



Rowing Canada Aviron
BOARD OF DIRECTORS MEETING
May 7 to 9, 2021

ZOOM VIDEO CONFERENCE

MINUTES

May 7th: 2:00 p.m. – 5:00 p.m. PDT

May 8th: 9:00 a.m. – 12 noon PDT

May 9th: 9:00 a.m. – 12 noon PDT

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 (May 7th)
Adam Parfitt, National Team Operations Director (May 8th)

1. Call to Order

President Purcer called the meeting to order at 2:00 p.m. PDT.

Carol Hermansen provided the following territorial acknowledgement:

In the spirit of reconciliation, we acknowledge that we live, work and play on the traditional territories of the Blackfoot Confederacy (Siksika, Kainai, Piikani), the Tsuut'ina, the Îyâxe Nakoda Nations, the Métis Nation (Region 3), and all people who make their homes in the Treaty 7 region of Southern Alberta.

President Purcer acknowledged that all of us are experiencing fatigue as a result of the pandemic, working from home and meeting via Zoom - hoping to be back to normal later this year.

2. President's Opening Remarks and Approval of Agenda (*Resolution to Approve*)

The Board agenda has a new look at the beginning, where directors will declare conflict of interests.

To improve our efficiency resolutions for approval are noted, highlighting important sections for consideration in advance of the meeting.

Approval of the RCA Directors and Officers Conflict of Interest Policy & Annual Declaration was moved to Saturday, following Item 12.1.

Jennifer Fitzpatrick will attend during the Concussion Policy discussion, the Emergency Relief Fund item and Rules of Racing if that could be moved to Friday.

MOTION #1: Board Meeting Agenda

Moved: Jennifer Walinga Seconded,

That the Board Meeting agenda, May 7 - 9, 2021, be approved as amended.

CARRIED

3. Declaration of Conflicts of Interest

The CEO will recuse himself if there is any discussion regarding his position during the compensation review.

4. Review and Approval of Previous Minutes

4.1 March 22, 2021 (*Resolution to Approve*)

MOTION #2: Board Meeting Minutes

Moved: Carol Hermansen Seconded,

That the Board Meeting Minutes, March 22, 2021, be approved.

CARRIED

5. President's Report (Purcer)

- Attended recent Human Resources Committee meetings. The discussion included, an employee compensation review that will align RCA staff roles according to national benchmarks. A contractor has been hired to guide the project. This has had a positive impact on gender equity. Job evaluations and self assessment were also carried out along with a CEO salary review. A revised term of reference will also be considered by the Committee.
- Attended a PAC meeting led by Jennifer Fitzpatrick regarding the education and promotion of Safe Sport.
- Another PAC meeting included an update on umpiring from the RCA Umpires Committee.
- Attended the RCA Finance Committee meeting. Topics included a combined Audit / Finance Committee.

- Attended 2 meetings of the RCA Rules of Racing Committee. The Committee is enthusiastic about the changes.
- Attended a recent Henley meeting, no decision yet on the 2021 event. An update on the Henley financial statement was requested by RCA.
- Attended a RowOntario town hall regarding a Covid update. It was noted that RowOntario is aligned with RCA on the every coach certified project. CPR and First Aid are no longer required to be certified.
- Attended part 2 of the Rowing BC governance meeting. A very engaged group and well attended. A governance resource portal will be provided - Presidents will also meet on a regular basis.
- Attended a recent COC meeting. It was noted that CEO Terry Dillon has been appointed to the COC Summer Sport Caucus. Joint Summer - Winter sport sessions were also held. Discussion included getting people engaged in sport and connecting with cultural events. Important to have a creative approach going forward.
- Worked with Marisha on RCA policy strategies.

6. Policies, Updates and Reviews

Important that the board is familiar with our policies and that policy updates or reviews are included on every agenda.

6.1 RCA Directors and Officers Conflict of Interest Policy & Annual Declaration (*Resolution to Approve*)

The Board reviewed the content of the updated policy. Changes included removing References to the Canada Corporations Act along with the reference to Code of Conduct, already included in the Safe Sport Manual.

A policy template was developed to standardize the procedure and format - also makes it easier to identify gaps.

Part of our review will be to gather all of our policies and identify policies that are outdated and need to be archived.

Important that directors know how to adhere to our policies including changes to responsibilities under our Safe Sport Manual.

Approval of the Conflict of Interest Policy will be considered after the Board training session on Saturday. Training will include when and how to identify a conflict.

Under this review it was noted that polices will be updated where there are errors, out of date information or formatting issues, but in most cases the content will not be re-written.

6.2 RCA Concussion Policy (*Resolution to Approve*)

There has been great concern within the medical field over lasted decade and also evolving international research that has highlighted the need for sport related concussions to be better managed for the long term health of participants.

A concussion policy has not yet been mandated by Sport Canada but they have encouraged NSOs to establish a policy.

The five areas to be considered are:

1. Awareness

2. Prevention
3. Detection
4. Management
5. Surveillance

The policy under review by the Board has been developed through consultation and research. RCA's medical expert, Dr. Mike Wilkinson, has approved the policy and it aligns with similar policies established by other sports.

MOTION #3: Concussion Policy

Moved: Marisha Roman Seconded,

That the RCA Concussion Policy be accepted by the RCA Board of Directors as of May 7, 2021.

CARRIED

6.3 RCA Electronic Communication Policy (*Resolution to Approve*)

Important that the RCA policy template is followed for consistent content. Under the Electronic Communications Policy we considered the policy statement, the purpose of the policy, the steps you must follow and the consequences of not following the policy statement. Section 7 included procedures around complaints, violations and contact information.

MOTION #4: Electronic Communications Policy

Moved: Marisha Roman Seconded,

That the Electronic Communications Policy be accepted by the RCA Board of Directors as of May 7, 2021.

CARRIED

7. Treasurer's Report (Hawker)

MOTION #5: In Camera

Moved: Carol Hermansen Seconded,

That the Meeting be moved *In Camera* to discuss financial matters.

CARRIED

7.1 Finance Report

MOTION #6: Out of In Camera

Moved: Tom Hawker Seconded,

That the Meeting be moved *Out of In Camera*.

CARRIED

8. Safe Sport (Roman/Fitzpatrick)

8.1 Policy Harmonization Update

The Safe Sport Policy is an evergreen document - we continue to make minor changes, also recognizing that there are other policies that will also need to be updated such as the Directors Conflict of Interest.

Based on changes to our foundational policies, we are also looking at amendments to the RCA By-laws, specifically to Articles 23 and 24, although not quite ready for Board review as a result of the notification requirements. These will be core changes to the terms of membership. A project timeline and communication plan involving the provincial associations and clubs will be required.

Next week we host another community webinar on safe sport harmonization. Important that all members put forward a representative and the provincial rowing associations are assisting with this – representation at the previous meeting was not up to our expectations.

Important Dates:

August 1st – Provincial Rowing Associations must be in compliance. A few provincial manuals may be slightly different although RCA needs to approve any changes to the RCA version.

February 15th, 2022 – RCA members must be in compliance. This follows the National Conference in January.

In addition to our planning around Safe Sport, the deadline for every coach certified has passed. E-modules have been provided and criminal record check was required. A vulnerable sector screen was not possible during the pandemic because of the requirement for fingerprints. Coaches that are certified will be posted on the RCA website, demonstrating the results of our work over the past few years.

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

Work on this project started late in 2018 and has continued for 3 years. 5 DIGE awareness sessions have been hosted such as the session at last year's national conference.

- We have provided funding to other organizations such as provincial rowing associations and unconscious bias training to over 80 individuals and leaders within the rowing community.
- We made a commitment last summer to support Black Lives Matter.
- We have supported personal development opportunities for 9 female staff.
- We focussed on best practices for programs to assist clubs with creating opportunities for marginalized groups through a webinar.
- We improved reporting in the web registration system from a demographic perspective to assist with our DIGE goals.
- Important that our boathouses are inclusive - we will be looking at that in a future webinar.
- From a merchandising perspective RCA will be selling Pride t-shirts and changed our logo during Pride month.
- Supported RowOntario's racism in coaching session.
- Assisted CAAWS with their gender equity pilot program e-module.
- Developed a Trans Inclusion Policy.

- 16 female coaches participated in a support program run by Own the Podium. This was very well received and we are looking at expanding the audience to include women in rowing, not just coaches.
- A women in rowing survey was completed in 2020.
- We will offer child care at the RCA conference when we go back to in person meetings.
- Need to look at diversifying coaching - not exclusively women in coaching strategies.
- Female staff have spent time with a coach to think about their progression.
- Through the COC enhancement program, we focused on people of colour and a female staff member was nominated to participate in the program.
- A compensation review focussed on ensuring equity for staff.
- The criteria for our interview and selection process includes a short list of more diverse candidates.
- We are having great conversations with senior representatives of the first nations people in the Cowichan area. They are excited to be involved in RCA's move to Quamichan Lake.

Jennifer Fitzpatrick was acknowledged for her progressive work on behalf of RCA.

Other Comments:

The way rowing is structured can be intimidating to a newcomer. Need to develop more casual forms of rowing - get into a mindset that rowing can be fun, engage people into the sport.

The tracking sheet provided by Jennifer Fitzpatrick demonstrated how much intention has gone into these initiatives and their implementation. This includes strategic priorities identified by RCA including building a safe and inclusive culture, sustainable, thriving clubs, vibrant compelling national events with a broader range of participants and that RCA is a great place to work.

This is reflected in how we operate and will show up more in the next few years with positive change to our sport going forward.

The meeting adjourned at 6:00 p.m. and will resume at 9:00 a.m. on Saturday.

Marisha will send out a governance presentation for the Board prior to the meeting.

May 8, 2021

President Purcer called the meeting to order at 9:00 a.m. PDT

Doug Vandor provided the following territorial acknowledgement for his location and recognized that the land under which this zoom meeting was taking place sits on the unceded territory of the Coast Salish, including the Musqueam, Squamish and Selilwitulh nations.

10. CEO Report (Dillon)

10.1 Staffing Update

The Board reviewed an updated staff organization chart.

The impact of the pandemic on staff was noted including the delay of the Olympics.

- Liz Hardy has been brought in to manage the membership area and has a strong management resume and a background in community engagement.
- Jordan Clarke has been hired as Sport Science & Medicine Manager. Jordan will be driving the team performance from a science and sport med perspective
- Matt Draper has moved into the role of National Events Manager. Great to have Matt managing that area based on his experience and connection with World Rowing.
- Adam Parfitt continues in his National Operations role. Chuck McDiarmid has taken over some of Adam's previous duties related to the athlete pathway.
- Colleen Coderre continues to manage RCA communications on a contractual basis with Liz Montroy coordinating the bulk of the workload.
- Interviewing for an equipment coordinator this week.
- Regarding NextGen, Lindsey Brown is still on maternity leave. Samantha Heron has been hired in her place with some additional duties related to Para and recruitment. A good opportunity for Samantha based on her connection to the community.
- Greg Szybka is the NextGen Ontario performance coach. A coach will be hired at the BC Performance Centre to replace Samantha Heron following her move to the new position with RCA.
- Carol Love has moved on from the hub coach role to coach and athlete mentor and is also assisting Michelle Darville with some coaching duties.

NTC Project:

- Ernie Mansueti has been contracted as project manager. Jennifer Blunt has been contracted as NTC Fund Manager. Her involvement will include management around the 3 fundraising pillars: Philanthropy, Corporate and Government – 3 pillars

10.2 Compensation Review:

- RCA has gone through a formal, well researched compensation process with the assistance of the HR Committee. This is a manifestation of our values and the way we want to operate including an objective and transparent staff compensation structure.
- Job descriptions were reviewed and updated or affirmed, then through a comparative benchmark process.
- The plan is to create a spreadsheet for every manager and their employees.
- A benchmark range of salaries has been prepared - staff have the opportunity to move forward within their role.
- It was noted that all staff salaries are above a living wage.
- Hours of work are dependent upon the nature of the position - those details are written within the employee contract - those that travel more and work longer hours have higher salaries. There is no overtime or bonuses within the compensation structure.
- Enhancement of the staff benefits package is also under consideration but health and vacation benefits are currently above market.
- Some NSOs are offering a retirement package - that is also under consideration.

10.3 Rules of Racing Working Group Report

The Chair of the Rules of Racing Working Group provided the following report:

In November 2020 the Rules of Racing Working Group (WG) received its mandate from the RCA Board.

At that time, the WG was assembled with diverse representation from Canadian Rowing.

The members are as follows:

- Bill Donegan, ON - Chair
- Judy Sutcliffe, ON - Umpire Committee Nomination
- Julie-Ann Vincent, NS- Umpire Committee Nomination
- Matt Waddell, ON- Coach Ed and Dev. Committee Nomination
- Mike Bagshawe, BC- Safety and Events Committee Nomination
- Andrew Smith, ON- Safety and Events Committee Nomination
- Dave Derry, ON
- Brooklea Graham, AB
- Mike Walker, ON
- Brent Duncan, BC
- Julie Thibault, QC
- Iain Brambell - RCA HP
- Carol Purcer - RCA President (ex-officio)

The WG agreed on a work plan as outlined below. At present we are on schedule to complete the assigned task.

Date	Action	Status
November 2020	Rules of Racing Working Group prepares consultation paper to solicit input from all stakeholders	Complete
December 2020	Consultation starts. Written comments requested; Working Group initiates consultative process with various stakeholders.	Complete
January 30 2021	Virtual consultation discussion with Stakeholders at RCA Semi Annual Meeting.	Complete
February 5 2021	Deadline for Stakeholder submissions.	Complete
February - May 2021	Working Group reviews consultation submissions and conducts detailed review of Rules of Racing, including consideration of recent changes approved by World Rowing.	In Progress
June 2021	Draft proposals released for comment from stakeholders.	On Track
August 2021	Comments on draft proposals received and the Working Group reviews the comments, and, develops final recommendations.	On Track
October/November 2021	Recommendations delivered to RCA Board of Directors.	On Track
January 2022	Recommendations put to Membership at RCA semiannual meeting	On Track

10.4 Canadian Sport Governance Code

- The work around the Sport Governance Code being done by B2ten through the COC. Waiting for an update to determine next steps.
- NSOs, including RCA, have completed a governance assessment score card but results of that have not yet been released.
- A governance committee may be required in the future.

10.5 Henley Agreement

- It was noted that RCA staff and members of the Board have worked on the agreement for approximately 10 months – this is a fair and balanced agreement.

Note: The final version of the agreement was received on Sunday May 9th. To give the Board enough time to review the document, voting took place after the meeting adjourned, conducted via electronic means, and the following motion was passed:

MOTION #7: Royal Canadian Henley Regatta Agreement

Moved: Tom Hawker Seconded,

That the Board approves renewal of the agreement between Rowing Canada Aviron and the Canadian Henley Rowing Corporation as of May 9, 2021.

CARRIED

Return to Events:

- A few events were identified for return to competition in May, but they had to be cancelled due to pandemic restrictions.
- A National Rowing Championship is still being considered.
- The Canada Summer Games in St. John's NL was discussed.

11. HP Update (Parfitt)

11.1 Olympic & Paralympic Selection

Adam Parfitt provided the following High Performance update to the Board:

- Team members travelling to Europe for the Olympic qualification event have been updated on expectations and requirements. 3 boats are competing at the Olympic qualification and 2 boats at the Paralympic qualification.
- World Cup events are being simulated with selected Olympic Team members.
- Team vaccinations were discussed – it is hopeful the team will be vaccinated prior to the Olympics because the implications of a positive test are significant. The Team leaving for Europe will be tested before, during and after the event.

11.2 Contingency planning for international travel – U19 and U23

- Canadian U23 athletes are training in other locations at the University of Washington as a result of the pandemic requirements. Important that athlete training is not stalled by mandated quarantine requirements.

- Athletes that travel between zones must quarantine for 5 days before entering the training environment.
- Athlete testing is also an issue because of false / positive tests so there will be some challenges.
- RCA has 3 risk assessment pillars - covid medical health; performance; financial. Everyone travelling received documentation as related to risk, and the document must be signed in advance by all of our athletes.

11.3 Head Coach Appointment

- A number of candidates have been short listed. An interview panel has been selected and a schedule is being prepared prior to the Tokyo Olympics in order to avoid missing out on the best candidate for the position. There are Canadian and International candidates. Diversity on the short list is also being considered.

11.4 Overview of 2021-28 HP Planning

- There is good combination of seniors and under 23's training at Quamichan with 2 full time coaches.
- There is enough equipment for the team and a temporary boat storage facility has been completed.
- Athletes are using the Duncan Community Lodge for indoor training along with a local fitness club.
- A portable unit has been acquired from the district - showers and washrooms will be added.
- An RV will be on site for coaches.
- Plans and modelling are being developed for Quamichan when that becomes the predominate training facility. We are on track for 2022 when most of our athletes will train out of that location.

Adam was thanked for his contribution to the meeting.

12. Director (Roman)

12.1 Safe sport, Board Governance & Director Responsibilities (Part II)

Good governance is about having the right structure and that the Board has a great understanding of the processes around 3 primary areas: Policies, Strategic Plan and Budget.

- Focus on the core responsibilities of the Board.
- Have an effective Chair with a balanced Board team, competencies and culture.
- Be effective in how we relate to each other.
- The Board speaks with one voice.
- The Not for Profit Corporations Act outlines the Board's legal duties - duty of loyalty, care and compliance.
- Conflict of Interest and confidentiality are under the Loyalty section.
- Important to act in the best interest of RCA.

RCA Code of Conduct and Ethics Policy:

- The purpose of the policy is to set the expectations for conduct and actions of the people who fall within the scope of this policy - members of the board of directors and the officers of RCA.

- There is a broad scope in terms of what's covered under the directors and officers - the purpose covers the expectations of conduct for the directors and officers and also the compliance piece as per the Not For Profit Canada Corporations Act.
- The scope of the policy speaks to the fact that this covers the directors and officers of the RCA Board but it's also subject to any current employment contract between RCA and an Officer.
- The policy statement references expectations of conduct in accordance with the RCA Code of Conduct and Ethics. Also that directors and officers shall undertake their duties and responsibilities in a manner to avoid any actual or perceived conflict of interest.
- A conflict of interest or perceived conflict of interest could be related to financial or business but it's broader and may impact your ability as a director to fulfill your duty of loyalty to the organization including any situation where a reasonably prudent person may perceive that a conflict of interest exists or may exist.
- The policy standards cannot fall below the threshold standards set out in the governing piece of legislation.
- This policy also identifies certain other areas where there's an expectation that directors are going to act in such a way as to avoid conflict of interest or a perceived conflict of interest and those additional expectations of conduct as related to confidential information, property and records of RCA. A director or officer may also not accept gifts that could influence decisions made by the Board – from suppliers or sponsors for example.
- There is also a restriction regarding volunteer or professional activities with an organization that may be in conflict with RCA's activities or bring RCA's reputation into disrepute.
- In addition to signing the annual declaration, it is required that if a director or officer is aware of, or perceives there may be a conflict of interest, the President must be informed so the matter can be brought before the Board for their consideration and that it is recorded in the meeting minutes. It is important that the director or officer not participate in any conversation or voting that occurs in relation to the specific activity where the conflict has arisen. The director or officer will also not attempt to influence the Board.
- Issues can arise if there is an undisclosed conflict of interest and that information comes out later so the policy also speaks to a situation where a director does not declare a conflict of interest - the Board must then determine whether further action against the director is required according to By-law 9.7. It was noted a director can only be removed from the Board through an ordinary resolution at a meeting of the membership.
- RCA may also determine that a conflict of interest involving a director is a breach of the code of conduct and ethics, and that would result in a different process.
- If a director has a situation where they could be conflict, bring this forward immediately to the President or CEO.
- Real life examples include individuals that speak on behalf of the Board on matters that may not represent the Board's opinion or decision. This could be related to finance, suppliers or business interests. Also when directors become involved in operational decisions of the organization. Strategic decisions regarding equipment purchases could be made by the Board, but the actual purchase decision should be operational and made by staff.
- Further discussion could include directors with special roles such as the Athlete Director and Provincial Director.

MOTION #8: Directors and Officers Conflict of Interest Policy and Annual Declaration

Moved: Marisha Roman Seconded,

That the Directors and Officers Conflict of Interest Policy and Annual Declaration be accepted as of May 8, 2021.

CARRIED

13. RCA Nominating Committee

Director McClelland noted that a decision regarding the makeup of the RCA Nominating Committee needs to be made in advance of the skills and competencies discussion that will occur on Sunday. He can no longer represent the Board on the Committee because his position is up for election at the next Annual Meeting.

The Committee is chaired by Andrew Lamont, with Susan Wilkinson as the PAC representative, Tracy Brooks as a member at large, and President Purcer as ex-officio along with a Board representative to be selected.

A spreadsheet was sent to the Board on Saturday - directors were requested to complete the skills, characteristics and competencies information and provide it to the selected director in advance of the meeting on Sunday.

MOTION #9: RCA Nominating Committee Representative

Moved: Marisha Roman Seconded,

That Carol Hermansen replace Peter McClelland as the Board Representative on the 2021 RCA Nominating Committee for a 1 year term.

CARRIED

Agenda Note:

- The NTC Project will be moved to the start of the meeting on Sunday, before the Athlete Director.

Sunday May 9, 2021

President Purcer opened the meeting at 9:00 a.m. and acknowledged the traditional territory of Anishinaabeg, and Haudenosaunee peoples, where she is privileged to live work and play. Remember to acknowledge the territories and all actions to move us forward from the bounds of colonialism to the embodiment that all Canadians are equal.

The Board reflected on Saturday's governance discussion:

- It was a great discussion because situations we become involved with can be difficult and it's great to know that we can bring forward those situations to fellow board members.
- As board members we really need to be aware of our responsibilities and be true to the values and policies of RCA.
- It is good to be reminded that Board members have a responsibility to convey and support its decisions.
- A key exercise of the Board is to have the association's strategic priorities in the forefront and understand that the operations of the association are managed by staff. Boards of clubs are quite different from provincial or national boards, and the members of those club boards are often directly involved in the operation of the club.

Marisha noted that we had robust discussions about potentially difficult situations and that's how people learn. Next steps in our training could include the "duty of care" piece of legislation and also Robert's Rules – running effective meetings. Both are important aspects of a high performing Board.

Secretary to keep a record of board training including the unconscious bias session from the national conference, safe sport module and governance training.

Important that we also have an orientation package for new board members.

Governance training should be held at the fall/winter meeting of the Board, the first meeting for new board members following the Annual Meeting.

14. National Training Centre (McClelland)

14.1 Facility Development

MOTION #10: In Camera

Moved: Carol Hermansen Seconded,

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

CARRIED

MOTION #11: Out of In Camera

Moved: Jennifer Walinga Seconded,

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

CARRIED

MOTION #12: Direction to the NTC Committee

Moved: Marisha Roman Seconded,

That the RCA Board provide direction to the NTC Committee to pursue discussions with Duncan Community Lodge regarding financial arrangements for RCA access and use of the proposed site for the NTC and present options and selection criteria to the Board for its future consideration.

CARRIED

The NTC Committee was thanked for the excellent work on this project.

14.2 Fundraising

Jennifer Blunt has been contracted to manage NTC fundraising. This will include government lobbying along with donor management.

15. Athlete Director (Vandor)

15.1 NTC Athletes Report

- The women's pair has been selected based on a Mock World Cup and the women's lightweight double just qualified for the Olympics based on a withdraw by New Zealand.
- A group of athletes and coaches recently left for Europe to compete in the Olympic qualifying events. Comprehensive protocols are in place to keep everyone safe and there is a plan to stay and train in Europe should the boats qualify, then travel directly to Tokyo.
- The rest of the National Team qualifiers will continue to train and compete in simulated racing events on Vancouver Island before leaving directly for Tokyo.
- The women's 4 and 8 crews have been impacted most by the pandemic. Coaches and athletes have already been selected in the prior year and RCA will honour that process.
- The majority of decisions made have been athlete focused.

16. Nominating Committee (Hermansen)

A spreadsheet was completed the Board as related to skillset and competencies for new board members:

- Fundraising and brand strategy skillsets were regarded as high priority.
- It made sense to contract an expert to manage the NTC fundraising program but going forward it may be beneficial to have a Board member with that expertise.
- Regarding the promotion of RCA events, the CEO noted that it would be beneficial to have a board member with sport marketing expertise.
- The Board could consider bringing someone in from a different background, another NSO for a different corporate background. Under our current system it would be difficult for someone like that to be elected.
- Other strong and strategic Boards include directors from a range of sports with different perspectives.
- Also consider diversity on the Board and what that brings to the organization.
- The notice from the Nominating Committee will be advertised on other websites such as SIRC. We could also approach the Island Coastal Trust.
- Regarding the current directors and president up for election in September consider the skills and competencies that would be missing from the Board if those individuals were not re-elected.

The Board's representative will bring forward these comments to the Committee.

17. Provincial Director (Hermansen)

17.1 Provincial Advisory Council (PAC) Report

- Meeting with Jennifer Fitzpatrick on a regular basis prior to the meetings to get RCA's perspective.
- The PAC meetings are going well, the council members set the agenda and are very engaged including sharing best practices during the pandemic.
- Provinces are looking at sharing Safe Sport duties.
- Next meeting is in June.

18. Director (Walinga)

18.1 Alumni Rowing Association

The Board was provided with terms of reference documents and Director Walinga provided the following report:

- A number of meetings have been held with RCA staff and the Alumni committee is very engaged in the process to create the association.
- As related to the Association, we started with something very complex with lots of detail and that has been pared down.
- Important to create opportunities for alumni to gather at events and be involved with the rowing community.

It was stated that the Association could include all RCA members, not just national team members.

The Committee wanted to be explicit that members would have to be a member of the RCA National Team, and represented Canada at an event. Make it as inclusive as possible under that banner, even if athletes attended in support of the competitors at an event.

An RCA Board member that is not an Alumni could be included on the Alumni Committee along with the RCA Athlete Representative.

MOTION #13: Informal Alumni Association

Moved: Jennifer Walinga Seconded,

That we strike an operational committee to develop the terms of reference around an informal Alumni Association.

CARRIED

Important to consider assistance for retiring athletes during their transition to the workplace and life beyond the national team.

19. Director (McClelland)

Nothing to add.

20. Next Board Meetings – 2021

Timing for financial reporting needs to be reviewed to fit with Board meetings although it's not always possible. Important to minimize the duplication around reporting.

To assist with financial planning we will continue with our current practice of developing a schedule for board meetings well in advance.

20.1 June 14th

20.2 July 12th

The Audit Committee meeting may need to be held earlier in order to provide the statements to the Board for approval.

If the date needs to be changed, make the decision as soon as possible. Tom will meet with Kim and let President Purcer know if the July date needs to be changed as a result of the year-end Audit.

20.3 September 23, 2021 - Annual Meeting

21. Adjournment

The meeting was adjourned at 12 noon PDT.