



# **ROWONTARIO**

## **2016 Annual General Meeting**

**Saturday, November 26, 2016**  
**Toronto, ON**





## Contents

	Page
President's Address	2
Agenda	3
2015 Annual General Meeting Minutes	4
Annual Report	11
Appendix A: Club Performance	25
Appendix B: Registered and Certified Coach by Club	27
Appendix C: Audited Financial Statements	30



## President's Address

ROWONTARIO Training Conference and Annual Meeting  
November 26, 2016

On behalf of the ROWONTARIO Board of Directors and all of our staff, I would like to welcome all members to the ROWONTARIO Training Conference and Annual Meeting of the Members. It has been an extremely busy year for all aspects of the Association.

*The Row To Podium and Club Elite programs have provided opportunities to identify and provide opportunities for aspiring Ontario athletes to further their aspirations to represent Ontario at the Canada Summer Games or Canada on the international stage. This year we saw many of these athletes representing Canada on Junior, U23, Senior and our Olympic teams.*

*Our COAST program has been launched with a renewed focus on providing support to you all with ensuring your continued success and ensuring that you have access to resources that are helping clubs to follow best practices are in place at each of your clubs. If you have any questions, please get in touch with Lisa Roddie, COAST Manager at 905-572-7245 x225 or 1-888-672-7245 or [lisa@rowontario.ca](mailto:lisa@rowontario.ca). More information can also be found at the website, [www.coastontario.ca](http://www.coastontario.ca) or through the ROWONTARIO website at [www.rowontario.ca](http://www.rowontario.ca).*

Our staff, led by Derek Ventnor, our Executive Director, has been extremely busy this year offering a multitude of programming and support to our clubs. They are a tremendous resource for the Association and I encourage you to speak with them over the conference weekend to see how they can support initiatives in your clubs.

We will be discussing the new membership proposal that will be coming forward at the RCA Semi-Annual meeting in January. I encourage all clubs to ensure they have a representative in attendance at the AGM to hear this presentation so you can be well informed about the implications of the proposed changes.

I would just like to conclude by saying thank you to all our coaches, volunteers, and athletes for making Ontario the leader in our sport. I have been extremely honoured to be your President for the last 5 years. I want to thank each member for your support during my term in positioning ROWONTARIO to be a leader not only in our sport but also a leader in sport in Ontario. We have accomplished a great deal together and I encourage you continue to work with ROWONTARIO and the new board in our goal to keep reaching higher and pushing athletes to strive to achieve their best.

Yours in Rowing,

A handwritten signature in black ink, appearing to read "Thomas Bequith".

President, ROWONTARIO



## Agenda: 2016 Annual General Meeting

- 1.0 Call to Order 9:00 a.m.
  - 1.1 Moment of Silence
- 2.0 Quorum, Majority, Appointment of Scrutineers
- 3.0 Approval of the Agenda
- 4.0 Approval of Minutes – 2015 Annual General Meeting
- 5.0 Business Arising from 2015 AGM Minutes
- 6.0 Correspondence
- 7.0 REPORTS:
  - 7.1 Annual Report
  - 7.2 Financial Reports
    - 7.2.1 Audited Statements for Year-Ended March 31/16
    - 7.2.2 YTD – Financial Update – October 31/16
- 8.0 NEW BUSINESS
  - 8.1 Address from Ministry of Tourism, Culture and Sport
  - 8.2 Club Memberships
    - 8.2.1 Approval of Full Status Club Memberships
    - 8.2.2 Approval of Probationary Club Applications
  - 8.3 Membership/Registration fees for 2016-17 Fiscal Year
    - 8.3.1 Club Membership Fees
    - 8.3.2 Individual Registration Fees
  - 8.4 Proposal – New Membership Model
    - 8.4.1 ROWONTARIO Implementation – April 1/18
    - 8.4.2 ROWONTARIO PRA vote at RCA Semi-Annual Meeting
  - 8.5 RCA Semi-Annual Meeting – January 29, 2017
    - 8.5.1 Business for S-A Meeting
    - 8.5.2 Direction to RO President
  - 8.6 Ratification of Board of Directors' actions 2015-2016
  - 8.7 Date of 2017 Annual General Meeting
  - 8.8 Other New Business
- 9.0 TERMINATION



## ONTARIO ROWING ASSOCIATION

### MINUTES OF THE ANNUAL GENERAL MEETING – November 29, 2015

#### Mississauga, Ontario

#### 8.1. CALL TO ORDER

Tom Blacquiere called the meeting to order at 9:11 AM. A moment of silence was held in respect of Ontario rowing supporters who passed away this past year. Rowing personnel who passed away in the past year included: Jack Nicholson, Fred Loek, Mike Heward, John Pearce, and Ken Yeo.

#### 8.2. QUORUM, MAJORITY, APPOINTMENT OF SCRUTINEERS

The President reported that a quorum existed, and that with 54 of 67 members in attendance or by proxy, a majority will be 28 votes. Carol Purcer and Ron (Swede) Burak were appointed as Scrutineers.

#### 8.3. APPROVAL OF THE AGENDA

Agenda amended to remove Item 8.1

MOTION: (Orillia Rowing Club/ Ottawa Rowing Club) "That the Agenda be accepted as amended."

CARRIED

#### 8.4. APPROVAL OF MINUTES – 2014 ANNUAL GENERAL MEETING

The minutes of the 2014 Annual General Meeting of the Association were reviewed.

MOTION: (St. Catharines Rowing Club/ UWO Boat Club) "That the minutes of the ORA AGM 2014 be accepted as read."

CARRIED

#### 8.5. BUSINESS ARISING FROM 2014 AGM MINUTES

There was no business arising.

#### 8.6. CORRESPONDENCE

There was no correspondence.

MOTION: (Ridley Graduate Boat Club/ London Rowing Club) "To move into a Committee of the Whole"

CARRIED

## 8.7. BOARD REPORTS

### 7.1 Annual Report

Derek Ventnor presented the Annual Report and responded to questions. He noted that reports will be posted on the website in advance of the AGM in future years. He noted that ROWONTARIO will be seeking feedback on the conference to understand what the needs of the clubs are for session offerings at future conferences.

### 7.2 Financial Reports

#### 7.2.1 Audited financial Statements for Y/E March 2015

Barkwell reviewed the financial statements and the year to date financial report. He noted that many grants received are flow-throughs. General surplus has been reduced over this fiscal year to a balance of \$94,075.00 at March 31, 2015. This does not include balances in the internally restricted funds. He proposed to form a Finance Committee and a Human Resources Committee in the coming months.

#### 7.2.2 YTD Financial Statements – October 31, 2015

Barkwell reviewed the Year To Date and Fiscal Year-End projections for the 2015/16 fiscal year. The Association is projecting a small deficit of about -\$4,923.25, which comprises the projected depreciation expense for the year.

#### 7.2.3 Membership Statistics – October 31, 2015

Barkwell reported that the forecast for individual memberships, as of October 31, 2015, looks approximately even with the results for last year. Clubs were encouraged to ensure that everyone is registered.

MOTION: (London Rowing Club/Guelph Rowing Club) “To come out of the Committee of the Whole”.

CARRIED

MOTION: (UWO Boat Club /Hanlan Boat Club) “To approve the Reports as presented.”

CARRIED

## 8.8. NEW BUSINESS

### 8.3. Club Memberships

#### 8.2.1. Approval of full Status Club Membership



MOTION: (Brock U Rowing Club/ Leander BC) "To approve Upper Ottawa Valley Rowing Club for full membership."

CARRIED

#### 8.1.2. Approval of Probationary Club Applications

One new club has applied to join the Association.

MOTION: (Argonaut Rowing Club/ St. Catharines Rowing Club) "To approve Ayle of Skiff for probationary membership."

CARRIED

#### 8.4. Membership/Registration Fees for 2016 - 2017

##### 8.2.1. Club and Special Association Fees

Barkwell introduced the proposed membership fees and described the need to increase membership revenue by \$70,000, which amounts to about \$10 per member of the Association. Currently, about

79% of the Association's revenue comes from grants, which restricts the ability of the Association to meet the needs of the members, if the needs do not coincide with the grant requirements. The Ministry has advised the Board that the Association should generate more of its own revenue, and suggested that if it did not, that the Association may not be considered favourably for base funding in the future. The members questioned what would the additional revenue be used for, and were advised that the funds would be directed to the hiring of additional staff.

Members expressed both support for and concern about the proposal. The discussion was extensive. Members were asked to consider the costs of membership in other sports in Ontario where participants and clubs' fees are considerably higher. It was noted that rowing has undervalued itself as a sport for too long, and members were asked to consider what value they place on the services of the Association.

MOTION: (Brockville Rowing Club/Hanlan Boat Club) "To approve the fees for Club and Special Association membership in the Association at \$600 for 2016/2017"

CARRIED

##### 8.2.2. Individual Membership Fees

MOTION: (Argonaut Rowing Club /South Niagara Rowing Club) "To approve the Competitive rower fees at \$50.00, the Sport rower fees at \$20.00 and non-rower fee at \$0.00 for 2016/2017."

CARRIED

#### 2.4 RCA Annual General Meeting – January 2016

##### 8.4.1 Future Membership Structure Proposal



Barkwell reported on the results of the RCA Membership Structure review Committee of which he and Ventnor are members.

- There will be one fee for a member/participant regardless of their involvement (comp, high school, sport, recreational, etc.), which will cover the RCA fiscal year. Those who race will be charged a Regatta Participant's Fee (i.e. racing licence). This fee will be charged to all individuals competing in a regatta (Canadian, USA or International), and both these fees will be mirrored by ROWONTARIO. RCA and the PRAs will set their own rate for these two fees.
- Webreg will be linked with an Online Regatta Registration System to allow for exchange of data and money through an electronic interface and Canadian regatta organizing committees will not bear any cost of the Online Regatta Registration System, but will continue to bear the cost of payment processing service providers.
- Canadian Membership/Participant Fees under the new system will be close to revenue neutral in the first year in which this is implemented (2017-2018)
- Webreg will be able to provide enhanced data on athletes, coaches, and umpires both from a profile and performance basis.
- ROWONTARIO will generate revenue from this from non-Ontarians racing in Ontario regattas approximately \$30,000 in the first year.

Members questions centered around the data that will be gathered by the new WebReg—will it be comparable to existing data collection systems; would it be possible to upload whole groups of participants instead of requiring individual registrations; what will be the cost of implementation against available funding; who collects the racing licences; is the vote in favour of the concept or the fees? Barkwell noted that some questions have yet to be answered but at this point it is clear that the vote at the RCA Semi-Annual General Meeting will be about the concept and not about the fees.

#### 8.4.2 Voting at RCA AGM

Blacquiere reported that the next RCA Semi-Annual Meeting and Coaches Conference is being held in Ottawa on January 28-31, 2016.

#### 8.4.3. Direction to ROWONTARIO President

Blacquiere noted that he had historically sought direction from the members as to how to cast the ROWONTARIO vote at the RCA AGM.

MOTION: (Ottawa Rowing Club /Argonaut Rowing Club) "To direct the ROWONTARIO President to vote in favour of the proposed new RCA membership concept."

CARRIED

#### 8.5. Ratification of Board of Directors' Actions 2014 – 2015

MOTION: (Brock University Rowing Club/Middlesex Western Rowing Club) "To ratify the Board of Directors' actions for the fiscal year 2014– 2015."



CARRIED

#### 8.6. Next meeting

The 2016 Annual General Meeting will be November 26 (Training Conference) and 27, 2016 (AGM) in Mississauga.

#### 9.0 Adjournment

MOTION: (Brock University Rowing Club/Argonaut Rowing Club) "To adjourn the meeting at 1:06 PM."

CARRIED

Judy Sutcliffe Secretary



## 2015 ROWONTARIO Annual General Meeting Sign-In Sheet

	Voting Delegate	Voting w/Proxy
Argonaut Rowing Club	Latham French	
Ayle of Quinte Skiff Club (non-voting)		
Barrie Rowing Club	Matt Gleben	
Bayside Rowing Club		
Branksome Hall Rowing		Stephen Ross
Brock University Rowing Club	Peter Somerwil	
Brockville Rowing Club	Dane Lawson	
Burnstown Rowing Club		Tom Blacquiere
Cambridge Rowing Club		Tom Blacquiere
Canadian Henley Rowing Corporation		Michelle Kerr
Canadian Indoor Rowing Association	Lynda Dundas	
Canadian Secondary Schools Rowing Association	Dave Pelette	
Central Ontario Rowing Association	Joe Lyttle	
Collingwood Rowing Club		
Dominion Day Regatta Association	Judy Sutcliffe	
Don Rowing Club	Lynda Dundas	
Durham Rowing Club		Stephen Ross
Georgian Bay Rowing Club	Tiffany Rusch	
Guelph Rowing Club	Julie Horrocks	
Haldimand Grand River	Pat Hyslop	
Hanlan Boat Club	Nick Matthews	
Hatchets Training Centre		
Havergal Rowing Club	Emmanuel Azaron	
Island Lake Rowing Club		
Kingston Rowing Club	John Armitage	
Kitchener Waterloo Rowing	Lisa Ross-Black	
Lasalle Rowing Club		
Leander Boat Club	Steffan Wagner	
London Rowing Club	Stephen Ross	
Middlesex Western Rowing Club	Scott Matthews	
Muskoka Rowing Club	Cindy Rusak	
Niagara Falls Rowing Club	Wernher Verbraeken	
Niagara Rowing School		
Notre Dame Rowing Club	Dave Pelette	
Ontario Adventure Rowing Assoc.	Richard Vincent	
Orillia Rowing Club	Javier Cappella	
Ottawa New Edinburgh Club	Richard Vincent	
Ottawa Rowing Club	Lana Burpee	
Owen Sound Rowing Club	Karla Lang	
Peterborough Rowing club	Beverly Quirt	
Queens University Rowing Club	John Armitage	
Quinte Rowing Club	Carol Greiner	



	Voting Delegate	Voting w/Proxy
Ridley College Rowing Club		
Ridley Graduate Boat Club	Monika Seymour	
Royal Canadian Henley Regatta Joint Commission		Tom Blacquiere
Severn River Rowing Club	Mike Smith	
South Niagara Rowing Club	Helen Taylor	
St. Catharines Rowing Club	Michelle Kerr	
St. Catharines World Rowing		Tom Blacquiere
St. Lawrence Rowing Club		
Sudbury Rowing Club	Donna Speigel	
Thunder Bay Rowing club		
Tillsonburg Rowing Club		
Toronto Sculling Club		
Trenton Rowing & Paddling Club		Amanda Schweinbenz
University of Toronto Rowing		
Upper Canada College	Jurgen Schubert	
Upper Canada Rowing Club		Tom Blacquiere
Upper Ottawa Valley Boat Club		
UWO Boat Club	Alan Oldham	
Welland Recreational Canal Corporation		
Wellington Sculling Club	Greg Kitching	
President	Blacquiere, Tom	
Treasurer	Barkwell, George	
Secretary	Sutcliffe, Judy	
Director	Dundas, Lynda	
Director	Schubert, Jurgen	
Director	Schweinbenz, Amanda	
Director	Waddell, Chris	
<b>TOTAL</b>	<b>46</b>	<b>8</b>
<b>TOTAL VOTES</b>	<b>54</b>	

**Scrutineers** - Carol Purcer, Ron Burak



# **ROWONTARIO Annual Report**

2016 Annual General Meeting

November 26, 2016

This has been a year of opportunity, challenges, and successes for the Association. This report will provide an overview of our activities and initiatives through 2016 and will highlight some of our plans for 2017.



## **COAST**

COAST is a program that supports ROWONTARIO and Ontario Sailing clubs to grow their membership and ensure their own future sustainability. COAST assists clubs with all aspects of operation, from service and governance to fiscal responsibility.

Over the last few months, COAST has been rebranded and reorganized to better serve the needs of each club. The new COAST logo visually depicts the changes to the program to better service the clubs. As part of the relaunch of this valuable program the two provincial sport organizations led an exhaustive search for a new COAST Manager who had diverse knowledge, skills and abilities in non-profit management to lead the relaunch and be able to provide ongoing support for clubs in the many areas of the management and governance of a club. This search led to the hiring of Lisa Roddie who has the abilities to support clubs in the areas necessary to protect the best interests of the clubs' ongoing operations.

In the Spring/Summer of 2016 all areas of COAST were evaluated and changes were made in response to feedback and learnings from the original concept through the Shells & Sails program. Changes included a reorganization of the multitude of standards that fall under COAST into seven key areas that are now reflected in both the Club Self-Assessment Tool and the COAST Resource Library. The seven areas that are key to ensuring success are:

### **Quality Areas**

1. Ensuring safe experiences for all members
2. Excelling in member service
3. Encouraging participation in the sports by all
4. Valuing staff and volunteers, treating them fairly
5. Providing transparency in club management
6. Playing an active role in their communities
7. Protecting the future of the club fiscally

With the completion of the rebranding phase, a new COAST website was launched to ensure clubs could connect with the resources available to them in many different ways. COAST is available to support clubs and is actively working with several clubs and is striving to have all clubs maximize their use of the resources and tools provided to them through COAST. These include:

### **What COAST provides:**

- Fulltime, professional staff person available to give individualized attention
- Self-Assessment Tool of best practices and standards to help guide clubs
- Resource library of samples and templates for all aspects of achieving high standards
- Access to packages to support special events, taking advantage of economies of scale
- Work plan consultation service to assist in planning and development



- Support with any challenge a club is facing, crisis management in addition to preventative planning

### **Looking Forward**

Each club will work with the COAST Manager to continue to work through the self-assessment tool and create action plans to move forward putting the policies and procedures in place to secure the future of the club.

Under the COAST program clubs can improve in each area and continue to use that forward momentum to ensure all standards and best practices are being met to continue the success of each individual club and rowing in Ontario on the whole.

Please take a look at the NEW website for COAST – [www.rowontario.ca/coast](http://www.rowontario.ca/coast) and follow COAST on Twitter @COAST\_ONT.

Feedback from clubs who have engaged with Lisa has been incredibly positive. This program provides extensive value to clubs of any size, and we encourage every club to engage with Lisa as soon as possible to see how COAST can benefit your club in the months ahead.



## Coaching Education and Athlete Development

As part of our plan to provide more support to our clubs, and develop our programming in the areas of Coach and Athlete Development, Mike Purcer was named as our full-time Director of High Performance and Coaching Education on April 1, 2016. In this role, Mike has multiple mandates that include:

- Lead the 2017 Canada Summer Games Program including Coach and Athlete selection, training programs and preparation for the 2017 Games. (continuation from his P/T Technical Director role)
- Engage clubs at all levels in the area of Coach and Athlete development, primarily through the Club Elite program
- Lead ROWONTARIO's efforts to develop the coach education system in Ontario.
- Provide support to the ED with the oversight of the Row To Podium program, and provide opportunities for club engagement with Row To Podium.

The ROWONTARIO Club Elite Program was initiated in 2015 to provide club athletes at the high performance level, the opportunity to train and learn with their peers from other clubs. Club Elite athletes are identified when they achieve a minimum standard on their 2k RADAR submission. One month prior to each Club Elite Camp, RADAR scores are evaluated and an updated Club Elite Athlete List is developed. An email is sent to the Head Coach of each club identifying athletes that have achieved Club Elite status. Athletes are not invited directly but the club Head Coach is able to invite their coaches and identified athletes to participate in the upcoming Club Elite Camp. Mike Purcer, Director of High Performance and Coach Development, who coordinates the Club Elite Program, emails a Club Elite Camp Schedule to invited athletes and coaches and works with the host club to manage the camp.

### Club Elite Program 2016

- Club Elite Camp, Welland April 23, 2016
  - 21 Athletes and 13 Coaches
  - Focus 1: race pacing using NK SpeedCoach, 500m split times provided to athletes
  - Focus 2: rowing technique, posture and balance
  - Learning module: athletes and coaches reviewed rigging analysis from the time trial
- Club Elite Camp, Peterborough May 28, 2016
  - 16 Athletes, 7 Coaches
  - Focus 1: pacing
  - Focus 2: rowing technique, bladework
  - Learning module: Jordan Clarke (CSIO) presented on Categories of Training
- Club Elite Camp, Ottawa June 18, 2016
  - 11 Athletes, 4 Coaches
  - Focus: rowing technique, power application (drive)





- Leaning module: George Chiappa (CSADO) presented on Strength Training
- Club Elite Races at the ROWONTARIO Championships
  - Canada Games eligible – singles and pairs for men and women

#### Club Elite Program 2017

- Club Elite Camp, Welland April 22, 2017
- ROWONTARIO Club Elite Speed Order, Welland, May 13, 2017
- Club Elite Camp, Kingston May 27, 2017
- Club Elite Camp, Guelph June 25, 2017
- ROWONTARIO Championships, Welland, July 29-30, 2017
  - Contact Mike Purcer for details

The Canada Summer Games program will be a top priority for the Association now through the end of the Games in August, 2017. Through 2015 and 2016, several athletes have been identified as potential candidates for our 2017 team. Athletes have been identified through camps, RADAR results, and performance at designated regattas. Mike has kept in regular contact with those who have engaged in the program over the last two years with regular Facebook updates and CSG specific electronic newsletters. In 2017, a February pre-selection camp and in May, a ROWONTARIO Speed Order regatta will be used as additional selection points, in addition to winter and spring RADAR submissions. The prospects for boating a strong team look to be very good at this time. We are currently working with a pool of 7 coaches (in addition to Mike) from which 3 will be selected to our final CSG Staff roster. Once athletes and coaches are selected, they will be required to report to a designated Canada Games training centre for the summer as soon as their academic obligations are met in the spring. Full details on team selection can be found on the ROWONTARIO website.

In 2016, Mike has conducted approximately 20 visits to clubs across the province. These visits provide the opportunity for coaches at any level to get some assistance and advice from Mike to be put into practice in the club environment. These visits often include at least one on-water session and a dry-land meeting to talk about ROWONTARIO opportunities, programs and support, as well as the Coach and Athlete Development Pathways. We encourage all clubs to contact Mike to schedule a visit in 2017. He will do his best to visit as many clubs

As many of you are aware, the National Coaching Certification Program (NCCP) has and continues to present challenges as we work to be able to provide NCCP clinics and activities for coaches around the province. Through 2016 we have been working with RCA to increase the number of Learning Facilitators and Evaluators for the Learn To Row Instructor and RCA Coach programs. The certification process for the Learning Facilitators and Evaluators has been extensive and has continued through 2016. Now that this process is near completion we will be posting our 2017 schedule of Coach Workshops and Evaluation



opportunities by the week of January. We are now in a position to provide more opportunities for coaches to participate in and become fully certified as a NCCP recognized coaches.

As reported last year, we have worked with RCA to ensure to the best of our ability that all records win the CAC “Locker” are up to date and complete. With this process now completed, based on the information we have had in our archives, we can now tell coaches exactly where they stand in the certification system, and recommend next steps for ongoing coaching education, depending on the individual coach’s needs.

Over the past year, and looking into 2017 a lot of time and funding is being invested by ROWONTARIO to improve our ability to deliver quality coaching education and development opportunities to coaches at all levels across the province. We encourage every club to promote these opportunities to your coaches, and encourage them to participate. Our coaches, clubs and the Association as whole will be much stronger with participation in all of these initiatives from across the province.

Finally, we wish to reiterate the importance of registering ALL COACHES in the RCA web-registration system. We understand how frustrating this process has been in the past, and have worked with RCA to try and simplify the process. All attendees at this year’s conference will receive a cheat sheet on how to register in the WRS system. There is no fee assessed for Coach registration. Compliance with registration policies is critical. As an appendix to this report, we have attached the current statistics of coach registration in the province. Clearly, there are many coaches in Ontario who are not currently registered.



## **ROAD**

In 2015, ROWONTARIO obtained funding from the Ministry of Tourism, Culture, and Sport for an 18-month project to develop programming aimed to help clubs bridge the gap between first contact programs, like Learn to Row, with regular club membership. This program is called ROWONTARIO Athlete Development, or ROAD. The main goals of this program are to offer consistency in introductory programming across Ontario, build capacity for Ontario coaches and instructors, and to increase rower retention from introductory programming translating into regular club membership.

In late 2015, the first phase of this project was to develop the program content. This was the main focus of the Sport Development Coordinator. A Content Developer, who is NCCP Certified Coach and a RCA Learn to Row Instructor, was brought on to design a training program that would be engaging and fun while also focusing on a skills-based approach. The ROWONTARIO Technical Director and Executive Director also provided oversight to ensure that the program aligned with LTAD and CS4L. The program offers three levels of rower development. Level 1 is similar to many Learn to Row programs currently offered at clubs. Level 2 works to bridge the gap between Learn to Row and regular club involvement by providing 6 lessons to focus on skill development. Level 3 offers an introduction to the rowing practice.

In early January 2016, the Sport Development Coordinator and Content Developer visited the 8 member clubs asked to partner and pilot the program. These clubs were selected to ensure that the program was piloted in clubs of varying size and capacity, while also capturing the various regions of Ontario. During these visits, the program was reviewed with club administrators, coaches, and athletes. In early spring, clubs were sent program packages that included the coaching resource and assessment tools. In late summer, all clubs were visited again to speak with club administrators and coaches to receive feedback on program implementation and suggestion for edits or additions to the program. Overall, clubs saw an increase in retention rates over the summer and appreciated a consistent resource to guide their coaching of introductory programming.

In early 2017, all clubs in Ontario will be given access to these resources digitally. Clubs will also be offered the opportunity to place orders for printed copies of all program resources. In early spring 2017, the Sport Development Coordinator and Content Developer will host a webinar for all clubs to offer real-time feedback and get clarification on the program prior to the launch of the 2017 programs at their clubs.



## **Row To Podium**

2016/17 marks the seventh year of our flagship High Performance program. Funding for the current year was reduced by \$100,000.00 from the previous year. We are expecting that for 2017/18, there will be further funding cuts to this program. At the time of this report, it has not been confirmed how extensive the cuts may be.

With a program such as this, with many facets, players and in some respects, a shift in traditional culture and thinking, clear definitive results can be slow to come. This is one of many lessons we have learned with this program. With that said, results are continuing to come to fruition. Athletes being brought into the program are stronger with greater podium potential, monitoring and assessment protocols have improved, resulting in better training, and better results on the racecourse. More coaches are showing an interest in the program, and what types of opportunities it may present to their athletes, and themselves. More of the program athletes are competing on the international stage, gaining valuable experience as they work toward future World Championship and Olympic podium performances.

There is now growing interest in a number of clubs as to learn how to implement some of the R2P principles into their own programs. The partners are now considering how we may begin to recognize "satellite" centres for clubs who are interested in that type of alignment with the program.

The program is not only providing tremendous support and opportunities to athletes and coaches who are on the pathway to international success, but it is also continuing to help our Association be recognized as a leader amongst all Provincial Sport Organizations across Ontario, and across the country.



## Regattas and Regatta Development

Both of the Association's property events, the Ontario Masters Championships and Ontario Championships, enjoyed very healthy participation numbers, approximately the same as those of 2015.

Participants at our Masters regatta continue to rave about the event and continually thank us for providing a quality regatta dedicated to Masters rowing.

The Ontario Championships continues to provide quality and meaningful race opportunities for our athletes. We continue to see growing interest in participation from out of province entries, including the US and Quebec. In 2016, we plan introduced a small number of Club Elite events at the Championships to further encourage the development of High Performance rowing development within the club system.

2014 was the first year we started to implement the concepts of Regatta Streaming as presented at the 2013 Training Conference. While more work needs to be done to clearly identify the streams and which regattas fit into which streams, we believe, based on feedback from the clubs, continuing to develop a "streamed" regatta system will provide more opportunities for meaningful competition, as well as more localized competition, which are 2 things that have been identified by the membership as definite needs from our competition system.

ROWONTARIO has received funding to further develop the concepts of regatta streaming and developing a much more comprehensive competition structure that will provide meaning competitive opportunities for athletes at every stage of development.

The project has allowed us to draft a strategy for a competition system that more perfectly aligns with the development needs of the LTAD model for rowing. The project will serve all member clubs and their athletes, as the new competition system will not only enhance current competitive opportunities, but develop new ones, providing competitive opportunities to clubs/regions where opportunities for meaningful competition are currently limited. It is important to note that clubs are divided among 5 geographic regions across the province, North Central, GTA, Niagara, Southwest and Eastern Ontario. As referenced, not only a provincial strategy has been developed, but also 5 regional strategies that will feed the provincial. Regattas are serviced and delivered by 4 key personnel sectors, Umpires, Regatta Chairs, Safety Advisors and Facilities Managers. Resource material for each of these sectors has also been developed. The project also provided funding for the ROWONTARIO Regatta in a Box trailer. The trailer is on display at this year's conference. The trailer will support the development of new regattas, and may also be provided to support current regattas. Procedures and costs to utilize the trailer will be published in the late winter of 2017.



In 2016, ROWONTARIO in partnership with Hanlan BC, held the second ROWONTARIO Coastal Regatta. While participation was small, the regatta was very successful.

In 2016, on a one-year trial basis, ROWONTARIO agreed to be named the host organization of the OUA Championships regatta. This proved to be very successful, with positive feedback from the coaches and the OUA offices. Early in the new year, ROWONTARIO will be entering into negotiations with the OUA for a long-term hosting agreement for this regatta.

Over the coming winter, a new Events Committee will be struck to assist with the further development on competition at all levels. The mandate will include:

- Targeting new regatta sites in Ontario
- Developing policies around the use of the Regatta in a Box
- Development of new opportunities for provincial events in Coastal rowing, touring, and development regattas.
- Developing education and support programs for new and existing regattas in Ontario
- Reviewing the programs of the Ontario Championships and ROWONTARIO Masters Championships
- Other tasks as assigned by the Executive Director



## **Umpiring**

ROWONTARIO continues to provide training for new and experienced umpires across the province.

We do continue to struggle to recruit new Umpires into the system, and we ask the clubs and regatta organizing committees to assist us by promoting the program, identifying potential Umpire candidates and working with us to host Umpire Clinics.

A new Umpire education program is due to be released by Rowing Canada in early 2017, which will impact how ROWONTARIO delivers Umpire education in Ontario. Details are still be finalized.



## **Registration and Membership Category Review**

The review project is now almost at its end. A final proposal was published in late September, with a final ratification vote at the RCA Semi-Annual Meeting in Vancouver on January 29, 2017. ROWONTARIO has conducted 10 meetings with different clubs and regatta organizers through October and early November to provide information and clarifications on the proposal. If approved, the new system will provide for a base fee assessed to all rowing participants, and a seat fee for all participants who compete at sanctioned regattas in Ontario. We look forward to this project being brought to its conclusion at the end of January.





## **ROWONTARIO Staff Structure**

At the 2016 Annual General Meeting, the membership approved an increase in fees to help the Association obtain additional staff needed to deliver our programs. To this end, in 2016, the following changes were implemented:

- a) Hired a full-time (shared position with OSA) Program Manager for the COAST program, a critical component of our services to clubs.
- b) Transition the part-time Technical Director role to a full-time role, Director of High Performance and Coach Development, resulting in huge increase of support to clubs in this area.
- c) Hired a part-time bookkeeper to assist the ED with managing the Association's finances.

In addition, the Association employs a full-time Executive Director and part-time Program Coordinator, as well as contracts a Program Advisor to assist with key projects. (Note: The 3 TDC Coaches employed in the Row To Podium program, those salaries are fully funded by directed funds from the Ministry of Tourism, Culture and Sport.)

In 2017, once funding levels are confirmed, we plan to add a .5 to 1.0 FTE staff member to further augment our staff. The specifics of the position will be determined by a needs assessment that will be undertaken over the next two months and available funding.

**What is ahead in 2017** --- Addressing requirements of the new MTCS Sport Recognition Policy, comprehensive funding reviews of both base and high performance funding, continued development of the registration/membership policy and processes, event development, coach and athlete development in accordance with the recognized pathways, ongoing support to Clubs, and much more.



## **Conclusion**

It is difficult to summarize all the activities, programs and services the Association continues to deliver each day in a few short pages.

We continue to work hard to meet the needs and expectations of all our stakeholders, including funding partners, program partners, sponsors, all participants and of course, our member clubs.

The Association is well served by very dedicated staff and Board of Directors, but we always strive to do better. Your feedback is welcome and encouraged. We are here to serve and support you, our members.

## **Appendix A**

### **ROWONTARIO Club Performance at Regattas**



## ROWONTARIO Club Performance at Regattas

### CSSRA Data

	2016		2015	
Number of Events	<b>36</b>		36	
Total Number of Schools	<b>126</b>		135	
Number of Ontario Schools	<b>70</b>	<b>56%</b>	80	59%
Total Number of Entries	<b>758</b>		775	
Number of Ontario Entries	<b>421</b>	<b>56%</b>	446	58%
Number of Wins Ontario Schools	<b>20</b>	<b>56%</b>	18	50%
Number of Top 3 Finishes Ontario Schools	<b>63</b>	<b>58%</b>	48	44%
Number of Ontario Crews in Finals	<b>101</b>	<b>50%</b>	103	48%
Number of Coaches at Ontario Schools	<b>119</b>		130	

### Royal Canadian Henley Regatta

	2016	2015	2014
Total Club Event Entries	1797	2080	2028
Entries from ROWONTARIO Clubs	522	541	526
Percentage of Entries from RO Clubs	29%	26%	26%
Number regular Club Races	78	78	78
WINS by ROWONTARIO Clubs	22	29	18
Percentage of Wins from RO Clubs	28%	37%	23%
Top 3 Finishes from RO Clubs	87	85	61
Percentage of Top 3 from RO Clubs	37%	36%	26%
Finalists from RO Clubs	153	148	118
Percentage of Finalists from RO Clubs	33%	32%	25%

### NRC Regatta

	2016	
Total Club Event Entries	180	
ROWONTARIO Entries	64	Plus composite crews
ROWONTARIO Percentage of Entries	36%	
Number regular Races	16	
ROWONTARIO WINS	6	
ROWONTARIO Percentage	38%	
ROWONTARIO Top Three Finishes	21	
ROWONTARIO Percentage	44%	

## **Appendix B**

### **Ontario Clubs with Registered and Certified Coaches**

<b>ROWONTARIO Clubs with Registered and Certified Coaches</b>					
<b>Club</b>	<b>Number of Registered Coaches</b>	<b>Number of Coaches Certified Learn to Row</b>	<b>Number of Coaches Certified RCA Coach</b>	<b>Number of Coaches Certified Performance Coach</b>	<b>Number of Coaches Certified Level 4 or 5</b>
Argonaut Rowing Club	3	0	1	0	0
Barrie Rowing Club	8	0	0	0	0
Branksome Hall Rowing	0	0	0	0	0
Brock University Rowing Club	3	0	3	0	0
Brockville Rowing Club	0	0	0	0	0
Burnstown Rowing Club	0	0	0	0	0
Cambridge Rowing Club	0	0	0	0	0
Collingwood Rowing Club	0	0	0	0	0
Don Rowing Club	4	0	0	0	0
Durham Rowing Club	5	0	2	0	0
Georgian Bay Rowing Club	0	0	0	0	0
Guelph Rowing Club	0	0	0	0	0
Haldimand Grand River	0	0	0	0	0
Hanlan Boat Club	0	0	0	0	0
Hatchets Training Centre	0	0	0	0	0
Havergal Rowing Club	0	0	0	0	0
Island Lake Rowing Club	5	0	0	0	0
Kingston Rowing Club	5	0	1	1	1
Kitchener Waterloo Rowing	3	0	0	0	0
Lasalle Rowing Club	0	0	0	0	0
Leander Boat Club	0	0	0	0	0
London Rowing Club	2	0	1	0	0
Muskoka Rowing Club	4	0	0	0	0
Niagara Falls Rowing Club	2	0	0	0	0
Niagara Rowing School	0	0	0	0	0
North Bay Rowing Club	1	0	0	0	0
Notre Dame Rowing Club	4	1	0	0	0
Ontario Adventure Rowing	0	0	0	0	0
Orillia Rowing Club	0	0	0	0	0
Ottawa New Edinburgh Rowing	1	0	0	0	0

<b>Club</b>					
<b>Ottawa Rowing Club</b>	<b>47</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>0</b>
<b>Owen Sound Rowing Club</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Peterborough Rowing Club</b>	<b>40</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>0</b>
<b>Queens University Rowing Club</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>
<b>Quinte Rowing Club</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Ridley College Rowing Club</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>
<b>Ridley Graduate Rowing Club</b>	<b>3</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>
<b>ROWONTARIO</b>	<b>3</b>	<b>1</b>	<b>2</b>	<b>0</b>	<b>0</b>
<b>Royal Military College Rowing Club</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Severn River Rowing</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>South Niagara Rowing Club</b>	<b>18</b>	<b>0</b>	<b>3</b>	<b>0</b>	<b>0</b>
<b>St. Catharines Rowing Club</b>	<b>84</b>	<b>3</b>	<b>5</b>	<b>0</b>	<b>1</b>
<b>St. Lawrence Rowing Club</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Sudbury Rowing Club</b>	<b>6</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>
<b>Thunder Bay Rowing Club</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Tillsonburg Rowing Club</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Toronto Sculling Club</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Trenton Rowing and Paddling Club</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>
<b>University of Toronto Rowing</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>UWO Boat Club</b>	<b>8</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>2</b>
<b>Upper Canada College</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Upper Canada Rowing Club (Formerly Cornwall RC)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Wellington Sculling Club</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Western Rowing Club</b>	<b>2</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>0</b>

Total Number: 267 6 29 2 5

\*Registration as of Oct 14, 2016 \*NCCP Certification as of October 12, 2016



## **Appendix C**

**Audited Financial Statements  
March 31, 2016**





Financial Statements

ROWONTARIO

March 31, 2016

# Contents

	<b>Page</b>
Independent Auditor's Report	1 - 2
Statement of Operations	3
Statement of Changes in Net Assets	4
Statement of Financial Position	5
Statement of Cash Flows	6
Notes to the Financial Statements	7 - 13
Schedule of Program Expenditures	14
Schedule of General and Administrative Expenditures	15

## Independent Auditor's Report

To the Board of Directors of  
**ROWONTARIO**

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**We have audited the accompanying financial statements of ROWONTARIO, which comprise the statement of financial position as at March 31, 2016, and the statements of operations, changes in net assets and cash flows for the year then ended and a summary of significant accounting policies and other explanatory information.**

### **Management's responsibility for the financial statements**

**Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.**

### **Auditor's responsibility**

**Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.**

**An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.**

**We believe that the audit evidence we have obtained in our audit is sufficient and appropriate to provide a basis for our audit opinion.**

**Opinion**

**In our opinion, the financial statements present fairly, in all material respects, the financial position of ROWONTARIO as at March 31, 2016 and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.**

The signature of Grant Thornton LLP is written in a cursive, handwritten style.

**Toronto, Canada  
Accountants June 29, 2016  
Accountants**

**Chartered Professional  
Licensed Public**

# ROWONTARIO

## Statement of Operations

Year ended March 31

	General Fund	Restricted Funds		Interfund Elimination (Note 9)	Total 2016	Total 2015
		Row to Podium	Shells and Sails			
<b>Revenue</b>						
Membership and registration fees	\$ 134,918	\$ -	\$ -	\$ -	\$ 134,918	\$ 132,071
Provincial grants	179,810	28,769	103,150	-	311,729	360,136
Partner contributions (Note 8)	-	465,000	-	(50,000)	415,000	528,908
Investment	5,239	-	-	-	5,239	17,835
Other	15,620	5,900	2,224	-	23,744	13,578
Program	15,198	-	-	-	15,198	16,747
Regattas and ROWONTARIO teams	84,154	39,621	-	-	123,775	103,972
Unrealized loss on investments	(2,927)	-	-	-	(2,927)	(7,228)
	<u>432,012</u>	<u>539,290</u>	<u>105,374</u>	<u>(50,000)</u>	<u>1,026,676</u>	<u>1,166,019</u>
<b>Expenditures</b>						
Cost of programs and events (Schedule 1)	113,461	48,289	-	-	161,750	72,849
Program support and development (Schedule 1)	92,313	203,264	7,848	(50,000)	253,425	420,104
Salaries and related expenses (Schedule 2)	144,131	161,277	34,300	-	339,708	371,959
Administration (Schedule 2)	74,800	38,502	57,244	-	170,546	184,993
Professional services (Schedule 2)	6,750	36,075	675	-	43,500	39,462
	<u>431,455</u>	<u>487,407</u>	<u>100,067</u>	<u>(50,000)</u>	<u>968,929</u>	<u>1,089,367</u>
Excess of revenue over expenditures	<u>\$ 557</u>	<u>\$ 51,883</u>	<u>\$ 5,307</u>	<u>\$ -</u>	<u>\$ 57,747</u>	<u>\$ 76,652</u>

See accompanying notes and schedules to the financial statements.

# ROWONTARIO

## Statement of Changes in Net Assets

Year ended March 31

	Operating Fund	Club Development Fund	Umpires' Fund	Claude Saunders Fund	High Performance Development Fund	High School Bursary Fund	Fee Stabilization Fund	Total General Fund	Row to Podium	Shells and Sails	Total 2016
Net assets, beginning of year	\$ 94,075	\$ 61,943	\$ 21,014	\$ 18,673	\$ 55,971	\$ 57,485	\$ 13,168	\$ 322,329	\$ 304,235	\$ 63,358	\$ 689,922
Excess, (deficiency) of revenue over expenditures	(3,154)	1,007	342	304	910	934	214	557	51,883	5,307	57,747
Interfund transfers	10,000	-	(2,500)	-	(2,500)	(5,000)	-	-	-	-	-
Net assets, end of year	<u>\$ 100,921</u>	<u>\$ 62,950</u>	<u>\$ 18,856</u>	<u>\$ 18,977</u>	<u>\$ 54,381</u>	<u>\$ 53,419</u>	<u>\$ 13,382</u>	<u>\$ 322,886</u>	<u>\$ 356,118</u>	<u>\$ 68,665</u>	<u>\$ 747,669</u>

	Operating Fund	Club Development Fund	Umpires' Fund	Claude Saunders Fund	High Performance Development Fund	High School Bursary Fund	Fee Stabilization Fund	Total General Fund	Row to Podium	Shells and Sails	Total 2015
Net assets, beginning of year	\$ 91,150	\$ 65,585	\$ 23,253	\$ 19,609	\$ 57,359	\$ 59,269	\$ 12,490	\$ 328,715	\$ 242,187	\$ 42,368	\$ 613,270
Excess, (deficiency) of revenue over expenditures	(18,275)	3,558	1,261	64	3,112	3,216	678	(6,386)	62,048	20,990	76,652
Interfund transfers	21,200	(7,200)	(3,500)	(1,000)	(4,500)	(5,000)	-	-	-	-	-
Net assets, end of year	<u>\$ 94,075</u>	<u>\$ 61,943</u>	<u>\$ 21,014</u>	<u>\$ 18,673</u>	<u>\$ 55,971</u>	<u>\$ 57,485</u>	<u>\$ 13,168</u>	<u>\$ 322,329</u>	<u>\$ 304,235</u>	<u>\$ 63,358</u>	<u>\$ 689,922</u>

See accompanying notes and schedules to the financial statements.

# ROWONTARIO

## Statement of Financial Position

As at March 31

	General Fund	Restricted Funds		Total 2016	Total 2015
		Row to Podium	Shells and Sales		
<b>Assets</b>					
<b>Current</b>					
Cash	\$ 63,988	\$ 81,255	\$ 66,798	\$ 212,041	\$ 310,718
Investments (Note 3)	291,282	-	-	291,282	290,409
Prepaid expenses	7,470	7,958	2,334	17,762	46,442
Inventory	13,435	-	-	13,435	14,990
Accounts receivable	31,929	180,860	1,817	214,606	55,684
Interfund receivable (payable)	(18,456)	27,836	(9,380)	-	-
Current portion of loans receivable (Note 4)	10,400	-	-	10,400	10,400
	400,048	297,909	61,569	759,526	728,643
Equipment (Note 5)	25,073	67,456	32,995	125,524	153,708
Loans receivable (Note 4)	16,700	-	-	16,700	28,600
	<u>\$ 441,821</u>	<u>\$ 365,365</u>	<u>\$ 94,564</u>	<u>\$ 901,750</u>	<u>\$ 910,951</u>
<b>Liabilities</b>					
<b>Current</b>					
Accounts payable and accrued liabilities (Note 6)	\$ 104,935	\$ 9,247	\$ 549	\$ 114,731	\$ 188,654
Deferred contributions (Note 7)	14,000	-	25,350	39,350	32,375
	<u>118,935</u>	<u>9,247</u>	<u>25,899</u>	<u>154,081</u>	<u>221,029</u>
<b>Net assets</b>					
Operating Fund	100,921	-	-	100,921	94,075
Club Development Fund	62,950	-	-	62,950	61,943
Umpires' Fund	18,856	-	-	18,856	21,014
Claude Saunders Fund	18,977	-	-	18,977	18,673
High Performance Development Fund	54,381	-	-	54,381	55,971
High School Bursary Fund	53,419	-	-	53,419	57,485
Fee Stabilization Fund	13,382	-	-	13,382	13,168
Restricted Fund - Row to Podium	-	356,118	-	356,118	304,235
Restricted Fund - Shells and Sails	-	-	68,665	68,665	63,358
	<u>322,886</u>	<u>356,118</u>	<u>68,665</u>	<u>747,669</u>	<u>689,922</u>
	<u>\$ 441,821</u>	<u>\$ 365,365</u>	<u>\$ 94,564</u>	<u>\$ 901,750</u>	<u>\$ 910,951</u>

Commitments (Note 10)

On behalf of the Board of Directors

\_\_\_\_\_ Director

\_\_\_\_\_ Director

# ROWONTARIO

## Statement of Cash Flows

Year ended March 31

2016

2015

Increase (decrease) in cash

### Operating

Excess of revenue over expenditures	\$ 57,747	\$ 76,652
Items not affecting cash		
Amortization	42,031	43,435
Recognition of deferred contributions (Note 7)	(121,177)	(158,198)
Unrealized loss on investments	2,927	7,228
Gain on disposal of equipment	(6,300)	-
Change in interest receivable on investments	<u>7,990</u>	<u>(10,797)</u>
	(16,782)	(41,680)

Change in non-cash working capital items

Accounts receivable	(158,922)	64,857
Prepaid expenses	28,680	(31,853)
Inventory	1,555	1,780
Accounts payable and accrued liabilities	(73,923)	64,296
Deferred contributions received (Note 7)	<u>128,152</u>	<u>113,675</u>
	<u>(91,240)</u>	<u>171,075</u>

### Investing

Proceeds from disposal of investments	5,000	240,000
Purchase of investments	(16,790)	(220,398)
Advances on loans receivable	-	(12,000)
Repayment of loans receivable	11,900	16,000
Purchase of equipment	(13,847)	(15,880)
Proceeds on disposal of equipment	<u>6,300</u>	<u>-</u>
	<u>(7,437)</u>	<u>7,722</u>

Increase (decrease) in cash

(98,677) 178,797

Cash

Beginning of year	<u>310,718</u>	<u>131,921</u>
End of year	\$ 212,041	\$ 310,718



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# ROWONTARIO

## Notes to the Financial Statements

March 31, 2016

---

### 1. Basis of presentation

ROWONTARIO was incorporated in 1985 without share capital, under the name Ontario Rowing Association. In 2001, the Ontario Rowing Association adopted the name ROWONTARIO ("the Organization"). The Organization aims to enhance rowing participation and excellence through the implementation of the Fundamentals to Active for Life stages of the Canadian Sport for Life (Long-Term Athlete Development) (CS4L) model. The Organization is recognized by the Ontario Ministry of Tourism Culture and Sport as the not-for-profit governing body for rowing in the Province of Ontario and accordingly is exempt from income tax.

---

### 2. Significant accounting policies

#### Fund accounting

For financial reporting purposes, the accounts have been classified into the following funds:

##### Restricted Funds

During 2011, the Organization established a restricted fund in support of the Row to Podium program. The Row to Podium program will establish a high performance development system for the sport of rowing in Ontario. The program will aim to ensure a steady stream of high performance athletes and coaches are trained to win Olympic and World medals in the sport of rowing. The program is a collaboration between the Organization, Rowing Canada Aviron (RCA), CSC Ontario (CSCO), and Ontario University and Club rowing programs ("Partners"). ROWONTARIO is responsible for the general administration and oversight of the program. Any contributions received or other program specific revenue generated and any expenditures incurred in connection with the program have been recorded as income or expenditures within this fund.

During 2013, the Organization established a restricted fund in support of the Shells and Sails program. The Shells and Sails program will develop a comprehensive club training and quality assurance program. The program will work to address club members' needs by enhancing organizational capacity and improve the overall quality of programs and events for local rowing and sailing clubs in more than 120 communities across Ontario. The program is a collaboration between the Organization and the Ontario Sailing Association, and is funded by the Ontario Trillium Foundation. ROWONTARIO is responsible for the general administration and oversight of the program. Any contributions received or other program specific revenue generated and any expenditures incurred in connection with the program have been recorded as income or expenditures within this fund.

##### General Fund

The General Fund accounts for the Organization's program delivery and administrative activities. The General Fund reports unrestricted resources in the Operating Fund as well as activities of internally designated funds. The following are the internally restricted funds:

##### *Club Development Fund*

The Club Development Fund was established internally to assist rowing clubs of Ontario with purchases of capital assets and renovations. Any interest earned from capital in this program has been recorded as interest income within the fund.

---

# ROWONTARIO

## Notes to the Financial Statements

March 31, 2016

---

### 2. Significant accounting policies (continued)

#### *Umpires' Fund*

The Umpires' Fund was established internally to offset future expenses related to umpires' programming. Interest earned from capital in this fund has been recorded as interest income within the fund.

#### *Claude Saunders Fund*

The Claude Saunders Fund was established internally to recognize certain athletes in good standing with the Organization. Awards are granted to individuals who have exhibited distinguished and exemplary voluntary service to their club and to the sport of rowing. The selected recipient will receive a certificate and financial award, while the nominating club will receive an equivalent financial award for equipment needs. Any interest earned from capital in this program has been recorded as interest income within the fund.

#### *High Performance Development Fund*

The High Performance Development Fund was established internally for the development and promotion of high performance rowing athletes in the province of Ontario. Any interest earned from capital in this program has been recorded as interest income within the fund.

#### *High School Bursary Fund*

The High School Bursary Fund was established internally for high school athletes who plan to attend an Ontario university for and to continue rowing in their freshman year of university. Any interest earned from capital in this program has been recorded as interest income within the fund.

#### *Fee Stabilization Fund*

The Fee Stabilization Fund was established internally to establish a reserve that may be utilized in future years to minimize year over year membership fee increases and to protect against substantial fee increases in a single year as a result of unforeseen or significant funding decreases.

### **Use of estimates**

The preparation of financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the amounts reported in the financial statements and accompanying notes. Management believes that the estimates used in preparing its financial statements are reasonable and prudent. Areas of significant estimates include the collection of accounts receivable, the estimated useful life of equipment and allocation of expenses to the various funds. Actual results could differ from these estimates.

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# ROWONTARIO

## Notes to the Financial Statements

March 31, 2016

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### 2. Significant accounting policies (continued)

#### Revenue recognition

The Organization follows the restricted method of accounting for contributions. Under this method, restricted contributions are recognized as revenue in the restricted fund in the year in which the revenue is received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured. Unrestricted contributions are recognized in the general fund as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured. Membership and admission fees are recognized as revenue over the membership term. Regattas and ROWONTARIO team's revenues are recognized as events occur.

#### Donated services

Volunteers contribute an undeterminable, but substantial number of hours during the year to assist the Organization in carrying out its mission. Because of the difficulty in determining their fair market value, contributed services are not recognized in these financial statements.

#### Inventory

Inventory comprised of merchandise is valued at the lower of cost and net realizable value using the first in first out method.

#### Equipment

Equipment is recorded at cost and is amortized over the estimated useful life of five years using the straight-line method.

Long-lived assets, which comprise equipment, are reviewed for impairment if events or changes in circumstances indicate that the carrying value may not be recoverable. If the sum of the undiscounted future cash flows expected from use and residual value is less than carrying amount, the long-lived asset is considered impaired. An impairment loss is measured as the amount by which the carrying value of the long-lived assets exceeds its fair value.

#### Financial instruments

The Organization considers any contract creating a financial asset, liability or equity instrument as a financial instrument, except in certain limited circumstances. The Organization accounts for the following as financial instruments:

- cash
- investments
- accounts receivable
- loans receivable
- accounts payable

Financial assets or liabilities obtained in arm's length transactions are initially measured at their fair value and financial assets or liabilities obtained in related party transactions are measured at their exchange amount.

With the exception of investments, the Organization subsequently measures all of its financial assets and financial liabilities at amortized cost. Investments are recorded at fair market value.

# ROWONTARIO

## Notes to the Financial Statements

March 31, 2016

### 3. Investments

	<u>2016</u>	<u>2015</u>
Guaranteed Investment Certificate, 1.3%, par value \$20,000, matures July 23, 2016, non-cashable	\$ 20,179	\$ 20,474
Guaranteed Investment Certificate, 1.3%, par value \$45,000, matures July 23, 2016, non-cashable	45,403	46,068
Cash held for investing purposes	2,506	433
Dundee Hollis Investment Savings Account 13,831 units (2015 – 16,625)	138,306	132,187
Dividend Income Fund, 3,047 units (2015 – 2,325)	42,868	48,523
Value Balanced Fund Series A, 3,030 units (2015 - 1,893)	<u>42,020</u>	<u>42,724</u>
	291,282	290,409
Less: current portion	<u>291,282</u>	<u>290,409</u>
	<u>\$ -</u>	<u>\$ -</u>

### 4. Loans receivable

	<u>2016</u>	<u>2015</u>
Notre Dame Rowing Club, 4% repayable in annual instalments of \$4,000 plus interest, compounded monthly, maturing April 2018	\$ 12,000	\$ 16,000
Thunder Bay Rowing Club, 4% repayable in annual instalments of \$4,000 plus interest, compounded monthly, maturing October 2017	1,500	3,000
South Niagara Rowing Club, 4%, repayable in annual instalments of \$4,000 plus interest, compounded annually, maturing August 2016	4,000	8,000
Island Lake Rowing Club, 4%, repayable in annual instalments of \$2,400 plus interest, compounded annually, maturing May 2019	<u>9,600</u>	<u>12,000</u>
	27,100	39,000
Less: current portion	<u>10,400</u>	<u>10,400</u>
	<u>\$ 16,700</u>	<u>\$ 28,600</u>

The principal repayments of the loans receivable are as follows:

2017	\$ 10,400
2018	7,900
2019	6,400
2020	<u>2,400</u>
	<u>\$ 27,100</u>

# ROWONTARIO

## Notes to the Financial Statements

March 31, 2016

### 5. Equipment

#### General Fund

			<u>2016</u>	<u>2015</u>
	<u>Cost</u>	<u>Accumulated Amortization</u>	<u>Net Book Value</u>	<u>Net Book Value</u>
Computer equipment	\$ 6,941	\$ 5,758	\$ 1,183	\$ 1,706
Office equipment	76,086	70,818	5,268	7,443
Regatta equipment	19,074	12,128	6,946	3,170
Para equipment	20,562	9,306	11,256	17,340
Software	1,814	1,394	420	700
	<u>\$ 124,477</u>	<u>\$ 99,404</u>	<u>\$ 25,073</u>	<u>\$ 30,359</u>

#### Row to Podium

			<u>2016</u>	<u>2015</u>
	<u>Cost</u>	<u>Accumulated Amortization</u>	<u>Net Book Value</u>	<u>Net Book Value</u>
Rowing equipment	\$ 176,421	\$ 108,965	\$ 67,456	\$ 72,772
Vehicles	-	-	-	264
	<u>\$ 176,421</u>	<u>\$ 108,965</u>	<u>\$ 67,456</u>	<u>\$ 73,036</u>

#### Shells and Sails

			<u>2016</u>	<u>2015</u>
	<u>Cost</u>	<u>Accumulated Amortization</u>	<u>Net Book Value</u>	<u>Net Book Value</u>
Rowing equipment	\$ 27,147	\$ 14,530	\$ 12,617	\$ 18,047
Sailing equipment	10,933	5,466	5,467	7,653
Vehicles	32,617	22,832	9,785	16,308
Computer and software	989	618	371	618
Other equipment	14,662	9,907	4,755	7,687
	<u>\$ 86,348</u>	<u>\$ 53,353</u>	<u>\$ 32,995</u>	<u>\$ 50,313</u>

### 6. Accounts payable and accrued liabilities

Included in accounts payable and accrued liabilities are Government remittances owing of \$59,203 (2015 - \$43,122).

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**ROWONTARIO**  
**Notes to the Financial Statements**  
March 31, 2016

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**7. Deferred contributions**

Deferred contributions changed during the year as follows:

	<u>2016</u>	<u>2015</u>
Balance, beginning of year	\$ 32,375	\$ 76,898
Contributions received during the year	128,152	113,675
Amount recognized as revenue during the year	<u>(121,177)</u>	<u>(158,198)</u>
Balance, end of year	<u>\$ 39,350</u>	<u>\$ 32,375</u>

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**8. Partner contributions**

Partner contributions received during the year are as follows:

	<u>2016</u>	<u>2015</u>
OHPSI contribution	\$ 400,000	\$ 395,900
RCA contribution	15,000	133,008
ROWONTARIO (Note 9)	<u>50,000</u>	<u>55,000</u>
	<u>\$ 465,000</u>	<u>\$ 583,908</u>

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**9. Interfund elimination**

During the year, the Operating Fund contributed \$50,000 (2015 - \$55,000) to the Row to Podium Restricted Fund. Furthermore, the Shells and Sails contributed \$Nil (2015 - \$Nil) to the general fund for allowable expenses as part of their funding agreement.

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**10. Commitments**

The Organization has entered into lease agreements for premises and operating equipment. The commitment over the next three years is as follows:

2017	\$ 20,582
2018	20,990
2019	8,817

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# ROWONTARIO

## Notes to the Financial Statements

March 31, 2016

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### 11. Financial instruments

The Organization has a risk management framework to monitor, evaluate and manage the principal risks assumed with its financial instruments.

#### Interest rate risk

The Organization's financial instruments expose it to interest rate risk due to its investments with fixed interest rates. This risk is mitigated by the Organization through investing in instruments which have a low susceptibility to significant fluctuations in market interest rates.

#### Price risk

Price risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices (other than those arising from interest rate risk or currency risk), whether those changes are caused by factors specific to the individual financial instrument issuer, or factors affecting all similar financial instruments traded in the market. The Organization is exposed to price risk through its investments. The Organization mitigates this risk by investing in financial instruments that are expected to have a low susceptibility to significant fluctuations in market prices.

#### Credit risk

Credit risk is the risk that one party to a financial instrument will cause a financial loss for the other party by failing to meet its funding obligation. This risk is mitigated by the Organization through ensuring revenue is derived from qualified sources. Allowance for doubtful accounts as at March 31, 2016 is \$Nil (2015 - \$Nil).

#### Liquidity risk

Liquidity risk is the risk that an entity will encounter difficulty in meeting obligations associated with financial liabilities. The Organization is, therefore, exposed to liquidity risk with respect to its accounts payable. The Organization reduces its exposure to liquidity risk by ensuring that it documents when authorized payments are due and maintaining adequate cash reserves to repay advances.

#### Interest rate cash flows risk

The Organization is not exposed to interest rate cash flow risk as it has no financial assets and liabilities with floating interest rates.

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### 12. Capital management

The Organization's capital is comprised of the net assets reported in the general fund and restricted fund.

In managing the capital the primary objective of management and the Board of Directors of the Organization is to ensure sufficient capital is available to achieve its mandate as described in Note 1 and the specific fund mandates. The Organization also has a formal investment policy that ensures the Organization is exposed to minimal credit and interest rate risk on its investments.

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# ROWONTARIO

## Schedule of Program Expenditures

Year ended March 31

Schedule 1

	General Fund	Restricted Funds Row to Podium	Shells and Sails	Interfund Elimination (Note 9)	Total 2016	Total 2015
<b>Cost of programs and events</b>						
Programs						
Coach workshops	\$ 4,280	\$ 7,422	\$ -	\$ -	\$ 11,702	\$ 6,072
NCCP	6,047	-	-	-	6,047	9,925
Umpire clinics	1,207	-	-	-	1,207	1,244
	<u>11,534</u>	<u>7,422</u>	<u>-</u>	<u>-</u>	<u>18,956</u>	<u>17,241</u>
Regattas						
ROWONTARIO championships	33,013	-	-	-	33,013	33,406
ROWONTARIO masters championships	13,526	-	-	-	13,526	13,777
ROWONTARIO other expenses	55,388	-	-	-	55,388	5,445
	<u>101,927</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>101,927</u>	<u>52,628</u>
Team						
Canadian summer games team	-	40,867	-	-	40,867	2,980
	<u>\$ 113,461</u>	<u>\$ 48,289</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 161,750</u>	<u>\$ 72,849</u>
<b>Program support and development</b>						
IST support	\$ -	\$ 15,177	\$ -	\$ -	\$ 15,177	\$ 9,998
TDC programming	-	85,224	-	-	85,224	56,124
Equipment lease	-	56,161	-	-	56,161	30,910
Row to Podium contribution	50,000	-	-	(50,000)	-	-
NDC-O programming	-	-	-	-	-	86,408
Adaptive programming	-	-	-	-	-	20,783
Board and committee activity	3,332	-	-	-	3,332	7,107
Club development and assistance	5,000	-	3,040	-	8,040	12,409
Insurance	1,296	14,365	4,808	-	20,469	29,523
ROWONTARIO annual meeting	22,692	-	-	-	22,692	27,758
ROWONTARIO marketing	1,742	-	-	-	1,742	5,029
Umpire support	1,349	-	-	-	1,349	2,053
NRC support	-	28,865	-	-	28,865	55,442
TDC competition support fees	-	3,472	-	-	3,472	1,314
Sport development program	6,902	-	-	-	6,902	75,246
	<u>\$ 92,313</u>	<u>\$ 203,264</u>	<u>\$ 7,848</u>	<u>\$ (50,000)</u>	<u>\$ 253,425</u>	<u>\$ 420,104</u>



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**ROWONTARIO****Schedule of General and Administrative Expenditures**

Year ended March 31

**Schedule 2**

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	General Fund	Restricted Funds		Interfund Elimination (Note 9)	Total 2016	Total 2015
		Row to Podium	Shells and Sails			
<b>Salaries and related expenses</b>						
Benefits and other salary expenses	\$ 1,714	\$ 581	\$ 429	\$ -	\$ 2,724	\$ 5,629
Salaries	134,260	150,012	32,034	-	316,306	341,899
Statutory salary expenses	<u>8,157</u>	<u>10,684</u>	<u>1,837</u>	<u>-</u>	<u>20,678</u>	<u>24,431</u>
	<u>\$ 144,131</u>	<u>\$ 161,277</u>	<u>\$ 34,300</u>	<u>\$ -</u>	<u>\$ 339,708</u>	<u>\$ 371,959</u>
<b>Administration</b>						
Amortization	\$ 8,730	\$ 15,982	\$ 17,319	\$ -	\$ 42,031	\$ 43,435
General administration	37,024	21,893	39,925	-	98,842	102,777
Office, communication and amenities	29,046	6,927	-	-	35,973	38,781
Gain on disposal of assets	<u>-</u>	<u>(6,300)</u>	<u>-</u>	<u>-</u>	<u>(6,300)</u>	<u>-</u>
	<u>\$ 74,800</u>	<u>\$ 38,502</u>	<u>\$ 57,244</u>	<u>\$ -</u>	<u>\$ 170,546</u>	<u>\$ 184,993</u>
<b>Professional services</b>						
Legal	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,462
Technical director contract fees	-	30,000	-	-	30,000	22,500
Audit	<u>6,750</u>	<u>6,075</u>	<u>675</u>	<u>-</u>	<u>13,500</u>	<u>13,500</u>
	<u>\$ 6,750</u>	<u>\$ 36,075</u>	<u>\$ 675</u>	<u>\$ -</u>	<u>\$ 43,500</u>	<u>\$ 39,462</u>

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