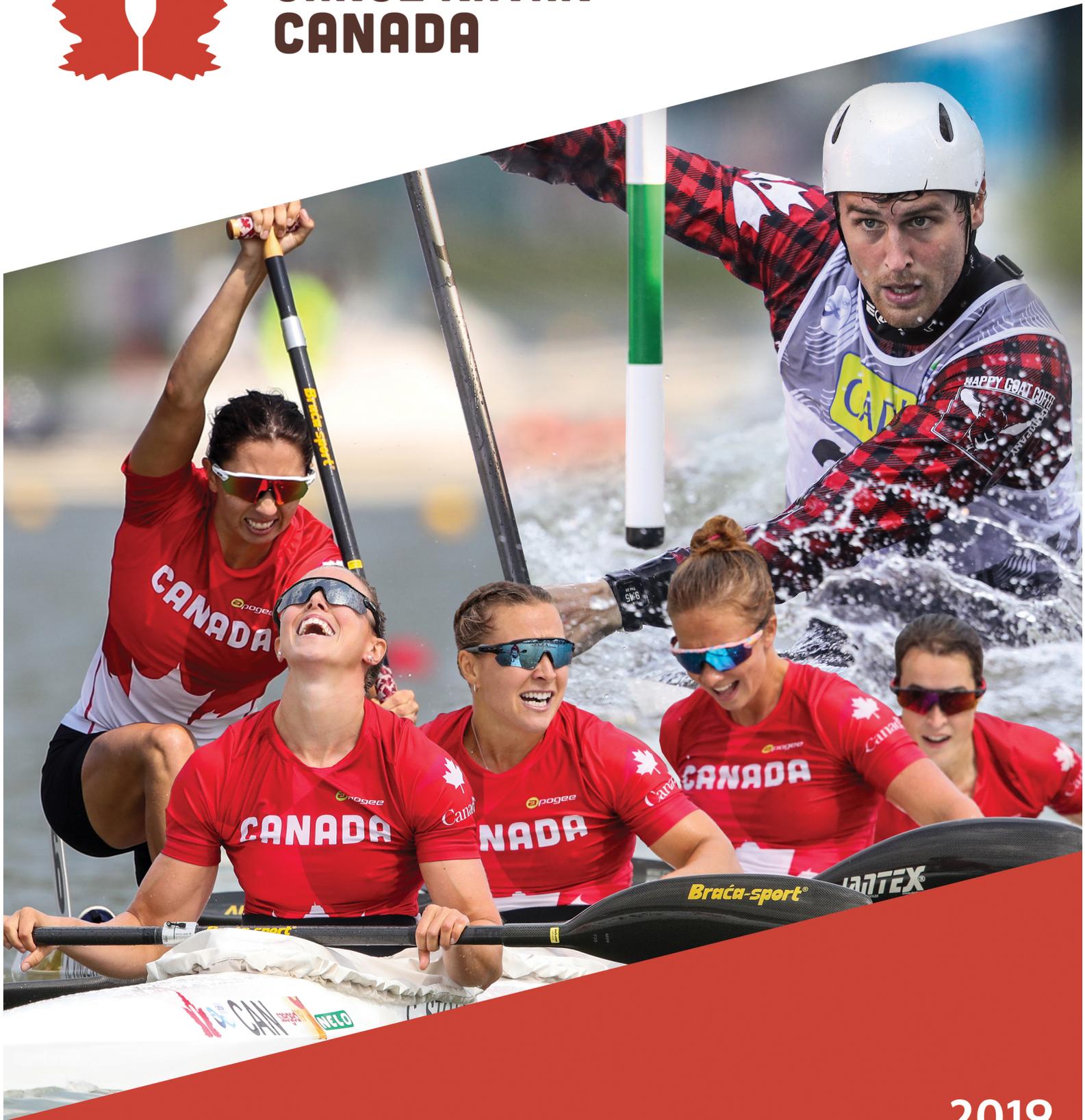




CANOE KAYAK CANADA



2019

ANNUAL REPORT

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PRESIDENT'S NOTE

By Peter Giles

As the outgoing President, I am happy that I have been given the opportunity to write the President's note for the Annual Report, one last time!

You, the members of CKC, should be very proud of what you have accomplished, and the organization you have created. For a sport with so much tradition, you have not let the past be a brake on progress. The governance of CKC continues to evolve, and we are better aligned in our objectives and our strategies than ever before. We are leading the Canadian sport community in many important ways. We still have more to do, but as long as we continue to collaborate and pull together, we will be well positioned for the future.

The CKC staff has continued to grow in strength over the past year, with more of our leaders taking on new and challenging roles. Casey Wade has truly put together one of the best teams in the business. As I said in last year's report, I am confident that we are the envy of other national sport organizations in that regard.

I am, as always, especially thankful to the three Board members who chair our three Discipline Councils: Warren Hastings, Kris Archibald, and Sara Hopkins (ably supported by Madeleine Hall). Together with their Councils, these three members of our Board have been key players in moving CKC towards its strategic objectives. I encourage you to read more about the discipline-specific activities of CKC in their reports. I wish Sara well as she leaves us for a while, and I am sure she will be back!

This is my last time writing this note, but this is definitely not goodbye. I am grateful to all of you for giving me the opportunity to continue to represent you as a member the Board, and I look forward to working with our new President Chris Helyar, and our ever-strengthening leadership team. There are many exciting opportunities and a lot of great experiences ahead of us. Thank you for letting me paddle with you "through the water to friendship."

It has been an honour.

Sincerely,

A handwritten signature in cursive script that reads "Peter Giles". The signature is written in black ink on a white background.

Peter Giles



DISCIPLINE REPORTS

DISCIPLINE REPORTS

SPRINT REPORT

By Madeleine Hall

This report outlines the present roles and responsibilities of the Sprint Racing Discipline (SRC). Details of the specific activities can be found in the staff and sub-committee reports.

The strength of the SRC lies within its committees and Divisional representatives. This structure allows us to fulfil our mandate to the strategic plan by supporting the 4 strategic priorities:

- Proactive communication
- Enhanced club and grassroots development
- Enhanced performance
- Effective leadership

Domestic Development Committee (DDC) and High-Performance Committee (HPC)

Enhanced club and grassroots development and Enhanced Performance

These two committees work closely with the staff and with each other. In fact, the Director of Development and the Chair of the DDC are ex-officio members of the HPC and vice versa.

This leadership is key to the success of our sport. It facilitates the relationship between the clubs and the National Teams and encourages communication between coaches, athletes,

staff and members and supports another strategic priority, **proactive communication**. This collaboration also encourages multi-discipline activities within the clubs.

DDC

This Committee and its Chair, LA Schmidt, works very closely and tirelessly with Ian Mortimer our Director of Development. Its mandate is to support **clubs and grassroots efforts** in Canada, which culminate in our annual National Championships.

This marks the end of LA's terms as chair of the DDC. We thank her for her energetic and tireless work, her shoes will be hard to fill!!!!

HPC

This committee and its chair, Stephen Gallant, works closely with the CTO, Graham Barton and his team. Its primary mandate is to support and **enhance High Performance**. However, there is a close rapport between the coaches at various levels from club to National Team which in turn enhances the domestic programs. Details will be available in the CTO and HPC Chair reports.

Coaches Committee

Chair: Blake Dalton

The Chair of the Coaches Committee keeps the SRC up to date with the coaching activities, concerns, education and various initiatives. The Chair provides the SRC with a hands-on coach's point of view from the high performance to the domestic programmes.

Officials Committee

Chair: Mike Moir

Our officials are integral to the health of our sport. This committee works hard to ensure the training of all officials from the local to International level. The Officials' representative provides the SRC with strong technical expertise during discussions and consultations.

Athletes Committee

Chair: Ben Russell

The athletes' representative provides the SRC with the athletes' concerns and points of view during our discussions and consultations.

Divisional Representatives

The Divisional representatives serve the SRC as representatives of their divisions. This liaison is necessary for the SRC to stay in touch with the large geographic reality of our membership.

This year there was some positive discussion about the possibility that these members of the SRC would support various projects and/or serve on some of the subcommittees.

This year's Flag officers:

Atlantic: Barry Ring

Quebec: Guylaine St Georges

EOD: Heather MacIntosh

WOD: Ted Roworth (New WOD Flag – Paul Vincent)

Prairie: Leon Schiebel

Pacific: Darren Koehler

CKC thanks Ted Roworth for the strong contribution he has made to the Sprint Racing Council, Western Ontario Division and to paddling in Canada.

Board of Directors

There are two representatives of the SRC on the Board of Directors: Sean Cannon, elected by the SRC, and the SRC Chair, Sara Hopkins. As the Board assumes more and more responsibility, the Council representatives play an important role as technical advisors. Our members: sprint, marathon and white water are CKC's "clients". It is our mandate to make sure that our respective disciplines are maintained and are in keeping with CKC's governance and corporate structure.

Alignment

Since the restructuring of CKC's governance in 2015 there are concerns regarding the roles and responsibilities of the SRC. The alignment discussions at this Summit will touch upon this as we strive to maintain our effectiveness and relevance.

Thank you to all the members of the SRC for your dedication and love for our sport.

It was my pleasure to step in as interim chair/commodore. Thank you for having confidence in me and allowing me to extend my long service as Commodore!!!

WHITEWATER REPORT

By Warren Hastings

2019 was an active year across all whitewater disciplines. Summarized below are some of the year's highlights. These include a revamped slalom high-performance program, strong results from Canada's national slalom team on the international race circuit, and, for a second year in a row, a multi-discipline national competition featuring slalom, wildwater, and freestyle events.

Proactive Communication

When we achieve these priorities, CKC will be a recognized and trusted partner in the paddling community.

Major national and international events featuring Canadian whitewater athletes were summarized on Canoe Kayak Canada's [news site](#) and captured on the organization's social media channels. Recognizing the important community engagement function served by online platforms, the Council and CKC will work to maintain social media coverage of whitewater events in the coming year.

Enhanced Grassroots and Club Development

When we achieve these priorities, we will have a strong vibrant integrated grassroots development system spanning all paddling disciplines.

CKC's slalom high performance program was restructured during the year. This included the appointment of a dedicated Next Gen coach to cultivate Canada's next generation of high performance slalom paddlers. The result was better collaboration among CKC, club,

and provincial slalom coaches. While the Next Gen coaching mandate is relatively new, it is showing early signs of success. Specifically, Ontario's Mael Rivard placed 24th in the Men's Junior K1 event at the International Canoe Federation (ICF) Junior and U23 Slalom World Championships.

For the second consecutive year, CKC helped to organize a national competition featuring multiple whitewater events (slalom, wildwater, and freestyle). This was consistent with requests of the paddling community and encouraged crossover participation, evidenced by top freestyle paddlers competing in wildwater and slalom and vice versa. While entries declined year-over-year, they remained at healthy levels. 39, 70, and 31 boats entered the wildwater, slalom, and freestyle events, respectively, including 27, 45, and 18 at the cadet or junior levels.

Enhanced Performance

When we achieve these priorities, we will be a top performer at all levels, in all disciplines.

Another key element of this year's slalom high performance program restructuring was the appointment of an International coach to foster the national slalom team's performance on the world stage. The team did not disappoint, securing three quota spots for Canada at next summer's Olympic Games in Tokyo. Two of the spots were thanks to a 14th-place finish by Ben Hayward in Men's K1 and a 9th-place finish by Cameron Smedley in Men's C1 at this year's ICF World Championships in La Seu D'Urgell. Canada's third quota entry is in Women's K1. Additionally, the team reached 10 semifinal races at the four ICF World Cup events it attended and delivered three medals at the Lima 2019 Pan-Am Games. These included a silver from Lois Betteridge in Women's K1 and two bronzes from Keenan Simpson – one each in Men's K1 and Men's K1 Extreme. Ben Hayward also made his mark

in Extreme Slalom this year, winning World Cup 3 and a placing sixth at the World Championships.

Canada sent a 14-person team to the ICF Freestyle World Championships in Sort, Spain. Among them was 2009 Freestyle World Champion Nick Troutman, who finished 18th in the Men's Kayak event. Teammate Luke Pomeroy finished 6th in the Junior Men's category. Marc Godbout made it to the semifinals in the Open Canoe competition, and Ian Thomson and Matt Hamilton did the same in Men's Squirt.

Effective Leadership

When we achieve these priorities, CKC will be more efficient and effective.

Devising a new strategy for Canada's slalom high performance program requires time, effort, and resources. Early signs of success, underscored by the results noted above, suggest the initiative is bearing fruit. To ensure this remains the case, the Council will need to regularly review the program and adjust it as necessary.

A summary of the 2019 competition season would not be complete without acknowledging CKC's dedicated staff and countless volunteers, whose collective effort was integral to the success of the events described above. The Whitewater Council intends to continue working closely with these partners in support of Canadian whitewater athletes, particularly in the final stretch ahead of Tokyo 2020.

MARATHON REPORT

By Kristoffer Archibald

Proactive Communication

When we achieve these priorities, CKC will be a recognized and trusted partner in the paddling community.

The MCRC initiated the development of a national Marathon Paddling website that will host a schedule of all marathon paddling events, not just national events. MCRC has taken on this challenge with the aim of increasing paddlers' awareness for races outside their region and promoting the MCRC. A voluntary technical committee was formed to create the actual website based upon an outline compiled by MCRC.

Enhanced Grassroots and Club Development

When we achieve these priorities, we will have a strong vibrant integrated grassroots development system spanning all paddling disciplines

In 2019 the Canadian Marathon Canoe Nationals were again awarded to the Sudbury Canoe Club (SCC), located on Lake Ramsey in Sudbury, Ontario. The SCC has now held Nationals for three consecutive years and in 2020 the Regina Canoe Club in Saskatchewan will host Nationals.

SCC's multi-year hosting was unusual for Marathon Nationals, however the recurring event in conjunction with the club's purchase of marathon equipment in 2018 has meant the development and nurturing of a marathon paddling culture in the Sudbury region.

MCRC and the Regina Canoe Club is excited at have contributed to the success of Canoe Kayak Canada's successful funding application earmarked for programing encouraging new Canadians to become involved in paddle sport. We are all looking forward to this project over the 2020 winter months.

Enhanced Performance

When we achieve these priorities, we will be a top performer at all levels, in all disciplines

The MCRC's coaching program experienced another strong year: 26 new coaches trained; and, 9 trained coaches were certified (6 in Ontario, 2 in Saskatchewan, 1 in Nova Scotia). This represents an increase of 10 coaches over last year's numbers and MCRC is pleased with the ongoing interest in the coaching program, amongst both participants and facilitators. Of the 26 new coaches trained, 8 were in Quebec, which re-joined the MCRC in 2018.

Canadian marathon paddlers continue to experience success at an international level, with top five finishes at all Triple Crown Races (Cooperstown, the Marathon, and La Classique) in addition to several ultra-distance events in Canada, including the Yukon River Quest, and the Muskoka River X.

Effective Leadership

When we achieve these priorities, CKC will be more efficient and effective.

In 2018 the MCRC finalized the design specifications for the "stock" canoe class, which is an increasingly popular class in ultra distance marathon races and an important bridge between the recreational canoe and marathon pro-boat. A strengthened safety policy was

ratified and discussions continue around the topic of succession planning and ensuring future members are interested in embracing a national role in the MCRC.

Governance continues to be a focus of the MCRC, with attention to creating an effective succession plan to ensure future members are eager to embrace executive responsibilities.

Active discussion has begun on determining what a Long Term Athlete Development policy creation committee would look like in terms of expertise and representation.



ACTIVITY REPORTS

ACTIVITY REPORTS

CEO UPDATE

By Casey Wade

2019 has been both an exciting year and challenging year to date. We continue to transition through our governance restructuring. A significant review will be done through what we might call "Organizational Alignment 2.0" as we continue to review, re-focus and improve our committee support structure. When we all agreed to our new governance structure in 2015, we made a commitment to work together, learn from experience and work toward continuous improvement so that we can be as effective as possible. This year in particular, safe sport activities have taken significant time and resources.

From a program standpoint, 2019 has been very successful through the work we've done, including on-going strengthening and focus of the high-performance programs, a significant focus on our collective domestic programs and re-shifting of human resource approaches and plans that build on our strengths with an on-going multi-disciplined commitment.

I've always said that as CEO, my main role is to work with all of you to help create an environment for CKC to succeed. We have a tremendous group of dedicated, expert committee members and volunteers and an exceptional staff, including a world leading coaching team. It's a very exciting and dynamic time working with all of you. I've therefore been involved with many initiatives that you will see in various activity updates, including domestic, high performance, finance, marketing, partnership and governance activities.

Canoe Kayak Canada is guided by our organization-wide "Vision 2024" strategic plan that represents what is truly important to us through our agreed values and objectives. We

continue to be guided by this plan in 2019 as we move forward to 2020 and the Tokyo Olympic Games. This will complete the first quadrennial of our plan. It will be important to take stock of how we've done, how we're tracking to 2024 and revise key indicators as may be needed.

Playing a leadership role with Canoe Kayak Canada is a real privilege. Every day I engage in numerous activities and challenges while working with great staff, volunteers, athletes and coaches; reaching from the grass roots to the podium as we continuously work to strengthen one of Canada's leading sports.

While I won't repeat what is described more fully in various reports, below is a summary of some key highlights (in no particular order);

CKC Strategic planning – Vision 2024

While we continue to be guided buy our organization-wide strategic plan adopted by our community in early 2017 with unprecedented input and engagement, it's now time to begin the process to work with our Planning Committee along with other expert Council committees to take stock of how we are doing, refine key indictors and objectives as needed and begin a process mid-quad (2022) to establish our vision 2032 Plan. More information will follow on this over the next year

High Performance Implementation

We continue to make significant head way since our high-performance review with significant and exciting changes being made.

Central to our high-performance needs was to hire world-class high-performance leadership staff and coaches and to look at ways to ensure that the heart of our system, our clubs, are working in close partnership to strengthen our program from the ground up,

with all collective resources pushing in the same direction. I'm proud of all the work we've done here as reflected in reports below.

I am particularly proud of the world leading team we now have and the significant shift toward a very strong team culture which is so important to succeeding. The team works hard, focusing on achieving world best results and having fun doing so.

We made a very focused commitment to build our system. You'll hear through domestic and HP updates in greater detail on this, but top and powerful placings at Olympic Hopes, Junior World Sprint, World Senior Sprint and Para Canoe Championships, the 2019 Pan American Games and the World WW Slalom World Championships established, on balance, best ever performances as we lead into the Tokyo 2020 Olympic and Para Olympic Games.

Staffing Update

We continue to also streamline staff responsibilities and ensure a multi-disciplinary approach to our work moving forward.

As communicated earlier, Joannie Verret departed the organization for a wonderful opportunity. We put in place a new communications team in the summer with Colleen Coderre taking on the role of *Communications Lead*, on a part time/as needed basis. Colleen has a strong and successful communications background and joins CKC with over 15 years of professional experience working with not-for-profit sport organizations in both communications and sport management. During the summer period Colleen worked with summer student, *Communications Assistant*, Laurel MacAdam. Laurel is back at school now and Maryn Sommerfeldt is now working with us on an interim basis through April 1st, 2020 now fulfilling the role of Communications Coordinator (along with other projects).

Following the 2019 World Championships in September, Anders Gustafsson went on sabbatical for an 18-month period to pursue a professional development opportunity with a US based America's Cup Team - the pinnacle of yacht racing.

As you recall, our Sprint program went through a thorough high-performance review in 2015 with a plan put in place for long-term system-wide development through 2028 and beyond. Anders remains very much part of the CKC family and is committed to the long-term success of the CKC team. He will return to build upon what we've already achieved, looking forward to 2024 and beyond. In the meantime, he will act in an advisory role to the CKC HP team during his sabbatical.

Supporting the 'team', which includes athletes, coaches, support staff, in the lead up to Tokyo, remains CKC's top priority. It is therefore critical that we maintain strong team culture, team morale and of course athlete preparation leading up to the 2020 Olympic Games in Tokyo this coming summer.

We've got a great leadership team and responsibilities will shift as follows;

1. Graham Barton, while remaining as CTO, will take on more on-site head coach responsibilities. This a very familiar role for Graham who has overseen several medal performances in the past.
2. Ian Mortimer will shift into more High-Performance work. This was part of the transition plan post 2020, so it provides an opportunity for Ian to transition and learn through hands-on experience which will make the transition much smoother down the road.
3. Emily MacKeigan will take on more senior management HP responsibilities

4. We will look to hire a Program Development and Events Manager with the intent of keeping this position in place over the long term
5. James Cartwright will take on more WW Canoe Slalom “HPD” type responsibilities to allow Graham to be more Sprint focused

As we move forward to the next couple of months with this, we’ll of course be working with the CKC HR Committee.

Organizational Alignment

While a more complete presentation will be provided on this during the CKC Meeting of members at the Summit, it is critical that we, as a collective organization, take a close look at how we’re doing with our committee alignment under our new governance structure. We agreed in 2015 that we’d move forward, do our best, learn and adapt with the clear focus of doing things better. We’ve done some very good things, but we know that we can do better as continuous improvement will lead to an even stronger organization.

Safe Sport

2019 was a busy year for Safe Sport activities within CKC and in Canadian sport. Last year we had a safe sport workshop during our 2018 Annual Summit in Ottawa. CKC is committed to safe sport for all. As you can well appreciate, it remains of great importance that all of us in the CKC family work to ensure a safe environment for all athletes, coaches, officials and other participants, free from harassment, abuse, discrimination, and bullying.

CKC will be holding another Safe Sport information session for Members at the 2019 Summit and will ask all Members to endorse a new Safe Sport Policy approach for

implementation by April 1, 2020 so that we all have a common, effective approach to Safe Sport.

In the meantime (and as communicated to all members) we continue to use our current [CKC Code of Conduct Policy](#) and [Discrimination and Harassment Policy](#) (linked here for reference and available on [CKC's website](#) along with the other policies currently in force).

Please note that the Sport Community at the "National Level" continues to explore the extent to which an independent safe sport organization/entity might be established to work with and on behalf of sport. The sport system is actively working to establish a Canadian Safe Sport Code (a guiding, base-line policy) which is nearing completion.

In the meantime, we've moved to ensure independence and expertise in the provision of safe sport services to all sports, including CKC and all members. Information of our independent approach and the range of services can be found on our [website under Safe Sport](#).

Committee and Partner Meetings

In my capacity as CEO, there are numerous committee and partnership meetings that occur throughout the year. As in past years, these include CKC Board and Board sub-committee meetings, SRC, HPC and DDC meetings, HR and organizational alignment meetings, WW Council and HPC meetings and athlete and coach meetings. Externally, meetings with the International Canoe Federation, typically at major international events, Sport Canada, Own the Podium, COPAC, marketing and sponsorship partners, Sport Matters, Canadian Center for Ethics in Sport, Canadian Paralympic Committee, Athletes CAN, Coaching Association of Canada and the Canadian Olympic Committee have taken

place for funding, high performance, sport community partnership interests, high performance planning and anti-doping matters.

As chair of the CCES - NSF Canadian Anti-Doping Program (CADP) Advisory Group, we will begin work to look at the practical impact of the newly adopted world Antidoping Code that will come into effect on January 1st, 2021.

I continue to be involved with Canadian sport leaders and participate on a sport think-tank on a regular basis.

We also continued a small international Canoe Kayak CEO working group of a few "like-minded" countries. This group meets on a regular basis at competitions where we can. The group met during the world Sprint Championships in Szeged, Hungary and consists of Canada, the UK, Denmark, Germany, Australia, New Zealand and France. Simon Toulson, Secretary General of the ICF, joins us on a regular basis for these discussions.

International Activities

In addition to the above noted international CEO Working Group, we have four Canadians represented at the ICF level;

1. Frank Garner, ICF Sprint Chair and ICF Executive Committee member
2. Dr. Don Mckenzie, Chair of the ICF Medical Commission and ICF Board Member
3. John Edwards, Chair of the Para Canoe Committee and ICF Board Member
4. Mike Chambers, appointed as ICF Ethics Commissioner this year

All have played a valued and key role in supporting the work of the ICF to strengthen Canoe Kayak globally.

CKC Alumni Program

For the past year and a half, we have been working to build an alumni program tailored to our diverse and unique community. Our Alumni Council chair LA Dempster has been working with Samantha Rogers delivering on increased communications, events, support and fundraising. As a group, the Committee wanted the alumni program to be as inclusive as possible by representing all those who have helped to grow our sport, and defined CKC alumni as anyone affiliated with a club who has ever touched a paddle – athletes, parents, volunteers, coaches, competitive and non-competitive.

In 2019;

1. The Alumni Council re-surveyed the CKC community and plan to do so every year to benchmark our data and measure the impact we are having on our community
2. We still have a lot of work to do but are pleased that we are seeing more of our community share positive responses to our alumni initiatives – here is a quote: *“A big congratulations on the efforts to engage alumni. I was at the event around the Summit and it was really nice. I hope these continue at events and some fundraising efforts could be implemented, even a donation box, to support Junior Worlds team, etc. Alumni have got a lot from this sport so are willing to give back and are happy to be included. Great job to all involved.”*
3. Based on feedback for two years in a row, alumni are looking for more social events and better communication
4. Last year at the CKC Summit, we honoured the 50th anniversary of the 1968 Mexico Olympics, the 30th anniversary of the 1988 Seoul Olympics, and the 10th anniversary of the 2008 Beijing Olympics.
5. This year at our Summit, we will honour the 35th anniversary of the 1984 LA Olympics and the 1989, 1997 and 2009 ICF World Championship National Teams

who competed in Dartmouth as a lead up to the return of the World Championships in 2022

6. We've also held alumni events at both the 2019 Whitewater and Sprint National Championships with support from our volunteers
7. A CKC Alumni and donor database was launched this past summer, and at the moment we have just over 200 updated alumni records on file
8. The CKC Alumni Committee launched a boat transport campaign for the Sprint National Championships with the goal of using this as a pilot campaign
9. The goal was \$10,000 and \$6,760 was raised from 41 donors, which the Committee believed was a good success as a first go at fundraising. While the Committee was disappointed that the goal fell short, but believe some lessons learned were timing and purpose of the campaign
10. Additionally, we have raised funds at each of our various alumni events, including a very successful Whitewater Alumni event at the National Championships this past August, with a special thanks to Gary Barton for organizing and raising just over \$1200

CKC Revenue Generation and Fund Development

1. We established a Revenue Generation Committee (RGC). It is a small expert group with links to the Alumni Program and the 2018 Pan Am Canoe and Para Canoe Championship and 2022 Sprint and Para Canoe World Championships.
2. While our primary focus has been on alumni engagement, there is a recognized need to diversify our revenue through fund development

3. CKC is a Registered Amateur Athletic Association (RCAAA), which allows us to raise money and issue tax receipts
4. This status allows us to support fundraising at the national, provincial and local levels, keeping in mind that in order to do so, initiatives would have to fall under CKC's priorities
5. The Alumni Council has been testing out smaller fundraising initiatives, and we are pleased to announce that CKC has also been working with the Canadian Olympic Foundation on a major donation to support our High-Performance Women's Canoe Athletes. With this investment, CKC will be launching a crowdfunding campaign to support women's paddling in the new year

Other key activities to date include;

1. Renewed Apogee agreement for competitive and with casual Clothing line
2. CKC Casual Clothing line to promote brand and generate revenue
3. Joint partnership discussions continue with Rowing Canada to pursue a car sponsor
4. Fundraising partnership with Canadian Olympic Foundation
5. ZIZU sunglasses
6. ImmediaC – Event Results
7. Salus Marine Sponsorship – On Water Safety and Clothing
8. Fundraising activity for both Sprint and WW Slalom
9. Sponsorship pursuit continues for all four (4) HP Training Centers Close working relationship with the COC and "National" Lobby firm working to secure a 20% increase in core funding support across sport representing approximately \$40M

HIGH PERFORMANCE REPORT

By Graham Barton

This has been the most challenging year of my career in sport. Despite the challenges it also has been extremely positive in so many ways. Our best Junior Worlds ever with 6 medals and a 2nd overall Nation Rank, continued excellence at the Olympic Hopes Regatta. Of course, qualification at the 2019 Sprint and Slalom Worlds was a highlight. In 2019 we earned 9 quotas in Sprint, 3 quotas in Slalom and 1 in Para Canoe. This is the best Olympic quota achievement at a World Championships since 2003. We also saw great strides in the development of our Team Red concept and see this being key in underpinning sustained success in 2024 and 2028.

"The best laid plans of Mice and Men often go awry" Robert Burns

Never has this been so true than in 2019. From staffing changes to athlete suspensions, a good deal of our time this year was spent dealing with unforeseen circumstances. As we adapt to these challenges, I am positive that we will see many great results in 2020.

Below is a brief summary of some of the activities this year on the High Performance Sprint side. Ian will report on the many strategic accomplishments with regard to Development Programs and James will provide more detail on the Slalom Program.

Olympic Qualification

Global Qualifier 2019 World Championships Qualification achieved in:

Sprint Women's C1 200m

Slalom Men's C1

Sprint Women's K4 500m

Slalom Men's K1

Sprint Men's K4 500m

Slalom Women's K1

Para Canoe Women's KL2 200m

Slalom 2020 Continental Qualifier (First WC1), April 2-4, Rio de Janeiro, Brazil

Sprint 2020 Continental Qualifier (First K1/C1, K2/C2), May 7-10, Curauma, Chile

Sprint 2020 Global Qualifier World Cup (First K1/C1), May 21 – 23, Duisburg, Germany

Olympic Test Events

Tokyo Test events took place in September for Sprint / Para and in October for Slalom. These were both valuable familiarization activities.

Paris 2024 Site Visits

Following the World Cups and again this Fall, I visited the venue for the 2024 Olympics in Paris. The objective was to determine very early on the actual travel time from venue to village and to assess the viability of living near the venue during the Games if required. Recent news from the Organizing Committee and the Canadian Olympic Committee encourages venue accommodation. These visits were very fortuitous as one nation had already made a similar visit. We will move ahead later this month negotiating

accommodation for our team. This upgraded venue was the site of the 1991 Paris World Championships so some good vibes there. Renn Crichlow won Gold!

Staff Restructuring / Succession Planning

This past year has seen both planned and unplanned staff changes. On the Slalom side following my technical review of the program two staffing recommendations were made and implemented. Anthony Colin took on the position of International Coach and Michal Staniszewski assumed the role of National Next Gen Coach. I am happy to report that the overall staffing efforts have resulted in an improved high performance culture and both coaches have contributed to the recent positive results at the Tokyo Qualification events as well as a more collaborative approach to the development of a next generation of slalom athletes.

On the Sprint side we continue to make great strides in reaching our goals for Tokyo, but we encountered a few bumps in the road with respect to staffing. Anders Gustafsson our Sprint Head Coach was offered an opportunity to join an America's Cup sailing team. Anders is a valuable leader and while he will be missed, we are approaching this as a sabbatical, and he will return following the 2020 Games. In the interim I have taken on an increased role in the field as Head Coach and to assist with capacity the hiring of an Assistant Coach is underway.

When I returned to CKC in 2017 my first objective was to rebuild the high performance systems in both Sprint and Slalom but concurrently it is critical that we do not lose any time preparing our team for 2024 and 2028. For this reason, succession planning requires our attention now. Corporate memory, timeless high performance systems and key leadership will be required to sustain excellence. Planning, professional development and on-going hands-on experience is required to adapt to planned and sudden changes.

Para Canoe

Another increase in participation this year required us to have two races at trials. We have two new athletes. One is a VL1. Currently there are only a few competing internationally, and this is our first and one of only a few participating internationally. Of course, Andrea Nelsons 5th place finish in her first World Championships was a highlight. We still have much work to do at both the club and the regional level to improve the intake of new athletes and programming to help them develop.

Winter HPD Speaking Engagement

I was invited to speak at a gathering of Winter Sport HPDs just prior to Trials. Topics on developing excellence in the system, culture, and the skills required to improve as an HPD, were the focus of the presentation.

OTP Update

The OTP Review for Sprint took place earlier this month. This is the annual update to our high performance plan and our submission for enhanced excellence funding. We will receive notification of a reference level hopefully before the Christmas break. On an extremely positive note we received the opportunity to make a case for support for Slalom. Currently Slalom is not an OTP core or strategic sport. Let's hope we can change this for 2020. Coming second in both World Cups allows us to position ourselves for a high probability of three medals minimum in Tokyo. Women's C2 and two medals in C1. We are the only sport that can go into this year's review with this kind of assured performance outcome.

Staffing Debrief / Planning

Both the Sprint and Slalom programs held a debrief and planning session this Fall. Staff and funding partners engaged in a review of 2019 and focused on strategic gaps and solutions for 2020.

New Code of Safety

The new code of safety was passed just before Sprint National Team Trials in June and it had an immediate impact on the high-performance program at the athlete, coach and support staff level. All U16 athletes are required to wear non-inflatable government approved PFDs. All our HP coaches who live in their coach boats as much as they live in their homes will also have to wear government approved PFDs at all times when they are in their second home on the water.

Closing Remarks

At the outset of this report I indicated the many challenges that confronted us in 2019 but as I sit here in Florida and watch our athletes go out on the water daily to try and be the best they can be, it reminds me why I do what I do and it helped me to recognize that the challenges are what make us stronger and that I truly believe that no matter what curveballs life throws at us we will persevere and success is on the horizon.

DOMESTIC PROGRAM REPORT

By Ian Mortimer

Achievement, Collaboration, Excellence, Inclusion, Integrity

Proactive Communications

When we achieve these priorities, CKC will be a recognized and trusted partner in the paddling community.

Increased Quality Content and Engagement

Continuing effort to ensure quality content and engagement from across disciplines and aspects of our community.





Enhanced Grassroots and Club Development

When we achieve these priorities, we will have a strong vibrant integrated grassroots development system spanning all disciplines.

Coaching Development

This is a key area that needs to be addressed with representative committees to better understand the gaps our system. There is a need to better understand how an alignment of strategy could help with the hurdles of needing to collaborate and communicate with multiple Provincial partners across all disciplines to drive coaching development.

Emerging Discipline Strategy

Emerging Disciplines continue to present opportunity for CKC to grow our community and provide benefit to paddlers across Canada.

New Canadians Program

Application has been submitted and is awaiting the final confirmation for the Innovation Initiative with Sport Canada. This funding will be directed towards a New Canadians Program to be created and piloted by 5 communities from across the CKC family (Alberta Whitewater, Greater Edmonton Canoe Club, Regina Marathon Canoe Club, Ottawa River Canoe Club Dragon Boat and Eau Vive Quebec.) It has been a major challenge in securing

funding from Sport Canada in a timely manner and all options are being explored for extending timelines and being flexible in our approach. If secured, this will be landmark support of a truly multi-discipline program (if secured).

Aligned Paddling Introduction Program

A key component of the New Canadians program will be the development of an initial version of an aligned Paddling Introduction Program based on the shared core principals across all CKC's disciplines. The vision is for a shared set of lessons on how to introduce the sport, its cultural significance, and our relationship with the natural aquatic environment. There will be a series of introductory lessons that would apply to teaching safety and intro to all types of paddling. The concept is to combine the core elements of the established strong programs in all disciplines (Canoe Kids, Paddle Passport, Saskatchewan Paddle Intro Program etc). The program would wrap up with education of the types of paddling that happen across Canada. The program funding for the New Canadians program (if finalized) will be an important step for this programs creation.

Indigenous Paddling Program Development

CKC pilot through the department of Indigenous and Northern Affairs Canada was successful in delivering programming to communities in Kahnawake and Ditidaht First Nations. The program is still being delivered in partnership Indigenous Sport and Wellness Ontario, and the final CKC report and program learnings are being compiled. An application has been submitted for the Sport For Social Development in Indigenous Communities program with Sport Canada. The goal is to continue momentum for the next two years with funding.

Enhanced Performance

When we achieve these priorities, CKC will be a consistent top performing nation at all competitions in all disciplines.

Team Red

Continued focus on communication and focus on simple messaging to drive an identity of all CKC paddlers as being on the same team. Tools have been developed with in Sprint and Slalom performance pathways that have started to influence the conversations with coaches and athletes around expectations, defining performance levels, key performance indicators and programing recommendations.



Effective Leadership

When we achieve these priorities, CKC will be more efficient and effective.

Data Registration System

After an extensive RFP process, and consultation with the community to understand our requirements, immediaC has agreed to come on board as a Digital Solutions partner with CKC. This will include as the key first step, developing our registration system for all of our membership. This is an exciting step for CKC and a presentation on the registration system will be made during the 2019 Summit.

Harassment and Prohibited Conduct Policy Support

CCES collaborative project to replace Club Excellence program has been paused for further review from the CCES end. CKC will drive forward with focused support for clubs and Divisions to support the implementation of aligned new Harassment and Prohibited Conduct policies across the CKC community.

Code of On-Water Safety

Sprint underwent a substantial review and revision of its On-Water Safety practices in 2019. Not without its challenges, this process closed important risk gaps within the Discipline. It is important that we understand the need for continuous safety review, and our liability across our community. Sprint code will be reviewed annually, and principles can apply across our disciplines.

Mental Health Poster

Efforts are underway within all three Disciplines to update Codes of Safety. Coordination of these efforts may be warranted to ensure common elements reflect an even duty of care and consistent application of policies. CKC will work with discipline Chairs to determine status of reviews and next steps.

COACH DEVELOPMENT REPORT - CANOE SLALOM

By James Cartwright

Proactive Communication

Efforts were made to conduct more frequent face-to-face team meetings to enhance communications and athlete input into team operations and planning. In addition, frequent team meals were planned as social opportunities to develop social connections and team culture. Moving forward, it is believed that these factors made an important contribution to improved team relations and it will be important to ensure appropriate team housing is in place to continue to develop a strong team culture.

In 2019, team selection criteria consultation meetings were conducted to seek additional athlete and coach input into the development of selection criteria. In addition, the Slalom HPC has started publishing HPC statements to explain and document decision-making.

CKC High Performance and communication staff improved collaboration efforts to enhance social media and news updates throughout the 2019 competition season to promote many whitewater events including the national championships, world cups and slalom and freestyle world championships. CKC High Performance staff worked to provide live social media updates from the 2019 World Championships venue.

Paddles Up content was developed to promote CKC's women in coaching mentorship opportunities.

Enhanced Grassroots and Club Development

Competition Development

Sprint Competition Development Workshops were held in Vancouver, Ottawa, and Halifax. Nine coaches completed the Sprint Competition Development training pathway in 2019 and five coaches were evaluated at the Sprint National Championships. A freestyle Competition Development evaluation tool has been developed and will be piloted in 2020 in conjunction with Freestyle National Team Training camps.

International Immersion and Women in Coaching Mentorship Opportunities

Eight club/provincial coaches were selected to participate in CKC international immersion projects. The international immersion projects included a combination of training camps and competition experiences in Florida, Peru and Europe. The objective of these programs was to support the advancement of canoe kayak coaches. In addition, the program also aims to support the development of the selected coaches' leadership and technical analysis skills while working closely alongside National Team support staff.

Paddle Canada Partnership

CKC's partnership with Paddle Canada has suffered a setback in 2019 with Paddle Canada's River Kayak Committee contemplating the revival of the Whitewater Kayak Instructor program. Paddle Canada's leadership has changed with the departure of the Executive Director and the Programs Coordinator. A new Paddle Canada Executive Director has been hired and CKC staff have made efforts to renew a dialogue and to protect CKC's partnerships with Paddle Canada.

Enhanced Performance

I am pleased to report on the progress of the Canoe Slalom High Performance Program. We remain committed to our objective of sending a competitive team of four athletes to the Tokyo Olympic Games while striving for medals in two events. This has been our objective throughout the 2019 season, and this goal has helped to drive some of the

organizational changes that we have implemented this season. Several milestones listed below were reached in the slalom high performance program in 2019.

Key Successes

- Anthony Colin hired as International Coach
- Michal Staniszewski hired as Next Gen Coach
- Cameron Smedley 9th in Men’s C1 at 2019 World Championships (7th Nation)
- Ben Hayward 14th in Men’s K1 at 2019 World Championships (10th Nation)
- Secured Tokyo Quota in men’s C1 and K1 and Women’s K1
- Medals at Lima 2019 Pan-Am Games on Paris 2024 pathway
- Ben Hayward 1st and Gold medal at World Cup 3 in Extreme Slalom
- Ben Hayward 6th at Extreme Slalom World Championships
- 10 semifinal performances at 4 World Cups
- Team Selections held in Oklahoma City on World-Class facility in conjunction with US Team Selections
- Mael Rivard 24th in K1 Men at Junior World Championships
- Team selection Performance Benchmarks validated
- Improved collaboration with club/provincial coaches through implementation of East and West Next Gen training camps.

Summary of Senior National Team International Results

| Athlete | Event | YOB | World Cup 1 | World Cup 2 | World Cup 3 ¹ | World Cup 5 | World Champs. |
|---------|-------|-----|-------------|-------------|--------------------------|-------------|---------------|
|---------|-------|-----|-------------|-------------|--------------------------|-------------|---------------|

¹ World Cup 3 was not included in the Senior National Team High Performance Plan; however, Ben Hayward and Michael Tayler decided to compete in World Cup 3 in order to maximize competition experience before the World Championships. Lois Betteridge and Anthony Colin returned to La Seu d’Urgell to maximize training time for the World Championships during the same week of World Cup 3.

| | | | | | | | |
|-----------------|-----|------|---------|---------|---------|---------|-----|
| Ben Hayward | K1M | 1990 | 37 (SF) | 37 (SF) | 46 | 40 (SF) | 14 |
| Michael Tayler | K1M | 1992 | 28 (SF) | 26 (SF) | 53 | 33 (SF) | 28 |
| Trevor Boyd | K1M | 1999 | - | - | 51 | - | 104 |
| Lois Betteridge | C1W | 1997 | 24 (SF) | 26 (SF) | - | 43 | 48 |
| Haley Daniels | C1W | 1990 | - | - | 28 (SF) | 38 | 51 |
| Cameron Smedley | C1M | 1991 | 24 (SF) | - | - | 39 | 9 |
| Spencer Pomeroy | K1M | 1991 | - | - | - | - | 49 |
| Florence Maheu | K1W | 1993 | - | - | - | 39 | 40 |

Summary of 2024 Pathway Result Summary

| Athlete | Event | YOB | Krakov Mayor Cup | Augsburg ECA | U23/JR WCH | Lima 2019 |
|-----------------|-------|------|------------------|--------------|--------------------------------------|-----------|
| Keenan Simpson | K1M | 1999 | 33 | - | 74 (U23) | 3 |
| Mael Rivard | K1M | 2001 | 3 (B-final) | 14 | 24 (JR) | - |
| Trevor Boyd | K1M | 1999 | - | - | 57 (U23) | |
| Lois Betteridge | C1W | 1997 | - | - | 28 (U23) | 2 |
| Florence Maheu | K1W | 1993 | - | - | - | - |
| Beatrice Olson | K1W | 2005 | 1 (U15) | 9 | - | - |
| Liam Smedley | C1M | 1995 | - | - | - | 4 |
| Finn Wakeling | C1M | 2004 | - | - | 44 (JR) | - |
| Alex Baldoni | C1M | 2003 | 11 (B-final) | 8 | Nation transfer in progress FRA →CAN | |

Effective Leadership

One of the biggest successes of the 2019 season has been the implementation of the slalom coaching structure. Anthony Colin was hired as the International Coach and is responsible for the athletes in the Tokyo 2020 pathway and Michal Staniszewski is the

Next Gen coach and is responsible for athletes in the 2024 and 2028 pathway. Both coaches formed part of the support team at World Cup 5 and the World Championships. As can be expected, implementing these changes has not been easy and a significant amount of time and energy has been spent on managing change. At the end of the 2019 season, it is evident that these changes have made a positive contribution to strengthening team cohesion and the daily training and competition environment within the Senior National Team.

The introduction of a Next Gen coaching position enabled CKC to support multiple 2024 pathway projects including participation at international development races in Poland and Germany as well as the Lima 2019 Pan-Am Games and domestic Next Gen training camps in BC, Alberta, Quebec and Ontario. In addition, a new Next Gen athlete assessment program is under development and piloting that aims to identify performance gaps and to monitor athlete development.

COMMUNICATIONS / MARKETING REPORT

By Colleen Coderre

It has been a year of continued growth and strategic development for CKC's marketing and communications. As we build towards Tokyo 2020, the focus remains on proactive and strategic communications in an effort to be recognized as a trusted partner in the paddling community.

We continue to move the dial forward on our digital strategies by growing our audiences and increasing engagement across our platforms. We are actively promoting the CKC brand, enhancing the quality of our communications and strategically targeting communications to a wide range of stakeholders.

Over 100 news articles were published through the CKC channels, highlighting the successes of our sport and our athletes across all paddling disciplines.

Most recently, we have invested efforts in building stronger relationships with our media partners, including the Olympic and Paralympic rights broadcast holders, the Canadian Broadcast Corporation (CBC Sports/Olympics). In 2019, CBC Sports offered live streaming for over five Canoe Kayak Championship events. Additionally, we are working closely with our media partners to tell our athlete stories in the lead up and during the Tokyo 2020 Games.

We continue to work with the CKC Alumni Committee to help build a stronger sense of community and connection via the online magazine - Paddles Up and promotion of various events hosted by CKCAC.

We look forward to continued collaboration with our athletes, our disciplines, our clubs and our sport community to build upon the strategic goal of proactive communication and we look forward to a successful 2020!

| Platform | Subscribers 2018 | Subscribers 2019 | Growth Rate |
|------------|------------------|------------------|-------------|
| Youtube | 828 | 1,280 | +54.6% |
| Newsletter | 1,646 | 2,220 | +33.6% |
| Instagram | 4,782 | 5,965 | +19.8 % |
| Facebook | 12,156 | 12,557 | +3.3 % |
| Twitter | 6,899 | 7,054 | +2.2 % |

ATHLETES REPRESENTATIVE REPORT

By Genevieve Orton

Since November's 2018 annual summit, the CKC Athlete Committee (CKC AC) has met on three occasions (January, May, July). The purpose of the initial meeting was to introduce new members to the key duties of the committee and solicit input on projects for the upcoming year. The second meeting was used to gather athlete-specific feedback on the draft Safe Sport Policy manual. The final meeting was used as a prompt to initiate various athlete representative election processes.

Other CKC AC activity during this cycle included:

- Providing feedback on the Mental Health Strategy (Awareness Poster)
- Election of Indigenous Advisory Council Athlete Representative James Lavallée
- Continuation of NT athlete feedback mechanism

Role of CKC Athlete Committee

The CKC AC is comprised of all the athlete representatives from the different discipline councils. The key duties of the committee include:

- Ensure and support discipline councils and committees to elect or appoint their respective athlete representatives and define the athlete constituency represented by such individuals
- Gather and disseminate feedback from their respective athlete groups to relevant committees, councils and the board of directors.

- Gather and disseminate information and materials from the councils, committees and board of directors.
- Review and provide feedback on selection criteria and athlete agreements before the documents are made public.
- Review and provide input on competition rules for the disciplines.
- Ensure at least one of its members is included in the development of policies and criteria for team selection and AAP nominations, including delegation of decision-making to subcommittees and staff.
- Engage in advocacy specific to its members.
- Review the Terms of Reference annually and provide input to the board on desired changes.

Goals for 2019-2020

In order to support CKC as an athlete-centred organization, members of the athlete Committee have identified three main areas of focus for 2019-2020.

1. National Canoe/Kayak Team Orientation
2. Feedback mechanism – Issues and Trends
3. Athlete Agreement and Rights

Closing Remarks

The CKC AC is readily available to staff to assist with and/or provide input on any athlete matter.