



**Canoe Kayak Ontario Sprint
Annual General Meeting
Wednesday, November 22, 2023 7:30 PM**

Information Package

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**Canoe Kayak Ontario Sprint
Annual General Meeting
Wednesday, November 22, 2023
7:30 – 9:30 PM
Via Teleconference**

meet.google.com/grr-svnk-rds

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AGENDA

1. Call to Order
2. Approval of the Agenda
3. Approval of 2022 AGM Minutes
4. Chair's Report
5. Treasurer's Report – Auditor Approval
6. Western Ontario Division Flag Officer Report
7. Eastern Ontario Division Flag Officer Report
8. Technical Director's Report
9. Proposed CKO Sprint By-Laws
10. Proposed CKO Sprint Articles of Association
11. Election of Directors
12. Other Business



Canoe Kayak Ontario Sprint
Minutes of Annual General Meeting
Tuesday, November 1, 2022
Videoconference

Board of Directors present: Gilles Cinq-Mars (WOD) - Chair; Paul Vincent (WOD) - Treasurer; Michelle Bishop (EOD)- Secretary; Sherry Goodyear Stein - (EOD); Kerri-Ann Redwood (EOD); Charles Slade (EOD)

Ryan Blair – Technical Director
Dana Morgoch – HPC Chair

Regrets: Rick Mroz (Northern); Rachelle Burkholder (WOD)

AGM Attendees:

Aiden Stead	Kim Anderson
Andrea Humphreys	Mihail Oghina*
Angie Lafontaine*	Hayley Plante
Alison Darmon*	Rob Sargent
Andrew Mollard	Rob Smith
Browyn MacLean	Scott Bradley
Eleanor Ivanov*	Sherra Fam*
Fiona Smith Bradley*	Tracy Pigeon*
Ian Ramsay*	
Leigh Salter	
Pat Lester*	

*Members with club voting rights.

Quorum being declared, the meeting was called to order by the Chair, Gilles Cinq-Mars at 7:33pm

Approval of Minutes of 2021 AGM: Moved by Gilles Cinq Mars, seconded by Kerri Ann Redwood. Carried

Reports

Chair Report

Gilles Cinq-Mars recognized the tough few years in which COVID-19 and associated restrictions had impacted our clubs, athletes and sport and reflected that COVID is not yet over.

Yet as a sport we continue to develop the schedule of events for next year and plans for camps are underway. The health and safety of our athletes and coaches is our priority. Coaches in particular deserve support for how they have managed, and the great results delivered this year.

CKO Sprint's new social media branding delivered great results and has been well received.

Gilles recognized the awarding of CKC's R Edgar Gilbert Award in the Builder category to Joanne Bryant. Congratulations to Joanne and thank you for her many years with CKO Sprint.

Gilles also recognized and congratulated Leigh Salter for achieving the level of ICF Technical official.

Treasurer Report

Paul Vincent presented financials for the fiscal year ending March 31, 2022. He noted that the division recorded a small surplus of \$1,500 in part due to the fact the Florida camp registered a deficit of \$18,900 and rising CKO fees. These costs were partially offset by continued CEBA funding.

Paul noted the outlook currently included an estimated \$8,800 deficit for the current year.

Motion: The Treasurer moved that we accept the Engagement Review report of RLB LLC as the financial statements for OCSRA (CKO Sprint) for the fiscal year ended March 31, 2022; seconded by Sherry Goodyear Stein. **Carried.**

Motion: The Treasurer moved that we appoint RLB LLC of Guelph, On. to conduct our annual Engagement Review for the Fiscal Year ending March 31, 2023, seconded by Sherry Goodyear Stein. **Carried.**

Division reports

Western Ontario Division

Paul Vincent, presented the divisional report and commented on how lots of new volunteers stepped up to help run events and contribute in 2022 which was nice to see

coming out of the pandemic. The volunteer coordinator position worked well as well as the shared summer intern position with CKO which was a great help.

Paul noted that Collingwood hosted their first regatta ever and had a first place showing at Nationals – a great moment for club development.

At Canada Summer Games Sara Nagy was Ontario Flag bearer, a proud moment for canoe kayak. The division has great results at U23 Worlds and Olympic Hopes and great results for Special O athletes at Worlds in Halifax.

Paul noted that the division held a Town Hall meeting with parents which was well received.

Eastern Ontario Division

Sherry Goodyear Stein, EOD flag, referred everyone to the EOD Flag Officer's report that was included in the AGM package. She noted that the EOD Board would stay stable with only the Treasurer position changing over this year.

Sherry noted how important good coaching and volunteerism is to our sport and how important covid relief funding had been in helping clubs come out of difficult pandemic years. She noted how clubs in the division were making good use of those dollars.

Northern Representative

It was noted that **Rick Mroz**, the Northern Representative on CKO Sprint, is stepping down from the Board and was not in attendance. Rick's Northern Report was included in the AGM package and was taken as read.

Technical Director Report

Ryan Blair, CKO Sprint Technical Director presented his 2022 annual review that has been included in the AGM package distributed in advance.

Ryan noted that the new location for the CKO Sprint winter camp had worked out well. In the coming year we expect to operate extended weeks and accept more athletes. Canada Summer Games had been a major season highlight as well as Worlds in Halifax. Ryan offered thanks to Joanne Bryant for her contributions to CKO Sprint as well as to Reid Farquharson, Aiden Stead and Olivia Pucci who were moving on from coaching.

Ryan then noted a variety of key accomplishments by CKO Sprint against the 4 pillars in the Strategic Plan:

- National Leader in athlete performance services
- Organizational Excellence
- Grassroots and Growth and Development
- Technical Leadership

Other Business

Ryan fielded questions about how Florida Camp Selection would be conducted given more athletes had applied to attend than were available spots. The Welland Camp was identified as an important bridge for athletes not yet ready for Florida but who would benefit from a HP setting.

The planned CKO AGM this coming Saturday at 1300 was noted.

2022/2023 Directors

It was noted that a replacement for Rick Mroz as Northern Representative to CKO Sprint is being sought. Additionally, the fact that WOD is still looking to fill its Flag Officer position was noted.

Otherwise the board of directors will continue to serve with hopes of filling the two vacancies promptly.

Motion: Gilles moved at 8:34 PM that the AGM be adjourned.
Kerry Anne Redwood seconded. **Carried.**

Meeting adjourned at 8:37 PM



2023 Report from the Chair

To the athletes, coaches, clubs, officials, volunteers, CKO Sprint Board of Directors and sub-committee members, staff, CKO Executive Director and Board of Directors, and partners, welcome to the 2023 Canoe Kayak Ontario Sprint Annual General Meeting.

The development of any amateur sport in Canada absolutely requires the support and guidance of its community. Our Paddling community has once again done a spectacular job in providing that guidance and support to our athletes, coaches, volunteers and clubs, so on behalf of the Board of Directors for Canoe Kayak Ontario Sprint, I would like to thank everyone for their dedication and commitment to making paddling in Ontario as successful as it is, and for their support of our athletes.

What a fantastic year! We have had much to celebrate this year with so many of our athletes, coaches and clubs experiencing success and reaching new milestones. Once again, our Technical Director, Ryan Blair, has done an excellent job in directing and leading the development of our programs and athletes, please make a point of reading his AGM report, it provides great detail on the success of our athletes and clubs.

While less busy than the summer of 2022 without the Ontario and Canada Summer Games, Ontario clubs and athletes did have a full slate of their regular competitions, capped off with a very successful Ontario and then National Championships, where four of the top ten teams were from Ontario. Ontario also had a great number of athletes qualify and then compete at a variety of international competitions (Olympic Hopes, World Cup, World Championships, and Junior World Championships to name a few). A special shout out to the Bradley family who had three athletes at the Junior Worlds! As well, Canoe Kayak Ontario clubs and athletes were also able to capitalize on a full set of training camps and learning opportunities. Well done everyone!

Ontario athletes comprised 46% of all athletes selected for international competitions. One of our developmental goals is to have Ontario athletes comprise 50% of international team selections by the 2025 competition year. Another strategic goal is to become the leading PTSO in the development of crew boat expertise in Canada and to that end, we have provided crew boat training at camps and competitions including a female specific workshop that was a great success. As an indicator of our progress, three of the four Junior Doubles events at NTTs were won by Ontario crews.

Organizationally, CKO Sprint has continued to work on our social media platforms and Newsletter which show increases in visibility. We have also developed a couple of surveys that will help us to understand our constituents better and better serve their needs and identify their goals. CKO Sprint was again able to make use of funding from the Ontario Summer Jobs Program to continue the work started using the same resources that we enjoyed for the summer of 2022, with both Divisions benefitting from the program. In 2024 we are planning to develop our volunteer base and enthusiasm to support the clubs, divisions and competitions. Another area of development will continue to focus on safety and address crisis management and inclement weather policies and procedures.

The CKO Sprint BOD has been working to complete all of the requirements to satisfy the Ontario Not-For-Profit Corporation Act of 2010 and will complete our compliance this year. To that end, the composition of the Board of Directors will change, providing better terms of participation and representation on the Board. We have continued to improve our processes and our efforts to create a safe environment for our athletes while we try to address many issues that affect their development and well being, including mental health, equity, diversity, and inclusion. These issues will continue to be at the forefront of our thoughts and strategies as we plan for next year.

I would like to take the opportunity to acknowledge that the programs and competitions run by CKO Sprint are heavily reliant 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. We need this funding to support the development and success of our organization and are very thankful for the support of these entities. We will continue to explore new sources of funding that will help to provide enhanced programs for our athletes and clubs.

The upcoming year, like any other will be a busy time for the Board of Directors and our Technical Director. Again, our primary concern is going to be the health and wellbeing of our athletes, to maintain their motivation and love of the sport. I am so very proud to be part of this great community, everyone has done an amazing job this year, and I would like to thank you for your ongoing commitment and support of Sprint Paddling in Ontario.

As with any volunteer organization, there needs to be a place to thank the people who work so diligently to make everything work. We have an incredible Board with a couple of sub-committees made up of individuals who give a huge amount of their time doing largely thankless jobs. Please join me in thanking those people below who make up the BOD and the Board Sub-Committees.

High Performance Committee

The High Performance Committee is responsible for reviewing the criteria for selection, and then the performance of Ontario Athletes, in order to make recommendations to the BOD for carding (funding) and Ontario Team inclusion which determines other training opportunities. The HPC is comprised of the following people:

Chair:	Dana Morgoch
EOD Representative:	Nancy Olmstead
WOD Representative:	Courtney Stott
Coaches Representative:	Pat Lester
Athlete's Representative:	Hayley Plante
CKO Sprint Secretary:	Michelle Bishop
CKO Sprint Chair:	Gilles Cinq-Mars

Equity, Diversity and Inclusion (EDI) Committee

The EDI Committee is instrumental in guiding CKO Sprint in the development and implementation of policies and procedures that support a safe and caring environment. The EDI Committee is comprised of the following people:

Chair:	Kerri-Ann Redwood
Technical Director:	Ryan Blair
Member:	Mitchell Barren
Member:	Hayley Plante
Member:	Blair Kingdon
Member:	Rob Sargant
Member:	Emma Zoldy
Member:	Tina Comi
Member:	Helen Filipe

CKO Sprint Board:

Chair	Gilles Cinq-Mars (WOD)
Secretary	Michelle Bishop (EOD)
Treasurer	Paul Vincent (WOD)
Flag Officer	Shari Morgoch (WOD)
Northern Representative	Bernie Vierich (EOD)
Director	Charles Slade (EOD)
Flag Officer	Sherry Goodyear (EOD)
Director	Kerri-Ann Redwood (EOD)
Director	Rachelle Cheshire (WOD)

Respectfully submitted,
Gilles Cinq-Mars
Chair, CKO Sprint

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**2023 Annual General Meeting - Treasurer Report**

The *Engagement Review* for F2023 has been completed, and accepted by the Board of Directors, and is presented today for review by our member clubs.

**Financial results:**

P&L

F2023 marked a post-COVID return to a full activity schedule, and we ended the year with a modest deficit of \$1.2k.

Revenues were \$1,219k, surpassing \$1M for the first time ever. This was driven by:

- expanded Florida camp revenues of \$407k (+\$250k)
- a follow-up Provincial Covid Recovery grant of \$266k (+\$147k), which was distributed in full to the clubs);
- 2 cycles of Quest for Gold funding, totaling \$162k.
- Regatta, Camps, & HP programs & Human capacity activities saw a combined increase of \$146k, as we returned to normal revenue levels for these activities.

On the cost side, costs increased commensurate with the revenues. There were no substantive cost variances incurred. G&A expense was up a modest 2.9% vs prior year.

Cash Flow

Our cash position increased by \$20.3k; there are numerous elements to the cash flow statement, but the bigger driver would have been deferred camp revenues from Florida and Welland camps at \$14.9k ~ accounting for roughly 75% of the increase.

Balance Sheet

Our Unrestricted Net Assets (Equity) is \$244.5k, and is was down marginally vs. F2022, (\$245.7k).

Our Capital Assets (Boat fleet, Van, Trailers) increased by \$14k to \$79.8k, due to the purchase of 4 racing shells (2 x K2, 2 x C2) at the Worlds.

In total, our 'Reserves' sit at \$164.7 (\$244.5 - \$79.8); This amount represents a little more than 1X annual G&A/Overhead, which is generally deemed to be a satisfactory reserve level.

Outlook for F2024

Our Operating Budget calls for a modest surplus of \$0.8k.



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We have identified 2 items that will have a significant financial impact in F2024:

- 1] A SafeSport complaint, which we expect will result in unbudgeted legal fees approaching \$10k.
- 2] For F2024, will be required to conduct an Audit (in place of an Engagement Review), which is estimated to cost an additional \$5-7k.)

Consequently, we will be reviewing all remaining revenue streams for the year, and endeavoring to reduce budgeted expenditures where feasible.

**Motion:**

That we appoint RLB LLC to conduct the Audit for the F2024 financial year.

Respectfully submitted,

Paul Vincent  
Treasurer  
November 2, 2023



## **WOD Flag Officer Annual Report – AGM October 22, 2023**

First, I would like to thank the WOD Board for accepting me as Flag Officer in January of this year. It's been quite a learning curve, reintegrating myself into the world of paddling. Thank you so much to Paul Vincent who carried the role in an acting capacity for so long and thank you as well to Ted Roworth for continuing to provide support and guidance. Both gentlemen bring their love and enthusiasm to this sport and have been so generous with their time and energy as I have navigated my way.

I would also like to take a moment to reflect and remember two members of our community who left us far too soon this past summer. Dimitru Buzdugan of Richmond Hill Canoe Club and Geoff LaPlante of Mississauga Canoe Club. Both men were well loved members of their club and the paddling community as a whole and they will be greatly missed.

The 2023 paddling season was both challenging and exhilarating as we finally gathered full steam post-COVID. I will let our clubs and esteemed coaches detail the many successes we have had from across all ages and disciplines, but I want to congratulate all the athletes from WOD. It's been a remarkable season that has seen our division represented at the highest level, not only in being named to teams, competing provincially, nationally, and internationally, but also standing on podiums. I am so proud that we have Olympic and Paralympic qualifiers among us, and so many more of you among the next generation to carry us forward. I was also so thrilled to see that our PaddleAll members are a robust and growing group, demonstrating the strength and enthusiasm for our sport as we work to bring a love of paddling to all abilities. This IS a plug for a PaddleAll Coordinator to join our board and build upon this success!

Of course, getting back on the water in earnest hasn't been without challenges. All WOD clubs are working hard to reintroduce our sport to their communities. Membership has lagged but is showing improvement. Many clubs are finding new ways to generate interest and I would like to encourage each of you to share what is working. As we look forward to an amazing year ahead, I would like to work with all our clubs to take advantage of a National Championships on home water to build on the idea of bringing new members in for an experience of a lifetime racing shoulder to shoulder with our National Athletes and Olympians in our own back yard.

Scheduling has also been a point of discussion, whether we are looking at the calendar, the geography, or the actual race card. We know that some of what we may have done in the past, may no longer be as workable, so many moving pieces have evolved, especially since COVID. This has been a learning year for clubs, coaches and indeed families and we will take this off-season to reflect, revise and build upon what have discovered. As always, we welcome and encourage your feedback.

So, where do we go from here? The 2024 Paddling Season will be a very busy and exciting one for WOD!



First and foremost, we will be hosting the **CKC National Championships August 20-24 and CanMas August 25, 2024**. We have hit the ground running with our **Host Organizing Committee, Chaired by Viktoria Jackson**. Her team has been doing an excellent job of getting the party started, but the time has come for all our clubs and members to step up and get involved. Viktoria and I both had an opportunity to roll up our sleeves and get behind the scenes at Nationals this year in Dartmouth. From our own experience and from the feedback we received from both attendees and organizers, the one clear message is that early planning, commitment, and large-scale volunteerism is the key to success. WOD has the privilege of hosting Nationals during the 100th Anniversary year of Canoe/Kayak in the Olympics. What an opportunity to show how our Division can celebrate this momentous occasion. But we need to come together as a community, now, to get it done.

Additionally, the **Ontario Not-for-Profit Corporations Act (ONCA)** has passed legislation that requires all not for profit (WOD and all our member clubs included) must be compliant with the legislation by October 2024. This will require a review and restructuring of our by-laws and operating model. CKO-Sprint has undertaken to complete their revisions which will be introduced and voted on at their AGM this November. We will be able to leverage some of this work and will need to engage a legal resource (ideally the same one who been working with CKO-Sprint) over the course of this next year to help us do the same. This should be an off-season project, with a goal of completion prior to our busy summer season. We will need a full board and a strong steering committee to undertake this project.

In concert, we should also review our WOD Strategic Plan, which was last updated in 2014. Not only will this provide a backdrop for our bylaws, but this will also provide a guidepost for us going forward as we look to improve our athlete development model, policy review for everything from safety to venue selection and funding decisions and provide support, continuity, and growth for our Division as a whole.

No truer words have been spoken as “it takes a village”. I invite everyone to find their niche in the way they can participate in ours.

And so, in reflection, I want to take this opportunity to recognize and thank my WOD Board of Directors, who have truly carried the load this past year. Each of you has truly taken ownership of your role and been a reliable pillar upon which I have been able to stand. For those of who you are ready and willing to stand for another term, I am grateful for the generosity of your time, wisdom, and dedication. To those who have decided to step aside, you have the gratitude of the whole of WOD. I would like to recognize:

**Ian Ramsay (Toronto Island), Club Representative** Thank you for your considered input to our discussions and balanced representation of our member clubs, wishing you all the best on and off the water.



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**Courtney Stott, High Performance Coordinator** We appreciate your clear dedication to supporting our high-performance athletes, including your work in developing our selection criteria, especially as you balance coaching apprenticeship and your own high-performance training. Congratulations on your successful nomination to the National Team, you make WOD proud.

**Alan Potts, Treasurer** Thank you does not begin to express our appreciation for so many years serving as our keeper of the books. Your contributions have gone so much further as a key member of our Executive. Your passion and positive outlook have buoyed us up when we needed it, and your wisdom has kept us grounded when we needed that too. You may be passing on the spreadsheets, but I know we will see you on the shoreline.

**Paul Vincent, Past Flag Officer** Again, as you step back from this formal role, I know you will never be more than a phone call away. You have been a fixture on the board, and behind the microphone for as long as I can remember. Thank you for being my mentor, my rock and my friend. I know that there are few in WOD and indeed beyond who would not say the same.

Onward to 2024, together!

*Shari Morgoch, WOD Flag Officer*



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Division | Canoe  
Kayak  
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### Flag Officer's Report – Sherry Goodyear-Stein. – 2023

As I sit here remembering 2023, my first thought was family. EOD came together this year as a family and work and support each other. Like most family we have disagreement and fight but when the chips were down; we picked each other up. As I was driving back from EOD champs and the phone call, text and e-mail I received to get the ball rolling for Wednesday was crazy. ( I needed to turn my phone to silent, so I would not keep looking)

To everyone who stepped up, thank you. Adam Richard started the process and by the time I reached Ottawa had worked out most of the issue. The Chey and Pat sitting in the tower doing video was so perfect. PICC coaches' pictures taking and jumping in everywhere to help. To the parents calling and volunteering to boat drive and help was the fastest time volunteer slots were filled. (If only every regatta volunteer slots get filled that's fast) Then they keep calling to see if they could do anything else.

(Sarah, I forgot to ask if I could use one of the pictures. So instead, I want to talk about it)

There were 2 paddlers with their arms around each other and the smile on their face was perfect. They were so happy and it's just summed up the day... teamwork is the best work.

So, to the EOD family, thank you. So, as I step down as flag, I'm not leaving the family but changing my roll.

#### **2023 Executive Committee:**

Flag Office – Sherry Goodyear-Stein

Vice Flag Office – Aiden Stead

Secretary – Elizabeth Elton

Treasurer – Yvonne Robertson

Registrar – Elizabeth Elton

Past Flag Office – Heather MacIntosh

Division Officials Coordinator – Andre Berube





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Registrar – Elizabeth Elton

Past Flag Officer – Heather MacIntosh

Division Officials Coordinator – Andre Berube

Divisional Coach – Aiden Stead

Athletes Rep – TBA

CKO Sprint Reps

Charles Slade

Kerri Anne Redwood

Michelle Bishop

Sherry Goodyear-Stein

High-Performance Rep – Nancy Olmsted

CKO Reps

Joanne Arthurs

Aiden Stead

To the executive committee and all club representatives, thank you for all your help and effort in making the 2022 summer a great season. As the summer went on, we were doing more regattas. The number of times I heard, "It is great to be back." Yes, it was great to be back and to see everyone again. As the flag officer, I get the credit, but I know I cannot happen without all of you. Thanks for making me look good and for all your help. I'm looking forward to 2023 and another great year.

Best Regards,

Sherry Goodyear-Stein

Eastern Ontario

Flag Officer



To the athletes, coaches, clubs, officials, volunteers, CKO Sprint Board of Directors and committee members, staff, CKO Executive Director and Board of Directors, and partners, thank you! The successful development of high-performance athletes and lifelong paddling would not be accomplished without your commitment to a culture of teamwork and community – OneTeamOneCommunity.

Thank you also goes out to BBCC's Chris Mehak who took on his new role with Canoe Racing New Zealand as a Performance Coach with New Zealand's Women's Kayak Team. BBCC's tribute to Chris put it best *'a good coach is hard to find, difficult to part with, and impossible to forget.'*

CKC's National Team Para Coach Marc Creamer has also moved on to a new role with the Canadian Paralympic Committee (CPC). Marc has led the National Para program since 2016 and was instrumental in supporting the development of CKO Sprint's Para Talent ID program, as well as high-performance programming in Ontario.

We would also like to recognize members we have lost this year, including BBCC's Don May, RHCC's Dima Buzdugan, RCC's Dr. Peter Davison, BCC's Liam Fisher, and RCC's Mike Scott. Their contributions to the paddling community will not be forgotten.

2023 was a year of incredible events, accomplishments, and records. Our training camps in Palm Coast, FL, Welland, ON, Ontario Team Camps, and Girls in Sport Crew Boat Workshop provided excellent training, teambuilding, and skill development opportunities. Athletes were extremely successful on the international stage, including BBCC's Rachel Cohen's Gold medal performance at the World Championships in the Special Olympics Unified K2 event with teammate, RCC's Maddy Schmidt. All three (3) Ontario competitions had record number of participants with 197 competitors at Ontario Team Trials (previous record of 185 set in 2016), 587 competitors at the Ontario Championships (previous record of 504 set in 2018), and 170 competitors at the Long Distance Regatta (previous record of 166 set in 2022).

### Athlete Development:

Due to the dedication and expertise of club coaches, and the support of clubs, family members and performance partners, Ontario athletes excelled at all international competitions. 46% of all nominated athletes were from Ontario (2025 goal is 50%). Congratulations to all athletes nominated to CKC's National Teams, those who achieved podium performances, who qualified Paris 2024 quota spots, and those who reached their performance goals.

A strategic goal is to become the #1 PTSO in the development of crew boat expertise in Canada. To reach this goal we provided crew boat training at Ontario camps, competitions, and the introduction of our Girls in Sport Crew Boat workshop. A benchmark of success was showcased when three (3) out of the four (4) Junior (U18) doubles events at National Team Trials were won by Ontario athletes.

Our approach to athlete services over the past year has been person and performance focused. In December, we published an athlete feedback form to gather input on support areas and identify opportunities for improvement. We adapted our workshop and service delivery methods to be more resource-based and application-focused, reducing the potential for information loss, especially for our younger teams. This approach has allowed us to better meet the evolving needs of our athletes and provide them with more targeted, effective support.



### Organizational Excellence:

Our communication strategy focused on engaging clubs and showcasing younger athletes, all while continuing to celebrate our current team's performances and achievements. This was supported by a diverse array of campaigns, centred around Instagram and led to a 25% increase in followers. In addition, our seasonal newsletter, with a 75% open rate, and the revamped mobile-friendly website, which received over 25,000 site visitors, were pivotal tools in connecting with our community and enhancing user experience.

In 2023, our goal was to develop and improve partnerships with all stakeholders. As such, we launched our new CKO Sprint Summit Series – Reflect, Reconnect & Reimagine. The Summit Series is an opportunity for the paddling community to come together, share ideas, network, and gain inspiration for future programming. Our next Summit is scheduled for November 25, 2023, and will include sessions on our 2023 Program & Services Review/2024 Planning, our introduction to CKO's Sprint's Person-Paddler-Performance Pillars, and Coach & Technical Leader (CTL) support.

Developing partnerships include working with Egale Canada on our inclusive policies, and inclusive training for athletes and coaches. In addition, we are working with Indigenous Sport & Wellness Ontario (ISWO) on coach mentoring with the goal of improved performance at the NAIG 2027 (North American Indigenous Games).

As we strive for excellence through effective leadership, continuous improvement, and collaboration, we encourage the paddling community to participate in our 2023 Program, Services & Events Survey so that we can best support the community in 2024.

### Grassroots & Growth Development:

With the support of the Canada Summer Jobs grant, we were happy to again partner with the Divisions and provide Sport Manager positions. These positions are critical to the successful execution of Divisional and Provincial competitions. In addition, thanks to Ontario's SEP grant, we were able to hire an additional summer student to execute our communication strategy and create our Girls in Sport Crew Boat Workshop.

A key objective of our 2025 strategic plan is to support the increase in competitive membership, and performances at the National Championships. Our 2023 competitive membership was 1081, compared to our 2025 goal of 1350, 6 clubs reached the Top 20

ranking of burgee points at the National Championships (2025 goal is 8), and 23 Para & Special Olympics athletes competed National Championships (2025 goal is 30). Considering the 2024 National Championships is held in Welland, ON, we have a tremendous opportunity to exceed all these goals next year.

In 2024 we will work with the Divisions to support volunteerism, particularly in the areas of recruitment, retention, and event management. We will also develop strategies to address issues of inclement weather and crisis management at events.



### Technical Leadership:

We continue to promote a growth mindset by providing coach mentoring programs, on-going learning opportunities through our Webinar Series, funding, and support towards Officials development. We have also increased our ability to share knowledge by expanding our website's Resources section for athletes, coaches, clubs, and Officials.

To reach our 2025 strategic goal of increasing the number of trained coaches by 20%, and certified coaches by 30%, we have updated our coach education delivery to include multiple experts leading individual modules, as well as providing greater support to coaches achieving certification.

Starting with our next Summit Series session, our focus in 2024 is to support coaches and technical leaders in the areas of mental and physical health, self-care, and professionalism by building our resources and tools for coaches, technical leaders, and clubs.



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### **Ryan Blair | Technical Director**

Canoe Kayak Ontario Sprint

(647) 505-9476 | [ryan@ckosprint.ca](mailto:ryan@ckosprint.ca) | [www.ckosprint.ca](http://www.ckosprint.ca)



## Proposed CKO Sprint By-laws

By-laws have been updated in collaboration with Sport Law. Changes have been made to ensure compliance with new Ontario Not for Profit Corporations Act (ONCA) and in reflection on best practice in sport governance.

Note that a transition plan to the new governance structure is included in by-law #2 in order to enable election of half of elected positions each year.

Additionally when new articles of incorporation are filed we will finalize the name change from Ontario Canoe Kayak Sprint Racing Affiliation (OCSRA) to Canoe Kayak Ontario Sprint (CKO Sprint)

CANOE KAYAK ONTARIO SPRINT  
BY-LAWS

**ARTICLE I**                      **GENERAL**

- 1.1 Purpose – These By-laws relate to the general conduct of the affairs of the Canoe Kayak Ontario Sprint.
- 1.2 Definitions – The following terms have these meanings in these By-laws:
- a) *Act* – the Ontario Not-for-Profit Corporations Act, 2010, as amended.
  - b) *Auditor* – an individual, partnership, or corporation appointed by the Members at the Annual Meeting to audit the books, accounts, and records of the Corporation for a report to the Members at the next Annual Meeting in accordance with the Act.
  - c) *Board* – the Board of Directors of the Corporation.
  - d) *Corporation* – the Canoe Kayak Ontario Spring.
  - e) *Days* – days including weekends and holidays.
  - f) *Director* – an individual elected or appointed to serve on the Board pursuant to these By-laws.
  - g) *Division* – the divisional paddling associations located within the province of Ontario, currently being Eastern Ontario Division (EOD), and Western Ontario Division (WOD)).
  - h) *Extraordinary Resolution* – a resolution passed by not less than eighty (80) percent of the votes cast on that resolution.
  - i) *In Writing* – shall include either hard copy or electronic communication in a form determined appropriate by the Board.
  - j) *Officer* – an individual elected or appointed to serve as an Officer of the Corporation pursuant to these By-laws.
  - k) *Ordinary Resolution* – a resolution passed by a majority of the votes cast on that resolution or consented to by all voting Members entitled to vote on that resolution.
  - l) *Special Resolution* – a resolution passed by not less than two-thirds of the votes cast on that resolution. Special Resolutions considered by the Members must be submitted to a Special Meeting of the Members unless each Member present at the meeting consents to the resolution.
- 1.3 Registered Office – The registered office of the Corporation will be located within the Province of Ontario.
- 1.4 No Gain for Members – The Corporation will be carried on without the purpose of gain for its Members and any profits or other accretions to the Corporation will be used in promoting its objects.
- 1.5 Ruling on By-laws – Except as provided in the Act, the Board will have the authority to interpret any provision of these By-laws that is contradictory, ambiguous, or unclear, provided such interpretation is consistent with the objects of the Corporation.
- 1.6 Conduct of Meetings – Unless otherwise specified in these By-laws, meetings of the Members and meetings of the Board will be conducted according to Robert’s Rules of Order (current edition).



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1.7 Interpretation – Words importing the singular will include the plural and vice versa and words importing persons will include bodies corporate. Words importing an organization name, title, or program will include any successor organizational name, title, or program.

### ARTICLE II MEMBERSHIP

2.1 Categories – The Corporation has the following categories of Members:

- a) Voting Member Club – A sprint club located in Ontario that is a Voting Member Club of Canoe Kayak Canada and either the Eastern Ontario Division or Western Ontario Division.
- b) Associate Member Club – A sprint club located in Ontario that is an Associate Member Club of Canoe Kayak Canada.

2.2 Registration – Each category of Member must register with the Corporation and agree to abide by the Corporation's By-laws, policies, procedures, rules, and regulations.

#### Authority of Members

2.3 Membership Authority – The voting Members of the Corporation will have the following powers:

- a) To appoint the Auditor
- b) To amend the By-laws
- c) To elect Directors; and
- d) As provided in the Act and in these By-laws

#### Admission and Renewal of Members

2.4 Admission and Renewal of Members – Any candidate will be admitted or renewed as a Member if:

- a) The candidate member makes an application for membership in a manner prescribed by the Corporation;
- b) The candidate member was previously a Member, the candidate member was a Member in good standing when the candidate ceased to be a Member;
- c) The candidate member has paid fees as prescribed by the Board;
- d) The candidate member agrees to uphold and comply with the Corporation's governing documents;
- e) The candidate member meets any other condition of membership determined by the Board;
- f) The candidate member has met the applicable definition listed in Section 2.1; and
- g) The candidate member has been approved by Ordinary Resolution by the Board or by any committee or individual delegated this authority by the Board.

#### Membership Fees and Duration

2.5 Duration – Unless otherwise determined by the Board, membership with the Corporation begins as described below and ends as described below or when the Member resigns or is terminated from membership:

- a) Voting Member Club – begins on the date the Board accepts the Voting Member Club's registration and ends on a date determined by the Board common to all Voting Member Clubs.
- b) Associate Member Club – begins on the date the Board accepts the Associate Member Club's registration and ends on a date determined by the Board common to all Associate Member Clubs.

2.6 Fees – Membership fees will be determined by the Board, if any.

2.7 Deadline – Members will be notified in writing of the membership fees at any time payable, and if the membership fees are not paid within sixty (60) days of the membership renewal date or notice of default, the Member in default will automatically cease to be a Member of the Corporation.

### **Transfer, Suspension, and Termination of Membership**

2.8 Transfer – Membership in the Corporation is non-transferable.

2.9 Suspension – A Member may be suspended, pending the outcome of a discipline hearing in accordance with the Corporation's policies related to discipline, or by Special Resolution of the Board at a meeting of the Board provided the Member has been given notice of and the opportunity to be heard at such meeting.

2.10 Effects of Suspension – A suspended Member is not in good standing, may not vote at meetings of the Members, is not permitted to have any sport-related involvement with the Corporation, and may be subject to a probationary period before being reinstated to good standing.

2.11 Termination – Membership in the Corporation will terminate immediately upon:

- a) The expiration of the Member's membership, unless renewed in accordance with these By-laws;
- b) The Member fails to maintain any of the qualifications or conditions of membership described in Section 2.1 of these By-laws;
- c) Resignation by the Member by giving written notice to the Corporation;
- d) The Member is no longer a Voting Member Club or Associate Member Club of a sprint discipline of Canoe Kayak Canada;
- e) Dissolution of the Corporation;
- f) A decision made by the Board (or designate) or a disciplinary panel in accordance with these By-laws or the Corporation's policies;
- g) The Member's dissolution; or
- h) By Ordinary Resolution of the Board or of the Members at a duly called meeting, provided fifteen (15) days' notice is given and the Member is provided with reasons and the opportunity to be heard. Notice will set out the reasons for termination of membership and the Member receiving the notice will be entitled to submit a written submission opposing the termination.

2.12 May Not Resign – A Member may not resign from the Corporation when the Member is subject to disciplinary investigation or action by the Corporation.

2.13 Arrears – A Member will be expelled from the Corporation for failing to pay membership dues or monies owed to the Corporation by the deadline dates prescribed by the Board. Any dues, subscriptions, or other monies owed to the Corporation by suspended or expelled Members will remain due.

2.14 Discipline – A Member may be disciplined in accordance with the Corporation's policies and procedures relating to the discipline of Members or, upon fifteen (15) days' written notice to a Member





the Board may pass a resolution authorizing disciplinary action or the termination of membership for violating any provision of the articles or By-laws. The notice shall set out the reasons for the disciplinary action or termination of membership. The Member receiving the notice shall be entitled to give the Board a written submission opposing the disciplinary action or termination not less than five (5) days before the end of the 15-day period. The Board shall consider the written submission of the Member before making a final decision regarding disciplinary action or termination of membership.

### **Good Standing**

2.15 Definition – A Member will be in good standing provided that the Member:

- a) Has not been suspended or expelled from membership, or had other membership restrictions or sanctions imposed by the Corporation, Canoe Kayak Canada or a Division;
- b) Has completed and remitted all documents as required by the Corporation;
- c) Has complied with the By-laws, policies, and rules of the Corporation;
- d) Is not subject to a disciplinary investigation or action by the Corporation, or if subject to disciplinary action previously, has fulfilled all terms and conditions of such disciplinary action to the satisfaction of the Board; and
- e) Has paid all required membership fees.

2.16 Privileges of Good Standing - Subject to these By-laws and other governing documents of the Corporation, Members in good standing may be entitled to the following privileges:

- a) To attend, participate, and vote at meetings of the Members;
- b) To participate in the Corporation's activities; and
- c) To participate in other events associated with the Corporation.

2.17 Cease to be in Good Standing – Members that cease to be in good standing, as determined by the Board (or designate) or a disciplinary panel, will not be entitled to vote at meetings of the Members or be entitled to the benefits and privileges of membership until such time as the Board is satisfied that the Member has met the definition of good standing.

### **ARTICLE III MEETINGS OF MEMBERS**

3.1 Annual Meeting – The Corporation will hold meetings of Members at such date, time and place as determined by the Board within the Province of Ontario. The Annual Meeting will be held within fifteen (15) months of the last Annual Meeting and within six (6) months of the Corporation's fiscal year end. Any Member, upon request, will be provided, not less than ten (10) days before the annual meeting, with a copy of the approved financial statements, auditor's report (if any) or review engagement report (if any).

3.2 Special Meeting – A Special Meeting of the Members may be called at any time by Ordinary Resolution of the Board or upon the written requisition of ten percent (10%) or more of the voting Members for any purpose connected with the affairs of the Corporation that does not fall within the exceptions listed in the Act or is otherwise inconsistent with the Act, within twenty-one (21) days from the date of the deposit of the requisition.

3.3 Participation/Holding by Electronic Means – Any person entitled to attend a meeting of Members may participate in the meeting by telephonic or electronic means that permit all participants to communicate adequately with each other during the meeting if the Corporation makes such means available. A person so participating in a meeting is deemed to be present at the meeting. The Board or Members, as the case



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may be, may determine that the meeting be held entirely by telephonic or electronic means that permit all participants to communicate adequately with each other during the meeting.

3.4 Notice – Written or electronic notice of the date of the Annual Meeting of the Members will be given to all Members in good standing, Directors, and the Auditor (if appointed) at least ten (10) days and not more than fifty (50) days prior to the date of the meeting. A further notice will be provided ten (10) days prior to the date of the meeting containing a reminder of the right to vote by proxy or by absentee ballot, a proposed agenda, and reasonable information to permit Members to make informed decisions.

3.5 Waiver of Notice – Any person who is entitled to notice of a meeting of the Members may waive notice, and attendance of the person at the meeting is a waiver of notice of the meeting, unless the person attends the meeting for the express purpose of objecting to the transaction of any business on the grounds that the meeting was not lawfully called in accordance with these By-laws.

3.6 Error or Omission in Giving Notice – No error or omission in giving notice of any meeting of the Members shall invalidate the meeting or make void any proceedings taken at the meeting.

3.7 New Business – No other item of business will be included in the notice of the meeting of the Members unless notice in writing of such other item of business, or a Member's proposal, has been submitted to the Board thirty (30) days prior to the meeting of the Members in accordance with procedures as approved by the Board. Copies of all such proposals together with copies of any amendments thereto then proposed by the Board and copies of all resolutions put forward by the Board shall be sent to all Members with the agenda and the notice calling an Annual Meeting.

3.8 Quorum – Eight (8) voting Members present or by proxy will constitute a quorum. If a quorum is present at the opening of a meeting of the Members, the Members present may proceed with the business of the meeting, even if a quorum is not present throughout the meeting.

3.9 Scrutineers – At the beginning of each meeting, the Board may appoint one or more scrutineers who will be responsible for ensuring that votes are properly cast and counted.

3.10 Adjournments – With the majority consent of the Members present and after quorum is ascertained, the Members may adjourn a meeting of Members and no notice is required for continuation of the meeting if the meeting is held within thirty (30) days. Any business may be brought before or dealt with at any adjourned meeting which might have been brought before or dealt with at the original meeting in accordance with the notice calling the same.

3.11 Attendance – The only persons entitled to attend a meeting of the Members are the Delegates representing Members, the Directors, the auditors of the Corporation (or the person who has been appointed to conduct a review engagement, if any), individuals possessing a proxy on behalf of a Member, and others who are entitled or required under any provision of the Act to be present at the meeting. Any other person may be admitted only if invited by the Chair or with the majority consent of the Members present.



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3.12 Chair – The Chair will be the Chair of all meetings of Members unless another individual is designated by the Chair or appointed by the Board and approved by an Ordinary Resolution of the voting Members in attendance in person or by proxy.

### **Voting at Meetings of Members**

3.13 Voting Rights – Members in good standing at the time of the meeting of the Members at which a vote is to be taken have the following voting rights at all meetings of the Members:

- a) Voting Member Clubs have one vote each, to be exercised by the Club Member's appointed Delegate.
- b) Associate Member Clubs may appoint a Delegate to attend meetings of the Members but are not entitled to vote.

3.14 Voting Powers – Each voting Member votes on every issue.

3.15 Record Date for Voting – The Board may set a date as the record date for the purpose of determining Members entitled to vote at any meeting of Members. The record date must not precede the date on which the meeting is to be held by more than ten (10) days. If no record date is set, the record date is 5:00pm on the day immediately preceding the first date on which the notice is sent or, if no notice is sent, the beginning of the meeting.

3.16 Delegates – Members will appoint in writing (inclusive of electronic notice) to the Corporation, seven (7) days prior to the meeting of Members, the name of the Delegate(s), and up to two (2) alternate Delegate(s), to represent the Member. Delegates must be at least 18 years of age, of sound mind, and be acting as the Member's representative. A Delegate will only represent one member.

3.17 Proxy Voting – Every voting Member may appoint a proxy holder to attend and vote on behalf of the Member. The proxy holder need not be a Member. A proxy must:

- a) Be signed by the Member;
- b) Be in a form that complies with the Act;
- c) Comply with the format stipulated by the Corporation; and
- d) Be submitted to the Registered Office of the Corporation at least forty-eight (48) hours prior to the meeting of the Members.

3.18 Proxy Holder – A proxy holder will only hold a maximum of two (2) proxies.

3.19 Voting by Mail or Electronic Means – A Member may vote by electronic means if:

- a) The Corporation has made available a procedure that permits voting by electronic means;
- b) The votes may be verified as having been made by the Member entitled to vote; and
- c) The Corporation is not able to identify how each Member voted.

3.20 Determination of Votes – Votes will be determined by a show of hands, orally, or electronic ballot, except in the case of elections which require a secret ballot, unless a secret or recorded ballot is requested by a Member.

3.21 Majority of Votes – Except as otherwise provided in these By-laws, an Ordinary Resolution will decide each issue. In the case of a tie, the issue is defeated.



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## ARTICLE IV GOVERNANCE

### Composition of the Board

4.1 Directors – The Board will consist of a minimum of eight (8) and a maximum of nine (9) Director positions. The number of Directors to be fixed by the Board of Directors as such power has been granted to the Board by the Members by Special Resolution.

4.2 Composition of the Board – The Board will consist of the following positions:

- a) Flag Officer of Canoe Kayak Canada’s Western Ontario Division (“WOD”)
- b) Flag Officer of Canoe Kayak Canada’s Eastern Ontario Division (“EOD”)
- c) Athlete Representative
- d) Five (5) Directors-at-Large
- e) One (1) Appointed Director

4.3 Flag Officers – The WOD Flag Officer and the EOD Flag Officer are ex-officio Directors. These individuals are not elected and hold their position on the Corporation’s Board of Directors by virtue of their position with Canoe Kayak Canada’s Western Ontario Division and Eastern Ontario Division, respectively.

4.4 Appointed Director – At the discretion of the Board and upon the election of at least three Directors at the last annual meeting, the Board may appoint a Director for a term that begins on the date of appointment and ends at the next Annual Meeting.

### Eligibility of Directors

4.5 Eligibility – To be eligible to serve as a Director, an individual must:

- a) Successfully complete and pass Level II Screening in accordance with Canoe Kayak Canada Safe Sport Policy;
- b) Be eighteen (18) years of age or older;
- c) Not be a paid employee or contractor of the Corporation;
- d) Not have been found under the *Substitute Decisions Act, 1992* or under the *Mental Health Act* to be incapable of managing property;
- e) Have not been declared incapable by a court in Canada or in another country; and
- f) Not have the status of bankrupt.

4.6 Athlete Representative Eligibility – To be eligible to serve as the Athlete Representative, an individual must meet the requirements of Section 4.5 and:

- a) Be an active or retired (within the last eight (8) years (nine (9) years if the individual is elected in their 7th year of retirement)) athlete and affiliated with a Club Member as per section 2.1 a).

### Election of Directors

4.7 Nominations Committee – The Board may appoint a Nominations Committee. If appointed, the Nominations Committee will be responsible to solicit and receive nominations for the election of the Directors.

4.8 Nomination – Any nomination of an individual for election as a Director will:

- a) Include the written consent of the nominee by signed or electronic signature;



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- b) Comply with the procedures established by the Nominations Committee (if appointed); and
- c) Be submitted to the Registered Office of the Corporation ten (10) days prior to the Annual Meeting. This timeline may be extended by Ordinary Resolution of the Board.

4.9 Nominations from the Floor – If a position on the Board is vacant and there are no nominees in accordance with Section 4.7, an individual will be permitted to be nominated from the floor for that position at a meeting of the Members. Such nomination will require a nominator and seconder from the voting Members present and will also require the attendance at the meeting and verbal or written acceptance of the nomination by the individual.

4.10 Circulation of Nominations – Valid nominations will be circulated to Members at the Annual Meeting prior to the elections.

4.11 Election – At each meeting of the Members at which elections are held, elections will be held for any Director position for which the incumbent Director's term is expiring and/or any Director position that is vacant.

4.12 Election – Directors will be elected at each Annual Meeting as follows:

- a) The Athlete Representative and two (2) Directors-at-Large will be elected at alternate Annual Meetings to those listed in sub-section b.
- b) Three (3) Directors-at-Large will be elected at alternate Annual Meetings to those listed in sub-section a.

4.13 Elections – Elections for the Athlete Representative position will be decided by Ordinary Resolution of the Members in accordance with the following:

- a) One Valid Nomination – Winner elected by Ordinary Resolution.
- b) Two or More Valid Nominations – The nominee(s) receiving the greatest number of votes and an Ordinary Resolution will be elected. In the case of a tie, the nominee receiving the fewest votes will be deleted from the list of nominees and a second vote will be conducted. If there continues to be a tie and more nominees than positions, the nominee receiving the fewest votes will be deleted from the list of nominees until there remains the appropriate number of nominees for the position(s) or until a winner is declared.

4.14 Director-at-Large Elections – Elections for Director-at-Large positions will be decided by Ordinary Resolution of the Members in accordance with the following:

- a) Equal number of Nominations and Available Positions – Winners elected by Ordinary Resolution.
- b) More Nominations than Available Positions – The nominee(s) with the highest number of votes and an Ordinary Resolution will fill the available positions until all the available positions have been filled. In the case of a tie, the nominee receiving the fewest votes will be deleted from the list of nominees and a second vote will be conducted. If there continues to be a tie and more nominees than positions, the nominee receiving the fewest votes will be deleted from the list of nominees until there remains the appropriate number of nominees for the position(s) or until a winner is declared.



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4.15 Post-Election Eligibility – An elected Director who does not meet the eligibility requirements for election as Director will have thirty (30) days to become eligible for the position or will be removed as a Director of the Corporation.

4.16 Terms – Directors serve the following terms and will hold office until they or their successors have been duly elected in accordance with these By-laws, unless they resign, or are removed from or vacate their office:

- a) The Flag Officers are ex-officio Directors and serve in their position on the Board as long as they maintain their position with Canoe Kayak Canada and the Eastern Ontario Division or Western Ontario Division, and they are not removed from the Board pursuant to these By-laws.
- b) The Appointed Director, if appointed, serves a term that starts on the date of their appointment and ends at the next Annual Meeting.
- c) The Athlete Representative and the Directors-at-Large serve terms of two (2) years

4.17 Director Consent – An individual who is elected or appointed to be a Director must consent in writing to hold office as a Director before or within ten (10) days of their election or appointment. Any individual who does not provide consent within the time limit is not a Director and is deemed not to have been elected or appointed to hold office as a Director. The requirement to consent does not apply to a Director who is re-elected or reappointed when there has been no break in their term of office.

### **Resignation and Removal of Directors**

4.18 Resignation – A Director may resign from the Board at any time by presenting their notice of resignation to the Board. This resignation will become effective the date on which the notice is received by the Secretary or at the time specified in the notice, whichever is later. When a Director who is subject to a disciplinary investigation or action of the Corporation resigns, that Director will nonetheless be subject to any sanctions or consequences resulting from the disciplinary investigation or action.

4.19 Vacate Office – The office of any Director will be vacated automatically if:

- a) The Director resigns;
- b) The Director is found to be incapable of managing property by a court or under Ontario law;
- c) The Director is found by a court to be incapable;
- d) The Director becomes bankrupt; or
- e) The Director dies.

4.20 Removal – An elected Director may be removed by Ordinary Resolution of the Members at a Special Meeting of the Members provided the Director has been given reasonable written notice of, and the opportunity to be present and to be heard at, such a meeting.

### **Filling a Vacancy on the Board**

4.21 Vacancy – When the position of a Director, other than the Flag Officers, becomes vacant for whatever reason and there is still a quorum of Directors, the Board may appoint a qualified individual to fill the position for the remainder of the term. Alternatively, the Board may decide, by Ordinary Resolution, that one or more Directors will execute the duties of the vacant Director position for the remainder of the unexpired term. If a Director is removed by the Members at a meeting of the Members, the Members may elect a Director to fill the unexpired term at the same meeting.

4.22 Vacancy – Flag Officers – When the position of a Flag Officer becomes vacant for whatever reason, the Western Ontario Division of Canoe Kayak Canada or the Eastern Ontario Division of Canoe Kayak Canada, as applicable, will appoint an individual to fill the vacant position.

#### **Meetings of the Board**

4.23 Call of Meeting – A meeting of the Board will be held at any time and place as determined by the Chair or by written requisition of at least three (3) Directors.

4.24 Chair – The Chair will be the Chair of all meetings of the Board unless another individual is designated to be the Chair by the Chair. In the absence of the Chair, or if the meeting of the Board was not called by the Chair, the Board will appoint an individual to Chair the meeting.

4.25 Notice – Written notice, served other than by mail, of meetings of the Board will be given to all Directors at least five (5) days prior to the scheduled meeting. Notice served by mail will be sent at least ten (10) days prior to the meeting. No notice of a meeting of the Board is required if all Directors waive notice, or if those absent consent to the meeting being held in their absence. If a quorum of Directors is present, each newly elected or appointed Board may, without notice, hold its first meeting immediately following the Annual Meeting of the Corporation.

4.26 Board Meeting with New Directors – For a first meeting of the Board held immediately following the election of Directors at a meeting of the Members, or for a meeting of the Board at which a Director is appointed to fill a vacancy on the Board, it is not necessary to give notice of the meeting to the newly elected or appointed Director(s).

4.27 Number of Meetings – The Board will hold at least four (4) meetings per year.

4.28 Quorum – At any meeting of the Board, quorum will be 40% of the Directors holding office, but will never be less than three (3).

4.29 Voting – Each Director is entitled to one vote. Voting will be by a show of hands, written, or orally unless at least one (1) Director present requests a secret ballot. Resolutions will be passed by Ordinary Resolution. In the case of a tie, the resolution is defeated.

4.30 No Alternate Directors – No person shall act for an absent Director at a meeting of the Board.

4.31 Written Resolutions – A resolution in writing signed by all the Directors is as valid as if it had been passed at a meeting of the Board.

4.32 Attendance at Meetings – Meetings of the Board will be closed to Members and the public except by invitation of the Board.

4.33 Meetings by Telecommunications – A meeting of the Board may be held by telephone conference call or by means of other telecommunications technology. Directors who participate in a meeting by telecommunications technology are considered to have attended the meeting. Additionally, for an in-person meeting of the Board, a Director may, if all the Directors of the Corporation consent, participate





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in a meeting of the Directors by telephonic or electronic means provided that all participants are able to adequately communicate during the meeting.

### **Duties of Directors**

4.34 Standard of Care – Every Director will:

- a) Act honestly and in good faith with a view to the best interests of the Corporation; and
- b) Exercise the care, diligence and skill that a reasonably prudent person would exercise in comparable circumstances.

### **Powers of the Board**

4.35 Powers of the Corporation – Except as otherwise provided in the Act or these By-laws, the Board has the powers of the Corporation and may delegate any of its powers, duties, and functions.

4.36 Empowered – The Board is empowered, including but not limited to:

- a) Make policies and procedures or manage the affairs of the Corporation for the purpose of furthering the objects and purposes of the Corporation in accordance with the Act and these By-laws;
- b) Make policies and procedures relating to the discipline of Members and Registrants, and have the authority to discipline Members and Registrants in accordance with such policies and procedures;
- c) Make policies and procedures relating to the management of disputes within the Corporation and deal with disputes in accordance with such policies and procedures;
- d) Employ or engage under contract such persons as it deems necessary to carry out the work of the Corporation;
- e) Determine registration procedures, determine membership fees, and determine other registration requirements;
- f) Enable the Corporation to receive donations, benefits, bequests, distribution of investment capital and income for the purpose of furthering the objects and purposes of the Corporation;
- g) Make expenditures for the purpose of furthering the objects and purposes of the Corporation;
- h) Invest funds for the purpose of furthering the objects and purposes of the Corporation;
- i) Manage the Corporation's assets and resources expenditures for the purpose of furthering the objects and purposes of the Corporation;
- j) Borrow money upon the credit of the Corporation as it deems necessary in accordance with these By-laws; and
- k) Perform any other duties from time to time as may be in the best interests of the Corporation.

## **ARTICLE V                      OFFICERS**

5.1 Composition – The Officer positions are the Chair, Secretary, and Treasurer.

5.2 Term – The term of the Officers will be one (1) year or until they or their successors are elected or appointed.





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- 5.3 Election – The Officers of the Corporation will be elected by the Board of Directors. At the first meeting of the Board of Directors held following the election of new Directors, the Directors will elect a Chair, Secretary, and Treasurer. They shall take office immediately.
- 5.4 Voting – Directors may nominate themselves for any Officer position. Elections will begin with the election for Chair. Once a Director is elected to an Officer position, they may not nominate themselves for another Officer position. Elections will be decided by majority vote of the Directors in accordance with the following:
- a) One Valid Nominee for an Office – Winner declared by acclamation.
  - b) Two or More Valid Nominees for an Office – Winner is the nominee receiving the greatest number of votes. In the case of a tie, a runoff vote will be conducted. Only those nominees who were tied for the greatest number of votes will appear on the run-off ballot. The nominee receiving the greatest number of votes will be declared the winner. Additional runoff votes may occur if required.
- 5.5 Duties – The duties of Officers are as follows:
- a) The Chair will be the chair of the Board, will preside at the Annual and Special Meetings of the Corporation and at meetings of the Board unless otherwise designated, will be the official spokesperson of the Corporation, will oversee and supervise office staff, and will perform such other duties as may from time to time be established by the Board.
  - b) The Secretary will be responsible for the documentation of all amendments to the Corporation's By-laws, will ensure that all official documents and records of the Corporation are properly kept, cause to be recorded the minutes of all meetings, will prepare and submit to each meeting of the Members and other meetings a report of all activities since the previous meeting of the Members or other meetings, will give due notice to all Members of the meeting of the Members of the Corporation, and will perform such other duties as may from time to time be established by the Board.
  - c) The Treasurer will, subject to the powers and duties of the Board, file all financial and corporate returns required by the Act and any other provincial or federal legislation in accordance with applicable legislation, keep proper accounting records as required by the Act, will cause to be deposited all monies received by the Corporation in the Corporation's bank account, will supervise the management and the disbursement of funds of the Corporation, when required will provide the Board with an account of financial transactions and the financial position of the Corporation, will prepare annual budgets, and will perform such other duties as may from time to time be established by the Board.
- 5.6 Delegation of Duties – At the discretion of the Officer and with approval by Ordinary Resolution of the Board, any Officer may delegate any duties of that office to appropriate staff or committee of the Corporation, or to another Officer or Director.
- 5.7 Removal – An Officer may be removed by Ordinary Resolution at a meeting of the Board or of the Members, provided the Officer has been given notice of and the opportunity to be present and to be heard at the meeting where such Ordinary Resolution is put to a vote. Removal from an Officer



position does not automatically mean the individual is removed from their Director position (when applicable).

5.8 Vacancy – Where the position of an Officer becomes vacant for whatever reason and there is still a quorum of Directors, the Board may, by Ordinary Resolution, appoint a qualified individual to fill the vacancy for the remainder of the vacant position’s term of office.

5.9 Other Officers – The Board may determine other Officer positions and appoint individuals to fill those positions. Other Officers need not be Directors and would not be members of the Board.

## **ARTICLE VI REGISTRANTS**

6.1 Registrants – The Corporation has the following categories of Registrants, who are not necessarily Members, but who must register with Canoe Kayak Canada in the sprint category, and pay fees as determined by the Board (or, if the Registrant is younger than 18 years old, who must have a parent/guardian register and pay fees on behalf of the Registrant):

- a) Athlete – An individual who participates with the Corporation as an athlete.
- b) Coach – An individual who participates with the Corporation as a coach.
- c) Official – An individual who participates with the Corporation as an Official.
- d) Volunteer – An individual who acts on a volunteer basis with the Corporation as a volunteer.

### **Term**

6.2 Year – Unless otherwise determined by the Board, the registration term of Registrants begins on the date the Registrant registers and ends on November 1<sup>st</sup> or when the Registrant resigns or is terminated from registration.

### **Fees**

6.3 Fees – Registrant fees will be determined annually by the Board, if any.

6.4 Deadline – Registrants will be notified in writing of the fees payable, and if they are not paid within sixty (60) days of a date specified by the Board, the Registrant in default will automatically cease to be a Registrant with the Corporation.

### **Discipline**

6.5 Discipline – A Registrant may be suspended or expelled from the Corporation in accordance with the Corporation’s By-laws, policies, and procedures relating to discipline of Registrants.

6.6 May Not Resign – A Registrant may not resign from the Corporation if the Registrant is subject to disciplinary investigation or action.

### **Status**

6.7 Expulsion and Resignation – A Registrant ceases to be a Registrant if:

- a) The Registrant fails to maintain any of the qualifications or conditions of being a Registrant described in Section 6.1;
- b) The Registrant resigns from the Corporation by giving written notice to the Corporation in which case the resignation becomes effective on the date specified in the resignation. The



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Registrant will be responsible for all fees payable until the actual withdrawal becomes effective;

- c) The Registrant fails to pay fees owed to the Corporation by the deadline dates prescribed in Section 6.4;
- d) The Registrant fails to comply with Corporation's registration policies or applicable policies;
- e) The Registrant's term of registration expires; or
- f) The Corporation is liquidated.

### **Good Standing**

6.8 Definition – A Registrant with the Corporation will be in good standing provided that the Registrant:

- a) Has not ceased to be a Registrant;
- b) Has not been suspended, resigned or been expelled, or had other restrictions or sanctions imposed by the Corporation, Canoe Kayak Canada or a Division;
- c) Has completed and remitted all documents as required by the Corporation;
- d) Has complied with the By-laws, policies, procedures, rules and regulations of the Corporation;
- e) Is not subject to a disciplinary investigation or action by the Corporation, or if subject to disciplinary action previously, has fulfilled all terms and conditions of such disciplinary action to the satisfaction of the Board; and
- f) Has paid all required fees to the Corporation.

6.9 Cease to be in Good Standing – Registrants who cease to be in good standing may have privileges suspended and will not be entitled to the benefits and privileges of registration until such time as the Board is satisfied that the Registrant has met the definition of good standing.

## **ARTICLE VII COMMITTEES**

### **Committees**

7.1 Appointment of Standing and Ad-Hoc Committees – The Board may appoint such standing and ad-hoc committees as it deems necessary for managing the affairs of the Corporation. The Board may appoint and remove members of these committees or provide for the election of members of these committees, may prescribe the duties and terms of reference of these committees, and may delegate to any of these committees any of its powers, duties, and functions.

7.2 Composition – The Board may appoint and remove any member of a standing or ad-hoc committee at any time and for any reason.

7.3 Chair Ex-officio – The Chair (or their appointed designate) will be an ex-officio and non-voting member of all standing and ad-hoc committees of the Corporation.

7.4 Debts – No committee will have the authority to incur debts in the name of the Corporation.

## **ARTICLE VIII FINANCE AND MANAGEMENT**

8.1 Fiscal Year – The fiscal year will be the dates determined by the Board.

8.2 Bank – The banking business of the Corporation will be conducted at such financial institution as the Board may determine.



- 8.3 Auditors – At each Annual Meeting the Members may appoint an auditor to audit or conduct a review engagement of the books, accounts and records of the Corporation in accordance with the Act. The auditor will hold office until the next Annual Meeting. The auditor will not be an employee, Officer, or Director of the Corporation and must be permitted to conduct an audit or review engagement of the Corporation under the *Public Accounting Act, 2004*, as amended. When the Corporation’s revenue for the previous fiscal year was less than the amount prescribed in the Act, the Members may decline, by Extraordinary Resolution, to appoint an auditor. Alternatively, when the Corporation’s revenue for the previous fiscal year was greater than the amount prescribed in the Act, the Members may, by Extraordinary Resolution, chose to conduct a review engagement in lieu of an audit.
- 8.4 Annual Financial Statements – The Directors will approve financial statements (evidenced by signature of one or more Directors) of the Corporation of the last fiscal year of the Corporation but not more than six (6) months before the Annual Meeting and present the approved financial statements before the Members at every Annual Meeting. A copy of the Annual Financial Statements will be provided to any Member requesting a copy of the Financial Statements not less than twenty-one (21) days before the Annual Meeting. The Financial Statements will include:
- a) The financial statements;
  - b) The auditor’s report or review engagement (if any); and
  - c) Any further information respecting the financial position of the Corporation.
- 8.5 Books and Records – The necessary books and records of the Corporation required by these By-laws or by applicable law will be necessarily and properly kept. The books and records include, but are not limited to:
- a) The Corporation’s articles and By-laws;
  - b) The minutes of meetings of the Members and of any committee of Members;
  - c) The resolutions of the Members and of any committee of Members;
  - d) The minutes of meetings of the Directors or any committee of Directors;
  - e) The resolutions of the Directors and of any committee of Directors;
  - f) A register of Directors;
  - g) A register of Officers;
  - h) A register of Members; and
  - i) Account records adequate to enable the Directors to ascertain the financial position of the Corporation on a quarterly basis.
- 8.6 Minutes of meetings of the Board and Board Resolutions – Minutes of meetings of the Board and Board Resolutions are confidential and may only be open for inspection by Members in good standing by request to the Board.
- 8.7 Signing Authority – The signing authority of the Corporation shall be vested in the Officers of the Corporation and such other persons as the Board, by Ordinary Resolution, may authorize in specific instances. The signatures or electronic authorization of any two of these Officers or persons shall be required on any financial instrument of the Corporation.
- 8.8 Property – The Corporation may acquire, lease, sell, or otherwise dispose of securities, lands, buildings, or other property, or any right or interest therein, for such consideration and upon such



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terms and conditions as the Board may determine. Authorization of the acquisition, lease, sale, or otherwise dealing with real property transactions shall require the approval of a Special Resolution by the Members.

8.9 Borrowing – The Corporation may borrow funds under such terms and conditions as the Board may determine, as permitted by the Act.

8.10 Borrowing Restriction – The Members may, by Special Resolution, restrict the borrowing powers of the Board but a restriction so imposed expires at the next Annual Meeting.

### **Remuneration**

8.11 No Remuneration – All Directors, Officers and members of committees will serve their term of office without remuneration (unless approved at a meeting of the Members) except for reimbursement of expenses as approved by the Board. This section does not preclude a Director or member of a committee from providing goods or services to the Corporation under contract or for purchase. Any Director or member of a committee will disclose the conflict/potential conflict in accordance with these By-laws.

### **Conflict of Interest**

8.12 Conflict of Interest – A Director, Officer or member of a committee who has an interest, or who may be perceived as having an interest, in a proposed contract or transaction with the Corporation will disclose fully and promptly the nature and extent of such interest to the Board or Committee, as the case may be, will refrain from voting or speaking in debate on such contract or transaction, will refrain from influencing the decision on such contract or transaction, and will otherwise comply with the requirements of the Act regarding conflict of interest.

## **ARTICLE IX AMENDMENT OF BY-LAWS**

9.1 Voting – Subject to Article XIII (when applicable), these By-laws may only be amended, revised, repealed or added to by:

- a) Ordinary Resolution of the Board. The new, amended, or revised By-law is effective until the next meeting of the Members and, except for those amendments that are considered fundamental changes, the voting Members may confirm, reject or amend the By-laws by Ordinary Resolution. A new, amended, or revised By-law that is not ratified by the Members ceases to have effect and no new By-law of the same or like substance has any effect until ratified at a meeting of the Members; or
- b) A Member entitled to vote who may make a proposal to make, amend, or repeal a By-law in accordance with the Act which requires at least sixty (60) days' notice. The new, amended, or repealed By-law will be submitted to the Members at the next meeting of Members and, except for those amendments that are considered fundamental changes, the voting Members may confirm, reject or amend the By-laws by Ordinary Resolution.

## **ARTICLE X NOTICE**

10.1 Written Notice – In these By-laws, written notice will mean notice which is hand-delivered or provided by mail, electronic mail or courier to the address of record of the individual, Director, Officer, or Member, as applicable. It is the obligation of the Director, Officer or Member (as applicable) to provide a current address for notification under this provision to the Board.



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10.2 Date of Notice – Date of notice will be the date on which receipt of the notice is confirmed verbally where the notice is hand-delivered, electronically where the notice is faxed or emailed, or in writing where the notice is couriered, or in the case of notice that is provided by mail, five (5) days after the date the mail is post-marked.

10.3 Error in Notice – The accidental omission to give notice of a meeting of the Board or of the Members, the failure of any Director or Member to receive notice, or an error in any notice which does not affect its substance will not invalidate any action taken at the meeting.

### ARTICLE XI DISSOLUTION

11.1 Dissolution – Upon dissolution of the Corporation and after payment of all debts and liabilities, its remaining property shall be distributed to charitable or not-for-profit organizations which carry on their work solely in the province of Ontario, as determined by the Board of Directors by Ordinary Resolution.

### ARTICLE XII INDEMNIFICATION

12.1 Will Indemnify – The Corporation will indemnify and hold harmless out of the funds of the Corporation each Director and any individual who acts at the Corporation's request in a similar capacity, their heirs, executors and administrators from and against any and all claims, charges, expenses, demands, actions or costs, including an amount paid to settle an action or satisfy a judgment, which may arise or be incurred as a result of occupying the position or performing the duties of a Director and/or any individual who acts at the Corporation's request in a similar capacity.

12.2 Will Not Indemnify – The Corporation will not indemnify a Director or any individual who acts at the Corporation's request in a similar capacity for acts of fraud, dishonesty, bad faith, breach of any statutory duty or responsibility imposed upon them under the Act. For further clarity, the Corporation will not indemnify an individual unless:

- a) The individual acted honestly and in good faith with a view to the best interests of the Corporation; and
- b) If the matter is a criminal or administrative proceeding that is enforced by a monetary penalty, the individual had reasonable grounds for believing that their conduct was lawful.

12.3 Insurance – The Corporation will maintain in force Directors and Officers liability insurance at all times.

### ARTICLE XIII FUNDAMENTAL CHANGES

13.1 Fundamental Changes – A Special Resolution of all Members (whether voting or non-voting) is required to make the following fundamental changes to the By-laws or articles of the Corporation. Fundamental Changes are defined as follows:

- a) Change the Corporation's name;
- b) Add, change or remove any restriction on the activities that the Corporation may carry on;
- c) Create a new category of Members;
- d) Change a condition required for being a Member;
- e) Change the designation of any category of Members or add, change or remove any rights and conditions of any such category;



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- f) Divide any category of Members into two or more categories and fix the rights and conditions of each category;
- g) Add, change or remove a provision respecting the transfer of a membership;
- h) Increase or decrease the number of, or the minimum or maximum number of, Directors;
- i) Change the purposes of the Corporation;
- j) Change to whom the property remaining on liquidation after the discharge of any liabilities of the Corporation is to be distributed;
- k) Change the manner of giving notice to Members entitled to vote at a meeting of Members;
- l) Change the method of voting by Members not in attendance at a meeting of the Members;  
or
- m) Add, change or remove any other provision that is permitted by the Act.

**ARTICLE XIV                      ADOPTION OF THESE BY-LAWS**

14.1 Ratification – These By-laws were ratified by the Members of the Corporation at a meeting of Members duly called and held on **[insert date]**.

14.2 Repeal of Prior By-laws – In ratifying these By-laws, the Members of the Corporation repeal all prior By-laws of the Corporation provided that such repeal does not impair the validity of any action done pursuant to the repealed By-laws.



## By-law #2

### ONTARIO CANOE SPRINT RACING AFFILIATION BY-LAW #2 – BOARD TRANSITION

15 Board Transition – This By-law #2 is enacted and the following sections of the Corporation’s By-laws will be temporarily repealed to the extent necessary to give effect to the provisions of this By-law #2 until this By-law #2 is repealed:

- a) 4.11 – Election
- b) 4.12 – Election
- c) 4.16 – Terms

15.1 Current Board Composition – The current Board composition of the Corporation, as of June 2023, consisted of the following individuals with the year their term expires:

- a) Chairperson and WOD Rep (GCM) - 2023
- b) Treasurer and WOD Rep (PV) – 2023
- c) Secretary and EOD Rep (MB) - 2023
- d) EOD Flag Officer (SGS)
- e) WOD Flag Officer (SM)
- f) Northern Rep (BV) – 2023
- g) EOD Rep (KAR) – 2023
- h) EOD Rep (CS) – 2023
- i) WOD Rep (RB) - 2023

15.2 Directors-at-Large – Each Director position, other than the two Flag Officers, becomes a Director-at-Large. The Board may assign portfolios to Directors at its discretion and may elect Officers, pursuant to these By-laws, at the first meeting of the Board following the 2023 Annual Meeting.

15.3 Elections and Expirations at Annual Meetings – The following elections and expirations will occur at the next two (2) Annual Meetings of the Corporation and the Board composition is described:

- a) 2023 Meeting
  - i. The following individuals will have their terms extended for one year:
    - i. CGM
    - ii. KAR
    - iii. PV
  - ii. The following positions will be elected for a two-year term:
    - i. Athlete Representative
    - ii. Two (2) Directors-at-Large
  - iii. The Board may appoint a Director for a one-year term pursuant to these By-laws
  - iv. The Board composition following the 2023 Annual Meeting of the Corporation is:
    - i. EOD Flag Officer (ex-officio)
    - ii. WOD Flag Officer (ex-officio)
    - iii. GCM, KAR, and BV (terms expire at the 2024 Annual Meeting)
    - iv. Athlete Representative – exp. 2025





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- v. Two (2) Directors-at-Large – exp. 2025
- vi. One (1) Appointed Director (optional) – exp. 2024
- b) 2024 Meeting
  - i. The following positions will be elected for a two-year term:
    - i. Three (3) Directors-at-Large
  - ii. The Board may appoint a Director for a one-year term pursuant to these By-laws
  - iii. The Board composition following the 2024 Annual Meeting of the Corporation is:
    - i. EOD Flag Officer (ex-officio)
    - ii. WOD Flag Officer (ex-officio)
    - iii. Athlete Representative – exp. 2025
    - iv. Two (2) Directors-at-Large – exp. 2025
    - v. Three (3) Directors-at-Large – exp. 2026
    - vi. One (1) Appointed Director (optional) – exp. 2025

15.4 Repeal of this By-law #2 – After the elections at the 2024 Annual Meeting, the Board transition period will have completed and this By-law #2 should be repealed.



For questions or more information to complete this form, please refer to the instruction page.

Fields marked with an asterisk (\*) are mandatory.

**1. Corporation Information**

|                                                                                 |                            |
|---------------------------------------------------------------------------------|----------------------------|
| Corporation Name * <a href="#">i</a><br>Ontario Canoe Sprint Racing Affiliation |                            |
| Ontario Corporation Number (OCN) *<br>604975                                    | Company Key *<br>764633851 |
| Official Email Address * <a href="#">i</a><br>ryan@ckosprint.ca                 |                            |

**2. Contact Information**

Please provide the following information for the person we should contact regarding this filing. This person will receive official documents or notices and correspondence related to this filing. By proceeding with this filing, you are confirming that you have been duly authorized to do so.

|                                                         |                                    |                      |
|---------------------------------------------------------|------------------------------------|----------------------|
| First Name *<br>Steven                                  | Middle Name                        | Last Name *<br>Indig |
| Telephone Country Code<br>01                            | Telephone Number *<br>647-348-3080 | Extension            |
| Email Address * <a href="#">i</a><br>sindig@sportlaw.ca |                                    |                      |

**3. Corporation Name**

Complete this section only if you are changing the corporation name

The corporation will have:

- an English name (example: "Green Institute Inc.")
- a French name (example: "Institut Green Inc.")
- a combination of English and French name (example: "Institut Green Institute Inc.")
- an English and French name that are equivalent but used separately (example: "Green Institute Inc./Institut Green Inc.")

**Nuans Report**

|                                                                                 |                                     |
|---------------------------------------------------------------------------------|-------------------------------------|
| New Corporation Name (Proposed) <a href="#">i</a><br>Canoe Kayak Ontario Sprint |                                     |
| Nuans Report Reference Number <a href="#">i</a>                                 | Nuans Report Date <a href="#">i</a> |

**4. Number of Directors (if applicable)**

Complete this section only if you are changing the number of directors

A minimum of three directors are required. Please specify the number of directors for your Corporation

- Fixed Number
- Minimum/Maximum



Minimum Number of Directors \*

7

Maximum Number of Directors \*

11

**5. Purposes and Provisions (if applicable)** (Maximum limit is 100,000 characters per text box)

Complete this section only if you are amending the Purposes and Provisions

Is the corporation a charity or does it intend to operate as a charity?  i

Yes  No

**Description of Changes to Purposes**

Please describe any amendments to the corporation's purposes in the area below (please be specific):

Enter the Text

**Description of Changes to Special Provisions**

Please describe any amendments to the corporation's special provisions in the area below (please be specific):

Enter the Text

Delete:

MEMBERSHIP IN THE AFFILIATION SHALL BE RESTRICTED TO:

A) AN EQUAL NUMBER OF REPRESENTATIVES FROM THE ONTARIO DIVISIONS OF THE CANADIAN CANOE ASSOCIATION

B) MEMBERS OF THE BOARD OF DIRECTORS IN OFFICE BETWEEN ANNUAL MEETINGS OF THE AFFILIATION.

C) APPLICANTS FOR INCORPORATION, UNTIL REPLACED AS DIRECTORS.

Add:

Membership - The Corporation has the following categories of Members:

a) Voting Member Club – A sprint club located in Ontario that is a Voting Member Club of Canoe Kayak Canada and either the Eastern Ontario Division or Western Ontario Division.

b) Associate Member Club – A sprint club located in Ontario that is an Associate Member Club of Canoe Kayak Canada.

Voting Rights – Members in good standing at the time of the meeting of the Members at which a vote is to be taken have the following voting rights at all meetings of the Members:

a) Voting Member Clubs have one vote each, to be exercised by the Club Member's appointed Delegate.

b) Associate Member Clubs may appoint a Delegate to attend meetings of the Members but are not entitled to vote.

Dissolution – Upon dissolution of the Corporation and after payment of all debts and liabilities, its remaining property shall be distributed to charitable or not-for-profit organizations which carry on their work solely in the province of Ontario, as determined by the Board of Directors by Ordinary Resolution.

**6. Members Authorization and Effective Date**

The resolution authorizing the amendment was approved by the members of the corporation on \*  i