



ROWING
CANADA
AVIRON

2013 Annual Report



Contents

Vision, Mission & Values	2
Message from the President	3
Message from the CEO	4
The Year That Was	5
Goal One: Win gold medals at the Olympics, Paralympics and World Championships	7
Goal Two: Grow participation in the sport of rowing at all levels	10
Goal Three: Build a Dynamic and Sustainable Organisation	13
Financial Statements	15
Looking ahead	18
With thanks to our Partners, Stakeholders and Supporters	19
Appendix 1: Auditors' Report and Financial Statements	20



Vision

To be the leading rowing nation in the world

Mission

To BUILD, DRIVE and INSPIRE growth and excellence within Canada's rowing community

Values

As members of RCA, we recognise the following principles to guide our decisions and behaviour:

Excellence

We are committed to do our best in all we do.

Integrity

We are honest, respectful and accountable.

Community

We are a community of partnerships that is connected and passionate about the sport of rowing.

The values of excellence, integrity and community have been longstanding values of the members of Rowing Canada Aviron and today these values still resonate strong as principles by which we chose to guide our actions.

Excellence speaks not only to RCA's commitment to performance at the highest levels of competition and the importance of sustained podium performances, but also to the value we place on building the best club system, the strongest coaching development programs, the most effective talent identification programs, and the delivery of exceptional service to our membership. Excellence speaks to our drive to lead the way in all facets of our operations.

Integrity, emphasized by honesty, respect and accountability are values that are fundamental to the culture of rowing.

Of equal importance is the sense of community that defines our sport and characterises our relationship with key partners. Teamwork is emphasised at every level and the strength of our rowing community is dependant on its continued evolution.



**ROW ROW
FOR FOR
GOLD LIFE**

Message from the President

2013 has been extremely busy and our board, staff, coaches, umpires, athletes, administrators and other volunteers rose to the challenge. We witnessed encouraging performances from our teams at World Championships and Canada Games, though much intelligent and physical work remains for all the athletes, coaches and support staff as they continue to progress through the quadrennial.

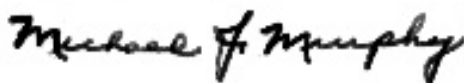
Underpinning this progress, we continue to build talent identification and development programs for athletes, educational frameworks for our coaches and mentoring programs for our umpires. We expect great results from them all in the future.

On an international front, while attending the FISA Ordinary Congress in September this year, I was thrilled to witness the Congress elect Canada's Tricia Smith as Vice-President. Jean-Christophe Rolland of France was elected as the future President of FISA, replacing the outgoing Denis Oswald (SWI), who has been President since 1989.

Since my term as President concludes at the end of January 2014, I am mindful of the fact that, except for five years, I have been a Board member since 1985. For almost three decades, I have witnessed first hand the work of the athletes, coaches, umpires, Executive Committee, Board, staff, clubs and special rowing associations who make such a positive difference in Canadian rowing. A special thank you to CEO Donna Atkinson and the staff at RCA who continue to work exceptionally hard for Canadian rowing. As this group melds with new staff and with a new strategically focused board, RCA will be poised to take great steps forward, both domestically and internationally. My expectations for them are high.

It has been an honour to be your president and a board member for so many years!

With my best wishes for the future,



Dr. Michael (Mike) F. Murphy
President, Rowing Canada Aviron



Message from the CEO

The members of Rowing Canada Aviron told us what was needed and in this, our first year of implementing your strategic plan, we have been busy laying the foundations for what we anticipate will be a strong and exciting future.

This year has been a year of significant transition at both the Board and staff level and I would like to take this opportunity to thank the Board for their unwavering support. I would like to acknowledge the work and commitment of Phil Monckton who left the Board earlier this year and has been missed and, recognize Mike Murphy as he winds down his term as President. I thank Mike for his steady, stable leadership and insightful guidance over the past few years. His support has never wavered and our ability to work in an open, honest and trusting way has been highly valued.

Being the post Olympic year, combined with the implementation of significant governance changes, has meant that an inordinate amount of the Board, Provincial Advisory Council and my time has been spent in this area. With most of this work now completed and implemented we are able to focus more of our attention to the business of Rowing Canada and our strategic priorities. I do want to say a special thank you to our Governance Review Committee for their absolute due diligence and commitment to what has been such a significant undertaking.

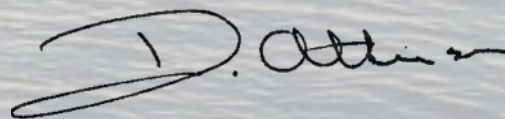
To complement our new governance framework, we have also taken steps to better align the organization with our priorities and to resource those areas where to this point there have been significant gaps. While it has taken time to structure this appropriately and to recruit the

right individuals, we are confident that our staffing structure is now well positioned to push us forward in several key areas.

The transition has not been without its challenges and I cannot say enough about our staff team who have really stepped up to the task. I owe thanks to all of our team for their help and, their humour. Throughout the year, RCA has said to goodbye to some long-standing and highly valued staff members. We must acknowledge the amazing contributions of Jackie Skender, Carolyn Trono over the past 15 years or more. They deserve recognition from us for their work on our behalf and we wish them all the best as they move on in their career paths to some wonderful new challenges and at the same time continue to contribute what they are able to Rowing Canada Aviron.

As we now look forward, we are confident that the foundations have been laid, enabling us to work towards our strategic goals and, in partnership with the wider rowing community, and with our funders, sponsors and supporters, achieve great things in 2014.

So thank you to everyone who contributes to this great sport of ours, we look forward to joining you again in 2014 which is certainly set to be a wonderful year for rowing in Canada.

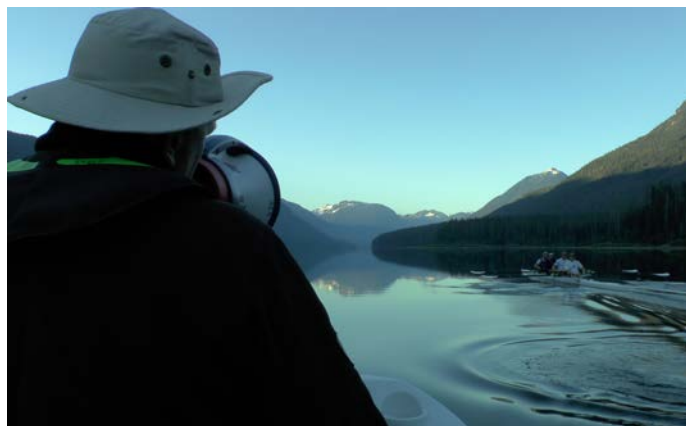


Donna Atkinson
Chief Executive Officer

The Year That Was

As a post-Olympic year, the focus for 2013 was building the platform to launch from in pursuit of our strategic goals. Across all aspects of Rowing Canada Aviron (RCA), we have been in transition to ensure we have the right structure, the best people and the greatest resources to enable us to achieve those goals.

Within our High Performance teams, we have welcomed several new faces and continued to ensure our athletes have access to the best resources. We have invested in adding a much needed resource to strategically oversee the development of our coaching workforce as well as focusing on developing more internationally accredited umpires to ensure we maintain a pool of expertise.



We have seen new clubs form and welcome new members including many from our new partnership with l'Association des coureurs en canots à glace du Québec (ACCGQ). We have invested in a new membership system that will enable clubs, Provincial Rowing Associations (PRAs) and RCA to better measure, monitor and engage members of the rowing community. And we continue to work with clubs and PRAs, providing resource, equipment and support to them to build the sport at a local and provincial level.



None of this would be possible without a solid governance structure, leadership and volunteer commitment such as those that underpin our organisation. The Board and members of the Provincial Advisory Council have dedicated countless hours of their volunteer time and expertise to ensuring that RCA transitions to an effective and robust governance structure that, while meeting funding obligations, allows the organisation to move forward with great energy and focus.

2013 Results in Review

- At the World Rowing Championships, our senior women brought two Silver medals in the Four and Quadruple Sculls, and our Women's Eight finished with a Bronze medal
- At the U23 World Rowing Championships, Carling Zeeman won Silver in the Women's Single and, for the first time, based on the performance of women's four at the World Junior Rowing Championships, RCA was successful in securing a position in the Youth Olympic Games
- Canada Games, held in Sherbrooke (QC), welcomed all ten PRAs. Ontario and British Columbia shared the honours, topping the points table in the men's and women's event respectively. Alberta finished third in both the men's and women's tally, a significant improvement from the 2009 Canada Games
- The Canadian Secondary Schools Rowing Association Championships saw E.I. Crossley Secondary School (ON) top the points table collecting seven podium finishes, followed by Branksome Hall (ON), coming second overall as an all-girl school winning four gold medals out of a total of six podium finishes
- Hosted by McGill University, the Canadian University Rowing Championship saw Western University (ON) come away with both the Men's and Women's Championships
- The 131st Royal Canadian Henley Regatta saw over 130 clubs compete across the eight days of racing but clearly there's a home advantage as St Catherines RC (ON) topped the medal tally with 15 wins out of a total of 48 podium finishes
- The Canadian Masters Championships welcomed over 350 athletes in Welland (ON), with the Don Rowing Club (ON) winning the Women's AA-C (21-49 years) Eight and Argonaut Rowing Club (ON) winning the Men's AA-C Eight



In Nova Scotia, Lochaber Rowing Centre is part of a consortium that won federal and provincial funding to build a new community centre on Lochaber's lakeshore that will bring both recreational and competitive rowing to that community.



On October 16, Canada's 1992 Olympic Gold Medal winning women's coxless four was inducted into Canada's Sports Hall of Fame. Congratulations to Kirsten Barnes, Brenda Taylor, Jessica Monroe-Gonin, Kay Worthington and Jennifer Walinga.



In November, the Laval Rowing Club (QC) won a grant of \$1.7 million that will go towards the expansion of the Club's facilities. The new rowing tank will allow a large number of athletes from Laval, Montreal and the North Shore to refine their rowing technique during the winter.

Goal One: Win gold medals at the Olympics, Paralympics and World Championships

Our overall senior team goal is to win at least four medals at the 2016 Rio Olympic Games and at least one medal at the 2016 Rio Paralympic Games. With our eye clearly on that prize, we have seen our women's program continue to go from strength to strength, exemplified this past summer with two Olympic class medals at the 2013 World Rowing Championships in Chungju, South Korea. The next 12 months will be a period of building on these results while getting closer to the podium in our men's heavyweight and lightweight program, lightweight women's programs and our para-rowing program.

A number of significant changes for our High Performance program have been introduced in 2013, including the recruitment of new leadership for the men's heavyweight and lightweight programs. We continue to ensure our athletes have access to high quality training environments and we have invested in making improvements to our National Training Centres in both London and Victoria, such as expanded indoor training space. Another key element to creating those conducive environments are the support staff and our Integrated Support Team has been solidified through our strong relationships with the Canadian Sport Institutes in British Columbia and Ontario.



The addition of expert personnel has also allowed us to enhance our development programs. The 'Row To Podium' program, designed to put athletes on an optimal development pathway, continues to be the key piece in achieving our goal to increase our athlete pool. There are now almost 50 athletes in our 'Row to Podium' program with an eye to being future Olympians.

The para-rowing program went on an extensive talent identification search this past year, led by Paul Hawksworth. The end result has been a talent pool, while still small, that will allow us to look at different events for 2014 and beyond, including the Men's Arms and Shoulders single (ASM1x), Legs, Trunk and Arms Mixed Four (LTAMix4+), and possibly the Trunks and Arms Mixed Double (TAMix2x).

An essential element of athlete development is ensuring athletes experience a high quality regatta calendar culminating with

the major competition for the season. Over the past years, we have introduced several important domestic events to help athletes access better racing experience in Canada. These include the National Rowing Championships (NRCs), held in the fall of each year, and the Spring Trials, held in both east and west locations. The NRCs saw a record number of athletes compete this year and included new para-events to help support the growth and development of the talent pool.

In addition to the annual regattas, the Canada Games proved a highlight for the domestic season, providing an excellent development opportunity for younger athletes entering into the high performance stream. The 2013 Canada Games Regatta showed strength from British Columbia and Ontario, while a number of provinces improved their flag points from the previous Games. The Canada Games will continue to be an important performance marker for our up and coming athletes.



The 2013 international regatta calendar saw our teams travel to Australia, Austria, Italy, Republic of Korea and Switzerland as well attending some US domestic regattas there. We will continue to access more foreign regattas to ensure our athletes, coaches and support staff are exposed to international competition on a regular basis. There are increased opportunities in 2014, including the Youth Olympic Games and the Commonwealth Rowing Association Championships, so we shall see more athletes competing more often on the international stage.

Crucial to supporting our athletes and achieving our Olympic and Paralympic ambitions are experienced and well-trained coaches at all levels of our sport. Recognising a need to dedicate resource to building our workforce in both quantity and quality, we created a new role, Director of Coaching Education and Development, and recruited Jacquelyn Novak to the role. Quick to get things rolling, a review has been started of our coaching education and certification processes as well as creating new terms of reference for the Coach Education and Development Committee to ensure we continue to draw upon their expert advice and experience.

Adding to our pool of expertise, we continue to maintain a robust pool of fifteen internationally experienced umpires. This year, six RCA FISA umpires were appointed

to serve on FISA juries, including the World Rowing Junior Championships and the World Rowing Coastal Championships and four other regattas. We anticipate similar representation of RCA FISA umpires in 2014 but we must focus on developing more internationally accredited umpires.

With two umpires reaching the FISA mandatory retirement age (65 years old) this year and two more to hit that mark in the next two years, the RCA Umpires Committee has initiated a two-year plan to identify, select, train and mentor RCA Level 3 licenced umpires to become RCA Level 5 (FISA licenced umpires) with the goal of maintaining the pool at fifteen. Candidates will be afforded the opportunity to gain experience at the 2014 Royal Canadian Henley Regatta that will be the test regatta for the 2015 Pan American Games regatta. A FISA Umpire Examination will be held in conjunction with the Pan Am regatta.



“Overall, I believe we are on track to meet our team goal for the 2016 Games. The training of the team has been going very well, the coaching staff have done an excellent job and we are looking for all of our programs to improve their performances in 2014. There are a tremendous amount of opportunities for developing athletes in 2014.” **Peter Cookson, Director of High Performance, RCA**

Goal Two: Grow participation in the sport of rowing at all levels

We welcome new members to the rowing community this year, evidenced by our overall membership numbers increasing, including an increase in the number of para-rowing members. We also welcome l'Association des coureurs en canots à glace du Québec (ACCGQ) into our folds as we represent all forms of the sport. We are honoured and excited to have ACCGQ and its members join our community. Ice canoeing has a great and long tradition in Québec and is synonymous with the Québec Winter Carnival. With ACCGQ joining us, we all look to benefit: ACCGQ's members now have access to the programs and services of a national sport federation and the rowing community gains a new variation of the sport which is unique in the world.

Through our consultation to formulate our 2013-17 Strategic Plan, clubs united in their request for assistance in building capacity to facilitate membership growth. Responding to this, we embarked on the development of a member registration system which has been a very large, and to date, successful undertaking. The development process itself has allowed us to examine how the organization relates to its members, clubs and PRAs.

The system, launched April 1 2012, currently captures over 12,000 *rowing* members and has the capacity to include umpire, coach and volunteer members. The

aim of the membership system is to ensure that, across all levels of our sport, the rowing community are receiving the services that they require. The system is applicable at all levels of administration, allowing Clubs and PRAs to quantify, track and communicate with their members. We continue to work with Clubs and PRAs to improve the system and we have received interest from other National Sport Federations in securing licensing rights to our system; this speaks volumes to its capacity and quality.

Also supporting clubs build capacity are the three RCA Recreational Fleets, currently calling Nova Scotia, Association Quebecoise Aviron and British Columbia home. These boats have been brilliant ways to facilitate new clubs get on the water and to help small clubs grow.

In addition to providing equipment, we have been supporting clubs in the promotion of the sport. Irow Rowing Grants are in their fourth year with over \$230,000 provided to clubs to bring awareness of rowing in their community and increase youth participation. For example, Fredericton Rowing Club (NS) used their grant to developed effective ergometer training and were proactive in getting parents involved in the program within the school. The result was the largest spring enrolment for the Club's junior 'learn to row' program.

These grants have provided the funding clubs have needed to bring:

- Raise awareness that there is a rowing club in their community
- Reaching out to schools with RCA Irow promotional resources
- Bring increased funding for coaching and programming to involve youth
- Build community partnerships that provide match funding and sustains youth involvement

Crucial to the growth of our sport is facilitating opportunities for rowers to reach their full athletic potential, achieve their goals and enjoy participation in the sport of rowing as long as and in whatever capacity they desire. Long-term athlete development is about making sure that athletes have the occasion to train, compete and participate in rowing programs that are tailored to their needs at any stage of their development. We have fully invested in the implementation of long-term athlete development, hoping to provide programs that will attract a broader membership base and develop talented athletes that engage in the sport for life.



Development, with the goal of creating a coach education program that unites sport development and high-performance coaching through long-term athlete development principles. Our coach education will continue to be enhanced and expanded upon with technique development and mastery at all stages of development being a core focus. We are also working to align all the frameworks, programs and tools that guide the implementation of long-term athlete development, from skill matrices and podium pathways to competition structures, coach education materials and club programs.



In 2013, PRAs across the country continued to deliver both the Rowing Canada Aviron Learn to Row and RCA Coach courses throughout the year. While the number of coaches attending these courses year-on-year has been declining slightly, we are still training over 200 coaches a year in these categories as we maintain a strong coaching base with over 1100 qualified Learn to Row and RCA Coach coaches across the country. We also provided all coaches our free 'CAN ROW' handbook to assist in long-term athlete development knowledge as well providing an overall understanding of the new rower's needs in the club environment and on the water.

We hope to continue to grow and maintain the number of coaches supporting the development of our athletes, through a number of activities including, but not exclusive to:

- Seeking new ways to identify and attract new coaches to the sport
- Continuing ongoing promotion and communication of existing courses
- Reviewing existing course content and format for relevancy, ease of delivery and effectiveness
- Supporting the provinces in the delivery of in-demand courses by increasing the number of quality learning facilitators



While we continue to diversify how we disseminate knowledge and advice to coaches, clubs and umpires, our National Conference continues to provide a central platform to share the latest insights, advice and tools to ensure we continue to grow participation in the sport at all levels.

“I wanted to let you know how invaluable the RCA fleet has been to our developing ‘sport for life’ masters club, Fort Langley Community Rowing Club. With very few resources available and no equipment of our own, we have had our challenges! Thanks to the RCA web registration system and our own webpage, as well as local traffic in Fort Langley, we have experienced an amazing response to our LTR program with over 30 participants this year! We started with only 11 club members in the spring and are now at 26, with so many of our new members being recent graduates of LTR.”

Laurel Glanfield, Fort Langley Community Rowing Club (BC)

Goal Three: Build a Dynamic and Sustainable Organisation

It has been a landmark year as we have successfully introduced a new governance and complimentary organisational structure. While full implementation has taken considerable time, the work is going to provide strong foundations for moving forward and in particular, moving forward in those areas where we want to focus and make the biggest difference.

To ensure that our committee structure is aligned, the Board of Directors asked the President Elect to undertake a thorough review. Committees are a critical element of governance in providing expert and timely

advice to the Board and the CEO on key areas of governance, stewardship and strategy. They also provide a means for individuals to contribute directly to the organization and to the sport, and can serve to prepare individuals for greater responsibilities in RCA. The review resulted in ten committees being stood down, most because they were dormant, and four new committees being stood up in the areas of Emergency Management, Human Resources, Revenue and Rowing for Life, a reflection of the organisation's commitment to sustainability, safety and ensuring a positive experience for all.



With these new committees we hope to make better use of our volunteers, tapping into their professional areas of expertise and experience within rowing. We recognise that our volunteers are the bedrock of our sport. Across all levels of rowing in Canada, we have thousands of volunteers contributing countless hours every year. We gather at our Annual Awards evening to recognise those volunteers who have made significant contributions to the development of the sport. To our many volunteers from our Clubs right up to the national and international level, we would like to take this opportunity to say a heartfelt thank you for all the work you do to support rowing. Your contribution is greatly appreciated.

Our standing within the Canadian sport system remains as a leader of excellence, receiving outstanding results from our annual review with Sport Canada and Own the Podium. We are excited to be working with True Sport as only one of five NSOs who were selected for funding to examine all aspects of the organisation as it relates to risk management.

In October 2013, we participated along with other National Sport Federations in a review process undertaken by Deloitte. This process highlighted to us that we were on the right track and already addressing those areas that were identified as potential areas

for improvement. At an international level, we congratulate Tricia Smith who was elected to Vice-President of FISA at the Congress that took place in September. Smith will take on additional responsibilities in her FISA executive role.

For us to achieve our vision of being the leading rowing nation in the world, we need to diversify our income, increasing our independence to ensure we are empowered to make decisions for the betterment of our sport. It was recognised that this venture needed to be sufficiently resourced and this year the position of Director of Business Development was created to take on this responsibility. In October, we successfully recruited the position and we look forward to seeing progress within this area.

We welcomed a new sponsor to our rowing community this year. Immunotec Inc., in addition to being an Official Supplier of Sport Performance Nutrition Supplements to the Canadian National Team, has committed funding towards our clubs through a coach mentoring bursary. We also welcomed The Edge Food Energy Company as an official supplier to both Rowing Canada Aviron and the Row 2 Podium program. These two Canadian-based businesses join our roster of invaluable suppliers and sponsors who continue to support rowing in Canada.

“RCA is to be commended for its early start and comprehensive work on achieving compliance with Canada's new corporations legislation. RCA is well on its way to creating a modern and effective governance structure that will enable both strong leadership at the Board table and full engagement of volunteers at the club level.” **Rachel Corbett, Sport & Law Strategy Group**

Financial Statements

Overall, the financial results for the year ended March 31, 2013 came in slightly over our budget for 2012-13. The Statement of Operations shows a net surplus of \$181,479 largely because of having to remove from expenses and capitalize the costs of the purchase of 25 single sculls plus coach boats.

The Statement of Financial Position also shows a strong position. Our bank account balance reduced soon after year-end as expenditures were made for attending the World Cup in Australia and grants were made to clubs, Development Centres and Para Rowing Centres.

As Note 1 to the financial statements indicates, accounting rules continue to evolve and change and we adopted new standards during the year. These new standards had no impact on our financial statements.

Under new Terms of Reference, the make-up of the Audit Committee changed during the year with the addition of Mike Walker as well as a Chartered Accountant from Victoria, Tom Hawker, who joined Treasurer Brian Lamb. The Audit committee met with representatives of our auditors, Hayes Stewart Little & Company on July 30, 2013 to review the audited statements and Audit Findings Report. There were several questions were asked by committee members and, hence, a few minor presentation changes were made to the financial statements.

The audited financial statements were presented to and approved by the Board on August 21, 2013.

Auditors' Report and Financial Statements – see appendix 1.



Statement of Financial Position

March 31	2013	2012	April 1, 2011
Assets			
Current Assets			
Cash and cash equivalents	\$ 1,022,316	\$ 513,806	\$ 476,517
Accounts receivable	286,968	370,635	534,117
Prepaid expenses	73,586	223,592	116,616
	1,382,870	1,108,033	1,127,250
Equipment	581,249	456,264	473,674
	\$ 1,964,119	\$ 1,564,297	\$ 1,600,924
Liabilities and Net Assets			
Liabilities			
Accounts payable and accrued charges	\$ 757,115	\$ 467,563	\$ 638,242
Government remittances payable	45,417	28,255	791
Deferred revenue	116,476	208,129	112,279
	919,008	703,947	751,312
Deferred contributions	12,939	9,657	18,300
	931,947	713,604	769,612
Contingent liability			
Net Assets			
Net assets invested in equipment	568,310	446,607	455,374
Net assets internally restricted:			
Umpires Fund	6,165	6,165	6,165
Unrestricted net assets	457,697	397,921	369,773
	1,032,172	850,693	831,312
	\$ 1,964,119	\$ 1,564,297	\$ 1,600,924

Henley Commission Report

Commissioner: Bill Schenck

The 131st Royal Canadian Henley Regatta was held from August 4th- August 12. The regatta had fewer entries than 2013 Royal Canadian Henley Regatta. After years of steady growth in the number of clubs and competitors, competing at the Regatta, we saw a significant decline this year. Entries came from 123 clubs from Brazil, Peru, Egypt, England, Mexico, across the USA and Canada. These clubs had a total of 2,493 competitors who competed for the Henley Gold medal this year.

The Niagara Sports Commission (NSC) continued to work closely with the regatta to assist in the organization of the event. The NSC have taken on a larger role this year by helping to provide detailed reports and working with our chairs to make this event run smoother. They came up with a detailed emergency action plan for the event. The NSC has also worked to recreate a new water safety committee, as well as setup training for these safety people. In addition, they assisted with the volunteer camping, boat holders, and an information centre both for volunteers and visitors.



Looking ahead

This past year has been focused on ensuring that we are fully equipped and we are now in a powerful position to make significant progress against our strategic goals while remaining committed to being a leader, at home and aboard.

In addition to their key responsibilities, the RCA Board of Directors are taking specific leadership in four strategic areas: (1) facilities and infrastructure (2) North American FISA and Event strategies (3) revenue generation, and (4) national and international representation and succession.

We look forward to seeing our National Teams tackle a significantly larger international calendar, giving our athletes more opportunities to compete at the highest level as well as creating more opportunities

to tell their stories to the Canadian public.

In the area of High Performance, the resources are in place to ensure success. We look forward to facilitating opportunities for their expertise to be shared wider throughout our rowing community, which will be complimented by a renewed commitment to developing our coaching workforce and internationally accredited umpires.

We look forward to further building our working relationships with the Provincial Rowing Associations, Clubs, Schools, Universities as well as our suppliers and sponsors to ensure that all members of our rowing community are guaranteed a positive, rewarding experience of this great sport, in all its guises. See you on the water!

Save the date

February, 8 – 9	Quebec Winter Carnival	Quebec City, QC
June 6 – 8	CSSRA Championships	St Catherines, ON
July 18 – 20	RCA Canadian Masters Championships	Burnaby, BC
July 24 – 27	World Rowing Under 23 Championships	Varese, Italy
August 3 – 10	Royal Canadian Henley Regatta	St Catherines, ON
August 7 – 10	World Rowing Junior Championships	Hamburg, Germany
August 9	Commonwealth Rowing Association C'ships	Stratclyde, Scotland
August 16 – 28	Youth Olympic Games	Nanjing, China
August 22 – 31	The Americas Masters Games	Burnaby, BC
August 23 – 31	World Rowing Championships	Amsterdam, Netherlands
October, 9 – 12	World Rowing Masters Regatta	Ballarat, Australia
November, 1 - 2	Canadian University Rowing Championships	Victoria, BC
November, 8 - 9	Canadian National Rowing Championships	(West location, TBD)

Thank you

We can't do this on our own and the continued support of the rowing community is vital. To all of our clubs, athletes (young and not so young), parents, coaches, umpires, volunteers in various guises, committees, board members and staff a huge thank you!

We would also like to thank the following partners and sponsors:



Finally, a special thank you to our primary funders:



Canadian
Heritage

Patrimoine
canadien

Sport Canada



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Appendix 1:
Canadian Amateur Rowing Association
Financial Statements
For the year ended March 31, 2013

Canadian Amateur Rowing Association
Financial Statements
For the year ended March 31, 2013

Contents

Auditors' Report	2
Financial Statements	
Statement of Financial Position	4
Statement of Operations	5
Statement of Changes in Net Assets	6
Statement of Cash Flows	7
Summary of Significant Accounting Policies	8
Notes to Financial Statements	10
Schedule 1 - Domestic Development	13
Schedule 2 - Governance and National Operations	13
Schedule 3 - High Performance	13
Schedule 4 - Recreation Participation	14

Independent Auditors' Report

To the Members of Canadian Amateur Rowing Association

We have audited the accompanying financial statements of the Canadian Amateur Rowing Association which comprise the statement of financial position as at March 31, 2013, and the statements of operations, changes in net assets, cash flows for the year then ended and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian Accounting Standards for Not-for-Profit Organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our qualified audit opinion.

Basis for Qualified Opinion

In common with many charitable organizations, the Association derives revenue from donations the completeness of which is not susceptible of satisfactory audit verification. Accordingly, our verification of these revenues was limited to the amounts recorded in the records of the Association and we were not able to determine whether any adjustments might be necessary to donations, surplus of revenue over expenses, current assets and net assets.

Qualified Opinion

In our opinion, except for the effect of adjustments, if any, which we might have determined to be necessary had we been able to satisfy ourselves concerning the completeness of the donations referred to in the preceding paragraph, these financial statements present fairly, in all material respects, the financial position of the Canadian Amateur Rowing Association as at March 31, 2013, and the results of its operations and its cash flows for the year then ended in accordance with Canadian Accounting Standards for Not-for-Profit Organizations.

VICTORIA	DUNCAN	NANAIMO
1000-747 Fort St.	823 Canada Ave.	30 Front St.
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Fax: 250.754.1903		

Victoria: 855.383.8994 | Duncan: 888.746.4406 | Nanaimo: 888.754.9551

Comparative Information

Without modifying our opinion, we draw attention to Note 1 to the financial statements which describes that the Canadian Amateur Rowing Association adopted Canadian Accounting Standards for Not-for-Profit Organizations on April 1, 2012 with a transition date of April 1, 2011. These standards were applied retrospectively by management to the comparative information in these financial statements, including the statements of financial position as at March 31, 2012 and April 1, 2011 and the statements of operations, changes in net assets and cash flows for the year ended March 31, 2012 and related disclosures. We were not engaged to report on the restated comparative information, and as such, it is unaudited.

Hayes Stewart Little + Co

Chartered Accountants
Victoria, BC
August 21, 2013

Canadian Amateur Rowing Association Statement of Financial Position

March 31	2013	2012	April 1, 2011
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Assets

Current Assets

Cash and cash equivalents	\$ 1,022,316	\$ 513,806	\$ 476,517
Accounts receivable	286,968	370,635	534,117
Prepaid expenses	73,586	223,592	116,616

	1,382,870	1,108,033	1,127,250
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Equipment (Note 2)	581,249	456,264	473,674
--------------------	---------	---------	---------

	\$ 1,964,119	\$ 1,564,297	\$ 1,600,924
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Liabilities and Net Assets

Liabilities

Accounts payable and accrued charges	\$ 757,115	\$ 467,563	\$ 638,242
Government remittances payable	45,417	28,255	791
Deferred revenue (Note 3)	116,476	208,129	112,279

	919,008	703,947	751,312
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Deferred contributions (Note 4)	12,939	9,657	18,300
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	931,947	713,604	769,612
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Contingent liability (Note 5)

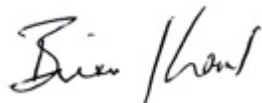
Net Assets

Net assets invested in equipment	568,310	446,607	455,374
Net assets internally restricted:			
Umpires Fund	6,165	6,165	6,165
Unrestricted net assets	457,697	397,921	369,773

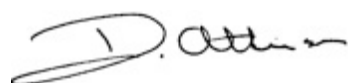
	1,032,172	850,693	831,312
--	-----------	---------	---------

	\$ 1,964,119	\$ 1,564,297	\$ 1,600,924
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On behalf of the Board:



Director



Director

The accompanying summary of significant accounting policies and notes are an integral part of these financial statements.

Canadian Amateur Rowing Association Statement of Operations

For the year ended March 31	2013	2012
Revenue		
Bad debts recovered	\$ -	\$ 16,505
Canadian Olympic Committee	432,225	625,778
Canadian Paralympic Committee	25,000	51,855
Competition and camp registrations	130,170	123,499
Donations	42,163	84,458
Gain on sale of equipment	-	7,332
Interest earned	11,768	7,034
Membership fees	328,230	299,297
Miscellaneous	29,807	21,901
Regattas, events and fundraising	113,676	137,638
Sponsorships	15,500	9,500
Sport Canada	5,289,300	5,103,387
Sports associations and foundations	47,581	137,969
	6,465,420	6,626,153
Expenses		
Bad debts	3,540	-
Communications and marketing	94,579	88,466
Domestic development (Schedule 1)	143,164	127,176
Domestic/HP bridge programs	118,879	125,510
Governance and national operations (Schedule 2)	518,884	524,745
High performance (Schedule 3)	5,032,975	5,339,415
Loss on sale of equipment	8,241	-
Membership benefits	159,855	152,270
Recreation participation (Schedule 4)	203,824	249,190
	6,283,941	6,606,772
Surplus of revenue over expenses	\$ 181,479	\$ 19,381

The accompanying summary of significant accounting policies and notes are an integral part of these financial statements.

Canadian Amateur Rowing Association Statement of Changes in Net Assets

For the year ended March 31

	Invested in Equipment	Umpires Fund - Restricted	Unrestricted	Total 2013	Total 2012
Net assets , beginning of year	\$ 446,607	\$ 6,165	\$ 397,921	\$ 850,693	\$ 831,312
Surplus (deficiency) of revenue over expenses	(96,968)	-	278,447	181,479	19,381
Interfund transfer, purchases of equipment net of disposals	218,671	-	(218,671)	-	-
Net assets , end of year	<u>\$ 568,310</u>	<u>\$ 6,165</u>	<u>\$ 457,697</u>	<u>\$ 1,032,172</u>	<u>\$ 850,693</u>

Canadian Amateur Rowing Association Statement of Cash Flows

For the year ended March 31	2013	2012
Cash provided by (used in)		
Operating activities		
Surplus of revenue over expenses	\$ 181,479	\$ 19,381
Amortization	100,187	73,969
Loss (Gain) on disposal of equipment	8,241	(7,332)
Amortization of deferred contributions	(3,219)	(8,643)
	<u>286,688</u>	<u>77,375</u>
Changes in non-cash working capital balances, net		
Accounts receivable	83,668	162,701
Prepaid expenses	150,006	(106,976)
Accounts payable and accrued charges	289,551	(169,898)
Government remittances payable	17,163	27,464
Deferred revenue	(91,653)	95,850
	<u>735,423</u>	<u>86,516</u>
Net increase from operating activities		
Investing activities		
Purchase of equipment	(301,495)	(123,227)
Proceeds from disposition of equipment	74,582	74,000
	<u>(226,913)</u>	<u>(49,227)</u>
Net decrease from investment activities		
Increase in cash and cash equivalents during the year	508,510	37,289
Cash and cash equivalents, beginning of year	513,806	476,517
Cash and cash equivalents, end of year	\$ 1,022,316	\$ 513,806

The accompanying summary of significant accounting policies and notes are an integral part of these financial statements.

Canadian Amateur Rowing Association Summary of Significant Accounting Policies

March 31, 2013

Nature of the Organization

Rowing Canada Aviron is the operating name of The Canadian Amateur Rowing Association - Association Canadienne d'Aviron Amateur which was incorporated under the Canada Corporations Act. Its principal activity is the development of the sport of rowing in Canada and it is recognized by the Government of Canada and the Canadian Olympic Committee as the national governing body for the sport of rowing. As a not-for-profit organization it is exempt from income taxes and as a Registered Amateur Athletic Association it is authorized to issue receipts for tax purposes for donations it receives.

Revenue Recognition

The Association follows the deferral method of accounting for contributions. Restricted contributions are recognized as revenue in the year in which the related expenses are incurred. Donation revenue is accounted for when received. Unrestricted contributions are recognized as revenue when received or receivable if the amount can be reasonably estimated and collection is reasonably assured.

Restrictions on Net Assets

Funding from Sport Canada is externally restricted to approved expenses. Any part of the funding unspent or not spent in accordance with the conditions must be repaid.

Net assets that are internally restricted have been designated by the Association for specific uses. Internally restricted resources can be made available for other purposes.

Umpires Fund - The funds are internally restricted for the use of umpires.

Cash and cash equivalents

Cash and cash equivalents consists of cash on hand and balances with banks.

Equipment

Purchased equipment is recorded at cost. Contributed assets are recorded at fair value at the date of contribution. Amortization is recorded using the straight-line method at the following rates:

Rowing equipment	5 years
Adaptive equipment	5 years
Domestic equipment	5 years
Trailer	10 years
Motorboats and accessories	5 years
Mechanical equipment	5 years
Office equipment	3 years
Vehicle	3 years

Canadian Amateur Rowing Association Summary of Significant Accounting Policies

March 31, 2013

Financial Instruments

The Association's financial instruments consist of cash and cash equivalents, receivables, payables, and accruals. Financial instruments are recorded at fair value when acquired or issued. In subsequent periods, financial assets with actively traded markets are reported at fair value, with any unrealized gains and losses reported in income. All other financial instruments are reported at amortized cost, and tested for impairment at each reporting date. Transaction costs on the acquisition, sale, or issue of financial instruments are expensed when incurred.

Measurement Uncertainty

The preparation of financial statements in conformity with Canadian Accounting Standards for Not-for-Profit Organizations requires management to make estimates and assumptions which affect the reported amounts of assets and liabilities as at the date of the financial statements, as well as reported amounts of revenues and expenses during the period. Such estimates are periodically reviewed and any adjustments necessary are reported in earnings in the period in which they become known. Actual results could differ from these estimates. The Association's material estimates include the collectability of accounts receivable, accrual of accounts payable, and the useful life of equipment.

**Contributed Materials and
Services**

Donated equipment is recorded at fair value when received if fair value can be reasonably determined.

The Association is dependent on the voluntary service of many members and others. Since these services are not normally purchased by the Association, and because of the difficulty of determining their fair value, donated services are not recognized in these financial statements.

Canadian Amateur Rowing Association

Notes to Financial Statements

March 31, 2013

1. First time adoption of Canadian Accounting Standards for Not-for-Profit Organizations

During the year the Association adopted Canadian Accounting Standards for Not-for-Profit Organizations (ASNFPPO). These financial statements are the first prepared in accordance with these standards. The adoption of ASNFPPO had no impact on net assets as at April 1, 2011 or revenue and expenditures or cash flows for the year ended March 31, 2012 as previously reported in accordance with pre-changeover Canadian generally accepted accounting principles.

2. Equipment

	2013		2012	
	Cost	Accumulated Amortization	Cost	Accumulated Amortization
Rowing equipment	\$ 366,347	\$ 103,507	\$ 304,190	\$ 134,553
Adaptive equipment	96,737	43,034	55,267	36,100
Domestic equipment	83,974	27,292	72,790	24,506
Trailer	53,972	15,736	53,972	10,339
Motorboats and accessories	122,263	65,494	173,892	100,665
Mechanical equipment	145,941	95,008	134,883	80,797
Office equipment	174,885	158,497	169,428	134,248
Vehicle	55,398	9,700	14,500	1,450
	\$ 1,099,517	\$ 518,268	\$ 978,922	\$ 522,658
Net book value		\$ 581,249		\$ 456,264

3. Deferred Revenue

Deferred revenue consists of membership fees received in the 2013 fiscal year for memberships in the 2014 fiscal year, and restricted contributions not fully utilized in the fiscal year.

4. Deferred Contributions

Contributions received for equipment are amortized to revenue on the same basis as the equipment.

	2013	2012
Beginning balance	\$ 9,657	\$ 18,300
Contributions of equipment	6,500	-
Amounts amortized to revenue	3,218	8,643
Ending balance	\$ 12,939	\$ 9,657

Canadian Amateur Rowing Association Notes to Financial Statements

March 31, 2013

5. Contingent Liability

Contributions from Sport Canada are subject to periodic audit by Sport Canada. Contributions are refundable to Sport Canada to the extent that any expense has not complied with the agreed terms and conditions. Audits have been conducted up to the period ended March 31, 2008 with no unresolved instances of non-compliance.

6. Trust Funds

Not included in the financial statements are the following funds which the Association administers and invests in the Bank of Montreal Dividend Fund.

	2013	2012
Hanlan-Keller Trust	\$ 5,379	\$ 5,279
Pearce-Guest Trust	14,286	14,016
Seagram Trust	10,212	10,021
Zasada Trust	24,327	23,875
	\$ 54,204	\$ 53,191

Changes in the trust funds for the year:

	Hanlan - Keller	Pearce - Guest	Seagram	Zasada
Balance, beginning of year	\$ 5,279	\$ 14,016	\$ 10,021	\$ 23,875
Add:				
Investment income earned (net of bank charges)	100	270	191	452
Balance, end of year (at cost)	\$ 5,379	\$ 14,286	\$ 10,212	\$ 24,327
Market Value	\$ 5,716	\$ 15,340	\$ 10,884	\$ 25,659

Canadian Amateur Rowing Association Notes to Financial Statements

March 31, 2013

7. Commitments

Commencing in March 2013, the Association entered into a lease for a training facility in London, Ontario. The lease expires March 31, 2017 and has one four year renewal option. Annual payments for the 2014 fiscal year include base rent of \$71,250 plus tax and utilities. Thereafter, annual payments include base rent of \$75,600 plus tax and utilities.

The Association leases boats throughout the year. Leases are typically one or two years in length. Lease payments are made at the commencement of the lease year. Amounts paid for lease terms extending into the subsequent year end are included in the prepaid balance. At year end, the Association has commitments to lease 46 boats for periods extending into the fiscal years ended March 31, 2014 and March 31, 2015. As at March 31, 2013, the Association has lease commitments that will result in lease expenses of \$77,437 in fiscal 2014 and \$2,902 in fiscal 2015. Lease prepayments of \$53,632 (2012 - \$73,718) were made during the year.

The Association leases a vehicle. The vehicle requires monthly lease payments of \$618 per month including tax. The lease expires November 2013.

The Association has signed memoranda of understanding with various groups to establish high performance development programs / training development centres in Alberta, British Columbia, and Ontario. The Association has committed to payments of \$16,500 in 2014 and in-kind support of staff and equipment. The agreements are subject to receiving funding from OTP (Own the Podium) and may be terminated by either party upon 3 months notice.

The Association has signed memoranda of understanding with various groups for a recruitment and engagement project. The Association has committed payments of \$57,400 in the fiscal year ended March 31, 2014 and \$30,000 in each of the fiscal years ended March 31, 2015 and March 31, 2016 in support of staff and equipment. The agreements are subject to receiving funding from OTP (Own the Podium) and may be terminated by either party upon 3 months notice.

The Association has entered into a contract for web hosting services to host an online registration system. The contract requires payments of \$285 per month plus taxes. The contract expires February 2015.

8. Comparative Figures

Certain of the prior year figures have been reclassified to conform to the method of presentation adopted in the current year.

Canadian Amateur Rowing Association Schedule 1 - Domestic Development

For the year ended March 31	2013	2012
Domestic Development Support	\$ 89,510	\$ 73,872
Masters	-	3,169
Safety and Events Committee	5,633	8,639
Inter-Provincial Coaches Committee	1,201	1,811
Umpires Committee	46,820	39,685
	\$ 143,164	\$ 127,176

Canadian Amateur Rowing Association Schedule 2 - Governance and National Operations

For the year ended March 31	2013	2012
National office operations	\$ 73,486	\$ 70,601
Salaries and benefits	234,386	240,859
Governance	93,312	84,055
Strategic planning and governance review	42,691	44,759
International relations and domestic associations	14,976	8,059
Conference expense	60,033	76,412
	\$ 518,884	\$ 524,745

Canadian Amateur Rowing Association Schedule 3- High Performance

For the year ended March 31	2013	2012
Staffing costs	\$ 1,488,099	\$ 1,422,381
Coaches travel and related expenses	54,291	86,919
Events and camps	1,566,949	1,932,910
Equipment	392,452	294,500
National training centres	462,519	303,169
RCA athlete support	162,321	321,192
Equipment amortization	73,736	61,087
Sport science, medicine & integrated support team	564,454	643,557
National Adaptive Rowing Team	268,154	273,700
	\$ 5,032,975	\$ 5,339,415

The accompanying summary of significant accounting policies and notes are an integral part of these financial statements.

Canadian Amateur Rowing Association
Schedule 4- Recreation Participation

For the year ended March 31	2013	2012
Travel	\$ 6,827	\$ 8,626
Adaptive Rowing	65,011	108,451
Recreation/Participation	131,986	132,113
	<hr/>	<hr/>
	\$ 203,824	\$ 249,190

The accompanying summary of significant accounting policies and notes are an integral part of these financial statements.