



# **RCA Dues and Fees Webinar Package Supplementary Information**

Wednesday, November 19, 2025

4:00 pm PST / 5:00 pm MST / 6:00 pm CST / 7:00 pm  
EST / 8:00 pm AST / 8:30 pm NST

Via Zoom: <https://us02web.zoom.us/j/88914412987>

## TABLE OF CONTENTS

|                                                            |   |
|------------------------------------------------------------|---|
| RCA Committee on Dues and Fees Report to the RCA Board     | 2 |
| RCA Member and Participant Activity: 2023/2024 – 2024/2025 | 6 |
| RCA Statement of Operations 2024-2025                      | 7 |
| RCA Funding and Revenue 2024-2025                          | 8 |
| RCA Domestic Investment and Benefits                       | 9 |



## COMMITTEE ON DUES AND FEES REPORT TO THE MEMBERSHIP RCA SEMI-ANNUAL MEETING, JANUARY 25, 2026

### RCA Committee on Dues and Fees Meeting Participants:

#### **RCA Committee on Dues and Fees:**

- British Columbia – **Judy Smith**
- British Columbia – **Betsy Segal**
- Ontario – **Dave Boyd**
- Prairie Region – **Russell Hart**
- Quebec – **Daphné Bisson (Chair)**
- Atlantic Region – **Daphne Dumont**
- RCA President (ex-officio)– **Tracey Black**
- RCA Treasurer (ex-officio) – **Jane Stamp**

#### **RCA Staff Support**

- **Jeff Powell** – RCA CEO
- **Jennifer Fitzpatrick** – Director of Partnerships and Sport Development

### **Background to the Recommendations**

The RCA Committee on Dues and Fees was convened according to Sections 8.1 and 8.2 of the RCA Bylaws. The Chair, Daphné Bisson, was duly elected at the first meeting on October 15, 2025. The procedures, timetable and information that would be needed by the committee were determined.

The Committee met again on October 23 to review and discuss a comprehensive portfolio of financial information, participant activity data and other relevant information. On October 28, the Committee met again and continued the discussion and formulated its recommendations to the RCA Board as outlined below.

The Committee is satisfied that it received full disclosure of relevant and appropriate financial information and other information that it requested to support its decision-making.

In making its recommendation to the RCA Board, the Committee on Dues and Fees considered the following:

#### *Dues and Fees*



- Following last year's recommendation, the 2025/2026 Participant Fees were set at \$29.40 per person, Regatta Seat Fees \$4.30 per event, Club Dues \$490, Provincial Rowing Association Dues \$855, and Special Rowing Associations and Associate Organizations \$615. This represented an ~ 7% increase over the previous year.

Member and Participant Activity was reviewed. Participant activity increased in 2024/2025 by 3.8% and the number of competitors increased by 3.4% when compared to the previous year

- Summaries of historical financial operating statements were reviewed (back to 2022), and an updated year-end projection for the current year (2025/26). Over the past several months, RCA has undertaken many cost reduction strategies to address budget constraints, resulting in a net projected operating income of ~ \$11,300 for the 2025/2026 year. The projected operating income is ~ \$33,000 better than the deficit of \$22,000 originally budgeted.
- A detailed source of funds chart was also provided, outlining the various sources of funding. Most of the organization's funding comes from Sport Canada. Typically, RCA membership Dues and Fees represent 20-30% of the total investment in National Sport Development and Operations funding. That variation results from funding received "ad-hoc" for specific, direct-funded initiatives such as Community Sport for All.
- While the Bylaws require Fees and Dues to be reviewed and proposed annually, for the past four years, the committee has considered increases to be added each year, reflective of the annual Consumer Price Index (CPI) as a matter of course (barring unforeseen circumstances), in order to avoid larger increases in the future. Similar to last year's committee, the committee did have a robust discussion about the financial pressures that have been felt the last several months at all levels (local, provincial, national) and concluded that "real" costs have increased much more than just the annual rate of inflation (i.e. travel, accommodation, etc.) and that we have not yet "caught up" with the shortfalls created from years of insufficient increases. Given the current economic environment, the Committee unanimously agreed that an increase of 8% was reasonable for the ensuing fiscal year. This increase will mitigate the impact of the current projected shortfall. However, it is important to note that due to anticipated increases in costs for the upcoming year, the onus will be on Rowing Canada to complete additional work to avoid additional shortfalls.

### Special Investment Fee



The committee also discussed how the increases to dues and fees in recent years and as currently proposed are necessary to maintain the current operations at status quo, however, any effort to take on an extraordinary initiative would require an additional influx of funds. Reflecting on recent years, including a nationwide sentiment that we must re-establish the quality of rowing that our sport has become accustomed to and continues to identify with, generated dialogue on how we may collectively work together to make progress in specific areas.

Our conversation became centered on the need to elevate the experience, opportunity and development of our developing rowers, those who aspire to be the best rower they can be. Additionally, from a strategic investment perspective, how can we best ensure the most return on investment that benefits our entire sport. It was determined that a special investment into coaching and developing athlete programming would have the dual benefit of elevating our high-potential rowers and club programming simultaneously.

We look forward to the dialogue with the community about this new concept of a Special Investment Fee. We anticipate this will be a multi-year Initiative that would require an annual commitment of support from the membership. For 2026-2027, the Special Investment Fee would generate a \$100,000 additional influx of funds that would be designated for specific initiatives.

The committee was reminded that Core Funding from Sport Canada has not increased since 2005, and operating costs have increased each year. In addition, the post-pandemic financial reality has been that many operating costs have increased well over the annualized CPI rate. In short, our sources of funding are not keeping up with increasing costs. This not only limits RCA's ability to expand programming and initiatives, but revenues are not keeping up with basic operating costs.

## **RECOMMENDATIONS:**

**The Dues and Fees Committee recommends an increase of approximately\* 8% to the Base Participant Fee \$29.40 to \$31.75) and Seat Fee (\$4.30 to \$4.65).**

**The Dues and Fees Committee also recommends an increase of approximately\* 8% in Club Membership Dues (\$490 to \$529), Special Association/Associate Organization Dues (\$615 to \$664) and Provincial Rowing Association Dues (\$855 to \$924).**

\* rounded for simplified planning and accounting purposes



**The Dues and Fees Committee recommends the addition of a Special Investment Fee of \$8 per Participant.**

***Draft Motion 1:***

*That the 2025 RCA Committee on Dues and Fees recommends making an increase of approximately 8% to all Dues and Fees for the fiscal year beginning on April 1, 2026, which establish the Dues and Fees for 26/27 as follows:: Participant Fee \$31.75, Seat Fees \$4.65, Club Dues \$529, Special Association/Associate Organization Dues \$664, and Provincial Rowing Association Dues \$924.*

*Moved by: NAME                      Seconded by: Name*

***Draft Motion 2:***

*That the 2025 RCA Committee on Dues and Fees recommends a Special Investment Fee of \$8 per Participant for the time period of April 1, 2026-March 31, 2027.*

*Moved by: NAME                      Seconded by: Name*

Daphné Bisson  
Chair, RCA Committee on Dues and Fees  
November 14, 2025



## RCA MEMBER AND PARTICIPANT ACTIVITY:

2023-2024 AND 2024-2025

### RCA Membership Model

The RCA Membership Model includes one base membership category and a regatta seat fee. The RCA Membership year is from April 1-March 31.

**Table 1.** Dues and Fees Amounts: 2020-2025

| <b>April 1 - March 31</b>                      | <b>2020-2021<br/>(\$)</b> | <b>2021-2022<br/>(\$)</b> | <b>2022-2023<br/>(\$)</b> | <b>2023-2024<br/>(\$)</b> | <b>2024-2025<br/>(\$)</b> | <b>2025-2026<br/>(\$)</b> |
|------------------------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| Provincial Rowing Associations                 | 700                       | 700                       | 728                       | 765                       | 800                       | 855                       |
| Special Associations / Associate Organizations | 500                       | 500                       | 520                       | 545                       | 575                       | 615                       |
| Rowing Clubs                                   | 400                       | 400                       | 416                       | 440                       | 460                       | 490                       |
| Participant Fee                                | 24                        | 24                        | 25                        | 26.25                     | 27.50                     | 29.40                     |
| Seat Fee                                       | 3.25                      | 3.50                      | 3.65                      | 3.85                      | 4.00                      | 4.30                      |

### Registrant and Competition Activity

**Table 2.** Participant Registrations: 2023-2024 and 2024-2025

| <b>Category</b>                    | <b>Apr 1, 2023 -Mar 31, 2024</b> | <b>Apr 1, 2024 -Mar 31, 2025</b> | <b>Apr 1-Sept 30, 2023</b> | <b>Apr 1-Sept 30, 2024</b> | <b>Apr 1-Sept 30, 2025</b> |
|------------------------------------|----------------------------------|----------------------------------|----------------------------|----------------------------|----------------------------|
| <b>Registered Participants (#)</b> | 12,293*/**                       | 12,758*/**                       | 11,280*/**                 | 11,680*/**                 | 11,633*/**                 |

\*Figures include post-fiscal year additions from pending participants from the previous fiscal that were activated after March 31.

\*\*Figures reflect participant cancellations.

**Table 3.** Regatta Participation Metrics for Canadian Competitors: 2021-2025



| Fiscal Term | Regattas Attended<br>(Participant Ave) | Seats (Participant<br>Ave) | Seats/Regatta<br>(Participant Ave) |
|-------------|----------------------------------------|----------------------------|------------------------------------|
| 2021-2022   | 2.30                                   | 3.60                       | 1.50                               |
| 2022-2023   | 3.22                                   | 5.70                       | 1.63                               |
| 2023-2024   | 3.51                                   | 6.27                       | 1.64                               |
| 2024-2025   | 3.38                                   | 6.00                       | 1.65                               |

### 2024-2025 Assessment – Key Takeaways and Additional Insights

1. There is a modest increase in participation activity and the total competitors in 2024-2025 in comparison to 2023-2024.
  - i. There is a **3.78% increase**  $((12,758-12,293)/12,293)$  in registered participants that paid RCA memberships during April 1, 2024-March 31, 2025, when compared to the same time frame in 2023-2024.
  - ii. During April 1, 2024-March 31, 2025, **5,358** participants with RCA numbers competed in RCA-sanctioned regattas, a **3.4% increase** from 2023-2024.
  - iii. Seat data show an increase in the number of races per participants with a **4.5% increase** in total seats to 48,250 seats in 2024-2025 from 46,174 seats in 2023-2024.
  - iv. 817 participants without a valid RCA number participated in RCA-sanctioned regattas, accounting for 2,063 seats. Of those, 599 participants (9.7% of total competitors) raced in outdoor sanctioned events, accounting for 1,776 seats (4.82% of total seats). The remainder participated at indoor regattas and fall within the sanction guidelines.
  - v. In 2024-2025, a total of 48,250 seats for 88 regattas held from April 1, 2024, to March 31, 2025.
    1. **23.69%** of seat fees were collected from non-Canadian participants.
2. The portion of our total membership that competes in 2024-2025 was similar to the most recent comparable competitive year, 2023-2024.
  - i. **42.00%**  $[5,358(\text{competitors})/12,758(\text{participation})]$  of participants with RCA numbers competed in RCA-sanctioned regattas in 2024-2025, compared to **42.14%** of participants in 2023-2024.



- ii. We continue to fall short of our pre-pandemic competitor numbers (**49.5%** of participants (5,877/11,861) competed in 2019-2020).
- 3. Early trends indicate no projected shortfalls in participant registrations and a slight decrease in the number of regattas hosted for the 2025-26 fiscal year.
  - i. As of September 30, 2025, we have met 91.1% of the previous fiscal year's total participation (11,633/12,758)
  - ii. As of October 16, 2025, **77** sanctioned regattas have been scheduled for 2025-2026, in comparison to 82 events at the same time in 2024-2025.



# RCA STATEMENT OF OPERATIONS 2025-2026

2025-2026 Statement of Operations - As of September 30, 2025

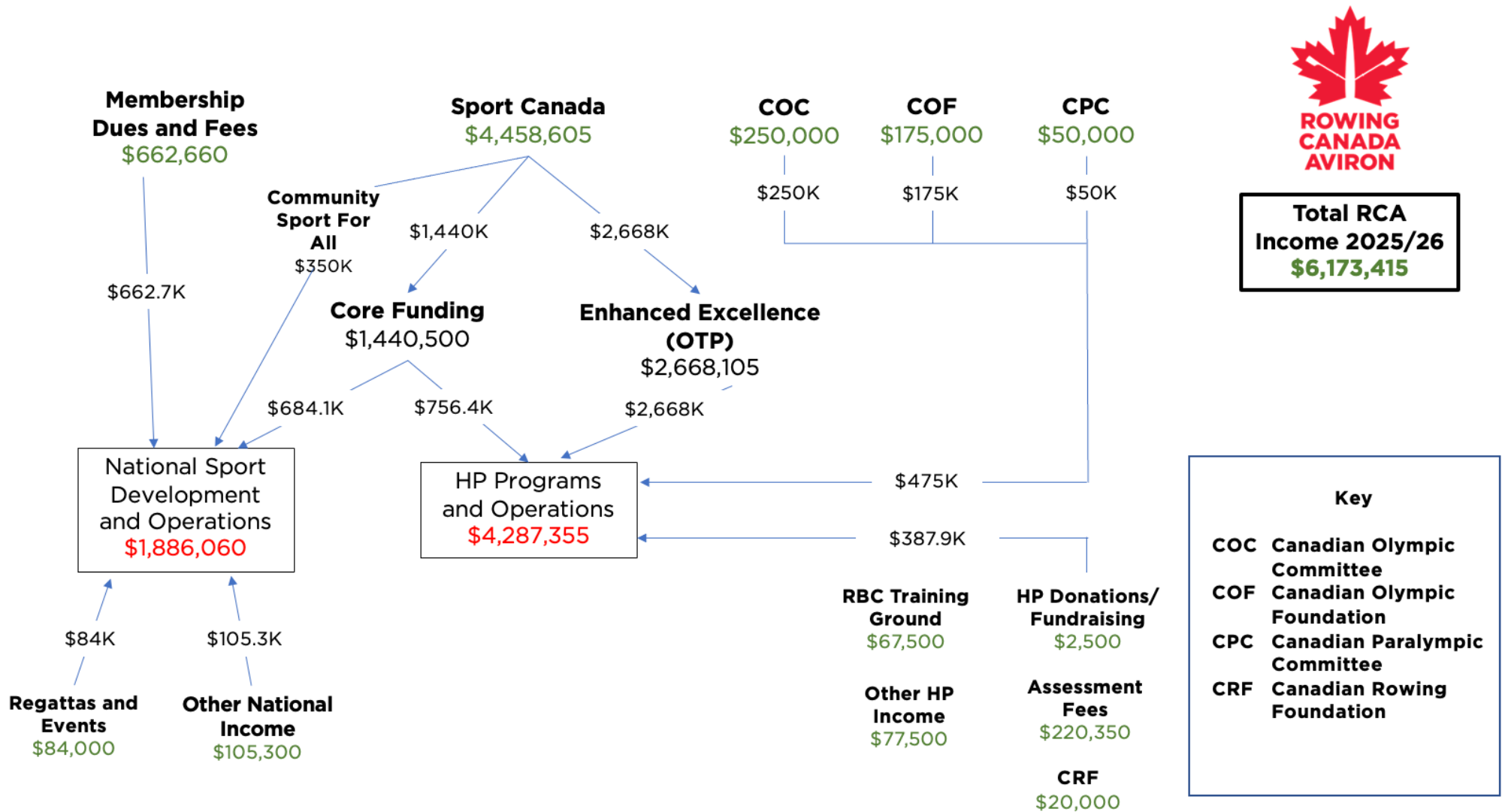
## Rowing Canada Aviron

2025-2026 Statement of Operations - September 30, 2025

|                                                     | <b>Apr-Sep</b><br><i>(6 months)</i> | <b>2026</b><br><i>Projection</i> | <b>2026</b><br><i>Budget</i> |
|-----------------------------------------------------|-------------------------------------|----------------------------------|------------------------------|
| <b>Revenue</b>                                      |                                     |                                  |                              |
| Sport Canada                                        | 2,596,520                           | 4,458,105                        | 4,878,605                    |
| Canadian Olympic Committee                          | 451,311                             | 451,311                          | 425,000                      |
| Club Dues                                           | 63,210                              | 63,210                           | 62,720                       |
| Special Associations                                | 7,380                               | 7,380                            | 7,380                        |
| Provincial Associations                             | 8,550                               | 8,550                            | 8,550                        |
| Come & Try Event                                    | 5,165                               | 10,000                           | 10,000                       |
| Base Rower Registration Fees                        | 341,612                             | 371,910                          | 371,910                      |
| Competition Seat Fees                               | 149,902                             | 202,100                          | 202,100                      |
| <b>Membership Fees</b>                              | <b>575,819</b>                      | <b>663,150</b>                   | <b>662,660</b>               |
| Other Sports Assoc & Foundation                     | 109,552                             | 145,700                          | 141,100                      |
| In Kind Donations                                   | 0                                   | 0                                | 0                            |
| Sports Associations and Foundations                 | 109,552                             | 145,700                          | 141,100                      |
| Donations                                           | 2,458                               | 2,458                            | 2,500                        |
| Fundraising Events                                  | 1,195                               | 1,195                            | 0                            |
| RCA Products                                        | 8,259                               | 23,600                           | 22,600                       |
| Regatta Income                                      | (2)                                 | 75,000                           | 75,000                       |
| Event Income                                        | 2,679                               | 11,679                           | 9,000                        |
| Miscellaneous                                       | 4,885                               | 13,100                           | 24,100                       |
| Donations, Events and Fundraising                   | 19,473                              | 127,031                          | 133,200                      |
| Competition and Camp Registrations                  | 267,860                             | 277,860                          | 387,900                      |
| Sponsorships (In Kind)                              | 55,440                              | 55,440                           | 0                            |
| Interest Earned                                     | 29,306                              | 70,000                           | 70,000                       |
| <b>Total Revenue</b>                                | <b>4,105,281</b>                    | <b>6,248,598</b>                 | <b>6,698,465</b>             |
| <b>Expenses</b>                                     |                                     |                                  |                              |
| Communications, Marketing Initiatives               | 110,869                             | 249,826                          | 231,015                      |
| Membership Services                                 | 181,790                             | 288,676                          | 288,676                      |
| Official Languages                                  | 652                                 | 31,000                           | 37,000                       |
| <b>Membership Services</b>                          | <b>182,442</b>                      | <b>319,676</b>                   | <b>325,676</b>               |
| National Operations                                 | 172,294                             | 373,100                          | 369,300                      |
| Governance                                          | 22,045                              | 78,500                           | 48,500                       |
| International & Domestic Assoc                      | 0                                   | 19,100                           | 8,100                        |
| <b>Governance and National Operations</b>           | <b>194,339</b>                      | <b>470,700</b>                   | <b>425,900</b>               |
| High Performance                                    | 2,271,517                           | 4,324,166                        | 4,416,043                    |
| Domestic/HP Bridge Coach Education                  | 55,615                              | 139,550                          | 138,050                      |
| RCA Regattas and Events                             | 4,938                               | 65,350                           | 73,300                       |
| Sport Participation Development/Safe Sport          | 74,238                              | 226,700                          | 241,700                      |
| Umpires Committee                                   | 7,020                               | 42,250                           | 42,250                       |
| Safety and Events Committee                         | 0                                   | 3,250                            | 3,250                        |
| Domestic Development                                | 19,753                              | 45,800                           | 53,300                       |
| Community Sport for All Initiative                  | 15,012                              | 350,000                          | 770,000                      |
| <b>Domestic Development</b>                         | <b>176,577</b>                      | <b>872,900</b>                   | <b>1,321,850</b>             |
| <b>Total Operating Expenses</b>                     | <b>2,935,744</b>                    | <b>6,237,269</b>                 | <b>6,720,484</b>             |
| <b>Income from Operations</b>                       | <b>1,169,537</b>                    | <b>11,329</b>                    | <b>(22,019)</b>              |
| National Training Centre Contributions              | 38,435                              | 110,000                          | (405,000)                    |
| Gain on Disposal of Assets                          | 89,217                              | 89,217                           | 62,500                       |
| <b>Excess (Deficiency) of Revenue over Expenses</b> | <b>1,297,189</b>                    | <b>210,546</b>                   | <b>(364,519)</b>             |



## 2024-2025 RCA FUNDING AND REVENUE





## RCA DOMESTIC INVESTMENT AND BENEFITS



### Membership Services (\$289K)

- General Liability Insurance
- Sport Accident Insurance
- Incident Reporting and Tracking
- Officers and Directors Insurance and Legal Advice
- National Regatta Entry and Management System (Regatta Central)
- Club Program and Membership Registration System (WebReg)
- Registration and Payment Support

### Domestic Development (\$99K)

- Event Sanction Policy and Oversight
- Provision and Oversight of National Safety Guidelines
- Framework and oversight of Umpire Training, Licensing and Evaluation
- National Jury Support
- Rules of Racing Review Maintenance and Publication
- Event Support Line

### Comms and Marketing (\$231K)

- Monthly eNewsletter and ongoing social media feed(s)
- National Come and Try Promotions
- Live Social Media and daily e-updates for National Events, National Team and NextGen Teams
- Website and Online Resources
- RCA online shop w/ provision of branded merchandise
- Alumni Relations
- Production of Annual Report

### Official Languages (\$37K)

- Bilingual Communications
- Bilingual User Experience

### Safe Sport (\$218K)

- Awareness Training, Preventative Procedures, Policy for Response to Abuse Harassment and Bullying
- Concussion Policies, Awareness Training; Return to Sport; Tracking and Reporting
- Trans-Inclusion advice and support
- Harmonized National Reporting and Safe Sport Complaint Resolution
- Abuse-Free Sport (OSIC)

### Regattas and Events (\$73K)

- National Conference
- National Rowing Championships
- National Events Support
- Technical Support for National Events
- Hosting Support and Submissions for World Rowing and International Events

### Governance (\$57K)

- Semi-AGM venue and support
- AGM online voting system and support
- Committee and PAC Meetings
- RCA Board Meetings
- Governance Support and Legal
- Association Fees

### Coach Education (\$138K)

- Every Coach Certified (Essentials, Tracking and Compliance Reporting)
- Criminal Records Check service
- NCCP Locker (Certification and Tracking)
- Coach Education Program and Materials Development (Learn to Row, RCA Coach and Performance Coach)
- Coach Training and Evaluation (Performance Coach)
- Targeted Coach Development (Women in Coaching Program)
- Coach Education Support Line

### National Operations (\$369K)

- Bricks and Mortar National Office
- Finance, HR and IT Operations
- General Administration
- Funding and Grant Submission
- Audit and Financial Statements

### Sport Participation (\$24K)

- Transport Canada Liaison
- Discipline and Complaints Resolution
- Come and Try Support
- Athlete Awards and Bursaries
- Yamaha Partnership - Engine Discount

### Community Sport for All (\$350K)

- Community Grants
- Grant Application Support
- Equity Diversity and Inclusion Support

### National Sport Development and Operations Investment 2025/26

\$1,884,441

Membership Services \$326K

Safe Sport \$218K

Domestic Development \$334K

Communications and Marketing \$231K

Governance/National Operations \$426K

Community Sport for All \$350K