



**ROWING
CANADA
AVIRON**

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**Rowing Canada Aviron
BOARD OF DIRECTORS MEETING**
December 2 - 3, 2017

Hilton Toronto Airport
5875 Airport Rd, Mississauga, ON L4V 1N1
(905) 677-9900

Attendance:

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

Staff:

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

Saturday December 2nd

1. Call to Order

President Purcer opened the meeting at 9 am EST.

2. President's Opening Remarks

It was recognized that the meeting is being held on the traditional territory of the Haudenosaunee, Métis and the Mississauga's of the Credit River.

Board members were welcomed to the meeting and introductions were made.

3. Acceptance of Agenda

The section on Strategic Priorities may need to be adjusted, depending on time.

MOTION #1: Board Meeting Agenda

Moved: Ian Gordon Seconded,

That the Board Meeting Agenda, December 2 - 3, 2017, be approved.

CARRIED

4. Review and Approval of Previous Minutes:

Business Arising:

- An action plan related to feedback from the clubs following the September Election has not yet been developed. Not enough information has been provided.
- Additional appointments to the Board will be reviewed after the current Board develops its priorities. The Board can then determine the merits of additional board appointments.

MOTION 2: Board Meeting Minutes

Moved: Tom Hawker Seconded,

That the board meeting minutes, October 10, 2017, be approved.

CARRIED.

5. Provincial Director (Motion to Appoint)

- An expression of interest notice was sent out to the membership regarding the vacant Provincial Director position and 3 candidates were reviewed.
- The process PAC used to select the candidate was reviewed. Important that a professional process is followed when considering appointments.
- A similar process could be developed for the Athlete Representative. Athletes Can might be able to assist.

MOTION 3: Provincial Director

Moved: Ian Gordon Seconded

That Carol Hermansen be appointed as Provincial Director for a term to end at the 2018 RCA Annual Meeting.

CARRIED.

6. RCA Strategic Plan (Attachment)

6.1. Introductions

Jennifer Walinga outlined the strategic planning process to be undertaken by the Board.

6.2. Review – finding alignment to vision - 5 why's process

- An exercise was conducted among the Board to reflect on RCA's Mission Statement.

6.3. Next Steps

- The process for the Board to develop its Strategic Priorities was reviewed.

7. Purpose of Board (and Leadership Team)

7.1. Expectations

- Key indicators as related to the Strategic Priorities were discussed.

7.2. Roles

Important for the Board to:

- review the Strategic Plan's mission and values;
- get feedback from the community on the Strategic Priorities;
- complete a SWOT ("Strengths, Weaknesses, Opportunities, Threats") analysis.

8. Strategic Priorities - High Performance Program (Iain Brambell)

- The CEO provided an overview of the strategic priorities and foundational elements of the strategic plan as related to the High Performance program.

8.1. High Performance Update

The High Performance Director presented a report on the High Performance Review that was prepared in 2016 and progress-to-date based on the review recommendations.

The recommendations as a result of the review were presented based on the following 5 key elements to be included within a 6 year plan to cover a period beyond the next quadrennial:

- Leadership
- Athletes
- Coaches
- Daily Training Environment
- Performance Management

National Team Athletes and Coaches:

National Team athletes have embraced a renewed "True North Strong" culture with 4 key pillars:

1. Live the Leaf – show pride in earning the leaf, build a strong tradition of performance
2. Open heart – an open dialogue to deal with challenges
3. Grit – mental and physical toughness, work ethic
4. We are racers – competition is stressed

- 360 evaluations are conducted regularly among athletes and coaches from all points of view.
- On water performance will be measured against world class standards.
- Coaching positions supporting the RCA National Team were discussed.

8.2. National Training Centre and Facilities Strategy

- A National Training Centre facilities long term strategy was reviewed including the requirements for the high performance program and the consulting process. The importance of keeping the membership informed was noted.
- An environmental scan of domestic and international stakeholders will be conducted to establish a long-term National Training Centre (NTC) Facilities Strategy that maximizes competitive advantage for RCA's High Performance Program.
- Create an RCA National Training Center or Centres that provide a world class daily performance environment for athletes. Deliver a "center of excellence" approach, as part of

a broader facilities strategy, with integrated support services/facilities, operational efficiencies and an optimal performance environment for our athletes and coaches.

8.3. High Performance Coach Development

- High Performance Coach Enhancement strategy was reviewed.
- RCA's HP Coach Enhancement Program is intended for coach recruitment, retention and development. This is designed on the National Coach Certification Program (NCCP) core competencies (problem solving, critical reflection, valuing, interaction, leading) in conjunction with RCA's rowing specific coaching outcomes (coaching leadership, competition readiness, performance planning, coaching effectively in the daily training environment).
- The importance of women in coaching was noted including highlighting the number of medals won by national team crews with lead women coaches.

9. Strategic Priorities - NextGen Program (Adam Parfitt)

- Strategic priorities for the NextGen Program were reviewed.
- The NextGen Strategy engages and challenges Canadian Rowers and Coaches in an opportunity that is aligned with Olympic/Paralympic podium results.
- Key steps and timing to achieve success in the program were discussed along with a risk assessment and implementation check list.

9.1. NextGen Hub Strategy

- Effective NextGen Hub strategies were reviewed for coaches, athletes, provinces, clubs, schools and universities.

9.2. Para Rowing Strategy

A Para-Rowing NextGen Recruitment Strategy document was reviewed.

- Create a healthy and sustainable Paralympic Development Program through awareness, participation growth and an integrated high performance pathway
- The objectives of the NextGen Para-Rowing Program are to recruit new athletes into the sport of rowing, identify potential talent and integrate them into existing NextGen programming.
- Key tactics to create a stronger Para program were discussed.

9.3. NextGen Coach Development

- A strategic approach to building future high performance coaches and program leaders was discussed.
- This strategy aims to identify the top coaches in Canada. Through a mentor/mentee relationship, build a personal development strategy to address gaps in their skill sets which would prevent them from becoming world class international level coaches. The objective is to build a pool of Canadian Coaches working in Canada who have the skills and attributes to coach at a World Class level and be viable National Team Coaches.

10. Strategic Priorities - Partnerships and Sport Development (Jennifer Fitzpatrick)

10.1. New Membership Model

- The historical perspective of the new membership model was reviewed.
- As approved at the 2017 RCA Semi-Annual Meeting, the new model will include one base fee and a seat fee for event participants.
- Regatta Central won the bid to develop the new system and is committed to having the system ready by February 2018.
- Recent work has focussed on training local event organizers and finalizing the online sanction system.
- Regatta Central will be participating in an RCA webinar to provide information on their new system. They will also be available for in person training at the National Conference.

10.2. Sport Development Priorities

- Priorities and strategies to improve sport development were reviewed.
- Important to create opportunities for growth in a changing environment within Canada.
- Create variety with the sport, be more inclusive.
- Take advantage of trends within the fitness industry and the health benefits of rowing.
- Rowing is safer than other sports with respect to head injuries and concussions.
- Analyze data and make evidence based decisions based on market research.
- Create initiatives to bring rowers back to the sport.
- Enhance the indoor rowing experience to increase participation during winter months.

Coach Certification Strategy:

- Coaching certification strategies were reviewed.
- Goal of the strategy is to explore the training of all coaches within 2 years with eventual implementation of mandatory certification within 3-4 years.
- It was noted that certification is set to become a requirement of our funding partners. Consumers expect to receive high quality programming from individuals who have been trained and assessed as having met minimum criteria. Important that rowing programs are delivered by individuals that are educated coaches. Mandatory training and certification may be a driver of increased retention of rowing participants based on a more enjoyable experience.

11. Strategic Priorities – Organizational Sustainability (Terry Dillon)

11.1. Marketing and Communications

Communications Enhancement Strategy:

A communications enhancement strategy document was reviewed.

- The importance of effective and comprehensive internal communications was noted.
- External communications need to inform, engage and excite our current and future rowing community. Outcomes and key metrics for strategic planning were discussed.

Marketing Strategy:

An approach to marketing strategy was reviewed.

- Important that RCA's marketing includes informing Canadians about the power of rowing to elevate, transform and grow attractiveness and participation in our sport.

- Various tactics were discussed including for example RCA providing club members with a website template for – one that engages and informs.
- It was noted that the RCA website will be re-developed over the next 6 months.
- Important that RCA's messaging is nationwide rather than west or east centric.

11.2. Alumni and Donor Relations

- Mobilize the large and passionate group of RCA Alumni and supporters through a sustained engagement strategy. Recognize that we have an incredible resource in our Alumni.
- The Crowd Sourcing and fund matching campaign in support of Juniors and U23 athletes with the involvement of the Campaign Cabinet provided a good opportunity for testing the appetite of our alumni and supports to donate to a good cause.
- The Canadian Rowing Foundation was discussed.

11.3. Forecasting and Reporting

A forecasting and reporting strategy was reviewed.

- Important to have timely, accurate qualitative and quantitative data available.
- Enhance financial reporting.

Sunday December 3rd

The meeting reconvened at 830 am EDT.

12. President's Report

London Training Centre

- A discussion on the London Training Centre was tabled.

National Rowing Championships

- Attended the National Rowing Championships as a Safety & Events observer – a very well run regatta. Learnings from the first year were put into place by the Organizing Committee.
- The Athlete's Banquet was well attended with major awards handed out and good support from table sponsors.

Canadian Olympic Committee Meeting

- Attended the Canadian Olympic Committee meeting.
- Ethical sports symposium on Friday.
- A panel relayed details on the Russian doping scandal. This may impact Olympic medal standings. Strong governance and moral integrity were highlighted.
- A "You Can Play" symposium was held, inclusiveness was highlighted.
- New COC supporter is Fairview Cadillac
- A "Whistleblower" Policy was introduced.
- Information was provided on the Winter Olympics in Korea
- Significant increase in carding and athlete funding
- Past National Team athlete Will Dean was appointed to the Athlete's Commission
- Anne Merklinger of OTP presented a report on Next Gen Funding
- There was a presentation from the Calgary 2026 Winter Olympics organizers

FISA Nations Conference in London:

- The CEO and President are attending the FISA Nations Conference in London. There will be a presentations on indoor rowing and the development of grass roots rowing.

13. CEO

13.1. Rules of Racing

A memorandum from the chair of the Rules of Racing Working Group was reviewed by the Board. The Board acknowledged the excellent work that has been done by the Working Group in 2017 – a very comprehensive review.

- There was a general discussion regarding the recommendation for a study on the Lightweight Category (Rule 2.10),

The final document of recommended changes will be provided to the membership for their approval at the Semi-Annual Meeting.

13.2. Canadian Rowing Hall of Fame

- The RCA Hall of Fame proposed class of 2018 will be shared with the Board.

13.3. Awards Report

- The award's committee consisted of 3 members of the standing committee and 3 representatives from PAC.
- The report of the Award's Committee was reviewed by the Board.

14. Treasurer's Report

14.1. Committee on Dues and Fees Report

The Committee on Dues and Fees report was reviewed by the Board. The Committee will be proposing 2 motions to the membership:

Motion 1: Consistent with the RCA Board of Directors and the Membership Category Working Group's recommendation, the 2017 RCA Committee on Dues and Fees approves the "New Membership Model" fee structure for fiscal year ending March 31, 2019.

Motion 2: The 2017 RCA Committee on Dues and Fees approves no changes to the club, special association and provincial dues for the fiscal year ending March 31, 2019.

These motions and the report will be presented to the membership for approval at the 2018 Semi-Annual Meeting.

The 2017 RCA Committee on Dues and Fees recommended the following for the 2018 Committee on Dues and Fees to consider:

1. Committee members should serve for longer terms - ideally 2 – 4 years;
2. The committee should meet in May 2018 to receive an interim financial report from the Treasurer;

3. The committee should formally meet earlier in the year, ideally late September, to create its report and make recommendations to the board.

MOTION 4: Committee on Dues and Fees Report

Moved: Tom Hawker Seconded

That the Committee on Dues and Fees Report and Recommendations be approved.

CARRIED.

14.2. Finance Committee

A report on the development of an RCA Finance Committee was reviewed. This will assist the Treasurer with the financial stewardship of RCA'

The Board has established a Finance Committee in 2016 consisting of 2 Board members, the CEO and a member at large.

MOTION 5: RCA Finance Committee

Moved: Tom Hawker Seconded

That the members of the RCA Finance Committee are Peter McClelland, Jeff Lay, Terry Dillon and Thomas Hawker.

CARRIED.

14.3. Financial Update – Year to Date

A financial update provided by Treasurer Hawker was reviewed by the Board.

MOTION 6: In Camera

Moved: Tom Hawker Seconded

That the meeting be moved In Camera to discuss financial matters.

CARRIED.

14.4. Canadian Rowing Foundation Correspondence

MOTION 6: Out of In Camera

Moved: Tom Hawker Seconded

That the meeting be moved In Camera to discuss financial matters.

CARRIED.

14.5. RCA Donations Policy

An RCA Donations Policy was reviewed by the Board.

15. Secretary

15.1. Governance Calendar

- A governance calendar was provided to the Board.

15.2. Semi Annual Meeting Agenda

- The Semi-Annual Meeting Agenda was reviewed.

15.3. New Member – Lillooet Rowing Club

MOTION 7: Lillooet Rowing Club

Moved: Ian Gordon Seconded

That the Lillooet Rowing Club be approved as a probationary member.

CARRIED.

16. Nominating Committee – Ian Gordon

16.1 Nominating Committee Report – 2017 Election

The 2017 Nominating Committee recognized 4 areas where further clarification or guidelines are required to clarify the nomination's process:

1. Election of the President
2. Candidate Campaigns
3. Nomination Critical Path
4. Nomination process including templates and notices

- A review, clarification and standardization of the nominating process should be considered. The Chair of the RCA Nominating Committee will be contacted.
- Ian Gordon noted that he is not eligible for the Nominating Committee in 2018.

17. Next Meetings

Board Meeting Conference Call: January 10, 2018 at 4 pm PST.

- A 2018 meetings calendar was discussed. The Board will meet in person at the National Conference. Further dates will be determined for 2018. Important to have a plan for the full year.
- A doodle calendar will be provided for 2018 meetings.

The Meeting Adjourned at 2:00 pm EST.