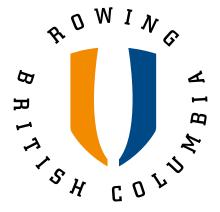


INTRODUCTION

As a provincial governing body, it is expected that we contribute to the sustainability of our sport through the delivery and oversight of important initiatives related to athlete, coach, official and club development. While we have recently dedicated efforts to each of these areas, over the past 4 years we have most notably made significant strides in coach education and development, and we have also met our commitment to enhance communications with our member organizations. We believe the work we have completed to improve the delivery of our fundamental offerings has been well-received by our member organizations and we are confident that we will now maintain the high quality delivery of service that our members have come to expect, while moving forward with new initiatives.

As Rowing BC moves into our 50th season we are pleased to present this new strategic plan to those who make up our rowing community. The development of this strategic plan that will take us through until 2021 was guided by internal assessments and input from those across British Columbia who make our sport great - rowers, coaches, umpires, volunteers, administrators and other stakeholders. While this has a different feel compared to our 2014-2017 plan, the Vision that "British Columbia is the leading Rowing Community" remains the same. We expect to achieve our Vision by continuing to improve on the delivery of our essential services and by incorporating an innovative perspective during our decision-making and quadrennial planning.





VISION

British Columbia is the leading rowing community in Canada.

MISSION

To create and enhance quality opportunities for all British Columbians to discover, pursue and excel in the sport of rowing.

VALUES I

- Excellence: We aim to improve all that we do and to exceed the expectations of our membership.
- Integrity: We are accountable and we adhere to high ethical and professional standards with all decision making.
- Transparency: We disclose information, opportunities, and decisions in a clear, open and accessible manner.
- Inclusivity: We create an environment in which every individual is welcomed, respected and supported.

Strategic Direction 1

Support a healthy athlete-centred rowing system

A healthy athlete-centred rowing system in British Columbia is a fully-integrated system where decision-making and initiatives consider the needs of the rower. Our regatta structure will be deliberate and ensure that rowers of all abilities have the opportunity to compete at the level appropriate for their development stage. We will see increased retention and certification of those who enhance the rower experience and who make our sport great. This will result in:

- ▼ More Rowers joining programs after learn-to-row
- More NCCP Certified Coaches
- More Licensed Umpires

British Columbia Coaches, Officials and other Volunteers will be well-trained and considered as experts in their area. Our people and organizations will be recognized through meaningful, thoughtful methods that truly showcase their contributions. It is a system that ensures British Columbia will be top ranked at the National Rowing Championships-Canada Cup and the Canada Summer Games, and will contribute the most rowers of any province to RCA National Teams.



GOAL 1 Align and support regattas and events to meet the needs of rowers

Regattas are a significant component of the British Columbia rowing experience and we want to ensure they are high quality and meet the needs of all participants and stakeholders. Examples of actions we can take to address this goal include:

- Complete a comprehensive review of regattas and provide recommendations on how to modify regattas to meet the needs of participants
- Advocate for the alignment of competition offerings to the needs of rowers
- Provide planning and reporting tools to local organizing committees
- Invest in the training of key regatta volunteers
- Ensure Coaches who attend regattas have been appropriately trained and that they understand competition best practices

GOAL 2 Enhance recognition of participants within the system

We will create meaningful opportunities for stakeholders and participants to be recognized for their contributions to the British Columbia rowing community. Examples of actions we can take to address this goal include:

- Facilitate recognition opportunities through awards and online avenues as deemed meaningful by the participants
- Provide online recognition through social media and the Rowing BC website
- Highlight noteworthy accomplishments



GOAL 3 Identify and fill gaps in opportunities for all rowers

Rowing is a late-entry sport that is open to individuals of many ages and abilities. We want to ensure that within British Columbia, there are a variety of opportunities that meet the diverse needs of our participants along their development pathway. We will identify gaps and create opportunities to fill these gaps when needed. Examples of actions we can take to address this goal include:

- Completing membership analyses to identify the needs and wants of distinct participant groups
- Offering and supporting events such as competition, training camps and workshops
- Supporting athlete progression through all stages of the pathway to facilitate long-term retention within rowing

GOAL 4 Enhance coaching, officiating, and volunteering within rowing

Maintaining our focus on education and development pathways and the creation of new training opportunities for Coaches, Officials and other Volunteers is critical for the longterm sustainability of our sport. When possible, we will do so in alignment with National and Provincial initiatives. Examples of actions we can take to address this goal include:

- Offer clinics and workshops on relevant topics
- Incentivise the completion of formal training programs
- Offer innovative professional development opportunities

60AL5 Improve the effectiveness of the rowing network in British Columbia

We want to assist rowing organizations and participants with the sharing of their ideas and experiences. Examples of actions we can take to address this goal include:

- Arrange in-person and electronic interactions for organizations
- Facilitate knowledge sharing between organizations
- Re-engage rowing alumni and supporters



We want to ensure that within British Columbia, there are a variety of opportunities that meet the diverse needs of our participants along their development pathway.

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Strategic Direction 2

Expand the sport of rowing in British Columbia

Rowing in British Columbia will grow through increased participation numbers, capacity and visibility as a result of the general public having a greater recognition and understanding of our sport. Success will result in an increase in partnerships, sponsorships and numbers of registered participants.

GOAL 1 Clarify our brand

The brand of rowing, and also that of Rowing BC, should be meaningful to our current membership and stakeholders and also those who have yet to join our sport. We want to communicate what distinguishes rowing from other sports to the wider public. Examples of actions we can take to address this goal include:

- Complete an audit of the brand of rowing and Rowing BC
- Ensure the prominent placement of the Rowing BC logo on merchandise and marketing items
- Create and implement a marketing strategy to elevate the brand of rowing and Rowing BC



We want to see an increase in the retention of new participants and also to ensure that our member organizations have the necessary capacity to support growth in our sport.

GOAL 2 New initiatives to grow rowing

The number of participants rowing in British Columbia has varied only slightly over the past 5 years. We want to see an increase in the retention of new participants and also to ensure that our member organizations have the necessary capacity to support growth in our sport. Examples of actions we can take to address this goal include:

- ▼ Ensure that Rowing BC and member organizations have appropriate governance and operations best-practices to support the needs of current and future participants
- Deliberate interaction with current non-rowers
- Partner with other organizations that can support our growth

GOAL 3 Enhanced public recognition of rowing

We know that there are individuals who are not familiar with rowing, and we want to change that so more British Columbians can enjoy our sport. Examples of actions we can take to address this goal include:

- Delivery of a province-wide marketing strategy that promotes involvement in rowing
- Collaborate with member organizations to promote rowing in their geographical area
- Work with Rowing Canada Aviron to initiate similar goals in this area

Strategic Direction 3

Enhanced financial resource development

Rowing BC wants to ensure that we continue to provide excellent services to member organizations and participants. These initiatives require ongoing financial sustainability.

GOAL 1 Increase and diversify self-generated resources

Rowing BC should have flexible, non-restricted, reliable revenue streams so we are not solely dependent on outside funding. Examples of actions we can take to address this goal include:

- Expansion of revenue generating opportunities
- Review and modification of current revenue streams

GOAL 2 Pursue outside resources in support of goals

Rowing BC initiatives are meaningful and should attract partners and funders to contribute to our revenue streams. Examples of actions we can take to address this goal include:

- Increase the number of submissions to grant programs that have alignment with existing Rowing BC initiatives
- Attract and secure/develop sponsorships and partnerships for our priority assets and properties
- Offer the opportunity to support our initiatives through opening channels to philanthropic givings



