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Rowing Canada Aviron
BOARD OF DIRECTORS MEETING
March 21 - 22, 2015

Grand Pacific Hotel
463 Belleville Street
Victoria, British Columbia, V8V 1X3

Attendance:

Michael Walker, President
Brian Lamb, Director (Treasurer)
Carol Purcer, Provincial Director
Debbie Sage, Director
Joel Finlay, Director
Jon Beare, Athlete Director
Rick Crooker, Director

Staff:

Donna Atkinson, CEO
Sid Murdoch, Secretary
Adam Parfitt, National Team Manager
Jen Parfitt, Manager of Membership Services

Via Conference Call:

Peter Cookson, HP Director
Dave Derry, DDO Sport Technical
Annabel Kehoe, Director of Business Development

1. Call to Order

- The meeting was called to order by President Walker at 0830.

2. Acceptance of Agenda

Item 9.3. The Gorge Narrows Rowing Club application for membership was added.

MOTION #1: Board Meeting Agenda

Moved: Carol Purcer Seconded,

That the Board Meeting Agenda, March 21 – 22, 2015, be approved as amended.

CARRIED

3. Board Meeting Minutes

3.1 PAC-Board Joint Meeting Minutes – January 24, 2015-03-30

- The PAC – Board Joint Meeting minutes will be deferred until after PAC reviews the minutes at its next meeting. An adjustment to section 5.3 was noted.

MOTION #2: Board Meeting Minutes – February 18, 2015

Moved: Joel Finlay Seconded,

That the board meeting minutes, February 18, 2015, be approved.

CARRIED.

4. President's Opening Remarks

4.1 FISA National Federations Meeting – London, March 7-9th, 2015

- Attended the World Masters Championships bid presentation from the Burnaby Lake Masters Bid Committee. There was good feedback from FISA with respect to the technical requirements to host the regatta. However, the Committee was advised that the bid was not successful. The Burnaby OC may decide to bid again in the future as this was well supported by the City of Burnaby.
- Peter Cookson and President Walker met with Australia, New Zealand and the USA regarding the potential for a continental championships similar to the FISA European Championships. This could include, for example, a regatta once every 4 years - annual regattas would be too costly. Peter and representatives from each of the federations will follow up on the project.
- President Walker attended the FISA National Federations Meeting on March 8th. Working groups were formed to discuss Universality and Equity. Definitions for Universality were reviewed. There was good feedback regarding developments in the Americas.

4.2 Burnaby Lake Strategic Plan

- The Burnaby Lake Strategic Plan was provided to the Board. Discussion ensued regarding support for Burnaby Lake as a training venue and regatta location.

5. CEO

5.1 Budget and Operational Plan

The financial statement was reviewed. Of note there was an increase in revenue as a result of the sale of the web registration system and an increase in Henley revenue:

- Henley Regatta – significantly higher net profit was noted. Overall, based on the prior year, work was done to reduce expenses and attendance was up considerably from the prior year - the highest attendance recorded in many years.
- High Performance USA training camp expenses from January to March resulted in a significant budget shortfall due to the considerable, unanticipated drop in the Canadian dollar. HP was able to move quickly to adjust in other areas to try to curtail the overall budget impact but is still projected to be over by about \$50,000 at year end. Revenue and savings from other areas have been used to offset the overall budget impact and the projection to year end remains slightly positive.
- The year end projections were reviewed. It was noted that of the \$25000 under restricted donations, \$12000 will need to be carried forward into next fiscal year when payments are to be made.

RCA Operational Plan:

The RCA Operational Plan was reviewed by the Board and the following highlights discussed:

- Fundraising - waiting for approval from the COC regarding fundraising initiatives. This will result in additional staff workload.
- PARA rowing – moving forward with athletes moving and training in Victoria with new support from PISE of \$50,000. Under Paul Hawksworth's management, athletes will attend international regattas again this year but they must produce performance results in order for OTP to consider any funding.
- Long Term Athlete Development - progressing well under Colleen Miller's management. There is a proposal for 3 e-learning project modules developed by RCA through a Canadian Sport for Life initiative, subject to funding confirmation from Sport Canada. These modules will contribute to coaching education and other areas.

Umpires Committee:

- Staff are working with the Umpire's Committee on the development of its operational plan and budget.
- The umpire education component is being evaluated. It was noted that there are some concerns about how this is progressing and there has been some feedback from the Provinces around this.
- It was suggested that the process would benefit from a step back to focus on the learning objectives of each stage and the involvement of some expertise in terms of education/program development.
- Umpire selection for Canadian regattas is under review.

RCA Staff:

- A major area of focus for staff in 2015 will be Fundraising, Marketing and Pan Am Games.
- A *calendar of conversations* has been set up by RCA communications as a means to inform staff and ensure the timely communication and promotion of events and programs.
- The Membership Category Review will include major changes to our registration structure – a large volume of work still needs to be done prior to the release of a report in the fall.

Coaching Development:

- As a result of the recent staff changes, the entire coaching development area is under review.
- Lauren Nutt has taken over the administration - Jen Parfitt is the current contact for technical coaching questions.
- Next steps include meeting with Rowing BC and RowOntario in 2 weeks to review immediate and future priorities for the coaching program.
- Curriculum development may be contracted. The CAC will be involved in the process.
- Evaluator and Instructor Facilitator Workshops need to be conducted across the country.

RCA strategic goals were discussed as related to fundraising, medals and the operational plan.

Preliminary Budget to Sport Canada:

- The Preliminary Budget was reviewed by the Board including \$150,000 for Fundraising, \$10,000 for the Rowing Hall of Fame and Pan Am Games / Celebration Club Event.

[MOTION #3: Preliminary Budget for Sport Canada Submission](#)

[Moved: Brian Lamb](#) [Seconded,](#)

[That the Preliminary Budget for the purposes of the Sport Canada submission be approved.](#)

CARRIED.

Item 8.5 considered early By-Law Amendment – Registration to Vote

- The Board will consider an amendment to the By-Laws addressing the declaration form issue that was brought up at the Semi-Annual Meeting. This would need to be reviewed by PAC, approved by the Board and brought forward to the membership at the Annual Meeting in September.
- This year the declaration form will be sent out early with the annual dues invoice. Forms to be collected well in advance of both meetings.

MOTION #4: In Camera

Moved: Carol Purcer Seconded,

That the meeting be moved *In Camera* to discuss Risk Management and Organization Strategy items.

CARRIED.

MOTION #5: Out of In Camera

Moved: Brian Lamb Seconded,

That the meeting be moved *Out of In Camera*.

CARRIED.

6. National Event Strategy

6.1 Event Strategy 2016 and Beyond

On behalf of the National Event Strategy Working Group, Dave Derry and Peter Cookson presented a report to the Board on the National Rowing Championships. The report included 10 recommendations, a race schedule and another recommendation for future consideration.

Discussion ensued regarding the rationale for the recommendations:

1. NRC Regatta Fixture:

Rationale: the National Rowing Championships (NRC's) move to a time slot that is more amenable to the vagaries of Canadian weather and to promote greater inclusion from all of the provinces, while still promoting the concepts and interests of Long Term Athlete Development. The current timing of the event limits some provinces ability to prepare for the event and compromises greater participation from university based athletes due to the timing of the Canadian University Rowing Championships.

Comments:

- *The proposed NRC date, last week in September, is supported by CURA.*
- *Although infrequent, there are years such as 2017 when the World Championships date conflicts with the NRC. In such cases Senior National Team athletes may be excused from racing at the NRC.*

2. National Team Athletes Re-connect with their home club:

Rationale: this would allow a stronger connection to the athlete's club and to promote club and provincial coaches to be more engaged in the preparation of athlete's for the NRC's. RCA National Team coaches would not be involved in coaching the national team athletes at the NRC/Canada Cup regattas.

- *While most athletes have a connection with a home club, there are athletes that do not - RCA will assist those athletes to find a training venue during the period between the World Championship and the NRC.*

3. NRC Regatta Format:

Rationale: the current NRC format, in use since 2010, has been successful. Starting the regatta a day earlier is necessary to allow for the Canada Cup regatta to take place on the Sunday.

4. Right of Entry – All entries to be made by the Provinces

Rationale: reinforces the effort to get senior national team athletes re-connected with their home club. Provides an opportunity for provincial level coach to experience coaching world level athletes.

- *It was noted that RCA will provide a list of affiliated national team athletes to their respective provinces.*
- *Athletes that receive provincial funding in Ontario must row for that province. This could impact Canada Cup racing on Sunday.*

5. Athlete Recognition:

Rationale: allows RCA to recognize the best athletes in the country in front of their peers.

- *Racing to conclude at 4 pm approximately on Saturday with the banquet held at 630 pm*
- *A nominal fee will be added to the entry form for the banquet. It was noted the banquet fee could also be subsidized through a sponsorship program and alumni.*

6. Fixed Venue Location for Set Period of Time:

Rationale: to allow the event to get established and to start developing a marketing strategy for the event.

- *The Board adjusted item 6 to award the NRC for at least 3 years.*
- *Other terms could be negotiated with the organizing committee for longer than 3 years.*

7. A New Regatta: Canada Cup

Rationale: to promote intra-regional competition on a yearly basis. The regatta name "Canada Cup" is being proposed instead of regarding the Sunday events as a continuation of the NRC because some provinces funding agencies will not allow a provincially carded athlete to compete in a "national championships" for another province, even if it is the athlete's home province. The Working Group considered several principles in the formulation of the Canada Cup event concept. The principles are outlined in the following recommendations:

- *Intra-Regional competition allows regions that may not be able to fill a large boat and to remain competitive in the regatta.*
- *Provinces that may not be able to field entries for the NRC may participate as Canada Games entries in the Canada Cup.*

8. Provincial and Regional Entry:

Rationale: allows for a mixing of athletes to help meld technique and racing principles.

Rowing BC and RowOntario would make provincial entries; composite entries would be permitted from the Prairie provinces and the Atlantic provinces. Aviron Quebec would have the option of entering with Atlantic teams or on their own.

A maximum of one entry per province / region would be permitted for the Canada Cup events. Athletes would need to compete in the NRC events to be eligible to race in the Canada Cup events. Such athletes would be able to race in the Canada Games type of events in the Canada Cup.

9. Canada Games Type of Events:

Rationale: the “Canada Cup” event allows for the inclusion of age-based races for Canada Games eligible athletes based on years-out from the Canada Games. For example, at the first Canada Cup after a Canada Games, the Canada Games events at the Canada Cup regatta would consist of U17 athletes. The following year, the events would consist of U18 athletes; the third year U19; and the final year before the Canada Games, U20. The events for the development of Canada Games athletes would be called “Pre-Canada Games Events”. Each province would be allowed to enter one crew per event. Athletes in the Pre-Canada Games events would not have to compete in the NRC events to be eligible to race in the Pre-Canada Games events.

- *There is an age component that would impact athletes that are either too young or too old to compete in the cycle of Canada Games Type of Events. These athletes would not be eligible to compete.*

10. Improve Sprinting Ability:

Rationale: the Canada Cup events promote shorter distance races to develop athletes’ sprinting ability. Using a combination of races to determine the winners can add excitement to the regatta.

2016 Canada Cup Race Schedule:

There was a recommendation from PAC to add a Light Weight Women’s Double to provide an equal number of events for Men and Women.

MOTION #6: National Event Strategy Report Recommendations – National Rowing Championships

Moved: Carol Purcer Seconded,

That the National Event Strategy Recommendations for the National Rowing Championships, Items 1 to 10 and the Amended Race Schedule, be approved:

1. NRC Regatta Fixture:

That the NRC (and Canada Cup) regattas be held the last full weekend in September of each year starting in 2016.

2. National Team Athletes Re-connect with their home club:

That the Senior National Team athletes train and prepare for the NRC at their home clubs, where possible, from the period of the end of the World Championships to the NRC's.

3. NRC Regatta Format:

That the National Rowing Championships format should continue to follow the format it has used for the past number of years, and that the format should continue to promote small boats. Furthermore, the NRC should conclude on the Saturday at 4:00 p.m. To permit this to happen, racing should commence on the Thursday.

4. Right of Entry:

That all entries be made by the Provinces; all athletes shall row for their Province and not under club or National Training Centre colours.

5. Athlete Recognition:

That RCA consider hosting an Athlete Awards celebration dinner as part of the National Rowing Championships at the conclusion of the NRC's racing. The celebration dinner should be held on the Saturday evening of the last day of NRC racing.

6. Fixed Venue Location for Set Period of Time:

That the NRC's be held in one location for at least three years.

7. A New Regatta:

That the Sunday following the NRC's, a separate event, notionally called the Canada Cup regatta, be held.

8. Provincial and Regional Entry:

That athletes from regions/provinces race in larger boats - Quad sculls and Eights.

9. Canada Games Type of Events:

That the Canada Cup regatta promote the development of athletes for Canada Games as part of Long Term Athlete Development.

10. Improve Sprinting Ability:

That each event in the Canada cup regatta, including the Pre-Canada Games events, race over 2000 m followed by a 500 m sprint, and that the winners of these events be determined by a formula that combines the 2000 m and the 500 m sprint time divided by 5 to get an average 500 m time for the 2 races.

2016 Canada Cup Race Schedule:

Add a Light Weight Women's Double to provide an equal number of events for Men and Women.

CARRIED.

- The Working Group were thanked for their excellent proposal on the National Rowing Championships.
- It was noted that the approved NRC technical package changes are for 2016 and beyond.

Item 11, for future consideration, was reviewed by the Board.

11. Prepare Coaches for Canada Games NCCP Requirements (included for information only. Not a formal recommendation at this time.):

That the coaching staff for the Canada Summer Games events within the Canada Cup event include a female and male coach, and further, that the coaches working towards coaching credentials for the Canada Summer Games be provided opportunities to be trained for such.

Rationale: the Working Group believes the Canada Cup Pre-Canada Games events can be a motivator to get all provincial rowing associations to begin to prepare for the Canada Games not just for potential athletes but for coaches as well. There is not agreement on the wording around granting "exemptions" to the proposed NCCP requirements.

Action 1 – Item 11: Prepare Coaches for Canada Games

The Board requested that the National Events Strategy Working Group revise Item 11, provide further details on coaching certification for the Canada Summer Games and include a gradual NCCP requirement for male and female coaches at Canada Cup Events within a few years.

7. Board Strategic Priorities

7.1 National Training Centre

As presented by Adam Parfitt, Peter Cookson and the CEO, the Board reviewed a preliminary report on a *National Rowing Centre of Excellence*.

The vision is for at least one training centre that could potentially host up to 80 athletes with year round training.

The specifics defined in the search included:

- A facility that is primarily under the ownership and control of Rowing Canada
- 4km or longer body of water in a climate that is not prone to freezing
- The body of water should have sufficient space to install a semi-permanent international race course of 2000m x 170m
- Priority use at all times to Rowing Canada with restricted access for other users
- Property adjacent to the water body sufficient enough to build a training centre of about 750m. (approximately 8000sq ft over 2 levels) for boat storage and training
- Location within a reasonable distance of a residential centre with appropriate services for athletes, coaches and families (i.e., accommodation, commerce, education and health care)

- Potential options for a future training centre were investigated and included in the preliminary report
- The importance of finalizing a location was stressed based on funding opportunities this summer
- Athlete input into the training centre is important
- Further work on locations is being completed. The goal is to finalize within the next month
- The national training centre criteria will be expanded to assist in any final review process

7.2 Event Strategies

- As referenced in the President's opening remarks above, there has been discussion among nations in the Pan Pacific regarding an event to be held once every 3 or 4 years similar to a Rowing World Cup. Australia is leading the discussion.

7.3 Membership Category Review

Jen Parfitt provided the Board with an update on the Membership Category Review Working Group.

The Membership Working Group has moved forward with the process to prepare a membership model that actively engages and services our entire rowing community. The following objectives were established by the Group:

- Accurately capture our rowing community
- Identify the needs of RCA/PRA's and Member Clubs and Associations who are responsible for servicing the rowing community
- To identify motivations of the rowing community and provide meaningful segmentation
- To provide value to all members

There was a comprehensive consultation process with the provinces, Canadian NSOs and other National Rowing Federations. Surveys were also performed with clubs and participants.

Key findings:

1. Current Categories 'Sport' & 'Competitive' are subject to interpretation
2. A clerical and perceived financial barrier exists for those rowers who just want to 'try' rowing
3. 73% of respondents race less than 5 times/year or not at all
4. RCA/PRA's need clear stats on new, competing and retained rowers for funding submissions
5. The average rowing 'member' has at least 2 roles
6. Most clubs want to and can grow on and off water

Results:

- The preferred option selected by the working group includes one category for all rowing participants – Rower - with introductory rowing programs identified in the web registration system and a competition license that would be required for all RCA sanctioned events
- This model is intended to be revenue neutral and will be subject to rigorous financial analysis

Timelines for approval: 2015 – 2016:

- PAC will review the proposal at the Fall meeting and provide input to the Board
- Review and approval by the Board at the November 2015 meeting
- Final approval by the RCA membership in January 2016.

Next Steps: 2016 - 2017:

April 1, 2016:

1. RFP complete and proposals reviewed for new model as it pertains to the Rower.
2. Non Rower: Coach, Umpire and Board of Director roles complete and launch ready with services and benefits articulated
3. Supporter Fan complete and launch ready - services and benefits articulated
 - Financial model complete for all roles and ready for membership fee approval
 - Resolutions on and launch ready:
 - *Come n Try*
 - *Indoor Rower*
 - *Unaffiliated Rower*
 - Continued communication with LOC's and Clubs throughout
 - PRA AGM's identified
4. Rower: New model not launched in this year, will be rolled out in 2017.

April 1, 2017:

1. Launch of Rower Model/Competition License.
2. Launch of any changes with membership registration technology.

7.4 Fundraising and Sponsorship

MOTION #7: In Camera

Moved: Brian Lamb Seconded,

That the meeting be moved *In Camera* to discuss legal items (agreements, licensing)

CARRIED.

MOTION #8: Out of In Camera

Moved: Carol Purcer Seconded,

That the meeting be moved *Out of In Camera*.

CARRIED.

Fundraising:

- A fundraising expert, was consulted regarding a proposed fundraising campaign for RCA
- It will be important for all RCA Board members to be involved in the project to build a list of donors with the ability to give
- A potential fundraising campaign to raise \$10,000,000 was discussed
- The campaign funding process, once it starts, does not end. This process will include one campaign after another
- Develop a Campaign Theme and a Campaign Cabinet of 6 to 8 fundraisers across Canada:
 - The Campaign Theme needs to be something that can be identified; for example, a Training Centre or Boathouse, support for the development program - U23 / Junior athletes will be fully funded to compete at World Championship events,. It

will also be important to integrate RCA clubs and provincial rowing associations into the campaign

- RCA's fundraising campaign themes need to add up, at a minimum, to the campaign goal. The themes can be adjusted as needed throughout the campaign but the funding goal remains
 - E-mails and phone calls rarely work, cabinet members need to meet with potential donors face to face, as often as possible
 - Maintaining a database of donors is important
 - Board members were asked to consider individuals with fundraising experience that would be suitable for the cabinet. These would be individuals that are willing to contribute financially. Also important to ask these individuals for their input and make them part of the process
- Board Members also need to contribute to the campaign
 - Need to considering hiring or contracting an individual to manage the program. Cost for this can be part of the anticipated funding from the Canadian Olympic Foundation, funding amount from that organization to be determined soon

Next Steps:

- Develop a total funding amount to be achieved through the Campaign
- Develop a slate of candidates that can be approached to be on the Cabinet
- Consider the span of the Campaign
- Consider Campaign items to be included in an overall Campaign Theme

Board members were requested to provide feedback to Rick within a week.
To be included on the agenda at the next Board meeting.

8. President

8.1 Board and Governance Calendar

Board Calendar:

- Board attendance at 2015 events was reviewed and the calendar of events was updated.
- Fall Meeting Date: November 7 and 8, 2015 in Toronto. Hotel to be confirmed.

Governance Calendar:

- The Governance Calendar was reviewed by the Board - important dates were noted.

8.2 Nominating Process

- The Board considered the new election process as it has rolled out over the past two years, including the impact of multiple selections from one slate of candidates as has been done as part of the new governance framework.
- Candidate competencies for director positions were discussed along with the importance of transparency from the Nominating Committee, as well as a strong Nominating Committee to attract and screen potential Board candidates. The importance of providing clear information to the membership regarding the qualifications for the positions to be elected was discussed.
- The Nominating Committee was reviewed including attributes for committee members:
 - Experience with and knowledge of the functioning of a not-for-profit policy board
 - HR management skills
 - Familiar with the rowing community

- Able to carry out the workload during the screening period, which coincides with many major summer regattas
- Good judgment
- There are currently 2 members on the Nominating Committee - one returning and one to be nominated by PAC at its next meeting
- It was generally agreed that the someone other than the President should chair the Nominating Committee

9. CEO

9.1 Awards

- An award's survey was sent to athletes and coaches. A report from the committee has not yet been prepared but there are 2 new award categories that are planned to be launched this year:
 1. Athlete Awards – The process and criteria are still to be determined. It is important that athletes are involved in the selection, particularly for the Senior Athlete of the Year Award
 2. Club of the Year Award – Colleen Miller is working on the criteria for this new award.
- The Award's Committee structure and criteria are under review.

9.2 Kenora Rowing Club

- Correspondence from the Kenora Rowing Club was reviewed regarding the club's intention to join the Manitoba Rowing Association.
- CEO will follow up with RowOntario to determine their reaction to Kenora Rowing Club's intention to change provinces.

9.3 Gorge Narrows RC

MOTION #9: Gorge Narrows Rowing Club

Moved: Brian Lamb Seconded,

That the Gorge Narrows Rowing Club be approved as a probationary member of Rowing Canada Aviron, subject to providing a constitution and by-laws after 1 year in order to be approved as a voting member.

CARRIED.

9.4 2015 National Rowing Championships

MOTION #10: National Rowing Championships

Moved: Rick Crooker Seconded,

That the hosting of the 2015 National Rowing Championships, October 8-10, 2015, be awarded to the St. Catharines Rowing Club, subject to the signing of a hosting agreement as approved by the CEO.

CARRIED.

3. Athlete Director

- Information was provided to the Board regarding blazers for National Team Athletes. This is self-funded by the athletes, blazers to be awarded to athletes that medal at World Championships or the Olympic Regatta.

4. Provincial Director

- Met with PAC face to face at the national conference and via conference call.
- There were a few questions regarding coaching at the Canada Summer Games and national strategy concerns. Carol Purcer will follow up with PAC regarding these questions.

5. Director Crooker

- Rick Crooker will send a note to the Board regarding campaign cabinet members.

6. Director Finlay

- Nothing to add.

7. Director Sage

- Nothing to Add.

8. Next Meeting Date

- Board Meeting Conference Call – April 22, 2015 at 5:30 pm PDT.

9. Adjourn

- The meeting was adjourned at 12 noon PDT.