



Rowing Canada Aviron
BOARD OF DIRECTORS MEETING
February 19 - 21, 2021

ZOOM VIDEO CONFERENCE

February 19th: 2:00 p.m. - 5:00 p.m. PST
February 20th: 9:00 a.m. - 12 noon PST
February 21st: 9:00 a.m. - 12 noon PST

Minutes

Attendance:

Carol Purcer, President
Tom Hawker, Treasurer, Director
Carol Hermansen, Provincial Director
Peter McClelland, Director
Marisha Roman, Director
Douglas Vandor, Athlete Director
Jennifer Walinga, Director

Staff

Terry Dillon, CEO
Sid Murdoch, Secretary
Jennifer Fitzpatrick, Director of Partnerships & Sport Development (Feb. 19th)
Iain Brambell, High Performance Director (Feb. 21st)

1. Call to Order

President Purcer called the meeting to order at 2:00 p.m. PST with a territorial acknowledgement by acknowledging the land on which she lives, the traditional territory of the Haudenosaunee and Anishinaabe peoples. Board members were encouraged to consider the land where they live and how the waterways can be shared for the benefit of all.

Marisha was thanked for providing the territorial acknowledgement that was shared at the 2021 RCA Semi-Annual Meeting.

2. President's Opening Remarks and Approval of Agenda

There was a recent suggestion to adjust the timing of the meeting but it was determined to continue with the timing that was discussed in May 2020. Also to support local staff in Victoria that will be attending the meeting following a busy work week.

Jennifer Fitzpatrick is attending the meeting on Friday; Iain Bramble on Sunday.

Under the CEO, the Canadian Governance Code item was moved to 10.4 so it leads into 11.1 Safe Sport, Board Governance & Director Responsibilities.

MOTION #1: Board Meeting Agenda

Moved: Tom Hawker Seconded,

That the Board Meeting agenda, February 19 - 21, 2021, be approved as amended.

CARRIED

3. Review and Approval of Previous Minutes

3.1 November 6 - 8, 2020

There were 2 paragraphs removed from the minutes that did not capture the intended discussion:

- o List of Board members, changed to: Marisha Roman, Director

MOTION #2:

Moved: Jennifer Walinga Seconded,

That the Board Meeting Minutes, November 6 - 8, 2020, be approved as amended.

CARRIED

3.2 December 16, 2020

- o List of Board members, changed to: Marisha Roman, Director

MOTION #3:

Moved: Carol Hermansen Seconded,

That the Board Meeting Minutes, December 16, 2020, be approved as amended.

CARRIED

3.3 January 13, 2021

MOTION #4:

Moved: Peter McClelland Seconded,

That the Board Meeting Minutes, January 13, 2021, be approved.

CARRIED

4. President's Report (Purcer)

- Had opportunities to participate in virtual meetings at a variety of levels including the RCA Human Resources Committee, Committee on Dues and Fees, Awards Committee, Royal Canadian Henley Contract meeting, Rules of Racing, RCA Semi-Annual Meeting and the RCA Finance Committee meeting.
- Represented Canada at the Commonwealth Rowing Association meeting on December 5th - items discussed included a review of the recent World Rowing rules changes along with a discussion around coastal rowing as an opportunity to build credibility and grow the association in the Caribbean. The goal is to be included as a sport at the Commonwealth Games.
- Attended the RCA / PRA Safe Sport meeting and was an observer at the RCA Strategic Planning meetings.
- Attended the RowOntario AGM, town hall meetings in Ontario, monthly meetings in BC and the Georgian Bay Rowing Club AGM. Important to attend these meetings to hear what's going on at the local level, to get a sense of the questions that are being asked and if we are meeting our responsibilities. RCA is communicating well and we are much more connected across the country than in the past.
- I also had opportunity to attend some professional development sessions including the US rowing coaches convention in December - they had some great meetings focused on diversity, equality and inclusion. There was a panel discussion led by Arshay Cooper, author of *A Most Beautiful Thing* - chronicles the first African American high school rowing team from the West Side of Chicago and the challenges they faced - also a movie that will be shown at the Western University Rowing Gala Event.
- Important to grow our sport through diversity and inclusion, not in isolation, but with the assistance of our clubs and communities at a local level.
- Attended a Rowing BC webinar on coaching and safe sport.
- Attended the RCA National Conference, very engaging sessions.
- Attended the SIRC Concussion in Sport Symposium. Topics included the latest in research and the difference between men and women with respect to recovery. Afternoon sessions included protocol changes among various sports.
- Even though rowing has a lower incidence, concussions can occur outside of our sport so we need to be aware of the symptoms.
- Attended the Canadian Indoor Rowing Championships.
- Completed a mid-year performance appraisal with the CEO and established timelines for the process going forward.

5. Treasurer's Report (Hawker)

MOTION #5:

Moved: Peter McClelland Seconded,

That the meeting be held In Camera to discuss financial matters.

CARRIED

MOTION #6:

Moved: Peter McClelland Seconded,

That the meeting be held Out of In Camera.

CARRIED

MOTION #7:

Moved: Tom Hawker Seconded,

That the Board appoints, pursuant to By-law 15.1, a Finance Committee and that the Committee be composed of the Treasurer, one Board of Director, 2 Members at Large, the CEO, the President as Ex-officio and the Manager of Finance in an advisory position.

CARRIED

6. Strategic Planning (Dillon/Fitzpatrick)

6.1 Strategic Plan Progress - Next Steps

- There has been positive feedback as an outcome of the presentation at the National Conference.
- There are 6 major priorities in the Plan and these will form the foundation for RCA going forward, and are already driving our focus for the coming months.
- The CEO has met or will be meeting with every staff member individually for 45 minutes to discuss the priorities, what stands out, review questions and how they see themselves in the Plan to move it forward.

Next Steps:

- Look at the impact on covid 19 and how that impacts the Plan.
- From an HP standpoint, the requirement for a year zero or a modification - may not be a typical year one.
- Review operational priorities such as coach education, training umpires, etc. and connect them to the strategic priorities.
- Complete the work on organizational values.
- Review text and layout.
- Board approval.

Indoor Microsite:

- As related to work under the Strategic Plan, a newly constructed Indoor Microsite was presented to the Board. Built specifically for the community and will be a key part of RCA's grow rowing strategy. A training application the webpage is under development.
- Diversity questions are under review as related to the 2021 Canada census.
- Gender self-identification may be included in the new application.
- Scores will be recognized on the leaderboard.

6.2 Indoor Rowing Resources

7. Safe Sport (Roman/Fitzpatrick)

7.1 Policy Harmonization Update

A harmonized approach to the Safe Sport Policy was introduced at the National Conference:

- Members would eventually be required to adopt the Policy.
- People have been positive with respect to their enquiries.
- Intent was to establish an entry level awareness.

- All organizations were contacted to send at least one representative, although attendance was lower than expected.
- Adopt at the RCA Level first, then the provincial level and finally the club level.
- RCA will work with Provincial Rowing Associations on the harmonization process - some will require additional follow up including Saskatchewan, Quebec and Manitoba.
- Member clubs will require additional guidance depending on the strength of their governance.
- A Safe Sport implementation working group has been put together from a national perspective.

Timeline for Implementation:

- April 1, 2021 - RCA Safe Sport Suite of Policies Finalized
 - July 1, 2021 - Adopted by Provincial Rowing Associations
 - December 1, 2021 - Adopted by RCA Clubs
 - March 31, 2022 - Training deadline for key individuals, Level 1 or Level 2 status
- It was noted that this was a complex document, but education, training and support will be provided to the Board, provincial associations and our clubs. It is hoped this leads to a cultural shift within the rowing community.
 - This is a more refined suite of policies as compared to the draft that was initially approved by the Board.
 - President Purcer noted that this was a major undertaking and thanked everyone that was involved in the development of the manual.
 - Marisha will bring forward an exercise for the Board as related to leading the cultural changes associated with the introduction of the Safe Sport Policy.

7.2 Safe Sport Policy Final Approval

MOTION #8:

Moved: Marisha Roman Seconded,

That the Board adopt the Rowing Canada Aviron Safe Sport Policy Manual as presented to the Board on February 19, 2021, to come into effect on April 1, 2021, and acknowledge that the manual will continue to be amended and refined in keeping with the harmonization process with provincial rowing associations and member clubs and developments at the national sport level in the interim.

CARRIED

8. Diversity Inclusion and Gender Equity (DIGE) (Dillon/Fitzpatrick)

8.1 Unconscious Bias Training Reflections

The Board attended an Unconscious Bias training session at the National Conference. RCA staff attended a similar session a few months ago.

A question was asked of the Board:

What stood out at the Unconscious Bias session and what advice would we give ourselves?

Board Responses:

Struck by the opportunity to reinforce the good things that are going on and thinking about ways to incorporate that into daily practice. Need to be deliberate going forward.

Important to think before we speak because not everyone is in the same environment, and speak up more often if there is an unconscious bias issue.

Found the session rewarding considering the subtleness of the subject matter. Think about sensitivity in how you frame your, comments and take the time to consider before replying.

Assumptions are made too quickly.

Improper or inadvertent comments need to be corrected immediately.

Great to see so many people engaged in the presentation. Slow down and think about your responses. In the workplace, important that hiring is an equal process for all.

Language is powerful. As a board we need to be deliberate and have some kind of acknowledgement or exercise - that's why the land acknowledgement at the beginning our meeting is very important. Simply acknowledge that we all have unconscious bias and with that bring some compassion. People are on the edge right now during the pandemic so we need to focus on our words even more than normal when we speak.

As a person experienced with unconscious bias training, enjoy hearing how other people make these kind of concepts accessible for different groups of people. Participation in a discussion in an organized way moves us towards the goal of understanding inclusive leadership. I thought they did a good job with the terminology and speaking about issues such as positionality. There are more ways to think about diversity other than the obvious, including diversity in the context of sport and rowing.

It is important for RCA to be curious, listen and lean into diversity issues -a skillset we can develop. This is how we can assist our rowing clubs to open their doors more widely.

Other Comments:

It is RCA's intention to create an overarching diversity and inclusion plan before March 31st.

Follow up sessions with staff will be held in late March / early April.

Continuing our focus on gender equity including professional development programs for female staff and coaches - also offered to all provincial associations.

Doing research on long term priorities from the recent coaching surveys.
female staff, provincial associations also

8.2 Women's Coaching Strategy Update

Researching strategic priorities from the recent coaching survey. This could include coaching mentorship programs and access to national team experiences. Regardless of gender, many coaches in Canada are experiencing a variety of issues.

RCA Grow Rowing Pilot applications are due March 1st - 22 clubs are interested. The intention is to increase inclusion and diversity within rowing. They need to be creative and

consider outreach type of programs including under-represented groups. It will be interesting to see what comes back - \$60,000 has been committed to the program.

We created individual professional development programs for female staff. This includes setting them up with a career coach, career counselor or career planner. For some it's been really helpful to have conversations about their career with someone from outside of RCA. Chuck McDiarmid has been very involved and has assisted with the administration of the program.

Jennifer Fitzpatrick was thanked for her contribution to the meeting.

It was noted that the Rules of Racing item was moved to Saturday's agenda under the CEO.

President Purcer opened Saturday's meeting at 9:00 a.m. PST.

An acknowledgement led by Jennifer Walinga was given highlighting the first nations territories we occupy on lower Vancouver Island and our need for reconciliation. Important that we recognize our unconscious biases and acknowledge the inequities faced by a number of our communities - develop concrete ways of communicating our support to pursue and enact change.

9. Rules of Racing Review (Dillon)

The rules of racing review project is undertaken every 4 years. The Rules of Racing Working Group conducted an open invitation for people to contribute to the process.

This is an opportunity to align our rules with World Rowing, to embrace an understanding of the rules and where they serve the needs of our community.

The working group is considering a number of issues including exemptions. Safety and Events Chair Mike Bagshawe has done an analysis of events in Canada and determined that the majority of exemptions are related to the weighing of juvenile rowers. This needs to be studied to determine if there could be better options.

Changes such as this have been considered in the past but the data required was not available until improvements were made to our sanctioned event structure and the web registration system.

There is broader representation on the working group this year including event organizers and coaches. As a result, the working group is larger than in the past but participants are benefiting by separating into sub-groups and dividing the workload.

Various iterations of the new rules throughout the year will be prepared resulting in a final draft for review by the Board, and approval by the membership at the 2022 Semi-Annual Meeting.

10. CEO Report (Dillon)

10.1 Conference Debrief

- RCA staff were thanked for the amazing work done this year in managing the virtual national conference.
- HP staff worked well with Development staff.
- Attendance was higher than normal so we should consider a hybrid conference in the future but more social interaction may be needed.

- If it is possible to host an in person event, Vancouver or Victoria would be the best option as we hope to celebrate results from the Olympics with athletes and coaches mostly located on Vancouver Island.
- It was noted that Royal Roads University has increased attendance greatly by hosting hybrid events including in person attendance and virtual attendance.
- Priorities within the RCA Strategic Plan will shape our conference next year. Equity and Diversity sessions should be included. Input will be sought from the Board and PAC.

10.2 Royal Canadian Henley Agreement

- A final draft is almost ready for signature, a very thorough review process.
- The per day fee charged by Henley Island has been discussed including other alternatives.
- Marketing and merchandising will require further review.
- There have been conversations regarding RCA's support of the facilities. Important that the agreement benefits both organizations.
- RCA representation will require further discussion along with obligations and reporting.

Next Steps:

Final draft will be provided to the Board for approval.

10.3 Human Resources Update

MOTION #9:

Moved: Tom Hawker Seconded,

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

CARRIED

MOTION #10:

Moved: Marisha Roman Seconded,

That the meeting be held Out of In Camera.

CARRIED

10.4 Canadian Sport Governance Code

The CEO noted there has been a lot of work around the SFAF and how to access that funding. This includes changes to the report card, with one area focussed on Governance. This section has been completed and will be marked by Sport Canada with a few areas that need additional work.

Separate from the score card, a draft Canadian Sport Governance Code for NSOs has been created.

It was noted that Sport Canada also sent something similar in 2011.

The Sport Governance Code is being driven by a private sport group, B2ten, and the Canadian Olympic Committee. The want to provide clarity and higher governance standards ultimately leading to better results for athletes.

The draft Code was reviewed by the Board including guidance we may be expected to adhere to including number of directors ideally set between 7 and 11, potential conflicts of interest as related to other roles with an emphasis on skills, diversity, inclusion, term limits and gender balance on the Board.

It was also noted directors are elected by the membership while the Chair is elected by the Board.

It was discussed that under the Code, the Board should not be directly involved in NSO operations.

A Committees section is referenced including a Governance and Ethics Committee,

The Code references that NSOs are also governed by the Not for Profit Act.

Transparency is an important issue that is addressed in the Code.

Next Steps:

- Period for comments from NSOs
- A zoom meeting and consultation with NSOs
- Finalize the Code
- NSOs make the necessary changes to adopt the Code by 2022

RCA may want to consider adding Governance and Ethics Committee as a standing committee. There are gaps around succession planning, board development and RCA's Risk Registry - those pieces could be covered by the Committee.

Other Comments:

The draft information could be shared with the Audit and Finance committees.

Great that the Code recognizes what qualifies as diversity on a Board.

Interesting that many NSOs are operational and have not evolved into a policy board considering that these changes were supposed to be considered in 2012.

It was noted that at the last RowOntario AGM the members did not elect a President, Directors were elected and the Directors elected a Chair.

RCA has a long history of having an elected President.

11. Director (Roman)

11.1 Safe Sport, Board Governance & Director Responsibilities

The goal is to initiate a dialogue for future discussion around Board governance and responsibilities - how we can create a beneficial opportunity for us as members of the Board, and whether that source is internal or an expert from an outside source.

Important that our Strategic Priorities are considered along with a discussion about education, development and good governance – the link between what are we doing strategically and our role as board members.

Strategic plan item #1 calls for creating a safe and inclusive culture and there are broader goals related to that including creating a cultural transformation within our sport.

Important that we are a well governed, sustainable, values driven organization - that also relates to other Strategic Plan priorities such as RCA being a great place to work.

Good governance is related to our individual contributions and our contributions as Directors of RCA.

Creating policies as a result of an issue or situation is reactive. Good governance is proactive.

The Board reviewed a presentation on Governance: “the processes and structures that a Board uses to direct and manage its general operations.”

“Good governance is about having the right structures and processes to ensure you are achieving desired results and achieving them the right way”

Basic Principles of Boards

The Board speaks with one voice by developing, approving, monitoring and updating policy, strategic plan and budget.

Board, committees and staff must work in partnership.

How? part 1:

- Provides Direction for the Association
- Affirms the Mission Statement, which states “what the organization does, for whom and where”
- Develops the strategic plan, together with the Executive Director
- Ensures that all Board discussions are framed by the Mission and the priorities of the strategic plan

How? part 2:

- Controls the Organization by providing oversight of its affairs
- Develops governing policies
- Ensures that the assets are secure and internal financial controls are sound
- Ensures that processes are in place that identify and mitigate risks
- Approves and monitors budget

How? part 3:

- Secures the required resources for the Organization
- Ensures that revenue sources are diverse and sustainable

Ensures that the Board has the required competencies and diversity

Recruits the Executive Director

Recruits new Board candidates

An effective Board:

- Steers towards mission through strategic planning
- Communicates transparently
- Develops structures for the Board
- Educates itself on its role and avoids conflicts of interest
- Maintains fiscal responsibility
- Ensures effective management
- Implements systems for assessment and control
- Plans for succession and diversity of the Board

What is a Director?

- An individual who is a member of the board of an organization.
- Responsible for oversight of the organization on behalf of its members.
- Role is no different than for-profit corporation
- Must subscribe to and support the purpose of Rowing Canada Aviron
- Current structure:
- President
- Directors at Large
- Athlete Director
- Director - Treasurer
- Provincial Director
- (Secretary)
- (Chief Executive Officer)

Legal Duties of Directors under the governing statute (*Canada Not-for-Profit Corporations Act*):

- Duty of Loyalty
- Duty of Care
- Duty of Obedience
- Duty of Loyalty
- To act in the best interests of Rowing Canada Aviron;
- To not favour the interests of any stakeholder from whom the Director was nominated/comes from if the stakeholder's interests differ or conflict with those of Rowing Canada Aviron;
- To not disclose Rowing Canada Aviron's confidential information to stakeholders;
- To disclose corporate information coming from a stakeholder that relates to a transaction or operation likely to have a negative impact on Rowing Canada Aviron

Future Discussion: Conflicts of interest and the Board's processes to address:

Duty of Care

Required to be think things through diligently, carefully.

Standard of care: expected to exercise the same level of care that a reasonable person would with the same abilities, skills and experience.

To act cautiously and try to anticipate the consequences of actions and potential risks to the organization.

To be informed about activities and finances.

Future Discussion: Board competencies for recruitment and risk management

Duty of Obedience/to Comply:

Nearly all non-profits are autonomous organizations that have the power to write rules, make decisions and take actions that affect their members and participants.

Legally, Directors have a contractual relationship with Organizations based on governing documents: corporate objects (Organization's legal purpose as described to the government), bylaws and policies.

Directors have a duty to comply with governing documents, and to ensure staff and committees do as well.

Other Duties:

Review the Directors' Code of Conduct and sign the annual declaration

Policy Review:

It was proposed that Board members review the RCA policy folder, select a policy and consider the role of a director.

Comments:

Have a discussion considering the difficult areas, for example tension around director roles and a particular constituency.

RCA policies need to be updated to reflect the role of the Board what the Board is doing as related to governance and oversight.

We did recently retire a number of policies, but many RCA policies are currently out of date and were created reactively instead of proactively - not good governance.

Safe Sport was created as reactive but we can move forward in a proactive way by providing education and guidance. In other sports, major problematic high profile abuse cases in the past never stopped anywhere and nobody claimed responsibility - the Board needs to recognize it is responsible and has oversight in practice.

Like the idea of scheduling a review of RCA policies but our focus should not be just on policy.

It was noted that policy review is only one aspect of director responsibilities.

Policy review can provide the Board with a gradual growth of knowledge about our organization.

After we review and establish our policies there will be less work going forward.

A very good series of Board educational sessions has been held in Alberta - link to the sessions can be made available.

*Set up a schedule for policy review and include it on the RCA website.
If there is a policy*

As examples, the Directors Conflict of Interest Policy is not up to date, references the Executive Committee from the retired RCA Constitution, and the Tax Receipt Policy that is posted is not the correct version.

Important that a Governance and Ethics Committee is considered soon.

Marisha was thanked for bringing these governance and director issues forward. An important discussion.

Next Steps:

- A plan for an RCA policy review will be brought forward at the next meeting.

President Purcer moved the PAC report item to Sunday's meeting. Item 15.

High Performance Director's report will be at the beginning for an hour approximately.

Sunday's meeting opened at 9:00 a.m. PST.

President Purcer called Sunday's meeting to order at 9:00 a.m. PST by acknowledging the land on which she lives, the traditional territory of the Haudenosaunee and Anishinaabe peoples. Board members were encouraged to consider the land where they are privileged to live, work and play and to move us forward from the bounds of colonialism to the embodiment that all Canadians are equal.

Following yesterday's governance discussion, it was noted that under the previous Board prior to the governance changes, there were as many as 20 board members including 10 provincial rowing association representatives plus the following Executive Committee:

- President;
- Executive Vice-President;
- Vice-President (Administration);
- Vice-President (Domestic Competition);
- Vice-President (High Performance);
- Vice-President (Marketing);
- Vice President (Fundraising)
- Vice-President (Recreation)
- Past President
- Secretary

12. HP Update (Brambell)

The HP Director noted the importance of the territorial acknowledgement considering the land where the team trains.

12.1 Olympic & Paralympic Selection

- The National Team selection documents were updated in November and circulated to the athletes.
- Athletes were selected based on previous qualification. There are 6 Olympic qualified boats and 2 Paralympic boats.
- A few athletes including spares and a lightweight rower have withdrawn from the National Team.

- There are a few non-qualified boats currently on the Team including a Men's 4, single and 2 lightweight doubles. A few boats may still qualify based on a countback if there are no qualifying events.
- Waiting to hear if the PARA and able bodied Olympic qualifiers are being held in Europe.

12.2 Contingency planning for International Travel

- The HP Director provided International and European travel risk factor documents. Athlete health is the most important criteria - this analysis is based on expert advice from Dr. Mike Wilkinson. Athletes have been provided with this information and appreciate the guiding principles regarding preparations for Tokyo. Important that athletes spend as much time as possible in a normal training environment even though we are currently going through a pandemic. Coaches are also doing a great job as related to athlete performance and simulated competitive opportunities. Create the best possible opportunities to compete prior to Tokyo..
- NTC coaches are currently reviewing the parameters around travel to Europe.
- It was noted the more emphasis is being placed on rowing and training rather than travelling to Europe with the qualified team. Quarantines etc. are unacceptable to our coaches.
- It was noted that many other rowing nations are not travelling to events, including New Zealand.

12.3 Development at NTC-Quamichan

- RCA has signed a 2 year lease at the Duncan Community Lodge at Quamichan Lake.
- A number of substantial infrastructure changes have also been made regarding improvements to pathways, amenities and accessibility.
- The dock has been extended to 40 feet.
- The rowing course will be expanded from 3 to 6 lanes.
- A corrugated steel unit has been added for boat storage.

12.4 NextGen Performance Centres

- An MOU has been created for the Ontario Performance Centre and is currently being reviewed by the Canadian Sport Institute Ontario. Important that RCA's performance partners were included in the development of the MOU and that it is co-branded with RowOntario. This is a provincial and national opportunity and interaction needs to be aligned and connected, also a template for additional MOUs but there is some flexibility as related to other agreements.
- BC is slightly behind the Ontario process.

NextGen Gap Analysis:

- The Kinduct system database was created to monitor individual athlete performance plan while working alongside local and provincial NextGen Coaches.
- A well-being metric is not currently included for athletes but a lifestyle / performance metric is being created as part of the gold medal rubric. There is a duty of care around well-being. Need to be careful about the type of questions that are asked.
- An application has been created regarding mental health skills - further information about that will be provided to the HP Director.

Provincial Coaching Support:

There was a question regarding mentorship of provincial coaches. The PEI Canada Games coach for example is being mentored by an Alberta coach.

Chuck McDiarmid is the best contact as related to support for provincial coaches – he is working closely with Carol Love.

12.5 Overview of 2021-28 HP Planning

The HP Director presented the High Performance Strategic Plan:

NT Coaches, Staff and Physiotherapists were brought together in October to assist in developing a plan Post Tokyo, 2021 to 2028. This was presented to the Board by the HP Director:

KEY TAKE-AWAYS from the 2021 – 2028 HP Plan:

- Foundation Built From/On Canadian Performance DNA: building something for Canada, what made Canadian programs great in the past and better for the future. New hires will be coming into a Canadian foundation.

Focus is on Tokyo Games (YR5 GRP) and Paris/LA (YR1 GRP):

- Team focus will include lightweight rowing for the Paris Olympics. Coastal rowing, while not included in Paris, will still be a strategic focus post Paris because it may be included going forward.

HP Leadership Team: Operations, Coaching, Sport Science/Medicine & NextGen:

Sport Science/Medicine Manager Role:

- The recruitment process is underway and the position is short listed. This expertise was identified as a requirement in advance of future hires such as a Head Coach.

Head Coach:

- Singular Head Coach to provide Leadership & Mentorship to NTC Coaching Team and Programming. Will bring forward technical advancement and galvanize the team – a coach of coaches. Important that all of our coaches work together under a head coach.

Other Comments:

A Head Coach is a great idea – excited to see it in practice.

Building the foundation with a Canadian identity is great and it needs leadership to galvanize the team through the High Performance Director and Head Coach, similar to the way we rally around the strategic plan vision, purpose and values.

A concern was expressed around our funding and how the hiring of a lead sport scientist and head coach will impact other areas financially.

The HP Director noted that over the last couple of years RCA has had 3 head coaches for the various programs so the Head Coach. Other NTC coaches have expressed support for a coaching leader that does not coach specific crews. This position is not new to RCA, in the past our Head Coach also coached crews, often as a result of a late change in the program and shortly before a major event – because of that singular focus, they can no longer lead in a way that is optimal for our team of coaches.

Important that Canadian coaches are future leaders of our high performance program.

A progression in roles can be beneficial.

Create a team where everyone shares in the results, a better model.

12.6 Lightweight Rowing

- Need to communicate with those that have raised concerns about lightweight rowing. There is interest across the country, in particular in St. Catharines.
- Need to formalize a working group to review lightweight rowing domestically and internationally. Come back to the Board with additional information.

Other:

There will be NextGen performance centres or NextGen programs across the country built on the provincial plan. Important these are aligned with RCA's NextGen strategy.

Regarding the 2025 Canada Summer Games in Newfoundland the HP Director is a representative on the Games Sport Committee but is recused from discussions about rowing or the sport that will be added to the Games. Rowing is not currently on the slate.

Criteria for the 2025 Games did not benefit rowing but the criteria is changing for 2029. Important that we are flexible with whatever quotas are required to participate in the Games going forward.

13. Athlete Director (Vandor)

13.1 NTC Athletes Report

- Athletes have been in a holding pattern since coming back but they do feel normal when on the water and training. They also appreciate the extra work and protocols undertaken by our HP staff.
- Understandably, there is anxiety around the lack of clarity related to international events and boats that may not be able to travel and participate due to the pandemic, but there are resources to assist them.

14. National Training Centre (McClelland)

MOTION #11:

Moved: Carol Hermansen Seconded,

That the meeting be held In Camera to discuss the National Training Centre.

CARRIED

14.1 Facility Development

MOTION #12:

Moved: Peter McClelland Seconded,

That the meeting be held Out of In Camera.

15. Provincial Director (Hermansen)

To improve attendance and timing across the country, PAC meetings have been moved to Saturday, to be held every 6 weeks.

- PAC will continue to host the Coast to Coast Indoor Event, next in 2022 - Jennifer Fitzpatrick has been updated.
- Many Provincial Rowing Associations have been advised by their funding bodies that it would be beneficial to work together with other sport associations within their provinces. Lisa Rodde from RowOntario will attend the next meeting to provide some information regarding the Coast Program in Ontario.
- Provincial Rowing Association issues were discussed by the Board.
- PEI needs support regarding their female coach, currently being mentored by an Alberta coach. Judy Sutcliffe is providing assistance regarding umpires.
- Nova Scotia has a record number of indoor rowers.
- Provinces are very appreciative of the support that has been provided by RCA during the pandemic including the umpire relief program along with covid expense support. A special thank you to Jennifer Fitzpatrick - very positive comments.
- Communication among provinces has improved.
- Small rowing clubs across Canada need more growth and support.
- It was noted that Semi-Annual Meetings in the past have also included joint Provincial / Board meetings. Important to consider them in the future.

16. Director (Walinga)

An update was provided regarding the Alumni Initiative:

- This is evolving into a significant opportunity.
- The alumni group is spread across Canada - this could be a way to confront our diversity challenges, bringing us together through rowing and be more sustainable through community leadership and growth.
- The initiative is evolving away from a club structure - a committee has been formed rather than a Board.
- Important that we are integrated and partnered with RCA with some racing under the alumni banner. More importantly, highlighting the alumni network and connection of people with an interest in growing rowing and playing a leadership role at the club level.
- Bring our alumni back to rowing, those that may not have been involved for many years.
- Fundraising could also be an important aspect of the initiative, people want to give back to rowing.
- Trust is an important aspect of the initiative along with capacity.
- Some sport alumni groups offer podcasts for example, get involved in the historical aspects of their sport including stories about their athletes, or provide advice on education and career development.
- Alumni could also be involved in recruitment of athletes.
- A terms of reference is being drafted by a working group of alumni.
- Create roles for the alumni group within RCA.
- It was noted that alumni started thinking about the initiative at the RCA Hall of Fame event.

Other Comments:

- Need to have the right kind of structure - a formal alumni association committee and a term of reference around the committee. Create guidelines for racing and other areas of the initiative etc.

17. Director (McClelland)

- Nothing to add.

18. Next Board Meetings - 2021

18.1 March 22nd

18.2 May 7th - 9th

18.3 June 14th

18.4 July 12th

18.5 Annual Meeting - September 23, 2021

- Based on the time frame for meetings, up to date quarterly reports may not be available. Important to consider the audit in our schedule but shorter meetings could be added if needed as we have done in the past.
- No changes to dates are needed at this time.

19. Adjournment

- The meeting was adjourned at 12:06 p.m.