



*Operational Report to the Membership;  
as it relates to the planned initiatives  
as per the [Strategic Plan](#)*

October 2018

Sail Canada | Voile Canada  
Canada's National Sailing Authority | L'Autorité nationale de la voile





## 2018 Sail Canada AGM Report - PARTICIPATION

**Strategic Goal:** *Sail Canada will increase overall participation levels for sailing in Canada by achieving 3% growth year over year in all types of participants\* combined, through innovative collaboration employing a wide variety of promotional, sponsorship and stakeholder partnership avenues.*

Planned Initiative for 2018-2019	Status (Achieved, In Progress, Ongoing, Not Completed)	Comments
1. Maintain and jointly revise the Sail Canada/PSA working agreement on a yearly basis.	Ongoing	10/10 PSAs' participation mid-season online reports pulled & invoiced - Keel etc Programs are not being recorded in many provinces  Program Seals' management underway  Next: prep 2019 Service Level Agreements
2. Publish & Promote tools & incentives to member schools & instructors for use of now-standard systems	Ongoing	Sail Canada Tattoos added to tangible mix - intended for 2019 CANSail Participants - plan incentive & distribution
3. Create an adhoc Membership taskforce to report back at the AGM on recommendations on a national membership structure	Ongoing	First meeting was held on Aug 15 with the PSAs of NS, QC, ON, and BC. 50% of the group thought Sail Canada should have a national policy while the other 50% did not. Ongoing discussion will take place in October at the meeting of PSAs and Sail Canada.
4. Engage PSAs and Clubs to capture Baseline data on Membership and Program Registration	Ongoing	PSA commitment made at SADM to continue to capture accurate data. Ongoing work is needed in this area so we can gage the health of the sport  The Membership Task Force did think that collecting this data was important and are willing to work with us on it.
5. Together with PSAs - develop programs for clubs and schools to increase participation.	Not Complete	Ongoing discussion with the PSAs to determine priorities; no new initiatives taken at this time.
6. Add Offshore Personal Safety to online Checklist	Not Complete	Standard evaluation breakdown is needed to populate checklist.
7. Activate & update Championship Hosting Agreements	Ongoing	Implementing YOTS as included in Youth Champs delivery

		2019 Agreements being delivered to 3 Regional Championships' Hosts
8. Continue to Lobby Transport Canada for International Certificate of Competency	Ongoing	Meeting was held with Transport Canada on April 2, 2018. Discussions are ongoing.  Basic Cruising, Basic Powerboat and Basic Outboard standards now recognized as PCOC proof of competency; this was considered a first step in ongoing discussions about the ICC.
9. Lobby Canadian Government for acceptance of international safety standards	In progress	Work is continuing in this area with NRBC and the Offshore Committee.
10. Create a Strategy for Canadian representation on World Sailing	no changes	Needs Board discussion over next few meetings
11. Continue to Work with World Sailing and other MNAs to get Sailing reinstated on the Paralympic Program	Ongoing	The International Paralympic Committee did not select Sailing to be on the program in 2024. World Sailing is meeting with IPC to find out why it was not put back on the program. WS will continue to attempt to get Parasailing back on the program for 2028

Activities & Outcomes through 2017/2018:

- Ongoing discussions with Transport Canada about the International Certificate Of Competency
- Work to establish an accurate membership numbers for Sailing in Canada
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Activities & Objectives Planned for 2018/2019:

- Implementation of YOTS' as added event & participants into our data collection
- Piloting Online Program Stream Logbooks

Future Objectives - Beyond 2018/2019:

- Promotion of Sailing in Canada to increase participation in the sport



## 2018 Sail Canada AGM Report - Development

**Strategic Goal:** *Sail Canada will identify and implement a complete set of Sail Canada program development pathways\* and program delivery options in order to maximize numbers of new and returning program participants.\*\**

\* *Initial pathway identification - Implementation of pathways Y1/delivery options Y1-Y3*

\*\* *Improved overall development program enrolment rates 5% year over year by Y5*

Planned Initiative for 2018-2019	Status (Achieved, In Progress, Ongoing, Not Completed)	Comments
1. Deliver national training programs for officials, instructors and coaches	Ongoing	Advanced Race Management Seminar October 19-21 2018, Vancouver, BC; Regional / National Judge Seminar November 3 & 4, Halifax, NS and Vancouver, BC; LTCP IE Clinic November 2-4 2018, Toronto, ON; World Sailing Race Management Seminar November 9-11 2018, Toronto, ON.
2. Review the demand for CANSail instructors/coaches to assess the current environment and work with our partners to identify and address challenges.	In Progress	Survey developed to identify key issues/challenges. Sent to CANSail Instructors September 2018. Results under review.  Certification, recertification and prerequisite requirements for CANSail Instructors are under review.
3. Launch CANSail Advanced Instructor Program for national delivery in spring 2019	Ongoing	Revisions to resources are being finalized following spring pilot clinics. Translation of materials and distributions to PSA's will take place in November 2018.
4. Initiate review of CANSail 1 & 2 Instructor Program through fall of 2018.	Not Complete	Will begin once the CANSail Advanced materials are finalized.
5. Develop new Regional/National Judge test by January 2019	Ongoing	Primary action of the JSC through the spring & summer. US Sailing test has been available for the interim.  New test will be launched at Regional/National Judge Seminars in November 2018.
6. Review & align Umpire Program Criteria by	Not Complete	To take place in fall 2018.

November 2018		
7. Partner with US Sailing to provide Sail Canada Officials access to the SOARS online event tracking system for 2019	Ongoing	A formalized agreement is needed. US Sailing SOARS platform update is ongoing. Sail Canada staff and volunteer delegate have been given admin access to test the system.
8. Implement Responsible Coaching practices at NSO level by June 2018; work with PSA's to begin to implement Responsible Coaching practices through 2019	Ongoing	Responsible Coaching practices implemented for Youth Worlds program. Templates have been created and provided to provincial associations for use / sharing with clubs.  Background screening being considered as a requirement for CANSail Instructors for 2019.
9. Upgrade Cruising & Keelboat Instructor Training Materials (ongoing)	Ongoing	Candidate Workbook for Cruising Endorsement is now available. Basic & Intermediate Coastal Navigation exams have been updated.  Advanced & Celestial Navigation are priorities.
10. Develop Rubrics to support Cruising & Keelboat Standards for piloting in 2019	Not Complete	To be started when current cruising & keelboat initiatives are complete.
11. Select 2019 Sail Canada Championship hosts in July of 2018	Ongoing	2019 Regional hosts confirmed.  2019 Youth Championship host to be confirmed.  No bids were received for the Women's Keelboat Championships in Western Canada or when extended nationally. The event will not take place in 2019. Removing this championship from the Sail Canada schedule permanently is being considered.
12. Simplify Sail Canada Championship Host bid process for 2020 host selection	Ongoing	First steps to simplify complete, with online questionnaire implemented in place of formal bid package.
13. Carry out annual program resource review: inventory levels; market demand; plans to update & replenish, move online, or replace	Ongoing	Basic Sailing Skills, 2018 ed. ePub published in iTunes and Google Play Books.  S-Cttee to establish plan for 2019 demand of Basic Cruising Skills resource.

		Initiating review of online logbooks for each stream of programming.
14. Establish plan for delivering program resources and online training / evaluation modules to support programs by December 2018	Ongoing	Video capture completed Aug 16-19 in Kingston for development of skill and drill video resources. Skill video development planned to take place in November 2018.  Currently working with CAC consultant on the development of elearning modules.
15. Develop a standard coaching tool to support CANSail Race programs by March 2019	Ongoing	HP staff piloted Talent ID tool at 2018 Youth Championships.
16. Provide a standardized Sail Canada Coach Boat Safety training program by 2020	In Progress	MOU with BC Sailing drafted, negotiating.
17. Develop Concussion protocol, guidelines, tools and education in collaboration with partners.	Ongoing	Concussion Protocol has been posted in both languages.  Protocol and tools will be incorporated into CANSail Instructor training materials.

### Activities & Outcomes through 2017/2018:

#### *CANSail Dinghy Programs:*

- Responsible Coaching Movement Pledged signed and partnered with Respect in Sport to promote online training module.
- CANSail Advanced Instructor Clinic pilot clinics complete, resource updates and finalization underway.
- Learning Facilitator Clinic (NS) & Development Coach (BC & QC) delivered.

#### *Cruising, Keel, Power & Navigation Programs:*

- Catamaran Endorsement implemented for sailors & instructors.
- Basic & Intermediate Coastal Navigation standards implemented nationally.

#### *Officials Programs:*

- Judge Program revised, new criteria approved and implemented.
- Discussions with US Sailing initiated to implement use of SOARS program for Canadian officials are ongoing for implementation in 2019.

#### *Championships:*

- 2018 Sail Canada Championships delivered as scheduled across Canada, with events in Nova Scotia, Quebec, Alberta and Ontario.

## **Activities & Objectives Planned for 2018/2019:**

### *CANSail Dinghy Programs:*

- Review of current demand and work environment for CANSail Instructor & Coaches, as well as certification, recertification and prerequisite requirements.
- Review of CANSail 1 & 2 Instructor training program.
- Implement next phase of Responsible Coaching Movement best practises.
- Development of skill video resources for CANSail Instructors, Coaches & Sailors.

### *Cruising, Keel, Power & Navigation Programs:*

- Update Advanced and Celestial Navigation program materials and tests.
- Develop rubrics to support Cruising & Keelboat standards.

### *Officials Programs:*

- Revised Regional/National Judge Seminar & Test; revised Club Judge Test.
- Implement use of US Sailing SOARS program for tracking official activity for certification & recertification.

### *Championships:*

- Review simplified bid process and timelines. Promote rotation and hosting opportunities earlier; collaborate with PSA's when seeking & appointing hosts.

## **Future Objectives - Beyond 2018/2019:**

- Development of resources to support training programs (ongoing).
- Changes to CANSail Instructor certification, recertification and prerequisite requirements.





## 2018 Sail Canada AGM Report - Performance

**Strategic Goal:** *Sail Canada will create and implement a high performance athlete development system\* with athlete pathways producing podium results and systematic development of national team athletes\*\* with consistent medal contention.*

\* System creation/implementation – Year 1

\*\* Athlete performance improvement 20% year over year (cumulative in-kind/relative results) – Year 2+

Planned Initiative for 2018-2019	Planned Initiative Status (Achieved, In Progress, Ongoing, Not Completed)	Comments
1. Implement new HP System based on HP Plan as developed in 2018.	Ongoing	New YOTS seminars being planned across Canada based on talent ID forms, regional training groups and aligning coaches formation of a national and regional training camp program 2 Regional Training Hub up and running - a third being negotiated
2. Implement/fully operationalize the use of Gold Medal Profile and Individual Performance Plan (GMP + IPP), Podium Pathway (PP) with associated Podium Results Track (PRT), Skills Matrix and functional YTP's for all identified athletes.	Ongoing	New carding criteria to include face to face interview and mandatory program designed by coaches- November 8-11  Currently reviewing YTP's to ensure implementation Skills matrix completed for all CST and Development squad Several athletes not meeting commitments
3. Communicate/activate new HP System and associated tools with partners to ensure continued buy-in and understanding.	Ongoing	Meetings with OS, QC, NS, BC, completed, meeting with clubs completed, coach buy in ongoing new fitness protocol being tested at CST camp
4. Support Comp/Dev coaching clinics and provided individual/group coach professional development opportunities.	Ongoing	Professional coaches clinic planned for October 15-18 in conjunction with AGM KD/MM at Start metrics evaluation clinic sailor assessments to be conducted at youths and CORK guest speakers include Ross MacDonald and Richard Clarke
5. Support Olympic Country Qualification at 2018 World Sailing Championships – first 40% country	completed	Canada country qualified at the 2018 Worlds - Radial and Finn

qualification – target specific qualification in Radial, Finn, Laser, FX		Fx/49er/Laser country qualifying plans in place
6. Publicize major event selection protocol -2019 Pan Am Games, 2019 Test Event, 2019 Youth Worlds, 2020 Olympic Games.	Ongoing	Waiting COC approval on Olympic trial. - COC sent back first draft for further clarification and additions.  Pan Am trials have been publicized. 2019 test event qualifier published Discussions started on 2019 Youth Worlds qualifiers (Draft completed)
7. Identify athletes for carding and National Team Program areas – Podium, Next Gen Targeted, Next Gen Emerging through evaluation using developed benchmarks and monitoring tools.	Ongoing	Meeting with existing athletes on 2019/2020 plan , Identify potential new athletes to team through PRT
8. Create/monitor and evaluate YTP's for all athletes identified within National Team Program areas.	Ongoing	ongoing
9. Activate the Next Gen Hub program in partnership with identified regions and support networks including PSA's, Club's, CSI/C network.	Ongoing	NS regional training center contract in NS hands , OS finalized and BC ongoing 2019 spring fall training opportunities identified
10. Conduct team election for BOD and Athletes CAN.	Complete	complete
11. Provide annual orientation package to athletes upon selection of new team(s).	Complete	Delivered to athletes; June 1, 2018. Three webinars have taken place to review the package with athletes and address questions.
12. Maintain and expand coaching tools for program implementation.	Ongoing	Talent ID form created, with select group of coaches for feedback sailor assessment for individual classes being worked on with K. Black class specific fitness testing protocols being developed
13. Hire and onboard HPD to direct/evaluate and evolve HP Programs.	Complete	Complete

#### Activities & Outcomes through 2017/2018:

- Contract coach support provided for Radial and Finn Programs
- Atlantic centre coach contracted and providing coaching support to Atlantic region and National/Development Skiff programs

- Performance Highlights:
  - Radial - Sarah Douglas 6th at 2018 Worlds and qualified country for Olympics
  - Finn - Tom Ramshaw 5th at 2018 Worlds and qualified country for Olympics
  - FX - Ali ten Hove/Mariah Millen - 30th at 2018 Worlds
  - Laser - Robert Davis 41st at 2018 Worlds
  - Support team including Team Leader, Laser, Radial, FX/49er, Finn at 2018 World Championships
  - Met country qualification in RSX Men & Women, Laser, Radial, Lightning for 2019 Pan American Games
- Implementation of Performance Results Tracking and Gold Medal Profile in athlete tracking and development
- Implementation of Skills Matrix in assessment of athlete progression
- Hired High Performance Director
- Increased team communication through team newsletter on bi-weekly basis
- Conducted Comp/Dev Coach course - Montreal - May 2018
- Conducted successful YOTS camp prior to Canadian Youth Champs and identified athletes for subsequent Regional Youth camps
- Supported fall Regional Development Camps in Halifax and Montreal
- Received directed support of \$215,000 from OTP

#### Activities & Objectives Planned for 2018/2019:

- 2018 all CST Athletes measurement and evaluation camp
- 2018 week long professional coaches development clinic
- Support 2019 Pan Am Trials and Test Event selection events
- Individualised support for identified performers in Radial and Finn programs
- Coordinated team training camps and pre-event preparation opportunities at identified competitions

#### Future Objectives - Beyond 2018/2019:

- Annual National development team training camps (domestic and Intl)
- Detailed Tokyo plan
- Building out of regional training hub activities



## 2018 Sail Canada AGM

### Report – Marketing and Communication

**Strategic Goal:** *Sail Canada will promote the brand, share our successes, and keep its members informed and up to date on activities, programs and key decisions.*

Planned Initiative for 2018-2019	Planned Initiative Status (Achieved, In Progress, Ongoing, Not Completed)	Comments
1. Sail Canada will provide consistent news updates on a monthly basis	Ongoing	Website, blog, facebook, instagram, twitter, direct email newsletters and press releases; consistently utilized to execute communications plan
2. Sail Canada Communications are issued simultaneously in both official languages (ongoing)	Ongoing	
3. Deliver Bi-Monthly E-Newsletters in both official languages (ongoing)	Ongoing	October 15th & October 31st
4. All New Sail Canada Resources are released and accessible in both official languages simultaneously	Ongoing	
5. Determine the priority of existing resources for translation in consultation with FVQ	Not Complete	Will be translated as we begin to populate new website
6. All Sail Canada social media platform content is bilingual where possible (ongoing)	Ongoing	
7. Sail Canada and PSAs collaborate with clubs and schools to promote Sail Canada's brand, programs, services, teams and partners (ongoing)	In progress	
8. Develop 'Proud member' multi-media package for members to access & display each year (onsite, online, in hard copy media)	In Progress	Package to include: <ul style="list-style-type: none"> <li>- Proud member logo</li> <li>- Program Pathways</li> <li>- What Sail Canada &amp; PSA do for you</li> <li>- Media kit</li> </ul>
9. Promote to national, public, non-member groups (i.e.Zoomer Media in 2018)	In Progress	Sail Canada Blog - encourage submissions, Using Facebook ads and Instagram ads to increase viewership and following

10. Develop an Interactive and up to date Sail Canada website by March 2019	In Progress	Website Build has started: <ul style="list-style-type: none"> <li>- Proposed Homepage</li> <li>- Proposed Tabs &amp; Pages</li> <li>- Gathering Media we'd like to see within the new site</li> </ul>
11. Sail Canada will survey its membership for information on a yearly basis	Complete	Survey Results: 114 Respondents <ul style="list-style-type: none"> <li>- Members gather most of their information from the website and social media pages</li> <li>- 80% of members are subscribed to our newsletter</li> <li>- 75% are apart of our Dinghy program</li> <li>- Majority of respondents have been members for over 20 years</li> <li>- Over 85% attend Sail Canada Events, specifically our Championships</li> </ul> Members would like to see: <ul style="list-style-type: none"> <li>- More visibility</li> <li>- A focus on grass roots, finding a way to keep new sailors involved within the sport</li> <li>- Youth Coaches Development Clinics</li> <li>- Have internationally recognize programs</li> <li>- Better promotion of Para sailing</li> <li>- Provide resources to smaller clubs (media kits)</li> </ul>
12. Develop a communication protocol for change management (ie; issues and opportunities; proactive and reactive)	In progress	Internal Communication plan complete Change Management plan in progress

Activities & Outcomes through 2017/2018:

- Sail Canada Blog
- Increased social following
- Implementation of the Bi-Monthly Newsletter
- New Communication Coordinator
- Increased event coverage

Activities & Objectives Planned for 2018/2019:

- New Website
- Establishing Sail Canada's 'Key Messages' as part of our overall marketability

- Establishing a stronger Brand Identity for greater credibility

Future Objectives - Beyond 2018/2019:

- Have a widely recognized and respected brand used by all clubs across Canada
- Utilizing photography and videography to tell our story, attracting greater membership
- Thorough communication plan for upcoming games - Lima & Tokyo



## 2018 Sail Canada AGM Report – Operating with Excellence

**Strategic Goal:** *Sail Canada will operate with excellence in all aspects of governance and operations.*

Planned Initiative for 2018-2019	Planned Initiative Status (Achieved, In Progress, Ongoing, Not Completed)	Comments
1. A board approved strategic plan is updated with key performance indicators by May 1, 2018	Complete	Approved by board
2. Bylaws and Policies are reviewed and changes presented to Membership for adoption by October 2018	In Progress	Bylaw review complete. New Conflict of Interest Policy created Cannabis Policy being reviewed Risk Management Policy and Risk Registry being reviewed New Code of Conduct being reviewed
3. Revised Bylaws and Policies are posted on the website by Nov 2018	Not complete	Revisions need to be approved at AGM
4. The Board will do an annual board evaluation by May 2018	Not completed	
5. Staff evaluations are done annually based on the staff workplan objectives by April 30, 2019	In progress	Evaluation Template created and reviewed with staff
6. Quarterly reports on Strategic Directions are provided to the board via written reports and ScoreCards (ongoing)	Ongoing	Monthly Operational Reports provided to the Board
7. Quarterly Financial Statements are sent to the board and monitored against financial performance (ongoing)	Ongoing	Quarterly Financial Reports are provided to the Board Financial Accounting Policy being reviewed
8. The Board makes informed governance and strategic decisions (ongoing)	Ongoing	
9. Board Policy Manual is maintained and updated (ongoing)	Ongoing	In process
10. A risk management strategy is in place and reviewed regularly by senior staff and the Board of Directors	Not complete	In progress

Activities & Outcomes through 2017/2018:

- Mike Milner was hired as the new High Performance Director
- Katie Yeo hired as the High Performance and Programs Coordinator
- Claire Juguet was promoted from part-time Administrative Assistant to Communication Coordinator
- Nick Allinson as the Program Administrator and Receptionist
- Revised Bylaws
- Revised Terms of Reference for all Committees
- New Conflict of Interest Policy developed
- Athlete's Council Terms of Reference being reviewed
- Risk Management Policy and Risk Registry to be worked on

Activities & Objectives Planned for 2018/2019:

- Create Vision 2024 - A Vibrant, healthy growing sport
- Create policies and procedure to ensure the sailing environment is safe for all participants
- Clarify management metrics and process
- Create mechanisms for all stakeholders to have a say in the development of the sport and organization
- Strengthen input of the Provincial Council and create an Athlete Council to give the athletes and avenue to provide input on decisions affecting them

Future Objectives - Beyond 2018/2019:

- Capture the energy and enthusiasm of all Stakeholders to work together for the betterment of the sport
- Create an organization and Brand with which all members are proud to be associated
- Establish clear linkages between metrics and operational activities
- Identify aspirational projects and determine path for funding and prioritizing
- Updated policies in place that support the Strategic Plan
- Staff and Metrics driven organization





**2018 Sail Canada AGM  
Report – Financial Sustainability & Business Development**

**Strategic Goal:** *Sail Canada will take an investment approach by developing and implementing a funding model to generate and diversify revenue sources.*

<b>Planned Initiative for 2018-2019</b>	<b>Planned Initiative Status</b> (Achieved, In Progress, Ongoing, Not Completed)	<b>Comments</b>
1. Liaise and network with Sport Canada to maximize funding (ongoing)	Ongoing	Meeting with Sport Canada  Hosting Program - due mid Jan 2019: - 2018 reports - Requests for 2019 U21 Radial Worlds
2. Establish plan for business model for program participation & membership/registration beyond 2020 - by Nov 2018	In Progress	Optional models being reviewed & decided upon by PSA ED group @ 2018 Leader Summit
3. Develop updated Corporate Sponsor recruitment plan - by Sept 2018	In Progress	Campaign Development underway - need demographic & outreach details from Clubs - finalization of draft likely Nov / Dec  Needed: Sail Canada's Key Message(s) (aligning with the 3 Pillars) - the 'Why' Sail Canada's activities are better than any other
4. Develop Visibility & Activation Plan for sponsors, supporters and funders (ongoing)	Ongoing	Visibility & promotions at Leader Summit & AGM - Skippers' Plan, Helly Hansen, EQ Bank, Fogh, Canada  Embedding Partnership visibility requirements into 2019 Hosting Agreements & program delivery items & new website  Monthly updates to sponsors' Website & Newsletter artwork, hyperlinks & promotions

5. Manage Corporate Sponsorship and Partner Agreements (ongoing)	Ongoing	<p><b>Skippers' Plan</b></p> <ul style="list-style-type: none"> <li>- Leader Summit &amp; AGM supporter</li> <li>- Skippers' Plan Reception</li> <li>- 2019 confirmed continuance of annual partnership</li> </ul> <p><b>Helly Hansen -</b></p> <ul style="list-style-type: none"> <li>- Adding branded supply of PFD covers to 2019 Teams kit;</li> <li>- Aligning next 4-year partnership objectives &amp; plan:</li> <li>- Outreach to Youth; Commercialization; activating Ambassadors; VIP Events; 2020 Tokyo Games Sailing Team Send-off</li> <li>- HH Sailor the Month continues to Mar 2019</li> </ul> <p><b>EQ Bank -</b></p> <ul style="list-style-type: none"> <li>- 5 account acquisitions reported</li> </ul> <p><b>Rolex -</b></p> <ul style="list-style-type: none"> <li>- Rolex Sailor of the Year Award &amp; Event Title</li> </ul> <p><b>BMO MasterCard -</b></p> <ul style="list-style-type: none"> <li>- 124 new accounts following BMO promo of the campaign</li> <li>- Affinity on retail sales with 284-312 Active Cards / month</li> </ul>
6. Pilot updated business model with Championships - by Sept 2018	Complete	Implementing new model into 2019 Hosting Agreements
7. Add products & merchandise to updated login feature - complementing data capture - by April 2019	Not Complete	Need Login feature changes initiated
8. Establish sound business models - where feasible - for 2018/19 Initiatives in each Pillar (ongoing)	Ongoing	<p>BDAC formed - focus is on Corporate Sponsor recruitment</p> <p>Program Participation model beyond 2020 being established at AGM 2018</p>
9. Establish a Fundraising program & plan and raise \$100,000 to support High Performance Programming	Ongoing	Fundraising Committee established Case for Support Developed
10. Ensure compliance with RCA for all donation programs	Ongoing	In compliance - ongoing monitoring
11. Manage Advertising Revenues (ongoing)	Ongoing	Reviewing ad opps - Newsletter, Blog
12. Manage Merchandising Activities (ongoing)	Ongoing	Merchandise platforms now: store.sailing.ca; iTunes; Google Play



**Activities & Outcomes through 2017/2018:**

- EQ Bank came onboard as advertising partner - 1 year
- Business Development Advisory Committee formed to support plans and initiatives
- BMO MC promoted the Sail Canada MasterCard Affinity program outside of our channels
- ePubs added to merchandise
- Fundraising Committee established to raise funds for Regional Hubs

**Activities & Objectives Planned for remaining 2018/2019:**

- Corporate Sponsor Recruitment Campaign - development & sales
- Skippers' Plan & Rolex partner activations
- Raise funds to support Regional Hubs

**Future Objectives - Beyond 2018/2019:**

- Diversified funding sources
- Fundraising and sponsorship programs that drive 50% of the organization's revenue
- Member/Club/School login to access member services, resources & to shop for add-on options

