



Activity Report

Meeting of Members
November 28, 2015

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President's Report

Submitted by Madeleine Hall

This has been another very busy and at times turbulent year for CKC as we continue to make our through the details of our new Governance structure along with the rest of the day-to-day activities which seem to grow exponentially!

Governance

Thanks to the Organizational Alignment Committee (OAC) Peter Giles, Stephen Pomeroy, Fiona Vincent, Harold Van Winssen, Sara Hopkins, Casey Wade and Kathy Hare, we have worked our way through many of the necessary documents which will define the way we do business.

This has required numerous conference calls and countless emails which everyone has steadfastly plowed through in order to get us where we are now, almost done!

After my initial fear and trepidation in the face of Governance change, I am convinced that now we have an excellent structure which will serve us well for many years.

Discipline activities

Canada hosted two international paddling events in this summer,

1) The Pan Am Games paddling events in Sprint and slalom

The sprint and slalom events were each a huge success at the Games. The sprint events were held at the Welland International Flatwater Centre and the slalom events were held at the Minden Wild Water Preserve. Both events leave a wonderful legacy in terms of facility upgrades for training and hosting future events in addition to the many people the Games impacted.

Special congratulations to the many volunteers who gave a lot of time and energy to the HOC so that the paddling events were huge successes.

2) ICF Freestyle World Championships

This event was held in Beachburg, ON. Casey and I attended and found ourselves proudly representing CKC in a Parade which wove through the town. Many countries were in attendance, including Ukraine, Uganda, Switzerland, Sweden, Spain, Slovakia, Russia, Poland, New Zealand, Korea, Japan and more. Needless to say it was very exciting to see fellow paddlers from all over the world in rural Ontario ready to compete on one of our beautiful rivers.

Domestic events

Canadian Sprint CanoeKayak Championships

The Canadian Sprint CanoeKayak Championships were held in Ottawa this year and were a huge success thanks to many volunteers and a wonderful job by the Host Organizing Committee.

Other than the outstanding racing and hosting, everyone was thrilled to see Dr. Renn Chrichlow, who is now an orthopaedic trauma surgeon with OrthoIndy in Indianapolis.

Renn is a Rideau Canoe Club alumni, Olympian and World Champion (1991) and multiple world medalist (1993, 1995) in MK-1 500m. Renn came to present his trophy to the winner of the U17, Men K-1 1000m race.

Slalom

The Slalom National Championships were held on the heels of the Toronto 2015 Pan American Games in Chilliwack, BC. The excitement of the event was further increased with hometown hero, Jazmyne Denhollander returning with a gold medal, along with three other medalists – Cameron Smedley, Ben Hayward and Haley Daniels. Slalom Team Trials were held in Minden in May and made for a great test event for both the athletes and organizers.

Other projects

It gives me great pleasure and confidence in our organization to see the numerous projects that are being pursued as we speak. You will find them listed and mentioned in the many

reports that have been produced for you, however I would like to highlight just one initiative, which is quite a breakthrough for us. We have been talking about marketing our beautiful sport for years, so I am very happy to see this taking shape.

Marketing

The marketing campaign that DOT DOT DASH is leading is very exciting and I sincerely hope that it will help us generate more enthusiasm and visibility, which in turn will facilitate our efforts to encourage Canadians to participate and to invest in paddling. We will need all our members to become engaged and to help our leaders if we want to succeed. I encourage you to get involved.

Thank you

Partners and sponsors

I would like to thank the following sport partners for their support and guidance:

Sport Canada, Own the Podium, the Canadian Olympic Committee, the International Canoe Federation and COPAC. Thank you to our national sponsors, Mazda Canada, Apogee Sports and Nelo. I would also like to recognize our Provincial, Territorial and Divisional partners who are committed to our athletes and to furthering paddling in Canada.

Volunteers

Thank you to all the volunteers who give their time and their energy and insight to the many committees, councils and to the Board of Directors.

Members

Thank you to our coaches, athletes, parents, clubs, PSOs, municipalities to all of you who love our sport and who continue to give CKC your support.

Staff

To Casey and the many CKC staff members for their incredible dedication and their willingness to work countless extra hours to help CKC deliver an outstanding service.

CEO Update

Submitted by Casey Wade

I've now been on the job now for 21 months. The more I engage myself in the activities and challenges, working with great staff, volunteers, athletes and coaches, it's without question rewarding and motivating to play a leadership role with an organization that has a proud tradition, is a sport that reaches from the grass roots to the podium and has tremendous success with a proud history of being one of Canada's leading sports internationally.

The past 21 months has been busy and I feel we've accomplished a lot as we work through a period of organizational transition within CKC, look at ways to strengthen our domestic programs and continue to implement programs to ensure that our athletes compete at the highest levels. As the CEO, I've told many people that while there are many ways to describe the job, at the end of the day my role is to work to help create an environment for CKC to succeed as an organization. As such, I've been involved with many initiatives that you will see

in various activity updates, including domestic, high performance, finance, marketing and governance activities.

2015 has been a successful year, not without its challenges, but nonetheless much has been accomplished. We have spent significant time on Organizational Alignment, where we have populated and activated our new Board sub-committees. We've also been working with each Discipline to review, update and approve terms of references and existing rules of structure. We had an exciting year of completion with a very successful Pan American Games in both Sprint and Whitewater. The 2015 National Sprint Championships was again a real show case and celebration of the sport with athletes of all ages, representing their clubs, showing raw emotion and excitement throughout the Event. I was equally privileged to attend the World Sprint Championship in Milan and the World Whitewater Slalom championship in London. We also successfully hosted the 2015 World Freestyle Championships and were very successful on the podium. The extent to which the entire CKC family is engaged in canoe and kayak sports at the highest levels is impressive.

Committee and Partner Meetings

I have participated several meetings as a participant and/or observer. These include CKC Internal Provincial Meetings, HPC Meetings, Governance Review Meetings, WW Council Meetings, SRC Meetings, DDC, HPC and Podium Coaches Meetings. Externally, meetings with the International Canoe Federation, Sport Canada, Own the Podium, COPAC, marketing and sponsorship partners, Sport Matters, Pan Am 2015, the Canadian Center for Ethics in Sport and the Canadian Olympic Committee have taken place for funding, high performance, sport community partnership interests, games planning and anti-doping matters. I'm also a member of the Canadian Olympic Committee's Education and Outreach Committee and have attended three meetings so far this year. I'm now on a working group with the CCES and Sport Canada with respect to the new World Anti-Doping Code, Code compliance and sport funding. It should also be noted that during the Pan American Games we also hosted the 2015 COPAC Congress.

In February of this year I was also selected as one of 15 Canadian sport leaders to participate in a new COC funded CEO Leadership Program. The focus is to strengthen leadership capacity within CKC and as a Canadian sport leader.

Meeting with Athletes and Coaches

I continue to find opportunities to meet with both National Team Athletes and coaches. Meetings have taken place in Florida during training camps and various competitions, including World Cup and World Championship trials, for both Sprint and White Water, at World Championships, Nationals and at coaching planning meetings.

- ✓ The coaches meeting took place with Scott Logan recently in Florida. The key message was to reinforce the important role they had to play, my role and expectations, that we have a world class group and that it is critical to work together as a team with the fundamental pillars of trust, respect, loyalty. I also met with the podium coaches and had the opportunity to be on the water with the athletes to observe training.

- ✓ When I met with athletes this past March, I reviewed with them my first year on the job; what my goals were and what I thought we had achieved.

- ✓ Also met throughout the year with IST personal, including sport psychologists, all of which gave me a very solid orientation to the program. No doubt the close working relationship with our IST has helped strengthen the HP program and our ability to identify training needs for our athletes.

Staff Update

We continue to have regular staff meetings. We have also put in place a Management Team Group to help guide the strategic operations of the organization. The staff had an off-site planning session in December to look at strengths and weakness, opportunities and threats to CKC as well as identifying where we are and where we want to get to. This information has been factored into program planning and will be factored into longer term planning as we move forward. We continue to review what each staff member is doing related to current job descriptions, assess strengths, and generally look to ensure all roles/positions are working effectively and to ensure we are work strong as a team to meet CKC needs. This work continues and it has become clear that we are resourced challenged based on our needs and agreed upon priorities.

One area that we have focussed on with respect to staff was to put in place a management team to help support both the HP and Domestic programs. As you know, Natalie Brett joined the CKC in September of 2014 as our new National Team Manager and Julie Beaulieu has taken on a new role as National Program Manager. Both positions provide strong management support to the HP program, while the new NPM position provides management support to the domestic program as well.

In addition to the above, we also restructured staffing within our domestic program with a goal of continuing to strengthen what we need to do domestically as well as adding support to the CEO office through a part time executive assistant role. In particular;

- 1) John Edwards is now engaged as a part time consultant role to CKC. John continues to focus on international para programs and serve as advisor to the CEO on domestic programming to ensure corporate continuity and support as we continue to strengthen domestic activities.
- 2) Ian Mortimer joined CKC on a contractual basis on June 1st as Manager of Domestic Programs and Partnership Development. Ian has a key focus on competitions and coaching programs (with Peter Niedre and the domestic team) club and divisional partnership development and marketing activity with respect domestic competitions (working closely with Ian Miller).
- 3) Jessica Price, who has been an intern with us for 9 months, has taken on the role of Paddling Coordinator and part-time Executive Assistant. She has been providing significant support to our domestic programs.

Organizational Alignment

Significant time continues to be spent on organizational alignment activities to fit within the new governance structure. This is a key priority for the organization. Much focus has been spent with our Organizational Alignment Committee to work with each Discipline to review terms of reference, rules of structure and Discipline Sub-committees. It should be noted that this is a unique opportunity to look at how we might strengthen the way we do things. Any changes to the various Discipline TOR's can be modified easily moving forward. Much of our work will come together in November as we elect our new Board.

High Performance Changes and Independent Review

There have been some recent changes to the CKC High Performance program following our 2015 competition season. While we had some successes at the Pan American Games, we fell short of our goals at the World Sprint Championships in Milan. While we had some success, we had hoped for better results, we need to look at this as an opportunity for change to strengthen what we do well and to look at ways to improve our system.

As an interim measure, some changes have been made to the coaching structure of our sprint High Performance Program. These changes have been made with the priority of protecting medal potential for the 2016 Olympic Games and to focus on achieving long-term results for 2020 and 2024. In particular;

- 1) The High Performance Program has been managed by one High Performance Director and three Podium Coaches. The podium coach positions have been dissolved and all affected coaches will be repurposed within the High Performance Program, with the HPD assuming head coach responsibilities in the interim.
- 2) Scott Oldershaw has moved from coaching the Men's 1000m kayak program to working exclusively with Mark Oldershaw to ensure he has the best training conditions to prepare for the 2016 Olympic Qualifier and ultimately the Rio Olympic Games. Scott is also providing coaching assistance to Adam van Koeverden in his preparation for the 2016 Olympic Qualifier and ultimately Rio 2016.
- 3) Mark Granger will continue to oversee the Paracanoe program. He has also undertaken a new role in developing our pipeline for Junior and Under 23 athletes by focusing on our Academy program designed to identify and foster talented club athletes and their coaches as it relates to CKC's podium pathway.
- 4) Larry Cain was originally hired on a short-term contract to work with targeted athletes and will continue on contract with redirected duties until March 31 when this position will be re-evaluated. He will turn his attention to working on the podium pathway and Gold Medal Profile projects while also assisting with talent identification in the Greater Toronto Area.
- 5) Frédéric Jobin continues his role unchanged in coaching the Men's 200 meter kayak program and managing the National Training Centre in Lac Beauport.

In addition to the above, an independent review of the High Performance Program is underway and should be by the end of November/early December. Coaches, Athletes and key volunteers have and will have an opportunity for input by way of surveys and some one-on-one interviews.

This review is intended to look at ways that we might strengthen our programming and approach to ensure ongoing success moving forward. This is an opportunity to make us better.

In general we want to look at what has been going on in the past; what has worked, what hasn't and explore potential solutions. At the end of the day this is about athletes, their entry to our sport, their development, preparation, and readiness to compete. We need to ask the critical questions of "is our athlete pathway strong" and "is our athlete preparation model adequate"? The scope of the review will include a look at our athlete pool, our high performance structure, our technical leadership, international comparisons, sport science and medicine, and our management system.

Debbie Muir has been leading this review. Debbie comes with a wealth of experience and expertise in high performance sport. Please click <http://www.thegreattraits.com/download/debbieShort.pdf> for further background on Debbie.

Marketing, Communications and Sponsorship– General Update

As CEO, I've been very working closely with Ian Miller, our Communications and Marketing Officer along with our Marketing Firm Dot Dot Dash. Please see separate report for key activities we have been working on.

Marketing and Communications Report

Submitted by Ian Miller

Dot Dot Dash

CanoeKayak Canada and marketing agency Dot Dot Dash have been working together to proceed with an extensive marketing strategy that includes three main areas of focus. This work picked back up again after funding for the Canadian Olympic Committee's Sport Enhancement Initiative was formalized at the end of May.

1) Organizational Re-brand

The entire project is aimed at connecting with the broader paddling demographic. Growth to CKC's membership has been stagnant for several years. Millions of Canadians continue to participate in paddle-sport activities but have no knowledge or connection with CanoeKayak Canada. Last fall Dot Dot Dash presented the concept "Paddling is what we're made of" to help CKC better connect with the masses. This concept ties into elements of character building, the historical significance of the sport and the idea of being Canadian.

A rebrand is underway to integrate this concept across the organization. The rebrand includes a new logo for the organization and visually identity standards to represent the big idea at the centre of the brand. A marketing group was engaged for feedback throughout the creative process. The new branding strategy will aim to build wider recognition of the CKC brand and create a consistent image across all CKC properties.

2) Production of a video and visual assets

Dot Dot Dash came to Ottawa at the end of August to do a five day film shoot that included the Canadian Sprint CanoeKayak Championships, the ICF Freestyle World Championships, canoe slalom training at the Ottawa Pumphouse, along with recreational and marathon paddling on the pristine Meech Lake. A Paracanoe shoot was also done at Balmy Beach. The production team captured extraordinarily high quality content with detailed attention to lighting, unique angles and expression. Both still images and video were captured to build CKC's inventory of high quality visual assets.

A high-impact one minute promotional video has been created with English and French versions. This will serve as an anthem piece for CKC's new brand. The video will be used in sponsorship pitches, recruitment campaigns and will reach thousands through an online campaign. Talks are underway with CBC to have a version of the video appear in broadcast form. The images will be used in the campaign as well and CKC's website will be updated to carry many of the stunning images.

3) Case for support

One of the main goals of the marketing campaign is to increase funding for CKC and much of the rebranding work is being done to position CKC to be attractive to corporate supporters. A case for support has been developed with five appeals for support. The themes play on what paddling does for one's mind, body, community connections, winning character and cumulate to the "What we're made of" concept. There are strategies for engaging potential investors, a creative leave-behind, the prospect of getting them out for an actual paddle, and a group of ambassadors is being developed to take this case for support to the business community.

Toronto 2015 Pan American Games

Hosting the Pan American Games on home turf was an extraordinary opportunity to showcase our top athletes. With Mark Oldershaw named as Team Canada's flag bearer at the Canada Day noon show on Parliament Hill, the buzz around the CanoeKayak team started early. To give back to the club system, Mark went to Canada Cup 2 at Rideau Canoe Club after the Parliament Hill unveiling to give out medals. The excitement continued as the Women's K4 500m crew won the first medal of the Games in Welland. Three of the athletes did a media tour to CBC and the main press centre in Toronto. These media attention continued as sprint paddlers continued the success and won a total of ten medals, all of which were celebrated at an event with family and friends at Canada House on the last day of racing. CKC also hosted an event at Peller Estates Vineyard to build relationships with international partners among the Pan Am countries.

The on-water medal haul continued a few days later in Minden as all four athletes medaled then arrived in Toronto for a full day of media exposure. Interviews for sprint and slalom athletes were lined up back-to-back to give medalists as much attention as possible with appearances on CBC Sports segments, Toronto news, national News Network and Canada AM. There was also extensive coordination of hometown interviews and an accompanying social media effort.

Broadcast Partnership

Although NHL Hockey ended CKC's partnership with Sportsnet, it has opened the door to revamping a partnership with CBC Sports. CBC Sports Weekend has been rebranded "Road to the Olympics" as CBC is the Olympic rights-holder until 2024. They have adopted a new strategy with high performance sport being a major focal point. CKC has had several positive discussions with CBC Sports management about formalizing a media partnership and is in the process of proposing specific projects for the coming Olympic year.

Website

One year in from launching a new website, refinements continue to be made and new content is being uploaded daily. New pages and content to better represent the whole community are being created and a revamped coaches section is in the development phase. The public campaign being worked on in conjunction with Dot Dot Dash will be integrated with the website to ensure it plays a critical role in the recruitment process.

IT Management

Following an extensive revamp of CKC's IT systems last winter, monthly costs have been significantly reduced and reliability has increased. CKC adopted Microsoft 365 to reduce the dependency of maintaining its own email system. Files currently stored on an office server are being migrated over to the cloud to allow staff members to access remotely and ensure

backup of data. The office has been equipped with faster internet and teleconferencing rates have dropped significantly.

High Performance Director's Report

Submitted by Scott Logan

Rio 2016

- Mark de Jonge has qualified the MK1 200m event for Canada and Michele Russell, the WK1 500m. Selection trials in May will formalize the athlete to race each event.
- The Milan World Championships were disappointing in that no other boats were qualified, however, we are currently preparing a number of quality crews to qualify additional boats at the Continental Qualifier on May 19-21 in Gainesville, GA.
- We have simplified our equipment and training site needs through a tighter domestic staging plan and training at the Rio Olympic venue pre-race.
- Our accommodations are confirmed. Hotel space is limited and expensive, so any spectators or officials should make arrangements soon.

Trials

- Though not confirmed, we are looking at a multi-day trials format to determine Canada's best performance prospects at the Games. This may require simulation and multiple evaluations versus the standard one race series format. Racing could take 4-6 days and will occur around the May 7/8 weekend.
- NTT2 is tentatively planned for June 25/26 in Montreal and a third carding race will occur in August, possibly before Nationals – details TBC.
- We are looking at a simpler selection process for both carding and teams. This will include two levels of performance designed to correlate to A and B finals at the Senior Worlds. The B Final will be a minimum standard used extensively as we raise standards generally.

Coaching

- After the World Championships there were coaching reviews performed and some re-assignments and changes. We feel that these changes will focus efforts and strengthen our delivery system.
- A new position has been created and assigned to Mark Granger that is designed to help identify talent and ensure – through collaboration with club and provincial coaches – promising athletes get the support they need to develop into competitive Junior World athletes. We are very excited about filling this step in on our athlete development pathway.
- The Podium Coach element in our organizational structure has been eliminated with the HPD playing the Head Coach role while we await the results of the High Performance Review.
- At recent planning meetings, expected coaching principles and daily training environment expectations have been discussed extensively. I am optimistic that we

are changing our team training culture on the way to improved performances. This will be especially important in the last year of the quadrennial as we prepare for athlete retirements.

- Considerable emphasis and resources have been put into our NextGen programming and the coaches who deliver it. We expect that this will be a worthwhile investment between now and 2020, as well as 2024.

IST

- IST continues to be a mainstay of our most successful training environments.
- One of our coaching principles is the expectation that every coach will create and lead a fully integrated support team of sport science and medical providers.

World Cup/U23 Tour/Pan American Games

- This spring and summer, our World Cup teams had expected results, with our top podium potential athletes continuing to win medals.
- Our U23 and Junior World results showed some promise for the future, especially in Women's Kayak and Women's Canoe. The depth of our teams will undergo some scrutiny and we will be determining strict means to ensure that we are preparing and sending A-final potential crews in the future.
- Canada's Pan American Games performance was excellent relative to our continental competitors. There were numerous medals won and some we should not have lost, but on balance the team performed as expected. The pressure and excitement of performing at home brought the best out in many crews, however, some of those performances were not repeatable at the World Championships. This was and remains a considerable concern in terms of athlete preparation, peaking and focus.

Team Size

- In the last update, it was explained how 2016 was the only year to qualify K4s for the Olympics. K4s did not qualify and our focus is now back to strict standards and selecting quality crews in Gainesville for Rio where there is no intention of sending participation crews. Non-finalist crews seldom do much to enhance our program.
- As noted above, team size will be determined first and foremost through competitiveness. Where we need to develop athletes' racing skills, we will send athletes to the appropriate competitions. Our intention is to send athletes to regattas where we have the evidence to suggest they can make an A final.

Paracanoe

- We have seen some changes in the Paracanoe ranks. Christine Gauthier has struggled with some health issues, while newcomer Erica Scharf has presented herself as a strong contender in the top 5 at Rio. She was one position from qualifying in Milan and is well positioned to take the next step at the Paracanoe World Championships (and last chance qualifier) in Duisburg in May.
- We continue to work on capacity building domestically so that we can continue to produce international competitors.

Director of Coach and Athlete Development Report

Submitted by Peter Niedre

Activities December 2014 – May 2015

Coaching Development - National Coach Certification Program

1. NCCP Coach Delivery:

A summary of delivery all NCCP contexts, as well as number of coaches trained and certified sorted by province can be found in the appendix following this report.

2. CKC NCCP Operational Manual:

A first version of a CKC NCCP Operational Manual was completed in February 2015. The operational manual is an NCCP policies and procedures document for CKC, and P/TSOs to refer to for National NCCP implementation. A P/TSO meeting was held in late March to familiarize P/TSOs with the manual.

3. NCCP Development:

- ✓ The CKC coach development pathway has been revised to span across all 3 disciplines, as well as NCCP streams
- ✓ PaddleALL Module:
 - Piloted on last weekend of January in Cobourg, ON, and in September in Ottawa
 - Module will be translated. CAC has not yet developed a policy for approving NCCP professional development module
 - The module is currently a PD Module in the *Locker*
 - Learning facilitator training for the module will occur in the spring
- ✓ Competition Development: A pilot of the new structure was run in both Halifax and BC. The new structure allowed over 20 coaches to access Competition Development Part I workshops in January 2015.
- ✓ ELCC Marathon, War Canoe and Dragonboat:
 - ELCC Marathon reached final approval in April. Many thanks to Fiona Vincent and Don Stoneman for their dedication to reach final approval.
 - Final revisions and approval for ELCC war canoe and dragonboat will be completed by March 31, 2016. P/TSOs were still able to run workshops.
- ✓ ELCC Advanced Gradation:
 - Pilot # 2 was held May 21st, online
 - Application for conditional approval will be made mid-January, with final approval expected March 31, 2016.
- ✓ NCCP Community Dragonboat:
 - 3 pilots have been run

Final draft of workbook is completed as well as reference material. Learning facilitator guides still need to be developed.

Application for conditional approval will occur in the winter of 2016.

1. Sprint NCCP Reinvestment Fee:

The CTC, DDC and SRC supported raising the NCCP Reinvestment fees from \$20 per coach participant to the following fee structure:

- \$30 per CanoeKids Coach
- \$40 per ELCC Coach
- \$50 per Competition Development coach

These reinvestment fees will come into effect April 1st, 2016. The purpose of the increase in reinvestment fees is to be able to invest in further NCCP updating and development, coaching development opportunities, and CAC-NCCP Partner fees.

Coaching Development Non-NCCP

- ✓ 5 Competition Observation / International Immersion Opportunities were held this summer. The following coaches were involved in the projects:

Coach the Pan-Am Games	Coach The Jr/U23 Worlds	Jr World Championships	U-17 Canada Cup Tour	Olympic Hopes
Chris Chaisson, <i>MicMac</i> Cheyanne Farquharson, <i>Carleton Place</i> <i>(Rideau)</i>	Ryan Blair, <i>Technical Director</i> <i>OCSRA</i> Edgar Garza, <i>Calgary</i>	Mathieu Pelletier, <i>Trois Rivieres</i> Robert Baert, <i>Senobe</i> Hunter George, <i>Burloak</i>	Tamas Buday <i>Sr., Mississauga</i> Kyle Jeffery, <i>Mississauga</i> Frederic Loyer, <i>Cascades</i> Li-Yue Grenier	Richard Dalton, <i>South Niagara</i> Diana Deek, <i>Cheema</i> <i>(Rideau)</i>

- ✓ Coach Development Month and Online Webinars:
 - 4 PSOs fully engaged in Coach Development Month this year
 - 3 online workshops / webinars were offered through May, and 1 in June.
- ✓ Several Non-NCCP professional development opportunities are now in the Locker, and CKC coaches can now gain credit for the PD activities
- ✓ \$3000 of coaching development budget will be dedicated towards women in coaching development this year to help promote coaching development opportunities.

Athlete Development Pathway and Long Term Athlete Development

Podium Pathway and Gold Medal Profile:

- ✓ CKC has been receiving strong support from the [Canadian Tire Data Analysts group](#), funded by OTP, to further the development of CKC's podium pathway. The group has developed some preliminary analysis tools to help examine the progression of first time Olympic medalists in various events, across various performance factors (rank, time, % conversion and performance score). This will give CKC important information that will help in making better evidence-based decisions for programs along the athlete pathway.
- ✓ Work on, and development of the Gold Medal Profile also continues.
- ✓ Updates and preliminary findings on the Podium Pathway and Gold Medal Profile work will be presented at the CKC National Coaches Conference November 27 – 29.
- ✓ *National Testing Program:* All 7 PSOs with National Development program athletes are now participating and reporting testing results. Capacity has been built in all 7 PSOs to implement dryland and on-water testing protocols.

Long Term Athlete Development:

- ✓ CKC received Above Reference funding from Sport Canada to update its Long Term Athlete Development framework, as well as to develop a canoe kayak "Skills Matrix" to support the initial document. Completion of the first draft is projected for March 31, 2016. CKC completed the stages of technical development in 2014, and this is an opportunity to define a clearer pathway across physical, tactical, psychological and emotional long term development of athletes.
- ✓ A new program, "BASE-7" Challenge, will launch in 2016, aimed at encouraging non-specific fitness development in U-15 athletes in clubs across Canada. PHE Canada granted permission for use of 2 of their protocols as part of our 7 fitness tests. Special thanks to *Nelo Canada* for helping to sponsor the project.

Canada Cup Series

The *Canada Cup Series* for CKC-Sprint was piloted this summer with the objective to provide additional developmentally appropriate domestic competition for junior and senior athletes. 3 Canada Cup events were held in 2015: Montreal (June 21), Ottawa (June 30-July 1), and Dartmouth (July 4-5).

In its inaugural year, 4 provincial teams, 8 International Federations and over 20 club teams competed in at least 1 of the Canada Cups. CanoeKayak Canada would like to thank the host organizing committees and partners from *Quebec Division, Rideau Club and EOD*, and *Atlantic Division of CanoeKayak Canada*. CKC is planning to expand the Sprint Canada Cup series in 2016 to 5 events, with tentative dates set for March 30th, June 24 – 26, July 1 -3 , July 8-10, and mid-October. Ian Mortimer will be taking a more active role in managing the events in 2016 as part of his portfolio.

National Junior and U23 Program

Junior / U23 World Championships:

Team Canada finished the Junior / U23 World Championships with 2 medals: Katie Vincent in the U23 Women's C1 500, and Juliette Brault / Anna Roy-Cyr in the Jr Women's C2 200m. Canada also had several strong performances, notably 5th in U23 Women's K4 500m, 7th in Jr Women's C1 200m, 8th in Jr Men's k2 1000m, 9th Women's K1 200m, and 10th in Jr Men's K4 1000m and U23 Men's C1 1000m. Performance standards were added to selection criteria for the 2015 teams, and will progress to stricter standards in 2016, to ensure CKC sends teams capable of top 8 performances to a World Championships to achieve our objectives set in 2012.

Olympic Hopes

CKC sent 20 athletes to the 2015 Olympic Hopes Regatta in Bydgoszcz, Poland. The team finished 5th out of 25 federations at the regatta, and finished with a total of 8 medals. These results are a good indicator of potentially strong performances at the 2016 World Junior Championships in several events. The Olympic Hopes is a key regatta for CKC along the athlete pathway, and will begin to nominate 16 year old athletes based on Canadian Sprint CanoeKayak Championships results in 2016.

Vision for National Junior Program

Following the 2015 season, 2020 Strategic planning session for the Junior National Development program was conducted with NextGen Coaches, associate coaches and some senior coaches. This will be presented at the National Coaches Association AGM, and at the SRD special meeting of members. In addition, an athlete development survey was conducted with club and provincial coaches to solicit feedback on our current athlete pathway, and how to work together to strengthen it. A follow-up planning meeting will occur following the coaches conference.

Junior Academy Program

The National Junior development program was modified in 2015 to adopt a regional approach in 2015-2016, and was renamed the "CKC Junior Academy Program". The objectives behind the program are to expand the reach and frequency to junior athletes nationally, through empowering club coaches, enhancing already existing strong provincial programs, and thereby reducing travel costs and camp fees for junior athletes. The over-arching outcomes of the program are:

- Improved tracking and assessment of junior athletes nationally in CKC's performance indicators (technical and physical)
- Improvement in developed individual, clear technical and physical developmental objectives for identified junior athletes
- More frequent enhanced training environment

The program is currently being piloted and implemented in partnership with several PSOs.

For any further information, please contact me at pniedre@canoekayak.ca.

APPENDIX I: NCCP Delivery Summary

ELCC Small Boats Workshops & Trained Coaches:

Province	Number of Workshops	Number of ELCC "Trained" Coaches	Female Coaches Trained	Number of ELCC – Smallboats "Certified"	ELCC War Canoe Certified	Female Coaches Certified	Aboriginal
Nova Scotia	1	17	10	10		5	5
Quebec	0	0		1			
Ontario	1	13		6	2	1	
Saskatchewan	3	17 (SB & M)	5	1			
Alberta	0	0					
British Columbia	1	5		3		1	
Manitoba	0	0					
New Brunswick	0	0					
Prince Edward Island	0	0					
TOTALS:	4	33	12	21	2	7	5

ELCC War Canoe and Dragonboat Workshops:

Province	War Canoe		Dragon Boat	
	Number of Workshops	Number of Coaches	Number of Workshops	Number of Coaches
Ontario	1	13	0	0
Totals:	1	13	0	0

CanoeKids Workshops:

Province	Number of Workshops	Number of Coaches CanoeKids "Trained"	Female coaches
Ontario	0	0	0
Quebec	3	48	31
Saskatchewan	2	17	7

Alberta	1	5	4
British Columbia	5	48	18
New Brunswick	0	0	0
Nova Scotia	2	40	15
Manitoba	0	0	0
Prince Edward Island			
TOTALS:			

Competition Development “In-Training” (Part 1 Competition Development)

PSO	NS	QC	ON	BC	MB	SK	YK	Total	Total Female
# Coaches	5	4	5	6	1	1	1	23	7

Competition Development Coaches “Certified”:

PSO	NS	QC	ON	MB	NB	AB	BC	PEI
# Coaches	2	3					1	

Domestic Development Report

Submitted by Ian Mortimer

On June 1st of this year, I began working in the role of Domestic Development Manager. In taking on this role, many of the files that I took responsibility for were handed to me by John Edwards, the long-serving Domestic Development Director. I would like to take this opportunity to thank John for all of his work in leading the Domestic Program in Canada, and for his continued support in briefing me on the diverse areas of the job in which he has deep experience and expertise.

After this relatively short period of time in my role, a single, central imperative has repeatedly made itself clear: we are fundamentally an organization of partnership. Every project that is undertaken by CKC is a direct partnership with our Club, Divisions and Provincial Organizations. Our success and our struggles hinge on these partnerships, most critically with the clubs who are putting paddlers on the water every day. I am endeavoring to keep my focus on finding the common goals of these partners, listening to the challenges that we face,

and working together towards creative solutions that share the workload and the success in growing the sport. With this focus I am addressing these key areas of our Domestic Development Agenda:

Data: Registration, Entries, Results and Payment

The way that CKC keeps track of its critical data is in serious need of an overhaul. Our current backbone of registration is PadTrac, an excellent system for the time that it was created (early 2000's). However, at this point it is in need of a full update or replacement. Leading the development of a unifying system for our critical data that integrates entries, results and payment along with registration is a large area of opportunity for CKC. Building on the corporate experience with PadTrac as well as some initial research on data management systems, we are looking at forming a working group to get an idea of the needs of CKC and our partners in the data management realm, and forming a road map towards creating a sustainable, comprehensive system. Domestic programming across all disciplines, along with all areas of CKC, will be greatly improved by the availability of substantial membership data in decision making.

Domestic Competition

With support from the COC, I am coordinating a Bidding and Hosting Task Force project which is being led by consultant Benoit Girardin. The goal of this task force is to create a report and recommendations on the policies guiding CKC's international and domestic hosting of major competitions. After an initial period of research and interviews, the task force, comprised of representatives from CKC's different regions and disciplines, convened during October in Ottawa for a day of discussion and feedback with Benoit who is subsequently completing a draft report and recommendations. These draft recommendations will be presented to the membership at the CKC Summit in November, and after further feedback has been solicited, will be consolidated into a final report and recommendation on CKC's Bidding and Hosting policies.

Parallel to this effort, the DDC has undertaken to consult with our membership and engage in the beginning of a discussion very specifically asking, "What is Nationals?". This project comes out of discussion and frustration around the DDC table due to a lack of clarity on how to proceed with key decisions around the Sprint Canoe Kayak Championships, when there was not a firm consensus on what the purpose of this landmark event was. With a number of key changes being implemented in the last three years including the shift in age groups and the addition of mixed war canoe, the need for some consultation and discussion of 'where we are at', was deemed important. An athlete poll is currently out to membership to get some data on the perception of nationals, which will help inform an initial discussion at a Nationals Vision session led by myself and the DDC at the CKC Summit in November 2015. The evaluation of Nationals has included some initial discussion with Mike Kerwin, in his role as CANMAS director, and this discussion will continue to help us understand and work together on improving what is already the greatest week for our sport every year.

The National Championships held this past August in Ottawa, hosted by EOD, were a great success. Moving the event across the bay to Mooney's Bay Park elevated the championship, and provided an outstanding experience for the nearly 1200 competitors who took part. The Ottawa HOC will be presenting a report on their championship, which shows a marginal profit, and a great reception for the event from political partners in Ottawa, including significant

financial support from the city. The 2016 Nationals are in very good hands under the leadership of Tracy White and ADCKC, with the main organizing committee and sub-committees work well underway, and a very promising level of corporate support already secured.

The planning around Canada Games 2017 continues, with CKC supporting CGC and the Manitoba CGHOC in their finalizing of the event venue and schedule. Unfortunately, CKC has been informed that our quota spots for the 2021 Canada Games have been reduced from 10 to 9 for men and women. The main factor that went into this decision was participation rates at the 2009 and 2013 Games. In the case of CanoeKayak, the participation rates were 57% in 2013 and 59% in 2009. To maintain, or even regain, quota spots some strategic effort must be undertaken by CKC to target out participation rates.

Domestic Programming and Policy

The Club Development Program continued this past summer with this partnering based program being implemented with Ontario, Nova Scotia, and British Columbia. The program successfully brings together funds from CKC and the Provinces and supports sending expert coaches and Learning Facilitators into communities which are primed for the development of CKC Clubs. WOD in particular has seen success in the development and strengthening of new clubs, with an application currently under review from Muskoka which would join two other new members in the region, Collingwood and Parry Sound.

The DDC continues to take the leadership on some critical domestic policy development. Mary-Jane Abbott has undertaken a review of our CKC Code of Safety and is working with key experts from across the country to update our policy. LA Schmidt and Sara Hopkins are working together on a draft of a CKC Transgender Athlete policy which we aim to adopt before the coming racing season. LA Schmidt and I are also beginning the process of forming Para and Paddle All committees which will assist the DDC in its direction of these important programs and their growth across the country.

Looking ahead, I am encouraged by the direction we are headed. We have a great opportunity before us to bring significant positive change and growth to our sport, through the united efforts of our CKC disciplines and departments, and the essential support, trust and shared leadership of our partners.

Whitewater Activity Report

Submitted by James Cartwright

1. Whitewater Highlights

2015 Canoe Freestyle World Championships

- Event was a success, ICF was content with the technical aspect of competition despite challenges arising from a remote venue and limited opportunities for grants.
- Canadian team wins 3 medals:
 - Andrew Hill, Open Canoe

- Nick Troutman, K1 Bronze
- Zach Zwanenburg, C1 Bronze

TO2015 Pan-Am Games

- Successful Canoe Slalom competition.
- TO2015 Legacy includes:
 - Timing System
 - Technical Video System
 - Set of competition poles, crossbars, race measuring equipment
 - Vastly improve technical officials (8 Canadians involved as International Technical Officials and many more volunteers in crucial roles)
 - Race administration reference materials.
- Canadian Team wins 4 TO2015 Medals
 - Jazmyne Denhollander, Gold
 - Cameron Smedley, Silver
 - Ben Hayward, Bronze
 - Haley Daniels, Bronze

2. Domestic

- Successful 2015 National Championships in BC with encouraging attendance from host province and Alberta.
- Team Trials planning and organizational support underway with Canoe Kayak BC.
- National Championships planning and organizational support ongoing with FQCKEV.
- Temporary development coach recruited for Ottawa training group & WO to hire full-time provincial coach from Q4G Grant starting this winter.
- Discussion and Planning initiated to launch a Canada Cup Series in 2016 aimed at increasing race opportunities for U23 and Junior athletes and developing a U23 and Junior National Ranking.

3. Domestic Opportunities

- Pemberton Surf Club is leading a campaign to upgrade the Rutherford facility. There is an opportunity to collaborate with the Pemberton Surf Club to improve the safety and application of the Rutherford Whitewater facility for all river users. CKC to hold Olympic team trials on Rutherford course May 17-18.

1. Canoe Slalom High Performance

- Team leader, planning and logistical support for Senior World Championships (September, 2015)
- Slalom has secured C1M and K1M Quota for Rio 2016 Olympic Games.
- GAP analysis completed for key K1M and C1M Rio potential athletes.
- Mitigation Strategy and OTP High Performance Plan in progress.
- Review of international results corrected to Olympic Field to demonstrate a case for OTP support.
- Athlete Assistance Program Application completed and 4 athletes qualified for SR cards
 - Ben Hayward, SR
 - Cameron Smedley, SR

- Michael Tayler, SR
- Jessica Groeneveld, SR
- Pilot training camp conducted in Pau, France (October 2015) as a possible winter training base for future NT training camps.
- 2016 AAP criteria to be updated to include C1W subject to IOC confirmation of 2020 Olympic program inclusion of C1W.

4. Leadership/Coaching

- NCCP Canoe Slalom competition introduction and competition development pilots to be completed November 2015.
- Reference Materials under progress with March 31st deadline for completion.
- Pool, Lake, Whitewater Instructor 3 reference materials in translation with Patrick Trembl

Commodore's Report

Submitted by Madeleine Hall

Organizational Alignment on SRC matters

Much has been done at the CKC level to reform our governance system to bring our organization in compliance with the new Not-for-profit act. This overhaul has also been an opportunity for the Sprint Racing Discipline to look at its governance structure and consider its organizational alignment. New Terms of reference for the Sprint Racing Council have been approved by the Council members, the general membership and by the Board of Directors. Rules of Structure have also been drafted and terms of reference have been (and are being) developed for the following subcommittees:

- Domestic Development Committee
- High Performance Committee
- Officials Committee
- Nominating committee
- Trophies and Awards Committee
- Coaches Technical Committee

Annual Forum Meeting

With our AGM having to be held within six months of our year end, a conference call to approve audited financial statements and conduct some other book keeping business took place on September 29. The November Summit allows for a greater gathering of the CKC family at more preferred time.

Board Elections

All Board positions are up for election at this November Meeting of Members. The sprint paddling association members endorsed Peter Giles and myself (in the position of SRC Commodore) through an electronic vote as the sprint representatives to sit on the Board.

Meetings

An in-person meeting of the SRC took place on May 30th, 2015. Several teleconference meetings also took place to deal in large part with organizational alignment.

2015 Pan Am Games

The sprint events took place at the Welland International Flatwater Centre and were a huge success. Starting with the WK-4 winning the first gold medal for Canada of the entire Pan Am Games, the event, I was extremely impressed with the highly professional work of the hosting committee and of the volunteers. The competition ran smoothly and seemingly flawlessly. The social events for our guests were also a huge success. The dinner at the Peller winery with a magic touch of ice wine was certainly a highlight! Congratulations to all our CKC volunteers!

National Championships, Ottawa

The National Championships were held in Ottawa this year, hosted by the Eastern Ontario Division in partnership with Rideau Canoe Club. This was the first time that the site was situated across the river from the club, with the tower and official's center at the Club. I believe that this was a great success with much more room for everyone to set up for the week.

Congratulations and thank you to all the volunteers who gave many hours of their time and who managed to keep smiling and be very welcoming all week!

A wonderful highlight of this event was Renn Crichlow, a Rideau Canoe Club alumni and World Champion in K-1 attended and presented his trophy for the U17 Men K1, 1000m.

Canadian Olympic Committee meetings

Casey Wade, Peter Giles and I continue to be involved with programs of the Canadian Olympic Committee and recently attended the November Session Meeting & National Sport Federation Leadership Summit in Montreal. The COC continues to be an important sport partner and is provided support to CKC for organizational alignment, marketing and human resource projects to improve our efficiency as a National Sport Organization.

Strategic Plan

The Sprint Strategic Plan continues to be the overall guide to our Sprint programme. We constantly return to the five 2016 strategic imperatives: Healthy Club system, High Performance, The Canadian Canoe, Leadership and Organizational Effectiveness to guide and to assess our progress. Details of the work that has been done to support these imperatives can be found in the staff reports .

We will be setting new Strategic imperatives for post 2016, along with the new CKC Strategic plan. I look forward to setting new goals and imperatives that will serve us well for the future. The SRC will have an important role to play in this process.

The ICF

Sprint is constantly changing as the ICF reviews its vision and purpose at the International level. We must make sure we have a presence and an influence on that stage. At the moment we have Frank Garner, Dr Don McKenzie, John Edwards as Board members. We must look at this and establish a plan for continued presence internationally.

Thank you

Thank you to all of you who have given so much of your time and effort this past year. There have been numerous conference calls requiring some time, reflection and thought on your part. I believe we have worked through the many changes and issues with terrific cooperation and respect.

Although CKC is undergoing major governance change, the Sprint Discipline continues to be strong and steady in its vision and purpose.

High Performance Committee Report

Submitted by Adam Klevinas, Chair, High Performance Committee

The following constitutes the HPC report for the 26-27 November SRC Meeting. While I will be unable to attend the meeting in person, I would be happy to discuss any of the items mentioned below, or any other matters, informally by email, in-person where possible, or via telephone.

Looking back

2015 was a season of highs and lows with respect to international performances. From the HPC's perspective, following the World Cup season, Canada's performance at the Pan American Games was quite successful; however, performances at the World Championships in Milan were, apart from the notable exception of Mark DeJonge's repeat World Champion performance, disappointing and have resulted in challenges as we move into the most important and critical year of the quadrennial, the Olympic year.

These difficulties have included challenges applying the Carding Criteria. The HPC held several conference calls to try to find a solution so that the apparent inequities that resulted from the application of the Carding Criteria could be avoided. However, the HPC came to the conclusion that a strict application of the Carding Criteria was necessary and that there were no possibilities to make discretionary decisions that departed from the Criteria. Had such a discretionary approach been taken, the end result, if challenged on appeal, would have been that an arbitrator - if not Sport Canada at the moment of approving nominations - would have required a strict application that respected clear wording of the Carding Criteria. Consequently, the HPC felt that it was important to apply the Carding Criteria properly at the outset.

The HPC would nevertheless like to express its thanks to the SRC for its support in relation to approving financial assistance to certain athletes who were not nominated for Sport Canada's Athlete Assistance Program but who will continue to contribute to the High Performance Program.

The other challenge that has resulted from 2015 performances is the diminished possibilities to qualify quota spots for the 2016 Rio Olympic Games. The HPC will be working closely with CKC staff to develop the policy direction and Selection Criteria that will be applied to 2016 Olympic selection.

Looking forward

The HPC would like to express its support for the direction that the High Performance Program, led by High Performance Director Scott Logan, is seeking to take in 2016 and beyond. Specifically, the HPC supports the move toward a performance-based approach for top athletes as well as the development of athletes who demonstrate potential to become Canada's future top performers at the international level.

As mentioned, the HPC will be working closely with CKC staff to develop any necessary policies and/or criteria that will assist with managing the challenges noted above as well as with the short term and long term objectives of the High Performance Program.

Domestic Development Committee Report

Submitted by L.A. Schmidt (Acting Chair)

It has been a very busy time since stepping onto the DDC in February 2015 replacing Rick Fair as the DDC Chair.

At our February meeting we took action items and began to get to work. As a committee we know there are only a few things that can get done on an annual basis and we wanted to set up a plan that would maximize both Ian's time and the committee member's time. Ian and I met and put a plan together that we presented to the DDC, knowing we could only do a few things well for 2015 and get those done and for 2016 establish more objectives to complete outstanding Domestic issues.

We set some short term goals for this year, to make sure the Nationals 2015 would be as great as it was, helping wherever we could as a team! Defining the future Nationals was a big ticket item for our group and so we are tackling that through our online survey and Nationals review being led by Adam and PL at our upcoming meetings in November.

I am super pleased that we are all jumping in and making the committee responsible for getting things done.

WE know we need to form Paddle All Committees and define the CKC Strategic Directions for our Paddle All athletes from 2015 onwards. These committees will be formed shortly..... stay tuned.

We as a committee recognize there is a need for many updates and overhauls of various projects/documents and we will continue to do our best in the coming days/years to get these jobs done.

In closing I would like to thank each of the members of the Committee for a great solid effort in supporting one another and Ian in his new job at CKC. Mary Jane Abbott, Mike Moir, Adam Oldershaw and PL Laliberte. Great work Team DDC!!! I am very honored to be working with such an awesome and caring group of paddlers/coaches/officials in CKC.

Thanks for a great year!

Athletes' Representative Report

Submitted by Tom Hall

This report encompasses high performance and domestic athlete feedback from the previous competitive year. Due to how resources are allocated in sprint and the complexities around the high performance team, most of the feedback is related to high performance.

As Sprint Racing Council athlete rep I brought the information together looking for themes, specific areas where CKC has done a good job, and areas that need to be better.

The concerns/feedback for this year are less discipline specific than in past years. However, the reasons for this seems to be mounting frustration with the high performance program.

I would like to begin by saying how happy I am that we finally have an Athletes Committee at CKC. It's been six years in the making and I have to thank Casey Wade and the Board of Directors for their support in getting it finished.

Domestic

Pierre-Luc Laliberte provided a DDC athletes report, which is generally a positive in tone. The complete report has been given to the DDC.

High Performance

Cost

Athletes trust that CKC is doing this because it has no choice. But the added costs to athletes shouldn't be taken lightly. According to a study done by Sport Canada, the average national team athlete lives below the poverty line. Expenses are far higher than their non-athlete peers, and income is far lower.

Coaching

In general athletes across disciplines were happy with both the quality and frequency of their coaching. Predictably the weak point in the cycle is fall, but CKC is aware of the issue and working on corrections.

Another concern is that once athletes fail to make the world champion team, or aren't racing Olympic events, they feel they are left behind in terms of attention. Ensuring that CKC is providing the best coaching possible for national team athletes throughout the season is critical for long-term success and growth.

Training Camps

As usual most training camp locations were good. There is obvious concern about the loss of access to the Pines. It's been a staple of our training for decades. Montreal training camp adds a lot of public transit travel (up to 2 hours per day) that makes it difficult to rest properly. Should be taken into consideration for future years.

Integrated Support Team

Feedback about the IST was positive. However there is a need for clarity on how Smartabase will be used in day-to-day as athletes still don't see short-term value and impact on their day-to-day activities.

Key areas for improvement:

- year-round access to services
- ensuring that testing results are used in training
- during training camp **all** disciplines get equal access to physiotherapy and massage
- caution used when using wind and other IST measurements in selection.

Criteria

The importance of criteria cannot be underrated. An underlying issue is that criteria has undergone significant changes every year since 2009. Selection criteria should be a fairly static document. We are selecting athletes to compete at the same events year after year and we have an objective means of selecting the best, namely racing.

The length and complexity of the document is unacceptable and has lead to obvious problems.

Key areas for improving criteria:

- *Clarity of the document:* No athlete should be unclear as to how to make a team at any time in the season.
- *Use of time standards:* With no accurate way to account for wind we should rely instead on results against known performers and use times as ways to track performance.
- *Timing:* Criteria needs to be published as early as possible. At least before spring training camp begins.
- *Objectivity:* Though there is room for coach subjectivity, it should be mitigated as much as possible by a clear process and method. No selection should take place without everyone involved understanding exactly what is being looked at and how. A selection process should begin with written documents outlining the process in detail well in advance of the actual selection process. Under no circumstances should athletes be put in a position where they are being selected based on criteria they don't know about or understand.
- *Tiering:* Some athletes still find this process confusing and the criteria vague.
- *Changes to Criteria:* Every year the HPC/HPD should go through a rigorous process that solicits feedback from athletes and coaches on how to improve the criteria.

My recommendation is that any changes to the criteria should go from the coach requesting the change, to the HPD, who then brings it to the HPC, who in turn present it to the SRC for final approval. This would essentially mirror the process that creates the criteria in the first place. It should be noted that using tight time lines as an excuse to forgo a fair and transparent process when changing what is arguably the most important document for athletes, is not acceptable.

Clothing: Most athletes are happy with the new clothing, however concerns over when and where athletes are obliged to wear official clothing need to be reviewed.

Athlete Agreements

We need to establish a process for developing and changing athlete agreements. This will undoubtedly be something the new athletes council can work on.

Conclusion

This has been a difficult year. Though pointing fingers is tempting, I think we are seeing the results of six years of continuous change in how the high performance side of CKC is run. From selection, to coaches to staff, there has been too much change without regard to what is best for athletes and what athletes need to do their job and perform.

I am aware of how hard CKC staff is working to remedy some of the problems highlighted above, and CKC staff understand the issues and are working hard to regain the trust of many of the national team athletes as is evidenced by the High Performance Review. The task isn't easy and will undoubtedly take time. Meanwhile, athletes will undoubtedly continue to train hard and do their best to perform.

Final note:

This is my final report as athlete rep on the SRC. I've been in this role since 2009 and watched CKC undergo massive change. I like to think I've helped guide some of that change by providing staff and other committed volunteers with a reliable athlete's voice.

The role has been difficult and frustrating at times, and I have to applaud the people I've worked with. As much as I've been a critic, I have the utmost respect for the challenges they face. I also have to thank them once again for their support getting the athletes committee off the ground. Thank you for putting up with me.

Sprint Pan Am Report

Submitted by Chris Helyar

From the perspective of the Sport Organizing Committee, the 2015 Pan Am Games sprint canoe/kayak competition was a success. The competition was completed in accordance with the published timetable, and there were few major problems encountered during the preparation period or during the event itself.

The most important factor contributing to the success was the leadership of our Sport Manager (Sarah Smith) and the experience and commitment of the volunteer leadership. We were extremely lucky to have Sarah, who had prior experience with our sport (London Olympics and Canoe Niagara), knew the venue well (Canoe Niagara) and understood the differences between a pure canoe/kayak competition and a multi-sport games environment.

We had volunteer leaders who were extremely experienced with our sport, who have a shared passion for the sport, and who worked very well together. The hours for the volunteers were long, and the fact that the team could combine a professional approach to the tasks, with a sense of fun and excitement, made the difference. The volunteer leaders, all of whom devoted so much time to the event, were:

- Kim Houston, Sport Information Desk Supervisor
- June MacDonald-Jenkins, Athlete Services Supervisor
- Mike Moir, NTO Supervisor
- Don Mosher, Sport Equipment Supervisor
- Mark Ring, Field of Play Supervisor
- Ted Roworth, Sport Access Control Supervisor

Dean Jenkins was the liaison between Sport and the Pan Am results/timing group and was a big contributor to the volunteer team culture. I truly believe that the enthusiasm and willingness to laugh at and with each other among the leaders made the volunteer experience much more fulfilling for all of the volunteers.

The South Niagara Canoe Club, and particularly Richard Dalton, the Head Coach of the club, were very helpful in arranging last minute boats and equipment, and providing athletes to support pre-race rehearsals.

An early decision by the organizers was to bring in Fred Van Horne's crew from Dartmouth to set up the course and starting system. Very few (if any) of the local Welland crew that assisted with the start system for Canoe Niagara were still with the local team, and while the Pan Am organization (given negative press about spending) was clearly trying to minimize

expenditures, the investment in ensuring that the course was fair and the start system worked, was well worth it.

We didn't hear any significant complaints about wind conditions (which as always in Welland) was a very vocally expressed concern prior to the event.

One of the more frustrating aspects of supporting the competition was the poor communication and lack of professionalism by some of the boat/equipment providers, with the notable exception of Nelo. Plastex had committed to providing boats and having an onsite presence, but dropped out at the last minute. The North American Braca representative would not respond to emails or phone calls after initially agreeing to participate, and never did show up.

Nelo did a wonderful job picking up the slack, and supporting teams and athletes whether or not they used Nelo boats.

Other Thoughts

We were extremely disappointed by the attitudes of some of the COPAC representatives, for whom establishing and continually reinforcing a hierarchy (particularly between ITOs and NTOs) was their priority. We had an officials' lounge, that could accommodate 40 officials, and one of the first actions by the COPAC leaders was to exclude all of the Canadian NTOs (including Mike Moir) from the lounge. The shuttle bus that was to bring ITOs from the Four Points and the NTOs from the adjacent Brock University accommodations, was unilaterally hijacked to be only for the ITOs, leaving the NTOs to make their own transportation arrangements.

I regret not pushing back against the COPAC (or at least selected COPAC leaders) imposition of a hierarchy that went against our Canadian culture of equality and respect for each other, and it would be important in any future events to make sure it is clear who (i.e. the local hosts and federation, versus the international sponsors) have ultimate authority to make decisions about the relationships between key stakeholder groups.

Atlantic Division Flag Officer's Report

Submitted by Paul Dean

2015 has marked yet another successful year for the Atlantic Division CanoeKayak Canada. Below are some of our main strategic accomplishments:

Healthy Club System

Increased Profile

- Continued the *Chronicle Herald* partnership, including an advertising campaign valued at \$28,000 to increase our profile and membership
- Media presence at Canada Cup Three (CBC, CTV and Global)
- Snap Chat campaign at 2015 Nationals

Increased Collaboration

- Member club strategic planning sessions for:
 - High Performance
 - Long-Term Athlete Development/Canadian Sport for Life
- Strategic day of planning for the Canoe Sprint Legacy Fund Association to determine the spend down and areas of investment
- Representation on National committees/taskforces:
 - SRC
 - CKC Re-Brand
 - CKC National Championship
 - CBC International Bidding and Hosting

Club Equipment Support

- Plastex Cadets finally arrived in December 2014 and were well used by the clubs during the 2015 season

Competition/Increased Racing Opportunities/Support

- Six U11 singles events (facilitated by Regional Coach)
- Hosted Canada Cup Three
- Sanctioned Regattas both on and off Lake Banook

Athlete/Volunteer Recognition

- Awards Celebration for U17 and up
- U13/U15 Medals presented during the event by National Junior Team
- Ricoh Awards:
 - Mark de Jonge – Male Athlete of the Year
 - Genny Orton and Una Lounder – Team of the Year
 - Ben Russell – Male Team Athlete of the Year
 - Sue Rickard – Official of the Year
 - Ralph Orton – Sport NS Volunteer of the Year

Club Development

- Mobile Kayak Program visited eight communities
- Meetings with Sport PEI and the Province of PEI
- Hosted a round-table discuss with Valley/South-Shore recreation and sport leaders to determine the next steps to develop the sport in those regions

Canadian Sport for Life/Long-Term Athlete Development

- Race formats updated and a Parent Handout was created to communicate the change and the reasons for the change

- Junior Coach development camp hosted, with financial support from the Canoe Sprint Legacy Association

High Performance

- Organised and delivered international competitive opportunities for ADCKC paddlers at Canada Cup 2 and 3
- Three U15 testing sessions
- Local Competition Development training for 6 participants
- Canoe Kids/ELCC for 60 Coaches
- Two Making Ethical Decisions modules
- One set of Comp Intro Theory Modules
- The ADCKC continued to grow its position on National Teams with athletes named at all levels. Michelle Russell and Mark de Jonge were Canada's only athletes to qualify boats for the 2016 Rio Olympic Games (so far).
- Mark de Jonge's incredible defense of the 200m K1 world championship clearly the highlight of the year!

Leadership

Significant Events

- New organisational structure has been formed for the National Championships, with all volunteer leaders recruited, in place and actively meeting since November 2014
- Increased revenues for Nationals by 200% to date over 2012
- Draft bid created for 2019 Senior World Championships

Strengthen Volunteer Base

- Hosted two Pleasure Craft Operators courses
- AED installed at the ADRC and training delivered to key volunteers
- New ADCKC Governance Structure drafted, with position descriptions and committee terms of reference

Increased Revenue

- Mobile Kayak Program (Prov. NS/CKC) / Continued Partnership CSCA & CKC Facilities / Continued Partnership HRM Outdoor Sport Facility Maintenance / RBC Blue Water Project / Tower (multiple funding partners) / Summer Students (Fed. / SCEI / SCSD)
- Funding Secured for Chute on Judges Tower
- Endorsed many successful Member Club applications (SNS)
- Continued leadership and administrative support on the Canoe Sprint Legacy Fund Association
- Continued search for venue sponsor
- Welcomed Boston Pizza as a Regatta Sponsor
- All Sponsorship Opportunities updated
- New Sponsors Secured for the 2016 Canadian Sprint Canoe/Kayak Championships

Organisational Effectiveness

Strategic Plan Implementation

- Made significant steps towards the re-structure of the ADCKC Governance structure.

Budget Alignment/Reorganisation

- New budget model implemented to include capital asset depreciation

Infrastructure/Capital Assets

- Tower foundation repair and chute repair
- Inclusion of capital asset upgrades and acquisition in 2016 Nationals grant request

Para Canoe/PaddleAll

- Booth at the Sport Fair
- Successful with an application to Sport Nova Scotia to assist Andrea Waters, ICF Paracanoe Technical and Medical Classifier to attend a Paralympic Conference
- Grant secured from Faculty Union of Saint Mary's University for Equipment
- Proposal to Sport NS to acquire adaptive equipment
- 2015 LA Special Olympics – Don Mosher and Heather Corrigan Officiated
- Continued Paracanoe/PaddleALL programs at Member Clubs

My thanks go out to our many volunteers, clubs and partners who have significantly contributed to all the components that make our Division great. My thanks also go out to our staff who regularly go above and beyond to ensure the Division's success, especially our year-round staff: Tracy White, Jeff Houser and Peter Lombardi.

Eastern Ontario Division Flag Officer's Report

Submitted by Kim Houston

Overview

The Eastern Ontario Division made further progress on the divisional goals of (1) providing training to coaches (led by OSCRA) and officials, (2) building our regatta schedule with stated objectives, allowing athletes to excel following LTAD model, and (3) managing safe, well run events within our division.

EOD hosted many divisional and provincial regattas during the summer of 2015, including OCUPs 1 and 3, all of which were well attended by athletes, coaches, officials and volunteers.

Sydenham Lake Canoe Club hosted the EOD U15 Championships and it was a huge success.

The Eastern Ontario Division also hosted Nationals at the Rideau Canoe Club. This was a massive undertaking, with RCC providing leadership, and other divisional clubs helping out with key activities. The vast number of volunteer hours that went in to hosting made this event such a success.

Healthy Clubs

The multi discipline/multi age paddling model is continuing to build momentum in EOD. Stand up paddling, dragon boat, outrigger canoe and surf-ski are becoming common place at a number of EOD clubs bringing in new members of all ages and are generating revenue for the clubs.

Paddle All and adaptive paddling continues to develop in the division. EOD currently has 4 adaptive paddling programs. NBCC, RCC, CP and ORCC are all running adaptive programs. ORCC hosted a para coach workshop in October with 7 participants.

As noted above, Sydenham Canoe club hosted a key event this summer. This is considered critical in the development of these small clubs.

High Performance

Once again EOD had great representation at Nationals in Ottawa. RCC won the overall burgee, ORCC finished 18th and CPCC finished 21st. RCC also won the Masters overall burgee with ORCC finishing a strong 3rd.

EOD has 3 clubs with full time coaching staff that continue to work with athletes year round.

Leadership

Coaching education courses / professional development commenced early spring through the fall. EOD will assist our coaches in attending the CKC coaching conference this fall.

The DOC hosted one Level I/II officiating course at CPCC in conjunction with OCup 1, allowing new officials to get experience immediately. New officials were paired with experienced officials, facilitating mentoring and sharing of best practices

Organizational Effectiveness

Our volunteer base has also improved and with the VOCAL spreadsheet tool, EOD events ran quite smoothly. However, the Division struggled to provide enough volunteers and officials for provincial events hosted by EOD; thankfully WOD kindly stepped in to help. The strain put on our volunteer base preparing for Nationals was a contributing factor but it continues to be a struggle getting new people to step up and volunteer at the Divisional level.

2015 Executive Committee

Flag Officer	Kim Houston	ORCC
Vice Flag Officer	Ivonne Soucair	RCC
Past Flag Officer	Bevin Schmidt	ORCC
Secretary	Heather MacIntosh	RCC
Treasurer	Stephen Moir	RCC
DOC	Kim Houston	ORCC
Registrar	Ivonne Shoucair	RCC
Awards	Vacant	
Coaches Representative	Stuart Wilson	RCC
OCSRA Representative	Charles Slade	EOD
Athletes Representative	Rowan Hardy-Kavanagh	RCC

2015 EOD Commodores

Carleton Place	Kelly Parson
Gananoque	Stacy Wilson
North Bay	Ed Hong, Bob Everest
Ottawa	LA Schmidt
Rideau	Ron Sibthorpe
Sydenham	George Jones, Helen Parfitt

Moving in to 2016, I recommend a divisional volunteer coordinator. The task of organizing volunteers and officials together is too much for the DOC to coordinate. I also recommend establishing a divisional safety coordinator who would work closely with the DOC to ensure a consistent standard of safety at all regattas. CKC is reviewing their national guidelines and it would be beneficial for EOD to continue to participate in the revision, and to commit to development of division-specific guidelines if appropriate.

In closing, I would like to personally extend my appreciation to the members of the Board of Directors for all of their work this past year. My goal was to strengthen the division by endorsing the smaller clubs. Having these small clubs host key events increases the visibility of canoe kayak in their communities, particularly in Sydenham Lake. There is still much work to do to support clubs as their membership numbers decline but increasing community awareness is a positive step.

Western Ontario Division *Flag Officer's Report*

Submitted by Ted Roworth

I would like to take this opportunity to thank all of our special volunteers who made 2015 an amazing year in the division. From the Ontario Team Trials in May, to the lead up and facilitation of the 2015 Pan Am Games in Welland, WOD U15 Championship in Parry Sound and National Championship in Ottawa, and all of the regattas in between, WOD volunteers were front and centre at all of these events and more.

We have become a group that can be relied on to "Step Up" where and when it counts! Of that, I'm very proud of you all and enjoy working with you.

A special thank you to outgoing Directors, Sue Cox (Divisional Officials Coordinator), Karen Roe (DDRA Rep and Masters Coordinator). You were professional in all aspects and diligent in your tasks.

With the leadership of Kevin Howard, Divisional Safety Director, this spring we trained 40 volunteers in Safety Boat Procedures. We are holding safer regattas, have more volunteers trained as safety boat drivers and have started to implement the "High Competition Procedures" developed and used in the Atlantic Division and COPAC events in North and South America. We have a way to go, but I'm confident that these processes and procedures will be embraced and incorporated into training sessions at WOD clubs and all regattas held in our division.

Our athletes deserve to be safe and our parents need to know we are doing everything we can to ensure we are implementing and holding ourselves to the highest standard.

Moving forward to 2016, WOD will be hosting the Ontario Championships and we look forward to continuing to engage the Parry Sound Canoe Club and other Northern Ontario clubs by holding the 2016 WOD U15 Championship in Parry Sound.

The Welland2017 Steering Committee has started to meet regularly and has identified the Host Organizing Committee Chairs and will facilitate the first all HOC Chair meeting on November 7th.

I would like to personally thank, Adam Oldershaw, Mary Ellen Bench, Allan Potts, Dean Jenkins and the incomparable Paul Vincent, for their ongoing support and dedication to WOD and our executive team.

Thank you to CKC EOD for staging a wonderful 2015 National Championship. Congratulations to the Rideau Canoe Club for winning the overall burgee and to Burloak C.C. 2nd place, Balmy Beach C.C. in a close 3rd and Mississauga C.C. in 7th.

Priarie Flag Officer's Report

Submitted by Leon Schiebel

- Alberta hosted the Western Canada Summer Games in Fort McMurray
 - the provincial sprint canoe association organized the sprint canoe-kayak event
 - Yukon sent a team – this is the first time this has occurred at WCSG
 - there is no sprint club in the city
 - the race course had some challenges regarding width and length
 - volunteers from the city and Host Organizing Committee did very good job for us and the Games
- The Division had 6 athletes attend world events:
 - U23 and World Juniors in Portugal – athletes from Saskatoon and Calgary
 - Marathon Kayak in Hungary – athletes from Regina and Calgary
 - Olympic Hopes in Poland – athlete from Calgary
- The Canada Day Regatta in Regina had 2 clubs from United States attend
 - Approximately 30 athletes from Minneapolis and Oklahoma City attended in addition to the clubs from the Division
- Calgary Canoe Club has been certified as part of the Club Excellence Program
- Paracanoe programs are growing in the Division; one of the Division's athletes did well as the Sprint Nationals this year