



ROWING
CANADA
AVIRON

2014 ANNUAL REPORT

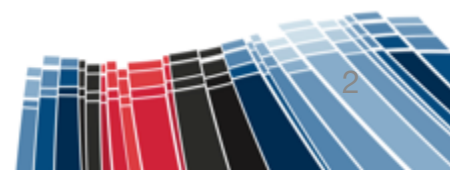




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2014 ANNUAL REPORT TABLE OF CONTENTS

Vision, Mission and Values	Page 3
Message from the President	Page 4
Message from the CEO	Page 6
Board of Directors	Page 7
Year in Review	Page 8
Goal One: Win gold medals at the Olympics, Paralympics and World Championships	Page 11
Goal Two: Grow participation in the sport of rowing at all levels	Page 16
Goal Three: Build a dynamic and sustainable organisation	Page 20
Message from the Treasurer	Page 24
Financial Statements	Page 25
Bring on 2015!	Page 36
With thanks to our Partners, Stakeholders and Supporters	Page 38
Partners and Sponsors in 2014	Page 39





ROWING
CANADA
AVIRON

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 Rowing Canada Aviron, 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.



Photo: Men's Four at World Rowing Championships with K. Langerfeld, C. McCabe, R. Gibson, W. Crothers.

Credit: Katie Steenman Images

MESSAGE FROM THE PRESIDENT

I am pleased to be able to introduce Rowing Canada Aviron's 2014 Annual Report, the first since my election as President in January 2014. It has been a busy first year, chairing the Board of Directors and a number of Rowing Canada Aviron Committees, representing our sport at home and abroad, and trying to take in as many events as possible.

In working with the Rowing Canada Aviron Board of Directors, we have developed five areas of Board focus on advancing the vision, mission and strategic plan of Rowing Canada Aviron. These five areas include: A World Class Athlete Training Environment; A National and International Event Strategy; Fundraising and Revenue Growth; Membership Growth and Participation Development; and Rowing Canada Aviron's System of Influence. These areas are where the Board feels it can make the greatest difference and you will be hearing more from us through regular updates in future reporting.

At the international level I attended the annual Congress of FISA (the international federation of rowing), which coincides with the Senior World Championships in September every year. Canada is an important rowing nation and I was quick to appreciate the terrific international reputation developed over the years by Canadians involved in FISA, making it easy to represent Rowing Canada Aviron and Canada with a strong voice. The recent good news of three new seats on FISA Commissions for Canadians means that Rowing Canada Aviron's influence will continue to grow internationally.

And speaking of World Championships, I'm very happy to see that our High Performance program remains on track for 2016 and beyond. This year we saw many impressive performances, and medals won at every international event in which Canada participated. We are very fortunate to have an

incredible team of Coaches and Staff who create this High Performance system, which continues to be recognized by organizations such as Own The Podium as a leader amongst the summer Olympic sports.

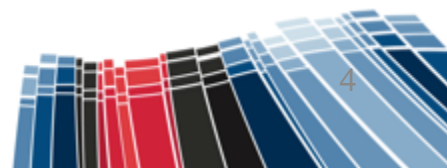
Since January, I have also had the privilege of travelling to many events across Canada, beginning with *la course de Canots à glace* in Montreal in February and ending with the Edmonton Rowing Club Annual Banquet in November, going from Antigonish, NS to Victoria, BC. Through these travels I've been very impressed with the vibrancy and passion for Canadian Rowing, from touring marathons to the National Rowing Championships.

I wish to thank those who warmly welcomed me at each stop and who are too numerous to list here. You have shown me that rowing in Canada is in very good hands, with the Rowing Canada Aviron Staff who nurture and support domestic growth and the thousands of committed volunteers keeping our member clubs and associations running and organizing a wide variety of events and programs, from local club activities to the Royal Canadian Henley Regatta.

It has been an honour to serve as President of Rowing Canada Aviron this past year and I look forward to continuing to work together with the Rowing Canada Aviron Member Clubs and Associations, our Staff, and many Volunteers toward achieving our vision to be the leading rowing nation in the world.



Mike Walker
President, Rowing Canada Aviron



Nicolas Pratt (B) and Alex Walker,
LM2x, World Rowing Championships



MESSAGE FROM THE CEO

As the National Sport Organisation for rowing, we are working hard to write a new chapter in our history – one that builds on our tradition of excellence and ensures our long-term success. Our plans are centred on our strategic priorities: Excellence, Participation and Sustainability and above all, we are focussed on creating a sport environment that enables all rowing and potential rowing enthusiasts to experience and enjoy their involvement in the sport of rowing to the extent of their abilities and interests and, for increasing numbers to perform consistently and successfully at the highest competitive levels.

Membership is vital. To be successful, we need every rower or former rower in Canada to share a sense of responsibility to help move our sport forward. To this end, we continue to work to strengthen our relationships with current members across the country, serving our rowing community and communicating the important role that membership plays in helping to grow our sport. The recently conducted Membership survey that went out to 20,000 plus rowers, all of our Member organisations and our Provincial Rowing Associations along with our current review of our membership structure is landmark for this Association and important to the growth and, the success of our sport.

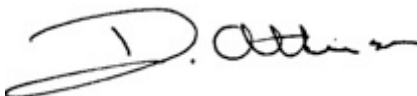
Our High Performance programs at the national and provincial level have undergone a significant transformation with an unwavering focus on building our champions of the future. Whether through our emerging talent development programs, coaching support, sport science support or financial support – Rowing Canada Aviron, while bringing on substantial change, has not waived from our commitment to excellence and with the investment in this area we are seeing new and promising roots take hold.

Our new work on the Athlete Pathway is drawing on experts who deal with all aspects of our sport. The Pathway project is building on a

solid base of science and evidence to assist coaches and athletes in developing them to their true potential. It will be foundational to all of our Coaching and Athlete development programs moving forward. This project requires a tremendous amount of work on the part of many staff, sport science experts and volunteers but what this can contribute to sustainable programs and results in the future is worth this time and effort.

As I reflect on the past few years, from a leadership perspective there have and, continue to be many challenges, however, I have come to recognize that this is such an important part of who we are and why we have been successful. As I travel through Canada, meeting Canadians who make our sport happen, I am energized by your passion for our sport, your fearless drive and energy and by your hopes for the future of Canadian rowing. That is truly what keeps us moving forward – that shared vision of what we can be! I am truly lucky and proud to be associated with Rowing Canada Aviron and all of the amazing people who are part of it.

To that end, I would really like to recognize all of those volunteers that are the lifeblood of rowing and to thank you all for giving so tirelessly of your time, supporting our athletes and growing our sport. A particular thanks to those Organising Committee chairs and members who did a fabulous job in hosting our National Regattas, to our Umpire Committee, and to our Provincial Rowing Associations for your unending support. I sincerely thank all of you who are reading this report for taking the time to care, share your voice and, give us your energy to keep Canadian rowing powerful and strong.



Donna Atkinson
CEO, Rowing Canada Aviron





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BOARD OF DIRECTORS



Mike Walker
President



Brian Lamb
Director, Treasurer



Jon Beare
Athlete Director



Rick Crooker
Director



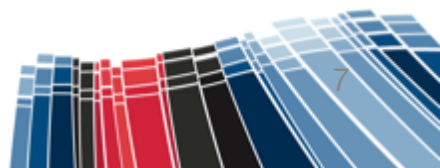
Debbie Sage
Director



Joel Finlay
Director



Matteo Cendamo
Provincial Director



YEAR IN REVIEW

The Canadian rowing community had a busy year in 2014 with many noteworthy successes at every level of our sport.

After a year of many program and leadership changes, we are pleased overall with the progress made in year two. Results from the 2014 World Rowing Cup Series and the 2014 World Rowing Championships appear to be on track in terms of the program targets set for this quadrennial. This past summer was one of the busiest on record with over 100 athletes, 15 coaches and seven umpires racing and officiating under the Canadian rowing banner at World Rowing regattas around the world.

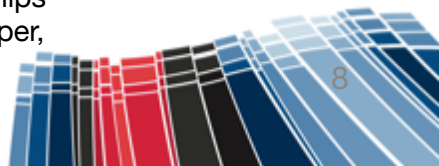
Canadian rowers were on medal podiums at the World Rowing Senior, U23 and Junior Championships, the Nanjing 2014 Youth Olympic Games, the FISU World University Rowing Championships, the 2014 Commonwealth Regatta, the Pan American Sports Festival and the CanAmMex Regatta.

Gains are being realized from the new resources and priorities that have been placed on our high performance development programs and seven of the ten provinces are now active partners in the athlete recruitment and talent development programs being led by Rowing Canada Aviron's Peter Shakespear.



Photo: Women's Eight, Silver Medallists at World Rowing Championships with C. Nurse, L. Roman, R. DeBoef, N. Mastracci, S. Grainger, C. Roper, A. Brzowicz, L. Wilkinson, L. Thompson-Willie.

Credit: Katie Steenman Images





On the domestic front, modest gains in member participation were realized at a time when national youth participation in sport and overall fitness participation of Canadians is actually declining. Rowing participation is stable and with the results of extensive surveying of our members from the individual level to the club and Provincial Rowing Association level we look forward to using this information to attract new and retain current participants in our sport.

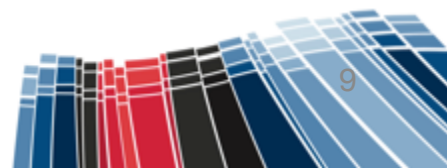
At our Canadian National Regattas, this year's results were tremendously exciting with participation gains in all three of our major regattas: the RBC 2014 National Rowing Championships, Rowing Canada Aviron's Canadian Masters Championships and the Royal Canadian Henley Regatta. Local organizing committees hosted top quality events and introduced several new features including live streaming with the support of ViaSport BC and photo finishing with a new Lynx timing system.

With the transition to Rowing Canada Aviron's new governance structure in its final year, we will be seeing the final stages of this in Rowing Canada Aviron's new Annual Meeting and online voting system this month. New Committees have been struck at the Rowing Canada Aviron Board level to focus on strategic priorities and accountability and, Rowing Canada Aviron operational committees and working groups have been extremely active in the areas of umpire curriculum re-development, designing a new national event strategy, reviewing our current Masters events and re-designing Rowing Canada Aviron's Awards and Recognition Program. The number of volunteers and the countless hours of their contributions to Rowing Canada Aviron's success cannot be overstated. We are a very lucky sport to have so many passionate and experienced leaders willing to give their time and expertise to keep us moving forward.

Other important highlights of the year are those initiatives and awards that have seen many Canadian rowers and leaders recognised for their outstanding achievements and commitments. These include the induction of the Beijing 2008 Men's Eight Rowing Crew into the Canadian Olympic Hall of Fame and the election of Tricia Smith as Vice President of FISA.



Photo: Over ten cameras were deployed by ViaSport Productions to live stream the RBC 2014 National Rowing Championships.



St. Michaels University School / Victoria City Rowing Club,
M2x E, Canadian Masters Championships



GOAL ONE:

WIN GOLD MEDALS AT THE OLYMPICS, PARALYMPICS AND WORLD CHAMPIONSHIPS

The goals for our Senior and Para National Teams, as set out after London 2012, and reported to Own the Podium remain unchanged: to win at least four medals at the 2016 Rio Olympic and 1 medal at the Rio 2016 Paralympic Games. These are hefty goals with tough competition getting tougher every year.

However, the results achieved in 2014 have shown that these goals are clearly within our reach. At the 2014 World Rowing Championships, the Women's Eight (W8+) and the Lightweight Women's Double Scull (LW2x) led the Canadian charge, winning silver medals. An additional two A-final performances came in the men's four (M4-) and the women's quadruple sculls (W4x), finishing 5th and 6th respectively in difficult weather conditions. Coupled with strong performances at the World Rowing Cup series, the National Senior Team is progressing on target and, along with the incredible team of coaches, sport science, medical and support staff, are unfailingly focused on this goal.

Beyond 2016, the future looks bright with the National U23 Team and National Junior Team performing exceptionally well in 2014. From the World Rowing U23 Championships three medals were brought home which included a gold in the men's coxed four (BM4+) and two bronze medals in the women's four (BW4-) and the lightweight men's pair (BLM2-).

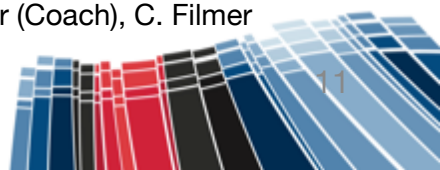
At the World Rowing Junior Championships, 2014 was the first time in our history that Canada won two medals. Coached by Paul Beedling, St. Catharines Rowing Club's Dan de Groot won silver in the junior men's single scull and the junior women's pair of Caleigh Filmer (Victoria City Rowing Club) and Larissa Werbicki (Saskatoon Rowing Club) were coached by John Haver to also win a silver medal. Two weeks later, these same crews brought home Canada's first rowing medals from the inaugural rowing regatta of the Nanjing 2014 Youth Olympic Games.



Photo: Lightweight Women's Double Scull, Silver Medallists at World Rowing Championships with L. Jennerich, P. Obee



Photo: Junior Women's Pair, Silver Medallists at World Rowing Junior Championships with L. Werbicki, J. Haver (Coach), C. Filmer



Of note and worth highlighting was the CanAmMex Regatta that took place this year in Lochaber, Nova Scotia. We were fortunate to receive a Sport Canada Hosting Grant for this event to assist Row Nova Scotia in the continued development of this location, ensuring the Atlantic region is home to a full-buoyed 2000-meter course.

Investment was also made into supporting the local organising committee, as well as utilising the hosting of an international regatta to provide on-water training for associate and licensed umpires from Nova Scotia, Prince Edward Island and New Brunswick. This investment has already paid off with St. Francis Xavier University recently being awarded the hosting of the 2015 Canadian University Rowing Championships on Lochaber Lake.

In addition to the CanAmMex Regatta, Canada competed at several international 'development' regattas as a means to ensure our up-and-coming athletes and coaches gain the experience of international competition. As we look towards being able to sustain medal results at the Olympic and Paralympic Games and World Championships, we will continue to invest in and develop more opportunities to help us achieve and maintain the performance goals we set year after year, quadrennial after quadrennial.

Important to this objective, and numerous others, are our working partnerships with our ten Provincial Rowing Associations. For example, the Row to Podium programme continues to gain momentum across the country, with many more coaches learning about the traits, testing methods and training processes that are yielding results. In 2014, Pascal Lussier and Kristin Bauder both competed for the National Senior Team, while recent Row to Podium graduate Tim Schrijver was part of the gold medal-winning coxed men's four (BM4+) at the World Rowing U23 Championships.

This past year has been a re-building year within the Para Rowing program and program Manager Paul Hawksworth with the support of a number of provinces and the Row to Podium program are now seeing some very promising results. A number of provincial championships this year had multiple para-rowing entries and the 2014 Royal Canadian Henley Regatta received a record level of entries in its para-events. Melissa Pavlicic (Victoria City Rowing Club) posted an official 1000m World Record on the ergometer in the Leg, Trunk, Arms physical disability (LTA-PD) class and several other talented athletes have come together to make up our national team. Starting in January, these athletes will centralize their training in Victoria to focus on qualifying for the Paralympics at this year's 2015 World Championships.



Photo: Andrew Muth, Katie Griffin and Patrick Cody (Coach) with CanAmMex trophy.



Photo: Loren Pearson wins Henley Gold in the men's arms, shoulders single.

Credit: Renate Hodges

Consistent with our objective to advance the development of our Canadian coaches at the high performance level, this year presented significant opportunity in this area that we absolutely looked to maximize. Through new regional Row to Podium camps, mentoring opportunities were abundant and the number of international competitions were capitalized on to ensure that many of Canada's talented and developing coaches were able to gain valuable experience at this level. Supported and mentored by our National staff, these coaches rose to the challenge and delivered some impressive results.

Considerable work has been accomplished this year in the review of our coaching education and certification processes, the result of which is now clear progression pathways for each level of coaching certification. New on-line "Coach Portfolios" enable better tracking and monitoring of our coaches and their career paths and stronger support systems are being put into place. Over the next year, curriculum content will continue to be a focus and with a newly appointed Coached Education Development Committee, significant outcomes

are planned for the year ahead.

Ensuring we develop and maintain a world-class pool of umpires continues to be a top priority. With the 2015 Pan American Games has come the opportunity to train and certify FISA Umpires. The extensive course got underway at the 2014 Royal Canadian Henley Regatta and the selected candidates will continue to study and train ahead of sitting their exam at the Pan Am Games regatta in St. Catharines. Once certified, these FISA Umpires will be available for nomination for FISA regatta jury duty.

This opportunity would not be possible without the focused dedication of the Umpires Committee who continue to be successful at building and maintaining a solid pool of FISA Umpires for selection to international juries.

In the area of High Performance and consistent with our number one priority of "Winning Medals", our eyes remain firmly on the prize and great strides have been made in 2014 towards the 2016 Rio Olympic and Paralympic Games and beyond.



Photo: Men's Quadruple Sculls, Bronze Medallists at World Rowing Cup II with W. Dean, M. Buie, H. Campbell (Coach), M. Braithwaite, P. Lussier



ROWING
CANADA
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2014 RBC NATIONAL ROWING CHAMPIONSHIPS SENIOR CHAMPIONS

Men's Pair (M2-)	Martin Barakso and Tim Schrijver National Training Center BC
Men's Single Scull (M1x)	Rob Gibson National Training Center BC
Women's Pair (W2-)	Jennifer Martins and Susanne Grainger London Training Center
Women's Single Scull (W1x)	Carling Zeeman London Training Center
Lightweight Men's Pair (LM2-)	Brendan Hodge and Eric Woelfl London Training Center
Lightweight Men's Single Scull (LM1x)	Mark Henry London Training Center
Lightweight Women's Single Scull (LW1x)	Lindsay Jennerich London Training Center
Arm, Shoulders Men's Single Scull (ASM1x)	Loren Pearson Rowing BC
Arm, Shoulders Women's Single Scull (ASW1x)	Elsa Lalonde ROWONTARIO
Trunk, Arms Men's Single Scull (TAM1x)	Cameron Sinclair ROWONTARIO
Trunk, Arms Women's Single Scull (TAW1x)	Shafiq Felicia Rowing BC
Leg, Trunk, Arms Men's Double Scull (LTAM2x)	Richa Herlinveaux and David Blair ROWONTARIO
Leg, Trunk, Arms Women's Double Scull (LTAW2x)	Alexa Meiklejohnv and Lianne Gibson ROWONTARIO

Julien Bahain
M1x, National Rowing Championships



GOAL TWO: GROW PARTICIPATION IN THE SPORT OF ROWING AT ALL LEVELS

The sport has welcomed new participants this year and nationally, continues to see gradual growth in overall numbers. The largest gains in participant numbers were achieved in Québec, due largely to the addition of Ice Rowing members and the launch of a more aggressive participant recruitment strategy through new provincial government funding sources. Rowing BC has made changes to its membership structure and these changes are paying off in terms of being able to more accurately reflect its individual participants. Row Nova Scotia continues to grow and strengthen its membership base and the development there has been very encouraging.

In 2014, we welcomed a number of new Member Clubs into our Association, expanding the reach of our sport and giving rowing greater profile in new regions throughout Canada.

While our sport and our community increasingly diversifies, we need to ensure our membership structure reflects that diversity and engages with our community members in a meaningful way. In 2014, the Membership Working Group has been conducting a thorough membership structure review that is probably the most comprehensive review in our organisation's history.

To inform that review, the Working Group conducted a community-wide consultation as well as seeking advice from other Canadian National Sporting Organisations and other National Rowing Federations. The data collated from this review is incredibly valuable in terms of informing our membership structure, our services, our membership database but perhaps most importantly, informing how best to support Clubs wishing to grow their numbers.

ROWING CANADA AVIRON REGISTRATION

As of MARCH 31, 2014

Province	March 31, 2014	March 31, 2013	Variance	Percentage Growth/ (Loss)
Alberta	1093	1156	-63	(5.45%)
British Columbia	3651	3297	354	10.74%
Manitoba	315	365	-50	(13.70%)
New Brunswick	288	269	19	(7.06%)
Newfoundland	178	145	33	22.76%
Nova Scotia	596	484	112	23.14%
Ontario	6538	6844	-306	(4.47%)
Prince Edward Island	42	79	-37	(46.84%)
Quebec	1006	767	239	31.16%
Saskatchewan	185	241	-56	(23.24%)
Total	13,892	13,647	245	1.80%

The Working Group's next step forward will be to present the findings and membership options to the Rowing Canada Aviron Membership at the National Conference in January 2015. After seeking feedback from our Member Associations and Clubs, the Working Group will then work on bringing forward a proposed membership structure with a detailed implementation strategy for final approval.

Regardless of any membership structure changes, the consultation process has helped prioritise improvements to our online registration system. With consideration towards both the continuous evolution of technology and the advancement of our sport, Rowing Canada Aviron is continually investing in both short- and long-term strategies to ensure a system that works at all levels of the sport. This investment continues to identify Rowing Canada Aviron as a market leader amongst National Sporting Organisations, evidenced by Speed Skating Canada recently adopting our system.

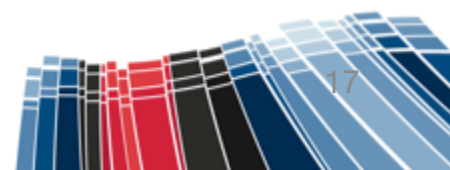
Our volunteer resources are incredibly important to the success of our sport and there is no more important subset of these volunteers than our umpires. The Umpires Committee has been incredibly active over this past year and have made some milestone achievements against their annual plans, including having seven Canadian FISA Umpires selected for FISA regattas' jury duty. The Committee continues to make great progress on the new curriculum for umpire training and development and are already looking ahead to put in place the approval processes that will be needed for umpire licensing and certification, and planning for full implementation of the new education program. This new program is key to the overarching goal of attracting, training and retaining new umpires with a more attractive and rewarding system that makes it easier for newer volunteers to engage in umpiring.

Coach education and development continues to be a top priority for the organisation. Regardless of external pressures, there is a collective recognition from our coaching community of the fundamental importance of formalising and aligning our coaching pathways and ensuring our curriculum educates Canadian coaches to a worlds-best standard.

This year has been a year of transition in which a full program review was undertaken. The National Coaching Certification Program (NCCP) "Locker" is undergoing an audit to ensure it is accurate for future tracking of our coaches' progress in achieving and maintaining certification, and guidelines for continuing education and maintenance of certification have been developed. An extensive review of the RCA Learn to Row Instructor and the RCA Performance Coach pathway and curriculum has been undertaken in 2014 with the finalisation scheduled for early 2015. Much has been accomplished but there is still considerable work to be done to move our Coach Education and Development programs to the standards we aspire to.

Informing the curriculum modifications has been the ongoing work on the Athlete Development Pathway. An extensive amount of work, both in terms of quantity and quality, has gone into better defining and aligning the skill and competency progression for rowing at all stages of the Athlete Development Pathway, ensuring the development of thoroughly training and well-rounded athletes at all stages of their career.

Already many of our athletes, young and old, are enjoying a successful and enjoyable journey through our sport. This is supported by several projects and initiatives that continue to bear fruit.



Skills Events are being staged across the country for new rowers and these continue to grow in popularity. These events are an important component to introducing new rowers to the competitive elements of our sport and can play a valuable role in participant retention and engagement. Skills events have been incentivised through inclusion as a funded component of the iRow Club Grant Program and clubs participating are adding to the valuable inventory of resources being shared online.

For the past six years, the iROW Club Grant Program has been focused on building awareness and increasing grassroots participation among youth in rowing. Since the program's inception, we have distributed almost \$250,000 in support to new youth rowing projects to over 40 clubs across Canada. In 2014, eight Member Clubs were recipients of iROW Grants made possible through the

support of Sport Canada.

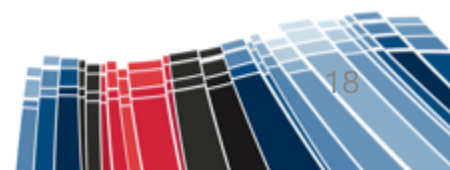
In 2014, the recipients of the iROW Club Grants were:

- Central Alberta Rowing Club, AB
- Fort Langley Youth Rowing Society, BC
- Hanlan Boat Club, ON
- Kenora Rowing Club, ON
- Lachine Rowing Club, QC
- Nanaimo Rowing Club, BC
- Sudbury Rowing Club, ON
- Winnipeg Rowing Club, MB

Of particular note is the aboriginal partnership that has been developed by Kenora Rowing Club (ON). With this partnership, Kenora Rowing Club is demonstrating how, with the right approach, our sport can easily reach out to engage new target audiences.



Photo: New rowers at Kenora Rowing Club, ON



The three recreational fleets with a welcome addition this year of 5 Edon 1x's are currently located at Hatchets Training Centre (ON), Lunenburg (NS) and Lloydminster Rowing Club (SK) where these are being used to support club development. The fleet program has been a proven success in supporting new clubs getting started, or providing the impetus for new program development within existing clubs. Clubs supported through the fleet program have demonstrated the ability to sustain these programs well beyond when the fleet is eventually moved on to support another program.

Interest and participation in different formats of our sport are increasing both in Canada and internationally. FISA is taking notice and beginning to make strategic investments into these newer forms of rowing as part of their international development strategy.

Within Canada, we continue to foster development in coastal rowing, and in 2014 supported the Hanlan Boat Club (ON) to add

coastal rowing into one of their pre-existing regattas by providing Euro Diffusion coastal shells for competitors.

Alma Rowing Club (QC) hosted their annual coastal event and witnessed increased interest and participation from other rowing clubs, with many rowers making a temporary transition from the fine-boat and into the broader coastal hull. This event continues to grow in popularity for both competitors and spectators alike, which this year led to significant television coverage of the event.

Special mention must also be made of Club Locarno (BC) who formed in 2014 and held their first event, a coastal row into the Vancouver Harbour.

Along with indoor rowing, ice rowing, coastal rowing, and traditional rowing, Rowing Canada Aviron will continue to utilise our insights and resources to support our Clubs across the country to grow and prosper.



Photo: Coastal rowing with Club Locarno, BC



GOAL THREE:

BUILD A DYNAMIC AND SUSTAINABLE ORGANISATION

2014 has been a very active year for our Board, our staff and all of our committees and working groups. With new bylaws approved at the January Annual General Meeting, there has been much work behind the scenes on the part of the Rowing Canada Aviron Board, our new Secretary and our Scrutineer in preparation for this year's new Annual Meeting and Semi Annual Meeting formats.

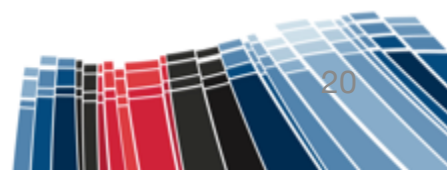
This year will mark the first Annual Meeting with new electronic (online) voting procedures for the election of Rowing Canada Aviron's newest Board members. With all of our Member organizations across the country being given the power to vote even if not in attendance at the Annual Meeting, this engagement of our voting members is unprecedented.

The Board, has targeted immediate efforts on the transition to a strategic and policy oriented Board and moved quickly to activate a number of Board Committees including the Nominating Committee, Audit Committee and the Human Resources Committee. All three Committees are fully engaged and have contributed to a variety of policy initiatives around the new nomination, election and online voting process, the audit review, a review of employee compensation and the development of a Human Resource Manual and Workplace Health and Safety guidelines for Rowing Canada Aviron. With leadership from several experienced board members, we also took advantage of resources from Sport Canada to develop risk management guidelines and reporting mechanisms and to educate key staff in this area.

The Provincial Advisory Council, comprised of the Presidents of our ten Provincial Rowing Associations has maintained a strong and important role through these transitions and with the support of the CEO has activated several working groups to examine areas of our domestic competition agenda through the national and Masters event strategies. The opportunity for provincial Presidents to come together, share learnings and provide their views on critical subjects is important to the strong relationships with our Provinces that we are extremely proud of and, committed to maintaining.

The Board is now focussed on a number of strategic priority areas that align to the long-term vision set out by our members. In particular, our National Training Centre facilities underwent a preliminary review last year. Canada is far behind other leading rowing nations with respect to the size, scope and quality of the daily training environment provided for our high performance athletes and coaches. Rowing Canada Aviron must look far into the future and determine what world's best needs to look like and begin working now to ensure this future vision is achieved.

Also through the leadership of the Board, partnerships that are necessary for longer term, sustained fundraising have been established and/or re-activated. Through greater alignment with both the Canadian Rowing Foundation and the Canadian Olympic Foundation, new roads are being paved in this area.



Succession planning has also been high on this list of priorities. This includes ensuring that our leadership at the Board and Management levels remains strong by projecting gaps and developing recruitment and succession planning strategies to address these. This also includes ensuring that we maintain or enhance Rowing Canada Aviron's strategic positions of influence at both the national and international level within those organisations that have the ability to impact our sport and, our ongoing success.

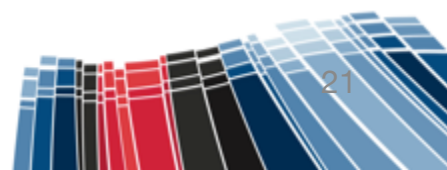
To this end, we were extremely pleased to have recently been informed that three Canadians have been selected to FISA Commissions. Firstly, as appointed by the FISA Council, Bill Schenck, Commissioner of the Royal Canadian

Henley Regatta, has been named to the FISA Events Commission. Secondly, Rebecca Thomas Orr has been named to the FISA Para-Rowing Commission. And finally, Rowing Canada Aviron's Director of High Performance, Peter Cookson, has been named to the FISA Competitive Rowing Commission.

Along with Tricia Smith, now the Vice President of FISA, Dr. Mike Wilkinson, member of the FISA Medical Commission, and Iain Brambell, member of the FISA Athletes Commission, we have six representatives at an international federation level. In addition to this, Andréanne Morin was recently appointed to a second term as athlete representative to the World Anti Doping Agency (WADA).



Photo: Andréanne Morin visits Rame de Québec (QC) in support of their RBC Sports Day event.



At the national level, the key funders of Rowing Canada Aviron include Sport Canada, Own the Podium, the Canadian Olympic Committee and Coaches Association of Canada. As a “targeted” sport, we have been fortunate with the level of support towards our high performance programming. But, funding from government can change very quickly.

This year, we experienced this when Sport Canada had to pull back on some of the project funding that had been available to sports in prior years and the Coaches Association of Canada revised its funding formulas and priorities. Although we have adjusted accordingly, these small changes serve to highlight why we have and must continue to focus on the area of business development and revenue generation.

Our partnership with Immunotec Inc. directly funded four winning Clubs to host a visit from a National Team Coach and Athlete, supporting clubs in driving participation, inspiring young rowers and connecting club coaches with National Team coaches.

With contributions from some new and continuing donors, we were able to provide further support to our current and potential National Team athletes. This year was the inaugural year of the Future Athlete Bursary, made possible through an individual donor, that provided funds to six promising young athletes who continue to pursue their elite training at Canadian Universities.

Lastly but perhaps one of our most important assets is those athletes, leaders, influencers and volunteers within our sport who keep our sport at the forefront. We need to recognize and thank those who have contributed so many hours to this and through changes to the Rowing Canada Awards and Recognition program we are working to do a better job of this. Next year will see a freshly branded program and a new approach to our National Awards Banquet giving our awards and our winners higher profile and enhancing the quality of this event. We are also working with a small group out of St. Catharines to see the launching of a new National Rowing Hall of Fame come to fruition over the next few years.



Photo: Peter Shakespeare and Jennifer Martins visit Argonaut Rowing Club (ON), Powered by Immunocal.





MESSAGE FROM THE TREASURER

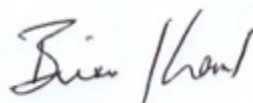
The March 31, 2014 audited financial statements for our Association are attached within this Annual Report and as they reflect, we enjoyed another solid year from a financial standpoint. I would like to draw your attention to two highlights reflected within the financial statements:

1. As set out in note 7, during the year, the Board moved to establish a Sustainable Organization Reserve Fund in recognition of our long standing goal of moving toward financial self-sufficiency. While much remains to be done, the establishment of this reserve fund reflects modest progress toward that goal.

2. Also during the year, the Association entered into an agreement with the Canadian Sport

Institute (Ontario) and ROWONTARIO. Rowing Canada Aviron received funds from the Ontario High Performance Sport Initiative (OPHSI), which are directly expended as certain milestones are met, towards ROWONTARIO high performance initiatives. The revenue from the OPSHI funding is reflected within “Sports Associations and Foundations” and the offsetting expenditures are reflected with High Performance expenses.

Respectfully submitted,



Brian J. Lamb, CA
Treasurer, Rowing Canada Aviron



Photo: Volunteer at the RBC 2014 National Rowing Championships hosted by Victoria City Rowing Club.
Credit: Katie Steenman Images





FINANCIAL STATEMENTS

INDEPENDENT AUDITOR'S REPORT

To the Members of Canadian Amateur Rowing Association,

We have audited the accompanying financial statements of Canadian Amateur Rowing Association, which comprise the statement of financial position as at March 31, 2014 and the statements of operations, changes in net assets and 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.

FINANCIAL STATEMENTS

INDEPENDENT AUDITOR'S REPORT (Cont.)

Basis for Qualified Opinion

In common with many not-for-profit organizations, Canadian Amateur Rowing Association derive~ revenue from donations the completeness of which is not susceptible to satisfactory audit verification. Accordingly, verification of these revenues was limited to the amounts recorded in the records of Canadian Amateur Rowing Association. Therefore, we were not able to determine whether any adjustments might be necessary to donations, excess of revenues over expenses, and cash flows from operations for the year ended March 31, 2014, current assets and net assets as at March 31, 2014.

Qualified Opinion

In our opinion, except for the possible effects of the matter described in the Basis for Qualified Opinion paragraph, the financial statements present fairly, in all material respects, the financial position of Canadian Amateur Rowing Association as at March 31, 2014 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.

Hayes Stewart Little & Co

Victoria, BC
September 23, 2014



Hayes, Stewart, Little and Company
901-747 Fort Street
Victoria, BC, V8W 3E9
Tel: 250.383.8994 | Fax: 250.383.8904

FINANCIAL STATEMENTS

STATEMENT OF FINANCIAL POSITION

MARCH 31, 2014

		2014	2013
ASSETS			
CURRENT			
Cash and cash equivalents	\$	900,034	\$ 1,022,316
Accounts receivable		275,563	286,968
Prepaid expenses		104,682	73,586
		1,280,279	1,382,870
EQUIPMENT (Note 4)		596,654	581,249
	\$	1,876,933	\$ 1,964,119
LIABILITIES AND NET ASSETS			
CURRENT			
Accounts payable and accrued charges	\$	706,263	\$ 757,105
Government remittances payable		9,590	45,417
Deferred revenue (Note 5)		77,459	116,476
		793,312	918,998
DEFERRED CONTRIBUTIONS (Note 6)		7,776	12,939
		801,088	931,937
NET ASSETS			
Invested in equipment		588,878	568,310
Internally restricted (Note 7)		206,165	6,165
Unrestricted		280,802	457,707
		1,075,845	1,032,182
		\$1,876,933	\$ 1,964,119

FINANCIAL STATEMENTS

STATEMENT OF OPERATIONS

YEAR ENDED MARCH 31, 2014

	2014	2013
REVENUE		
Canadian Olympic Committee	\$ 100,001	\$ 432,225
Canadian Paralympic Committee	7,742	25,000
Competition and camp registrations	172,522	130,170
Donations	30,379	42,163
Interest earned	11,016	11,768
Membership fees	344,816	328,230
Miscellaneous	30,730	29,807
Regattas, events and fundraising	115,205	133,676
Sponsorships	7,000	15,500
Sport Canada	5,268,500	5,289,300
Sports associations and foundations	334,931	47,581
	6,422,842	6,485,420
EXPENSES		
Bad debts (recovery)	(517)	3,540
Communications and marketing	105,319	94,578
Memberships benefits	158,661	159,855
Governance and National Operations (Schedule 1)	445,764	458,204
High Performance (Schedule 2)	5,091,818	5,033,623
Domestic Development and Recreation Participation (Schedule 3)	553,778	545,900
	6,354,823	6,295,700
EXCESS OF REVENUE OVER EXPENSES FROM OPERATIONS	68,019	189,720
Loss on sale of equipment	(24,356)	(8,241)
EXCESS OF REVENUE OVER EXPENSES	\$ 43,663	\$ 181,479

FINANCIAL STATEMENTS

STATEMENT OF CHANGES IN NET ASSETS

YEAR ENDED MARCH 31, 2014

	Invested in Equipment	Internally Restricted	Unrestricted	2014	2013
NET					
ASSETS – BEGINNING OF THE YEAR	\$ 568,310	6,165	457,707	1,032,182	850,703
Excess of revenue over expenses	(125,032)	-	168,695	43,663	181,479
Purchase of equipment (net of \$87,690 disposal)	145,600	-	(145,600)	-	-
Interfund transfers (Note 7)	-	200,000	(200,000)	-	-
NET ASSETS – END OF YEAR	\$ 588,878	206,165	280,802	1,075,845	1,032,182

FINANCIAL STATEMENTS

STATEMENT OF CASH FLOWS

YEAR ENDED MARCH 31, 2014

	2014	2013
OPERATING ACTIVITIES		
Excess of revenue over expenses	\$ 43,663	\$ 181,479
Items not affecting cash:		
Amortization of equipment	130,196	100,187
Loss on disposal of assets	24,356	8,241
Amortization of deferred contributions	(5,163)	(3,219)
	<u>193,052</u>	<u>286,688</u>
Changes in non-cash working capital:		
Accounts receivable	11,405	83,667
Accounts payable and accrued charges	(50,839)	289,553
Deferred revenue	(39,017)	(91,653)
Prepaid expenses	(31,096)	150,006
Government remittances payable	(35,827)	17,162
	<u>(145,374)</u>	<u>448,735</u>
Cash flow from operating activities	<u>47,678</u>	<u>735,423</u>
INVESTING ACTIVITIES		
Purchase of equipment	(233,290)	(301,495)
Proceeds on disposal of equipment	63,330	74,582
Cash flow used by investing activities	<u>(169,960)</u>	<u>(226,913)</u>
INCREASE (DECREASE) IN CASH FLOW	(122,282)	508,510
Cash – beginning of the year	1,022,316	513,806
CASH – END OF YEAR	\$ 900,034	\$ 1,022,316

FINANCIAL STATEMENTS

NOTES TO FINANCIAL STATEMENTS

YEAR ENDED MARCH 31, 2014

1. PURPOSE OF THE ASSOCIATION

Rowing Canada Aviron is the operating name of the Canadian Amateur Rowing Association- Association Canadienne d'Aviron Amateur (the "Association") which is a not-for-profit organization incorporated under the Canada Not-for-profit Corporations Act. As a not-for-profit organization, the Association is exempt from the payment of income tax under Section 149(1) of the Income Tax Act. As a Registered Amateur Athletic Association it is authorized to issue receipts for tax purposes for the donations it receives.

The Association's 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.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Basis of presentation

The financial statements were prepared in accordance with Canadian accounting standards for not-for-profit organizations (ASNFPO).

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 to be received 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.

Cash and cash equivalents

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

Equipment

Purchased equipment is stated at cost less accumulated amortization. Contributed assets are recorded at fair value at the date of contribution. Equipment is amortized over its estimated useful life on a straight-line basis at the following rates:

Adaptive equipment	5 years
Domestic equipment	5 years
Mechanical equipment	5 years
Rowing equipment	5 years
Motorboats and accessories	5 years
Facility improvements	10 years
Office equipment	3 years
Trailers	10 years
Vehicles	3 years

Financial Instruments Policy

The Association's financial instruments consist of cash and cash equivalents, accounts receivable, accounts payable, and accrued charges. 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.

FINANCIAL STATEMENTS

NOTES TO FINANCIAL STATEMENTS

YEAR ENDED MARCH 31, 2014

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 that affect the reported amount of assets and liabilities, disclosure of contingent assets and liabilities as at the date of the financial statements and the 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, deferral of revenue, accrual of accounts payable, and the useful life of equipment.

Contributed Materials and Services

Donated equipment and rent 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.

3. FINANCIAL INSTRUMENTS

The Association is exposed to various risks through its financial instruments and has a comprehensive risk management framework to monitor, evaluate and manage these risks. The following analysis provides information about the Association's risk exposure and concentration as of March 31, 2014.

Credit risk

Credit risk arises from the potential that a counter party will fail to perform its obligations. The Association is exposed to credit risk from members. An allowance for doubtful accounts is established based upon factors surrounding the credit risk of specific accounts, historical trends and other information. The Association has a significant number of members which minimizes concentration of credit risk.

Currency risk

Currency risk is the risk to the association's excess of revenue over expenses that arise from fluctuations of foreign exchange rates and the degree of volatility of these rates. The Association is exposed to foreign currency exchange risk on accounts payable held in U.S. Dollars and British Pounds. The Association does not use derivative instruments to reduce its exposure to foreign currency risk.

4. EQUIPMENT

	Cost	Accumulated amortization	2014 Net book value	2013 Net book value
Adaptive Equipment	\$ 115,434	\$ 57,281	\$ 58,153	\$ 53,703
Domestic equipment	80,368	29,903	50,465	56,682
Rowing equipment	303,006	113,677	189,329	262,840
Motorboats and accessories	138,099	79,976	58,123	56,769
Mechanical equipment	197,778	110,689	87,089	50,933
Facility improvements	22,411	-	22,411	-
Office equipment	204,754	170,378	34,376	16,388
Trailers	78,166	21,890	56,276	38,236
Vehicles	70,728	30,296	40,432	45,698
	\$ 1,210,744	\$ 614,090	\$ 596,654	\$ 581,249

FINANCIAL STATEMENTS

NOTES TO FINANCIAL STATEMENTS

YEAR ENDED MARCH 31, 2014

5. DEFERRED REVENUE

Deferred revenue consists of membership fees received in the 2014 fiscal year for memberships in the 2015 fiscal year, and restricted contributions not fully utilized in the fiscal year.

6. DEFERRED CONTRIBUTIONS

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

	2014	2013
Beginning balance	\$ 12,939	\$ 9,657
Contributions of equipment	-	6,500
Amounts amortized to revenue	(5,163)	(3,218)
Ending Balance	\$ 7,776	\$ 12,939

7. INTERNALLY RESTRICTED

The Association's Board has approved the establishment of a Sustainable Organization Reserve Fund to provide a source of funds in order to withstand unanticipated financial

shortfalls. During the year \$200,000 was appropriated to this Reserve.

Umpire's Reserve	Sustainable Organization	Total
\$ 6,165	\$ 200,000	\$206,165

8. 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.

9. 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. Amounts are disclosed at cost.

	Hanlan - Keller	Pearce - Guest	Seagram	Zasada	Total
Changes in the Year:					
Opening balance	\$ 5,379	\$ 14,286	\$ 10,212	\$ 24,327	\$ 54,204
Investment income earned	101	271	192	454	1,018
Ending balance	5,480	14,557	10,404	24,781	55,222
Market value of Trust	\$ 6,740	\$ 18,088	\$ 12,834	\$ 30,255	\$ 67,917

FINANCIAL STATEMENTS

NOTES TO FINANCIAL STATEMENTS

YEAR ENDED MARCH 31, 2014

10. 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 include base rent of \$75,600 plus tax and utilities.

Commencing in July 2013, the Association entered into a lease for the exclusive usage of the Erg Centre in London Ontario by Rowing Canada's National Rowing Team towards the Rio 2016 Summer Olympic Games. The lease expires March 31, 2016 and has a renewal option. Annual payments of \$20,000 include utilities, maintenance and repairs.

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 49 boats

for periods extending into the fiscal year ended March 31, 2015. As at March 31, 2014, the Association has lease commitments that will result in lease expenses of \$68,983 in fiscal 2015. Lease prepayments of \$65,990 (2013 - \$53,632) were made during the year.

The Association has signed memoranda of understanding with various groups for Row to Podium/TID initiatives. The Association has committed payments of \$46,800 in the fiscal year ended March 31, 2015 and \$30,000 in the fiscal year ended 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.

11. COMPARATIVE FIGURES

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

GOVERNANCE AND NATIONAL OPERATIONS YEAR ENDED MARCH 31, 2014

(Schedule 1)

	2014	2013
National office operations	\$ 77,814	\$ 72,839
National office – salaries and benefits	220,601	234,386
Governance	102,058	93,312
Strategic planning and governance review	24,876	42,691
International relations and domestic associations	20,415	14,976
	\$ 445,764	\$ 458,204

FINANCIAL STATEMENTS

NOTES TO FINANCIAL STATEMENTS

YEAR ENDED MARCH 31, 2014

HIGH PERFORMANCE YEAR ENDED MARCH 31, 2014

(Schedule 2)

	2014	2013
Staffing costs	\$ 1,414,562	\$ 1,488,099
Coaches travel and related expenses	54,711	54,291
Events and camps	1,827,359	1,566,949
Equipment	381,628	393,100
National training centres	466,328	462,519
Rowing Canada Aviron athlete support	173,320	162,321
Equipment amortization	88,371	73,736
Sport science, medicine & integrated support team	573,531	564,454
National Para Rowing Team	112,008	268,154
	\$ 5,091,818	\$ 5,033,623

DOMESTIC DEVELOPMENT AND RECREATION PARTICIPATION YEAR ENDED MARCH 31, 2014

(Schedule 3)

	2014	2013
Coach education and development	\$ 139,820	\$ 118,879
Domestic development support	82,576	90,712
Recreation/Participation support	80,376	63,600
Para rowing	73,728	65,011
Rowing Canada Aviron conference expense	71,188	80,033
Recreation/Participation	51,936	75,212
Umpires committee	48,902	46,820
Safety and events committee	5,252	5,633
	\$ 553,778	\$ 545,900

BRING ON 2015!

2015 has been declared as the “Year of Sport” in Canada and for the first time since 1999, Canada’s top rowers will be competing on home waters. The Toronto 2015 Pan American Games will take place on the Royal Canadian Henley course in St. Catharines from July 11 to July 15. With the exception of the Women’s Eight (as the W8+ is not included at the Pan Am Games Regatta), all of Canada’s top crews will be racing for gold.

Shortly after, the 2015 Senior and Para National Teams will head to Europe to

compete at the 2015 World Rowing Championships, with qualification for the 2016 Olympic and Paralympic Games on the line.

With this increased level of excitement, we look forward to working with our Provincial Rowing Associations, member clubs and associations, as well as our funders, sponsors and supporters to ensure the increased focus on our sport is converted into greater participation and enjoyment for all.

See you on the water!



Photo: Brendan Hodge, Eric Woelfl, Evan Cheng compete on the Royal Canadian Henley course.
Credit: Renate Hodges





ROWING
CANADA
AVIRON

BRING ON 2015!

DATE	EVENT	LOCATION
February 1	Canadian Indoor Rowing Championships	Mississauga, Ontario
February 8	Carnaval de Québec Ice-Rowing	Québec City, Québec
March 1	2015 C.R.A.S.H.-B. Sprints	Boston, USA
May 8 - 10	World Rowing Cup I	Bled, Slovenia
May 15 - 17	2015 International Para Rowing and Masters Regatta	Gavirate, Italy
June 5 - 7	Canadian Secondary Schools Rowing Association Championships	St. Catharines, Ontario
June 19 - 21	World Rowing Cup II	Varese, Italy
July 10 - 12	World Rowing Cup III	Lucerne, Switzerland
July 11 - 15	TO2015 Pan American Games Regatta	St. Catharines, Ontario
July 22 - 26	World Rowing U23 Championships	Plovdiv, Bulgaria
July 23 - 25	Canadian Masters Championships	Kenora, Ontario (TBC)
August 2 - 9	Royal Canadian Henley Regatta	St. Catharines, Ontario
August 6 - 9	World Rowing Junior Championships	Rio de Janeiro, Brazil
August 30 - September 6	World Rowing Championships	Aiguebelette, France
September 10 - 13	World Rowing Masters Championships	Hazewinkel, Belgium
October 8 - 10	2015 National Rowing Championships	Eastern Canada (TBC)
October 31 - November 1	Canadian University Rowing Championships	Antigonish, Nova Scotia
November 13 - 15	World Rowing Coastal Championships	Lima, Peru

WITH THANKS TO OUR PARTNERS, STAKEHOLDERS AND SUPPORTERS

Rowing Canada Aviron would like to thank Sport Canada, Own the Podium, Canadian Olympic Committee, Canadian Paralympic Committee and Coaches of Canada for their continuing support of Rowing Canada Aviron, our programs, our athletes and our coaches. It is with their support that we are able to develop, prepare and race world-class athletes and coaches.

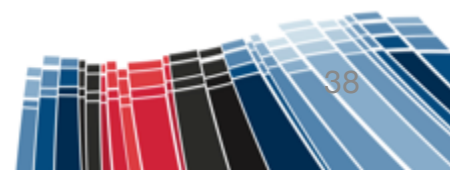
We would also like to thank our sponsors who support us on the journey to achieving our strategic objectives. Of particular note, due to the sponsorship of Immunotec Inc. four winning Clubs hosted National Team coaches

and athletes with the aim of disseminating their expertise as well as promoting our great sport.

Finally, we are grateful for the generous and selfless donations we receive from private supporters. With their donations, we are able to provide bursaries and subsidies to our aspiring athletes and coaches as well as offer cash prizes for our National Champions. While there is always more that we can do, these small rewards go some way to helping our sport be successful. On behalf of all those that benefit from your generous donations, thank you.



Photo: National Training Centre Athletes Natalie Mastracci, Mark Henry, Ashley Brzozwicz, Alex Walker and Eric Woelfl.





ROWING
CANADA
AVIRON

ROWING CANADA AVIRON'S PARTNERS AND SPONSORS IN 2014



Canadian
Heritage

Patrimoine
canadien

Sport Canada



Canadian
Paralympic
Committee

Comité
paralympique
canadien



OWN THE
PODIUM | À NOUS LE
PODIUM



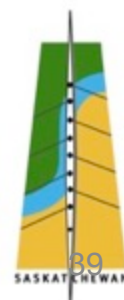
CANADA DIAGNOSTIC
MRI • CT • ULTRASOUND



INSTITUT
CANADIEN
DU SPORT



PROVINCIAL ROWING ASSOCIATIONS





ROWING
CANADA
AVIRON

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