

Terms of Reference
Rowing Canada Aviron
National Training Centre and Facilities
Working Group

Purpose

On behalf of the Board of Directors of Rowing Canada Aviron (RCA), members of the Working Group will provide feedback and support the coordination of activities throughout the RCA National Training Centre (NTC) and Facilities Strategy Review, expected to be completed by March 31st, 2018. The Review will focus on RCA's NTC and Facilities Strategy to inform RCA's High Performance program's decision making following the 2020 Olympic and Paralympic Games.

Membership

The Working Group will include: RCA's Chief Executive Officer (CEO); RCA's High Performance Director (HPD); RCA Board Member, Sport Law & Strategy Group Lead; and appointed representatives with significant experience within high performance rowing and the Canadian sport system. It is desirable that the panel reflects the diversity of the sport and additional member(s) may be appointed to fulfil this requirement.

Membership of the Working Group is expected to be for the duration of the existence of the Working Group. Should any member be unable to serve or need to step down an equivalent member may be appointed.

The members will appoint a Chair from amongst its members. The Chair requires strong chairing, communication and consensus building skills.

The Working Group will be provided with administrative support by RCA staff and/or the Sport Law & Strategy Group as required.

Specific Responsibilities

1. The Working Group will be responsible for providing direction and advice on how best to structure and coordinate the upcoming NTC and Facilities Strategy Review process including:
 - Reviewing and approving the Terms of Reference
 - Reviewing and providing feedback on materials provided throughout the review process
 - Participating in up to 8 teleconference calls / face to face meetings to end of March 2018 (please note the number of meetings may vary)

- Helping to communicate the rationale and benefits of participating in the NTC and Facilities Strategy Review process to RCA members, key stakeholders and other Board members
 - Agreeing to act as a champion for the review process
 - Reviewing feedback and evaluations from consultation workshops
 - Participating in all Working Group meetings and conversations
2. The Sport Law & Strategy Group will administer and complete the NTC and Facilities Strategy Review process, as per the scope of work outlined in the RCA Facilities & NTC Strategy Proposal.

Commitment of Working Group Member

- To work by consensus.
- To assume responsibility for specific tasks and delivering within the agreed timeframes outlined in the project critical path timelines.
- To voice/communicate concerns about any decisions, actions and/or the processes within the Working Group and to speak with one voice once decisions have been made.
- To participate in regular meetings and/or Conference Calls as agreed by the Working Group anticipated to be up to 8 during the NTC and Facilities Strategy Review process.
- To respond to requests for input within 48 hrs to 4 days, depending upon the situation, and agree that where circumstances prevent your participation that you will support the consensus of the remainder of the Working Group.

Accountability:

The Working Group will periodically report back to the RCA Board on the progress made by the Working Group and the delivery of the NTC and Facilities Strategy Review by the Sport Law & Strategy Group.

Decision Making

The Working Group shall be empowered to take the following decisions:

- Appoint the Chair of the Working Group
- Refine the materials for the NTC and Facilities Strategy Review process as agreed by the members
- Expend funds as outlined in the budget approved by the RCA Board

- Add actions and adjust timelines within the work plan provided they do not substantively alter the original intent as described in the RCA Facilities & NTC Strategy Proposal.

All decisions of the Working Group shall be by consensus (all members can “live with” the decision). Decisions beyond those listed above and those where consensus cannot be reached must be submitted to the RCA Board for review and decision.

The Working Group will support the coordination of activities within the review process, it will not make specific recommendations to the RCA Board or RCA’s High Performance Leadership Team, nor will it be the decision-making body related to the recommendations contained within the final RCA Facilities & NTC Strategy Report. The Sport Law & Strategy Group is responsible for these recommendations, that will inform the RCA’s High Performance program’s decision making following the 2020 Olympic and Paralympic Games. The RCA Board of Directors will approve any decisions related to the recommendations and final report, in consultation with RCA’s High Performance Leadership Team. The information generated as a result of the Review’s extensive consultation process will further assist to inform RCA’s High Performance Leadership Team’s decision making process in the lead up to the 2020 Olympic and Paralympic Games.

Summary of Decisions

A record of decisions taken by the Working Group will be circulated to Working Group members within 4 working days of the meeting/conference call. Where workloads do not permit this timeline to be met, a summary of actions will be circulated within 48 hours together with the anticipated timeframe for circulation of the Summary of Decisions.