



ROWING CANADA AVIRON

Rowing Canada Aviron BOARD OF DIRECTORS MEETING April 27-28, 2019

MINUTES

Attendance

Carol Purcer, President
Tom Hawker, Director (Treasurer)
Jennifer Wallinga, Director
Peter McClelland, Athlete Director
Carol Hermansen, Provincial Director
Marisha Roman, Director
Heather Holden, Director

Staff

Terry Dillon, CEO
Sid Murdoch, Secretary
Jennifer Fitzpatrick, Director of Partnerships and Sport Development (Apr. 27)
Iain Brambell, High Performance Director (Apr. 28)

1. Call to Order

The meeting was called to order by President Purcer at 9:00 a.m. PDT.

It was recognized that the meeting was being held on the unceded Coast Salish territory of the Lekwungen and Wsanec Nations.

2. President's Opening Remarks

- The President and Athlete Director met with National Team athletes and coaches on Friday morning. Following that, Board members able to attend travelled to North Cowichan and met with the Municipality and visited the proposed site of the NTC at Quamichan Lake. The group also visited the Brentwood Regatta.

3. Approval of Agenda

- High Performance Director's report was moved to Sunday morning.
- CEO's report moved to Saturday afternoon.
- President's report moved to Saturday afternoon if time permits.
- Under the CEO, Olympic Program Update was added.
- Director of Partnerships and Sport Development report at 12 noon on Saturday.

MOTION #1: Board Meeting Agenda

Moved: Carol Hermansen Seconded,

That the Board Meeting Agenda April 27 – 28, 2019, be approved as amended.

CARRIED

4. Review and Approval of Previous Minutes:

4.1 Board Meeting - March 6, 2019

MOTION #2:

Moved: Tom Hawker Seconded,

That the Board Meeting Minutes, March 6, 2019, be approved.

CARRIED

4.2 Board Meeting Minutes - April 4, 2019

MOTION #3:

Moved: Carol Hermansen Seconded,

That the Board Meeting Minutes, April 4, 2019, be approved.

CARRIED

5. Finance Update and Budget

MOTION #4: In Camera

Moved: Heather Holden Seconded,

That the meeting be held In Camera.

CARRIED

5.1 Financial Update 2018/19 (Hawker)

The Treasurer provided a 4th Quarter financial update.

MOTION #5: 4th Quarter Financials

Moved: Tom Hawker Seconded,

That the Treasurer's 4th Quarter Financial Report be accepted.

CARRIED

5.2 Budget Review and Approval 2019/20 (Hawker)

The Treasurer provided a report on the 2019/20 RCA Budget.

MOTION #6: Budget

Moved: Tom Hawker Seconded,

That the RCA 2019 – 2020 Budget be approved.

CARRIED

6. National Training Centre and Facilities - Next Steps

6.1 Project Governance Committee Chair

In order to continue with initial requirements around this project, Peter McClelland will serve as interim chair of the Project Governance Committee.

6.2 NTC Project Initial Funding – Motion to Approve

MOTION #7: NTC Project Initial Funding

Moved: Tom Hawker Seconded,

That \$25,000 be allocated for the purpose of site investigation of the National Training Centre Project.

CARRIED

6.3 North Cowichan Committee Member

The Project Governance Committee will select the community member.

6.4 Fundraising Cabinet Committee - Professional Fundraiser
NTC Project fundraising was discussed by the Board.

6.5 Fundraising Shortfall Scenarios

- Fundraising Scenarios were discussed by the Board.

6.6 NTC Transition Planning and Update

- Planning for the transition to Quamichan Lake was discussed as related to athletes and coaches.
- Important to have a great communication plan for the shift in culture and environment as RCA moves forward with the move to North Cowichan.

MOTION #8: Out of In Camera

Moved: Peter McClelland Seconded,

That the meeting be held Out of In Camera.

CARRIED

7. High Performance Programs

7.1 High Performance Update

The High Performance Director provided a report to the Board.

HP Staff Update:

- The HP organizational structure has been realigned with Adam Parfitt in a Team manager with the assistance of Michelle Boss at the NTC.
- HP Director will be more involved with University NextGen Hubs.
- Matt Draper's duties have changed with more focus on HP initiatives, events and competition strategies.
- Gavin MacKay will be brought into the women's program as an assistant coach.
- Terry Paul will be coaching the Men's 8 and the U23 sweep program

National Team Notes:

- Athletes will be brought into a more competitive environment, in particular the women's single.
- Women's team will compete at World Cup 2 and 3.
- Men's and PARA at World Cup 2.
- World U23 is in Sarasota, Florida. Important that U23 athletes prioritize the World U23 Championships rather than the 2019 PanAmGames
- High Performance coaching certifications are up to date. Seasonal coaches have been hired and will be certified.
- Anti-doping education is required as part of the carding criteria for NT athletes.

PARA Program:

- The HP PARA Team will compete at Gavirote, visually impaired events were not available at World Cup events.
- Kayla Cornale is focussed on PR2 classification recruitment, in particular women.

Junior Program:

RCA National Junior team will compete and test the 2020 Olympic venue in Japan.

U21 Athletes:

- Trans Tasman U21 Regatta - an important international event filling the competitive gap between Junior and U23.

PanAmGames:

- Athletes will be selected through Speed Orders.

Other HP Notes:

- High Performance Agreements are under review.
- Athletes that are not selected to compete at 2019 international events may decide to stay on and train for the National Rowing Championships at the University of Victoria Hub.
- The athlete campaign was reviewed. Athletes are contributing through social media. Also thanking the people that provided financial support.
- The 2020 Olympic training calendar has been prepared for athletes and coaches, pre and post selection.
- Staff are also planning for the 2024 Olympics.
- The High Performance Women's Coaching Program was discussed including the importance and promotion of Canadian female coaches.

8. Safe Sport

8.1 Progress Report and Next Steps

Correspondence regarding Canada's Safe Sport policy was received from the Minister of Sport and Persons with Disabilities.

The response prepared by RCA was reviewed by the Board:

RCA Safe Sport Vision Statement

Rowing Canada Aviron believes that everyone in the sport: athletes, coaches, officials, umpires and volunteers have the right to participate in a safe and inclusive environment that is free of abuse, harassment or discrimination. Our safe sport program will focus on education, prevention and response, all of which will be supported by strong governance, appropriate policies, and best practice procedures. Our goal is to ensure that all members and registered participants of Rowing Canada Aviron have the resources required to enjoy a fun, healthy, inclusive and safe environment.

Work Underway

Every Coach Certified

RCA will complete the roll out of its priority to ensure every rowing coach working within Canada has a Nationally recognized certification that includes Safe Sport training and the appropriate Criminal / Vulnerable Sector Checks. RCA recently completed and internal audit of levels of Coach Certification among employed coaches. The subsequent gap analysis was shared with managers and coaches. There is a deadline of May 15th for all coaches to address identified gaps and/or present a plan to meet minimum standards.

Policy Review

RCA as part of a wider review of Policy and Procedure to identify gaps and inconsistencies in existing Safe Sport related Policy and Procedure. AND at the same time create a coherent National Safe Sport framework for Rowing in Canada that provides direction to Members on the adoption of robust policy and procedures.

Finalize Revised Abuse Harassment and Bullying Policy

Need to complete the approval process for newly drafted Abuse Harassment and Bullying Policy (enclosed). AND adjust existing Complaints and Appeal Policy and Procedure for consistency and alignment.

Independent Third Party Complaints Process

We need to create an independent third party (ITP) complaints process as part of our funding requirements. Currently complaints are made to the appropriate Senior Representative of RCA and ultimately passed through the CEO to the RCA Board. There is no independent triage of Abuse Harassment and Bullying Complaints. We are in the process of finalizing the appointment of Ilan Yampolsky as ITP (draft contract enclosed).

Online Support

As part of an RCA website redesign there was a refresh of online content for Safe Sport with the expectation of ongoing enhancements as additional expectations and requirements become clear.

Work to be Done

RCA Safe Sport Framework

Design a safe sport framework that will allow us to assess and tack, areas of strength and weakness in governance, policy, and procedures (some areas may also include an assessment of Rowing in Canada, not solely RCA). The intention of informing prioritization and a program with a focus on education, prevention and response to address gaps and take advantage of opportunities to achieve our vision for Safe Sport.

Address Shift in Jurisdictional Expectations

RCA will undertake a review of the current definition of a Member in Good Standing to better reflect a shift in expectation and jurisdiction with respect to Safe Sport and Duty of Care. The objective would be to complete review and consequent consultation to introduce required changes in RCA Bylaws at 2020 semi-AGM. Likely requirements to include but not limited to:

- Properly constituted Board of Directors and incorporated
- All Officers, Coaches and Officials with appropriate Criminal / Vulnerable Sector Check
- Every Coach Registered and Certified
- Approved Abuse Harassment and Bullying Policy and Procedure in place
- All Complaints and/or Incidents of Abuse and Harassment Reported to RCA

In doing so clarify:

- RCA member expectations-> Bylaw revisions
- Establish jurisdiction for NSO/PSO/LSO operations (e.g. coaches, umpires, CRC/VSS tracking, etc.)
- Understanding of Provincial ministry expectations of the PRAs
- Required resources/templates that complement any new member requirements that we may put in place
- Design accountability framework for ECC CRC/VSS tracking
- Expectations for provision of grass roots Safe Sport Awareness Training and/or Development of Capacity.

It was noted that the Vision Statement includes “a safe and inclusive environment that is free of abuse, harassment or discrimination” – should also include bullying and discrimination is not mentioned again later in the document. All 4 need to be clearly identified in the document.

Other Comments:

- Important that the Safe Sport policy is integrated into rowing at the High Performance and Domestic levels.
- A victim support line has been created.
- RCA needs to provide its own Independent 3rd party contact - this cannot be an employee.
- If there is a complaint, there is an ability to access Canada’s Sport Dispute Resolution Service. Costs could be associated with the process in particular if there is an appeal.
- Safe Sport expectations have been discussed with High Performance Coaches and a gap analysis has been done with respect to their coaching qualifications.

- Signing a Safe Sport agreement may be added as a requirement for RCA staff.

8.2 RCA Safe Sport Framework

Jen Fitzpatrick provided an overview of RCA's Safe Sport Framework.

Decision has been made to start with a broad framework that includes:

- Mental and physical health including a concussion protocol.
- Equity and Diversity, Trans inclusion
- Anti-doping
- Screening - Criminal Records Checks
- Club Excellence - expectations of the membership. Example would be to have an Abuse and Harassment policy that is reviewed each year by our clubs.

8.3 RCA Safe Sport Policy and Procedures

- The Safe Sport Policy and Procedures format/template will be used for all RCA policies.
- If there is a complaint around abuse, harassment and bullying, RCA needs to determine if it is within its jurisdiction to respond. If it's not, RCA will respond with the reasons why.
- The language in the Purpose section is taken from the current Discipline Policy.
- This policy also applies to RCA Directors along with the Directors Code of Conduct Policy.
- Important that complaints are substantiated when submitted to the NSO and reported to the Sport Dispute Resolution Centre.
- A National Code of Conduct is currently under development; however, RCA will initiate its Safe Sport Policy and Procedure immediately rather than wait until that document is finalized.
- There is an expectation by the Federal Government that Provincial Rowing Associations are aligned with RCA with respect to the Safe Sport Policy and Procedures.
- Nominations for Director - it would be helpful to include demonstrated Safe Sport management as a competency for an RCA Director.

Next Steps:

- The definition of Members and Participants needs to be updated.
- Code of Conduct and Discipline policies need to be updated.
- Section 25 may need an amendment depending on the toll free line options and ability to submit an anonymous report to the Independent Third Party.
- Language will be added to the policy form to assist people that may have questions or issues when they are in the process of filling out the form.
- Privacy, security and access to the forms was discussed. An explanation of the procedures around that process could be added to the RCA Privacy Policy and referenced in the Safe Sport Policy and Procedure.
- A chart will be added to clarify the process and make it easier to understand.
- An explanation is required on the form if the incident occurred more than 14 days prior to submitting the form. This will be adjusted to 30 days.
- As per Section 27, additional communication will be required to clarify the reporting process before the policy and procedure is posted.
- Board to consider governance changes to the RCA By-laws around Safe Sport compliance and good standing as a member of RCA. Important that the

membership have notice of any changes well in advance. Board could approve in September with the amendments provided in November in advance of the Provincial Association AGMs.

Marisha Roman was directed by the Board to review RCA's Safe Sport Policy and Procedure with PAC at their meeting next weekend and answer any questions.

MOTION #9: RCA Safe Sport Policy and Procedures

Moved: Marisha Roman Seconded,

To approve the RCA Safe Sport Policy and Procedures document pending amendments as discussed.

CARRIED

It was noted that BC Soccer is conducting a publicly announced Safe Sport survey. It would be helpful for RCA to review the results.

8.4 Independent Third Party (ITP) Appointment

MOTION #10: Independent Third Party (ITP) Appointment

Moved: Marisha Roman Seconded,

To approve the selection of Ilan Yampolsky as the Safe Sport Independent Third Party, one-year renewable, for a term commencing April 29, 2019.

CARRIED

9. Business Arising from Saturday's Meeting

- None.

10. President's Report

- Represented RCA at Royal Canadian Henley meetings.
 - Attended the CSSRA meeting and presented Bill Ross with his Long Service Award. Also at the CSSRA meeting, it was noted that there were positive comments expressed regarding the financial information RCA provided at the plenary session at the 2019 National Conference.
- Attended the COC meeting with discussions around Safe Sport and the 2024 Olympic Program.
- Thank you to Jennifer Walinga for representing RCA at Al Morrow's retirement.
- Met with FISA when they met with the St. Catharines World Rowing bid group. Matt Draper attended and provided good information in support.
- Attended the Captains Dinner at St. Catharines

10.1 Director Terms

There were a few changes to the document provided to the Board:

- Para 3, line 2, should be 1 to 5 years
- Board environments varied with the number of staff to support the number of staff.

The report was tabled until the next meeting:

- Send suggestions to Carol in advance of the next Board meeting.
- Important that amendments ready in advance of Provincial AGMs to be held next winter.

PanAmGames Representation:

It was noted that Peter McClelland will represent Canada at the PanAmGames.

11. Treasurer's Report

11.1 Comments on Fees Increase – 2019 Semi-Annual Meeting

- Considering the result of the vote on fees at the 2019 Semi-Annual Meeting, important that a meeting of the Committee on Dues and Fees (CODF) is held earlier this year.
- Financial reports will need to be reviewed by the CODF. RCA's first quarter financials and the final year end financials from RegattaCentral seat fees will be available in July.
- Information from the CODF meetings should be communicated to PAC by the committee members. Committee needs to be fully engaged so the members are aware of possible increases and the reasons. Important that the right people are selected to sit on the CODF. More engagement by the Committee members.
- Meet with PAC to review the selection of the right people to be appointed to the committee. A new chair will need to be elected by the Committee.
- Provide an earlier communication to the membership.
- Concerns around the composition of this committee. More engagement
- Get the bylaw changed so that the board makes the decision

The CEO and Secretary will determine a communication plan around the selection of CODF members.

12. Athlete Director

- Nothing to add.

13. Provincial Director

13.1 Safe Sport

- PAC discussed Safe Sport with 4 provinces leading.
- BC and Ontario would like to be part of a PAC working group.
- Policies are being collected from all provinces. Provide a copy to RCA.
- Need to ensure PAC is fully informed and supported regarding the Safe Sport project.
- Important to understand the expectations being set by provincial ministries.
- RCA's Safe Sport Policy and Procedure to be reviewed with PAC on Sunday led by Marisha and Jennifer Fitzpatrick.

13.2 Indoor Rowing Day Event

- Information was provided on an indoor rowing event in Canada to be organized by PAC.
- This will be a provincial non-competitive participation event – an effort to grow rowing in Canada.
- Discussion ensued regarding a National Event Strategy and how this type of event can fit into an overall strategy.
- It was noted that RCA’s National Event Strategy is being developed and should be finalized soon.

14. Director (Roman)

- Report provided under Item 8, Safe Sport.

15. Director (Walinga)

15.1 Nominating Committee Process

- Important that we have greater clarity in the process. Ensure candidates being interviewed are aware of the questions in advance.
- Andrew Lamont will be contacted by the CEO regarding the position of Chair.
- Heather Holden will represent the Board on the Nominating Committee.
- PAC will consider their Nominating Committee representative at their next meeting.
- The Nominating Committee will identify enough qualified candidates to fill the vacant positions and also determine if additional qualified candidates should be included on the slate for an election.
- The Nominating Committee will consider including other qualified candidates on the communication after the first closing date, provided the candidate gives his or her approval.
- Include Safe Sport experience as a valuable competency for a Board member.

Secretary to send out motions for Board approval after the Nominating Committee names are finalized.

16. Director (Holden)

- Report provided under Item 6, NTC and Facilities.

17. CEO

17.1 Staffing Update

- An offer has gone out for a new staff position - Communications Coordinator. This position will focus on daily communications tasks and free up time for Colleen Coderre to focus on high level strategic projects.
- A Finance Admin role has been advertised for a full time position to assist Kim Bell.
- An Internship has been advertised but will be a flow through position based on a grant.
- Adam Parfitt has taken over as High Performance Team Manager and will be responsible for national team operations including Canada Games.
- Matt Draper has moved from Team Manager to an Event Strategy contractual position. This is more suitable to his expertise and past experience. Matt will be working with a strategic focus on Canadian and International Event strategies.

Revenue generation will be required as part of the contract.

17.2 Events Strategy and Attribution

- FISA's World Rowing Strategic Event Attribution Process document was provided to the Board.
- RCA has followed up on the hosting interest at Welland, Montreal, Burnaby, London and St Catharines. Preliminary forms were submitted by each venue and submitted to FISA.
- Montreal has bid on the 2023 World Masters, St. Catharines on the 2024 World Rowing Senior, Under 23 & Junior Championships.
- Welland or London may bid for the 2022 World University Rowing Championships. Information on hosting the event has not yet been circulated.
- Meeting to be held with the Burnaby Lake group on Monday to review further development on the lake including improvements that may be required in order for the facility to host international events.

17.3 Hosting Strategy and Update

- Strategies for hosting the National Rowing Championships and Canada Cup were discussed by the Board including a proposed event framework report prepared by Matt Draper. The report listed possible venues and dates including Eastern and Western locations.
- References to Olympic Selection should be removed from the report.
- Based on the number of athletes that would attend the NRCs in 2020 it may reduce expenses to host this event in the East.

MOTION #11: National Events Strategy, NRC's & Canada Cup

Moved: Jennifer Walinga Seconded,

2020 - 2028

To approve the proposed framework for the attribution of the National Rowing Championships and Canada Cup for 2020 - 2028.

CARRIED

- The Canadian Masters Championships and Coastal Rowing events will also be considered in the current event strategy.
- 2021 Canada Games will be held in Niagara with the rowing event in St. Catharines.

2025 Canada Games

- Rowing has not been a core sport in the Canada Games for many years and is normally included after the CSG Council reviews secondary submissions from non-core sports. For the 2025 Games in Newfoundland and Labrador, RCA has filled out all of the required forms and scored higher in the process than in prior years, although was not accepted on initial approval because the score was .5 of a point below the required level.
- Scoring for the CSG can be impacted by rowing's score as compared with other sports within each province. Also by having Performance Coach level coaches and gender equity for coaches.

- 90 percent of the sports for the CSG have been accepted and the final 10 percent will be selected by the host city in NL still to be named.
- PAC and the provincial coaches have been updated on the CSG through a conference call chaired by Adam Parfitt.

17.4 Olympic Program Update

- Change will be required for rowing to continue to be an Olympic sport in 2032.
- According to the Paris 2028 vision, sports need to be Inclusive, Urban, Youth Focused, Spectacular and Gender Neutral - this needs to be demonstrated at the 2028 Olympic Games.
- FISA's current plans have not address the vision.
- Future Olympics will have fewer athletes.
- Important to test other types of events with different formats and younger athletes according to the vision.
- 5 Nations including RCA are drafting a resolution for the FISA Congress, the appointment of an independent committee to consider a 3rd option other than removing lightweight rowing and maintaining the status quo.

18. Secretary

18.1 Governance Calendar

- A governance calendar including important dates according to the By-laws was provided to the Board.

18.2 Application for Membership – Cornwall Rowing Club

MOTION #12: Cornwall Rowing Club

Moved: Thomas Hawker Seconded,

To approve the Cornwall Rowing Club as a probationary member of Rowing Canada Aviron.

CARRIED

19. Next Meeting

- Via Conference Call – May 22nd

20. Adjournment

The meeting was adjourned by President Purcer at 12 noon PDT.