



Rowing Canada Aviron  
BOARD OF DIRECTORS MEETING  
November 4, 5 and 6 2022

at the

PACIFIC INSTITUTE FOR SPORT EXCELLENCE (PISE)  
WESTIN BEAR MOUNTAIN

MINUTES

**Board of Directors:**

Carol Purcer, President  
Tom Hawker, Treasurer, Director  
Lindsay Bergen, Athlete Director  
Carol Hermansen, Provincial Director  
Jane Thornton, Director  
Dana Thorne, Director  
Jennifer Walinga, Director

**RCA Staff:**

Terry Dillon, CEO  
Jennifer Fitzpatrick, Director of Partnerships and Sport Development  
Adam Parfit, High Performance Director  
Sid Murdoch, Secretary

November 4, 2022

**Board Governance Session:**

The RCA Board held a comprehensive all-day session with Governance Consultant Rose Mercier.

The Board discussed moving forward with a more policy and governance driven organization.

**MOTION #1: Policy Governance Model**

Moved: Jane Thornton      Seconded:

That we move to apply the policy governance model in order to govern effectively and efficiently.

**CARRIED.**

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## NEXT STEPS

President Purcer will reach out to Rose Mercier regarding another meeting with the Board in December.

November 5, 2022

Board members opened the meeting by reflecting on Friday's governance session with Rose Mercier.

### 1. RCA Organizational and CEO Performance Review - Board Only

- 1.1 Briefing Note - RCA/CEO Performance Review  
2020 Tokyo Quadrennial and Games Debrief - Questions Only

#### MOTION 2: In Camera

Moved: Jane Thornton,                      Seconded:

That the meeting be moved In Camera for a staff review.

CARRIED.

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#### MOTION 3: Out of In Camera

Moved: Dana Thorne,                      Seconded:

That the meeting be moved In Camera.

CARRIED.

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### 2. President's Opening Remarks and Territorial Acknowledgement

President Purcer opened the meeting at 1:30 p.m. following the Board only session.

### 3. Approval of Agenda (*Resolution to Approve*)

The order of the agenda was amended based on RCA staff presentations.

The following items were added to the agenda:

- 6.2 Human Resources Committee Report
- 13.3 Senior Selection Criteria Document
- 14.4 Audit Committee Report

The Strategic Plan item will be tabled until the December Board Meeting.

#### MOTION #4: Board Meeting Agenda

Moved:        Dana Thorne                      Seconded,

That the Board Meeting Agenda, November 5-6, 2022, be approved as amended.

## CARRIED

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### 4. Declaration of Conflicts of Interest

President Purcer declared a perceived conflict of interest related to the review of the Junior Lightweight rowing agenda item and will not be in attendance during that discussion.

### 5. Review and Approval of Previous Minutes

#### 5.1 September 15, 2022

#### MOTION #5: Board Meeting Minutes

It was noted that Carol Hermansen was listed incorrectly and was in attendance.

Moved: Jennifer Walinga                      Seconded,

That the Board Meeting Minutes, September 15, 2022, be approved as amended.

## CARRIED

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#### 5.2 October 3, 2022

#### MOTION #6: Board Meeting Minutes

Moved: Dana Thorne                      Seconded,

That the Board Meeting Minutes, October 3, 2022, be approved as amended.

## CARRIED

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### 6. President's Report (Purcer)

- Volunteered at the St. Catharines Beach Sprints. The event was also a qualifier for the World Beach Sprints. Canadian Qualifiers finished 4<sup>th</sup>.
- Attended the World Tour in Belleville with participants from 12 countries around the world.
- Attended the World Rowing Championships and World Congress.
  - Canadian Rebecca Thomas was elected as Chair of the Para Commission.
  - The European countries that provided assistance to Ukrainian junior athletes were recognized.
  - World Rowing is undergoing a structural review to stay relevant.
  - World Rowing has a new executive director.
- Tricia Smith was inducted into the Canadian Sport Hall of Fame.

#### 6.1 Human Resources Committee Report

The Committee met to discuss the dual role of finance and human resources as well as support that could be provided to the CEO.

Refining the HR Committee Terms of Reference was discussed as related to best practices and Board oversight.

A combined Finance Audit Committee was discussed along with the roles of the Treasurer and Director of Finance.

Also discussed, the role of the HR Committee as related to the hiring of senior staff to ensure best practices.

## **7. SP #1 – Safe and Inclusive Culture:**

*Take steps to foster a safer and more inclusive culture that engages the diversity of Canada*

### **7.1 Safe Sport**

#### **Abuse Free Sport - Office of the Sport Integrity Commissioner (OSIC) Enrollment:**

All federations are required to sign with OSIC by the end of fiscal year, March 31, 2023. It was noted that RCA signed early in the process as compared with other NSOs.

It was recognized that other stakeholders will need to sign by December 13<sup>th</sup>, including RCA Board Members, Provincial Rowing Associations, National Team Athletes, Umpire Clinicians, National Event Committee Members and any others that are involved at a National level.

#### **RCA Policy Manual Update:**

RCA's Safe Sport Policy Suite will need to be amended according to OSIC requirements.

The Code of Conduct needs to be updated along with the Discipline, Appeals and Screening policies.

#### **Next Steps:**

The RCA Board will sign their agreements with OSIC via electronic means and will receive the required information by the end of November.

#### **Member Safe Sport Manual Adoption Compliance:**

Member adoption of the Safe Sport Manual was discussed.

February 2022 was the initial deadline for compliance with the Safe Sport Policy Manual.

RCA is communicating with clubs that are not currently compliant. The initial deadline of February 2022 has been extended to March 31, 2023. It was noted that discussions are ongoing with institutions such as universities that have additional requirements in order to comply.

The Board will consider actions regarding non-compliant members after March 31, 2023.

### **7.2 Community Sport for All Initiative (CSAI).**

RCA has announced grants of \$700,000 in programming with more than 28 member clubs involved and approximately 3000 participants.

Additional funding has been requested to augment current projects and to support Sport for All.

Only 7 NSOs have received funding.

It was also noted that a new communications employee has been hired with a strong background in community services and under-represented populations.

### 7.3 U19 Lightweight Rowing Review Working Group

President Purcer left the Boardroom as a result of a perceived conflict of interest.

The process for selection of the working group was reviewed by the Board along with the Terms of Reference.

13 people sent in an expression of interest and an interview with each person was conducted.

The Board considered appointments and whether a board member should be a member of the Working Group.

Members of the Working Group will be advised that they are not expected to provide recommendations on the medical aspects of U19 Lightweight rowers.

#### **Recommendation:**

Expectations regarding the criteria for Working Group members will be circulated to the Board for approval, then provided to the CEO.

### **8. SP #2 – Sustainable and Thriving Clubs (Organizations):**

*Support robust governance, financial security and sustainable pathways to growth in Clubs*

#### **8.1 New Members – Fredericton Rowing Club (Fitzpatrick)**

The Board of the Fredericton Rowing Club will be planning to apply for membership when they decide to request reinstatement. They need re-engage with the Provincial Rowing Association.

#### **8.2 RCA National Conference (Fitzpatrick)**

Registration for the conference will open in late November or early December.

### **9. SP #3 – Vibrant and Compelling National Events:**

*Develop a suite of vibrant and engaging National Events to support growth and diversity*

#### **9.1 National Events (Fitzpatrick)**

An RCA National Rowing Championships (NRC) date calendar was reviewed by the Board.

It was noted that a commitment was made to provide dates for the NRC for a 3 - 4 year period.

Clear parameters for National Team Athletes need to be defined for the NRC based on training and readiness for the competition.

#### MOTION 8: Purpose - RCA National Events

Moved: Dana          Seconded

That the purpose of RCA National Events be evaluated and defined including a communication strategy.

CARRIED.

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#### MOTION 9: RCA National Events

Moved: Lindsay Bergen,    Seconded:

That dates for RCA National Events are approved by the Chief Executive Officer or delegate.

CARRIED.

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#### 9.2 Event Sanction Policy Updates (Fitzpatrick)

The Event Sanction Policy was reviewed by the Board.

#### MOTION 10: RCA Event Sanction Policy

Moved: Carol Hermansen          Seconded

That the amendments to the RCA Event Sanction Policy be approved.

CARRIED.

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### 10. SP #4 – Sustainable Success on World Stage:

*Create conditions for success in Paris 24 and a sustainable pathway for athletes for LA28 and beyond*

#### 10.1 ACTION PLAN from RT Recommendations (Dillon)

##### R-T Gap Analysis – Recommendations and Next Steps

The Gap Analysis for the RCA Independent High Performance Review was discussed by the Board.

The Board will provide comments through a Sharepoint link over the next 2 weeks.

##### Recommendation:

A communication plan will be developed to update the membership on progress that will be provided to the President and disseminated to the Board for their review.

## **Accountability Committee - (Resolution to Approve)**

The Board reviewed and made amendments to the Independent Review Accountability Terms of Reference. Director Walinga will edit the document and provided the Board with the final version after the meeting.

### **MOTION 11: RCA Independent Review Accountability Committee Terms of Reference**

Moved: Tom Hawker                      Seconded

That the RCA Independent Review Accountability Committee Terms of Reference be approved as amended.

**CARRIED.**

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## **10.2 High Performance Update**

A High Performance plan was presented to the Board including team standards and culture, athlete well-being and future National Team operations.

### **Own the Podium (OTP) Submission**

A plan for the RCA High Performance vision was presented to the Board by the acting High Performance Director.

### **Para Rowing Update**

A staff member to lead the Para Rowing program and the challenges around that were discussed. This will be reviewed further over the next few months.

### **MOTION 12:**

Moved: Dana Thorne                      Seconded:

That RCA High Performance reporting to the Board be modified to cover key performance indicators.

**CARRIED.**

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## **10.3 Athlete Director (Bergen)**

### **NTC Athletes Report**

The Athlete Council Representation Terms of Reference has been amended to include representation from each athlete group and also to refine the process for the selection of the Athlete Director.

The role of the Athlete Director also needs to be addressed by the Board.

### **11. SP #5 – Establish a National Training Centre:**

*Establish a National Training Centre in North Cowichan as a model for Canadian High Performance*

#### 11.1 NTC Update – Agreement to Purchase

Tabled to the December meeting.

#### 11.2 Canadian Rowing Foundation

Tabled to the December meeting.

### 12. SP #6 – RCA is a Great Place to Work:

*Well governed, sustainable, values driven organization, a Great Place to Work*

#### 12.1 Staffing Update

Interviews for the High Performance Director position will be held next week,

The NTC Head Coach recruitment process will be considered after the National Rowing Championships.

#### 12.2 HR Playbook Update

Aligning the HR Playbook with RCA's organization values through a 3<sup>rd</sup> party consultant was discussed.

#### 12.3 Governance and Policy Committee (Walinga)

The criteria for selection of members to the Governance and Policy Committee had not been shared with the Board and was requested. It will be sent out shortly by Jennifer Walinga for the Board to review and make decisions at the next Board meeting.

7 very qualified people have provided expressions of interest.

A matrix of competencies will be provided to the Board.

### 13. CEO Report (Dillon)

#### 13.1 RCA Strategic Plan

Tabled to a future meeting.

**Sunday November 2, 2022:**

MOTION 13: In Camera

Moved: Jennifer Walinga,                      Seconded:

That the meeting be moved In Camera to review financial reports.

CARRIED.

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MOTION 14: Out of In Camera

Moved: Lindsay Bergen,                      Seconded:



That the meeting be moved In Camera to review financial reports.

CARRIED.

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#### MOTION 15: Governance and Accountability

Moved: Carol Hermansen,                      Seconded:

That a special, facilitated Board Only Meeting to reevaluate the governance and accountability of RCA will be held within the next two weeks.

CARRIED.

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### 14. Treasurer's Report (Hawker)

#### MOTION 16: In Camera

Moved: Carol Hermansen,                      Seconded:

That the meeting be moved In Camera to review financial reports.

CARRIED.

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#### 14.1 Finance Report

#### 14.2 Budget 2022/23

#### MOTION 17: Out of In Camera

Moved:              Dana      Seconded:

That the meeting be moved Out of In Camera.

CARRIED.

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#### MOTION 18: 22/23 RCA Budget

Moved:              Tom Hawker                      Seconded,

That the RCA Budget for 2022 - 2023 be approved as presented including Quarter Two results.

CARRIED

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#### 14.3 Dues and Fees Update

The Committee on Dues and Fees will hold their report and recommendation meeting on November 18<sup>th</sup>.

#### 14.4 Audit Committee

The Audit Committee will review the Treasurer's role along with establishing a draft terms of reference for a combined Audit and Finance Committee.

## **15. Provincial Director (Hermansen)**

### **15.1 Provincial Advisory Council (PAC) Report**

A letter from the Provincial Advisory Council was accepted and a draft reply will be prepared by the Board.

A face-to-face PAC meeting is also being considered in 2023.

The coast to coast indoor event will be held on Saturday, February 11<sup>th</sup>.

## **16. Director (Thorne)**

### **17. Director (Thornton)**

*Health and Safety Updates: Protocols and Policies:*

#### **17.1 Briefing Note – Health and Safety**

Updated Health and Safety policies may be required as a result of the governance review.

#### **17.2 U19 Lightweight Rowing - Preliminary Evidence Review**

The preliminary evidence review document will be updated based on recent evidence.

#### **17.3 Water Quality Report**

A report was reviewed on water quality. It was noted that there is a water quality protocol in place at Quamichan Lake.

There has been a past issue with fog conditions on Elk Lake as related to communication. It was noted that the protocol around that has been updated and a procedure to cover weather conditions is in place.

## **18. Director (Walinga)**

Nothing to add.

## **19. Next Meetings – 2023**

### **19.1 Dates Proposed for RCA Board Meetings /Annual Meeting 2023 (Purcer)**

- *Friday, January 27, 2023 - In person meeting at the Annual Conference*
- *Sunday, January 29, 2023 - Semi-Annual meeting, in person*
- *Wednesday, March 8, 2023 - Zoom meeting*
- *April 22 - 23, 2023 - In person meeting. Location to be determined*
- *Wednesday, June 7, 2023 - Zoom meeting*
- *Wednesday, July 12, 2023 - Zoom meeting*
- *Wednesday, August 23, 2023 - Zoom meeting*
- *Thursday, September 21, 2023 - Annual meeting by Zoom*
- *November 4 - 5, 2023 - In person meeting. Location to be determined*
- *Wednesday, December 13, 2022 - Zoom meeting*

MOTION #19:

Moved: Tom Hawker      Seconded,

That the proposed dates for 2023 Board Meetings and Annual Meeting be approved.

CARRIED

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## **20. Adjournment**

The meeting was adjourned at 2:30 p.m. PST.