



STRATEGIC PLAN 2022-2027

Year 2 Update

St. John's Rowing Club

Strategic Plan 2022-2027 - Year 2 Update



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 37 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.

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 initiated by Tom Clift (Metro Business Opportunities) and CBDC Consultant Advisory Services (CAS) funding 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.

Strategic Plan Update:

To effectively live the plan, the strategic objectives and indicators of success require regular review. Here is the Yr 2 update with indicators that are new or revisited since year the Yr 1 update appearing in bold text.

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 Launch new programs / Maintain service quality for current programs 	<ul style="list-style-type: none"> LTAD adopted 2021 Launch with RNL. Para-rowing advertised at SportFest 2022 Inclusion NL grant for accessible dock renovation to support para-rowing Erg room move to Max Fitness (July 2022); Erg programming expanded Cross-training for competitive teams; introduced for Jr. Development with moderate success (Max Fitness); continued for Jr. Comp (APS Fitness) Speaker series launched with CSAI funding - Noel Joe (March 2023), Dr. David Hancock (May 2023) Exhibition races at the RSJRC Regatta (Aug 2023) Sudden closure of Max Fitness (Dec 2023); Pivot to Islander Athletics (Jan 2024) for continued indoor training, National Indoor Rowing Day (Feb 2024) and partnership with RSJRC for the IceMelt Indoor Regatta (April 2024)

Objectives	Strategies	Indicators of Success	Status
<p>1.2 Assess program experience</p>	<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"> • Unsolicited positive feedback from First Light members and staff • Positive feedback from parents of Youth LTR participants, in terms of a unique camp experience for young adolescents to work on their independence and confidence • End of season surveys for all programs which generated overall positive feedback • Increased retention rates for the LTR to fall programming compared with Fall 2021; Measurable retention of Adult LTR registrants for fall programming
<p>1.3 Maintain and repair equipment</p>	<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; some relationships established

Objectives	Strategies	Indicators of Success	Status
<p>1.4. Invest in boathouse renovations and new equipment</p>	<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) Queen's 8 outfitted for programming (Spring 2022) Capital project grants submitted to Inclusion NL (accessible dock renovation), City of St. John's and Active NL (infrastructure grants) to update the long boat racking (2023). RCA CSAI funding, purchased a new set of sweep oars (Fall 2022) Renewed infrastructure funding for Quad oars, wall-mounted oar racks (Active NL) and boatyard improvements (City of St. John's) Renewed CSAI funding that includes a beginner friendly shell (coastal boat) Opportunity to acquire 2020 Hudson single (private sale, spring 2024)

Objectives	Strategies	Indicators of Success	Status
<p>1.5 Explore opportunities for club and boathouse expansion</p>	<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"> Planning phase; not yet started 2023 Rowing Canada Conference attendance (E. Ramsay, I. Power) inspired a small step approach to growth and expansion 2024 Rowing Canada Conference (E. Ramsay, I. Power, A. Dorward, & S. Burke from First Light Friendship Centre). Helped inform club directions and leadership strategies

2.0 Strengthen coach recruitment and development pathways.

Objectives	Strategies	Indicators of Success	Status
<p>2.1 Coach development in parallel with the Long Term Athlete Development pathway (LTAD)</p>	<ul style="list-style-type: none"> Enhance and encourage coach training at all program levels Support coach training costs and mentorship Succession planning with RNL Renewal of Safety Director role on the board 	<ul style="list-style-type: none"> Regular training opportunities and uptake Adult program participants in coach rotation to ensure program sustainability 1-2 new coaches trained per year as summer employees Advertise training for competitive coaching streams Review and renewal of safety procedures 	<ul style="list-style-type: none"> LTAD adopted 2021 Every Coach Certified (ECC) training requirements paid for youth employees Adult rowers completing ECC requirements Assistant coach succession plan initiated Support for RCA annual conference attendance Implementation of safety procedures (ongoing) Competitive coach stream proposal (to be started; 2024 evaluations projected)

Objectives	Strategies	Indicators of Success	Status
<p>2.2 Enhance youth summer employment opportunities as a rowing coach</p>	<ul style="list-style-type: none"> Competitive salary Adopt strong HR and mentorship practices Seek feedback from employees, head coaches, program coordinators and parents Incorporate high level coaches to speaker series 	<ul style="list-style-type: none"> Coach retention Positive and constructive feedback from employees Recognition as a top-ranked employer Suggestion of Program coordinator role as MUN HKR Coop placement; 	<ul style="list-style-type: none"> Jr. Comp coaches returned to SJRC payroll (financial planning for this step is ongoing) (2023) NL Minimum wage increases plus top-ups (\$15.50-\$17/hr) Quickbooks software - Workforce employee dashboard; biweekly payroll, direct deposit, pay stubs, T4 access High level coaches in the speaker series - to be started HR procedures and policies continue to evolve, including staff performance reviews to give and gather feedback; Enhanced HR expertise on the board NL minimum wage increases (SJRC salaries, \$16.60-\$17.50 / hr)

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 Host special alumni events (row and social) 	<ul style="list-style-type: none"> Alumni Interest (unsubscribe rates) and turnout to events Alumni attendance at special events Alumni return to programs 	<ul style="list-style-type: none"> Alum newsletter ready for launch (Spring 2023) To be started 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 Effective communication and collaboration 	<ul style="list-style-type: none"> Continued Collaboration on Row for Heart (equipment); Ice Melt Indoor Regatta (equipment and planning); Update meetings on SJRC planning; Combined safety meetings President, VP Meeting to share vision and plans (Winter 2023) Discussion of SJRC return to exhibition races on Regatta day (2023) - accomplished in 2023

Objective	Strategies	Indicators of Success	Status
<p>3.3 Engage with other athletic community partners</p>	<ul style="list-style-type: none"> Outreach for partnerships and explore different models of partnership 	<ul style="list-style-type: none"> Novel programming Sharing of resources and best practices 	<ul style="list-style-type: none"> Max Fitness - erg room move to Studio 6 APS Fitness programming CSAI funding launched a new partnership with First Light Friendship Centre (Come Try it Day Oct 2022; adult winter training 2022-23; youth Come Try It Erg Day Spring 2023). SJRC & REAL program partnership - Winter 2023 and Summer 2023 Partnership with First Light continues to be active New partnership with Islander Athletics (Jan 2024)
<p>3.4 Model organizational leadership</p>	<ul style="list-style-type: none"> Celebrate athlete, coach and volunteer effort and success Advertise highlights (AGM, annual report, web site) 	<ul style="list-style-type: none"> Scheduled socials and events Print and digital summaries (web, reports, newspaper, government) 	<ul style="list-style-type: none"> Annual report volunteer feature; Annual Board dinner; Coaches dinner; BBQ and social calendar Annual report published on web site and linked to funding applications Regular requests for partner meetings (MAX, First Light, RNL, RSJRC, REAL; Islander Athletics)

Objective	Strategies	Indicators of Success	Status
<p>3.5 Enhance digital and physical presence</p>	<ul style="list-style-type: none"> • Website redevelopment • Boathouse - grounds maintenance and signage • SJRC Communication plan 	<ul style="list-style-type: none"> • Updated website • Boathouse grounds are optimized for storage and kept tidy • Communication plan created, implemented and evaluated 	<ul style="list-style-type: none"> • New web site launched in Winter 2023 featuring all programs, activities, board members and employee bios. • Phase 1 boathouse renovation plans underway, accessible dock extension and long boat rack upgrade. • Portable signage designed to advertise SJRC at events and our multiple locations • Communication plan drafted • Boathouse grounds - ongoing discussions for accessibility improvements; launch access point; Partial funds received for grounds improvements

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 Create subcommittees with defined roles and responsibilities Updated SJRC articles of incorporation 	<ul style="list-style-type: none"> Board member retention, balanced volunteer work load, advance meeting schedule Defined list of actionable tasks and meeting schedule Approved and adopted 	<ul style="list-style-type: none"> Onboarding documents in progress for roles and expectations to attract new members (succession planning)- continues to be a work in progress Working subcommittees to balance workload (11 active members would be ideal) Monthly meetings (minuted) with email communications as needed
4.2 Identify expert support for the organization	<ul style="list-style-type: none"> Engage with accounting and HR supports with operating funds Seek alumni expertise in targetted areas 	<ul style="list-style-type: none"> Adopt an accounting program, bookkeeper and HR supports Alumni contribute to subcommittee work or lecture series 	<ul style="list-style-type: none"> Completed with ongoing training Alum newsletter launched Spring 2023 indicating opportunities for involvement

Objective	Strategies	Indicators of Success	Status
<p>4.3 Incorporate EDI principles into all practices and procedures</p>	<ul style="list-style-type: none"> • Host special events / Come and try it Days for groups (ANC, CNIB, etc.) • Hold program spots (ANC, REAL program) • Bursary applications 	<ul style="list-style-type: none"> • Number of special events per year, number of participants, event feedback • Number of applicants per program spot(s) / year • Bursaries awarded • Discounted program fees for underrepresented groups 	<ul style="list-style-type: none"> • Speaker series initiated under the RCA CSAI funding; identify SJRC funds to continue speaker series • REAL program support from SJRC (2-3 spots) and requested support from the Jumpstart Foundation (2023); work needed to communicate these opportunities • Indoor erg training advertised to REAL, ANC and MUN Internationalization office • Dedicated erg sessions for First Light members under the CSAI; identify funds to continue annually • Phase 3 CSAI funding received to bring First Light members to on-water programs. FL-specific Come Try It event June 15, 2024
<p>4.4 Plan for growth</p>	<ul style="list-style-type: none"> • Fiscal accountability and financial planning for growth • Clarify financial and strategic goal overlap with RNL • SJRC board succession planning • Engage with RNL, other NL clubs, other rowing clubs for goals and best practices 	<ul style="list-style-type: none"> • Annual audits and fiscal projections • SJRC representation on RNL Board • Combined meetings, networking and contact lists 	<ul style="list-style-type: none"> • Quote obtained for accounting services & corporate filing catch up • Combined meeting with RNL (Dec 2022); synergies with RNL strategic goals • New SJRC board representative identified to join RNL • Financial forecasting; requires expertise and defined goals (work in progress)

SJRC Board Membership and Working Subcommittees (2023 - 2024)

Subcommittee	Member 1	Member 2	Member 3	Other contributors
Human Resources, Occupational Health & Safety	Maria Roach	Cherie Whelan	Megan Fitzgerald	Program coordinator / Head coach. HR Consulting
Program Development	Emma Ramsay	Claudette Marie Warren	Ian Power	Program coordinator / Head coach
Finance and Reporting	Ann Dorward	Neva Fudge (until Oct 2023)		Bookkeeper / Accountant
Communications, Partnerships & Alumni	Ann Dorward	Emma Ramsay	Kristine Power	Program Coordinator, RNL, Royal Regatta Committee, Strategic planning consultant