with ten clubs (approximately half the clubs in Ontario) and several athletes via a face to face interview. We ensured there was good representation from clubs in the eastern, western and northern regions of the province. They were all asked the same questions and a summary of the identified gaps along with the causes of the gaps and programs to fix the gaps was then tabulated. A broader range of clubs (16 total and more athletes) were then asked to rank the impact the programs would have on their ability to offer better high performance programs. The results of this process are what have led to the refined High Performance Management Plan presented in this document.

4.0 Key Strengths, Weaknesses, Opportunities, Threats

This section reviews the key SWOTs that have been identified at the 2013 competition review/planning workshop. See Appendix A for complete SWOT analysis report.

Key Strengths, Weaknesses, Opportunities, Threats				
	Strengths	Key Weaknesses	Opportunities	Threats
Athlete Development	1. Healthy number of athletes in the system 2. #1 PSO at the Senior	1. No defined athlete development pathway 2. Retention of athletes at the U17/U19 age &	1. Create athlete development pathway with buy-in from all stakeholders	1. Poor collaboration b/w PSO & clubs 2. Lack of understanding of PSO’s role

	National Team level	smaller clubs/ towns		
Coaching (and Officials)	<ol style="list-style-type: none"> 1. Top 10 clubs have full time/ professional coaches 2. Professional coaches have international experience 3. Opportunities for coach development grants 	<ol style="list-style-type: none"> 1. Most development clubs cannot afford full time/ professional coaches 2. Minimal controlled employment or coaching criteria 3. Lack of quantity and quality coaches in Northern Ontario 	1. Create coach development programs at the grass roots and high performance level	<ol style="list-style-type: none"> 1. Geographic difficulties to access quality coaching and programs 2. Unclear athlete/coach pathway and responsibilities
Competition	1. Resources available to run high quality competitions	<ol style="list-style-type: none"> 1. No coordinated alignment b/w the 4 different organizations who run competitions 2. Competition alignment b/w 2 Divisions needs improvement 	1. Competition review was completed by all coaches in November 2013, recommendations included improvement to regatta schedule and alignment in Ontario	<ol style="list-style-type: none"> 1. Geographic difficulties/ expensive for all clubs to get together for competitions 2. Top 10 clubs and Development clubs differ in competition priorities
Daily Training Environment	1. Top 10 clubs have professional, full-time staff	<ol style="list-style-type: none"> 1. Lack of a straight 1000m buoyed course in the GTA 2. University students struggle to find flexible DTE for fall/winter training 	1. NSO has identified Ottawa and Toronto as potential hubs staffed by a National Team Coach	1. PSO training centre/hub has been tried in the Ottawa area before and failed

		3. Difficult for NT/ NDT athletes not selected to tours in accessing DTE		
Sport Sciences/ Sports Medicine, IST, Technology Management	<p>1. Some clubs are developing good SS/SM connections and implementing them into DTE</p> <p>2. NSO testing protocols are being implemented by the PSO and clubs</p>	<p>1. No IST at the club level</p> <p>2. Limited collaboration between club, PSO, and CKC SS/SM</p> <p>3. Some athletes being lost between CKC IST support and OHPSI IST support</p>	<p>1. Clubs and athletes support the use of SS/SM personnel and would like to have more access to them</p> <p>2. NSO investment in Ottawa and the GTA should increase the level of SS/SM support</p> <p>3. CSI-Ontario facility will potentially give GTA athletes/coaches greater access to SS/SM personnel</p>	<p>1. Lack of education related to some SS/SM fields such as nutrition, Functional Movements Screens and blood screening</p>
Governance	<p>1. PSO received Trillium grant to complete a full governance review and the process has begun</p>	<p>1. Heavily layered organization with multiple BOD's</p> <p>2. Clubs/ Divisions have the power at the board level to vote and decide programs</p> <p>3. Communication b/w BOD's at NSO, PSO, Divisional, club needs improvement</p>	<p>1. New not-for-profit act will change governance practices for the better</p> <p>2. Governance review is under way and should suggest some new directions/ recommendations for Canoe Kayak Ontario to become a more effective PSO</p>	<p>1. No guarantees that clubs, and other affiliates will accept/ adopt recommendations of the consultant</p>

5.0 Key Performance and Program Gaps

This section reviews key gaps and major (potential) contributing factor(s) based on a comprehensive gap analysis completed by key stakeholders in Ontario. See Appendix B for complete HPMP Gap Analysis Program Summary report.

Key Gaps	Major (potential) Contributing Factor
Athlete Development	
PSO's role in developing/ fostering existing talent	<ul style="list-style-type: none"> • NSO managing the Train to Win and Train to Compete athletes (National Team (NT) and National Development Team (NDT)). Clubs managing Fundamentals and Foundations, Train to Train and Learn to Compete Athletes; Undefined role of PSO
Significant drop off from High School to University	<ul style="list-style-type: none"> • University is overwhelming; managing school, life, training balance • Location of Universities in relation to clubs in the GTA • Athlete support in major university centres where an athlete pool exists is lacking; coaching, IST, financial, facilities • Athletes who are on the bubble often feel they had better move on because it's difficult to make the National Team and paddling will not support them later in life. • School is expensive & paddling is expensive • Parental pressure to move on
Ability for PSO to identify talent within the existing system	<ul style="list-style-type: none"> • Lack of understanding of what contributes to talent at club level • Limited resources for PSO to visit clubs to identify talent
Ability for PSO to identify talent outside the existing system	<ul style="list-style-type: none"> • There is no talent identification process yet for canoe/kayak
Coaching (and Officials)	
NCCP Coach certification	<ul style="list-style-type: none"> • Limited number of NCCP evaluators at the Entry Level Competitive Coach level

Canoe/Kayak Specific NCCP courses for the Northern region	<ul style="list-style-type: none"> No NCCP course conductors in the Northern region
Build a better coach at the grassroots and competitive entry level	<ul style="list-style-type: none"> NCCP courses do not meet the needs of many coaches who are asked to run a program for entry level athletes
Professional Development for High Performance/ Senior Coaches	<ul style="list-style-type: none"> Conferences such as SPIN and Petro Canada Sport Leadership are expensive and often not applicable to our sport. The CKC coaches' conference is good, but needs to be targeted at club level athletes.
Education for officials	<ul style="list-style-type: none"> Does not seem to be standardized curriculum set forth by a national governing body like NCCP for officials No mentorship program for officials
Number of High Level Officials	<ul style="list-style-type: none"> Not very enticing to be an official so ex-paddlers do not want to officiate Limited job descriptions for officials so people don't know what they are signing up for
Competition	
Quality high level competition at the NDT/ Q4G level	<ul style="list-style-type: none"> lack of International (European) calibre competition in North America
Proper Provincial competition for U15 athletes	<ul style="list-style-type: none"> parents have to travel a long way and spend a lot of money on competition current competition format may not be appropriate for most of the U13 athletes, as many of them struggle to get down the race course without capsizing
Current Provincial Regatta Schedule does not work for most athletes	<ul style="list-style-type: none"> Timing of the OSG and the Ontario Championships are generally two days apart Ontario Championships is too close to nationals for many top level athletes Disagreement between coaches regarding which events should be for development athletes and which are for high performance Current Provincial Championships date makes for a short season for many of

	the athletes because they have to qualify
Daily Training Environment	
Provide Enhanced DTE to NT/ NDT athletes who are not selected to World Cup Team/ Worlds Team	<ul style="list-style-type: none"> At the moment all the CKC NT coaches attend worlds/ World Cups there is no one left behind to run the programs
Buoyed 1000m course in the GTA	<ul style="list-style-type: none"> Not enough straight waterways
Access to high quality year round coaching and programs is only available at the Top 10 clubs	<ul style="list-style-type: none"> Many development clubs cannot afford a full time year round coach Many development clubs do not have a facility that can house a year round program
Access to Pool time for swimming	<ul style="list-style-type: none"> Limited access to swim training
Collaboration between NT/NDT coaches, Provincial Coaches & club coaches needs improvement	<ul style="list-style-type: none"> Limited alignment on program goals
Collaboration between clubs	
Sport Sciences/Sports Medicine, IST, Technology Management	
Sport science (SS) and sport medicine (SM) integration was limited at the club level.	<ul style="list-style-type: none"> SS/SM is expensive and may not be available in many regions
Majority of clubs do not use CKC FMS	<ul style="list-style-type: none"> No one in their area to do the screen; coaches don't understand what the screen is/ see the value in it.
Athlete blood work not tracked at the club level	<ul style="list-style-type: none"> No organized system of SM
Nutrition support for younger athletes (U15/17/19)	<ul style="list-style-type: none"> Limited understanding
Governance/Management	
Communication between NSO/PSO/ Divisions and Clubs	<ul style="list-style-type: none"> Vast majority of clubs and athletes do not understand the mandates of CKC, CKO, OCSRA, EOD & WOD

6.0 Performance Targets

This section reviews both the NSO and PSO performance targets between 2014 - 2020.

NSO Performance Targets				
	2015 Pan Am Games	2016 Rio Olympics	2019 Pan Am Ch'ships	2020 Tokyo Olympics
Men's K1 1000m	Top 3	Top 3	Top 3	
Men's K2 1000m	Top 3	Top 8	Top 3	
Men's K4 1000m	Top 3	Top 10	Top 3	
Men's K1 200m	Top 3	Top 3	Top 3	
Men's K2 200m	Top 3	Top 5	Top 3	
Women's K1 500m	Top 3	Top 10	Top 3	
Women's K2 500m	Top 3	Top 10	Top 3	
Women's K4 500m	Top 3	Top 10	Top 3	
Women's K1 200m	Top 3	Top 5	Top 3	
Men's C1 1000m	Top 3	Top 3	Top 3	
Men's C2 1000m	Top 3	Top 6	Top 3	
Men's C1 200m	Top 3	Top 6	Top 3	
Women's C2 500m*	Top 3	N/A	Top 3	
Women's C1 200m*	Top 3	N/A	Top 3	

Ontario Team/ OHPSI Performance Targets					
	2014/15 Junior Worlds*	2014/15 U23 World Champ's**	2017 Canada Games***	2019 Pan Am Games**	2020 Tokyo Olympics**
Men's K1 1000m					
Men's K2 1000m		Top 8		Top 3	Top 8
Men's K4 1000m	Top 8	Top 8		Top 3	Top 8
Men's K1 200m					

Men's K2 200m		Top 8		Top 3	Top 8
Women's K1 500m				Top 3	Top 16
Women's K2 500m	Top 8			Top 3	Top 8
Women's K4 500m	Top 8	Top 8		Top 3	Top 8
Women's K1 200m				Top 3	Top 16
Men's C1 1000m					
Men's C2 1000m				Top 3	Top 8
Men's C1 200m				Top 3	Top 16
Women's C2 500m*	Top 3	Top 3		Top 3	Top 3
Women's C1 200m****	Top 3			Top 3	Top 3

*based on 2013 U18 World Championships, U17 Olympic Hopes Regatta and National Team Trials & Championships results

**based on 2013 U23 World Championships and National Team Trials & Championships results

***based on 2013 Canada Games results

****women's canoe is currently a PAN AM sport, but not an Olympic Sport. It is the goal of the International Canoe Federation for it to be an Olympic Sport by 2020.

7.0 GOALS

The mission of the Ontario Team High Performance Programs is to assist developing athletes to the National Team level and to assist developing athletes to compete for Canada at international competitions. Our vision is represented in the Long & Short Term Goals listed below.

LONG TERM GOALS		
Goal	Achieved no later than	Key Measurable (Key Performance Outcome... KPO)
1. Improve DTE for HP/HPAD Athletes in the Ottawa Area <i>(based on AD Gap 2, DTE 1/3/4, SS/SM 1 – 4)</i>	2020	<ul style="list-style-type: none"> Creation of a National Training Centre in Ottawa
2. Improve DTE for HP/HPAD Athletes in the GTA <i>(based on Gap: Athlete Development 2, DTE 1 - 4, SS/SM 1 – 4)</i>	2016	<ul style="list-style-type: none"> NSO directed DTE for HP/HPAD in Toronto

3. Improve quality and quantity of available competitions for Ontario National Team/ National Development Team/ Quest for Gold level athletes <i>(based on Gap: Athlete Development 2, Competition 1)</i>	2019 Pan – Am Games 2020 Tokyo Olympics	<ul style="list-style-type: none"> • 9 Ontario athletes on the podium at the 2019 Pan – Am Games • 8 Ontario athletes finishing top 8 at the 2020 Olympics
4. Increase Ontario's capacity to develop National Team coaches <i>(based on Gap: Coaching 1 – 4, DTE 3)</i>	Ottawa – 2016 Toronto - 2018	<ul style="list-style-type: none"> • Development 2 coaches with the competencies to become a national team coach

SHORT TERM GOALS		
Goal	Achieved no later than	Key Measurable (Key Performance Outcome... KPO)
1. Improve HP/HPAD monitoring through vertical/horizontal alignment <i>(based on Gap: Athlete Development 2 & 3, Competition 1, DTE 5 & 6, SS/SM 1 – 4)</i>	November 2014	<ul style="list-style-type: none"> • Gap analysis for each targeted athlete • Targeted support provided to address gaps
2. Increase the number of NCCP LF's & Evaluators <i>(based on Gap: Coaching 1 – 3)</i>	September 2014	<ul style="list-style-type: none"> • 2 new evaluators for the GTA • 2 new evaluators for Ottawa Area • 2 new evaluators for the Northern clubs • 1 evaluator along the 401 corridor between Gananoque and Pickering • 1 fully certified LF in each region (eastern, western and northern Ontario)
3. Improve the governance structure for Canoe/Kayak in Ontario <i>(based on Gap: Gov/Management 1 & 2)</i>	September 2014 September 2016	<ul style="list-style-type: none"> • Completion of the Canoe Kayak Ontario Governance Review • Implementation of the Governance Review proposals
4. Defined Athlete Development Pathway – roles and responsibilities for each stakeholder involved based on GAP Analysis <i>(based on Gap: Athlete Development 1 - 3, Competition 1)</i>	May 2015	<ul style="list-style-type: none"> • Has it been completed (yes/no)
5. Defined Coach Development Pathway – including mentoring program based on GAP Analysis <i>(based on Gap: Coaching 1 - 3, Competition 1, DTE 3)</i>	May 2015	<ul style="list-style-type: none"> • Has it been completed (yes/no)
6. Standardized competition structure/management for all levels of competition in Ontario <i>(based on Gap: Coaching 5 & 6, Competition 2 & 3)</i>	September 2014	<ul style="list-style-type: none"> • Has it been completed (yes/no)

8.0 Programs

This section reviews the 6 Pillars for the High Performance Plan, as well as individual program descriptions, key milestones necessary to complete the program, expected completion dates, KPO's, program budget and key stakeholders involved.

6 Pillars for High Performance Success

Pillar 1	Pillar 2	Pillar 3	Pillar 4	Pillar 5	Pillar 6
Athlete/ System Development	Coach/ Officials Development	Competition	Daily Training Environment	Sport Sciences/ Sports Medicine, Integrated Support Team	Governance
1.1 Defined athlete development pathway that aligns with NSO and is communicated to all stakeholders 1.2 Florida development camp	2.1 Defined Coach Development Pathway that aligns with NSO 2.2 High Performance Coach Mentorship/Apprentice Program with NT coach(es) 2.3 NCCP LF and Evaluator training 2.4 Development Coach Mentorship Program with TD 2.5 Competition management template	3.1 Support to OHPSI athletes selected to CKC Tours and not covered by CKC 3.2 Ontario European Tour 3.3 Competition performance analysis	4.1 Access to NT coach /Ontario apprentice coach in Ottawa for HP/ HPAD athletes 4.2 Access to NT coach in GTA for HP/ HPAD athletes 4.3 HP/ HPAD monitoring through vertical/horizontal alignment with NSO/PSO/Clubs 4.4 Access to 200m & 1000m course	5.1 HPAD direct to athlete support to address performance gaps (tiered system) 5.2 Access to SS/SM for coach consultations 5.3 S & C support in Ottawa 5.4 SS/SM workshop for athletes, parents, coaches	6.1 Complete governance review 6.2 Implement changes based on review 6.3 Create communication pathway b/w NSO, PSO divisions and clubs

The following sections identify the key aspects of each Program. Each section identifies the essential elements of each of the Programs listed above in the 6 Pillars.

Implementation of all of the programs is dependent on budget and key partnerships. In the best case scenario Canoe Kayak Ontario will implement all of the above programs

over the next 4 years. In the event of budget and/or other limitations we will strategically prioritize the Programs.

Pillar 1 – Athlete/System Development Program 1.1 – Athlete development pathway that aligns with NSO Priority - High		
Program Description: (only about 30-50 words or less) Defined Ontario athlete development pathway that aligns with NSO and is communicated to all stakeholders		
Key Milestones necessary to achieve the Program... (use more than 5 if you need to)	Expected Date	Key (FINAL) Performance Outcome (KPO) (What will be achieved at the end of this program) <ul style="list-style-type: none"> • Pathway was completed with NSO collaboration • 75% of Ontario clubs adopt the pathway in their delivery of club programs (evaluated by on-line survey)
A) Collaboration with NSO, PSO, club coaches to develop a model that aligns with NSO and is specific to Ontario needs	May 2015	
B) Communication to athletes of model (info sessions, expert workshops, web, etc.)	May 2015	
C) Communication to parents, clubs, other key stakeholders of model (info sessions, expert workshops, web, etc.)	May 2015	
ESTIMATED BUDGET: \$2000		
KEY STAKEHOLDERS/ACCOUNTABILITIES		
Key Driver – primary responsibility 1) CKO Technical Director	Other stakeholders necessary for effective implementation 1) CKC Athlete/Coach Development Director 2) Club coaches 3) parents/club BOD's	
Alignment: (INTERNAL) This program will align with and contribute to achievement of Long Term Goal # 3 and Short Term Goals # 4 (EXTERNAL) This program will align with NSO's athlete development pathway		

Pillar 1 – Athlete/System Development Program 1.2 – Florida Winter Development Camp Priority - Low
Program Description: (only about 30-50 words or less)

The Winter Development Camp will allow developmental athletes the opportunity to improve their skill development in a fun, safe and knowledgeable environment		
Key Milestones necessary to achieve the Program... (use more than 5 if you need to)	Expected Date	Key (FINAL) Performance Outcome (KPO) (What will be achieved at the end of this program)
A) Collaboration b/w PSO and clubs	March 2015	<ul style="list-style-type: none"> • 50 club development athletes take part in camp
B) Project coaches availability	March 2015	
ESTIMATED BUDGET: \$85,000		
KEY STAKEHOLDERS/ACCOUNTABILITIES		
Key Driver – primary responsibility 1) CKO Technical Director	Other stakeholders necessary for effective implementation 1) Club coaches 2) Clubs	
Alignment: (INTERNAL) This program will align with and contribute to achievement of Long Term Goal # 4 and Short Term Goals # 5		
Pillar 2 – Coach/Officials Development <i>Program 2.1 – Coach development pathway that aligns with NSO</i> Priority - High		
Program Description: (only about 30-50 words or less) Defined Ontario coach development pathway that aligns with NSO and is communicated to all stakeholders		
Key Milestones necessary to achieve the Program... (use more than 5 if you need to)	Expected Date	Key (FINAL) Performance Outcome (KPO) (What will be achieved at the end of this program)
A) Collaboration with NSO, PSO, club coaches to develop a model that aligns with NSO and is specific to Ontario needs	May 2015	<ul style="list-style-type: none"> • Pathway was completed with NSO collaboration • 75% of Ontario coaches adopt the pathway in their delivery of club programs (evaluated by on-line survey)
B) Communication to clubs, other key stakeholders of model (info sessions, expert workshops, web, etc.)	May 2015	
ESTIMATED BUDGET: \$2000		
KEY STAKEHOLDERS/ACCOUNTABILITIES		

Key Driver – primary responsibility 1) CKO Technical Director 2) CKC Athlete/Coach Development Director	Other stakeholders necessary for effective implementation 1) Club coaches 2) clubs/division’s BOD’s
Alignment: (INTERNAL) This program will align with and contribute to achievement of Long Term Goal # 4 and Short Term Goals # 5	

Pillar 2 – Coach/Officials Development		
Program 2.2 – High Performance Coach Apprentice Program		
Priority – High		
Program Description: (only about 30-50 words or less) The High Performance Coach Apprentice Program will create a coach development pathway towards a national team appointment. The apprentice coach will work closely with NT coach to enhance the DTE for HP/HPAD athletes on a part-time basis.		
Key Milestones necessary to achieve the Program... (use more than 5 if you need to)	Expected Date	Key (FINAL) Performance Outcome (KPO) (What will be achieved at the end of this program)
A) NT coach appointment to Ottawa	September 2014	<ul style="list-style-type: none"> • Apprentice coach completes all project learning objectives by 2016 • NT coach in Ottawa/Toronto DTE by September 2014 • Apprentice coach works with Ontario HPAD athletes in the DTE 25% of full-time employment • DTE opportunities for ‘orphaned’ athletes while NT coach is on tour • NT camp/competition projects completed
B) NT coach appointment to Toronto	September 2014	
C) Collaboration b/w NSO, PSO and club	September 2014	
D) Strong coach development pathway	May 2015	
E) PD plan specific to high performance initiatives	November 2014	
F) Apprentice coach attend NT training camp and international competition	August 2015	
ESTIMATED BUDGET: \$30,000		
KEY STAKEHOLDERS/ACCOUNTABILITIES		
Key Driver – primary responsibility 1) CKO Technical Director 2) CKC NT coach 3) CKC Athlete/Coach Development Director	Other stakeholders necessary for effective implementation 1) Club coaches	

4) CSI Ontario OHPSI Talent Develop Advisor
<p>Alignment:</p> <p>(INTERNAL) This program will align with and contribute to achievement of Long Term Goal # 1, 2 & 4 and Short Term Goals # 1 & 5</p> <p>(EXTERNAL) This program will align with the NSO's Ottawa & Toronto HP initiative</p>

<p>Pillar 2 – Coach/Officials Development</p> <p>Program 2.3 - NCCP LF and Evaluator training</p> <p>Priority - Medium</p>		
<p>Program Description: (only about 30-50 words or less)</p> <p>Program is designed to increase the number of NCCP LF's and Evaluators in Ontario</p>		
<p>Key Milestones necessary to achieve the Program... (use more than 5 if you need to)</p>	<p>Expected Date</p>	<p>Key (FINAL) Performance Outcome (KPO)</p> <p>(What will be achieved at the end of this program)</p>
A) Evaluator/ Facilitator Training Workshop	April 2014	<ul style="list-style-type: none"> • 2 new evaluators for the GTA • 2 new evaluators for Ottawa Area • 2 new evaluators for the Northern clubs • 1 evaluator along the 401 corridor between Gananoque and Pickering • 1 fully certified LF in each region (eastern, western and northern Ontario)
B) Course Conductor Mentoring	May/June 2014	
C) Evaluator Mentoring	July/August 2014	
<p>ESTIMATED BUDGET: \$6,000</p>		
<p>KEY STAKEHOLDERS/ACCOUNTABILITIES</p>		
<p>Key Driver – primary responsibility</p> <p>1) CKO Technical Director</p>	<p>Other stakeholders necessary for effective implementation</p> <p>1) Canoe Kayak Canada</p> <p>2) Coaches Association of Ontario</p> <p>3) Quest for Gold</p>	
<p>Alignment:</p> <p>(INTERNAL) This program will align with and contribute to achievement of Long Term Goal # 4 and Short Term Goals # 2, 5 & 6</p> <p>(EXTERNAL) This program aligns with the NSO's LF & Evaluator expansion project</p>		

<p>Pillar 2 – Coach/Officials Development</p> <p>Program 2.4 – Development Coach Mentorship Program</p>

Priority - Medium		
Program Description: (only about 30-50 words or less)		
The Development Coach Mentorship Program will create a coach development pathway towards national experience. The mentor coach(es) will work closely with TD on a project basis to enhance exposure to national level athletes		
Key Milestones necessary to achieve the Program... (use more than 5 if you need to)	Expected Date	Key (FINAL) Performance Outcome (KPO) (What will be achieved at the end of this program) • 3-5 development coaches complete program
A) Coach the OTT's project	June 2014	
B) Coach the nationals project	August 2014	
C) Winter development camp project	March 2015	
D) Collaboration b/w PSO and club coaches	June 2014	
E) Strong coach development pathway	May 2015	
F) Access to high performance mentor coaches	June 2014	
ESTIMATED BUDGET: \$5000		
KEY STAKEHOLDERS/ACCOUNTABILITIES		
Key Driver – primary responsibility	Other stakeholders necessary for effective implementation	
1) CKO Technical Director	1) Ontario HP mentor coaches 2) Clubs 3) Coaches Association of Ontario 4) Quest for Gold	
Alignment:		
(INTERNAL) This program will align with and contribute to achievement of Long Term Goal # 4 and Short Term Goals # 5		
(EXTERNAL) This program is an extension of the NSO's HP coach development program (similar PD projects)		

Pillar 2 – Coach/Officials Development
<i>Program 2.5 – Competition Management Template</i>
Priority - Medium
Program Description: (only about 30-50 words or less)
Create a competition management template for all levels of competition in Ontario

Key Milestones necessary to achieve the Program... (use more than 5 if you need to)	Expected Date	Key (FINAL) Performance Outcome (KPO) (What will be achieved at the end of this program)
A) Create host site requirements	June 2014	<ul style="list-style-type: none"> • Template completed • 5 new officials complete program
B) Create officials duties template	June 2014	
C) Create competition structure based on appropriate LTAD model	June 2014	
D) Create officials mentorship program	June 2014	
ESTIMATED BUDGET: \$2000		
KEY STAKEHOLDERS/ACCOUNTABILITIES		
Key Driver – primary responsibility		Other stakeholders necessary for effective implementation
1) CKO Technical Director 2) OCSRA Treasurer 3) WOD/EOD Divisional Officials Coordinators		1) Divisions 2) Club coaches 3) Canoe Kayak Canada
Alignment:		
(INTERNAL) This program will align with and contribute to achievement of Short Term Goals # 6		

Pillar 3 – Competition		
<i>Program 3.1 – Support to attend world class events for non-funded/partially funded athletes</i>		
Priority - High		
Program Description: (only about 30-50 words or less)		
The enhanced international competition initiative is a program that provides support to HP/HPAD athletes named to NSO international tours and/or championships that are either partial or self-funded.		
Key Milestones necessary to achieve the Program... (use more than 5 if you need to)	Expected Date	Key (FINAL) Performance Outcome (KPO) (What will be achieved at the end of this program)
A) AAP/OHPSI/OAAP financial support	November 2014	<ul style="list-style-type: none"> • All 11 OHPSI athletes attend at least 1 national team competition or assessment camp
B) Strong athlete development pathway	May 2015	
ESTIMATED BUDGET: \$25,000		

KEY STAKEHOLDERS/ACCOUNTABILITIES	
Key Driver – primary responsibility 1) CKC High Performance Director 2) CSI Ontario Talent Development Advisor	Other stakeholders necessary for effective implementation 1) CKO Technical Director
Alignment: (INTERNAL) This program will align with and contribute to achievement of Long Term Goal # 3 and Short Term Goals # 1 & 4 (EXTERNAL) This program aligns with NSO's 2014 funding structure for non-Top 8 performances at World Cups/World Championships	

Pillar 3 – Competition Program 3.2 – Ontario European Tour Priority - Medium		
Program Description: (only about 30-50 words or less) In collaboration with other provinces (if possible), compete at world class international events		
Key Milestones necessary to achieve the Program... (use more than 5 if you need to)	Expected Date	Key (FINAL) Performance Outcome (KPO) (What will be achieved at the end of this program) <ul style="list-style-type: none"> 1-4 athletes from each discipline attend international competition
A) Collaboration b/w PSO's	December 2014	
B) Identified events that meet the needs of HPAD athletes	December 2014	
C) Project coaches availability	March 2015	
ESTIMATED BUDGET: Athletes use direct to athlete support or self-pay, project coaches funding through HP Apprentice Coach program		
KEY STAKEHOLDERS/ACCOUNTABILITIES		
Key Driver – primary responsibility 1. CKO Technical Director 2. CKO Apprentice Coach	Other stakeholders necessary for effective implementation 1) Other PSO's 2) Canoe Kayak Canada	
Alignment: (INTERNAL) This program will align with and contribute to achievement of Long Term Goal # 3 & 4 and Short Term Goals # 4 & 5		

Pillar 3 – Competition Program 3.3 – Competition performance analysis Priority – High
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Program Description: (only about 30-50 words or less)		
Race analysis for HP/HPAD at major competitions (NTT's, OTT's, nationals)		
Key Milestones necessary to achieve the Program... (use more than 5 if you need to)	Expected Date	Key (FINAL) Performance Outcome (KPO) (What will be achieved at the end of this program)
A) Collaboration b/w NT coach, TD and club coaches	August 2014	<ul style="list-style-type: none"> • Race analysis completed for 3 NTT's, OTT's and nationals • Athlete gap analysis completed for each OHPSI athlete
B) Video/performance analysis available on site during competition	August 2014	
ESTIMATED BUDGET: \$5000		
KEY STAKEHOLDERS/ACCOUNTABILITIES		
Key Driver – primary responsibility	Other stakeholders necessary for effective implementation	
1) CKO Technical Director	1) NT coach 2) Club coach 3) CSI Ontario	
Alignment:		
(INTERNAL) This program will align with and contribute to achievement of Long Term Goal # 3 and Short Term Goals # 1		
(EXTERNAL)... Expands upon services available to NSO carded athletes to HPAD		

Pillar 4 – Daily Training Environment		
<i>Program 4.1 – Access to NT Coach in Ottawa for HP/HPAD athletes</i>		
Priority - High		
Program Description: (only about 30-50 words or less)		
Ottawa targeted as DTE for HP/HPAD by NSO		
Key Milestones necessary to achieve the Program... (use more than 5 if you need to)	Expected Date	Key (FINAL) Performance Outcome (KPO) (What will be achieved at the end of this program)
A) National Team Coach positioned in Ottawa/Toronto	September 2014	<ul style="list-style-type: none"> • All OHPSI Ottawa based athletes have access to NT DTE • All OAAP Ottawa area based athletes have access to NT DTE
B) Horizontal/Vertical athlete development alignment	September 2014	
C) Facility/equipment support	September 2014	

D) Collaboration b/w NSO, PSO and club coaches	May 2015	
ESTIMATED BUDGET: CKC funded and Direct to Athlete funding		
KEY STAKEHOLDERS/ACCOUNTABILITIES		
Key Driver – primary responsibility 1) CKO NT coach 2) CKO Apprentice Coach	Other stakeholders necessary for effective implementation 1) CKO Technical Director 2) CSI Ontario Talent Development Director 3) City of Ottawa 4) Parks Canada 4) Eastern Ontario Division	
Alignment: (INTERNAL) This program will align with and contribute to achievement of Long Term Goal # 1 & 4 and Short Term Goals # 1 (EXTERNAL) This is a NSO lead project and aligns with the HP athlete development model		
Pillar 4 – Daily Training Environment Program 4.2 – Access to NT Coach in Toronto for HP/HPAD athletes Priority - High		
Program Description: (only about 30-50 words or less) Toronto targeted as a DTE for HP/HPAD by NSO		
Key Milestones necessary to achieve the Program... (use more than 5 if you need to)	Expected Date	Key (FINAL) Performance Outcome (KPO) (What will be achieved at the end of this program)
A) National Team Coach positioned in Toronto	September 2014	<ul style="list-style-type: none"> All OHPSI Toronto based athletes have access to NT DTE All OAAP Toronto area based athletes have access to NT DTE all NT/OHPSI/OAAP have access to SPIN units, 200m race course and paddle machine
B) Horizontal athlete development alignment	May 2015	
C) Facility/equipment support	November 2014	
D) Collaboration b/w NSO, PSO and club coaches	May 2015	
ESTIMATED BUDGET: \$5200		
KEY STAKEHOLDERS/ACCOUNTABILITIES		

Key Driver – primary responsibility 1) CKC NT coach	Other stakeholders necessary for effective implementation 1) CKO Technical Director 2) CSI Ontario Talent Development Director 3) Welland International Flatwater Centre 4) Western Ontario Division
Alignment: (INTERNAL) This program will align with and contribute to achievement of Long Term Goal # 1 & 4 and Short Term Goals # 1 (EXTERNAL) This is a NSO lead project and aligns with the HP athlete development model	

Pillar 4 – Daily Training Environment Program 4.3 – HP/HPAD monitoring Priority - High		
Program Description: (only about 30-50 words or less) HP/HPAD monitoring will be a collaboration b/w NSO, PSO, club coaches to monitor performance gaps based off the NSO’s GMT and KPI’s through data collection of race profiles, testing and screens		
Key Milestones necessary to achieve the Program... (use more than 5 if you need to)	Expected Date	Key (FINAL) Performance Outcome (KPO) (What will be achieved at the end of this program)
A) Collaboration b/w NSO, PSO & club coaches in data sharing	September 2014	<ul style="list-style-type: none"> • Targeted gap analysis for each OHPSI athlete • Monthly program review by TD, lead coaches and IST
B) YTP review by experts	November 2014	
ESTIMATED BUDGET: \$5000		
KEY STAKEHOLDERS/ACCOUNTABILITIES		
Key Driver – primary responsibility 1) CKO Technical Director 2) CKC NT coach 3) OHPSI club coach 4) CKO Apprentice coach	Other stakeholders necessary for effective implementation 1) Canoe Kayak Canada	
Alignment: (INTERNAL) This program will align with and contribute to achievement of Long Term Goal # 1, 2 & 4 and Short Term Goals # 1 & 4 (EXTERNAL) Expands upon NSO’s SS/SM support with HP athletes to HPAD athletes		

Pillar 4 – Daily Training Environment
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Program 4.4 – Access to standardized race course		
Priority - High		
Program Description: (only about 30-50 words or less)		
HP/HPAD have access to standardized 1000m race course in Ottawa and GTA		
Key Milestones necessary to achieve the Program... (use more than 5 if you need to)	Expected Date	Key (FINAL) Performance Outcome (KPO) (What will be achieved at the end of this program)
A) Collaboration b/w NT coach, PSO and Rideau Canoe Club	September 2014	<ul style="list-style-type: none"> Ottawa based OHPSI athletes have full access to Ottawa race course Toronto based HPAD clubs have access to Welland International Flatwater course at least 2 day each per season
B) Collaboration b/w NT coach, PSO and Welland International Flatwater Centre	September 2014	
C) Collaboration b/w NT coach, PSO and Sunnyside Paddling Club	September 2014	
ESTIMATED BUDGET: \$1500		
KEY STAKEHOLDERS/ACCOUNTABILITIES		
Key Driver – primary responsibility	Other stakeholders necessary for effective implementation	
<ol style="list-style-type: none"> CKO Technical Director CKC NT coaches Rideau Canoe Club Welland International Flatwater Centre Sunnyside Paddling Club 	<ol style="list-style-type: none"> Eastern Ontario Division Western Ontario Division 	
Alignment:		
(INTERNAL) This program will align with and contribute to achievement of Long Term Goal # 1 & 2 and Short Term Goals # 1		
(EXTERNAL) This program will align with the NSO's Ottawa & Toronto HP initiative		

Pillar 5 – Sport Sciences / Sports Medicine, Integrated Support Team		
Program 5.1 - HPAD direct to athlete support		
Priority - High		
Program Description: (only about 30-50 words or less)		
The HPAD direct to athlete support program will be used to address performance gaps determined by NT coach, SS/SM, TD and club coach based on NSO's GMT and KPI's. Program will use a tiered system that represents the needs of the athlete along the development pathway.		
Key Milestones necessary to achieve the Program... (use more than 5 if you need to)	Expected Date	Key (FINAL) Performance Outcome (KPO)

		(What will be achieved at the end of this program) <ul style="list-style-type: none"> Targeted gap analysis for each OHPSI athlete Monthly program review by TD, lead coaches and IST
A) Updated performance analysis on a regular basis	2014/2015 Based on NSO's competition, athletic testing schedule	
B) Collaboration/review of gap analysis b/w all stakeholders	2014/2015 Based on NSO's competition, athletic testing schedule	
C) Access to NT Coach, SS/SM to address gap	September 2014	
D) Access to equipment/facilities need to address gap	November 2014	
ESTIMATED BUDGET: \$25,000		
KEY STAKEHOLDERS/ACCOUNTABILITIES		
Key Driver – primary responsibility		Other stakeholders necessary for effective implementation
1) CKO Technical Director 2) CSI Ontario SS/SM 3) CKC NT coach 4) Club coaches		
Alignment:		
(INTERNAL) This program will align with and contribute to achievement of Long Term Goal # 1 & 2 and Short Term Goals # 1 & 4		
(EXTERNAL) This program will align with the NSO's Ottawa & Toronto HP initiative		

Pillar 5 – Sport Science/Sport Medicine, Integrated Support Team		
<i>Program 5.2 – Access to SS/SM for coach consultations</i>		
Priority - High		
Program Description: (only about 30-50 words or less)		
The program would allow club coaches to communicate with SS/SM regarding program/paddlers gaps		
Key Milestones necessary to achieve the Program... (use more than 5 if you need to)	Expected Date	Key (FINAL) Performance Outcome (KPO) (What will be achieved at the end of this program)
A) Club coach access to SS/SM	November 2014	<ul style="list-style-type: none"> OHPSI coaches have access to 25 days of CSIO SS/SM staff
ESTIMATED BUDGET: \$8250		
KEY STAKEHOLDERS/ACCOUNTABILITIES		
Key Driver – primary responsibility		Other stakeholders necessary for effective implementation
1) CKO Technical Director		

2) Club coaches 3) CSIO SS/SM	
Alignment: (INTERNAL) This program will align with and contribute to achievement of Long Term Goal # 1 & 2 and Short Term Goals # 1 & 4	

Pillar 5 – Sport Science/Sport Medicine, Integrated Support Team Program 5.3 – Strength and Conditioning support in Ottawa Priority - High		
Program Description: (only about 30-50 words or less) The program would allow on site strength and conditioning support for Ottawa HP/HPAD athletes		
Key Milestones necessary to achieve the Program... (use more than 5 if you need to)	Expected Date	Key (FINAL) Performance Outcome (KPO) (What will be achieved at the end of this program) • 4 hrs of S & C support for 19 weeks in Ottawa
A) Support for S & C coach in Ottawa	September 2014	
B) Collaboration b/w NSO, PSO and Rideau Canoe Club	September 2014	
ESTIMATED BUDGET: \$3450		
KEY STAKEHOLDERS/ACCOUNTABILITIES		
Key Driver – primary responsibility 1) CKO Executive Director 2) CKC NT coach	Other stakeholders necessary for effective implementation 1) CKO Technical Director 2) CSI Ontario	
Alignment: (INTERNAL) This program will align with and contribute to achievement of Long Term Goal # 1 and Short Term Goals # 1 (EXTERNAL) Expands upon services available to NSO carded athletes to HPAD		

Pillar 5 – Sport Science/Sport Medicine, Integrated Support Team Program 5.4 – SS/SM workshop for athletes, parents, coaches Priority - High	
Program Description: (only about 30-50 words or less) Workshop will be PD opportunities for coaches, as well as provide information of nutritional needs of youth athletes during training and competition and what coaches/parents can do to support their athletes/children	

Key Milestones necessary to achieve the Program... (use more than 5 if you need to)	Expected Date	Key (FINAL) Performance Outcome (KPO) (What will be achieved at the end of this program)
A) Access to SS/SM	July 2014-August 2015	<ul style="list-style-type: none"> • 4 PD sessions for coaches • 2 nutrition workshops for athletes/parents/coaches
ESTIMATED BUDGET: \$2130		
KEY STAKEHOLDERS/ACCOUNTABILITIES		
Key Driver – primary responsibility <ol style="list-style-type: none"> 1) CKO Technical Director 2) CSIO SS/SM staff 3) Club coaches 	Other stakeholders necessary for effective implementation <ol style="list-style-type: none"> 2) Athletes 3) Parents 	
Alignment: (INTERNAL) This program will align with and contribute to achievement of Short Term Goals # 4		

Pillar 6 – Governance		
Program 6.1 – 6.3: Complete/Implement Governance review		
Priority - Medium		
Program Description: (only about 30-50 words or less)		
Project will enable CKO to identify/adopt an effective operational/governance structure to assume effective leadership as the governing body for the sport of paddling in Ontario		
Key Milestones necessary to achieve the Program... (use more than 5 if you need to)	Expected Date	Key (FINAL) Performance Outcome (KPO) (What will be achieved at the end of this program)
A) Develop/deliver programs that address needs of both competitive and recreational paddling	September 2014	<ul style="list-style-type: none"> • Established effective communication and interaction of program and service delivery support to members and stakeholders • Efficient financial management framework • Established a clearly defined, effective relationship with important funding partners such as MTCS and CSI Ontario
B) Develop/deliver programs that support growth of sport in all regions of the province	September 2014	
C) Establish CKO as the definitive, functional governing body (PSO) for all paddling sports in Ontario	September 2014	
ESTIMATED BUDGET: \$105,000		

KEY STAKEHOLDERS/ACCOUNTABILITIES	
Key Driver – primary responsibility 1) CKO Executive Director	Other stakeholders necessary for effective implementation 1) 3 CKO disciplines 2) MTCS 3) CSI Ontario
Alignment: (INTERNAL) This program will align with and contribute to achievement of Short Term Goals # 3 (EXTERNAL) Aligns with NSO’s governance structure	

9.0 Key Stakeholders and Partnerships

See 8.0 Programs above – each specific program identifies key stakeholders to ensure effective implementation.

10.0 Implementation/Tracking

Monitoring and tracking of the High Performance Management Plan will be completed using an online document sharing system. A progress report on program milestones and KPO’s will be updated monthly on the system by the Technical Director and reviewed by the Executive Director, as well as the OCSRA’s Board of Directors at monthly meetings.

The Technical Director will communicate monthly with lead program coaches, IST’s, athletes (Smartabase) and key stakeholders to ensure program success.

The HPMP will be reviewed on an annual basis by the Technical Director and Executive Director prior to the PSO’s Annual General Meeting, and if required, adjust the plan to better meet our long and short term goals and objectives.

11.0 Communication

Our High Performance Plan will be communicated to our stakeholders by publishing it on our website, reviewing the document at provincial and divisional board meetings, and individual coach and club meetings, as well as at a parent information session during our provincial team trials.

Appendix A

SWOT Analysis Report

Key Strengths, Weaknesses, Opportunities, Threats				
	Strengths	Key Weaknesses	Opportunities	Threats
Athlete Development	<p>Healthy number of athletes in the system</p> <p>Most successful province at the Senior National Team level; comparable to Nova Scotia and Quebec at the U23 level</p> <p>Clubs ranked Top 10 in Cdn do a good job at developing athletes to the National Development Team level</p>	<p>No defined athlete development pathway</p> <p>Retention of athletes from high school to University</p> <p>Retention of athletes into High School from smaller clubs/ towns</p>	<p>Create athlete development pathway with buy-in from all stakeholders will allow Ontario to become an even more dominant province at all levels</p>	<p>Poor collaboration b/w PSO & clubs</p> <p>Lack of understanding of PSO's role</p>
Coaching (and Officials)	<p>All Top 10 clubs have full time/ professional coaches</p>	<p>Majority of the development clubs cannot afford full time/</p>	<p>Create coach development programs at the grass roots and high</p>	<p>Geographic difficulties to access quality coaching and programs</p>

	<p>leading the programs</p> <p>Professional coaches have international experience</p> <p>Opportunities for coach development grants</p>	<p>professional coaches</p> <p>Minimal controlled employment or coaching criteria</p> <p>Lack of quantity and quality coaches in Northern Ontario</p>	<p>performance level</p>	<p>Unclear athlete/coach pathway and responsibilities</p>
Competition	<p>Resources available to run high quality competitions</p>	<p>Summer is saturated with competitions at all levels and disciplines</p> <p>No coordinated alignment between the 4 different organizations who run competitions</p> <p>Alignment between the 2 Divisions is poor (in respect of competition)</p>	<p>A competition review was completed by all coaches in November 2013, recommendations included improvement to regatta schedule and alignment in Ontario</p>	<p>Geographic difficulties/ expensive for all clubs to get together for competitions</p> <p>Top 10 clubs and Development clubs differ in competition priorities</p>
Daily Training Environment	<p>Top 10 clubs have professional, full-time staff</p>	<p>Lack of a straight 1000m buoyed course in the GTA</p>	<p>NSO has identified Ottawa and Toronto as potential hubs staffed by a</p>	<p>PSO training centre/hub has been tried in the Ottawa area</p>

		<p>Athletes attending University in Ottawa and GTA struggle to find a high quality and flexible DTE for fall on-water and winter training</p> <p>NT/ NDT athletes not selected to the World Championships , World Cup and Olympic Team have difficulty accessing DTE for their discipline</p>	National Team Coach	before and failed
Sport Sciences/ Sports Medicine, IST, Technology Management	<p>Some clubs are developing good Sport Science and Sport Medicine connections and implementing them into DTE</p> <p>CKC testing protocols are being</p>	<p>No IST at the club level</p> <p>Limited collaboration between club, PSO, and CKC SS/SM</p> <p>Some athletes being lost between CKC IST support and OHPSI IST support</p>	<p>Clubs and athletes support the use of SS/SM personnel and would like to have more access to them</p> <p>NSO investment in Ottawa and the GTA should increase the level of SS/SM support received by athletes</p>	<p>Lack of education related to some SS/SM fields such as nutrition, Functional Movements Screens and blood screening</p>

	implemented by the PSO and clubs		Creation of the new CSI-Ontario facility will potentially give GTA high performance athletes and coaches greater access to SS/SM personnel	
Governance	PSO received Trillium grant to complete a full governance review and the process has begun	<p>Remain a heavily layered organization with multiple boards of directors</p> <p>Clubs and Divisions have the power at the Board level to vote and decide programs</p> <p>Communication between boards of directors at the NSO, PSO, Divisional and club level needs improvement</p>	<p>New not-for-profit act will change governance practices for the better</p> <p>Governance review is under way and should suggest some new directions/ recommendations for Canoe Kayak Ontario to become a more effective PSO</p>	No guaranteed that clubs, and other affiliates will accept/ adopt recommendations of the consultant

Appendix B

Gap Analysis Program Summary

ATHLETE/ SYSTEM DEVELOPMENT					
Gap	Potential contributing causes	Program to Address Gap	Feasibility (Easy/Medium/Difficult)	Impact (High/Medium / Low)	Cost (High/Medium / Low)
Ability for OCSRA to identify talented within the system	Not all club coaches know what contributes to talent	Coach professional development to identify and develop talent	Easy		Low
	Too many clubs for OCSRA to visit to identify talent	Provincial coach attend (not organize) "status" regattas (NTT, OTT, Trillium) to look at talent	Medium		Medium
		OCSRA implement CKC testing protocols at all clubs	Medium		Low
Ability for OCSRA to identify talented outside the system	There is no talent identification process yet for canoe/kayak	Development of tests/ protocols to identify potential talent transfer athletes	Difficult		Medium
OCSRA's role in developing / fostering existing talent	CKC is taking charge of the Train to Win and Train to Compete athletes (National Team (NT) and National Development Team (NDT));	Three-4 day mini camps 3-4 times per year for U15 & U17 identified athletes; coupled with coach PD	Medium		Low if participants pay; medium if not
		Florida development	Medium		Low

	clubs take care of the Fundamentals and Foundations, Train to Train and Learn to Compete Athletes; limited role for the province	t camp in the spring			
		More frequent visits by Provincial Coach to smaller clubs to do coach PD and enhance DTE	Difficult		Low
		Increase IST support within the clubs for athlete support and coach PD	Medium		High
		Provide more financial support to athletes	Difficult		High
		Implement CKC testing	Easy		Low
Significant drop off from High School to University	University is overwhelming ; managing school, life, training balance	Partnership with university academic advisors/ professors to help athletes attend long duration camps	Medium		Low
	Location of Universities in relation to clubs in the GTA Athlete support in major university centres where an athlete pool exists is lacking; coaching, IST, financial, facilities	Creation of a winter training centre in close proximity to Universities that has good facilities, coach support, IST support, and flexible training hours	Difficult		High

	Athletes who are on the bubble often feel they had better move on because it's difficult to make the National Team and paddling will not support them later in life.	Additional support provided to HPAD athletes	Easy		High
	School is expensive & paddling is expensive	Better funding from the PSO/ NSO	Difficult		High
	Parental pressure to move on	Educational piece for parents.			

COACH & OFFICIALS DEVELOPMENT

Gap	Potential contributing causes	Program to Address Gap	Feasibility (Easy/Medium / Difficult)	Impact (High/Medium / Low)	Cost (High/Medium / Low)
NCCP Coach certification	Not enough NCCP evaluators at the ELCC level	Work with CKC to train more evaluators	Easy (in progress)		Medium
Canoe/Kayak Specific NCCP courses for the Northern region	No NCCP course conductors in the Northern region	Work with CKC to train an NCCP course conductor for the Northern region	Easy (in progress)		Medium
Build a better coach at the grassroots and competitive entry level	NCCP courses do not meet the needs of many coaches who are asked to run a program for entry level athletes	Professional development courses that address areas not covered in NCCP certification such as communication, group	Easy		Low

		management, creating a teachable environment on the water, and strength training for younger athletes			
		Spin off of CKC's Coach the Trials; Coach the Ontario Team Trials	Medium		Medium
		Cross fertilization program for coaches where developmental coaches spend one week at a club, then rotate clubs to see what happens at other clubs	Medium		Low
Professional Development for High Performance / Senior Coaches	Conferences such as SPIN and Petro Canada Sport Leadership are expensive and often not applicable to our sport. The CKC coaches conference is pretty good, but needs to be targeted at a club level athletes.	Really targeted PD sessions (in weight room sessions/ on water sessions); more apprentice type programs and more mentorship that is applicable at a club level and affordable.	Easy		Medium
	Smaller clubs need coach education opportunities they can get to (not middle of the week) as	Make sure PD sessions are over a weekend	Easy		No cost

	most are not full time coaches and have other jobs.				
Education for officials	Does not seem to be standardized curriculum set forth by a national governing body like NCCP for officials	Collaboration between divisional DOC's on educational material for Level II and Level III officials training	Medium		Low
	No mentorship program for officials	Use existing officials to create a mentorship program for officials	Medium		Low
Number of High Level Officials	Not very enticing to be an official so ex-paddlers do not want to officiate	Pay officials	Easy		Medium
	No job descriptions for officials so people don't know what they are signing up for	Create job descriptions	Easy		Low

COMPETITION					
Gap	Potential contributing causes	Program to Address Gap	Feasibility (Easy/ Medium/ Difficult)	Impact (High/Medium/ Low)	Cost (High/Medium/ Low)
Quality high level competition at the NDT/ Q4G level	-lack of International (European) caliber competition in North America	Ontario European Tour	Medium		High

DAILY TRAINING ENVIRONMENT					
Gap	Potential contributing causes	Program to Address Gap	Feasibility (Easy/Medium/Difficult)	Impact (High/Medium / Low)	Cost (High/Medium / Low)
Provide Enhanced DTE to NT/ NDT athletes who are not selected to World Cup Team/ Worlds Team	At the moment all the CKC NT coaches attend worlds/ World Cups there is no one left behind to run the programs	Partnerships with the provinces/ provincial coaches/ clubs to run training camps/ sessions for non-World's/ World Cup NT & NDT athletes	Medium		Medium
Buoyed 1000m course in the GTA	Not enough straight waterways	Better, cheap, easier access to the Welland facility	Medium		unknown
Access to high quality year round coaching and programs is only available at the "big" clubs	Smaller clubs cannot afford a full time year round coach	EOD full time year round training centre that allows for people to live in the area/ facility; targeted athletes, but not necessarily just provincial team and up athletes (targeted U15's as well).	Difficult		High
	Many smaller clubs do not have a facility that can house a year round program				
		WOD as above; creation of a	Difficult		High

		winter training centre in close proximity to Universities that has good facilities, coach support, IST support, and flexible training hours			
Access to Pool time for swimming	Not enough pool time and canoe/kayak teams are not high on the priority list for existing pools				
Collaboration between NT/NDT coaches, Provincial Coaches & club coaches needs improvement	No clear athlete/coach roles and responsibilities	Create strong working relationship between all stakeholders on the development of pathway	Medium		Low
Collaboration between clubs	No formal group training system in place	NSO directed HPAD DTE	Medium		High

SPORT SCIENCES/SPORTS MEDICINE, INTEGRATED SUPPORT TEAM (IST), TECHNOLOGY MANAGEMENT					
Gap	Potential contributing causes	Program to Address Gap	Feasibility (Easy/Medium/Difficult)	Impact (High/Medium/Low)	Cost (High/Medium/Low)
Sport science (SS) and sport medicine (SM)	SS/SM is expensive and may not be available in many regions	Club coaches would like to have the ability	Medium		Low

integration was spotty at the club level.		to bounce ideas of SS & SM experts identified by PSO/NSO to help them write training programs and deal with certain situations			
Majority of clubs do not use CKC FMS	No one in their area to do the screen; coaches don't understand what the screen is/ see the value in it.	Need to train more people to run the screen	Difficult		Medium
None of the clubs are doing blood work					
Nutrition support for younger athletes (U15/17/19)	Lack of education	younger athletes need to learn to grocery shop; how to cook a quick and easy meal; recovery after exercise; how to manage my course load and eat properly in high school and university	Easy		Low

GOVERNANCE					
Gap	Potential contributing causes	Program to Address Gap	Feasibility (Easy/Medium/Difficult)	Impact (High/Medium / Low)	Cost (High/Medium / Low)
Communication between NSO/PSO/ Divisions and Clubs					
Vast majority of clubs and athletes do not understand the mandates of CKC, CKO, OCSRA, EOD & WOD					

Appendix C

NSO Level of Performance Indicators

Performance Indicator Times			
	A	B	C
	GMT	A-PIT: Times that predict Top 8 finish in WCh A Final (Top 5 in Paracanoe).	B-PIT: Time that predict Top 16 finish in WCh A Final (Top ½ of competing field in Paracanoe).
WK1 200m	0:40.5	0:43.20	0:43.82
WK1 500m	1:50.5	1:53.33	1:57.1
WK2 500m	1:40.1	1:44.83	1:47.73
WK4 500m	1:32.6	1:37.51	1:38.07
MK1 200m	0:35.4	0:36.66	0:37.69
MK2 200m	0:32.1	0:33.88	0:34.37
MK1 1000m	3:27.7	3:38.20	3:40.30
MK2 1000m	3:13.4	3:18.95	3:21.48
MK4 1000m	2:55.8	2:57.93	3:01.5
MC1 200m	0:39.5	0:40.0	0:41.5
MC1 1000m	3:54.7	4:04.7	4:11.7
MC2 1000m	3:35.0	3:42.10	3:43.7
WC1 200m	0:49.0	0:54.0	0:59.0
WC2 500m	2:01.0	2:08.0	2:12.0