



**ROWING
CANADA
AVIRON**

www.rowingcanada.org

**Rowing Canada Aviron
BOARD OF DIRECTORS MEETING
May 13 – 14, 2017
Hilton Toronto Airport
5875 Airport Rd, Mississauga, ON L4V 1N1**

MINUTES

Attendance:

Michael Walker, President
Andrew Fitzgerald, Director
Carol Purcer, Provincial Director
Ian Gordon, Director
Jon Beare, Athlete Director
Roger Jackson, Director
Tom Hawker, Director (Treasurer)

Staff:

Terry Dillon, CEO
Sid Murdoch, Secretary
Iain Brambell, Director, High Performance (May 13th via teleconference)
Robyn Tremblay, Manager, Donor Development (May 13th)

Committee:

Andrew Lamont, RCA Nominating Committee (May 13th via teleconference)

Saturday, May 13th

1. Call to Order

- The meeting was called to order by President Walker at 8:30 a.m. EDT.
- Roger Jackson was welcomed to his first meeting as a Director.

2. Acceptance of Agenda

- The agenda was reviewed.
- Blue Clue was added under the Treasurer, 14.7.

MOTION #1: Board Meeting Agenda

Moved: Carol Purcer Seconded,

That the Board Meeting Agenda, May 13 – 14, 2017, be approved as revised.

CARRIED

3. Review and Approval of Previous Minutes:

MOTION #2: Board Meeting Minutes

A spelling error was noted: Robyn [Tremblay](#)

Moved: Tom Hawker Seconded,

That the Board Meeting Minutes, March 27, 2017, be approved as revised.

CARRIED

4. President Opening Remarks

- Several items in the agenda were highlighted by President Walker.

5. RCA Nominating Committee

Andrew Lamont was welcomed to the meeting via conference call.

5.1 Review of Last Year's Process

5.2 Nominating Committee Appointments

MOTION #3: Chair, RCA Nominating Committee

Moved: Ian Gordon Seconded,

That Andrew Lamont be appointed as Chair of the RCA Nominating Committee for a 2 year term.

CARRIED

MOTION #4: Appointment, RCA Nominating Committee

Moved: Ian Gordon Seconded,

That Tracy Brooks be appointed to the RCA Nominating Committee for a 2 year term.

CARRIED

- The terms for President Mike Walker and Director at Large Andy Fitzgerald conclude at the 2017 Annual Meeting. Due to work commitments and other factors, Mike and Andy have determined they could not re-submit their names for consideration by the Nominating Committee. A Director at Large position is also vacant following the passing of Brian Lamb.
- The following positions will be included in the Call for Nominations: President; 2 positions, Director at Large; Athlete Director, to be nominated by national team athletes.

5.3 President and Director Competencies

- After completing a board skills matrix, the following were highlighted as key competencies to be considered by the Nominating Committee: Fundraising; Legal & Risk Management; Brand Strategy; Communications & Marketing.

5.4 Priority Requirements for New Board Members

Demographics:

- A Gender and Age demographics matrix was reviewed.
- Of concern to the Board was the low number of expressions of interest submitted by women in the past few years. Need to ensure that the Call for Nominations includes a specific reference to women with key competencies.
- Age demographics were reviewed. It was noted that based on the current requirements for the position, Athlete Director will generally be in the 25 to 40 years age group.
- Regional diversity on the Board was reviewed. Important to consider representation outside of British Columbia and Southern Ontario.
- Racial diversity on the Board could also be considered.

5.5 Election Process and Guidelines

- The Nominating Committee can use its best judgment to provide at least one more candidate than the number of vacant Director at Large positions, or provide a slate of candidates to specifically fill the vacant positions depending to the number of well qualified candidates that submit expressions of interest. RCA members will then have 15 days to re-submit or submit further nominations.
- The Nominating Committee should communicate directly with National Team Athletes regarding the Athlete Director nomination process. The nomination will come from the Athletes to be endorsed by the Nominating Committee.
- Following the first closing date for nominations, July 23rd, the draft notice of nominations will be provided to the Board for their information.

6. High Performance Update - Iain Brambell via Teleconference

High Performance Director Iain Brambell was introduced. Iain provided the following report to the Board including his vision and priorities for the program.

The following items were highlighted in the report:

- Technical & Coach Leadership
- High Performance Plan
- Rio Quad Expectations Vs. Outcomes
- Daily & Competition Environments
- Sport Science & Sport Medicine
- Podium Pathway
- High Performance Governance

Vision, Culture and Team Philosophy were discussed:

- Vision: unequivocal quest for repeated podium performances
- Culture: uncompromising performance mandate – supported by actions and behaviours
- Team Selection Philosophy: all Canadian crews will be in pursuit of finals and the podium.

Senior “B” Team:

- Develop a strong and vibrant team moving forward with the development of a Senior “B” team through increased competition in domestic and North American competitions. Events such as Canada Games are also important for development teams.

Current Priorities & Progress were reviewed:

- The importance of strong High Performance coaching was noted along with the need to recruit and develop world class coaches.
- An external expert has been contracted to assist RCA’s HP Program.
- 2017 Athlete Selection is currently taking place for Senior and U23. Junior selection follows the CSSRA in June.
- Alignment of HP Program Roles & Responsibilities structure is underway with the functional structure completed and Roles & Responsibilities not affirmed yet.
- HP Coaching Structure alignment is underway but not complete.
- Sport Science Sport Medicine Structure & Procedures will be addressed in the fall debrief.
- National Centre Strategy has been discussed with staff and athletes.
- RCA’s Next Generation (NextGen) Row To Podium Strategy was reviewed with Talent ID Director Peter Shakespear. Meetings will also be held with Rowing BC and RowOntario.
- HP Coach Development mentoring program has commenced led by Al Morrow. An expression of interest was sent out with 25 applications received and 7 coaches selected for the mentorship program with 2 additional grant opportunities. Al is also reaching out to the other applicants that were not selected as he visits various regions around the country. Coaches in this program were required to be NCCP certified and registered with RCA.

High Performance Coaching Structure:

- National Team coaches for seasonal positions are being considered to assist with a number of programs including Junior, U23 and Senior teams. Important to continually improve these positions to a world class level.
- A profile for a world class coach will be developed to assist in finding the right coaches for the program.
- Development of an HP Plan for 2018-2024 will commence in July.

A draft High Performance Org Structure was reviewed. The Athlete and Coach Pathways have been combined so both are under the High Performance Director.

National Training Centre Performance Structure:

Short Term:

- Ensure continuity between life and training environments, garner technical proficiency both on and off the water while also harnessing the heightened competitive environment created for high performing athletes. For all carded athletes attending university programs or carded athletes with approved extenuating circumstances, Individual Athlete Performance Plans (IAPPs) will be required and monitored by the appropriate RCA Head Coach in conjunction with the carded athlete's local coach (i.e. club, university, etc.).

Long Term:

- A comprehensive environmental scan is required to help inform the best possible location(s) for RCA to elevate current Daily Training Environments to Daily Performance Environments. This has significance on many levels including staffing structure, partner organizations, impact on rowing in Canada and the visibility of national team athlete training.

NextGen – Row To Podium Program

- Objective: To improve the quality and quantity of rowers tracking within the high performance athlete development pathway, identified with having the potential to deliver Olympic and Paralympic podium performances within 5-8 years.
- Consultation sessions were held in BC and Ontario with key stakeholders such as university and club coaches.
- Meeting was held with Provincial Sport Organizations, Canadian Sport Institutes and RCA Staff to discuss the evolution of the Row To Podium and NextGen Institute Programs.
- Analyses were conducted of rowing's High Performance Athlete Development Pathway and the current delivery of Row To Podium and NextGen programming in Canada.

Athlete Database:

- Data collected related to athlete performance is shared with the athletes. There are a few issues with current technology – information needs to be downloaded separately for each athlete.

Para- Rowing Strategy:

An increase in PARA athlete development and recruitment is vital to the program going forward. An experienced PARA consultant has moved on from athletics and will be assisting RCA with its PARA program on a 3 month contract. The following areas will be addressed:

- Research & Development focused on international Paralympic;
- intelligence, focused on adjustments to Para-Rowing racing format;
- Framework for Paralympic Development Program;
- Establishing Development Pathway; and
- Designing integrated Paralympic/Olympic recruitment strategy & pathway.

NRC Umpires:

- Zonal umpiring at the National Rowing Championships was discussed. Umpire boats moving up and down the course can be distracting for athletes. This is under review by RCA committees.

HP Review Panel Update

- A Panel has been formed to monitor the implementation of High Performance Review program including:

RCA Athlete Director	Jon Beare
Appointed Member	Silken Laumann
OTP HP Advisor	Peter Eriksson
RCA CEO	Terry Dillion
RCA HP Director	Iain Brambell

HP Director Iain Brambell was thanked for an excellent presentation.

7. National and International Event Strategy

7.1 2020 World Championships Bid

- St. Catharines World Rowing is considering a bid on the 2020 World Championships. Henley Commission Chair Bill Schenck was involved with the same event in 1999 and will be present at a meeting with FISA at the 2017 World Rowing Cup in Lucerne. A bid on the Championships would need to be endorsed by Rowing Canada Aviron.
- Important to develop an international event strategy that fits with the strategic plan.

7.2 Canadian Masters Championships Review

- PAC is reviewing a masters rowing pathway and a sub-committee will be appointed. A terms of reference also needs to be drafted.
- A survey developed by the RCA Masters Committee has been provided to PAC.
- The Board discussed the Canadian Masters Championships (CMC) including whether an event should be held in 2018. A communication on the bid package needs to be provided to the membership 15 months in advance.
- The Board will request that PAC reviews the CMC to provide a recommendation on future championships. Recommendation to be considered on the agenda of the November Board Meeting.
- PAC could also consider contacting other NSO / international organizations to research other types of master's programs.

8. Fundraising – Robyn Tremblay

- Robyn Tremblay, RCA's Manager of Donor Development, provided the following report on a proposal for a philanthropic fundraising campaign.

8.1 Donor Development and Crowdfunding Campaign:

The RCA annual fund development campaign, as a complement to the capital campaign that is currently being researched, will focus on three identified areas of priority funding:

- Coaching, mentorship, bursaries
- Growing our sport, including such programs as the recreational fleet
- Athlete Support, including Junior and U23

- In response to the feedback collected throughout the feasibility stage of fundraising discovery, RCA has developed a two-pronged strategy in an effort to build a sustainable fund development portfolio. RCA will endeavour to continue the capital campaign associated with a National Training Centre, and will also build a larger base of annual campaign donors to fund priority programming and development needs year over year
- As research continues on a capital campaign and as a part of our larger fund development strategy, RCA will launch an inaugural annual giving appeal in support our 'developing athletes' pillar, which states that no athlete should pay to represent Canada. Expenses for Junior and Under 23 athletes attending championship events are funded by RCA with athletes responsible for a portion of the expenses. The goal of the proposed funding campaign is to cover the athlete portion of expenses. RCA will continue to fund the other portion and all of the funds from the campaign will go directly to athlete support. If more funds are raised than requested, the extra amount will go to athletes in the following year.
- A request will go out to initial donors along with a matching crowd funding campaign equal to the donor amount.
- Important to have support from community leaders, business, alumni and current athletes.
- Follow up with donors is an important aspect of the campaign. Letters, post cards and phone calls will form part of that program.
- The RCA Campaign Cabinet will be meeting soon to review the campaign. Funds raised through the Cabinet will be matched against funds from the public. Funds received over the total amount targeted in the campaign will be put to the support of athletes in the following year.

8.2 Capital Campaign

- RCA will endeavour to continue the capital campaign associated with major projects such as a National Training Centre.

8.3 Corporate Partnerships and Revenue Diversification

- RCA will consult with an expert in corporate revenue diversification.

MOTION #5: Restricted Fund

Moved: Carol Purcer Seconded,

That RCA will establish a restricted fund for the giving appeal in support our developing athletes pillar.

CARRIED

9. National Training Centre (CEO / Roger Jackson)

- It was noted that an optimum location or locations have not yet been determined
- It is important for staff to develop a list of NTC criteria for the High Performance program including the needs of athletes and coaches.
- The High Performance Strategic Plan is currently under review and the National Training Centre (NTC) will be included as part of this strategy.
- Consult with local, provincial and federal authorities regarding possible funding opportunities. Identify locations and the commitment from partners to build a centre.
- NTC to be included as an agenda item at the November Board Meeting.

NTC Request for Proposals (RFP):

- The Board strongly endorses an evidence based RFP process to determine future National Training Centre locations.

10. Strategic Plan (CEO / Andy Fitzgerald)

10.1 Progress to Date

- An archive of Strategic Plan documents were provided to the Board.
- Board members reflected on the original consultation and planning discussions - the core narrative and critical priorities that are important to maintain going forward.

Comments:

- It was noted by club participants at the first Strategic Planning meeting that there was a disconnect between RCA high performance and domestic rowing. Other than insurance coverage, the benefits of RCA membership have not been clearly communicated.
- Important that RCA creates a tangible membership benefits program.
- Important that RCA is held accountable for programs and services and that staff are visible at major events.
- Develop positive relationships with clubs and coaches in funded programs such as Row To Podium.

10.2 Next Steps

Re-Fresh and Go Forward Process:

- It was recognized by the Board that there is a need to re-fresh the Strategic Planning process for the next quadrennial. Recognize the work that has already been done and that RCA's leadership and environment have changed. Revisit underlying assumptions and narrative – other priorities may emerge.
- RCA Staff will be involved in an initial review to re-fresh the Strategic Plan - the next phase will be led by the CEO and Roger Jackson. Develop a four-year plan that can be modified annually that meets Sport Canada and RTP criteria.
- Important that operational plans are also completed in advance of budget planning and funding submissions for 2018.

- Work with staff to prepare an operational / business plan with realistic outcomes and timelines for completion. Complete the initial draft by October 2017. Develop a plan for the next quadrennial for membership consideration at the 2018 Semi-Annual Meeting.

A revised draft Mission Statement / Purpose Map was reviewed including Strategic Pillars and Core Strategies:

- Core Strategies included Podium Performance, Accelerate the Pathway, Grow our Capacity, Enhance the Experience, Improve Organizational Effectiveness, Grow Influence and Value.
- It was discussed that a majority of members can relate to all of the core strategies except Podium Performance. Although it was recognized that a High Performance is about selection and exclusiveness, it is important that the Strategic Plan is inclusive and relatable to all members.

11. RCA Organization Review

MOTION #6: In Camera

Moved: Carol Purcer Seconded,

That the meeting be held *In Camera* to discuss human resources issues.

CARRIED

MOTION #7: In Camera

Moved: Carol Purcer Seconded,

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

CARRIED

12. President

12.1 COC and CPC updates

COC Meeting:

- There was an excellent presentation on an Olympic Bid from a Calgary organizing committee.
- Quality of discussion at the meetings has improved under the direction of President Tricia Smith.
- NSO Enhancement program was discussed. Submissions from NSOs are due by September 2017.

Canadian Paralympic Committee Meeting:

- Attended the Canadian Paralympic Committee meeting.
- It was noted that RCA's PARA National Team is integrated with the rest of the National Team at the training centres, unlike some other sports that organize their para teams

separately.

Other items discussed included a 2022 Commonwealth Games bid by Burnaby and Vancouver.

12.2 Board Self Assessment

- A Self-Assessment document developed by the COC for the NSF Enhancement project was reviewed.
- A self assessment survey will be provided to the Board to include topics such as Governance and Risk, Strategy and Planning, Leadership and Culture, Revenue Generation and Engagement, Support Services.
- Following the results of the survey, consider as an agenda item at the November Board Meeting.

13. CEO

13.1 Regatta Central Agreement

- All of the considerations discussed by the Board at the March 2017 meeting have been addressed including privacy issues, system support and minimum 12 month notice for termination of the agreement. It was noted that an accredited privacy policy is published on the front page of Regatta Central.
- Regatta Central incurs fees related to credit card transactions and a percentage associated with those fees will be added to event organizer invoices. Organizers can also choose to opt out of credit card transactions and instead choose a payment system based on cheques or cash.

MOTION #8: Regatta Central Agreement

Moved: Ian Gordon Seconded,

That a lawyer is hired by RCA to assist with the Regatta Central Agreement.

Amendment to the Motion:

Moved: Ian Gordon Seconded,

That the motion be amended:

That a lawyer is hired by RCA to assist with the Regatta Central Agreement and that the RCA Board endorses the principles of the Regatta Central Agreement as presented and authorizes the Officers of RCA to finalize the agreement.

CARRIED

13.2 Event Management System – Process and Timelines

- Donna Atkinson, Marla Weston and Sid Murdoch have contacted event organizers across Canada and conducted a needs analysis survey via phone meetings.
- An event system communication plan for the membership has been developed with live testing planned for fall regattas.

13.3 Canadian Rowing Hall of Fame

13.3.1 CRHF Committee Terms of Reference

MOTION #9: Canadian Rowing Hall of Fame Committee Terms of Reference

Moved: Carol Purcer Seconded,

That the Canadian Rowing Hall of Fame Committee Terms of Reference be approved

CARRIED

13.3.2 Approval of the CRHF Committee Chair

MOTION #10: Canadian Rowing Hall of Fame Committee Chair

Moved: Roger Jackson Seconded,

That Marnie McBean be appointed as Chair of the Canadian Rowing Hall of Fame for a term of 4 years.

CARRIED

14. Treasurer

14.1 Financial Update (with CEO)

- Preliminary year end financial statements and budget projections were reviewed by the Board.
- Important that the Board has a timely and informative Executive Summary financial statement that is correlated with the budget.

14.2 Audit Committee

- With the passing of Brian Lamb, a board member needs to be appointed along with one additional appointment.

14.2.1 Audit Committee Appointment

MOTION #11: Audit Committee

Moved: Carol Purcer Seconded,

That Ian Gordon be appointed to the RCA Audit Committee.

CARRIED

14.3 Update on Financial Statement and Audit

- The Audit Committee will meet in July to review the final draft of the Audited Financial Statement.

14.4 Finance Committee

- Goal is to have an RCA Finance Committee in place prior to the 2017 RCA Annual Meeting. Duties of the Committee could include a review of more complicated financial issues.

14.5 Update of the KPMG fund in Memory of Brian Lamb

- KPMG has been interested in developing a fund in memory of Brian Lamb.
- Contact person at KPMG to be provided to Robyn Tremblay for further follow up.

14.6 Gift Acceptance Policy

- Under Purpose and Scope, paragraph describing a link to other policies needs to be removed.
- Further review is needed on a number of paragraphs including “Restricted Donations for Special Projects” “RCA has the option to convert”, “Value for tax receipt and recognition”, “In accordance with CRA guidelines, “RCA does not issues tax receipts to reimburse”.
- A review of Canada’s Sports Hall of Fames gift policy was recommended.
- The policy will be deferred to a future board meeting.

14.7 Blue Clue

- Information has been provided by Blue Clue to the Treasurer. There is currently no resolution. Another update to be provided.

RCA Insurance

- Cyber insurance coverage was discussed. Further information on the coverage and expense will be requested from RCA’s insurance agent while considering RCA’s risk with respect to the new event system and the agreement with Regatta Central.
- Coverage for RCA National Team Athletes has been reviewed.

Excess Liability Coverage:

- Important that RCA insurance includes liability protection against acts of abuse by coaches.

MOTION #12: RCA Insurance Policy – Excess Liability Coverage

Moved: Tom Hawker Seconded,

That RCA’s Excess Liability Insurance Policy coverage be increased from \$5,000,000 to \$10,000,000 at a cost of \$3,000.

CARRIED.

15. Secretary

15.1 Governance Calendar

- RCA Annual Meeting: September 21, 2017 with the notice going out 21 days in advance, August 31, 2017. Online voting begins on September 1, 2017.
- Election: following the first closing date for expressions of interest, July 23rd, the notice of nominations will be sent August 7, 2017.

16. Provincial Director (C. Purcer)

- Appointment of the PAC Masters Review Sub Committee to be finalized and a masters survey is being considered.

17. Athlete Director (J. Beare)

- Athlete representatives were elected by the National Team.
- Housing and training logistics have been reviewed with National Team athletes.
- Athletes will be updated on fundraising by Robyn Tremblay.
- Athlete Director appointment is under review by national team athletes.
- High Performance structure is stabilizing under the current leadership.

Jon Beare's term as director ends September 21st. Jon was thanked for his contributions to the Board for the past 5 years.

18. Director at Large (I. Gordon)

- A communication from John Carmichael and Rick Crooker will be sent to the Fundraising Cabinet regarding the current campaign.

19. Director at Large (A. Fitzgerald)

- Andy Fitzgerald was attending his last in person meeting with the Board and was thanked for his contribution to RCA.

20. Director (R. Jackson)

- Noting to add.

21. Next Meeting

- Secretary to coordinate a date for the next conference call meeting in late July. Agenda to include review and acceptance of the audited financial statement.
- Fall in person Board Meeting date needs to be finalized. It was mentioned that it could be held in Vancouver following the National Rowing Championships, November 12 -13, 2017.

22. Adjourn

The meeting was adjourned Sunday May 14th at 12:15 p.m. EDT.