



**ROWING
CANADA
AVIRON**

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**Rowing Canada Aviron
BOARD OF DIRECTORS MEETING**

November 5 - 6, 2016
Grand Pacific Hotel
Victoria BC

MINUTES

Attendance:

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

Staff:

Donna Atkinson, CEO
Sid Murdoch, Secretary

Guest Presenter:

Ron Wuotila, RW Sport Consultants

Saturday November 5th

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

1. Acceptance of Agenda

- The agenda for the meeting was reviewed.
- Item 11.5 FISA Congress, was added.

MOTION #1: Board Meeting Agenda

Moved: Tom Hawker Seconded,

That the Board Meeting Agenda, November 5-6, 2016, be approved as amended.

CARRIED

2. Review and Approval of Previous Minutes – October 17, 2016

- Question as to whether the Commonwealth Legacy funding had been followed up on – CEO confirmed that a request for \$100,000 has been made by RCA.
- President Walker followed up on correspondence received by phoning the individual that sent a constructive letter to the Board regarding National Team performance at the 2016

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Canadian Paralympic Committee/Comité paralympique canadien

Olympics.

MOTION #2: Board Meeting Minutes

Moved: Carol Purcer Seconded,

That the Board Meeting Minutes, October 17, 2016, be approved.

CARRIED

3. President's Remarks

- Constructive feedback from the membership has been received following the Olympics.
- Pleased with the number and quality of candidates that have applied for the CEO position.
- The Board will provide a summary of results from the HP review to the membership before the national conference. This may include a webinar.

4. High Performance Program

4.1. CEO Update

- A High Performance external review process was recommended to the Board in 2015 in consultation with Own the Podium (OTP). The steering group was the CEO, Jon Beare and Mark Hayto, OTP.
- The review was conducted before and after the RIO Olympics.
- RW Sport Consultants (Ron Wuotila) was contracted by RCA to perform the review. 2 other advisers were added to the review panel.
- There were 2 key phases in the review, before and after the 2016 Olympic Regatta.

4.2. Debrief on HP External Review – Ron Wuotila

Lead Consultant Ron Wuotila provided the following report to the Board.

Objective:

- To conduct a through review of RCA's High Performance Program with the intention of identifying areas of best practice. The review focused on analyzing program results, organizational behavior and feedback from coaches, staff and athletes in order to determine the very best way forward for the team.

Background:

- A review of the RCA High Performance program was initiated at the beginning of 2016. The mandate of the review was to evaluate the planning and execution of performance strategies during the quadrennial leading up to the 2016 Olympic Games, with the intent of establishing a plan for success for the 2020 and 2024 Games.

Review Team:

- The review team consisted of Ron Wuotila, managing consultant; Andrew Matheson, past HP Director with Rowing New Zealand and currently CEO for Cycling New Zealand; and Tim Foster, Olympic Gold Medalist rower.

Key Findings:

Athletes:

- Men's and Women's programs were analyzed and there is a belief among coaches and staff that RCA has the athletes necessary to achieve success on the medal podium.
- Athletes returning following the Olympics are optimistic but are seeking leadership changes and increased engagement in the program.

Structure and System:

- The technical leadership structure was not optimal.
- There was a lack of on-going performance assessments and improvement is needed in the performance management system.

Culture:

- Mission and vision for the program is a concern for athletes and coaches.

Recommendations:

- adjustments to the program strategy and leadership
- improved systems for athlete training
- ensure a sufficient talent pool
- manage the risk of injuries
- create a more competitive daily training environment
- clear selection strategies and improved communication
- establish clarity and alignment of the TID and development high performance athlete pathways
- create a leadership development program for RCA athletes
- RCA will set up a Project Panel to take on the broad role of planning, initiating and monitoring the implementation of the recommendations of the HP review. This panel will be led by the CEO and include (among others) a representative from OTP.

The High Performance Review presentation concluded and Mr. Wuotila was thanked for the excellent work on this project. A letter of commendation will be sent by the Board.

MOTION #3: High Performance External Review

Moved: Jon Beare Seconded,

That the High Performance External Review Summary Report, prepared by RW Sport Performance Consulting, be endorsed by the RCA Board of Directors.

CARRIED

- The Board noted the importance of focusing on the dimensions of the HP External Review Summary Report. It will be important for the the new CEO and High Performance Director to adhere to the elements of the Review including such items as the athlete selection process recommendations.
- Based on the HP Review, a report will be prepared and a webinar will be held to update the membership.

4.1 Update on Short Term HP activities

Own The Podium:

- The CEO provided an update on RCA's meeting with Own the Podium, to be held

November 30th.

- A Quadrennial plan will be prepared and reviewed at the meeting.
- There are changes to OTP reporting procedures. Along with a 4 year training plan, assessments are required for every athlete returning to the National Training Centres including the potential for podium success in 2020.
- A NextGen strategy is also required - potential for athlete success in 2024 along with an annual and 4 year training plan.
- It will be important for the new HP Director to have a plan in place before and after the Olympics, whether athletes are continuing in the program or transitioning to their careers.

Chief Medical Officer:

- Mike Wilkinson has been contracted as RCA's Chief Medical Officer and Director of the Integrated Performance Team. Meetings have been held with staff and coaches, creating a training plan, vision and mission for the program.

High Performance Consultant:

- Gianni Postiglione has been hired as a consultant to RCA's HP Program. Gianni is a well respected international expert on coaching and high performance training programs.

4.2 Other HP Activities

National Team Coaches:

- Two coaches resigned from RCA earlier this year. Phil Marshall left his RCA coach position for personal reasons. Tom Morris returned to his family in Australia.
- John Kehoe and Martin McElroy were not renewed following the Olympics.
- National Team Coach positions were advertised and a number of applications were received.
- The High Performance Director position has also been recently advertised.

National Team Athletes:

- Senior athletes are being given the option to train in Victoria or London this winter.
- Assessment events will be held in March, April and May.

5. Strategic Plan – Atkinson/Fitzgerald

5.1 Approval of Progress to Date

- In 2015, Nora Scheffe was contracted to manage a new draft of RCA's Strategic Plan, develop a more concise plan with an updated mission, vision, values and goals.
- Subsequent meetings to refine the plan have been held with a working group, the Board and RCA staff.
- The next draft of the Strategic Plan needs to be put into a final format before going back to the Board for approval.

Operational Plan:

- It will be important to include the input of the new CEO and High Performance Director in the Operational Plan.
- The impact of the High Performance External Review on the Strategic and Operational Plans was noted.

5.2 Review of Fundraising Cabinet's recommendation to engage a planning consultant

- Following a review of the request to engage a planning consultant, Andy Fitzgerald will meet

with the Fundraising Cabinet to discuss the recommendation.

6. Board Priority - World Class Training Facility

6.1. CEO Update

6.1.1 Quamichan Lake

- RCA has been advised by the Municipality of North Cowichan that there will be further information on the Quamichan Lake property after December 17, 2016.

6.1.2 Water Quality Study

- There are a number of detailed reports on remediation of the lake that have been done.
- These should be considered in determining the extent of the engagement for the water quality analysis decided on at the previous meeting.

6.2 Review of previous assessments

- The Board reviewed a National Training Centre location analysis document prepared in 2015 – this includes an assessment of lakes that could possibly meet the one “centre of excellence” criteria with year-round training.
- The Board recognized that it may be difficult for one lake to meet all of the optimum criteria for one “centre of excellence.”

6.3 Review of Fundraising Cabinet recommendation to carry out further study

- The Board determined that the outcome of the December 17th meeting could impact further study of the lake and it would be prudent to wait until there is further information on this. This will be communicated to the Fundraising Cabinet.

7. Board Priority – Fundraising

7.1 Approval of Fundraising Cabinet Terms of Reference – Ian Gordon

- The Board reviewed the Fundraising Cabinet Terms of Reference. It was noted that further revisions are required including the section on Cabinet Composition [remove “(preferably a Board Member)”] and to Fundraising and Accountability – add information regarding donations received according to RCA’s policy and procedures.

MOTION #4: Fundraising Cabinet Terms of Reference

Moved: Ian Gordon Seconded,

That the RCA Board of Directors approve, in principle, the draft Fundraising Cabinet Terms of Reference, subject to further edits.

CARRIED

8. Board Priority – Membership Development

8.1 Membership Category Review

- The Membership Category Review proposal has been sent to the membership with an option for individuals to reply through an online survey that ends December 2nd.
- A plenary session will be held at the national conference Saturday afternoon.

8.1.1 Review of final report and recommendations

- A final report and proposal will be provided to the Board in mid-December.

8.1.2 Communications and Next Steps

- The final proposal will be sent to the membership before January 8th, 2016.

8.2 Contingency Planning

- If the membership does not approve the proposal at the Semi-Annual Meeting, a contingency plan will be developed including a review of the current registration policy..

9. Board Priority – National and International Event Strategy

9.1 Debrief on new NRC and Canada Cup Format

- Rowing BC was commended by the Board in its first year as host of the NRC and Canada Cup. The 4 year contract allows enough time for the OC to develop a sponsorship strategy, alumni support and improve each year based on feedback from athletes, coaches and provinces.
- Some provinces noted the difficulty of managing their provincial teams due to the lack of club involvement, uniform cost and other issues. PAC discussed considering club entries rather than provincial entries. Important that clubs are also recognized in the development of their athletes. Racing under club colours could provide that recognition. Provinces were asked to check with their funding partners if there would be any impact on funding if NRC's were not provincial team entries.
- In its first year, the NRC banquet had good participation and positive feedback. It was recognized that better communication was needed for the award's ceremony to ensure presenters and recipients are in attendance.
- Important that daily results from the NRC and Canada Cup are posted on RCA's website and can be easily found on RCA's social media streams.

9.2 Canadian Masters Championships – approval of a one-year pause

- The Board noted the great work of the LOC in Regina with respect to the 2016 Canadian Masters Championships and a comprehensive report prepared by the OC was reviewed.
- Holding the event in 2017 was discussed by the Board.
- It was determined that a Masters Working group will be formed to review future options. This will also be discussed with PAC.
- It was noted that a club has requested preliminary information about hosting the event in 2017. The request will be reviewed by the CEO.
- Approval of a one-year pause was given pending further information from this Club.

9.3 World Rowing Coaches Conference and RCA National Conference – Program Update

- The Board reviewed the World Rowing and RCA National conference schedule.
- The Board will meet from 3 to 6 pm on Friday January 27th.
- Following the Board meeting, the Canadian Rowing Hall of Fame Induction Reception will be held at Vancouver Rowing Club.
- A Joint Board / PAC Meeting will be held on Saturday morning from 830 am to 10 am.
- The Membership Category Plenary session will be held Saturday from 3 to 5 pm with the RCA awards banquet at 7 pm.
- PAC will meet on Sunday immediately following the Semi-annual meeting

10. Board Priority – System of Influence

10.1 Board Expansion – Purcer/Hawker

- Following a discussion at the October board meeting, a report was prepared on the options for Board expansion.
- It was noted that if the work of the Board becomes too great or if quorum or representation is an issue, the Board can appoint an additional director, 8 total, according to Para 9.1 of the CARA By-laws and an amendment to increase the size of the Board would not be required.
- The Board accepted the report's recommendation to continue with the current number of directors. If necessary, these options could be considered again in 2017.

The meeting reconvened at 8:30 a.m. Sunday November 6th.

11. President

11.1 – 11.3 – In Camera

MOTION #5: In Camera

Moved: Carol Purcer Seconded,

That the meeting be held In Camera to discuss Human Resources matters.

CARRIED

MOTION #6: In Camera

Moved: Carol Purcer Seconded,

That the meeting be held out of In Camera.

CARRIED

11.4 Semi Annual Meeting Agenda

- The Board reviewed the 2017 Semi-Annual Meeting agenda.
- Key items include the Membership Category Proposal and Committee on Dues and Fees report.
- The Committee on Dues and Fees report is a transitional proposal and will follow the Membership Category vote.
- There were no membership proposals sent in prior to the deadline.

11.5 FISA Extraordinary Congress:

- The FISA Extraordinary Congress agenda was reviewed.
- Important that the member federations come to a consensus on the Olympic Rowing Program. Gender equity in events is a recommended change. Universality is also an issue as well as the number of lightweight rowing events.

12. CEO

12.1 Appointment of Umpires Committee Chair

- Guylaine Bernier has been Umpires Committee Chair since 2013, and agreed to remain in the position one year longer than expected. She is currently working on Level 3 of the umpire's policy and procedure's project. Her term as Chair will end January 29, 2017.
- Following his term as President of RowOntario, ending November 26th, 2017, Tom

Blacquiere has agreed to be considered for the position of RCA Umpire's Committee Chair.

MOTION #7: Appointment of Umpires Committee Chair

Moved: Carol Purcer Seconded,

That Tom Blacquiere be appointed Umpire's Committee Chair effective January 30, 2017.

CARRIED

- The Board acknowledged Guylaine's excellent service to rowing in Canada and internationally for many years.

12.2 Rules of Racing Terms of Reference Approval

- The RCA Rules of Racing is updated every 4 years and the next review will begin in 2017.
- The Board reviewed the terms of reference for a Rules of Racing Working Group. A Chair to lead the group also needs to be appointed.

MOTION #8: Rules of Racing Working Group Terms of Reference

Moved: Ian Gordon Seconded,

That the Terms of Reference for the Rules of Racing Working Group be approved.

CARRIED

12.2.1 Approval of the Rules of Racing Working Group Chair

MOTION #9: Chair, Rules of Racing Working Group

Moved: Carol Purcer Seconded,

That Bill Donegan be appointed as Chair of the Rules of Racing Working Group in 2017.

CARRIED

12.3 Correspondence

12.3.1 SFAF

- A letter was received from the Minister of Sport regarding changes to the Sport Funding and Accountability Framework. The current core reference levels are being extended for the 2017-2018 year. This extension will allow for additional time for consultation and feedback on revisions to the current assessment process. Core reference levels for the next 3 years will be determined following this Ministry review process.
- The Minister's mandate was also discussed.

12.3.2 Message from Volker Nolte

- Correspondence received from Volker Nolte was reviewed.

12.4 Canadian Rowing Hall of Fame (CHOF)

- The Inaugural CHOF Committee provided a report that was reviewed by the Board at the

June 13, 2016 meeting.

- An induction ceremony will take place at the Vancouver Rowing Club on January 27th as part of the RCA National Conference.
- A CHOF Committee Terms of Reference has not yet been approved by the Board. A draft will be prepared for review by the Board at the January 27th meeting. The committee structure will also be reviewed.

12.5 Responsible Coaching Movement

A report on the CAC's Responsible Coaching Movement was reviewed by the Board.

MOTION #10: Responsible Coaching Movement

Moved: Brian Lamb Seconded,

That the RCA Board of Directors endorse the recommendations put forward in the Responsible Coaching Movement report.

CARRIED

- Based on this endorsement, clubs or PRAs are not obliged to adhere to the Movement's Pledge but RCA will pledge its support to the Responsible Coaching Movement and commit to educating RCA Members on this.

13. Treasurer's Report

13.1. Seagram's Fund

- The Treasurer's report on the Seagram's Fund was reviewed by the Board.
- In 1985 Seagram's chose the Olympic Eight as a recipient of their "Five Star Award". The amount of the fund was \$10,000. There were no specific conditions or documents appended to specify how it was to be used or if an annual bursary of some kind was to be established.
- Over the years the fund was able to disburse in the range of \$700 to \$950 per annum to CSSRA.
- In 2008-2009 this was curtailed as the interest rates had reduced and the capital remaining of \$9,149 was placed in a dividend fund which has now grown to over \$14,500.

Proposal:

1. As the dividend fund has now grown past the original endowment it is recommended that RCA make 2 payments of \$700 each for 2015 and 2016.
2. That the Seagram's fund repay RCA \$1,125 for the support it provide over the years representing 50% of the amount estimated.
3. This should leave a base in the Seagram fund of approximately \$11,500.
4. That RCA inform CCSRA that on the basis of the dividend yield of approximately 4-6% (and with growth in capital) that RCA will continue its support provided that the capital is not eroded (as we are unsure if a right of capital encroachment exists). This should be attainable but will be reviewed annually.

MOTION #11: Seagram's Fund

Moved: Tom Hawker Seconded,

That proposal in the Seagram's Fund report be approved by the Board.

CARRIED

- As the CSSRA is not a national event in the By-laws but referred to as a national high school championships, RCA would like to receive suitable recognition for the support it provided through the Seagram's Fund.

13.2. Committee on Dues and Fees Report

- Two productive meetings were held with the Committee on Dues and Fees in October. The minutes of the meetings were reviewed by the Board.
- Financial issues regarding the cost for a competitive rower were discussed.
- Following a review of an RCA financial report, the Committee determined that the Sport category fee should be increased from \$10 to \$15, effective, April 1 2017.
- A final report will be prepared for the Board's review before it goes to the membership for approval at the 2017 Semi-Annual Meeting.

13.3. Finance Committee

- The option to appoint a Finance Committee was reviewed by the Board.
- A traditional Finance Committee would assist the Treasurer in the exercising the oversight and monitoring role and ensure the budget process is reviewed and satisfactory to execute the goals and objectives of the Board and the organization.
- A Finance Committee also allows the opportunity to guide members into a future role of Treasurer and augment the Board for guidance on complex financial matters.

MOTION #11: Finance Committee

Moved: Tom Hawker Seconded,

That the Board establishes, pursuant to CARA By-law 15.1, a Finance Committee and that the Committee be composed of 1 to 2 Directors, the CEO and a qualified member at large.

CARRIED

13.4. Peloton Data

- Funds held in trust and a merchant agreement between RCA and Peloton were discussed by the Board.
- RCA was asked by Peloton Technologies Inc. to sign an agreement to act as guarantor retroactive to 2011. RCA requested further information and has not signed the agreement.

13.5. Financial Update – Year to Date

- Following approval of a preliminary budget earlier this year, the RCA Board of Directors reviewed an adjusted Sport Canada Budget based on recent funding approval.

MOTION #12: Sport Canada Budget

Moved: Tom Hawker Seconded,

That the RCA Board of Directors approve the final 2016 – 2017 Sport Canada Budget.

CARRIED.

14. Secretary

14.1. Review governance calendar

- Important dates in the governance calendar were reviewed by the Board.
- The deadline for Semi-Annual Meeting documents to be sent to the membership is 21 days in advance, January 8, 2017.
- A tentative date and location for the Spring Board Meeting was discussed: May 13th to 14th, in Toronto
- Annual Meeting date will be reviewed at the January Board Meeting.

14.2. Voting Membership Approval (attachment)

- In accordance with Section 3 of the CARA By-laws, the following clubs were reviewed by the Board. All are in good standing and have completed the one year probationary period:
 - Cold Lake Rowing Club
 - Gorge Narrows Rowing Club
 - Salish Sea Coastal Rowing Club

MOTION #13: Voting Membership Approval

Moved: Jon Beare Seconded,

That the Cold Lake Rowing Club, Gorge Narrows Rowing Club and Salish Sea Coastal Rowing Club be approved as voting members of Rowing Canada Aviron.

CARRIED.

15. Provincial Director Update – Carol Purcer

- The PAC face to face meeting held in October was well attended.
- A 3-2-1 survey was sent in advance for feedback. Based on the survey, it was decided that Provincial Issues will be included as an item on every agenda, Provincial Reports will be included 4 times a year only.
- Colleen Miller phoned in for the session on coach education and responsible coaching.
- Postponement of the Canadian Masters Championships was discussed.
- The National Rowing Championships and Canada Cup were reviewed. Provinces were tasked with a review of the requirement for provincial colors at the NRC – whether that was required according to provincial funding support policies or if entries could be made on behalf of clubs instead. This would benefit some provinces and also provide recognition for clubs. To be reviewed at the next meeting.
- The lack of integration between High Performance and Domestic rowing was discussed. The need to engage rowers, coaches and clubs at all levels in the high performance pathway was emphasized.
- The *Roles and Responsibilities* document was updated. RCA staff have noted that further clarification was required on the athlete pathway. This will be included on the agenda of the Joint Board – PAC meeting to be held January 28th.
- Next face to face meeting is after the Semi-Annual Meeting on January 29th. Agenda to include a review of the Terms of Reference and support among PAC members.

16. Athlete Director Update – Jon Beare

- Nothing to add.

17. Director Update – Andy Fitzgerald

- Nothing to add.

18. Director Update – Ian Gordon

- It will be important to update the Fundraising Cabinet on the National Training Centre following the December meeting.

19. Next Meetings

- A separate Board meeting following the CEO interviews will be held in late November.
- A Board meeting will held in December to discuss items for the Semi-Annual Meeting.

20. Adjourn

- The meeting was adjourned at 12 noon PST.