



Rowing Canada Aviron
BOARD OF DIRECTORS MEETING
March 22, 2021

ZOOM VIDEO CONFERENCE

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

1. Call to Order

President Purcer called the meeting to order at 4:00 p.m. PDT.

Territorial acknowledgement by the Secretary:

The southern tip of Vancouver Island (including Victoria and Langford), the San Juan, and the Gulf Islands are the traditional territories of the Lkwungen (Lekwungen) peoples.

We acknowledge and thank the Lkwungen People, also known as the Songhees and Esquimalt First Nations communities, for allowing us to live, work and play on their lands. We also give thanks to their ancestors, and creatures big and small, for looking after the rich resources and cultural teachings of this beautiful land.

As RCA moves forward with the NTC at Quamichan, the importance of building a strong relationship with first nations communities around Cowichan and Maple Bay was noted by the CEO. Positive conversations have been held with local first nations leaders.

2. President's Opening Remarks and Approval of Agenda

An additional report from the Committee on Dues and Fees was provided to the Board shortly before the meeting, Item 5.3.

The CEO added 6.6 Grow Rowing Pilot

MOTION #1: Board Meeting Agenda

Moved: Peter McClelland Seconded,

That the Board Meeting agenda, March 22, 2021, be approved as amended.

CARRIED

3. Review and Approval of Previous Minutes

3.1 February 18 - 20, 2021

- Page 8 - references an indoor website, change to “indoor microsite”.
- Page 11 - comment regarding joint provincial board meetings was moved to the Provincial Director report.
- Page 12 - Spelling: Cayley Firth
- Page 15 - Responsible for ~~supervising and overseeing~~ oversight of the ~~operation~~ of the organization on behalf of its members.
- Page 17 - Additions to the context of the sentence were added as underlined: In other sports, major problematic high profile abuse cases in the past never stopped anywhere and nobody claimed responsibility.

MOTION #2: Board Meeting Minutes

Moved: Peter McClelland Seconded,

That the Board Meeting Minutes, February 18 - 20, 2021, be approved as amended.

CARRIED

4. President's Report (Purcer)

Attended the following meetings:

- Row Nova Scotia AGM - a great meeting with a professional delivery. Of note, NS has positive growth in number of participants and in their high performance program.
- COC Meeting.
- CPC AGM including an election. We reviewed candidates in advance and participated in the voting.
- Committee on Dues and Fees - update to be provided under the Treasurer's report.
- RCA Human Resources Committee Meeting - more on that under the policy update item.
- Canadian Henley Regatta Corporation AGM - the agreement between the CHRC and RCA is almost complete. Discussion is ongoing regarding the 2021 regatta, whether it will be held or not.
- RowOntario Town Hall Meeting - Focus on the first initiative of the Inclusion, Diversity, Equity and Accessibility (IDEA) Committee will be a viewing of the movie "A Most Beautiful Thing".
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- Rowing BC monthly conference was mostly focused on governance including the role of boards and succession planning - part 2 to be held in April.

4.1 RCA Policy Update

- We are moving forward with our policy update project - important that we do this now - correcting format, language and out of date references.
- We can align our policies with the new Governance Code next year or whenever that is approved for NSOs.
- Director's Code of Conduct and Conflict of Interest will be updated first, then board members will be requested to review and sign.

5. Treasurer's Report (Hawker)

5.1 Finance Report

- We are currently focusing on the emergency relief fund and facility issues on the HP side.
- Spent just over \$860,000 in January and February.
- Sport Canada funding deferrals have been confirmed for \$1,233,000 and we are on track as compared to the year-end budget.
- A meeting will be held on Monday with the Finance Committee with a focus on the National Training Centre Capital Fund, amortization policy and membership reporting.
- The CEO noted that Sport Canada has provided flexibility with respect to the spending and managing the funds over the next 12 months.

5.2 Committee on Dues and Fees Terms of Reference

- The Committee on Dues and Fees provided an updated terms of reference.
- The major addition to the document included an appendix to address the timeline under which the Committee will operate, the requirement of the Committee Chair to provide a final report and under the composition of the Committee section, President as Ex-officio member.

MOTION #3: Committee on Dues and Fees Terms of Reference

Moved: Tom Hawker Seconded,

That the Committee on Dues and Fees Terms of Reference be approved as presented.

CARRIED

- The revised Terms of Reference will be formatted, translated and posted on the RCA website in the Committees section.
- The notes on the changes will not be included.

5.3 Committee on Dues and Fees Report

- The Committee met on March 9th, 2021 to review Annual Dues - the structure and related fees.
- The RCA Club Membership Dues are set at \$400, which has remained the same for several years.

In making its recommendation to the RCA Board, the Committee on Dues and Fees considered the following:

- Club Dues are currently \$400 a year, regardless of club size. Historical rates were \$300 in 2005, after which it was increased to \$350 in 2010, and then again to \$400 in 2015 where it has remained since. There are approximately 125 clubs across Canada, with most clubs being small to medium in size.
- Benefits of membership were reviewed. Some of the notable ones were access to Directors & Officers insurance, Liability insurance, Small Vessel Regulation, resources for Safe Sport, Coaching, Umpiring, access to sanctioned events, and ability for members to vote. Access to these benefits is equal regardless of club size. Small vessel regulations are Federal Laws governing the safety equipment required for pleasure craft. There are some exemptions for rowing shells, if they are carrying out activities governed by safety guidelines and procedures established by the governing body.
- National Sport Organizations have access to some funding that individual clubs would not. Those funds then flow through to the clubs through domestic programming. One example of that was Canadian Tire's Jump Start program, a program giving kids the opportunity to access sport and play for their growth and development. Member organizations of RCA were eligible for Canadian Tire Jumpstart Funding through extension of RCA's RCAA CRA status.
- All clubs, but particularly small clubs rely on RCA's expertise and direction. The current Covid crisis was a great example of their leadership and guidance with return to rowing protocols through the pandemic. All clubs also have direct access to RCA staff regardless of size.
- A sliding scale for annual dues could be cumbersome to administer. It could lead to undesirable behavior in not registering participants which is important to the Core Funding Model which everyone benefits from. An interesting set of scenarios based upon number votes by club were reviewed.
- Regarding the small number of large clubs, a sliding scale would mean their fees would go up significantly to offset any decreases. It was noted that in order to provide as much programming as possible to their members, larger clubs feel the financial constraints as much as small clubs. In addition, if you factor in the participant and seat fees, the larger clubs in fact already contribute a significant portion of RCA's fees.
- There have been very few complaints from small clubs regarding the membership dues, only a few over the last several years. One committee member from a small club commented that the current fee was not a burden for their club and in fact received good value for their fees.

RECOMMENDATIONS:

- The Dues and Fees Committee recommends no changes to the structure of Club Membership Dues.
- Future committees could consider applying a cost-of-living increase on an annual basis (similar to participant fees).
- Future committees have access to and review this report as well as the minutes of our meeting in the event the question comes up again.
- Recognize that clubs with large memberships make a more significant contribution, along with a weighted vote.

Other Comments:

- It has been suggested in the past that large clubs should contribute more - pay higher annual dues than small clubs. However, their contribution through the base registration fee is much higher and this is also reflected in the number of weighted votes attributed to large clubs.

It was noted that this year's Committee was very engaged in the process - the membership was well represented.

6. CEO Report (Dillon)

6.1 Every Coach Certified Initiative

- A key pillar of safe sport oversight framework.
- The significance of the program has been communicated to our clubs.
- About 50% of the registered coaches, 600 to 700 approximately, are compliant with the program. Some just have one or two items to complete so we expect the number to rise over the next few weeks. The level of engagement has been high considering that many coaches are not currently working due to the pandemic.
- Goal is to complete the registration / certification process by April 1st.
- A more detailed report will be provided later in the year.
- RowOntario has additional requirements for certification, including first aid for example.

6.2 Human Resources Review

- Important that we support our staff through the pandemic.
- Meeting with the HR Committee to consider the compensation review project, benchmarks based on a national perspective.
- Consider additional provisions for retirement benefits and pension.
- Board to be updated later on next steps.

Other Comments:

- Important to consider pension and benefits for national team athletes.

6.3 National Conference Evaluation Report (provided in DRAFT).

- 324 registered participants attended including 7 French language.
- 40% from Ontario, 30% from British Columbia and 6 from outside Canada.
- 52% were female.
- 135 Coaches.
- Session numbers ranged from 51 to 143 for the keynote speakers.
- There was good representation from club directors and other groups from across the organization.
- As expected, participants commented on the lack of making personal connections through the virtual format.
- Meeting and webinar formats were available to speakers - meeting format had better reviews.
- There was good balance of session content.
- For future meetings, important that we create access for the broader community with a virtual presence along with in person. We will look at recommendations for a hybrid conference.

6.4 Annual Membership Declaration and Billing

- Club dues invoices will be sent out soon.
- The declaration form process will be similar to last year including the appropriate registration documentation for the club's review, but it will be separate from invoice distribution, and delayed until staff have enough time to prepare the information.

6.5 Safe Sport Update (In Camera)

MOTION #3: In Camera

Moved: Doug Vandor Seconded,

That the meeting to be held *In Camera* to review safe sport matters.

CARRIED

MOTION #4: Out of In Camera

Moved: Doug Vandor Seconded,

That the meeting to be held *Out of in Camera*.

CARRIED

6.6 Emergency Relief Fund

The first phase of the program involved club cost recovery as related to the pandemic.

The second phase communication will be released soon and includes multiple initiatives:

1. Similar to the first phase, clubs may apply for expense recovery as a result of the pandemic.
2. Provide funding to restart programming, an increased amount of support as compared to pandemic expenses.
3. Grow Rowing Grants with a higher amount of funding for successful applications - \$20,000 to \$30,000. An opportunity for clubs to pilot grow rowing program. Requirements: successful applications must be viable, sustainable, transferable, show good leadership and fit with the goals of the RCA Strategic Plan:

Candidates include:

- Kingston Rowing Club - Coastal Rowing
 - Peterborough Rowing Club - dry start rowing, already have a grant in place
 - Argonaut Rowing Club - innovative LTR programming
 - False Creek Rowing Club - Urban Inlet rowing in downtown Vancouver
- All of these programs could be held in other locations.
 - The respective provincial associations, Rowing BC and RowOntario, are included in the projects.
 - Although only 2 provinces may be covered under the Grow Rowing Grants, other grants to be awarded by RCA have a much broader footprint across the country.
 - The project needs to be structured by March 31st.

It was noted that an agreement will be required in order to release grant funds - important to have an audit trail. Partial funds could be released to the club, provincial association could be involved also.

7. Director (Roman)

7.1 Safe Sport, Board Governance & Director Responsibilities

- Following Board approval of the Safe Sport Policy Suite in March, minor refinements have been made.
- A meeting has been scheduled with Ilan Yampolsky to review our safe sport policy approach.
- Meetings will follow with the provincial associations and club membership. RCA will be responsive with respect to training and the adoption of our policy suite by the rowing community.
- Safe Sport cases involving other NSOs were discussed.
- In our oversight role, the Board needs to be aware of its duties and responsibilities - these discussions will be ongoing.

Other Comments:

- Excellent work has been done by RCA on the policy suite - important to be proactive in our social media communications in support of the project.

8. Provincial Director (Hermansen)

8.1 Provincial Advisory Council (PAC) Report

- PAC's next meeting will be held this Saturday.
- Lisa Rodde from RowOntario is attending to discuss the Coast Program.
- Andrew Backer will also attend to discuss the movie, *A Most Beautiful Thing*.

9. Athlete Director (Vandor)

9.1 NTC Athletes Report

- Our athletes are training hard, but there is some covid fatigue. Only a few months away from the Olympics.
- Important to create nodes so the team can train together to improve morale.
- Racing scenarios will be recreated during training.
- Dual country training with the USA will be considered.
- Quarantine scenarios are being worked out for athletes returning to Canada.
- Jordan Clarke was recently hired as Lead Sport Scientist and begins his new position on April 1st. Recruitment is ongoing for a National Team Head Coach.

10. National Training Centre (McClelland)

10.1 Facility Development

- Working with the Duncan Community Lodge, appraising the value of the site as a longer term commitment for the NTC.
- Meeting with the North Cowichan community on Thursday evening, offer some information about RCA presence at Quamichan.

10.2 Fundraising

- Nothing to report.

10.3 Campaign Coordinator

- Jennifer Blunt was contracted as NTC Campaign Consultant. Jennifer brings more than 30 years of experience in building and leading successful fundraising programs.

11. Director (Walinga)

- Nothing to report.

12. Director (McClelland)

- Nothing to add.

13. Next Board Meetings - 2021

13.1 May 7th - 9th

13.2 June 14th

13.3 July 12th - this could include discussions around the audited financial statements - meeting could be longer as a result.

13.4 September 23, 2021 - RCA Annual Meeting

14. Adjournment

- The meeting was adjourned at 6 pm.