



ROWING  
CANADA  
AVIRON

www.rowingcanada.org

**MINUTES**  
**ROWING CANADA AVIRON**  
**ANNUAL MEETING**  
**September 21, 2017**  
**at 5:30 p.m. PDT**  
**Conducted Electronically, via Webinar**

**PRESENT:**

<b>Position</b>	<b>Name</b>
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**RCA Board of Directors:**

President	Walker, Mike
Director	Jackson, Roger
Provincial Director	Purcer, Carol

**RCA Staff & Scrutineer:**

Chief Executive Officer	Dillon, Terry
Secretary	Murdoch, Sid
Scrutineer	Lay, Jeff

The following members in good standing participated in the online vote and cast their ballots by 12 Noon PDT, September 20, 2017:

Alberta Rowing Association	1
Argonaut Rowing Club	5
Association Quebecoise d'Aviron	1
Aviron Lachine (Club d'aviron Lachine)	3
Barrie Rowing Club	4
Brentwood College School	4
Brock Rowing Club	1
Brockville Rowing Club	2
Burnaby Lake Rowing Club	3
Calgary Rowing Club	6
Canadian Henley Rowing Corporation	1
Canadian Secondary Schools Rowing Association	1
Canadian University Rowing Association	1
Cascadia Regatta Association	1
Central Alberta Rowing Club	2
Central Ontario Rowing Association	1

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Member of: F.I.S.A./Membre de F.I.S.A., Canadian Olympic Committee/Comité Olympique Canadien

Canadian Paralympic Committee/Comité paralympique canadien

Claremont Sports Institute Rowing Academy	2
Club d'aviron de Boucherville	3
Club d'aviron de Montreal - Montreal Rowing Club	5
Collingwood Rowing Club	2
Deep Cove Rowing Club	3
Delta Deas Rowing Club	3
Dominion Day Regatta Association	1
Don Rowing Club	4
Durham Rowing Club	3
Edmonton Rowing Club	6
False Creek Rowing Club	2
Fort Langley Community Rowing Club	3
Fort Langley Youth Rowing Society	2
Fredericton Rowing Club	3
Georgian Bay Rowing Club	1
Gorge Narrows Rowing Club	4
Greater Victoria Youth Rowing Society (GVYRS)	4
Guelph Rowing Club	4
Haldimand Grand River Rowing Club	2
Halifax Rowing Club	4
Hanlan Boat Club	4
Hatchets Training Centre	1
Havergal College	1
John MS Lecky UBC Boathouse (Thunderbird Rowing)	3
Kamloops Rowing Club	1
Kelowna Rowing Club	2
Kenora Rowing Club	3
Kingston Rowing Club	3
Labrador West Rowing Club	1
Lakeland Rowing Club	2
London Rowing Club	4
LYC Rowing	1
Manitoba Rowing Association	1
Mic Mac Amateur Aquatic Club	4
Muskoka Rowing Club	2
Nanaimo Rowing Club	2
Niagara Falls Rowing Club	2
Nicomekl Rowing Club	3
North Star Rowing Club	2
Notre Dame Rowing Club	3

Ontario Adventure Rowing Association	2
Orillia Rowing Club	2
Peterborough Rowing Club	4
Ridley Graduate Boat Club	2
Rockies Rowing Club	1
Row Nova Scotia	1
Rowing British Columbia	1
Rowing New Brunswick Aviron	1
Rowing Newfoundland	1
Rowing PEI	2
Rowing Prince Edward Island	1
ROWONTARIO	1
Royal Canadian Henley Regatta Joint Commission Corp.	1
Saskatchewan Rowing Association	1
Shawnigan Lake Rowing Club	3
Shuswap Association for Rowing & Paddling	1
Simon Fraser University Rowing Club	2
South Cariboo Rowing Club	1
South Niagara Rowing Club	4
St. Catharines Rowing Club	6
St. Catharines World Rowing	1
St. George's School	3
St. Lawrence Rowing Club	2
St. Michaels University School Rowing Club	2
Trenton Rowing & Paddling Club	1
University of Alberta Rowing Team	2
University of the Fraser Valley Rowing	2
University of Toronto Rowing	2
University of Victoria Rowing	4
University of Western Ontario Boat Club	2
Upper Canada College Rowing	2
Vancouver College Rowing	2
Vernon Rowing & Dragon Boat Club	3
Victoria City Rowing Club	6
Western Rowing Club	2
Whistler Rowing Club	1
Winnipeg Rowing Club	3

**1. Call to Order**

The 2017 Rowing Canada Aviron Annual Meeting was called to order by President Walker at 5:30 p.m. PDT, September 21, 2017. There were 18 webinar participants in attendance.

Jeff Lay was previously appointed as Scrutineer for the Annual Meeting by the RCA Board of Directors.

**2. Establishment of Quorum as read by the Scrutineer:**

- There were 118 total members in good standing representing 284 votes - a quorum is 143 votes.
- 93 members cast a ballot, carrying 221 votes; therefore, a quorum was present in accordance with paragraph 5.2 of the By-Laws.

**3. Report of the Scrutineer**

- notice of the Annual Meeting was sent to all members at least 21 days prior to the meeting;
- adequate explanation of the balloting procedure under the by-laws was provided to all members;
- all members in good standing had the opportunity to cast their ballot;
- each person sent a ballot was the duly authorized representative for that member;
- Rowing Canada Aviron provided adequate information for members to make an informed decision;
- members only cast their ballot once; and
- only members in good standing, who had submitted their annual declaration, submitted a ballot;
- voting opened September 1st and closed at 12 Noon PDT, September 20, 2017.
- There were 118 members in good standing at 12 Noon PDT on August 31, 2017, the day immediately preceding the notice of Annual Meeting.

**4. Report of the President and Chief Executive Officer**

**4.1 President's Report:**

- President Walker provided the following summary of activities for the period April 1, 2016 to March 31, 2017 and noted that a full report was included in the RCA Annual Report published in January 2017.

**Main representational activities:**

- FISA: Our work with FISA was very active over the course of 2016-2017, culminating with the FISA Extraordinary Congress in February 2017. The key issue at this congress was the National Federations vote on the proposed Olympic program for 2020. As I have reported to the membership over the past three years, the main topic of concern through these meetings and leading up to the Extraordinary Congress in 2017 is how FISA would support the IOC's Agenda 2020, particularly as it relates to universality and equality of participation between men and women. Canada participated in numerous discussions throughout the year and toward the end of 2016 had developed a proposal with Australia, Denmark and Switzerland. However, during a joint RCA Board/FISA Executive meeting in Vancouver in January 2017, the Board was convinced of the merit of the FISA Council program proposal and we withdrew our support to the joint proposal at the Extraordinary Congress in February, where the Council proposal passed and was subsequently approved by the IOC Executive Committee.

- Canadian Olympic Committee meetings were more businesslike than past years, with the emphasis being strengthening the governance and accountability of the organization. Throughout the fiscal year RCA continued to benefit from COC's funding of an "enhancement" activity to support development of our fundraising strategy.
- Attended the 2016 Rio Games as our National Sport Federation representative for Rowing. We had a fantastic contingent of family and friends following the team, which made up a great cheering section for the Canadian athletes at the Olympic Regatta. The site was spectacular and once the winds died down, there was some very exciting racing in the finals. Congratulations again to Lindsay and Patricia on their Silver medal in the lightweight women's double. I know many other crews were disappointed in their results, and will say something more later about how impressed I've been with these athletes nonetheless.

#### Board activities:

- The Board met three times in person over the course of the fiscal year, in May, November and January, and by teleconference another nine times throughout the year. A few more meetings than usual, largely due to the need for additional teleconferences to review the CEO hiring process.
- Board Minutes can be found on the RCA website in both official languages – do not hesitate to contact me if you have questions.
- The Board continued to support the five areas of Board strategic focus and progress was made in a number of areas:
  - On a vision for a world class training environment for our national teams – previous steps toward a site in Duncan, BC slowed down due to site issues and concerns over deteriorating water quality on the lake. The Board has decided to undertake a more detailed review of all possible sites that would meet key criteria, including a year round access to water.
  - RCA made progress in our national events strategy, implementing the new National Rowing Championships/Canada Cup format with a very successful event hosted by Rowing BC in Burnaby in September 2016.
  - In the area of membership development,
    - the recommendations presented by the Membership Category Review Working Group were approved by the membership at the Semi-Annual Meeting in January 2017. This will have a significant positive impact on providing a more equitable fee structure for participants, and remove barriers for participation in a wide variety of regattas and events.
    - We were also pleased to welcome a number of new clubs to RCA, including the Annapolis Valley Rowing Club in Nova Scotia, the North Bay Rowing Club and the Royal Military College of Canada Rowing Program in Ontario,
  - We continued to progress on building our fundraising strategy, establishing a Fundraising Cabinet and with large strides made in determining the strategy and methods for a Campaign.
  - Canadian Rowers continue to exercise influence in sport both domestically and internationally, with the most notable being election of Tricia Smith to the International Olympic Committee last year.
- I also want to highlight some of the other policies and activities approved and overseen by the Board during the fiscal year
  - An external review of RCA's High Performance Program was completed, identifying program improvements for the next quadrennial and beyond. The review was

- finalized in the fall of 2016, having incorporated the lessons from Rio, with the final recommendations approved by the Board in November.
- Oversight of the budget and finances of the association, with regular updates to the Board by the CEO and Treasurer, and approval of the annual budget and financial statements.
  - Amended the CARA ByLaws to make it easier for member clubs and associations to register to vote at a Semi Annual meeting (ratified by the membership).
  - Launched the development of a RCA Strategic Plan for the 2017-2020 period, including establishment of a working group to develop the plan.
  - Supported the establishment of the Canadian Rowing Hall of Fame, which saw its first induction ceremony this past summer in Saint Catharines, followed by a second induction in Vancouver in January.
  - Continued to review RCA's corporate and administrative structure with a view to with any changes to be made once the recommendations are received from the HP external review.

## Governance

- Board Changes
  - We were extremely sad to lose Brian Lamb with his death in January after a long illness. He was a long time Board member, our first Treasurer under the new governance structure, and a Vice-President Finance and Administration under our old structure. Brian's contributions to the Canadian rowing community through his work on the RCA Board and his volunteerism will have a lasting impact. Brian's advice, mentorship and, most of all, friendship throughout my term has meant the world to me. He is still missed by us all.
  - Two Board Members have chosen not to seek another term.
    - Jon Beare has been the Athlete Director for the past few years and is stepping down to allow renewal in the position. Throughout his two terms (+) he has proven to be highly effective, both as an advocate for athletes' interests, but also as a Board Member overall, bringing a great depth of understanding of the governance and business of the association. Thank you Jon for your tremendous contribution to RCA.
    - Andy Fitzgerald joined the Board two years ago and quickly proved to be a highly effective Board Member as well, bringing a wealth of experience on not for profit boards, provincial rowing associations, and from his professional life, a keen lawyer's-eye view on issues. Andy has chosen not to run again because of time pressures, with a burgeoning professional practice and having become engaged last year! Andy, we regret very much that you cannot continue but we want to thank you for your rich contributions to the Board.
- Hiring a new CEO.
  - The latter half of 2016 was particularly busy with CEO recruitment, but I was pleased with the number and quality of the applicants for the CEO vacancy, as it spoke to the desirability of the position. We ran a formal process with a search panel chaired by me and including Brian Lamb and Andrew Lamont of the Human Resources Committee, Ian Gordon as an additional Board member of the panel, and Anne Merklinger of Own the Podium as an external member. We were supported by a HR Consultant, Carmen Drouin. With nearly 50 applications, we screened for essential requirements, then went through two rounds of interviews, with five finalists meeting the panel in person in November.

- We were very excited to have selected Terry Dillon as our new CEO, who started in February. Terry comes to RCA with a passion for the development and advancement of rowing in Canada as both a former athlete and sport leader. His proven experience in management, education and sport will support the achievement of our strategic goals and benefit both RCA and Canadian rowing moving forward. We're thrilled to welcome Terry to Rowing Canada.
- At the same time we said goodbye to Donna Atkinson. Her contributions to RCA and sport in Canada run deep and will leave a lasting imprint. She has worked tirelessly for the past seven years as a leader in Rowing, first as Executive Director and for the past few years as Chief Executive Officer. This period has been a time of significant change for RCA, with Donna leading the charge to keep the association on an even keel through things like the online member registration system, periods of significant budget growth, major changes in the direction of the HP program, governance review, and changes to the membership structure. She was an incredible source of support to the President, the Board, and Volunteers and Staff, providing fearless, but tactful and sound advice and guidance.
- The Board amended the CARA By-Laws to clarify the terms of reference for the Nominating Committee, having reviewed the Paragraph 11.1 at the Board Meeting held on May 7th, 2016, it was agreed that a member of the Board must be included on the Nominating Committee, but it could be impractical for that member to serve as Chair for purposes of continuity on the Committee. This change was approved at the January 2017 Semi-Annual Meeting.

#### Finances

- The Treasurer will provide details in this area in his comments on the audited financial statements

#### 4.2 Chief Executive Officer

The focus of this report is for 2016/17. My predecessor, Donna would have spoken to much of RCA's focus and what was achieved in 2016/17 at the Semi-Annual Meeting in January and Mike has given a comprehensive overview of this and more. I would like to acknowledge the efforts of staff and volunteers that have made all of this happen and offer our thanks and recognition for their unconditional and tireless support.

Having joined RCA in February 2017 – I was struck by the size of the opportunity – it is both exciting and humbling in equal measure. As such we quickly identified 3 important priorities that were already being addressed to a lesser or greater extent:

1. The need to stabilize the High-Performance Programs. I was able to be involved in the recruitment and RCA's hiring of a High Performance Director Iain Bramble, who has now been in place since March 2017. We have also constituted a High Performance Panel to oversee the implementation of recommendations made in the Post Rio High Performance Review. We are already seeing some of the benefits of this work.
2. RCA has recognized the need to work towards increasing revenue diversification to offset fluctuations in grant based funding and provide us with more flexibility to enhance activities that would otherwise not be fully funded including coach education, athlete support, equipment and facilities strategy. Mike has already touched on some of the specifics such as donor relations strategy.

3. RCA is always looking for ways to enhance the experience of our sport for anyone who picks up an oar, a megaphone, or flag as a part of our sport. In the short time I have been in the role I have spent time in Ottawa, London, St Catharines, Welland, Kenora, Victoria, Burnaby and most recently Halifax. What I hear about and see are clubs (and communities) that are working out how to recruit and develop more coaches; improve the experience for their members; attract new members at any age or ability; make our sport more accessible and inclusive; and look after those precious volunteers that make it all work. I see a critical need for RCA to support these and other communities to continue to offer practical help in these areas in an effort to continue to raise the bar for our sport.

The theme of our National Conference to be held in Toronto at the beginning of next year will be 'Inspiring Growth and Excellence.' I can't think of a more fitting description of what we see every day in our clubs and universities, on our rivers, lakes and waterways - from the first time someone touches our sport either with the aspiration of staying fit and healthy; making some new friends or because they aspire to stand on a podium with a medal around their neck. One thing that remains true about rowing is that as a sport we make great people. People who get involved in rowing come out more/better than they went in. This is a rather too well kept secret that we need to promote and celebrate.

I look forward to spending time with all of you either at the conference, for those that can make it this year, or as I continue to make my way around the country. Thank you in advance for your continued support in growing our sport!

*There was a question from the St. Catharines Rowing Club regarding the timing of the Canadian Rowing Hall of Fame (CRHF) induction ceremonies:*

It was noted that the CRHF induction ceremonies will be held during the National Rowing Championships in Burnaby BC on at the National Rowing Conference in Toronto in January 2018.

## **5. Motions - RCA Annual Meeting**

### **5.1 Annual Financial Statements and Report of the Auditor**

Treasurer's Report:

The audited financial statements for the Canadian Amateur Rowing Association for the year ended March 31, 2017 are provided for your review and approval.

The following is a summary of the results:

1. Our profit for the year from operations is \$70,596. Factors contributing to this result are as follows:

The FISA conference was very successful and our net profit was \$24,201 higher than expected

- The net contribution from Royal Canadian Henley Regatta was \$22,747 above budget.
- We reduced our post Rio Olympic high performance and overall operating costs as part of our reorganization process. We also had a \$256,000 reduction in our Canadian Olympic Committee funding.

- Our amortization of tangible capital assets was \$20,894 for fiscal 2017.
2. We incurred \$130,513 expensed to Communication, Marketing and Initiative cost that was reimbursed through our National Sport Federation Enhancement Contribution Program.
  3. The cash resources in 2017 increased by \$434,461. This reflects the receipt of funds from our various support partners that were not outstanding at March 31, 2017, the reduction of our prepaid boat leases required in the prior year for Olympics and the deferral of the expenditure for grants received until fiscal 2018.

The net profit for the year was \$80,877 after inclusion of the gain on disposal of assets of \$10,281.

The year reflects the hard work of our staff and leadership to manage the operations through the Olympic period, the post Olympic reorganization and the many changes in critical staff positions.

*There was a question from the St. Catharines Rowing Club regarding Note 11, clarification on the training centre in London.*

RCA's National Training Centre agreement at Fanshawe Lake was extended at the beginning the year to cover training for the winter in 2017.

*There was a question from the St. Catharines Rowing Club regarding lower expenses for Domestic operations following a reduction in staff and how that will impact the budget.*

Some of the expense related to Domestic for coaching and staff support went to contracted employees. These expenses for staff are included under the Sport Development section.

The Board has approved the budget for the current year including a small surplus.

Moved by: Gorge Narrows Rowing Club      Seconded by: Ottawa Rowing Club:

That RCA accept the audited financial statements for the year ending March 31, 2017 as reported on by Grant Thornton LLP, Chartered Accountants.

Member Voting Results:

For: 175 Weighted Votes

Against 1

Abstain: 45

**MOTION CARRIED.**

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## **5.2 Appointment of the Auditor**

Moved by: Gorge Narrows Rowing Club      Seconded by: Ottawa Rowing Club:

That RCA appoint Hayes, Stewart, Little & Co., Chartered Accountants, as auditors for the year ending March 31, 2017 at a fee to be decided by the Board of Directors.

## Member Voting Results:

For: 180 Weighted Votes

Against: 0

Abstain: 41

## MOTION CARRIED.

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The RCA Audit Committee were thanked for their contribution to the preparation of the Audited Financial Statements.

### **6 Results - Election of Directors**

Under the terms of Section 11 of the Rowing Canada Aviron (RCA) By-Laws, the RCA Nominating Committee submitted to the Membership, an initial slate of candidates for the Board of Directors and for the position of President to be elected at the 2017 RCA Annual Meeting. In accordance with paragraph 11.6, members in good standing were able to resubmit nominations or submit further nominations for election to the Board of Directors. We note that one additional nomination was received for the position of President and included in the final list of Candidates for Election.

#### **Elected by Acclamation:**

ATHLETE DIRECTOR, nominated for a term to end at the 2019 Annual Meeting:

Current National Team Athletes confirmed their nominee to this position - Peter McClelland. The Nominating Committee endorsed Peter McClelland for the position of Athlete Director and he was elected by acclamation.

#### **CANDIDATES FOR ELECTION:**

**DIRECTOR AT LARGE (two)**, nominated for a term to end at the 2019 Annual Meeting:

For two Director at Large positions, three candidates were endorsed by the RCA Nominating Committee:

- CLAIRE BUFFONE-BLAIR
- MARISHA ROMAN
- JENNIFER WALINGA

The voting result was:

- CLAIRE BUFFONE-BLAIR 106
- MARISHA ROMAN 130
- JENNIFER WALINGA 178

**MARISHA ROMAN and JENNIFER WALINGA were elected to the RCA Board of Directors.**

**PRESIDENT**, nominated for a term to end at the 2021 Annual Meeting:

For the position of President, two candidates were nominated:

- ROGER JACKSON
- CAROL PURCER

The voting result was:

- ROGER JACKSON 63
- CAROL PURCER 158

**CAROL PURCER was elected to the position of President of Rowing Canada.**

The terms for our new Directors and President begin one day after the Annual Meeting, September 22nd, 2017.

Peter McClelland, Marisha Roman, Jennifer Walinga and Carol Purcer were congratulated along with all of the other very qualified candidates that submitted expressions of interest.

Closing remarks:

Incoming President Carol Purcer thanked Mike for his leadership during his tenure and she is looking forward to working with the RCA membership over the next 4 years.

CEO Terry Dillon noted that Mike has been invited to attend the National Conference in January 2018, where members will have the opportunity to thank Mike in person.

In closing the meeting, Mike Walker reflected on his term on the Board for the past 6 years, including the past 4 years as President and having chosen not to run for second term due to other professional and family responsibilities.

Mike thanked the RCA membership, Board of Directors, RCA Staff, the many volunteers and his family for their support during his tenure.

Adjournment

The meeting was adjourned at 6:15 p.m.