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INTRODUCTION

Consistent with Rowing BC's commitment to reconciliation, Rowing BC recognizes that for time immemorial, First Nations have utilized many forms of water-based transportation, including for sport and recreation, across the territories we now know as British Columbia.

Rowing BC's History

Rowing by settlers in BC traces its history back to at least **1865** with the formation of the Vancouver Rowing Club in Victoria, one year before the colony of Vancouver Island merged with the colony of British Columbia; six years before British Columbia joined the Dominion of Canada. In the late **1800s**, rowing races on the Gorge Waterway and in Victoria's Inner Harbour, attracted hundreds of spectators.

The BC Rowing Association was registered as a society and met for the first official time on September 10, **1969** at the Vancouver Rowing Club. In essence, the association was created to make it possible for rowing to access provincial funding in an attempt to provide a secure footing for the sport.

In 1987, the organization took on a new name – Rowing BC – and for the last 50+ years has been growing and developing the sport of rowing across the province and leading the Canadian rowing community along the way.



Rowing BC's Role

- ▼ Rowing BC is the governing body for the sport of rowing in the province. Working with the provincial government and sport partners such as viaSport BC and Rowing Canada Aviron (RCA), Rowing BC advocates for, and supports the growth, development and sustainability of the entire rowing community in BC.
- ▼ The rowing community in BC represents a vast and diverse community engaged in a wide variety of roles and activities within our sport. Rowing BC seeks to support each part of our community to ensure that whether someone is a future rower, a participant, an athlete, a coach, an administrator, an umpire, a Board member, a volunteer, a supporter, or a partner, each and every one of them can benefit from the sport of rowing with a meaningful positive impact from Rowing BC.
- Rowing BC works with local rowing clubs and organizations as its key stakeholders. Through these partnerships Rowing BC works to support individual members and the overall community. Initiatives like coach education, athlete development, and governance support for not-for-profit boards are some of the types of support that Rowing BC organizes and offers.
- Rowing BC is also responsible for the healthy management of the sport in BC and has been involved in initiatives that include the development or revitalization of rowing infrastructure at key locations across the province, and evaluation and improvement of systems like the annual regatta calendar as well as participant registration processes.
- Rowing BC puts a specific emphasis to ensure all regions of the province are meaningfully supported.





Why have a Strategic Plan?

A Strategic Plan provides overarching direction for an organization and functions as a tool to assist decision making. It is a marker against which to monitor progress. Rowing BC's strategic plan offers an overarching view of the society's priorities and how it anticipates engaging with members and stakeholders.

While Rowing BC's Strategic Plan is a cohesive direction during its four-year lifespan, staff at Rowing BC develop complimentary annual work plans to execute the actual work of the society. The methods through which the strategic directions are pursued are adjusted in each work plan in order to account for progress-made or changes in circumstances.

Due to the different purposes of these two types of plans, this Strategic Plan does not include specific Key Performance Indicators (KPIs) or specific detail about the process that will be followed to complete each direction. Those details will be captured and pursued within the annual planning process. Within each section of the Strategic Plan example actions have been included for illustration purposes.

Rowing BC followed a six-step process to develop its Strategic Plan, including dedicated work by Board and Staff members, as well as ongoing and structured consultation with rowing community members, partners in sport and government organizations. The consolidation of all these inputs and ideas is what has resulted in Rowing BC's 2022 – 2025 Strategic Plan.



STRATEGIC PLAN

Vision

Leadership through rowing

In the 2014-2017 and 2018-2021 Strategic Plans, Rowing BC aspired to a Vision where "British Columbia is the leading rowing community in Canada". As Rowing BC developed this Strategic Plan, the sentiment arose that the previous Vision may have been understated and too limited in scope. While being the leading rowing community in Canada initially sounds exciting, this Vision limits our scope to how Rowing BC factored within rowing, and even within rowing in Canada. So much of what our rowing community has done and continues to do benefits British Columbians within and beyond our sport and our borders.

The new Vision, "Leadership through rowing", speaks to the role Rowing BC plays, positively impacting the broader community. As an organization Rowing BC provides leadership through rowing. Individuals have the opportunity to reap the benefits from Rowing BC in a wide variety of ways.



Mission

"All British Columbians are able to discover, pursue and enjoy the sport of rowing."

DISCOVER

Discovery can be by those new to the sport, those trying out different disciplines of the sport (coastal, flat water, indoor, recreational or competitive) or a those shifting into a different role in the sport.

PURSUE

Pursuit looks different for each individual. This could be continuing on after a learn-to-row class; moving from active rowing into umpiring; chasing athletic potential to medal at the Olympics or Paralympics. There are many ways in which to pursue a rowing pathway.

ENJOY

No matter how one is engaging with the rowing community, it is to be enjoyed!



While not every British Columbian may choose to engage directly in rowing, Rowing BC strives to offer benefits for all British Columbians as members of its extended community.

SPORT OF ROWING

This encapsulates the different types of rowing and all the different roles through which one could be engaged in the rowing community. While athletes are traditionally what first comes to mind, one does not actually have to sit in a boat and pull on an oar handle to be part of the rowing community and participate in Rowing BC's Mission.

Values

EXCELLENCE

Rowing BC aims to improve all that we do and to exceed the expectations of our community.

INCLUSIVITY

Rowing BC creates an environment in which every individual is welcomed, respected and supported, including specific emphasis on valuing diversity in individuals and thought, and prioritizing equitable opportunities.

INNOVATION

Rowing BC creates, develops and implements new strategies to deal with community needs in addition to relying on the wisdom of best established and promising new practices.

INTEGRITY

Rowing BC is accountable and adheres to high ethical and professional standards with all decision making. This also includes valuing transparency – disclosing information, opportunities and decisions in a clear, open and accessible manner.

RESPECT

All of Rowing BC's actions are undertaken with due regard for the feelings, wishes, rights and/or traditions of others.

Strategic Direction 1

Foster a safe, welcoming and diverse community that is accessible and inclusive

A safe, welcoming and diverse community that is accessible and inclusive is one in which a newcomer experiences an entryway to the sport free from barriers to participation. It is a community in which being safe and welcoming extends from first experiences into continued involvement, and where diversity in both people and thought is valued and encouraged. In all roles of the rowing community, this will result in increased participation, retention and satisfaction.

GOAL 1

Prioritize a healthy culture that is safe, welcoming, respectful and inclusive, equally valuing all rowing community members

GOAL 2

Enhance accessibility and diversity of the rowing community in BC

GOAL 3

Create environments where new and existing community members can thrive

GOAL 4

Increase community awareness of rowing



Prioritize a healthy culture that is safe, welcoming, respectful and inclusive, equally valuing all rowing community members

Regardless of their role(s) within the rowing community, each individual will be safe, welcomed, respected and included. The collection and utilization of both objective and subjective data from across the rowing community will guide specific approaches to address these needs. Maintaining a healthy culture is a continuous process.

Examples include:

- **▼ Implement and adopt a National Safe Sport Policy Suite**
- ▼ Host education programs for Coaches, Club Executives and Umpires
- ▼ Listen to and learn from the expertise of community partners and the guidance of recommendations through the Rowing BC Diversity Equity and Inclusion Committee

Successes in this area will include higher satisfaction and lower turnover in Board members at local rowing organizations, increased interest from rowing community members in being involved in new roles or engaged in new ways, and fewer and/or more respectfully managed conflict scenarios. Successes focus around increased retention of rowing community members and improved satisfaction.

GOAL 2

Enhance accessibility and diversity of the rowing community in BC

Enhancing accessibility requires identifying barriers to initial engagement with the rowing community and taking action to minimize or remove them. Diversifying the rowing community includes expanding who is directly involved within the rowing community and ensuring that the diversity of British Columbia's people is represented within the rowing community. It also includes extending what is considered part of the rowing community and purposefully including new disciplines of the sport and developing new avenues through which to become involved.

Examples include:

- New approaches to growing rowing through new community partnerships, new approaches to registration and new structures of programs and experiences
- Enhanced focus on the development of coastal and indoor rowing
- Specific targeted work alongside each local rowing organization

Successes in this area will include increased new participation and greater variety in where, how and why new participants are becoming involved at each level, discipline and role of the sport.

Create environments where new and existing community members can thrive

Thriving is defined differently based on each individual's roles and goals in the rowing community. This goal includes space for supporting high performance athletes and creating welcoming learning environments for new rowers and those involved in many other roles within the sport.

Examples include:

- Expand development opportunities provided for athletes at each stage of the Long Term
 Athlete Development Pathway including performance goals supported by the BC NextGen
 Performance Strategy
- Research and develop additional strategies to maintain positive engagement and foster 'rowing for life'
- Develop support tools to expand and revitalize the volunteer base which makes up so many of the key roles throughout the rowing community

Successes in this area will include increased retention of individuals in all roles of the rowing community and improved satisfaction about their experiences and the level of support available.

GOAL 4

Increase community awareness of rowing

Core to our Mission that "All British Columbians are able to discover, pursue and enjoy the sport of rowing," increased awareness of rowing will generate increased interest, which in turn will drive increased involvement and participation. Rowing has been, can and will be a key part of Canadian and British Columbian sport. Effectively celebrating and promoting our successes and positive changes taking place in the rowing community will enable successes in individual projects to be translated into long-term benefits on how rowing is recognized throughout our province and our communities to more of an ever-present interest and awareness.

Examples include:

- Accessing knowledge in the sport and communications sectors to guide a strategic approach to new marketing
- Increased exploration of branding to build awareness and utilization of rowing brand ambassadors
- Utilizing partners outside of the sport sector to increase reach into the general population

Successes will include a perceptible increase in rowing-related awareness by the general public, and increased membership, participation and interest. This translates into easier partnership conversations with sport, community and non-sport partners for current and new initiatives leveraging from and demonstrating rowing's benefit, example and relevance to shared priorities.

Strategic Direction 2

Support organizational health, sustainability and growth potential of member organizations

The health of each member organization is vital to the collective success of the BC rowing community. Healthy organizations are those which have appropriate governance and operational support systems, structures and people in place to be able to achieve their determined goals and directions. These support systems, structures and roles are well formed to be advancing sustainably over time – not overly reliant on the knowledge of one person, or on the specifics of one set of operating circumstances. When member organizations are functioning in healthy and sustainable ways, sustainable growth across the community is achievable.

GOAL 1

Support the development, maintenance and enhancement of member organizations

GOAL 2

Strengthen collaboration within the rowing community

GOAL 3

Enhance sustainability of the rowing community in BC through the expansion and improvement of rowing infrastructure



Support the development, maintenance and enhancement of member organizations

Regardless of size or stage of development, each member organization will receive individualized support to assist and ensure their governance and operations are functioning in healthy and sustainable ways. The focus is on ensuring each member organization is empowered to access relevant support and positioned to achieve their goals and directions in a healthy and sustainable way.

Examples include:

- Provide governance tools, education and appropriate expert guidance and support to Boards
- ▼ Host education for key leadership roles such as coaches and volunteers
- Develop promising practices related to sustainable program and organizational structures

Successes in this area will include a shift for many member organizations from surviving to thriving, and an increased ability to action new ideas related to the other goals in this strategic plan and the strategic plans of each member organization.

GOAL 2

Strengthen collaboration within the rowing community

Each member organization is unique, even where they might face similar challenges, and each member organization can share with and learn from others in the rowing community for the mutual benefit of all. Rather than each member organization approaching challenges alone, the rowing community will have avenues through which to appropriately provide support to each other in more streamlined ways.

Examples include:

- Continued exploration and leverage of the Rowing BC President's Network
- Creation of structures for organized sharing of resources like coaches and equipment
- Formation of safe lines of communication between member organizations

Successes in this area will include more multi-club grassroots initiatives taking place, less burnout from key leaders who feel they have too many challenging tasks to take on alone, and an increased sense of community across the province. These successes will add on to and amplify successes created by connection to and through Rowing BC as part of Goal 1.



Enhance sustainability of the rowing community in BC through the expansion and improvement of rowing infrastructure

Strategic enhancement of physical rowing infrastructure such as boathouses, regatta hosting equipment and learn-to-row friendly boats will assist member organizations to reach their own goals for growth and development which may have previously been limited by infrastructure. Throughout this process, being environmentally conscious and sustainable is paramount. Specific consideration for each region will ensure equitable access to this opportunity-providing infrastructure.

Examples include:

- ▼ Templates and/or strategic support for facilitates development
- Expanded development for hosting capacity
- Exploration of "green" options for the needs of the rowing community

Successes in this area will include enhanced ability for all regions of the province to host high-quality regattas, fewer programs limited by appropriate access to dock or dryland spaces, and an increased ability to run new participant programing. These components play a role in the overall health and sustainability of each member organization, and assist them in achieving their growth and development goals.



Strategic Direction 3

Innovate practices to expand Rowing BC's financial and resource capacity to enhance the rowing community

Innovating practices to expand Rowing BC's financial and resource capacity will ensure that as an organization Rowing BC is strongly positioned to support the rowing community in BC. A wider variety of funding sources will make Rowing BC increasingly agile and more able to provide monetary support to and through member organization initiatives. Expansion of resources, both physical and people-focused, will further support the overall rowing community through enhanced service capacity from Rowing BC.

GOAL 1

Create financial support structures for the BC rowing community

GOAL 2

Diversify revenue generation opportunities for Rowing BC and the BC rowing community

GOAL 3

Leverage partnerships for mutually beneficial initiatives



GOAL 1 Create financial support structures for the BC rowing community

Financial support structures will sustainably assist new growth and development of the rowing community overall.

Examples include:

- Coaching Scholarships
- Travel Bursaries and Equipment Grants
- Fee Subsidization

GOAL 2

Diversify revenue generation opportunities for Rowing BC and the BC rowing community

Rowing BC will diversify sources of funding. This increased funding will allow for more flexibility over the application of funds, and better responsiveness for changing circumstances. Exploration of additional self-generated revenue opportunities will strengthen Rowing BC's financial position and allow for the expansion of initiatives like those listed in Goal 1. Lessons learned will be shared with key leaders from member organizations for their benefit as well.

Examples include:

- Creation of a Donations and Special Gifts Committee
- Expansion of a designated Hosting Strategy
- Webinars, think-tanks and other engagement with member organizations





Diversify revenue generation opportunities for Rowing BC and the BC rowing community

Strategic partnerships are foundational to event and infrastructure initiatives. These partnerships will increase Rowing BC's reach, influence and ability to complete significant enhancement projects for the overall rowing community.

Examples include:

- Sport Sector partnerships
- **▼** Local, Provincial and Federal Government partnerships
- Targeted Corporate partnerships

Success in this area creates additional capacity for Rowing BC to pursue its mandate.

SUMMARY

2022-2025 Rowing BC Strategic Plan

VISION

Leadership through rowing

MISSION

All British Columbians can discover, pursue and enjoy the sport of rowing

VALUES

- Excellence
- Integrity
- Innovation
- Inclusivity
- Respect



DIRECTION 1

Foster a safe, welcoming and diverse community that is accessible and inclusive

- **▼ Goal 1:** Prioritize a healthy culture that is safe, welcoming, respectful and inclusive, equally valuing all rowing community members
- **▼ Goal 2:** Enhance accessibility and diversity of the rowing community in BC
- **▼ Goal 3:** Create environments where new and existing community members can thrive
- **▼ Goal 4:** Increase community awareness of rowing

DIRECTION 2

Support organizational health, sustainability and growth potential of member organizations

- **▼ Goal 1:** Support the development, maintenance and enhancement of member organizations
- **▼ Goal 2:** Strengthen collaboration within the rowing community
- **▼ Goal 3:** Enhance sustainability of the rowing community in BC through the expansion and improvement of rowing infrastructure

DIRECTION 3

Innovate practices to expand Rowing BC's financial and resource capacity to enhance the rowing community

- **▼ Goal 1:** Create financial support structures for the BC rowing community
- **▼ Goal 2:** Diversify revenue generation opportunities for Rowing BC and the BC rowing community
- **▼ Goal 3:** Leverage partnerships for mutually beneficial initiatives



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