RCA Dues and Fees Webinar Package Supplementary Information

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Thursday, November 19, 2026

5:00pm PCT/6:00pm ABT - CST/7:00pm EST/8:00pm AST/8:30pm NST

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Via Zoom:
https://us02web.zoom.us/j/85630868845?pwd=saQpV3ldauM1J9VKm0QjJ7iBnYssPk.1

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COMMITTEE ON DUES AND FEES
REPORT TO THE MEMBERSHIP

RCA SEMI-ANNUAL MEETING, JANUARY 31, 2027

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RCA Committee on Dues and Fees Meeting Participants

RCA Committee on Dues and Fees
- British Columbia – Betsy Segal
- British Columbia - Judy Smith
- Prairie Region – Kris Davis
- Ontario - Pierre Schuurmans
- Ontario – Dave Boyd
- Quebec – Daphné Bisson (Chair)
- Atlantic Region – Mark Walsh
- RCA Treasurer (ex-officio) – Jane Stamp
- RCA President (ex-officio) – Tracey Black

RCA Staff Support
- Jennifer Fitzpatrick – CEO
- Dave Robertson – Director of Operations

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 Committee met three times in October 2026 to review a comprehensive portfolio of financial information, participant activity data, membership trends, budget forecasts, and other relevant information required to formulate its recommendations.

The Committee is satisfied that it received full disclosure of relevant financial information and all supplementary information requested to support informed decision-making.

Dues and Fees

Following the previous year's recommendation, the 2026/27 Participant Fee was established at $31.75 per person, Regatta Seat Fees at $4.65 per event, Club Dues at $529, Provincial Rowing Association Dues at $924, and Special Association/Associate Organization Dues at $664.

The Committee reviewed participant activity, membership trends, historical operating statements, current year financial projections, and projected operating requirements for 2027/28.

Membership activity: Registered participants fell 1.49%, from 12,758 in 2024/25 to 12,568 in 2025/26. Figures include approved cancellations and subsequent activations of registrations pending on March 31, 2026.
Competition activity: Competitors with RCA numbers rose 9.33%, from 5,358 to 5,858, representing 46.61% of registered participants in 2025/26. Canadian and international racing seats increased 7.14%, from 48,250 to 51,695, despite fewer sanctioned regattas (85 versus 89).
Depth of competitors and registration compliance: In 2025/26, Canadian competitors averaged 3.67 regattas and 6.68 racing seats per season, up from 3.38 and 6.00 in 2024/25; 58.19% attended one to three regattas. On-water competitors without valid RCA membership fell from 599 to 48.

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The Committee noted that the annual Consumer Price Index increased by 3.1% over the previous year. While fee adjustments in recent years have considered both inflation and the need to address a period in which fee increases did not keep pace with rising costs, the Committee believes that much of that catch-up has now been achieved. In addition, the Committee is hopeful that recent federal investments in sport may positively affect the operating environment, although the extent of that impact remains uncertain. Given these factors, the Committee is recommending a 3.0% fee increase for the coming year.

Special Investment Fee

The Committee reviewed progress related to the Special Investment Fee introduced for 2026/27 to support targeted investments in coach development initiatives. The Committee remains committed to the belief that investing in enhanced coach development opportunities provides one of the highest returns on investment for the rowing community. Recognizing that the initiatives have been underway for approximately six months, the Committee noted that it would be premature to expect significant measurable outcomes at this stage. Nevertheless, the progress made to date, as outlined in Appendix A, has been encouraging and supports continued confidence in the direction and implementation of these investments.

This initiative was designed as a multi-year investment. The Committee therefore recommends maintaining the Special Investment Fee at $8 per participant for 2027/28 as Year 2 of the 3-year Coach Development and Enhancement Plan. The Year 2 proposal is included in Appendix B.

Fee Comparison

Category	2026/27	2027/28 Recommendation
Participant Fee	$31.75	$32.70
Seat Fee	$4.65	$4.80
Club Dues	$529	$545*
Special Association/Associate Organization Dues	$664	$684*
Provincial Rowing Association Dues	$924	$952*
Special Investment Fee	$8.00	$8.00

*Values rounded for simplified planning and accounting purposes.

RECOMMENDATIONS

The Dues and Fees Committee recommends an increase of approximately 3% to the Base Participant Fee ($31.75 to $32.70) and Seat Fee ($4.65 to $4.80).

The Dues and Fees Committee recommends an increase of approximately 3% in Club Membership Dues ($529 to $545*), Special Association/Associate Organization Dues ($664 to $684*), and Provincial Rowing Association Dues ($924 to $952*).
*Rounded for simplified planning and accounting purposes.

The Dues and Fees Committee recommends maintaining the Special Investment Fee at $8 per Participant for Year 2 of the 3-year Coach Development and Enhancement Plan.

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Motion 1

That, on the recommendation of the 2026 RCA Committee on Dues and Fees, the membership approve an increase of approximately 3% to Dues and Fees for the fiscal year beginning April 1, 2027, and establish the following Dues and Fees for 2027/28: Participant Fee $32.70; Seat Fees $4.80; Club Dues $545; Special Association/Associate Organization Dues $684; and Provincial Rowing Association Dues $952.

Moved by: _____Seconded by: _____

Motion 2

That the Special Investment Fee of $8 per Participant be continued for April 1, 2027 – March 31, 2028, generating approximately $100,000 for coach development, to be allocated by RCA across the three coach development programs based on Year 1 results and partner funding opportunities, with any unspent funds carried forward to the following year for the same purpose.

Moved by: _____Seconded by: _____

Daphné Bisson
Chair, RCA Committee on Dues and Fees
November 2026

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MEMBER COMPETITION AND REVENUE ACTIVITY

Registration Trends

Measure	Earlier period	Later period	Change (as reported)
Full-year registered participants	2024/25: 12,758	2025/26: 12,568	–1.49%
Registrations, April 1–September 30	2025: 11,633	2026: 12,407	+6.38%*

Full-year figures include approved cancellations and registrations pending at March 31 that were activated in the subsequent fiscal year.

Competition Activity and Registration Compliance

Measure	2024/25	2025/26
Sanctioned regattas	89	85
Competitors with RCA numbers	5,358	5,858
Total racing seats (Canadian + international)	48,250	51,695
Average regattas per Canadian competitor	3.38	3.67
Average racing seats per Canadian competitor per season	6.00	6.68
Competitors attending 1–3 regattas	62.45%	58.19%
On-water competitors without valid RCA membership	599	48

Scope note: Total racing seats include international participants; the per-competitor averages relate to Canadian competitors.

Dues and Fee Revenue

Revenue category (CAD)	2024/25	2025/26
Member dues	$73,320.00	$79,140.00
Participant fees	$350,771.25	$369,233.23
Seat fees	$193,000.00	$222,288.50
Bad debts recovered (as reported)	–$4,597.00	Not separately shown
Total	$612,494.25	$670,661.73

Key Insights

- The report records a 1.49% decline in full-year registrations and reports a 6.38% increase in registrations to September 30, 2026. The interim baseline discrepancy is noted under Registration trends.
- Competitors increased 9.33% and total racing seats increased 7.14%, despite fewer regattas. Competitors represented 46.61% of registered participants; 58.19% attended one to three regattas.
- On-water competitors without valid membership fell from 599 to 48. The source attributes this reduction to improvements in compliance and system functionality.
  Participant-fee revenue increased 5.26% to $369,233.23. Seat fees totaled $222,288.50, including $48,757.70 from international participants.

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APPENDIX A: Special Investment Fee: Six-Month Progress Report

October 2026 | Reporting period: April 1 – September 30, 2026

Purpose

In December 2025, members approved a Special Investment Fee of **$8 per participant** for April 1, 2026 to March 31, 2027, generating approximately **$100,000** dedicated to enhancing coach development. Six months into the year, this report sets out what we committed to, what has been delivered so far, and what remains.

At a glance

- **13 mentors** are matched with **38 developing coaches** in nine provinces through the new Community and Regional mentorship programs.
- **3 webinars** have been delivered to **60 coaches**, meeting the year-one target of 3–4 sessions.
- **Made in Canada** applications have been received, and selection of up to 6 coaches is underway.
- **$10,071** (about 10%) has been spent to date. The two largest commitments, the National Conference and Made in Canada bursaries, take place in the second half of the year.

Progress against commitments

Commitments and targets are taken from Appendix A of the 2025 Committee on Dues and Fees report.

Commitment	What we said we would do	Done so far and outputs	Still to do
1. National Conference ~$40,000	Host an in-person National Conference in 2027 with stronger learning and networking; increase first-time club coach attendance. Add coach development at events such as Royal Canadian Henley Regatta.	• Community coach stream for the Conference established	• Announce guest speakers and agenda • Deliver the Conference and track first-time club coach attendance
2. Clinics and webinars ~$5,000	Deliver 3–4 virtual webinars a year on topics for community coaches, plus in-person clinics.	• 3 webinars delivered to 60 coaches (leadership, peer systems, performance analytics) • Coach meetups held at Royal Canadian Henley Regatta • Year-one webinar target met	• Deliver 4 more webinars shaped by participant feedback • Deliver in-person clinics
3. Mentor honorariums ~$20,000	Community: pool of 5–8 mentors and up to 20 club coaches. Regional: pool of 5–8 mentors and up to 10 coaches.	• 13 mentors matched with 38 coaches (20 community, 18 regional) in nine provinces • Each mentor supports 3–4 coaches through monthly one-on-ones and bi-monthly group workshops • Focus on Learn to Row, masters, novice, club and assistant university coaches	• Review coach development plans and track progress • Collect mentor reports and participant surveys

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Commitment	What we said we would do	Done so far and outputs	Still to do
4. Individual Development Plans ~$5,000	Select up to 6 Made in Canada coaches for a two-year program and co-create an Individual Development Plan (IDP) with each.	• Applications received, review underway	• Selection committee to choose up to 6 coaches • Co-create IDPs with each coach
5. Made in Canada bursaries ~$30,000	Fund up to 6 coaches to attend a 7–10 day RCA High Performance camp to activate their IDPs.	• Not yet started; follows cohort selection	• Match selected coaches to HP camps • Award bursaries

Following Spring provincial consultations on tracking coaches for the 2029 Canada Summer Games, the next step involves sending required coaches to the NCCP Performance Coach workshop in January. This will allow us to assess and report on how each PRA is tracking against CSG coach qualifications. This work has had no fee spend to date.

Spend to date

Commitment	Budget	Spent to date	Notes
1. National Conference	$40,000	$0.00	
2. Clinics and webinars	$5,000	$2,071.03	3 webinars; Henley meetups
3. Mentor honorariums	$20,000	$8,000.00	Community $4,000; Regional $4,000
4. Individual Development Plans	$5,000	$0.00	
5. Made in Canada bursaries	$30,000	$0.00	
Total	**$100,000**	**$10,071.03**	

Budgets are the approximate amounts set out in the original proposal.

What remains, October 2026 – March 2027

- Deliver the in-person **National Conference**, the largest single commitment.
- Select the **Made in Canada** cohort, co-create their IDPs and award bursaries for HP camp placements.
- Continue **mentorship** through the season and complete mentor reports and participant surveys.
- Deliver the remaining **webinars** and the **in-person clinics**.
- Capture **baseline data** across the new programs so specific KPIs can be set for 2027–28, as committed in the original proposal.

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APPENDIX B: Special Investment Fee – Year 2 Proposal (2027–2028)

Why we are proposing this

The Committee on Dues and Fees proposes continuing the $8 per participant Special Investment Fee from April 1, 2027 to March 31, 2028. At current participant numbers, it would raise approximately $104,000 for coach development. Last year, RCA members chose to invest together in the coaches who shape our sport, from club docks to national podiums. Year 2 keeps the same goal and the same three coach development programs. The only change is when the spending plan gets set. The final allocation would be confirmed in spring 2027, after the community has given feedback on Year 1 and the new staff lead has had time to shape the plan.

Why the timing matters

This proposal comes to members seven months into Year 1. Coaches, clubs, participants and Provincial Rowing Associations (PRAs) have not yet had the chance to tell us what worked and what should change.

RCA's staffing for this work has also changed. A new Director of Pathway joined RCA in November 2026 and will lead coach development, including the programs this fee supports. If we set every Year 2 dollar today, we would be deciding before the Director of Pathway has settled into the role and before our community has been heard.

How Year 2 will take shape

Between now and May 2027, the Director of Pathway will review Year 1 and build the Year 2 plan with the people closest to the work:

- coaches and mentors who took part in Year 1 programs
- clubs and their participants
- PRAs and their coach development staff
- federal and national partners who may match or add to members' funds

This approach lets us:

- hear from coaches, clubs, participants and PRAs (January to March 2027) and act on what they tell us
- give the Director of Pathway room to improve the programs based on that feedback
- make members' dollars go further by matching funds from federal and national partners when opportunities arise
- bring back the in-person National Conference in 2028 if the community clearly wants it
- support every province in preparing coaches for the 2029 Canada Summer Games

Our shared goal is unchanged: to enhance the quality of coaching and the diversity of the Canadian rowing coaching community nationwide, working toward our 2032 goals for Canadian coaching.

Commitments to members

Members' Special Investment Fee funds remain dedicated to coach development. Flexibility concerns the allocation of those funds within that purpose; it does not permit their use for other purposes.

1. **A clear purpose.** Every dollar supports one of three coach development programs: Community Coach Development and Mentorship, Regional Coach Development and Mentorship, or Made in Canada Coach Development.

2. **Kept separate from operations.** The fee is never used to cover general RCA operating costs or shortfalls.

3. **Guided by the community.** Choices about how funds are spent reflect what coaches, clubs and PRAs tell us, and the partner opportunities available, in alignment with clear outcomes and the national strategy.

4. **Unspent funds stay with the purpose.** Any unspent balance is carried forward to the following year for coach development and would be reported to members.

Examples: how Year 2 funds could be used

These options are possibilities, not fixed allocations. The final mix, totaling $104,000, would be shaped by feedback from Year 1 and by the partner opportunities available.

Continuing coach development programs

Option	What it could fund	Indicative cost
Mentor coach honorariums	8–12 mentors; up to 30 club coaches and up to 10 regional coaches mentored	$20,000–$25,000
Made in Canada coaches	Up to 6 coaches continue IDPs; bursaries, HP camp and international mentee placements	$25,000–$35,000
Competition experience	Up to 10 regional coaches supported to attend a national or international event	$8,000–$12,000
National Conference – in-person	Bring coaches together in person again in 2028, if the community supports	$35,000–$45,000
National Conference – virtual, plus webinars	A virtual conference, plus 3–4 club coach webinars	$5,000–$10,000

Year 2 would fund one of the two National Conference options, not both. If coaches tell us they value meeting in person, Year 2 funds would support an in-person conference in 2028 instead of a virtual one. At the top of their cost ranges, the options add up to more than the funds available, so not every option can be fully funded.

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Reporting back to members

Members will see how their investment is used and what it achieves. Each activity funded will have clear measures of success.

When	Milestone
January – March 2027	Hear from coaches, mentors, clubs and PRAs about their Year 1 experience
By May 2027	Year 2 plan finalized, reflecting community feedback and partner opportunities
Ongoing	Partner opportunities considered as they arise, within the commitments above
January 2028 (Semi-Annual Meeting)	Mid-year update to members: spending, progress and any partner funds secured
After March 31, 2028	Year-end report to members, including any balance carried forward

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RCA STATEMENT OF OPERATIONS 2026-2027

Rowing Canada Aviron 2026-2027 Statement of Operations - September 30, 2026	Apr-Sep *(6 months)*	2027 *Projection*	2027 *Budget*
Revenue			
Sport Canada	3,041,317	4,120,923	3,960,950
Canadian Olympic Committee	558,282	725,782	538,000
Club Dues	*68,770*	*68,241*	*67,712*
Special Associations	*7,968*	*7,968*	*7,968*
Provincial Associations	*9,240*	*9,240*	*9,240*
Come & Try Event	*4,820*	*6,800*	*10,000*
Base Rower Registration Fees	*393,078*	*423,241*	*401,638*
Competition Seat Fees	*161,323*	*218,550*	*218,550*
Special Investment Fees	*96,432*	*104,032*	*101,200*
Membership Fees	**741,631**	**838,072**	**816,308**
Other Sports Assoc & Foundation	*62,903*	*128,459*	*142,959*
In Kind Donations	*0*	*0*	*0*
Sports Associations and Foundations	62,903	128,459	142,959
Donations	*290*	*290*	*50,000*
Fundraising Events	*1,145*	*1,145*	*35,000*
RCA Products	*15,144*	*19,490*	*22,600*
Regatta Income	*(667)*	*75,000*	*75,000*
Event Income	*142*	*55,000*	*55,000*
Miscellaneous	*5,533*	*17,000*	*17,000*
Donations, Events and Fundraising	21,587	167,925	254,600
Competition and Camp Registrations	144,985	148,485	198,305
Sponsorships (In Kind)	0	0	0
Interest Earned	25,663	50,000	60,000
Total Revenue	4,596,368	6,179,646	5,971,122
Expenses			
Communications, Marketing Initiatives	80,051	305,355	339,650
Membership Services	*167,308*	*310,931*	*308,931*
Official Languages	*13,807*	*25,000*	*25,000*
Membership Services	181,115	335,931	333,931
National Operations	*311,877*	*621,250*	*384,650*
Governance	*35,270*	*69,500*	*44,500*
International & Domestic Assoc	*840*	*19,100*	*21,100*
Governance and National Operations	347,986	709,850	450,250
High Performance	2,372,031	4,361,797	4,092,395
Domestic/HP Bridge Coach Education	*60,641*	*250,661*	*305,890*
RCA Regattas and Events	*7,242*	*69,700*	*69,000*
Sport Participation Development/Safe Sport	*67,155*	*163,122*	*240,605*
Umpires Committee	*17,718*	*33,200*	*32,850*
Safety and Events Committee	*0*	*3,250*	*3,250*
Special Investment Fee Programming	*10,071*	*104,032*	*101,200*
Domestic Development	*16,089*	*16,624*	*56,455*
Domestic Development	178,916	640,590	809,250
Total Operating Expenses	3,160,100	6,353,523	6,025,476
Income from Operations	**1,436,268**	**(173,877)**	**(54,355)**
National Training Centre Project	(38,883)	-48,000	(18,000)
Gain on Disposal of Assets	22,456	22,456	20,000
Investment Gain / Loss	59,403	59,403	0
Excess (Deficiency) of Revenue over Expenses	**1,479,244**	**(140,018)**	**(52,355)**

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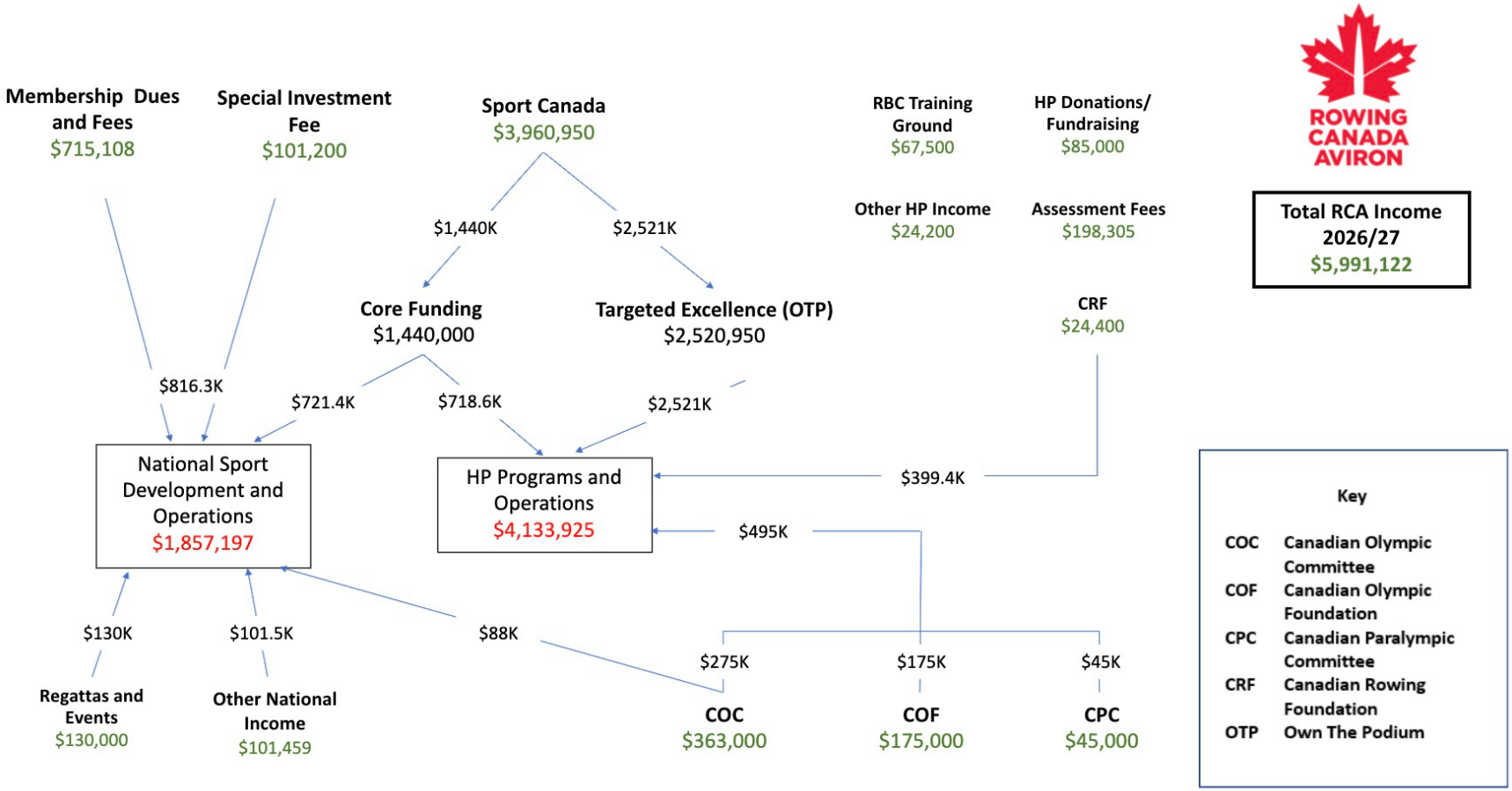
2026-2027 RCA FUNDING AND REVENUE



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RCA DOMESTIC INVESTMENT AND BENEFITS

Membership Services ($309K)
- 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

Official Languages ($25K)
- Bilingual Communications
- Bilingual User Experience

Safe Sport ($221K)
- 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 (Sport Integrity Canada)

Sport Participation ($20K)
- Transport Canada Liaison
- Discipline and Complaints Resolution
- Come and Try Support
- Athlete Awards and Bursaries
- Yamaha Partnership – Engine Discount

Domestic Development ($194K)
- 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
- Special Investment Fee Program

Regattas and Events ($69K)
- National Conference
- National Rowing Championships
- National Events Support
- Technical Support for National Events
- Hosting Support and Submissions for World Rowing and International Events

Pathway (Coach Education) ($306K)
- 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
- Pathway Leadership

Comms and Marketing ($339K)
- 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

Governance ($65K)
- Semi-AGM venue and support
- AGM online voting system and support
- Committee and PAC Meetings
- RCA Board Meetings
- Governance Support and Legal
- Association Fees

National Operations ($385K)
- Bricks and Mortar National Office
- Finance, HR and IT Operations
- General Administration
- Funding and Grant Submission
- Audit and Financial Statements

Community Sport for All ($TBC)

ROWING CANADA AVIRON

National Sport Development and Operations Investment 2026/27
$1,933,081

Membership Services	**$334K**
Safe Sport	**$221K**
Domestic Development	**$589K**
Communications and Marketing	**$339K**
Governance/National Operations	**$450K**
Community Sport for All	***$TBC***

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