



Rowing British Columbia 2014-2017 Strategic Plan



Across Canada, British Columbia has long been considered a driving force in rowing excellence. This reputation has been built upon Team BC's top performances at National regattas, the significant representation of BC athletes on Team Canada, and our access to year-round on-water rowing. Rowing BC understands the value of evaluating our progress and recognizes the need to set a clear direction moving forward to ensure continuity of our success.

The development of our 2014-2017 Strategic Plan was guided by input from the Rowing BC board of directors, staff and committee members as well as feedback collected from the strategic plan survey delivered to all rowing participants in British Columbia. The many initiatives described throughout this document will refine our operations and in doing so, enable us to achieve what our members have identified as top priorities. Noteworthy is the focus on coach education to be delivered through our proposed coach mentorship program, and our enhanced communications approach that is in the early stages of implementation.

Rowing BC has committed to deliver the initiatives outlined in this strategic plan by engaging our rowing community that consists of both veteran and developing athletes, coaches and volunteers. The combination of this commitment and the expertise available from within our province will position *Rowing BC as the leading rowing community in Canada.*

Vision

British Columbia is the leading rowing community in Canada.

Mission

To develop opportunities to support personal and collective excellence in rowing within British Columbia.

Values

Excellence: We aim to improve all that we do and exceed the expectations of our membership.

Integrity: We are accountable and adhere to high ethical and professional standards with all decision making.

Transparency: We disclose information, opportunities, and decisions in a clear, open, accessible manner.

Inclusivity: We create an environment in which every individual is welcomed, respected and supported.

Pillar 1. Provide appropriate opportunities for participants in all developmental stages.

Expected Outcomes

- 1st place finishes at National Rowing Championships (NRCs), 2015 Western Canada Summer Games (WCSG) and 2017 Canada Summer Games (CSG)
- BC will contribute the most athletes of any province to National Training Centres
- Increased retention of rowers
- Increased # of National Coaching Certification Program certified Instructors and Coaches
- Increased # of BC coaches named to RCA National Teams
- Increased # of Licensed Umpires
- Para-rowing opportunities will be integrated with existing programs
- When applicable, all programs will be aligned with the Long Term Athlete Development Pathway

Strategic Priority: Provide a Coach Education and Mentorship Program.

Initiatives:

- Offer professional development opportunities for Team BC Coaches
- Identify gaps in coach knowledge and organize appropriate development opportunities
- Encourage attendance at coach education workshops
- Dedicate a staff position to monitor development of coaches
- Provide opportunities for developing coaches to work with experienced coaches
- Review current coaching standards at BC clubs

Strategic Priority: Create an athlete development system that includes all rowers from Learning-to-Train (L2T) to the Training-to-Compete (T2C) stages of development.

Initiatives:

- Develop a structured Provincial Team system based on a 4-year cycle
- Ensure alignment with RCA High Performance Pathways for able-bodied and para-rowers
- Consult key stakeholders (local clubs, private and public schools, universities, Row to Podium programs) to integrate their programs into the overall system
- Review BC Competition Calendar
- Organize camps for rowers specific to Long Term Athlete Development stages
- Provide Athlete Assistance Partnership funding to High Performance and development athletes
- Offer Integrated Support Team events

Strategic Priority: Improve the Umpire Development Program.

Initiatives:

- Raise awareness of umpiring and assist in recruitment of new umpires
- Increase mentorship opportunities for Associate Umpires
- Integrate Umpire education with Coach and Athlete development pathways

Pillar 2. Create sustainable rowing organizations within British Columbia.

Expected Outcomes

- Increased Rowing BC annual budget
- Increased # of participants registered with Rowing BC in all regions of the province
- Improved results on annual club report cards

Strategic Priority: Provide club development guidance.

Initiatives:

- Create a report card for clubs to identify gaps in their organizational model and operations
- Organize seminars at Rowing BC AGM on topics identified by clubs

Strategic Priority: Increase quality of equipment at local clubs.

Initiatives:

- Coordinate and negotiate discounts for large equipment purchases for member clubs
- Provide letters of support for equipment purchase grants

Strategic Priority: Recognize volunteers and stakeholders.

Initiatives:

- Reintroduce Rowing BC annual awards
- Identify external awards competitions for nomination of Rowing BC representatives

Strategic Priority: Assist with regatta execution.

Initiatives:

- Ensure timely communication between Local Organizing Committees (LOCs) and Chief Umpires
- Implement a regatta sanction process that supports regatta organization
- Develop a report card for LOCs to assess regatta organization and Rowing BC Support

Strategic Priority: Create an effective Rowing BC organizational structure.

Initiatives:

- Align Committees and Director portfolios with strategic pillars
- Update Committee terms of reference
- Implement a governance structure that will ensure optimal productivity and achievement of strategic goals
- Update existing and develop new policies as required

Strategic Priority: Maintain a financial structure that will support the needs of 5,000 participants.

Initiatives:

- Develop a self-generated revenue strategy
- Identify areas of improvement with government grant applications
- Improve financial and operational management to exceed expectations of funding partners

Pillar 3. Enhance communications with Rowing BC members and participants.

Expected Outcomes

- Prompt follow-up to all requests
- Increased awareness of rowing in the external community
- Increased attendance at Rowing BC events
- Improved rating of communications efforts in the annual Member Feedback Survey



Photo Credit: Alexandra Leask

Strategic Priority: Promotion of Rowing in British Columbia.

Initiatives:

- Organize community outreach talks delivered by top BC rowers and coaches
- Create Rowing BC apparel and other merchandise

Strategic Priority: Improve Rowing BC e-communications.

Initiatives:

- Develop a Social Media plan
- Design a new website that will be the hub of all Rowing BC member information
- Create a bi-monthly newsletter
- Update email contact lists
- Send a "Welcome to Rowing in BC" email to new participants

Strategic Priority: Provide opportunities for member feedback.

Initiatives:

- Visits to clubs by Rowing BC staff and Directors
- Distribution of annual Member Feedback Survey
- Contact information for all staff and Directors available



Photo Credit:
William Donegan



Photo Credit: Zeljko "Jelly" Oluic



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