



**Ontario Canoe Sprint  
Racing Affiliate**

[www.ocsra.ca](http://www.ocsra.ca)

Member of:



Supported by:



**Annual General Meeting  
Saturday, November 4, 2017  
10:00am – noon**

**AGENDA**

Call to Order

Approval of the Agenda

Approval of 2016 AGM Minutes

Chair’s Report

Treasurer’s Report

Western Ontario Division Flag Officer Report

Eastern Ontario Division Flag Officer Report

Technical Director’s Report

2018 Directors

Other Business



Ontario Canoe Sprint Racing Affiliation  
Minutes of Annual General Meeting  
Saturday, November 12, 2016  
Best Western, Peterborough, Ontario

Board of Directors present: Joanne Bryant – WOD/chair; Ted Roworth – WOD; Charles Slade – EOD; Kerri-Ann Redwood – EOD; Heather McIntosh – EOD; Ryan Blair – tech. director

Club	Voting Rep.	Club	Voting Rep.
Balmy Beach	Eleanor McIntyre	Pickering Rouge	Sarah Cabral by proxy to J. Bryant
Richmond Hill	Jill Weston by proxy to J. Bryant	Rideau	Hector Carranco (proxy)
Cobourg	Kim Zoldy	Petrie Island	Sarah Kennedy
Muskoka	Charle Scholfield	Sudbury	Gergely Lanci
Ottawa River	L.A. Schmidt	Dean Jenkins	WOD Registrar
Club	Representative	Club	Representative
Cobourg	Jeremy Fowlie	Rideau	Wade Farquharson
Rideau	C. Farquharson	WOD	Judy Tutty
Ottawa River	Adrian Turcau	Mississauga	Doug Tutty
Pickering Rouge	Rebecca Fanok	Balmy Beach	Peter Martinek
Sudbury	Dan Welch	CKO	Orest Stanko
Ottawa River	Bevin Schmidt	EOD	S. Goodyear-Stein

Quorum being declared, the meeting was called to order by the Chair, Joanne Bryant at 10:00 a.m.

**Approval of Agenda:** Moved by Kerri-Ann Redwood, seconded by Gergely Lanci. Carried

**Approval of Minutes of 2015 AGM:** Moved by Kerri-Ann Redwood, seconded by Kim Zoldy. Carried.

**Reports**

**Chair**

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

She reviewed Ryan’s report, and the programs offered by OCSRA.

She thanks the board, and the high performance committee.

**Treasurer**

Joanne Bryant went over the Treasurer’s report and financial statements submitted by Paul Vincent. Of particular note was the reduction in revenue resulting from the decrease in the OCSRA share of base funding as well as the decrease in revenue resulting from lower membership.



There was discussion about the importance of ensuring that all regatta participants should be entered as competitive members on Padtrac.

**Motion to accept treasurer's report:** Ted Roworth, seconded by Wade Farquharson. Carried

### **Division reports**

Ted referred to the WOD Flag officer's report as included in the AGM package and gave further information on the plan for Welland 2017.

Bevin Schmidt referred to the EOD Flag officer's report as included in the AGM package and noted that EOD had added two new clubs in 2016, Armprior and Petrie Island. EOD is now incorporated as a Not For Profit organization.

Ted Roworth thanked Bevin for his work as the flag officer for EOD and welcomed Heather McIntosh as the new flag.

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

### **Technical Director**

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

He circulated the draft list of 2016/17 Ontario Team athletes.

He presented the OCUP grand champion trophy to Rideau and the OCUP excellence award to Balmy Beach.

Eleanor McIntyre, Commodore of Balmy Beach thanked Ryan for his support in assisting with coaching while head coach, Peter Martinek, accompanied his athletes to the Olympics in Rio.

Next meeting is at the call of the chair.

There being no further business, the meeting was adjourned at 11:30 a.m.

**Racing**

Thank you to both EOD and WOD divisions and for hosting Ontario events in 2017. Four Ontario Cup events were held this year with each division hosting two events. Once again the Grand Champion Cup and the Excellence Award were won by Rideau and Balmy Beach respectively.

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

The City of Winnipeg was the host of the Canada Summer Games this year. Ontario won 25 medals in the canoe/kayak competition, was first in the women's division and third overall. Thirteen Ontario athletes competed at the Jr/U23 World Championships, 8 at the Sr. Worlds and fourteen at the Olympic Hopes Regatta.

The Ontario Team was also the winner of both Canada Cup events held in July.

**Coaching**

Two Advanced ELCC workshops, two Community Coaching courses and one ELCC war canoe workshop were held this year.

Diana Deek of Rideau completed year one on the OHPSI sponsored Apprentice Coach Program. Unfortunately, she has decided to take a break from coaching and applications for the 2018 program are now being accepted. Cheyanne Farquharson, also from Rideau attended the Canada Summer Games in Winnipeg with funding from the CSG Women in Coaching program.

Applications are also being accepted for a Para Coach Mentorship Program funded by the Coaches Association of Ontario.

Ryan Blair, Ontario's Technical Director, was successful in his application for a professional development grant and will be attending the PanAmerican Canoe Championships in Ecuador.

**Camps**

In addition to the Florida Spring Camp, Ontario held a ski camp early in the year in the Ottawa Region and a training camp prior to the first Ontario Cup event. A NextGen/Academy training camp is scheduled for October 19<sup>th</sup> to 22<sup>nd</sup> in Welland.

**Competition and Club Development Program**

Bill Trayling is conducting a competition review based on Long Term Athlete Development principles to be presented at the coaches meeting held during the OCSRA AGM in November.



**Funding**

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

The MTCS changed their funding model this year and combined several separate funding grants into one Ontario Amateur Sport Fund grant. CanoeKayak Ontario has been \$150K for each of the next two years and will be deciding on an appropriate distribution for each of the three affiliates (Sprint, Whitewater and Marathon).

**Thank you**

A big thank you to our Technical Director, Ryan Blair, for his enthusiasm and dedication to our sport. I would also like to thank the members of the OCSRA board of directors as well as the members of the High Performance Committee for their time and thoughtful contribution to our sport.

**2017 OCSRA Board:**

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

**High Performance Committee**

Chair	Charles Slade
Coaching Representative	Cheyenne Farquharson
Athletes Representative	Dana Morgoch
WOD Representative	Bill Trayling
EOD Representative	Scott Kerrigan
Member at Large	Rob Stott

Respectfully submitted,  
Joanne Bryant  
Chair, OCSRA

## Treasurer's Report – F2017 AGM

### **F2016 Restatement**

In Jan-March 2017, the Fiscal 2016 books were submitted to a “Review Engagement” by RLB LLC (Guelph, ON).

This was an excellent exercise, as the financial approach to the OCSRA books is now consistent with accounting practices for NFP organizations.

The most material impact was the accounting for all the assets of OCSRA (boat fleet, van & trailers, motors, etc) on the Balance Sheet, and now properly depreciating these assets in our P&L.

In addition, the Firm was able to provide guidance on the federal HST rebate program, which enabled us to collect \$19.4k from F2015 & F2016.

Lastly, the firm was able to assist in the ‘reset’ of the Quickbooks accounting software to ensure the consistency of accounting & reporting going forward.

### **F2016 Results**

**(Please refer to Review Engagement Report – attached – Appendix 1)**

#### **P&L**

We are reporting a F2016 surplus of \$41.8k.

The major drivers were:

- Canada Games Grant of \$20.3k, that was used to buy two new boats, but because they are depreciated over 20 years, this results in a surplus of \$19k.
- The HST rebate: \$13.0k
- Florida camp: \$22.4k (largely due to an SPF grant)
- Operating deficit: \$12.6k

#### **Balance Sheet:**

Capital Assets grew \$17.5k, due to the boat purchase. Of note, the van (delivered January 2010) is now 90% depreciated, suggesting the need to evaluate a potential replacement purchase.

Our Net Assets grew \$41.8k to \$186.7k

#### **Motion:**

Move that OCSRA accept the Review Engagement report, and the Financial Statements contained therein, as the official financial results for OCSRA for Fiscal Year ending March 31, 2016.

### **F2017 Financial Results – Proforma P&L (Attached Appendix 2)**

Below are the *Proforma* results for F2017. At time of writing, we are about to commence the F2017 Review Engagement.

Those results will be presented at the next AGM as the Official financials for F2017



## **P&L Results**

We achieved a surplus of \$5.2k for the year.

The major driver was a surplus of \$27.3k for the Florida camp. This was due to increased enrollment, and significant cost containment, particularly in food, lodging, and transportation expenses.

Other notable activity results:

Regatta's: -\$8.8k

Human capacity: +\$6.7k

HP Development: +\$5.0k (reversal of prior year expense)

We need to generate surplus on activities to help offset general overhead expenses (TD salary, TD travel expenses, G&A, and Asset costs: repair & maintenance, insurance, depreciation).

We had General revenues of \$71.2k, and overhead was \$99.7, for a net deficit of \$28.5k.

Our share of the CKO 'Base Funding' grant fell dramatically, resulting in a decline of \$14.5k vs F2016.

Also of note, the CKO insurance and membership fees, which previously flowed through our P&L are now collected directly by CKO to EOD/WOD. This resulted in a decline in both revenues and expense of ~\$40k

## **Outlook F2018 (See attached Appendix 3)**

Our approved budget call for revenues and expenses of \$450k , a breakeven result.

The 'Base funding' formula used by the Ministry has changed, and resulted in a significantly larger overall grant to CKO, but his now includes revenues that were previously received through SPF and Team Ontario grants.

We will have to be diligent in ensuring our share of the increased funding reflects those revenue streams.

Enrollment in the Florida camp was very strong (sell-out), so we should expect to see another good financial performance from that activity.

We have also received grants to support Para activities, and have added 3 new Nelo Para K1's to our fleet, and much like F2016, the boat purchase grant will result in an extraordinary gain on the P&L

We also received a Para Coaching grant as well.

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

Respectfully submitted,

Paul Vincent

Treasurer, OCSRA



CanoeKayak Canada

Western Ontario Division

WOD Flag Officer Report

2017 OCSRA AGM

This paddling season has been very busy, beginning in early May, with the 2017 North American Indigenous Game safety boat training session in Welland, through to the 2017 Canadian Sprint Canoe Kayak Championship August 22-26 and CanMas August 27.

The year proved to every challenging to our WOD Executive, who also made up the CanoeWelland2017 Steering Committee, Paul Vincent, Mary Ellen Bench and Dean Jenkins. Although the year was challenging, we managed to raising the bar to a level not seen at any previous National Championship.

From the Canadian Canoe Museum's "Skimming the Surface" exhibit, the Mississaugas of the New Credit First Nations Elder Gary Sault blessing the site and exhibit, Indigenous artwork painted on a war canoe, to the first ever live video streaming on the CBC website.

Quite an accomplishment, but this wouldn't have happen without the hard work of our volunteers, namely:

Paul Vincent, Mary Ellen Bench, June and Dean Jenkins, Cynthia Perry, Kevin Howard, Jill Singleton, Norm Clapp, Ian Mortimer, Richard Dalton, Chefs Lynn Roworth and Kim Zoldy and the Ryerson and Brock University students. Also, big thank you to EOD's Bob Rainboth, for his seamless announcing and help with the safety operation during the Nationals.

The former made up the HOC and leadership for the Nationals and gave their valuable time over the past 2 years, helping put this together and were committed to making the event the success.





The 2017 NAIGs held in July, was another event that required our volunteers to be committed, giving the North American Indigenous community a successful regatta experience over the 3 day competition. I would like to offer a special thank you to Kevin Howard, Joanne Bryant, Leigh Salter, Richard Dalton and Divisional Officials for their efforts and commitment.

Cobourg Dragon-boat and Canoe Club hosted a wonderfully run U11/U13 WOD Championship regatta. This event was well attended by all clubs, held at the Cobourg waterfront.

This year we also welcomed a new club, Port Credit Paddling Club to the division. PCPC is a mostly Masters Club with various types of paddling and on water activities being offered on the Credit River.

In 2018, we will be holding the Ontario Sprint Canoe Kayak Championship in August and look forward to hosting the province at the Welland International Flat-water Centre.

Moving forward, the division will need to offer operational support to continue to provide our athletes with the safest regattas possible. We will do this by applying for a 2018 Summer Jobs Grant. The division will hire university students to support our safety process, taking pressure off of the volunteers in this area.

On a personal note, I would like to thank Dean Jenkins, WOD Registrar for his dedication, support and hard work during his tenure as registrar.

Respectfully submitted, Ted Roworth Flag Officer



Eastern Ontario  
Division | Canoe  
Kayak  
Canada

## Flag Officer's Report to OCSRA – October 2017

### Overview

- EOD is comprised of seven sprint and recreational clubs and one associate club (Arnprior Dragon Boat Club, which may incorporate sprint racing in the future). Arnprior and Petrie Island were new clubs in 2016.
- EOD had 829 members (67% competitive) registered for the 2017 season, a 9% increase over 2016 (774 members).
- 7 athlete transfers were performed in 2017 (one out, one in and five within the division).
- Peterborough is starting a new canoe club which is not yet registered. According to KKC, whether the club will be a member of EOD or WOD is not confirmed at the time of this writing.

### Mission

- At our AGM in Nov 2016, EOD's mission was set as follows: EOD provides leadership and support to build strong paddle sport clubs dedicated to:
  1. Promoting paddle sport as a fun and lifelong activity for all ages and abilities;
  2. Producing sprint development opportunities for athletes, coaches, and officials;
  3. Managing sprint regattas to ensure safety and fairness for all participants; and
  4. Achieving success at all levels of competition.

### Leadership

- EOD's leadership is listed below. There were few changes following our 2017 AGM on Oct 15.
- New roles in 2017 are volunteer coordinator (Michelle Bishop, also vice flag) and safety officer (Bob Rainboth).
- EOD decided in 2016 to only have a divisional coach in the years in which Ontario Summer Games are held – which will apply in 2018; we continue the coaches' rep role and felt we didn't need both every year. A new role in 2018 will be the Ontario Summer Games team manager as this is a



significant logistical job. The divisional coach and coaches' rep names for 2018 will be announced in the next week or two.

### **Paddle Sport as a Fun and Lifelong Activity**

- In addition to sprint, EOD club paddle sports include stand up paddling, dragon boat, outrigger canoe, surf-ski and sea kayak.
- Paddle All and adaptive paddling continues to develop in the division.

### **Building Strong Clubs**

- EOD's dynamic is that it has one big club (RCC, which has a 1000m racecourse) and six smaller clubs, one of which is in northern Ontario (NBCC, requiring participants to travel farther distances to participate in events).
- OCSRA offered the 2017 Club & Coach Development Project (CCDP) to provide equipment support, services, program support and coach development support according to each club's needs.
- EOD encourages all clubs to participate in Club Excellence, which strives to build a network of healthy, strong and sustainable sport clubs and sport organizations, across Canada, with clubs self-declaring on 10 required areas of achievement.
- EOD as a division and most of our clubs have registered as not-for-profit organizations in order to have the ability to seek grant funding (as of 2016).

### **Development Opportunities**

- Athletes: U15 to U19 athletes participated in spring 2017 training camps run by OCSRA, ORCC and RCC, while Masters athletes participated in spring 2017 training camps run by ORCC and Wascana.
- Coaches:
  - ELCC War Canoe & Dragon Boat workshops were held at ORCC May 7.
  - Diana Deek of Rideau completed year one on the OHPSI sponsored Apprentice Coach Program. Unfortunately, she has decided to take a break from coaching and applications for the 2018 program are now being accepted.
  - Cheyanne Farquharson, also from Rideau, attended the Canada Summer Games in Winnipeg with funding from the CSG Women in Coaching program.
- Officials: EOD DOC hosted Regional Level (Level I/II) training on July 6 with 10 participants, and Provincial Level (Level III) on Aug 2 with 11 participants, both at RCC. We have two new National (Level IV) officials: Ron Sibthorpe and Sherry Goodyear.



## **Sprint Regattas**

- In 2017, EOD hosted 12 sprint regattas including International Canada Day Invitational and Ontario Championships. The schedule is posted at <http://www.ckceod.com/home/2017-regatta-schedule>. A review of the season was done at our Summit on October 15.
- The division would not be able to hold successful and safe events without the help and support of many organizers, volunteers, officials, parents, coaches and, of course, the athletes.
- EOD officials participated in three Dragon Boat Festivals: 1) Ottawa Tim Horton, 2) Carleton Place Fall and 3) the first Winter Dragon Boat Festival (Ottawa). EOD also supplied officials for Canada Cup (Shawinigan) and loaned equipment to WOD for Nationals in Welland.
- EOD passed a volunteer policy first implemented in 2017. Two clubs were levied fines for not meeting well-communicated expectations. We will continue to explore how to meet the ongoing volunteer challenge.
- EOD plans to implement a regatta safety code for all EOD-hosted regattas in 2018.
- Five trophies were rededicated from U17 (which no longer participates in EOD Championships) to U13 and U15 races to continue to reward and encourage young athletes.
- We decided in 2018 to create a regatta guidebook to help clubs run smooth regattas.

## **Achieving Success**

The following is a brief summary of the EOD Sprint Canoe Kayak event results for 2017:

### *International*

- 9 athletes competed at World Championships in Romania (Senior Worlds, U23 Worlds, Junior Worlds, Junior Pan Am, and U17 Canada Cup/Canamex)
- 8 athletes competed in Olympic Hopes in the Czech Republic
- 8 athletes competed at Canada Summer Games in Winnipeg

### *Canada*

- The Ontario Team was the winner of both Canada Cup events held in July
- 147 athletes participated in National Championships in Welland (up 10% from 2016), with 363 crews; Rideau Canoe Club came second of 43 clubs
- Rideau Canoe Club came second in CANMAS



- Team Ontario was the overall winners of the Canada Cup Series, in large part due to the stellar performance of the women’s kayak team dominated by Rideau athletes

*Ontario/EOD*

- OCup Series Grand Champion was Rideau Canoe Club and the second place Series Excellence Award went to Carleton Place Canoe Club; Rideau also won the Ontario U15 Championships
- OCup3 Ontario Championships were won by Rideau Canoe Club; 462 paddlers from 16 canoe clubs competed
- OCup4 long distance regatta first place went to Rideau Canoe Club; 170 paddlers from 12 canoe clubs competed, including three Quebec clubs
- Ontario Team nominations (as of Oct 2017) includes the following EOD athletes: 5 OHPSI Program, 6 Quest for Gold/Ontario Athlete Assistance Program, 13 Ontario Development Team
- Rideau Canoe Club won the EOD Championships

**Organizational Effectiveness**

- This was EOD’s second year using the online Ivolunteer tool for volunteer and official sign-up. We made a successful change, which is to list the roles most in demand (usually boat drivers) at the top and the officials last in order to encourage volunteers.
- We hold our monthly and other meetings using Zoom which is cost-effective.
- EOD created a new brand (shown at the top of this report) to distinguish ourselves from other divisions, which will be rolled out in this winter.
- EOD is a not-for-profit organization (as of 2016) which allows us to apply for provincial grants.

Leadership

2017-2018 Executive Committee

Flag Officer	Heather MacIntosh	RCC
Vice Flag Officer	Michelle Bishop	RCC
Past Flag Officer	Bevin Schmidt	ORCC
Secretary	Sharon Mousseau	CPCC
Treasurer	Scott Levers	RCC
Divisional Officials Coordinator (DOC)	Sherry Goodyear	ORCC
Registrar	Tracy Reid-Stimpson	CPCC
Coaches Representative	To be announced	RCC
OCSRA Representative	Charles Slade	RCC
Athletes Representative	Gen L’Abbe	ORCC
Divisional Volunteer Coordinator	Michelle Bishop	RCC
Safety Coordinator	Bob Rainboth	RCC



2017-2018 EOD Commodores

Carleton Place (CPCC)

Gananoque (GCC)

North Bay (NBCC)

Ottawa River (ORCC)

Rideau (RCC)

Sydenham Lake (SLCC)

Petrie Island (PICC)

Arnprior (ADBC, associate club  
President)

Kerri-Ann Redwood

Murray Higgs\*

Ed Hong

LA Schmidt\*

Tom Hoferek

Helen Parfitt

Sarah Kennedy

Susan Burns-McIntyre (Club

\*Club representative, not Commodore

Respectfully submitted,

Heather MacIntosh

Flag Officer

Eastern Ontario Division

Canoe Kayak Canada



# TECHNICAL DIRECTOR ANNUAL REPORT

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Ontario Canoe Sprint Racing Affiliation's (OCSRA) AGM, November 4, 2017

## A. INTRODUCTION

I would like to thank Canoe Kayak Ontario's Executive Director Orest Stanko, OCSRA Board of Directors and the High-Performance Committee for their leadership, as well as the event officials, volunteers, and coaches for their continued support in my role as Technical Director.

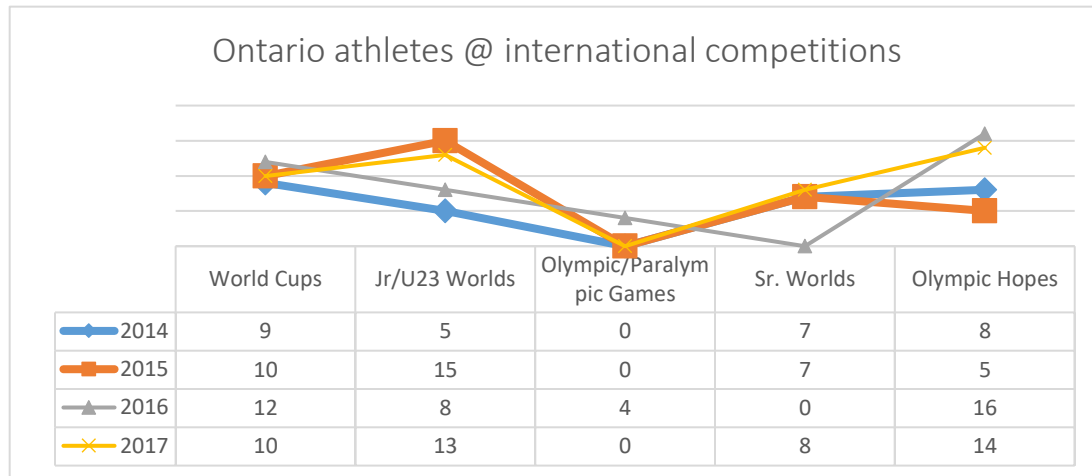
## B. PROGRAM DEVELOPMENT

### Athlete/System Development:

Based on our targeted goals, we implemented several programs and activities to support our Ontario athletes, including:

- Provided financial and program support through the Canadian Sport Institute Ontario's (CSIO) Ontario High Performance Sport Initiative (OHPSI) program (\$76,000 in 2017, \$100,000 in 2016 & 2015, \$88,870 in 2014) and the Ontario Athlete Assistance Program (\$81,000);
- Provided a NextGen/Academy program support with \$20,000 investment from CKC to host three (3) fall/winter training camps for Ontario Team Program athletes;
- Provided athlete testing, race profiles and monitoring in the daily training environment (DTE) for targeted athletes;
- Provided Ontario members the opportunity to take part in the Canadian Athlete Insurance Program (CAIP).
- Purchased three (3) para kayaks through the Paralympic Sport Development Fund. The equipment will be used to support our new Para Talent Identification Program.
- We completed our Athlete Pathway project which reviews the results of 10 Ontario Olympians & Sr. Worlds athletes over the span of their paddling career. The data is useful for coaches to compare their athlete's current performances to that of the targeted along their athlete pathway.
- CKO received \$150,000 from the Ministry's Ontario Amateur Sport Fund (OASF, formally Base Funding). The new funding model supports all three (3) affiliates and includes support from previous Ministry grants (Sport Priority Fund & Canada Summer Games funding).
- We are completing a competition review for U11, U13 & U15's. Bill Trayling will be presenting the results at the coaches meeting.

Congratulations to all Ontario athletes who competed at international events for Team Canada. Please see the graph below comparing event participation for Ontario athletes from 2014 to 2017.



Ontario would like to congratulate retiring athlete KC Fraser for her domestic and international accomplishments throughout her athletic career.

Congratulations to all Ontario OHPSI, OAAP and Development Team nominated athletes.

**Coach/Officials Development:**

During the spring we hosted two (2) Community Sport (Canoe Kids) and two (2) Advanced Competition Introduction workshops. Fifty-three (53) Canoe Kids coaches were certified and fourteen (14) Advanced Competition Introduction (ELCC) coaches were trained.

Seven (7) Ontario coaches participated in Competition Development training. Five (5) Ontario coaches are completing their certification. Three (3) Ontario coaches completed Competition Development learning facilitator training.

Through the Apprentice Coach Program (ACP), we are provided support to Diana Deek. The program offers professional development opportunities, including attending National Team training camps, working with mentor coaches in the DTE and taking part in an accelerated coach education program with CSIO staff. Applications for the new ACP candidate are due October 31<sup>st</sup>.

Similar to the ACP, we created a new Para Coach Mentor program. Application are also due October 31<sup>st</sup>.

Rideau’s Cheyenne Farquharson also completed an apprentice coach program through the support of the Canada Summer Games’ Women in Coaching project.

In addition, we are providing on-going mentor support to four (4) targeted coaches in 2017, as well as coach mentoring through our Club & Coach Development Projects (CCDP).



### Club Development:

For the 4<sup>th</sup> year OCSRA offered our Club & Coach Development Program (CCDP) to our member clubs. The program’s objective is to provide clubs with targeted services that best fit their individual needs. Clubs had the opportunity to choose from several projects within the three (3) main categories: equipment support, services & program support and coach development support. Funding for the program was provided by Canoe Kayak Canada (CKC) and the Coaches Association of Ontario (CAO).

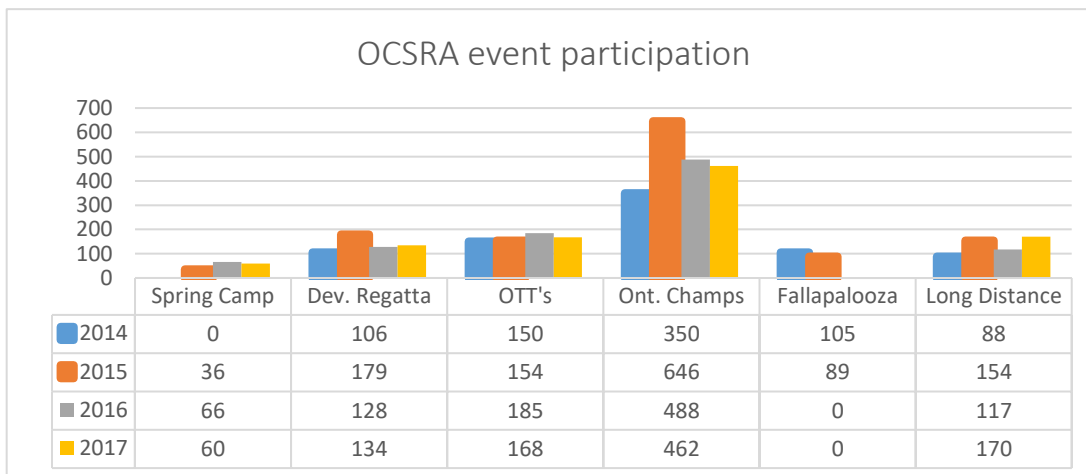
### Event Management:

OCSRA ran multiple events throughout the spring and competition season, including:

- Four (4) OCup Series regattas & camps;
- Spring Development camp in Florida;
- Three (3) NextGen/Academy/Ontario Team camps;
- Ontario Regatta Tour/Camp;
- Canada Summer Games.

### OCup Series

Please see the graph below comparing event participation from 2014 to 2017.



Congratulations goes to Rideau Canoe Club for being the OCup Series **Grand Champion**. The OCup Series **Grand Champion's** points are a club’s combined points from all four (4) OCup events. Congratulations also goes out to Balmy Beach Canoe Club for being the OCup Series **Excellence Award** winner. The OCup Series **Excellence Award** points are a club’s combined points from all four (4) OCup events, divided by the number of club participants in each event.

74 paddlers and 9 staff participated in our 2017 Florida Development Camp. The 2018 camp registration was filled within 8.5 days with 78 paddlers registered.



We hosted our fall 2016 NextGen/Academy camp in Welland for on-water training. A November 2016 camp in Mississauga using their paddle pool and a February 2017 ski camp in Ottawa/Gatineau. We have already hosted our fall 2017 on-water camp in Mississauga. The next camp is scheduled for December 7-10, 2017 in Mississauga, followed by our February 1-4, 2018 ski camp in Gatineau.

Ontario Regatta Team athletes participated in the RCC's Canada Day Regatta and CKC's Canada Cup Regatta. Ontario was the overall Canada Cup winner.

The Canada Summer Games was held on August 5-13 in Winnipeg. The Games was a great experience on and off the water. Ontario won 25 medals. The team was 1<sup>st</sup> in the women's division and 3<sup>rd</sup> overall.

A big thank you to all the coaches who took part in these events and to the clubs who volunteered their staff to raise the performance of our athletes in Ontario. Without your support we would not be able to provide such valuable opportunities to our athletes.

## C. 2016-2017 GOALS - Review

Goal Statement	Actions/Comments	Status* NS, S, OG or C
<b><i>Athlete Development</i></b>		
Increase communication of Athlete Pathway (AP)	Included in coach meeting, criteria, and parent meetings.	OG
Re-develop programming & implementation structure of AP	CKC & OCSRA alignment. Completed U11, U13, U15 competition review	OG
Provide race analysis	Performance Analysis at OTT's & NTT2.	C
Create clear Key Performance Indicator's (KPI) for TAP	Ontario Athlete Pathway project through SEP grant.	C
OHPSI, OAAP, Dev. Team – ensure programs meet the needs of our targeted athletes	2017 OHPSI plan based on individual athlete gap analysis. Program delivery reviewed/modified with coaches and athletes.	C
TAP – provide support to next generation OHPSI/OAAP athletes	Provided competition and Academy camp support.	C
<b><i>Coach &amp; Officials Development</i></b>		
Create a Coach & Officials Pathway (COP)	Not started. To be completed in 2018.	NS
Create a recruitment strategy for coaches & officials	Game Plan. Targeting retiring athletes.	OG
Develop employment standards for coaches	Part of the Club Excellence program.	OG
Continue ACP for 2016-2018	New ACP candidate.	C
Develop mentorship program for officials and coaches	Official's mentorship program not created. Coach mentorship completed (CSG apprentice coach, CCDP mentoring, four (4) coaches receiving canoe technique mentoring.	OG
Maintain level of coach certification	Focus on Competition Development evaluators.	C
Increase officials & volunteer training	Programs delivered by divisions.	NS
Provide PD workshops & projects for coaches & officials	Coach mentoring at NextGen/Academy camps and tours. Development coach PD at camps. Online PD in 2018.	OG
<b><i>Club Development</i></b>		



Improve programs and level of support to clubs	CCDP modified based on club feedback. Northern Outreach project expanded.	C
Provide Club Excellence program to clubs	Limited participation.	S
Increase the number of member (satellite) clubs in Ontario through the 'Canoe Kids on Wheels'	No funding for the program.	NS
Improve level of communication through social media	Increased activity in OCSRA's Facebook page. 100,013 people reached in 2017. 82,398 in 2016 and 33,194 in 2015. Live webcam at OTT's.	C
Redesign website to better act as the main hosting agent for PSO programs & activities	Currently being developed.	S
<b>Competition</b>		
Create competition structure based on LTAD model	Observations and feedback provided. Suggestions for 2018 to be provided at coaches meeting.	OG
Ensure OCup Series meets the needs of our members	OCup regatta's developed based on Ontario coach's planning session each year.	C
Provide training camps for athletes along the AP	Florida Development Camp, Spring Camp, NextGen/Academy Camps (3), Ont Regatta Tour/camp, Canada Summer Games.	C
Provide financial assistance to targeted athletes competing for Canada	All World events paid for by CKC.	NS
Provide opportunities for next generation athletes & coaches	CKC NextGen Program in Ontario. NextGen coach, NextGen/Academy camps (3). ACP, CCDP and mentor coach project.	C
Develop a creative revenue generation outside of membership & gov't grants	Not started.	NS
<b>DTE</b>		
Bring CKC's NextGen Program to Ontario	\$20,000 in OTP support for Ontario NextGen program.	C
Increase KPI monitoring	Same level as 2016.	OG
Develop gap analysis for targeted athletes	Gap analysis created for all OHPSI/OAAP targeted athletes.	C
Provide CKC's online training log, Smartabase	Better training on the system is needed for athletes and coaches.	NS
Ensure athletes have access to on-water & dry-land facilities that meet their training needs	Support provided through OHPSI program.	C
<b>SS/SM Support</b>		



Provide SS/SM services that address targeted athletes gap analysis	Support provided through OHPSI program.	C
Provide Canadian Athlete Insurance Program (CAIP) to targeted athlete	CAIP program made available to general membership.	C
Provide athlete transition services	Game Plan provided for National Team/OHPSI athletes. Exit interviews should be completed with athletes.	S
Provide athlete & parent PD with CSIO staff	Not provided.	NS
Provide regular S&C support	OHPSI support in DTE for Ottawa and Toronto area athletes	C
Provide coach consultations and PD with CSIO staff	Debriefs by CSIO staff after competitions/camps/testing.	C

**\*Status: NS=Not Started S=Started OG=On Going C=Completed**

## D. TARGET AREAS FOR 2018 - 2020

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

ATHLETE DEVELOPMENT	COACH & OFFICIALS DEVELOPMENT	CLUB DEVELOPMENT	COMPETITION	DTE	SS/SM
<i>Athlete Pathway (AP)</i>	<i>Coach &amp; Officials Pathway (COP)</i>	<i>Club &amp; Coach Development Program</i>	<i>Event Management</i>	<i>NT Support</i>	<i>Athlete Services</i>
<ul style="list-style-type: none"> <li>✓ <i>*Re-develop programming &amp; implementation structure</i></li> </ul>	<ul style="list-style-type: none"> <li>✓ <i>*Create COP</i></li> <li>✓ <i>*Create a recruitment strategy for coaches &amp; officials</i></li> </ul>	<ul style="list-style-type: none"> <li>✓ <i>Improve programs and level of support to clubs</i></li> <li>✓ <i>*Provide Club Excellence program to clubs</i></li> </ul>	<ul style="list-style-type: none"> <li>✓ <i>*Create competition structure based on LTAD model</i></li> <li>✓ <i>Ensure OCup Series meets the needs of our members</i></li> <li>✓ <i>Provide training camps for athletes along the AP</i></li> </ul>	<ul style="list-style-type: none"> <li>✓ <i>*Establish National Team Discipline Training Centre</i></li> </ul>	<ul style="list-style-type: none"> <li>✓ <i>Provide SS/SM services that address targeted athlete's gaps</i></li> <li>✓ <i>*Provide athlete transition services</i></li> </ul>
<i>Testing &amp; Monitoring</i>	<i>Mentorship Programs</i>	<i>Expansion</i>	<i>International Competition</i>	<i>Monitoring</i>	
<ul style="list-style-type: none"> <li>✓ <i>*Create clear Key Performance Indicator's (KPI) for targeted athletes &amp; TAP</i></li> </ul>	<ul style="list-style-type: none"> <li>✓ <i>Continue ACP</i></li> <li>✓ <i>*Develop mentorship program for officials</i></li> <li>✓ <i>expand mentorship opportunities for coaches</i></li> </ul>	<ul style="list-style-type: none"> <li>✓ <i>Increase the number of member or 'satellite' clubs in Ontario</i></li> </ul>	<ul style="list-style-type: none"> <li>✓ <i>Provide opportunities for next generation athletes &amp; coaches</i></li> </ul>	<ul style="list-style-type: none"> <li>✓ <i>Develop gap analysis for targeted athletes</i></li> <li>✓ <i>Provide financial assistance to targeted athletes</i></li> </ul>	
<i>Programming</i>	<i>Education &amp; PD</i>	<i>Communication</i>	<i>Program Support</i>	<i>Facility Access</i>	<i>Coach Services</i>
<ul style="list-style-type: none"> <li>✓ <i>Ont Team – ensure programs meet the needs of our targeted athletes</i></li> <li>✓ <i>TAP – provide support to next generation targeted athletes</i></li> <li>✓ <i>*Create Para Talent ID Program</i></li> </ul>	<ul style="list-style-type: none"> <li>✓ <i>Maintain coach certification levels</i></li> <li>✓ <i>Increase officials/volunteer training</i></li> <li>✓ <i>Provide PD workshops &amp; projects for coaches &amp; officials</i></li> </ul>	<ul style="list-style-type: none"> <li>✓ <i>Improve level of communication through social media</i></li> <li>✓ <i>*Redesign website to better act as the main hosting agent for PSO programs &amp; activities</i></li> </ul>	<ul style="list-style-type: none"> <li>✓ <i>*Create revenue generation outside of membership fees and gov't grants</i></li> </ul>	<ul style="list-style-type: none"> <li>✓ <i>Ensure athletes have access to on-water &amp; dry-land facilities that meet their training needs</i></li> </ul>	<ul style="list-style-type: none"> <li>✓ <i>Provide coach consultations and PD with CSIO staff</i></li> </ul>
					<b>* = High priority for 2018</b>

