

# MARGHERITA V. BRAGA

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August 25, 2024

Dear Canadian Rowing community,

I'm writing to express my enthusiastic interest in joining RCA's Board of Directors as a Director at Large. My passion for rowing spans 17 years. I started coxing in my 4<sup>th</sup> year at Western; otherwise considered a "late entrant" on university standards, I'm glad I was given that opportunity because this sport and community have helped me grow in ways I didn't expect. Over the years, I've had the privilege to wear many hats in our sport - coxswain, coach, umpire, and regatta organizer - and each experience has deepened my commitment to the growth and success of rowing in Canada.

I have closely followed RCA's efforts to address ongoing challenges, particularly in relation to the High Performance program and Safe Sport. The initiatives outlined in recent RCA reports reflect significant progress. These efforts demonstrate a commitment to fostering a safer and more transparent environment, which is crucial for the future of our sport. My firsthand experience in athlete development, safe sport, and community engagement gives me a unique and empathic perspective on the opportunities within our sport. However, I believe RCA faces challenges like those I see in my clients' organizations: good intentions and positive actions can get lost amidst the complexities of managing multiple stakeholders, misaligned goals, and sometimes even the business jargon. Professionally, I'm known for jumping into challenging situations, cutting through the noise, and getting things done. RCA's strategic plan needs a refresh to better listen to and understand stakeholders, clarify the funding structure, and unify members on who we are, what we aim to achieve, and how we will get there.

I am excited about the opportunity to contribute my expertise to RCA's ongoing focus on governance, risk management, and strategic planning. I've led complex organizational transformations, designed and executed strategic plans, and restructured boards and supported on CEO succession planning and selection. These experiences have taught me how to bring people together, create actionable plans, and (*most importantly*) deliver results. I've seen firsthand the impact that clear, honest communication and decisive action can have on an organization, and I believe these are qualities that our sport needs now more than ever.

Our sport is at an exciting crossroads; it's an Olympic/Paralympic year, Beach Sprint has been introduced to LA '28, and indoor continues to grow in popularity; we have diverse stakeholders across a big country, with evolving needs! Serving everyone's interests, while staying true to our core mission, is a delicate balancing act. I believe that with the right leadership, we can strengthen our community, support our athletes, and build a sport that is inclusive and forward-looking. My work with the Beach Sprint Finals and World Rowing Championships this year has reinforced my belief that trying new things *will be* challenging, but the outcome is worth the sweat!

I'd like to conclude by speaking from the heart. My motivation isn't about titles or recognition; like many others, I continue to set my alarm for 4am because I truly believe in the transformative power of our sport. It would be a great honour to bring my experience, passion, and dedication to the RCA Board, along with a fresh perspective that reflects both the traditions we cherish and the new possibilities ahead.

Thank you for your consideration,



Margherita (Margy) Braga