



**ROWING
CANADA
AVIRON**

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**Rowing Canada Aviron
BOARD OF DIRECTORS MEETING**

April 21 – 22, 2018

Grand Pacific Hotel
463 Belleville Street
Victoria, British Columbia

MINUTES

Attendance:

Ian Gordon, Director
Tom Hawker, Director (Treasurer)
Carol Hermansen, Provincial Director
Peter McClelland, Athlete Director
Marisha Roman, Director
Jennifer Walinga, Director

Regrets:

Carol Purcer, President

Staff:

Terry Dillon, CEO
Sid Murdoch, Secretary
Iain Brambell, High Performance Director
Adam Parfitt, Director of Coach and Athlete Pathways
Jennifer Fitzpatrick, Director of Partnerships and Sport Development

Consultant: Jason Robinson, Sport Law & Strategy Group

It was noted that President Purcer was called away from the meeting for personal reasons. In her absence, a Chair was appointed.

MOTION #1: Board Meeting Chair

Moved: Tom Hawker Seconded,

That Marisha Roman be appointed as Chair of the RCA Board Meeting, April 21 – 22, 2018.

CARRIED

Saturday April 21st

1. Call to Order

The meeting was called to order by the Chair at 9:05 a.m. PDT.

2. Chair's Opening Remarks

It was recognized that the meeting was held on the unceded Coast Salish territory of the Lekwungen and Saanich Nations.

3. Acceptance of Agenda

Item 9 was adjusted - Trans Inclusion Policy was moved to 9.3 and Marketing and Communications to 9.2.

Items that fall under the Directors at Large should be identified today to ensure there is enough time for discussion on Sunday.

Move item 16.1, Nominating Committee Report, to Item 12 on Sunday to coordinate a phone call with the 2017 Nominating Committee Chair, Andrew Lamont.

In the absence of the President, the CEO and Treasurer will speak to the report under Section 13, Canadian Henley Correspondence.

MOTION #1: Board Meeting Agenda

Moved: Ian Gordon Seconded,

That the Board Meeting Agenda, April 21-22, 2018, be approved as amended.

CARRIED

4. Review and Approval of Previous Minutes:

4.1 March 14, 2018

MOTION #2: Board Meeting Minutes: March 14, 2018

Moved: Jennifer Walinga Seconded,

That the Board Meeting Minutes, March 14, 2018, be approved.

CARRIED

MOTION #3: Board Meeting Minutes: April 4, 2018

Amendment: Ian Gordon did not attend the April 4th meeting.

Moved: Peter McClelland Seconded,

That the Board Meeting Minutes, April 4, 2018, be approved as amended.

Business Arising:

Response from the membership with respect to the facilities strategy communications:

- The summary report was provided to the membership. There were 3 requests for the full report from National Team alumni.
- Following the summary report, a report on the NTC Facilities Short Term Strategy was sent out April 13th and RCA received related correspondence from RowOntario and another person regarding the RFP process, and an additional open letter.

5. RCA By-Law Amendments

5.1 Para 1.1 Definitions: Good Standing

- In prior years, members were required to sign their declaration form and the forms were collected via email, fax or post. To simplify this process and improve records management, an online system for collecting the forms was created. As a result, amendments to the By-laws were required.
- Along with a link to the online declaration form, member clubs and associations are provided with a list of participants and are requested to verify that the list is correct as of March 31, 2018.

MOTION #4: Para 1.1 Definitions: Good Standing

Moved: Ian Gordon Seconded: Tom Hawker

That, Para 1.1 Definitions Good Standing, of the CARA By-Laws be amended,

from:

1.1 Definitions “Good Standing”

“Good Standing” – shall mean a member of CARA:

- a. whose membership dues and any debts to CARA are not overdue;
- b. who is not subject to a disciplinary investigation or action by the Corporation;
- c. who has fulfilled all terms and conditions of any disciplinary action to the satisfaction of the Board of Directors; and
- d. who has signed an annual declaration that it has collected and remitted the required Participation Fees for all its participants in accordance with paragraph 7.5.

to

1.1 Definitions “Good Standing”

“Good Standing” – shall mean a member of CARA:

- a. whose membership dues and any debts to CARA are not overdue;
- b. who is not subject to a disciplinary investigation or action by the Corporation;
- c. who has fulfilled all terms and conditions of any disciplinary action to the satisfaction of the Board of Directors; and
- d. who has signed executed an annual declaration form confirming that it has collected and remitted the required Participation Fees for all its participants in accordance with paragraph 7.5.

CARRIED

5.2 Para 7.5 Submission of Participation Fees and Annual Declaration

- Language in the By-laws as related to the declaration form was revised based on legal advice.
- Clubs and associations are identified as members on the form.

MOTION #5: 7.5 Submission of Participation Fees and Annual Declaration

Moved: Tom Hawker Seconded: Ian Gordon

That Para 7.5 Submission of Participation Fees and Annual Declaration of the RCA By-laws be amended from:

7.5 Submission of Participation Fees and Annual Declaration

Members are responsible for the collection and submission of Fees payable by their Registered Participants as established under Section 8. Members shall be required to sign an annual declaration that they have collected and remitted the required Participation Fees for all their participants.

to:

Members are responsible for the collection and submission of Fees payable by their Registered Participants as established under Section 8. Members shall be required to sign execute an annual declaration form confirming that they have collected and remitted the required Participation Fees for all their participants.

CARRIED

5.3 Section 20.2 Rules of Racing

It was noted that an amendment to *Para 1.10*, Rules of Racing, as approved by the members at the 2018 RCA Semi-Annual Meeting, was inconsistent with the CARA By-laws: *Para 20.2 Amendments to the Rules of Racing*. The following amendment to the By-laws was considered by the Board:

MOTION# 6: Para 20.2 Rules of Racing

Moved: Jennifer Walinga Seconded: Ian Gordon

That Para 20.2 of the RCA By-laws be amended from:

20.1 Prescribed by the Board of Directors

The Board of Directors may, from time to time, prescribe such rules and regulations consistent with the by-laws relating to the management and operation of CARA and to the sanctioning of regattas and participation in events sanctioned in accordance with Section 21, including all rules relating to the registration of Registered Participants.

20.2 Rules of Racing

The above paragraph shall not apply to the RCA Rules of Racing which shall only be amended by Ordinary Resolution of the members at a Semi-Annual meeting of the members following a comprehensive review. The Board of Directors shall appoint a working group to conduct such a review every four years to take account of any changes made by FISA to its Rules of Racing in the year following the Olympic Summer Games. In cases of force majeure the Board of Directors may make an alteration to the Rules of Racing to take effect until the next Semi-Annual Meeting of members at which the alteration will be confirmed or changed.

to:

20.1 Prescribed by the Board of Directors

The Board of Directors may, from time to time, prescribe such rules and regulations consistent with the by-laws relating to the management and operation of CARA and to the sanctioning of regattas and participation in events sanctioned in accordance with Section 21, including all rules relating to the registration of Registered Participants.

20.2 Rules of Racing

Section 20.1 ~~The above paragraph~~ shall not apply to the RCA Rules of Racing, **including the Rules of Racing Appendices**, which shall only be amended **once during the quadrennial following the Summer Olympic Games** by Ordinary Resolution of the members at a Semi-Annual meeting of the members following a comprehensive review. The Board of Directors shall appoint a working group to conduct such a review every four years to take account of any changes made by FISA to its Rules of Racing in the year following the Summer Olympic Games. In cases of force majeure, **including but not limited to reasons of safety or fairness**, the Board of Directors may make an alteration to the Rules of Racing to take **immediate full force and** effect until the next Meeting of members at which the alteration will be **repealed**, confirmed or ~~changed~~ amended.

CARRIED.

6. National Training Centre and Facilities Strategy

The National Training Centre and Facilities Strategy Report was reviewed by the Board.

MOTION #7: National Training Centre and Facilities Strategy Report

Moved: Ian Gordon Seconded:

That the RCA Board of Directors accepts the National Training Centre and Facilities Strategy Report for review at the April 21 -22, 2018 Board Meeting.

CARRIED.

MOTION #8: Sport Law & Strategies Group National Training Centre & Facilities Strategy Report recommendations and response

Moved: Ian Gordon Seconded:

That the Board acknowledges and responds to the Sport Law & Strategies Group National Training Centre & Facilities Strategy Report recommendations as follows:

1. **Establish a primary NTC in Canada that is considered to be the “home base” for RCA’s High Performance Program, opening as early as October 2020:** In the lead-up to the Olympic and Paralympic Games in 2020, select a primary NTC home base in Canada that scores highly on the NTC Criteria Scorecard tool which has been provided to RCA. The intent would be to begin the next quadrennial (October 2020) with a functional primary NTC in place.

Response: RCA accepts the above recommendation and will undertake a comprehensive process in selecting and implementing a functional primary NTC in Canada by October 2020.

2. **Develop a Request for Proposal (RFP) to determine potential sites for the primary NTC:** RCA develops a formal Request for Proposal (RFP) document that is distributed across Canada and allows for any ‘site group’ in Canada to submit its proposal to RCA as the potential site for the primary NTC. The RFP will highlight the NTC Criteria Scorecard and the value that will be placed upon a site’s ability to meet the *key criteria* within the scorecard.

Response: RCA accepts the above recommendation and will develop and commence a formal Request for Proposals process in May 2018, that provides the opportunity for all Canadian communities (both established and yet to be established rowing locations) to submit proposals.

3. **In addition to the primary NTC, consider a secondary ‘Regional Performance Centre’, at one of RCA’s existing NextGen Hubs:** This is a longer-term goal that would follow the establishment of the primary NTC. The *Regional Performance Centre* would be utilized on a seasonal basis for designated rowing programs and would be co-located at one of RCA’s NextGen Hubs that are geographically opposite to RCA’s primary NTC.

Response: While RCA acknowledges the above recommendation it is committed to RCA’s NextGen program and the designated HUB locations. RCA’s High Performance Program will utilize the five (5) NextGen HUBs as regional performance HUBs for Carded Athletes to receive services in support of their approved Individual Athlete Performance Plans, if training seasonally outside of the primary NTC, in years one and two of the quadrennial.

4. **Develop a transitional plan for athletes to relocate to the primary NTC once it is established, giving careful consideration to the needs of senior athletes and the support that can be provided by RCA:** RCA has a responsibility to

support the transition of athletes impacted by NTC decisions and a transitional plan for 2020 would serve to outline and guide this support as well some key considerations.

***Response:** RCA accepts the above recommendation and will undertake a communications plan to disseminate transitional planning to high performance athletes following the selection of a primary NTC location. Carded Athletes impacted through this process will have their transitional plans assessed by the High Performance Director on a case by case basis.*

5. **Decision Making Process:** Sport Law & Strategy Group has provided a decision-making framework for RCA's National Training Centre Strategy.

***Response:** RCA accepts the above recommendation and has adopted the decision-making process provided through the NTC & Facilities Strategy Review.*

CARRIED.

MOTION #9: NTC Project Committee

Moved: Tom Hawker Seconded

That a National Training Centre Project Committee be appointed including the High Performance Director; Chief Executive Officer; Athlete Director; Director of Athlete and Coach Pathways; Jennifer Walinga, Chair; and 2 additional external stakeholders considering the following criteria: gender equity, regional representation, high performance / para rowing experience, sport and sport facilities management experience and availability for the duration of the RFP process.

CARRIED

The Board was requested to respond By Wednesday April 25th with additional comments on the National Training Centre Request for Proposal process.

7. Strategic Priorities - High Performance Program (Brambell)

7.1. High Performance Update

The High Performance Operational Plan and strategic priorities were reviewed by the Board.

The High Performance Director provided an overview of 2018 National Team programs:

- High Performance coaching strategy was discussed.
- It was noted that the number of targeted athletes for all RCA NT programs has increased.

8. Strategic Priorities - NextGen Program (Parfitt)

The NextGen Operational Plan and strategic priorities were reviewed by the Board.

8.1. NextGen Update

The Director of Coach and Athlete Pathways provided an overview of the NextGen program.

9. Strategic Priorities - Partnerships and Sport Development (Fitzpatrick)

The Partnerships and Sport Development Operational Plan and strategic priorities were reviewed by the Board.

9.1. Sport Development Priorities

The Director of Partnerships and Sport Development provided an overview of the Sport Development program.

9.2. Marketing and Communications

The Director of Partnerships and Sport Development provided an overview of the Marketing and Communications program.

9.3 Trans Inclusion Policy

The Trans Inclusion Policy was reviewed by the Board. It was noted that first 2 sections will be reversed with Purpose as Item 1 and Definitions as Item 2.

Important that RCA designates a person that is a point of contact to answer questions related to the Trans Inclusion Policy - the CEO or a designated staff member for example.

10. Strategic Priorities – Organizational Sustainability (Dillon)

10.1. Alumni and Donor Relations

- Canadian Rowing Hall of Fame: with the appointment of a sub-committee, expand on the work that has already been done. There will be a celebration around the 2008 and 1984 Olympic medalist teams at the next ceremony.
- Michelle Boss is providing additional support to National Team friends and family.
- There will be a crowd funding program in support of the following national team athletes: U18, U21 and U23. As a result of last year's campaign, there were sufficient funds to reduce assessments by approximately 40%.
- A planned giving donation program is being developed.
- A meeting with the Campaign Cabinet will be arranged in May.
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10.2. Forecasting and Reporting

- Operational Plan has assisted in monitoring our financial progress.
- Other reports such as registration and coaching need additional development.

Sunday April 22nd

Discussion continued on Item 6 - Reflections on the Saturday Facilities Strategy Session

MOTION #10: Trans Inclusion Policy

Moved: Tom Hawker Seconded

That the RCA Board approves adoption of the Trans Inclusion Policy.

CARRIED.

11. Nominating Committee

MOTION #11 2018 RCA Nominating Committee

Moved: Peter McClelland Seconded

That Jennifer Walinga, Andrew Lamont and Tracy Brooks and a representative chosen by PAC be appointed to the RCA Nominating Committee with Andrew Lamont as Chair.

CARRIED

12. Nominating Committee Report

A report from the RCA Nominating Committee was reviewed by the Board:

All members of the board (including the president) are volunteer positions and therefore it is unrealistic to expect that they be prepared to engage in a protracted election campaign. Furthermore, it is also unrealistic to expect RCA to devote resources to monitoring and regulating large scale election campaigns. In the interest of promoting a level playing field, the following guidelines are for consideration so as to enhance members' ability to make informed decisions amongst candidates. Also candidates would be provided equal opportunity to provide relevant information.

1. General Conduct
 - a. In these regulations a "candidate" refers to any persons running for President or any other elected position on the Rowing Canada Aviron ("RCA") Board of Directors ("**Board**").
 - b. Each candidate may promote his or her candidature, subject to respecting the provisions of these regulations.
 - c. The promotion of a candidature shall be conducted with dignity and moderation.
 - d. The conduct of a candidature shall comply with these regulations, the provisions of RCA's Code of Conduct, and any other applicable policies.
2. Candidature Documentation

Each candidate may submit to the Nominating Committee (“Committee”) a one-page document (“Documents”) by XXX, outlining his or her plans and views as future RCA President or as a future member of the RCA Board. The Committee may review these documents and may ask for changes where the document is too long or where the committee thinks it does not meet the letter and spirit of the guidelines. All Documents will be posted on the RCA website by XXX so as to be shared with the voting members. Candidates shall refrain from participating in any promotional and/or communication campaign based on their written document.

3. Promotion

The promotion of a candidature for President or any other elected Board position shall exclude any form of publicity, including the use of new media or social networks. There shall be no other promotion of, or by, a candidate other than that allowed under the “Candidature Documentation” process outlined above.

4. Debates and Speeches

Candidates may not take part in any public debate or engage in any public speeches promoting their candidacy, regardless of the organizer, except as may be sanctioned by the Nominating Committee.

5. No Public Meetings

No public meeting or gathering of any kind may be organized in the framework of promoting a candidature.

6. No Assistance

No assistance, whether financial, material or in kind, be it direct or indirect, may be given by a candidate to any voting member without the prior written approval of the Nominating Committee. If a voting member is offered such assistance other than with the approval of the Nominating Committee, the voting member concerned has the duty to refuse it and to inform the Nominating Committee accordingly of the particulars of the offer made and from whom it was made.

A webinar for Candidates may be held based on the recommendation of the RCA Nominating Committee.

MOTION #12: 2018 RCA Election Guidelines

Moved: Tom Hawker Seconded

That the Board approves the 2018 RCA Election Guidelines as presented by the RCA Nominating Committee.

CARRIED

12. President’s Report

13. Treasurer’s Report

13.1 Financial Update and Budget

RCA Preliminary Financial Statements were provided to the Board by the Treasurer for quarter #4, period ending March 31, 2018.

The 2017-2018 RCA Preliminary Budget vs Actual report was provided to the Board by the Treasurer.

13.2 Committee on Dues and Fees Update

- At last year's Committee on Dues and Fees meeting it was recommended that the Committee will meet in May 2018 to review domestic forecasting for the next 1 to 5 years. Also included at the meeting, a discussion on club fees within provinces and a comparison on small clubs versus large clubs.
- It was also discussed that to provide stability and better understanding of the process, the Committee members should serve longer terms, 2 – 4 years.

13.3 Canadian Henley Rowing Corporation Correspondence – Henley Agreement

MOTION #13: In Camera

Moved: Tom Hawker Seconded

That the meeting be held In Camera to discuss correspondence and an agreement.

CARRIED

MOTION #14: Out of In Camera

Moved: Tom Hawker Seconded

That the meeting be held Out of In Camera.

CARRIED

14. CEO

An organizational chart was provided to the Board.

14.1 National Rowing Championships

- The Board considered a proposal from the hosts of the National Rowing Championships. CEO will follow up and report back to the Board on the proposal.
- With the National Rowing Championships in BC and a commitment to hold the National Team Speed Orders event in Ontario, RCA has endeavored to support both provinces.

14.2 Coastal Championships

- The World Coastal Championships was reviewed. Event to be held in Sidney BC October 9 to 14, 2018. Boat manufacturers and grants in support of the event were discussed.
- A request for entries into the World Coastal Championships will be posted live on Regatta Central for Canadian and USA participants only. These participants will then be verified and registered into FISA's online system by RCA. International entries will register directly through FISA's online system.

14.3 Indoor championships

- A proposed 2019 World Indoor Championships event in Toronto run by Concept2 was discussed.
- Registration is not required for Indoor Rowing events but there are seat fees.

15. Secretary

15.1 Governance Calendar (attachment)

- A governance calendar including deadlines for notices related to Nominations for Director, Annual Meeting and Semi-Annual Meeting were reviewed by the Board.

16. Athlete Director (McClelland)

- Nothing to add.

17. Provincial Director (Hermansen)

- PAC will be reviewing Master's rowing at its next meeting along with Coastal and Indoor rowing.

18. Director (Roman)

- RCA's By-laws, Policies and Procedures are inconsistent. It was noted that "Member" for example references participants and clubs or associations. A review will be undertaken by the Board led by Marisha.

19. Director (Walinga)

- Nothing to add.

20. Next Meeting

- Conference Call - August 22, 2018
- An additional conference call prior to the August date will be considered after following up with the President.

MOTION #15: Adjournment

Moved: Ian Gordon Seconded

That the meeting be adjourned at 12:30 p.m.

CARRIED
