



**ROWING
CANADA
AVIRON**

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**Rowing Canada Aviron
BOARD OF DIRECTORS MEETING**

November 15–16, 2014

*Sheraton Toronto Airport Hotel & Conference Centre
801 Dixon Rd, Toronto, ON M9W*

Attendance:

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

Staff: Donna Atkinson, CEO
Sid Murdoch, Secretary
Peter Cookson, High Performance Director (Saturday & Sunday morning)
Annabel Kehoe, Director of Business Development
David Derry, Domestic Officer
Jennifer Parfitt, Manager of Membership Services

Other Presenters:

Nancy Au, Pearson Dunn Insurance (Item 5.4)

1. Call to Order

- The meeting was called to order by President Walker at 9:00 a.m.

2. Acceptance of Agenda

- The agenda for the meeting was reviewed by the Board.
 - Item 8.3.3, Board Criteria for Approval of New Members, will be moved and discussed with Item 5.3.3, New Member Approvals.
 - Item 8.6 Risk Management Update will be moved and discussed with Item 9.7, Risk Management Policy.

MOTION #1: Board Meeting Agenda

Moved: Matteo Cendamo Seconded

That the Board Meeting Agenda, November 15 – 16, 2014, be approved as amended.

CARRIED

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Canadian Paralympic Committee/ Comité paralympique canadien

3. Review and Approval of Previous Minutes – September 23, 2014

MOTION #2: Minutes – September 23, 2014

A spelling error was noted – replace Frank Reid with Frank Read.

Moved: Jon Beare Seconded

That the minutes of the September 23, 2014 meeting be approved as amended.

CARRIED

4. President's Remarks

- The President outlined the schedule for the meeting including adjustments made for presentations.

5. Director and Officer Reports

5.1 President

5.1.1 President's Award

- The award's policy will be streamlined in 2015 and a number of awards, including the President's Award, are under review.
- The criteria for the President's Award was discussed. The importance of recognizing individuals that have made a major contribution to RCA.
- The award is at the discretion of the President but the Board will be consulted on candidates considered for the award before the final selection by the President.

5.1.2 Nominating Committee Update

- Joel Finlay and Rick Crooker have agreed to stand for re-election. Another nominee will be selected by the Nominating Committee and an election will be held based on 3 candidates for 2 positions. Further nominations can be submitted by a member 30 days prior to the Annual Meeting.
- A nominee from PAC for Provincial Director will be put forward to the Nominating Committee.
- Photos and bios will be provided by the candidates.

5.2 Treasurer

5.2.1 YTD Financial Statement and Year End Projections

- The year-to-date financial statement and year-end financial projections were reviewed by the Board.

5.2.2 Sustainability Fund Policy

MOTION #3: Sustainability Fund Policy

Moved: Brian Lamb Seconded:

That the RCA Sustainable Organization Reserve Fund Policy be approved.

CARRIED

5.2.3 RCA Dues and Fees Committee

- The Board of Directors reviewed the minutes from the meeting of the 2014 RCA Dues and Fees Committee.

5.3 Secretary

5.3.1 New Member Approvals

- Board Criteria for the approval of new members was discussed including clubs that are not incorporated. The Board will not establish any additional formal criteria beyond those described in the ByLaws, but will continue to closely examine membership requests in non-traditional cases, such as when candidate rowing organizations are not incorporated, form part of a multi-sport organization, are a for-profit entity, etc.

Information was reviewed for two new members:

- John M.S. Lecky UBC Boathouse
- Niagara Falls Rowing Club

MOTION #4: John M.S. Lecky UBC Boathouse Application

Moved: Debbie Sage Seconded: Joel Finlay

That the John M.S. Lecky UBC Boathouse (Thunderbird Rowing) be approved as a probationary member of Rowing Canada Aviron. subject to confirmation of endorsement of the John M.S. Lecky UBC Boathouse application by UBC Athletics.

CARRIED

Action 1:

The RCA office will request a letter of support for the for the John MS Lecky Boathouse application from the University of British Columbia.

MOTION 5: Niagara Falls Rowing Club Application

It was noted that the Niagara Falls Rowing Club will not be operating until 2015. The club has requested that its membership not begin until April 1, 2015. The club is aware there will be no insurance coverage provided by RCA until that date, subject to payment of the annual dues for 2015-2016.

Moved: Brian Lamb Seconded:

That the Niagara Falls Rowing Club be approved as a probationary member of Rowing Canada Aviron as of April 1, 2015, subject to receipt of the Annual Dues payment for 2015-2016.

CARRIED

5.4 Chief Executive Officer

5.4.1 CEO Report

- The CEO report was reviewed by the Board. Items discussed included the High Performance and PARA rowing programs, RCA web registration system, RCA committees and working groups, 2015 National Conference, coaching education, RCA events and results, sport development.

Meetings at the 2015 RCA National Conference:

- A Board meeting will be held late Friday afternoon or early evening.
- A joint meeting is tentatively scheduled with with PAC on Saturday morning. PAC will review at its next meeting.
- Travel to the Conference for Board members will be coordinated through Sid. Board members may arrive at the conference according to their own schedule for meetings etc. The conference schedule begins Thursday January 22nd at 9 am.

5.4.2 Staff Reports

- It was noted that RCA Staff will present reports during the lunch hour.

5.4.3 Canada Rowing Hall of Fame

- A Canada Rowing Hall of Fame working group has been formed. Meetings to be held in December.

5.4.4 Legal Agreements

- to be discussed In Camera.

5.4.5 Member Issue

- to be discussed In Camera.

5.4.6 Proposal from Pearson Dunn - Legal Fee Expense Coverage

- Nancy Au, Pearson Dunn Insurance, presented a proposal for additional legal defense coverage for members to deal with human rights issues that could arise and currently fall outside the parameters of RCA's comprehensive insurance policy. The proposed option most recommended is one that covers human rights tribunal issues for members and also provides a general service of legal advice through telephone consultation services.
- If the extra coverage is approved, Pearson Dunn offered to conduct a webinar to review this new coverage with the membership and answer any questions.

MOTION #6: Legal Expense Reimbursement Coverage

Moved: Brian Lamb Seconded,

That subject to RCA Members approving the recommendations of the Committee on Dues and Fees report, that RCA purchase Option 3(b) insurance as outlined in Appendix "A" on behalf of our Members.

CARRIED.

5.4.7 Directors and Officers Insurance:

- Nancy Au explained the Directors and Officers Insurance coverage that pertained to RCA Board Members and more broadly to Member Clubs and Associations. As of April 1, 2014, it was deemed that there was a need for additional Directors and Officers insurance coverage for RCA and member clubs specifically related to incidents involving wrongful dismissal. As of April 1st *Employment Practices Liability Coverage* for RCA and member rowing clubs was added.

Nancy was thanked for her presentation and departed from the meeting.

5.5 Provincial Director Report

- Since the new governance structure has taken effect at the January 2013 General Meeting, PAC has met through conference calls and face-to-face meetings.
- The monthly conference calls were structured to allow for relevant information to flow between the Board and the PAC as well as to allow for sharing of experiences between the provincial presidents. At various occasions, the President as well as relevant staff members were invited to participate and be present when their input was required.
- This past fall's meeting was held separately from the Board meeting and proved to be more effective and efficient. An agenda was developed one month prior to the event, by identifying relevant issues being discussed by the Board and by Staff, as well as issues that the Provincial Presidents themselves deemed important.
- Although the 'growing-pains' that are to be expected when a new structure is being implemented are still present, there is a feeling that they are being dealt with and PAC is moving forward. This was expressed by some of the PAC members at the September 2014 face-to-face meeting.
- Specific concerns that were brought out at the September meeting include those related to coaching development, retention and certification.
- Since it's the PSO's through the clubs that develop the sport, grow the membership and produce our national team athletes, their input is very relevant and important and must continue to be considered.
- It was noted that the Board will meet with PAC at the 2015 National Conference in January.

5.6 Athlete Director

- Attended the Head of the Charles Regatta with good performances from national team athletes.
- Attended the Canadian University Championships and the National Rowing Championships. Very competitive racing at both championships.
- Met with the athlete representatives - Emily Cameron and Conlin McCabe. Positive input from both athletes. Issues discussed included RCA's Own the Podium presentation, funding, travel and clothing including options and design coconcepts for traditional athlete blazers.
- It was noted by a Board member with experience with athlete blazer programs that these programs can have longer term implications that need to be considered by the Board before such a program is implemented.
- National Team athlete program representatives will be announced soon.

5.7 Directors at Large – Debbie Sage

- Working on regatta sanction issues with clubs in BC.

- Attended the Summer Youth Olympic Games Regatta in China as an umpire, also assisted coaches from Egypt.

6. Technical Committee Reports (CEO)

6.1 Safety and Events Committee

6.1.1 Sanction Policy

6.1.2 Proposed By-Law Amendment

- As requested by the members at the previous AGM, the RCA Safety and Events Committee reviewed the Sanction provisions within the RCA Bylaws (Section 21) and have drafted proposed amendments as well as a new RCA Sanction Policy.
- The Board reviewed the proposal and determined that further changes were required including sections regarding participation sanction. The reference to *individuals* in this section of the by-laws should be changed to *participants*. Section 21 could be streamlined to encompass a broader range of activities.
- The proposal for changes to the By-laws will be referred back to the Safety & Events Committee for further review and adjustments.

7. High Performance Director – Peter Cookson

The CEO highlighted RCA's recent Own the Podium (OTP) presentation, and the excellent work done by Peter Cookson, Adam Parfitt and Michelle Boss in preparing and presenting the material to OTP management in November. A very busy month for High Performance.

Peter Cookson presented the following summarized report to the Board:

Winning Medals

7. RCA High Performance Program:

- This year, RCA National and Development Team athletes brought home medals from all three levels of World Championships (Junior, U23 and Senior) for the first time since 2007. These included two silver medals from Junior Worlds in JM1x and JW2-; a gold (BM4+) and two bronze medals (W4- and BLM2-) from U23 Worlds; and two silver medals from the Senior World Championships in the W8+ and in the LW2x.
- In November 2013, our High Performance team presented to Own the Podium overall targets for the 2014 Senior World Championships: The team goal was to come home from the 2014 World Championships with 2 top 3 performances and 2 additional Final A performances. These targets were met with 2 silver medals and 2 additional Final A finishes however; there were some discrepancies in where these performances came from.
- Table 1 indicates the performances relative to the initial targets.
- Racing conditions being what they were at Senior Worlds makes it difficult to give a true competitive assessment. Lucerne World Cup results coupled with World Championship results give a more accurate assessment of our athlete progression and international position.

Table 1:

Event	Targeted Performance (from 2014 OTP submission)	Result WC 3 (Lucerne)	Result 2014 World Champs
Olympic Class Events			
W8+	Top 3	1st	2 nd
W4x	Top 2	2nd	6th
M4x	Top 8	8th	7th
M4-	Top 6	3rd	5th
LM4-	Top 10	10th	13th
LW2x	Top 7	3rd	2nd
LM2x	Top 9	10th	15th
M2x	Top 10	10th	15th
W2-	Top 6	7th	10th
M1x*	Top 10*	8th	10th
International Class Events			
W4-*	Top 3	-	5th
LW1x*	Top 4	-	5 th

*not in the original OTP projections

- Overall, the Senior program is progressing on target and there is a high degree of confidence in what can be delivered at the Olympic qualifier.

RCA Development Programs

There is evidence of a growing strength in the RCA Development programs with:

- Three original Row to Podium athletes on World level podiums in 2014: Tim Schrijver, Kirsten Bauder and Pascal Lussier.
- For the first time RCA achieved two medals at Junior World Championships (Dan de Groot in JM1x and Caleigh Filmer and Larissa Werbicki in JW2-). These same athletes brought Canada's first rowing medals home from the Youth Olympic Games in Nanjing.
- One of the major goals of the program has been to increase the number of international racing/development opportunities for Canadian rowers and Coaches. In keeping with this, RCA had good success rates with athletes participating in: the PASO (Pan American) regatta in Mexico City; the Commonwealth Regatta in Glasgow, Scotland; the Youth Olympic Games in China; the FISU Games for University athletes in France; and the CanAmMex Regatta that took place this year in Antigonish, Nova Scotia.
- RCA had athletes from 6 provinces on various National Teams in 2014 (not including Commonwealth, PASO and FISU teams) and the Row to Podium program is now established in 7 provinces. There is also a greater number of athletes within the PARA system and a number of personal bests on testing for PARA athletes.
- A slightly modified selection process for national teams for Junior and U23 programs was put in place this year. This process was designed to be more objective in order to encourage athletes and coaches to prepare themselves more assertively for selection. Although early, there are some good results that indicate this has been a positive move.
- The two silver medals from our Junior World's athletes came from those who had followed a very aggressive long-term training program. RCA is working to create a group of talented rowers each year who are prepared to train to obtain international medal results. A similar encouragement is offered to ambitious young coaches.

- The U23 athletes showed good results and there are a number of talented athletes within this program. It is important to note that a number of our most talented U23 rowers are Canadians studying in the USA. We continue to work to be fully connected with these athletes and must ensure that our selection processes take into consideration the late selection availability of this group.
- In looking forward and in terms of producing a sound system of development it is clear that the Canada Summer Games process has been undervalued. Inter-provincial competition and Canada Summer Games results represent the single most important factor for provincial funding to rowing. RCA is promoting a targeted selection of athletes and a guided development of young coaches around this event.

High Performance – Looking Forward

Looking ahead, the focus for High Performance is on:

- The priority programs and boats for qualification to the 2016 Rio Olympic and Paralympic Games. The 2015 World Championships represent the first and primary qualification event for the Olympic Games. This is one year away - the goal of winning 4 medals in Rio remains the target. Priority boats for qualification at this point include:

W8+	LM4-
LW2x	W2
W4x	M2x
M4-	M4x

- Continued growth of the athlete base through Club development programs and the Row to Podium program with the goal of increasing the number of quality athletes in all programs by 10 – 20 percent (men, women, lightweights, PARA)
- Preparation of the senior team for a solid performance at the 2015 Pan American Games rowing event to be held in St. Catharine's
- Continued success at Under 23 and Junior level through systematic development of athletes: training at the right intensity and volume for this level, more commitment to athlete integration through camps, etc.

The High Performance and HP Development staff conducted a major debrief process on the 2014 training and competition year and last week presented 2015-2016 plans to Own the Podium.

The National PARA-Rowing Program

Post London 2012, RCA faced significant challenges with its ParaRowing program with the retirement of the majority of athletes who competed in London and still a very limited athlete pool nationally. Based on rankings from the London Paralympic Games and number of available medals (compared to swimming with more than 200), the level of OTP targeted funding continues to be a challenge. At the same time the competitive landscape internationally continues to shift.

Paul Hawsworth has embraced this challenge and over a short period of time made some huge gains in the recruitment/talent identification of potential high performance para rowers and in overall system development. With the support of the three PARA Rowing programs focused in BC, Ontario and NS – the program is slowly gaining ground with some talented

rowers coming into the mix. Over the last year there has also been a significant increase in PARA-rowing participation at Canadian regattas.

The difficult decision was made to not send a team to the 2014 World Championships. While some very talented athletes have come on stream with the program it was felt that this year was too early to put them out on the international stage. We anticipate fielding crews at next year's World Championships and are encouraged by the small but talented mix of athletes that have been recruited into the program.

8. Strategic Plan

8.1 Board Priority – Training Environment

National Rowing Training Centres - Assessment

The following assessment of the national training centres was provided:

Current Improvements to the training environment at both national training centres include:

- London Training Centre:
 - New buoy course.
 - New change rooms and shower area.
 - An addition for storage.
 - The addition of an Erg Centre.

- Victoria Training Centre:
 - The addition of an Erg Centre with exclusive use.
 - It was also noted that new buoy lines for Elk Lake are under review.

- An assessment of the current training centres was discussed with the board. In the longer term, each of the current locations has definite challenges. A long term vision for national team facilities and centres was discussed. Also noted were the types of training environments that exist in other countries, particularly those that are producing the top podium results.
- Further review is required in terms of a long term national training centre vision. J. Finlay committed to continuing to work with the RCA Management team on this.

8.2 Board Priority – Events

8.2.1 National Events Strategy – NRC Proposal

The National Events Strategy Working Group, represented by Dave Derry and Peter Cookson, presented a report on its review of the National Rowing Championships for the next quadrennial:

- The working group has reviewed the racing program, future dates for the event, the addition of a banquet on Saturday night during the championships and a Sunday regional event, currently under discussion.
- Recommendations from the Working Group will be presented at the National Conference in January.

- It was noted by the Board that the 2014 NRC was very successful, including the live streaming. Many National Team Alumni were also present at the regatta

2015 Canadian Masters Championships:

- Bid documents have been distributed to RCA clubs. It was discussed by the Board that no bids for the 2015 Canadian Masters Championships have been received.
- The Domestic Officer is following up with a number of clubs regarding hosting the Championships.

8.2.2 FISA Development

- The President noted that FISA will be inviting NSO's to participate in a March 2015 National Federation meeting regarding its development strategy. RCA's President and HP Director will likely attend.

8.3 Board Priority – Membership Development

8.3.1 Membership Surveys

A series of comprehensive membership surveys have been conducted, including:

- Face to face meetings with all Provincial Rowing Associations
- A Club survey sent to each RCA member club with a high response rate of 88 clubs of 136.
- A survey sent to 22,000 plus individuals who either currently or at some time had a connection with rowing. Response rate was greater than 10%, and
- A survey of all RCA Staff and coaches

8.3.2 Membership Category Review Working Group

Jen Parfitt and Annabel Kehoe presented the following membership category review report to the Board.

- The Membership Category Working Group was established last year in response to direction from the membership and has been conducting a thorough membership structure review that is probably the most comprehensive review in RCA's history.
- The data collected from this review is incredibly valuable in terms of informing our structure and services at the RCA, PRA and Club levels. The collation is in progress and being completed in stages.
- In addition to this, staff has conducted a benchmark review of membership and fee structures both within the international rowing community and, within the national sport federation landscape.
- The Working group is using this information to develop several membership / financial models for review and feedback. Further consultation will take place with the Board and the PRA's and options will be presented to the Membership at the RCA Conference. In response to feedback from the PRA's and Clubs, any changes to membership structure, particularly if significant changes are considered will require careful transitioning and solid communication planning. This would take place between April 1 2015 and March 31st 2016 with full implementation in place by April 1st, 2016.
- The insights gained through the Membership survey will be presented by staff at the Board meeting and are already proving valuable in terms of informing us on member needs and

expectations. Coinciding with any membership category changes will be a look at the types of membership benefits and services that will help us to attract and retain our members.

8.3.3 Discussion on Board Criteria for approval of new members

- Discussed under item 5.3.1.

8.4 Board Priority – Revenue Generation

8.4.1 Business Development Plan

Annabel Kehoe presented a business development plan to the Board:

The focus of Business Development in 2014 has been on evaluation, review and market analysis. The membership survey has been a key element to this and with the strong response rates we have gained valuable insight that will be foundational to revenue generating strategies.

To be successful in expanding our sponsorship opportunities, time had to be spent in focusing on broadening communication channels, improving our website and evaluating our assets. Over the past few months, with the internal work that has taken place RCA's social media audience has grown by +10% and is continually achieving high engagement conversions (I.e. The number of people who interact with the post over the number of people who view it).

National Teams have all been profiled on rowingcanada.org for the first time with Junior & U23 teams achieving strong viewership (over 2,500 unique page views). The focus has been on building a hometown connection for all of our athletes and connecting with local/provincial media to leverage support to the athlete, the local club/province and to expand the reach in terms of overall promotion of the sport. Athlete bio pages have combined to achieve almost 10,000 page views within last month.

Sponsorship & Fundraising:

In the area of sponsorship, RCA's current agreements have undergone a review and we have been working closely with an agency to evaluate current assets' market value and provide recommendations for acquiring new sponsors and improving the value of assets (particularly events). From this work, we should be able to leverage significantly more benefit than currently realized.

The membership review provided insight to motivations and messaging and the next steps underway now are to develop a long term philanthropic strategy that resonates with our members and supporters.

Business development and revenue generation strategies were discussed by the Board.

Pan Am Games:

- The strategies for marketing at the 2015 Pan Am Games were reviewed including a *Red Tie* RCA sponsored event on the afternoon of the finals in St. Catharine's with current team members, national team alumni and supporters. Location for the event is to be determined.

RIO 2016:

- The opportunity for marketing the 2016 Olympics regatta was discussed including a celebration of the event in conjunction with RCA clubs. RCA's Hometown Hero strategy will be part of the process, working through our team member's local media.

8.4.2 Foundation Partnerships

Canadian Rowing Foundation:

- Potential partnerships with the Canadian Rowing Foundation were discussed by the Board.

Canadian Olympic Foundation (COF):

- Potential partnerships with the COF were discussed by the Board.

The Board will review fundraising strategies at the January Board Meeting.

MOTION #7: In Camera Meeting

Moved: Debbie Sage Seconded,

That the meeting be moved "In Camera" to discuss legal agreements and other issues.

CARRIED.

MOTION #8: Out of In Camera

Moved: Rick Crooker Seconded,

That the meeting be moved out of "In Camera".

CARRIED.

8.5 System of Influence

- RCA's long term succession strategies and current/proposed positions on FISA commissions and councils were discussed.
- Andr anne Morin has been re-nominated to a second term with the World Anti- Doping Agency
- Nominations for 3 FISA Commission appointments have been submitted for representation on the FISA Para Rowing Commission, the FISA Competitive Rowing Commission and the FISA Events Commission

8.6 Operational Plan and Risk Management

- Discussed under item 9.7.

8.7 Canadian Centre for Ethics in Sport

8.7.1 CCES Anti-Doping

- The new requirements from CCES regarding anti-doping were reviewed by the Board,
 - A new "Adoption Fee" of \$16,000 will be required to be paid by RCA. This will need to come from Sport Canada core funding and will have an impact on the operating budget.

- The Board agreed that there was no option this year in terms of endorsing the CCES Anti-Doping Contract given that it was made an explicit condition of Sport Canada funding however, concerns about the broader business plan around this activity were raised and needs to be addressed in the coming year.

8.7.2 CCES Anti-Doping Contract for Board Approval

MOTION #9: CCES Adoption Contract

Moved: Brian Lamb Seconded,

That the CEO be empowered to sign the CCES Anti-Doping Contract on behalf of RCA.

CARRIED

9. Policy Approvals

The following policies were reviewed by the Board.

- 9.1 Code of Conduct
- 9.2 Discipline Policy
- 9.3 Appeal Policy

MOTION #10: Code of Conduct Policy, Discipline Policy, Appeal Policy

Moved: Brian Lamb Seconded,

That the Code of Conduct Policy, Discipline Policy and Appeal Policy be approved as presented.

CARRIED

9.4 Electronic Communication Policy to Comply with CASL

MOTION #11: Electronic Communication Policy to Comply with CASL

Moved: Joel Finlay Seconded,

That the Electronic Communication Policy be approved.

CARRIED

9.5 Travel and Expense Policy

- The Travel and Expense Policy was reviewed by the Board. There has been an adjustment to the kilometer rate and provides the CEO and Treasurer with the discretion to approve travel expenses that may not be covered in the policy.
- The Board approved an increase to the food & beverage rate per day, to \$51. This aligns with the rate approved for tax purposes by the Canada Revenue Agency.

MOTION #12: Travel and Expense Policy

Moved: Matteo Cendamo Seconded,

That the Travel and Expense Policy be approved.

Amendment to the Motion:

Moved: Joel Finlay Seconded,

That the Travel and Expense Policy be amended to include a revised rate of \$51 per day for meal allowance.

CARRIED

9.6 Doping Policy

The need to align the RCA Doping Policy with recent changes by CCES was discussed.

MOTION #13: Doping Policy

Moved: Joel Finlay Seconded,

That the revised Doping Policy be approved.

CARRIED

9.7 Risk Management Policy

There were adjustments to the Risk Registry and select items from the registry will be reviewed by the Board on a regular basis.

MOTION #14: Risk Management Policy

Moved: Brian Lamb Seconded,

That the revised Risk Management Policy be approved.

CARRIED

9.8 HR Policies

The RCA HR Committee has reviewed and recommended the following policies for the Board's approval.

The Board noted the importance of these policies as a shared resource among clubs and provincial associations.

9.8.1 Human Resource Policy

9.8.2 Health and Safety Policy

9.8.3 Respectful Workplace Policy

MOTION #15: Human Resource Policy, Health and Safety Policy, Respectful Workplace Policy

Moved: Debbie Sage Seconded,

That the Human Resource Policy, Health and Safety Policy and Respectful Workplace Policy be approved.

CARRIED

10. Governance

10.1 Year ahead – governance transition

The Board discussed deadlines for notice of meetings and by-law amendments. The Annual and Semi-Annual meetings will both be held in January 2015, a transitional year. These meetings will be separate in the future.

10.2 Electronic Meeting

The Annual Meeting will be conducted by electronic means in January 2015 for 3 items only: the election of the Board, appointment of the auditors and acceptance of the financial statements. A webinar will be conducted during the meeting January 25th. Quorum will be the number of votes cast by electronic ballot, results of the meeting are finalized January 24th.

The Semi-Annual Meeting will be conducted in person or by proxy on January 25, 2015. There will be no Board Meeting after the Semi-Annual Meeting.

The next Annual Meeting will be held in the last week of September 2015. The Board nominations and electronic voting process will occur in August and September. The following Semi-Annual Meeting will be held in January 2016.

As a result of these changes, it will be important for RCA to develop a strong communication plan in 2015.

10.3 Governance Policy Amendment

A change to the Governance Policy was reviewed by the Board. The Row For Life Committee was deleted from the policy based on a recommendation from the Provincial Advisory Council.

MOTION #16: Governance Policy

Moved: Matteo Cendamo Seconded,

That the revised Governance Policy be approved.

CARRIED

11. Board Planning – Future Meetings and 2015 Schedule

The Board Meeting schedule was reviewed.

The next Board Meeting via conference call was confirmed for December 9, 2014

The spring Board Meeting will be held before the end of the fiscal year, March 21 – 22, 2015 in Victoria.

The fall Board Meeting will be held in October or November in Toronto.

The location of the 2016 Semi-Annual Meeting will be reviewed by the Board and announced at the National Conference. It is important that the meeting is held in a city with direct flights, but not necessarily in Toronto or Vancouver.

12. Adjournment

The meeting was adjourned at 12 noon.
