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PROPOSAL FOR A NEW RCA MEMBERSHIP MODEL

In September 2016, Members received a document entitled “Proposal for a New RCA Membership Model” and were invited to provide feedback. 107 responses to the survey were received from Member Organizations.

The proposal contained four key principles on which the proposed new membership structure was based as well as six recommendations:

The PRINCIPLES of the Proposed Membership Model are:

1. All Canadian rowing participants (currently “sport” and “competitive” rowers) would be registered with RCA when they enter any program at the club level and, pay the same “base member” fee.
2. All events (e.g. regattas) conducted by our member organizations must be sanctioned by RCA/PRA.
3. All event organizers would use the same registration system (RegattaCentral) to set up their event and accept registrations.
4. All participants (including non-Canadian) competing in a sanctioned event would pay a seat fee levied by RCA. Individual provinces may also elect to levy seat fees for each regatta hosted within that province.

The RECOMMENDATIONS of the Membership Category Working Group were:

1. Adopt a “per seat” fee system.
2. Adopt an RCA base fee of \$20 and an RCA per seat fee of \$3.25/seat in year one (2018).
3. That Indoor Rowing events be included on the basis of paying the “per seat” fee.
4. That the committee reviews more specifically the category of RCA coach membership, examines how this is done across other sports, and recommends a strategy to ensure the proper registration of all club coaches across Canada.
5. That prior to implementation of the new member registration system and policies in 2018, member benefits (e.g. clothing and other supplier discounts) be negotiated to provide an incentive-based system that supports our members.
6. That a “supporter package” be developed and launched at the same time as the new registration system.

Based on the survey feedback received from the membership, all six recommendations were supported by a majority of respondents. In terms of recommendations #5 and #6 these were considered positive steps by most but were not necessarily a high priority. Concerns were raised that these should not be implicitly tied to implementation of the new system, being too resource intensive or, taking away from other RCA priorities.

Therefore, as approved by the RCA Board of Directors, the Membership Category Working Group recommends:

- **Approval of the PRINCIPLES and RECOMMENDATIONS 1-4, as outlined in the “Proposal for a New RCA Membership Model”, for implementation April 1st, 2018.*

Please review the attached report for complete details regarding the Proposal.

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Canadian Paralympic Committee/Comité paralympique canadien



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Proposal for a New RCA Membership Model

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I. Background

At the 2013 Annual General Meeting, a motion to review the category of high school rowers within the existing membership structure led to the formation of the Membership Category Working Group. After a year of review and consultation with members, it became evident that there were a number of issues with the Rowing Canada Aviron (RCA) membership structure and that an all-encompassing review was required. This review needed to consider all members of the rowing community and how they participate in rowing.

The Working Group, consisting of Donna Atkinson, George Barkwell, Jennifer Fitzpatrick, Brian Lamb, Derek Ventnor and supported by Rowing Canada Aviron staff Jen Parfitt and Annabel Kehoe, conducted a community-wide consultation including individual meetings with every Provincial Rowing Association (PRA) (response rate 100%), disseminated a nationwide club survey (response rate 69%) and a community wide survey to all those individuals involved with rowing (10% response rate) to understand the needs of all organizations and understand the motivations and participation patterns of individuals. The information from the PRAs, clubs and individual participants lead to the development of this proposed new structure.

I.1 Proposed New Structure

Consultation with members demonstrated that the current categories of Competitive and Sport Rowers were not providing any useful segmentation of the membership and were often misinterpreted and, inconsistently applied.

Following a presentation at the RCA 2015 National Conference and further consultation with all ten PRAs, the Membership Working Group proposed the following three RCA member categories (a summary with “working titles”):

- **Rowers:** All rowers, across all disciplines with an additional fee for entry into an RCA sanctioned event
- **Facilitators:** What we presently call “non rowing roles”. With particular focus on actually capturing (i.e. registering) Coaches, Umpires and Volunteers (e.g. Board of Directors)
- **Supporters:** Fans, friends and family, alumni, donors-anyone not in the above two groups who would like to be part of RCA.



1.2 RCA 2016 Semi-Annual Meeting

The Working Group recognized that the membership needed to approve in principle the proposed membership structure for further work to continue as the time and commitment involved was too great if the membership was not supportive. At the January 2016 RCA Semi Annual Meeting, the RCA Membership Category Working Group recommended a membership structure that was based on:

1. *One base membership fee for each rowing participant.*
2. *A Competition Fee per participant into an RCA on-water sanctioned event*
3. *A Supporter Membership for those friends/family/fans/alumni etc. who wish to be part of Rowing Canada Aviron with benefits associated with that membership.*

This recommendation was voted on and approved by the membership at this meeting which gave the Working Group the endorsement needed to pursue further investigation of the technology requirements, the related costs, and the proper communication such a structure change would entail in the 2016-2017 fiscal year for full implementation by the start of fiscal year 2018 / 2019.

2. Purpose of the Report

This report is intended to provide RCA members with the information that was considered when developing the recommended membership model; the recommendations of the Membership Category Review Working Committee; and, to provide a final opportunity for input from the membership before these recommendations are presented for voting at the upcoming Semi Annual meeting, January 29th, 2017.

The new model would be implemented on April 1st, 2018 allowing sufficient time for Provincial Associations and Members to make any required adjustments to their own fee structures and to be trained on the new system.

The information in this report is divided into three sections:

1. Proposed membership categories and registration guidelines
2. Financial modelling and recommended fee structure
3. Recommendations on “Non Rowing Roles” or “Facilitators” and Supporters

The recommendations of the Membership Category Review Working Group deal only with the RCA participant categories and fees. This information has been shared with PRAs to give them the opportunity to consider their own membership structures in this context and, to be able to respond to questions from their provincial members on how they anticipate the new model will impact their respective provincial membership models and fee structures.



Your feedback is important. We are asking for all RCA Members including PRAs, Clubs and Special Associations (CURA, RCHJRC, CSSRA, etc.) to review this information and provide feedback through the survey link below, by **December 2nd 2016**.

3. The New Membership Model and Basic Assumptions

The new membership model is based on four simple principles:

1. All Canadian rowing participants (currently “sport” and “competitive” rowers) would be registered with RCA when they enter any program at the club level and, pay the same “base member” fee.
2. All events (e.g. regattas) conducted by our member organizations must be sanctioned by RCA/PRA.
3. All event organizers would use the same registration system (RegattaCentral) to set up their event and accept registrations.
4. All participants (including non-Canadian) competing in a sanctioned event would pay a seat fee levied by RCA. Individual provinces may also elect to levy seat fees for each regatta hosted within that province.

4. The Benefits of the Model

4.1 For the regatta organizing committee

- Free access to a well-established, rowing specific online registration system that has ongoing support
- The same registration system for all events so organizers/users would have a consistent platform regardless of the event
- Fees automatically distributed to the appropriate organizations
- Accurate data and reports
- Volunteer signup system
- Automatic verification of RCA membership
- Automatic event waiver can be provided
- Access to other customized services such as boat storage tracking, t-shirt sales etc. (customization charges may apply)

4.2 For the clubs

- Simple - One fee for everyone participating in Club programs
- No need to apply an upgrade fee for a “sport” rower who now wishes to be competitive
- Accurate reporting for club sponsored events

- Ability to monitor overall activity, engagement and participation trends in programs and events
- Tracking of individual and crew results within a club
- Tracking of crew results associated with registered coaches

4.3 For the Participants

- Can try racing without having to pay an upgrade fee
- Insurance for all participants
- Fair to all participants. Fees are linked to level of participation/services
- Individual can track his or her own regatta and race results

4.4 For RCA and PRA

- Automatic membership verification
- Better able to track patterns of participation in order to:
 - Make better decisions on programming and funding
 - Secure supplier and merchant discounts to benefit all members
- Able to track race results for athletes and coaches

5. Financial Modelling and Costs: Rower and RCA Sanctioned Event Participants

5.1 Financial Model and Technology

The difficult and most important step in moving to this model is determining the costs for all involved. To accurately capture and implement a fee for all rowing participants at an RCA sanctioned event, an online event registration system was recommended by the Working Group. Ideally, this technology would be provided at no cost to regatta Organizing Committees (OCs) to enable them to easily and accurately obtain and track such information and to have the processing of payments to RCA, PRAs and the regatta OC done in a seamless manner.

In December of 2015, RCA issued a Request for Expressions of Interest (REI) to technology firms capable of providing a regatta registration system, to determine what the costs and implementation of such a system would entail. A panel of technical experts and regatta organizers which included Ian Gordon, Bill Schenck, Dr. Marla Weston and Russell Lawrence was established and after reviewing all of the proposals received, two companies were shortlisted and went through an extensive review process conducted by this panel.



Through this process, RegattaCentral was selected as the company that offered the best quality, value, service and capacity to support both RCA's system needs and the needs of RCA's regatta OCs.

Members of the Working Group met with RegattaCentral to review RCA's detailed requirements and the costs of a system that would provide not only event sanctioning and registration, but also customized branding abilities, the ability to link to other systems and, online payment options that automatically direct OC, PRA and RCA monies into the appropriate accounts. With RegattaCentral, working group members also strategized the best way to reduce costs to all stakeholders but at the same time maintain quality and accuracy.

It is this information that has primarily formed this proposal.

5.2 About RegattaCentral

RegattaCentral is an online Regatta Management and Regatta Entry system service provider that has been serving the international regatta marketplace since 1999 (see Appendix I for more details on RegattaCentral). RegattaCentral provides online regatta management services to numerous national governing bodies such as USRowing, Rowing Australia, and FISA. Currently RegattaCentral is regarded as the leader in online regatta entry submission and is the preferred supplier.

By bundling all RCA sanctioned regattas into negotiations with RegattaCentral, RCA has been able to leverage a significant cost savings compared to what an individual OC would pay to use RegattaCentral today.

5.3 Event Fee Structure

At the January 2016 Semi-Annual Meeting the Membership Category Working Group proposed that all participants would be assessed a "regatta fee" that a participant would pay for each regatta that they entered.

RegattaCentral's regatta registration system is designed to charge by participant by event entry into a regatta, or more simply a "seat fee". For example, if a participant is entered in the women's 2x and women's 8+, there would be two charges to that athlete's participation, one for each event entered in the regatta.

To adapt the RegattaCentral system to accommodate the single "regatta fee" approach as originally proposed by the Working Group would require RegattaCentral to build this new component into their current system. This would result in much higher system development costs and ultimately greater cost to RCA participants.

In addition, there are numerous complexities associated with the implementation of a “regatta fee” that were not apparent to the Working Group when developing the original model. Dealing with alpha lists, cancellations, boat changes, transfers and refunds could place an increased administrative and cost (credit card cancellations/refunds) burden on OCs if a “per regatta fee” was implemented.

Although the original focus of the Working Group was on a “per regatta fee”, the model being presented is based on a “per seat fee” for the following reasons:

- **Less costly:** by using the established RegattaCentral structure, the development costs of a system for RCA would be approximately 40% less than if the system has to be adapted to use a “per regatta fee”.
- **Easier to manage:** the “per seat” fee model reduces the potential for confusion and added complexities for regatta organizers in terms of dealing with cancellations and refunds.
- **Fairer to the participant:** a “per regatta fee” does not consider the number of events that a person is racing in - each person entering a regatta would pay the same fee regardless of whether they were racing in 5 events or just racing in one. A “per seat fee” is assessed for each race/event the participant is entered. If a participant just wanted to try one race, a “regatta fee” (which would be much higher than a “seat fee”) could be a barrier to participation.

5.4 Indoor Rowers

The Working Group has also taken time to reflect on Indoor Rowers. The focus of the new fee structure to this point has been on “on water” events. However, looking ahead to 2018 when the new system is implemented there is rationale to support charging an Indoor Rower the “per seat” fee when they enter a sanctioned Indoor Rowing Event. The rationale is as follows:

- Many Indoor Rowing Events are already paying RegattaCentral to use their online registration system. If Indoor Event organizers, as part of their Rowing Canada membership would like free access to this, there is an associated cost.
- Indoor Rowing Events are governed by RCA Rules of Racing and many are supported by RCA umpires.
- The majority of participants in Indoor Rowing Events are already members of RCA through their club participation. Improved marketing of Indoor Rowing Events across could translate into an increase in the number of rowing participants.
- If all sanctioned Indoor Rowing Events are using the same regatta registration system, race results from across the country can be tracked year after year and an accurate history of winners and Canadian records can be easily maintained. This could assist in various marketing initiatives.



- RCA sanctions and insures the event at a cost to RCA and its members.

Recommended by the Working Group is that all Sanctioned Indoor Rowing events would as per regattas, use RegattaCentral for their registration at no cost to the OC. There would be no RCA Base Membership Fee requirement for Indoor Rowing Events, but all participants would be required to pay the smaller “seat fee”. This would enable CrossFit and similar type athletes to participate without having to be a member of RCA. In addition, participant records and results information would be readily accessible and participant insurance would be provided.

The number of projected Indoor Rowing Event participants has been included in the financial model presented.

5.5 Definitions and Assumptions

The financial modelling is below for your review. Please take time to read this through in its entirety as it contains detailed information. For clarification purposes, a few definitions and assumptions are provided here:

- A. Operating Cost:** Cost to operate the RegattaCentral system on an annual basis. It is important to note that OCs will not incur RegattaCentral fees. RCA will cover these costs as part of the annual operating cost. OCs will continue to incur merchant service fees for credit card processing and for any customized options they may wish to use.

What’s included?

- The platform itself enables – ISP portals/security/trustee and privacy security
- Robust enterprise server application platform – PCI (Payment Card Industry) compliance
- Ongoing costs of running the system and the online registration system itself.
- Assistance to OCs in setting up a regatta in the system and training – emergency support for system outages
- Developer time to ensure timely system adjustments and minor enhancements to ensure a system that is able to meet the needs of our members on an ongoing basis.
- Accurate data and reports for RCA, PRAs and OCs on regatta entries and racing. For example, how many instances a 4X+ is being offered/raced and how many entries within a year
- Accurate data and reports for all participants entered into an RCA sanctioned event as individual results are available to every participant. This is also helpful to have this historical data for the athlete, to track progress
- A Volunteer Management system for regattas as part of this service (e.g. track Volunteers and have them sign up for boat holding etc.)
- Available in both official languages



- API to race results, timing systems and 3rd party applications and timing results/systems (e.g. Regatta Master, Regatta Data). Access to this is controlled by the OC
- Customizable Event Waiver capacity – capacity for multiple waivers per athlete per regatta
- Docusign available for additional fee as well as other cost plus services such as camping/boating rentals/t-shirt sales, etc
- The base fee assists with covering the overall costs of operating the system and covering off basic system maintenance, bug fixes and minor enhancements to the program (e.g. improving reporting functions, issue tracking to assess priority system change requirements)
- This model results in an overall savings to the fees that would otherwise be paid by OCs dealing directly with RegattaCentral
- RegattaCentral works with many countries and major regattas. RCA regattas would benefit from ongoing progressive system developments to meet market demands.

B. Development Cost: The start-up development costs needed to customize the RegattaCentral system for sanctioned events in Canada.

What's included?

- Development of an online payment system that streams the fee paid at point of entry into a regatta to the appropriate bank accounts - RCA, PRA and regatta or local OC
- Online event sanction process connected from RCA's website to RegattaCentral with customization features on RegattaCentral site to denote all Canadian sanctioned regattas
- Updates as required to effectively manage and secure payment processing
- Development of APIs as needed. (Note that the API provides the ability to connect to any third-party regatta management/progression system. For example, RegattaMaster, RegattaData.)
- Modification made to the Web Registration System (WRS) for more seamless and secure connections
- 2017 pilot project and system testing with select Canadian regattas
- Testing by both RegattaCentral and RCA

Not included:

- RegattaCentral provides some additional options for regatta organizers such as the ability to charge boat rental fees, camping fees, sell merchandise, etc. These options would be available to RCA OCs for an additional fee.
- Additional requirements or customizations that may be desired by a regatta OC may be developed at the OC's expense in negotiation with RegattaCentral. For example,



Henley has had some customized development done in the past as negotiated with RegattaCentral to account for some needs that are specific to the way that the Henley operates. This is possible but, such customizations are not built into the development costs of the basic system that is described above and thus would be at the expense of the OC.

C. Baseline Revenue Target: The amount RCA needs to generate annually to maintain its current level of membership revenue from participant registration.

D. Base Statistics: The values that have been used in the financial analysis are provided below and represent averages based on the best available data.

- **Total number of RCA participants (rowers) = 12,700** (from the RCA Web Registration System) (65% Sport Rowers, 35% Competitive Rowers).
- **Total number of RCA participants in RCA sanctioned events (2015) = 27,111**
This value is the sum of all individual participants in sanctioned events (including indoor) across Canada. If an individual athlete participates in 5 different sanctioned events, that individual is counted 5 times. The number of participants/sanctioned event was provided by individual PRAs and in many cases are estimates only. Some of the data was confirmed using RegattaCentral numbers.
- **Average number of seats per participant in a sanctioned event = 2.0**
Based on seat data provided by RegattaCentral (represents approximately one-third of all Canadian regattas) and the total number of participants for each of those events (provided by the PRAs), it was estimated that an athlete competes in an average of two races per event (2 seats per event).

5.6 Financial Model for a new RCA Membership Structure using a Base Membership Fee plus a “Per Seat” Fee for Regattas

Every effort has been made to establish a reasonable starting point of current participation levels at regattas/sanctioned events across the country but many data extrapolations were required as data on regatta participation is not well tracked at this point in time. Estimates provided are therefore conservative in order to err on the side of caution.

Note:

- All clubs must still register participants through the RCA online registration system, WRS. Each participant will be assessed the RCA Base Membership Fee and a



Provincial Rowing Association (PRA) fee as determined by each PRA. This basic registration process does not change. Provincial fees will still be invoiced to clubs and paid to provinces.

- The regatta registration process will be standardized to RegattaCentral’s process but with the advantage that now all fees paid online will be automatically distributed to the regatta local organizing committee, the province and RCA as appropriate. Seat fees will be assessed at the time of entry submission into the event in accordance with the location of the regatta rather than the location of their membership. Thus an athlete from British Columbia participating in a regatta in Ontario will pay the Ontario designated “seat fee”.

Table I. Anticipated Costs Used to Determine Recommended Fee Structure

Predicted Costs (\$)			
RCA Fiscal Year	2018/19	2019/20	2020/21
Baseline Revenue Target (RCA participant revenue to be recovered)	\$300,000.00	\$315,000.00	\$330,750.00
Annual Operating Costs*	\$97,500.00	\$102,375.00	\$107,493.75
Development Costs†	\$33,333.33	\$33,333.33	\$33,333.33
Total Annual Cost**:	\$430,833.33	\$450,708.33	\$471,577.08

* includes an annual operating increase of 5%

† \$100k amortized over 3 years

** the total annual cost is the amount required to be recovered each year from participant revenue

Table 2. Detailed Costing Model and Fee Structure Options based on a “Per Seat” Fee

Membership Fee Options		\$20 Base Membership Fee	\$25 Base Membership Fee	\$30 Base Membership Fee
Base Fee Revenue*		\$254,000.00	\$317,500.00	\$381,000.00
2018/19	Additional Revenue required to meet Total Annual Cost	\$176,833.33	\$113,333.33	\$49,833.33
	Seat Fee (as calculated)	\$3.26	\$2.09	\$0.92
	Seat Fee †	\$3.25	\$2.00	\$1.00
2019/20	Additional Revenue required to meet Total Annual Cost	\$196,708.33	\$133,208.33	\$69,708.33
	Seat Fee (as calculated)	\$3.63	\$2.46	\$1.29
	Seat Fee †	\$3.75	\$2.50	\$1.25
2020/21	Additional Revenue required to meet Total Annual Cost	\$217,577.08	\$154,077.08	\$90,577.08
	Seat Fee (as calculated)	\$4.01	\$2.84	\$1.67
	Seat Fee †	\$4.00	\$2.75	\$1.75

* determined based on Base Membership Fee X 12,700 RCA participants

† rounded to the nearest 0.25

Note:

- The Base Membership Fee is what is charged to every rower in Canada as part of their RCA membership, and the seat fee (rounded to nearest 0.25) is what is charged for every event a participant is entered in within an RCA Sanctioned Event (Indoor Rowers are included).
- It is important to note that the proposed Base Membership Fee and Seat Fee would be standard as of April 1, 2018. As in past years, any proposed changes to the RCA Membership Fee and/or Seat Fee would be reviewed by the RCA Dues and Fees Committee and the Committees recommendations would need to be approved by the membership. This would include a reassessment once development costs of the new system are covered and more accurate regatta participation information is available.

5.7 Recommendations

The Working Group recommends:

I. Adopting a “per seat” fee system:

- This is the fairest system for all rowers/participants in RCA sanctioned events.
- It costs less than the “per regatta” fee.



- A system based on a “per regatta” fee is a much higher development cost and, from experience, building a new system often takes more time and money than anticipated.
- A “per regatta” fee can lead to greater registration complexities due to issues such as alpha lists, cancellations, boat changes, transfers and refunds.
- This approach is familiar to many OCs in Canada and, is established.

2. Adopting an RCA base fee of \$20 and an RCA per seat fee of \$3.25/seat in year one (2018):

- This represents a cost savings for most competitive rowers/participants. A participant who enters an average of two “races” within an RCA sanctioned event (regatta) could participate in four sanctioned events (regattas) per year and still pay less than the current cost of \$50 for a competitive rower.

3. That Indoor Rowing events be included on the basis of paying the “per seat” fee:

- For the reasons identified earlier in this document.
- The RCA base fee would not be required.
- Event organizers would have the benefit of the RegattaCentral registration system at no cost and participant records and results information would be more readily available.

Implications for Provincial Membership Fee Structures

All participants will still be required to be members of both RCA and their respective PRA as is currently in place. Provincial Rowing Associations will need to consider this new Membership Model and how this would impact their own fee structures with their member clubs and participants. PRAs that do not have many RCA sanctioned events being hosted in their province may consider a model that has a higher base fee and perhaps no “seat fee”. Alternatively, some PRAs may consider a higher per seat fee and a smaller base fee. This will be for the individual PRAs to review and report on to their provincial members.

6. Further Recommendations: “Non Rowing Roles” or “Facilitators” and Supporters

6.1 Coaches, Umpires, and volunteer Board Members

The Working Group has identified Coaches, Umpires and Board members as a group of “non rowing roles” that we need to ensure are registered with RCA and their PRA. We need to be able to more readily communicate with and offer services to people serving in these roles and,



from a liability/insurance perspective their registration is critical. Umpires are registered when they complete their first training program with their provincial association. However, many clubs are not taking the steps to ensure that their coaches and board members are properly registered and therefore, properly covered by RCA insurance. This is a significant concern that Clubs need to attend to.

6.1.1 Registration of Coaches

The Working Group has reviewed the role of Coaches and it is imperative that Coaches are properly registered with both RCA and their PRA for a number of reasons.

- RCA and the PRAs must be able to communicate directly with all active coaches to provide updates on coach education advancements, make them aware of professional development opportunities, and communicate important safety and regulatory changes as well as regatta and rules information.
- Data shows that most clubs are not registering their coaches and do not realize how important this is from a liability perspective. This is a significant issue.
- The Coaching Association of Canada (CAC) has significantly reduced funding to National Sport Organizations for the development of coach education programs and the funding that is available is now based solely on the number of registered coaches and the number of NCCP trained/certified coaches. This is also happening at the PRA level in some provinces. Clubs that fail to register their coaches are directly impacting the level of funding that may be available to support their development.
- The club vote at the AGM uses rowers and coaches to determine the weight of the vote.
- The National Responsible Coaching Movement is an important national initiative that will impact RCA and the PRAs. Having coaches registered will help facilitate the integration of any new information or requirements emanating from this.
- Online services for the convenience of clubs and coaches can be integrated. (E.g. RCA can link clubs and coaches to an online Criminal Record Check system).
- Coach records, if they are registered, can be linked to race results and tracked through the regatta registration system.
- Coaches could receive a number of benefits of affiliation. The benefits that can be negotiated will depend on RCA's ability to provide an accurate picture of numbers to potential suppliers.

Already Coaches, Board of Directors and Umpires can register specifically for the role they play in the online Web Registration System (WRS). This system has undergone recent changes and, will continue to be developed to make it easier and more intuitive for these members to register. As of April 1, 2018, the system will be able to automatically check for coach registration at the point of entry into a regatta.



Recommendations:

1. That the committee reviews more specifically the category of RCA coach membership, examines how this is done across other sports, and recommends a strategy to ensure the proper registration of all club coaches across Canada.
2. That prior to implementation of the new member registration system and policies in 2018, member benefits (e.g. clothing and other supplier discounts) be negotiated to provide an incentive-based system that supports our members.

6.2 Supporters

The Supporters' membership requires no additional technology requirements at this time. The proposal of the Working Group is to allow Fans of Rowing, for example, to join in a "Supporter" role and have access to many of the benefits that would be available for other members at a fee level to be established. The Working Group recommends that a "supporter package" be developed and launched at the same time as the new registration system.

7. Timeline - Member Feedback

The Working Group would like your feedback on the recommendations and the report by **December 2nd, 2016**. The following form is provided for this purpose:

[RCA Membership Proposal - FEEDBACK](#)

This feedback will be gathered from our members, collated and, considered prior to issuing a final report and recommendations to the RCA Board and membership. Final recommendations would be voted on by our members at the January 29th 2017 Semi Annual Meeting to be held in Vancouver, BC.

If you have questions, the Working Group is available to ensure you have the information you need to make a well informed decision. Please do not hesitate to contact a Working Group member to assist you in understanding this proposal.

An FAQ resource will be posted on the RCA website, and will be updated as new questions come from the membership.

Contact information is provided below:

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APPENDIX I

RegattaCentral

The RegattaCentral company profile as provided as part of the response to the RCA RFEI.

Company Profile

History and Background

Founded in 1999 RegattaCentral focuses exclusively on the rowing market. RegattaCentral has grown every year since and in 2015 served 409 regattas with entries representing 2,295 clubs. RegattaCentral also has official relationships and service contracts with several national governing bodies as well as FISA, the world governing body.

At launch, our initial service was regatta entry and registration. This continues to be a strategic component of the business and is our core competency.

In 2005 we added registration features specifically for club, convention, and camp registration. The workflow and requirements for these organizations are related but different enough from regatta registration that new components and features were developed. This area of the business has also grown every year and now serves over 220 organizations annually.

In 2012 we added mobile apps to our offerings. These apps are available for both the Apple iOS and Google Android platforms. In addition to RegattaCentral's flagship app we also provide *white-label* apps for regattas wishing to market a branded app for their event in the mobile app space. White label apps are fully integrated with the organization, entry and results portions of the RegattaCentral data model provide live results; including mid-course splits for venues staffed accordingly.

The internet and related technologies have changed significantly since our first regatta in 1999. The number of users and capacity requirements has also grown significantly over the years. As a result we regularly review and update our infrastructure, software stack and applications to maintain adequate service levels. In 1999 we served just a dozen coaches and had a few hundred visitors. In just a single weekend in 2015 we served over one million web pages utilizing less than 20% of our capacity.

In late 2015 RegattaCentral entered into agreement with FISA, becoming the first official registrar for FISA to provide services for the FISA World Masters Rowing Championships through 2020. Similarly, USRowing renewed its contract with RegattaCentral to provide registration services for all USRowing Championship regattas through 2020 as well as membership management and convention, clinic & camp registration.



The majority of the RegattaCentral staff is either actively involved in rowing or has experience as rowers, coxswains, coaches and club officers at the high school, collegiate and masters levels. We see customer service and user satisfaction being as important as the technology which drives our platform.

Business Structure

RegattaCentral is an LLC based in Columbus, Ohio. We employ six full-time staff including sales/support, R&D and accounting/bookkeeping. Our offices are at 2029 Riverside Drive, Suite 201, Columbus, Ohio 43221. In December of 2015 we expanded our offices to support additional staff.

Client List

Our client list is publically available on our website.

- Regatta Clients (most recent full year):
<https://www.regattacentral.com/results/index.jsp?year=2015>
- Club management clients: <https://www.regattacentral.com/clubs/>
- Camp/Clinic clients: <https://www.regattacentral.com/camps/>