

St. John's Rowing Club

Strategic Plan 2022-2027

Introduction:

The St. John's Rowing Club (SJRC) was established in 1986 on the shores of Quidi Vidi Lake in St. John's, Newfoundland and Labrador. The club has a long history of competitive slide-seat rowing with varied participant groups that include high school to university rowers, junior development to competitive rowers, and adult recreational to Master's competitive rowers.

As a non-profit sports organization SJRC is small but constant, supported for over 35 years by volunteer coaches, board members and people juggling both roles. Working with the provincial sport organization, Rowing Newfoundland (RNL), the fleet of boats and boathouse assets currently supports diverse rowing programs in the summer and winter, with operating and summer payroll costs covered in large part by grant funding and program fees.

Despite the program capacity constraints of pandemic years 2020-2021, the club is in a stable position for community interest in the sport of slide-seat rowing with significant cross over from the "fixed-seat" rowing community of the Royal St. John's Regatta on Quidi Vidi lake.

With a vision for growth and quality improvement, SJRC board members initiated a strategic planning exercise in Fall 2021 hosted by (Tom Clift of Metro Business Opportunities) to create a 5 year strategic plan for SJRC, 2022-2027.

Vision and Mission Statements:

Vision: To build and sustain a slide-seat rowing community of inclusivity, opportunity, and personal excellence through a shared love of the sport.

Mission: The St. John's Rowing Club provides all levels of athletes, coaches, and volunteers with opportunities to learn, adapt and strive for improvement through the sport of slide-seat rowing.

Core values of SJRC:

- ▶ Equity and Inclusion – Rowing is a sport for everybody and SJRC is a place where all are welcome, respected, and supported. We aim for inclusion and accommodation while working within capacity constraints, with a goal to reduce constraints and barriers to participation.
- ▶ Respect and Responsibility – We treat others, in words and actions, as we wish to be treated. We celebrate success with humility and challenges with grace. We create safe channels for open communication and are accountable for our words and actions.
- ▶ Commitment and Cooperation – The profile of SJRC is the sum of all of who contribute - rowers, coaches, and volunteers – as one team. Teamwork and partnerships are the key to moving our goals forward.
- ▶ Heart and Determination – With passion for the sport of rowing, our people and their growth, we help mould individuals into lifelong athletes and community leaders.

Goals of the 2022-2027 Strategic Plan:

1. Enhance rower development and quality of experience.
2. Strengthen coach recruitment and development pathways.
3. Strengthen community and alumni relationships to enhance club visibility and build networks.
4. Adopt practices and an organizational structure that supports effective management and operations.

1.0 Enhance rower development and quality of experience.

Objectives	Strategies	Indicators of Success	Status
1.1 Enhance athlete engagement and retention across all programs	<ul style="list-style-type: none"> Adopt the Long Term Athlete Development pathway (LTAD) of RCA and Canadian Sport for Life Attract athletes of all abilities Introduce cross-training and other educational opportunities for program participants Launch a speaker series 	<ul style="list-style-type: none"> Increased retention from LTR to regular programs Para-rowing athletes Increased interest and intake for the competitive programs 	<ul style="list-style-type: none"> LTAD adopted 2021 Launch with RNL Ongoing
1.2 Assess program experience	<ul style="list-style-type: none"> Post-season surveys or focus groups 	<ul style="list-style-type: none"> Regular metrics and evidence of quality improvement over time 	<ul style="list-style-type: none"> Ongoing
1.3 Maintain and repair equipment	<ul style="list-style-type: none"> Train all participants in optimal boat and equipment handling procedures Foster local supplier/builder relationships for boat repair and maintenance Host workshops for advanced boat repair 	<ul style="list-style-type: none"> Reduced time that equipment is unavailable for programming Immediate contacts for repair Increased number of trained people 	<ul style="list-style-type: none"> Ongoing Ongoing Ongoing
1.4. Invest in boathouse renovations and new equipment	<ul style="list-style-type: none"> Consider infrastructure and storage systems equally with new fleet purchases Prioritize human safety and equipment handling procedures 	<ul style="list-style-type: none"> Phased boathouse renovations - disposal of unused boats and updated equipment storage Set financial goals for new assets or replacements 	<ul style="list-style-type: none"> Unused boats removed (Spring 2022) Ongoing
1.5 Explore opportunities for club and boathouse expansion	<ul style="list-style-type: none"> Host meetings with stakeholders (City of St. John's, RSJR Committee) and Boards for other water sports in the region 	<ul style="list-style-type: none"> For 2022-2027, begin conversations with stakeholders 	<ul style="list-style-type: none"> To be started

2.0 Strengthen coach recruitment and development pathways.

Objectives	Strategies	Indicators of Success	Status
2.1 Coach development in parallel with the Long Term Athlete Development pathway (LTAD)	• Enhance and encourage coach training at all program levels	• Regular training opportunities and uptake	• LTAD adopted 2021
	• Support coach training costs and mentorship	• Adult program participants in coach rotation to ensure program sustainability	• To be started
	• Succession planning with RNL	• 1-2 new coaches trained per year as summer employees	• Ongoing
		• Advertise training for competitive coaching streams	• To be started
2.2 Enhance youth summer employment opportunities as a rowing coach	• Competitive salary	• Coach retention	• Ongoing
	• Adopt strong HR and mentorship practices	• Positive and constructive feedback from employees	• Ongoing
	• Seek feedback from employees, head coaches, program coordinators and parents	• Recognition as a top-ranked employer	• To be started
	• Incorporate high level coaches to speaker series		

3.0 Strengthen community and alumni relationships to enhance club visibility and build networks

Objective	Strategies	Indicators of Success	Status
3.1 Engage with alumni of SJRC	<ul style="list-style-type: none"> Generate alumni contact list; invite to major club events; annual newsletter before AGM 	<ul style="list-style-type: none"> Alumni Interest (unsubscribe rates) and turnout to events 	<ul style="list-style-type: none"> To be started
	<ul style="list-style-type: none"> Host special alumni events (row and social) 	<ul style="list-style-type: none"> Alumni attendance at special events 	<ul style="list-style-type: none"> To be started
		<ul style="list-style-type: none"> Alumni return to programs 	<ul style="list-style-type: none"> To be started
3.2 Engage with Royal St. John's Regatta Committee (RSJRC)	<ul style="list-style-type: none"> Proactive communication for club plans and goals; invite to major club events 	<ul style="list-style-type: none"> RSJRC representation at major events 	<ul style="list-style-type: none"> Ongoing
		<ul style="list-style-type: none"> Effective communication and collaboration 	<ul style="list-style-type: none"> Ongoing
3.3 Engage with other athletic community partners	<ul style="list-style-type: none"> Outreach for partnerships and explore different models of partnership 	<ul style="list-style-type: none"> Novel programming 	<ul style="list-style-type: none"> Ongoing
		<ul style="list-style-type: none"> Sharing of resources and best practices 	<ul style="list-style-type: none"> To be started
3.4 Model organizational leadership	<ul style="list-style-type: none"> Celebrate athlete, coach and volunteer effort and success 	<ul style="list-style-type: none"> Scheduled socials and events 	<ul style="list-style-type: none"> Ongoing
	<ul style="list-style-type: none"> Advertise highlights (AGM, annual report, web site) 	<ul style="list-style-type: none"> Print and digital summaries (web, reports, newspaper, government) 	<ul style="list-style-type: none"> To be started
3.5 Enhance digital and physical presence	<ul style="list-style-type: none"> Website redevelopment 	<ul style="list-style-type: none"> Updated website 	<ul style="list-style-type: none"> To be started
	<ul style="list-style-type: none"> Boathouse - grounds maintenance and signage 	<ul style="list-style-type: none"> Boathouse grounds are optimized for storage and kept tidy 	<ul style="list-style-type: none"> Ongoing

4.0 Adopt practices and an organizational structure that supports effective management and operations

Objective	Strategies	Indicators of Success	Status
4.1 Develop and implement a 5-year strategic plan (2022-2027)	<ul style="list-style-type: none"> Refine board roles and responsibilities based on current operations 	<ul style="list-style-type: none"> Board member retention, balanced volunteer work load, advance meeting schedule 	<ul style="list-style-type: none"> Ongoing
	<ul style="list-style-type: none"> Create subcommittees with defined roles and responsibilities 	<ul style="list-style-type: none"> Defined list of actionable tasks and meeting schedule 	<ul style="list-style-type: none"> Ongoing
	<ul style="list-style-type: none"> Updated SJRC articles of incorporation 	<ul style="list-style-type: none"> Approved and adopted 	<ul style="list-style-type: none"> Ongoing
4.2 Identify expert support for the organization	<ul style="list-style-type: none"> Engage with accounting and HR supports with operating funds 	<ul style="list-style-type: none"> Adopt an accounting program, bookkeeper and HR supports 	<ul style="list-style-type: none"> Completed with ongoing training
	<ul style="list-style-type: none"> Seek alumni expertise in targetted areas 	<ul style="list-style-type: none"> Alumni contribute to subcommittee work or lecture series 	<ul style="list-style-type: none"> Ongoing
4.3 Incorporate EDI principles into all practices and procedures	<ul style="list-style-type: none"> Host special events / Come and try it Days for groups (ANC, CNIB, etc.) 	<ul style="list-style-type: none"> Number of special events per year, number of participants, event feedback 	<ul style="list-style-type: none"> Ongoing
	<ul style="list-style-type: none"> Hold program spots (ANC, REAL program) 	<ul style="list-style-type: none"> Number of applicants per program spot(s) / year 	<ul style="list-style-type: none"> Ongoing
	<ul style="list-style-type: none"> Bursary applications 	<ul style="list-style-type: none"> Bursaries awarded 	<ul style="list-style-type: none"> To be started
4.4 Plan for growth	<ul style="list-style-type: none"> Fiscal accountability and financial planning for growth 	<ul style="list-style-type: none"> Annual audits and fiscal projections 	<ul style="list-style-type: none"> To be started
	<ul style="list-style-type: none"> Clarify financial and strategic goal overlap with RNL 	<ul style="list-style-type: none"> SJRC Ex-officio representation on RNL Board 	<ul style="list-style-type: none"> To be started

SJRC Subcommittees and current composition

Subcommittee	Member 1	Member 2	Member 3	Other contributors
Human Resources, Occupational Health & Safety	Lindsey Freeman (Vice- President)	Lisa Gillam	(vacant)	Program coordinator / Head coach. HR Consulting
Program Development	Emma Ramsay (Registrar)	Jane Brodie	Ian Power	Program coordinator / Head coach
Finance and Reporting	Ann Dorward (President)	Neva Fudge (Treasurer)	(vacant)	Bookkeeper / Accountant
Communications, Partnerships & Alumni	Ann Dorward (President)	Megan Fitzgerald	Kristine Power	RNL, Royal Regatta Committee, Strategic planning consultant