



Rowing Canada Aviron
BOARD OF DIRECTORS MEETING
April 13 - 14, 2023

at the

Four Points by Sheraton Victoria Gateway

MINUTES

ATTENDANCE:

Board of Directors:

Carol Purcer, President
Lindsay Bergen, Athlete Director
Fred Enns, Director
Paul Fritz-Németh
Tom Hawker, Treasurer, Director
Dana Thorne, Director
Derek Ventnor, Provincial Director

RCA Staff:

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

1. Board Governance Session

A Board governance educational session was held, presented by Janis Riven.

The following items were included in the presentation, followed by a Q & A session:

Part 1 - Overview

- Principles of effective governance - a review
- Board and director roles and responsibilities: the changing landscape for NSOs
- Moving from an operating/policy board to a strategic board: the big picture

Part 2 - Strategic priorities for a strategic board: redefining the Board management relationship

- The Board's role in strategy
- CEO performance management and oversight

2. President's Opening Remarks and Territorial Acknowledgement

The meeting was called to order by President Purcer at 12:30 p.m.

The Treasurer delivered a Territorial Acknowledgement.

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

MOTION #1: Agenda

Moved: Paul Fritz Nemeth Seconded,

That the Board Meeting Agenda, April 13 - 14, 2023, be approved.

CARRIED

Item 22 will be moved forward to accommodate staff attendance.

4. Declaration of Conflicts of Interest

As a current FISA Umpire, Provincial Director Ventnor disclosed a perceived conflict of interest as related to discussions regarding financial support for FISA Umpires.

The CEO disclosed a perceived conflict of interest as related to discussions regarding his wife's employment at CSI Pacific - it was noted that she recuses herself from rowing related issues.

President Purcer disclosed that she will recuse herself from any RCA Board decisions regarding U19 Lightweight Rowing.

5. Review and Approval of Previous Minutes

5.1 February 19, 2023

MOTION #2:

Moved: Paul Fritz-Németh Seconded,

That the Board Meeting Minutes, February 19, 2023, be approved as amended.

CARRIED

5.2 March 8, 2023

MOTION 5: Governance and Policy Committee Terms of Reference: *by approved* was changed to be approved.

MOTION #3:

Moved: Tom Hawker Seconded,

That the Board Meeting Minutes, March 8, 2023, be approved as amended.

CARRIED

6. Business Arising

MOTION 4: In Camera

Moved: Tom Hawker, Seconded:

That the meeting be moved In Camera to review the National Training Centre.

CARRIED.

6.1 NTC Site Selection Scorecard Strategy Update (Purcer)

6.2 Correspondence Update (Purcer)

6.3 Special Meeting Minutes

7. Governance Debrief

The governance session held in the morning was discussed. Based on positive feedback from the Board, ongoing governance workshop sessions will be considered.

MOTION 4: Out of In Camera

Moved: Dana Thorne Seconded:

That the meeting be moved Out of In Camera.

CARRIED.

8. President's Report

- Attended the Canadian Henley Regatta Corporation Annual General Meeting. RCA was thanked for the \$10,000 contribution to the grandstand in advance of the Canada Summer Games - a sign will be added.
- Attended an RCA Human Resources Committee meeting to review an evaluation. A revised Human Resources Terms of Reference will be considered by the Board.
- A Canadian Olympic Committee Meeting was held recently. Athletes and officials from the Ukraine and Russia were discussed.

9. RCA Board Skills Matrix (Purcer)

To provide the RCA Nominating Committee with its recommendations in advance of the call for expressions of interest, Board members completed a skills matrix spreadsheet.

10. RCA Nominating Committee (Purcer)

The Board will share its preferred skillsets with the Nominating Committee. The Committee may want to consider including additional information for each of the candidates as related to the skills matrix.

There are 3 positions to be elected including 2 Director at Large positions along with the Provincial Director to be selected by the Provincial Advisory Council.

The Call for Expressions of Interest will be sent on May 24th. After the first closing date a slate of candidates selected by the Nominating Committee will be sent to the membership on August 7th, including at least 1 extra candidate.

The President will follow up with the Board via email to finalize the preferred skillsets and competencies.

11. Policies, Updates and Reviews

11.1 RCA Human Resources (HR) Terms of Reference – Resolution to Approve

Amendments to the HR Terms of Reference were discussed by the Board.

This item was tabled and the document will be returned to the HR Committee for additional edits and brought back to the Board for approval at a future meeting.

11.2 Athlete Council Terms of Reference – Resolution to Approve

The Board discussed the following amendments to the Terms of Reference:

- Updating Athlete Director where necessary...
was amended to:
The Chair will update the Athlete Director where necessary...
- The Athlete Director is selected by the election process carried out alongside the RCA Nominating Committee process.
was amended to:
The election process for the Athlete Director is carried out in accordance with the RCA By-laws.
- The references to Athlete Council By-laws will be amended to *Athlete Council Charter*.

MOTION 5: Athlete Council Terms of Reference

Moved: Tom Hawker, Seconded:

That the Athlete Council Terms of Reference be approved as amended.

CARRIED.

For the Board's information an Athlete Council Charter document was also provided.

12. Treasurer's Report (Hawker) - *In Camera*

MOTION 5: *In Camera*

Moved: Derek Ventnor, Seconded:

That the meeting be moved *In Camera* to review financial matters.

CARRIED.

12.1 Financial Update to March 31, 2023

MOTION 6: Out of In Camera

Moved: Paul Fritz Nemeth Seconded:

That the meeting be moved Out of In Camera.

CARRIED.

12.2 2024 Preliminary Budget

MOTION 7: 2024 Preliminary Budget

Moved: Tom Hawker Seconded:

That the 2023-2024 Draft Budget V3 be approved as presented.

CARRIED.

The Board discussed the potential for a federal employees strike and the related impact on NSO funding and RCA's ability to support operations.

MOTION 8: 2024 Preliminary Budget

Moved: Tom Hawker Seconded:

That the CEO and Treasurer engage in discussions with the Bank of Montreal about a line of credit, amount to be determined.

CARRIED.

It was noted that the RCA By-laws allow borrowing for a short-term period to address a funding cash flow shortfall, but does not allow borrowing for capital projects.

12.3 Audit Committee

An additional member of the Audit Committee needs to be appointed. A potential candidate in Quebec will be contacted.

Business Arising from the April 13th meeting:

Board Governance:

The importance of ongoing board governance training was recognized. President Purcer will follow up on next steps with the presenter.

Director Fritz-Németh will track ongoing board governance training.

The RCA Governance and Policy Committee could also consider if the Chair of that committee should be a board member.

13. National Training Centre Update (Hawker)

The Board discussed matters related to the National Training Centre at Quamichan Lake.

NTC Committee:

It was recognized that the NTC Committee has mostly fulfilled its mandate and the committee's terms of reference needs to be updated.

The NTC Committee also needs to be reconstituted - there are currently only 2 active members. Director Enns was appointed to the Committee by the Board and a meeting will be held to review the current status of the project.

13.1 NTC Fund and Status Update

The status of the funding for the National Training Centre was discussed by the Board including the areas of risk.

14. Strategic Plan Update (Dillon, Fitzpatrick, Parfitt)

14.1 Update on Strategic Priorities

The Board reviewed a progress report spreadsheet on the 6 priorities of the Strategic Plan.

The Board will be provided with a quarterly report including areas of risk or where remedial action is required. Metrics within the report are an ongoing project.

Specific areas of the plan are communicated to the membership based on progress. Additional information on the Strategic Plan could be provided in the future.

There were questions from the Board regarding the following items:

The Waterloo Research Project:

RCA was approached by the University of Waterloo regarding a pilot project to enhance the understanding of the landscape of club rowing in Canada and its capacity for growth. There were 4 objectives:

1. Describe the scope and growth trends of community rowing clubs in Canada.
2. Identify specific groups where there are issues.
3. Assess the organizational capacity through a comprehensive national survey as related to human resources, finances, infrastructure, partnerships and planning.
4. Mobilize evidence to inform multi-level collective strategies for addressing effective club management practices.

National Events:

A National Events Coordinator, Rachel Wolfe, has been hired and will bring a different perspective to the position.

RCA has 2023 agreements with member organizations regarding the National Rowing Championships and the Canadian Masters.

A Beach Sprints event managed by RCA will be held in August.

The Canada Cup will not be held in 2023 - RCA was in a position to hold the event but a suitable venue and host could not be confirmed by the event planning deadline.

High Performance:

High Performance Director Parfitt provided the following update:

The HP PARA program is under review. Important that the program is set up as a sustainable system with a staff person to lead the program and develop a strategy and pathway for para athletes.

There are approximately 80 para athletes within the web registration system. There are challenges to providing a National para program that are being assessed for solutions.

Water quality at Quamichan Lake was discussed by the Board.

Coastal Rowing:

Coastal Rowing may be included in the 2028 Olympic Games.

Qualification for the World Beach Games will be held in Victoria.

The 2023 World Rowing Coastal Championships & Beach Sprint Finals will be held in Italy in October - planning is underway for a qualification event in Canada.

Expectations for the Paris Olympics in 2024 were reviewed. RCA is currently prioritizing crew selection for the Olympic qualification event.

14.2 Next Year's Operational Plan

An operational report prepared by senior RCA staff for 2024 - 2025 was provided - an assessment on what could be achievable under the Strategic Plan priorities based on current capacity and resources.

15. Safe Sport Update (Fitzpatrick)

The Independent Third Party (ITP) has been in place since April 2019 for RCA. In February 2022, the Harmonized Safe Sport Policy Manual was in effect for all levels of rowing (local, provincial, national) and all complaints from Individuals (Individuals as defined in the Safe Sport policies) were to be submitted to the ITP. In December 2022, RCA joined Abuse Free Sport. Some complaints will now be filed with Abuse Free Sport and some will be filed with the ITP for Rowing.

The RCA Board of Directors were informed of the number and types of inquiries that are received by the Independent Third Party (ITP) for Rowing from April 1, 2022- March 31, 2023.

The number of enquiries was organized by region across Canada. A sub-category will be added by percentage per capita under each region.

Next Steps:

- Provide PRAs with an equivalent update

- Follow-up with PRAs/Clubs on the status of complaints
- Pending Safe Sport funding approvals, prioritize community awareness and training for governance, interpersonal issues and psychological maltreatment.

A Safe Sport Working Group will also be formed to review the national, provincial and local levels of the program.

16. CEO Report

16.1 HP Culture Review - Accountability Committee

The Accountability Committee has been appointed and contacted by the CEO including:

Alex Davidson; Emily Jago; Maxwell Lattimer; Isabelle Cayer; Meghan Montgomery; Steven van Knotsenburg.

First meeting to be held as soon as possible based on the availability of the committee members.

16.2 Staffing update

Rachel Wolf has been hired as the National Events Manager.

The High Performance program was discussed including hiring a new lead coach.

16.3 U19 Lightweight Rowing Working Group

The U19 Lightweight Working Group has held 4 meetings. It is currently conducting a comprehensive review of relevant literature, have developed a stakeholder list and will probably start their consultation process in May 2023.

September is the deadline for their final, evidence based report. An interim report was also requested by the Board.

17. Provincial Director (Ventnor)

17.1 Provincial Advisory Council (PAC) Report

A PAC meeting with the Provincial Director will be held on Sunday. A calendar of meetings will be determined after the RCA Board sets its schedule of meetings.

Following the special meeting, PAC recognizes they have a voice and an opportunity to be engaged.

17.2 Canadian Henley Regatta Joint Commission - 2023 Regatta Budget

The Commission approved the current budget and it reflects an increase in entry fees.

[MOTION 6: Royal Canadian Henley Regatta Commission - 2023 Regatta Budget](#)

Moved: Derek Ventnor

Seconded:

That the Royal Canadian Henley Regatta 2023 Budget be approved as presented.

CARRIED.

The Commission will be notified that RCA approved the budget.

17.3 Management of PAC/Provincial Stakeholder Groups Going Forward

With a goal of improving communications between the provincial rowing associations and RCA, the PAC Director is currently meeting with the CEO and Director of Partnerships and Sport Development on a bi-weekly basis.

17.4 Management of Committees of the Board

The management of operational and standing committees of the Board was discussed. Important that committee chairs are clear about their role.

18. Athlete Director (Bergen)

18.1 NTC Athletes Report

The National Team Athletes Council requested additional information on the Special Meeting of Members. A response to their questions was provided along with an explanation of the role of the Athlete Director and communication processes.

It was noted that athletes have also been provided with guidelines for their questions and concerns.

19. Director (Enns)

Nothing to add.

20. Director (Fritz-Németh)

Nothing to add.

21. Director (Thorne)

Director Thorne did an Interview with Arbutus Magazine. This will be an article on the National Training Centre at Quamichan Lake. Athletes and coaches were also interviewed. A very positive article that will be shared on social media.

Island Coastal Economic Trust has provided funding support for the NTC at Quamichan Lake and will be doing community profiles with RCA and local First Nations. Interviews will be managed through the appropriate channels.

Other Items Discussed:

RCA committee chairs and the difficulty of having a board member as chair based on the board's size and capacity.

Kamloops Rowing Club – include under Business Arising at the next meeting.

The National Team Alumni Committee was discussed. RCA staff member Lindsay Brown could provide information on the current status of the committee.

The Board discussed supporting RCA postings on social media.

22. Membership (Fitzpatrick)

22.1 Open Aviron Rowing Coastal Association (OARCA) – Change of Membership Status (Resolution to Approve)

The Open Aviron Rowing Coastal Association has requested a change of membership status from special association to rowing club status in order to register participants for coastal rowing programs.

MOTION 7: Change of Membership Status

Moved: Derek Ventnor Seconded:

That the Open Aviron Rowing Coastal Association be approved as a rowing club.

CARRIED.

22.2 Fredericton Rowing Club

The status of the Fredericton Rowing Club's membership was discussed by the Board.

An official response will be requested from Rowing New Brunswick Aviron regarding their member club policies.

23. Next Meetings – 2023

23.1 June 7th

23.2 Board Meetings – frequency, timing of minutes (Ventnor)

With respect to the timing of meetings, the first step in the process is to determine when the finance department can provide quarterly statements. Also need to consider the annual audit and timing of annual meetings.

24. Adjournment

The meeting was adjourned at 4:00 p.m. PDT.