



TERMS OF REFERENCE NATIONAL TRAINING CENTRE - PROJECT COMMITTEE

Effective date	June 15, 2023
Date last reviewed	March 6, 2024
Scheduled review date	November 2024
Replaces and/or amends	
Approved by and date	March 6, 2024
Archived date	
Appendix(-ces) to this Policy	ANNEX A to NTC-PC TERMS OF REFERENCE

Purpose and Mandate

On behalf of the Board of Directors of Rowing Canada Aviron (RCA), members of the **National Training Centre - Project Committee** (NTC-PC) will lead all aspects of the creation of the National Training Centre (NTC) to be built at Quamichan Lake, B.C., including the design of the NTC, fundraising for the NTC and acquiring (either directly or with the cooperation of another not-for-profit corporation) the land and building the NTC.

The NTC-PC will oversee the entire project and direct three subcommittees which will be responsible for the designing (“**Design Committee**” (DC)), fundraising (“**Fundraising Campaign Committee**” (FCC)) and building (“**Project Build Committee**” (PBC)) of the NTC as set out below. All committee and sub-committee members will be appointed by the RCA Board and may be removed or placed as needed.

The NTC-PC will have the following tasks and authority:

- Establish the framework of an overall budget covering all aspects of the NTC from the land acquisition and development, equipment acquisition, infrastructure construction, foreshore development and the projected operational costs of the center (all of which are subject to the final approval of the RCA Board).
- Consult with RCA staff and athletes to determine their requirements for the facility (this may include a review of similar boathouses in the rowing world to gauge NTC framework)
- Determine the stakeholders in, and users of, the NTC and what rights each party will have with respect to the use of the NTC and what obligations each will have to contribute to capital costs and operational costs. (This will cover various levels of stakeholders/users from Sports Canada, through its Contribution Agreement, to local bodies)
- Determine to what extent RCA can accommodate the involvement of interested community groups in using the facility, such as local area rowing clubs, schools, Cowichan tribes, or others and their rights of access and use.

- Review and revise, from time to time, the currently planned 4 Phases of development of the lakeshore and dryland facilities (see Annex A), including the impact of this on the timing of fundraising and construction.
- Liaise with municipal, provincial and federal governments on rights, funding, environmental issues, water supply, site placement, zoning and contract terms.
- Determine what naming rights that RCA is prepared to accept for large funders and general recognition of donors.
- Liaise with interested community groups to the extent that issues arise and need to be resolved regarding the development of the NTC.
- Oversee, through the Project Build Committee, the engagement and use of services of an architect as needed to resolve issues of project design and cost.
- Approve the terms of all RFP documents and final contracts before their finalization and execution.
- Liaise with each of the sub-committees set out below to determine timing and availability of funding, resources and personnel and the impact of this on the work of each of the other committees and the overall NTC project.

Membership & Term

The NTC-PC will be composed of the following committee members:

- RCA Director or former Director (Committee Chair)
- RCA Director (Committee Vice-Chair)
- RCA Treasurer (if not Chair or Vice-Chair)
- RCA Chief Executive Officer (CEO)
- RCA High Performance Director (HPD)
- Athlete Council Representative (if one is put forward by Athlete Council)
- Chair of PBC - RCA community person with expertise in construction
- Chair of DC - RCA community person with expertise in design
- Chair of FCC - RCA community person with expertise in fundraising
- North Cowichan community person with expertise or experience relevant to the project

The Committee will also value the expertise of a Local Indigenous Representative to consult with throughout the process.

The Chair requires strong chairing, communication and consensus building skills, and will be responsible for providing general updates to the RCA Board of Directors.

The NTC-PC will be provided with administrative support by additional RCA staff (non-committee members) as well as independent strategic counsel as required. Any of these supporting groups will not be considered members and will not receive any vote as to issues considered by the NTC-PC.

All appointments to each of the four committees are for the full duration of the committee's existence, and, in the case of RCA Directors, regardless of whether the person appointed continues to be a director of RCA throughout the full term of the committee's existence. RCA's Board of Directors may replace any committee member from time to time. Should any member be unable to serve or need to step down an equivalent member may be appointed by the RCA Board.

Once the NTC-PC and each subcommittee completes its responsibilities as set out herein, its term may be considered complete and the committee may be dissolved. RCA's Board of Directors will determine the future role of the committee, if any, once it has served its primary function.

Commitment of all Committee and Sub-committee Members:

- To work by consensus.
- To assume responsibility for specific tasks and aim for delivery within agreed timeframes.
- To voice/communicate concerns about any decisions, actions and/or the processes within the committee and to speak with one voice once decisions have been made.
- To participate in regular meetings and/or Zoom meetings as agreed by the committee.
- To respond to requests for input within 48 hrs to 4 days, depending upon the situation, and agree that, where circumstances prevent participation of any committee member in any particular decision, to promptly notify the Chair and support the consensus of the remainder of the committee.
- To respect and value the time of other committee members– Meetings will occur on time, as scheduled, and will be no longer than 45-60 minutes. Meetings will be organized and productive, with tasks assigned and scheduled so as not to leave members feeling overwhelmed with responsibilities.

Specific Responsibilities of Sub-Committees

Once the NTC-PC has determined the requirements of the facility and its budget then it will instruct the “Design Committee” to develop the drawings for tender and acceptance by the NTC-PC and RCA Board.

The NTC “**Design Committee**” (DC) will have the following terms of reference:

- Design (or adapt current design) to final drawings able to be costed and reaffirm the budget through quantity survey.
- Liaise with all future users of the NTC as approved by NTC-PC (see above) to ensure all involved parties are represented in the design and functionality of the NTC infrastructure.
- Report to the NTC-PC on a timely basis with respect to timing of design work and any impact from availability of funding on the design work and the overall NTC project.

The DC will be composed of the following committee members:

- Chair – RCA community person with expertise in designing projects of this nature
- Architect
- RCA High Performance Director (HPD)
- Athlete Council Representative (if one is put forward by Athlete Council)
- RCA Director

The “**Fundraising Campaign Committee**” (FCC) will have the following terms of reference;

- Raise initial funds to provide ability for the DC (with approval of NTC- PC) to engage the architect and consultants as required.
- Raise funds as per the budget established by the NTC-PC for each of the 4 Phases of the NTC (see Annex A)
- Engage and work with professional fundraiser to accomplish objectives.
- May establish “working groups” composed of persons chosen by FCC to assist the Committee with specific functions.
- Develop a database for future RCA use of donors or potential donors.
- Develop a marketing plan to generate awareness, engagement and support for the NTC among the RCA community and in the Cowichan Valley

- Liase with RCA Communications team to ensure coordinated approach and messaging to donors and community.
- Liase with PBC in the event of gifts “in kind” which may be useful for or impact construction work.
- Report to the NTC-PC on a timely basis with respect to timing and availability of funding and the impact of this on the work of each of the other committees and the overall NTC project.

The FCC will be composed of the following committee members:

- Chair - RCA community person with expertise in fundraising projects of this nature.
- RCA Director
- Professional fundraiser
- 3-4 members of the RCA community with alumni, business and community connections

The “**Project Build Committee**” (PBC) will not be active until NTC-PC has sufficient assurance that the necessary funds are in place. The PBC will have the following terms of reference:

- Supervise and approve all RFPs, tendering and approval of contracts for acquisition and construction of the NTC as designed.
- Assure proper oversight and control of the building of the NTC.
- Approve all invoices and payment for goods and services and forward to RCA finance for final approvals and processing as per the RCA Financial Management Policies and Procedures
- Deal with all change orders and control of costs relating to them with adequate contingency arrangements.
- Ensure all permits are in place and adherence to building code and facility requirements.
- Ensure adequate and appropriate insurance for the construction of NTC.
- Oversee and ensure adequate project accounting and reporting to NTC-PC and RCA Board with support from the RCA Manager of Finance and RCA Treasurer.
- Create tracking tool that summarizes status of all legal engagements for purchase and construction so that timely updates can be made to RCA Board
- Report to the NTC-PC on a timely basis with respect to progress of each stage of purchase and construction and the impact of any delays in funding or construction on the build of the NTC project.

The PBC will be composed of the following committee members:

- Chair, RCA community member with construction and project management experience.
- Architect
- Project Manager (as and when hired)
- RCA Director- with legal knowledge
- RCA Director - Treasurer

Summary of Decisions

Each committee will appoint one person to act as secretary to record decisions made by the committee and these decisions will be circulated to committee members within 4 working days of each meeting/conference call. Where workloads do not permit this timeline to be met, a summary of actions will be circulated within 48 hours together with the anticipated timeframe for circulation of the Summary of Decisions. The Summary of Decisions will be

copied to the NTC-PC Chair and Vice-Chair and included in quarterly reports to the RCA Board.

Accountability:

Each of the DC, FCC and PBC will periodically report to the NTC-PC on the progress made by the relevant sub-committee. Reports will include an assessment of risks associated with each of the current tasks of the committee. Reports should be given no less than quarterly. When any decision needs to be made which is outside of the scope of authority of the sub-committee, that committee Chair will bring a proposal to the NTC-PC for consideration and approval, with a clear rationale and supporting evidence.

The NTC-PC will periodically report to the RCA Board on the progress made by the committee and the sub-committees. Reports will include an assessment of risks associated with each of the current tasks of the committee. Reports should be given no less than quarterly. When any decision needs to be made which is outside of the scope of authority of the NTC-PC, the committee Chair will bring a proposal to the RCA Board for consideration and approval, with a clear rationale and supporting evidence.

All expenditures made with respect to any aspect of the NTC must be approved by the RCA Board either directly or through a delegated authority to the NTC-PC or budget approvals made by the Board for the NTC-PC. The NTC-PC may then further delegate such approvals as necessary or set out schedules of authority within which the relevant sub-committee or the person to whom such authority has been delegated may incur expenditures within the scope of expenditures which has been approved.

RCA will maintain separate accounting for the NTC project so that all such expenses and revenues can be tracked and accounted for both within RCA financial accounting and on a stand alone basis for the NTC project.

ANNEX A to NTC-PC TERMS OF REFERENCE

Phases	Key Milestone/Deliverable
Phase One: Land Acquisition	Purchase Agreement signed by all parties in 2022. Completion scheduled for March 31, 2024.
Phase Two: Shoreline Infrastructure and Docks	Completed in 2023
Phase Three: Shell House Construction	Completion - December 2025
Phase Four: Construction of Dryland Centre	Completion - 2026 -2028