

Victoria City Rowing Club

Strategic Plan

2014-2018



VCRC Board of Directors
7/25/2014

VCRC STRATEGIC PLAN 2014-2018

Introduction

Balancing quality rowing programs, emerging issues and member interests with limited resources is a constant challenge for a not-for-profit and volunteer based organization such as the Victoria City Rowing Club (VCRC). The 2014-2018 VCRC Strategic Plan was developed to focus resources, ensure accountability and provide a clear and transparent view of the club's longer term priorities and associated actions to VCRC members and our stakeholders/partners.

The five year strategic plan will guide the development of annual operating plans and will make certain the club's priorities and budgets are connected. The plan will be a "living document" that will evolve over its lifespan as the needs of the club evolve.

The development of the draft strategic plan was guided by work of the Board and staff in 2012 to extensively survey members, staff and coaches. This earlier work helped determine what was important to the VCRC community as represented in the "word cloud" (see Figure 1). Building on this earlier work, the Board in early 2014 engaged the Executive Director of Rowing BC to facilitate a two day strategic planning session with the board, staff and coaches. The result of this planning session and subsequent work included revisions to the club's vision, mission and values and the development of a new set of strategic priorities. The draft document was presented to the membership at a June 17, 2014 meeting for a review prior to the approval of the plan. The draft plan received positive input from membership with only minor adjustments required based on this review. The Board of Directors approved the final plan on June 25, 2014.

Strategic Framework

The vision, mission and values act as a foundational framework to guide effective decision-making for planning our longer term strategies and undertaking day to day work. This framework also guides how we interact with each other as members, with and amongst our staff/coaches, contractors and stakeholders/partners.

The changes to VCRC's strategic framework include:

VISION: *(what we want to become)*

A community that fosters a love of rowing and provides opportunities for all participants to strive for their personal and collective goals.

MISSION: *(how we are going realize the vision)*

To excel in providing high quality rowing opportunities for all members and to foster athlete, coach and citizen development.

VALUES: (*guide decision making and interactions with/amongst our members, staff, coaches, contractors and stakeholders/partners*).

Community:

- *We are a community in which every individual is welcomed, respected and supported.*
- *We support other members of the rowing community.*
- *We make a positive contribution to the communities in which we live and work.*
- *We value the unique culture of our club and celebrate our achievements.*

Excellence:

- *We are committed to doing our best in all we do.*

Development:

- *We promote health and wellness.*
- *We are committed to the ongoing development of athletes, coaches and citizens.*

Rower-centered:

- *We put rowers at the center of our decisions.*

Civility, Respect and Integrity:

- *We behave with respect, civility and integrity in all we do.*
- *We are accountable for all our actions and demonstrate integrity in all our relationships and decisions.*

Trust:

- *We promote trust amongst athletes, coaches, volunteers and staff and between VCRC and the community.*

Safety:

- *Safety is a primary concern in all we do.*

Our Plan for the Future

The strategic plan has identified four goals and associated strategies and actions that the club will undertake to support the vision and mission.

GOALS (represent the priorities)

1. Enhance rower development and experiences.
2. Strengthen coach recruitment and development.
3. Improve communications and marketing.
4. Adopt practices and an organizational structure that enables effective management and operations.

In order to deliver on our goals, specific and measureable strategies and actions were developed. These strategies and actions are noted below:

GOAL 1 ENHANCE ROWER DEVELOPMENT AND EXPERIENCES

Strategy 1.1 Adopt the principles of Canadian Sport for Life

Canadian Sport for Life (CS4L) is a movement to improve the quality of sport and physical activity in Canada, through improved athlete training and better integration between all stakeholders in the sport system, including sport organizations, education, recreation and health.

The CS4L Long-Term Athlete Development (LTAD) framework outlines the optimal training, competition and recovery for each stage in development. It addresses the specific needs of rowers at each stage, taking into account their goals, previous experiences in sport and physical activity, and the biological characteristics of athletes at different stages. The intent is to ensure that EVERY rower gets the training, coaching, competition, recovery etc. that are right for their goals, background and stage of development. It applies equally to young rowers developing towards high performance, to rowers of all ages who train and compete for fun and personal satisfaction, and to rowers of all ages who row for fitness and personal satisfaction, but do not compete.

VCRC believes that by following the principles outlined by CS4L and LTAD we will deliver high quality programs for all rowers, provide high levels of member satisfaction, and increase participation and retention in VCRC programs.

Actions

- 1.1.1 Build coherent athlete/participant development pathways (range of programs) that are consistent with CS4L and that address the needs of both developing competitive athletes and those who are Fit for Life and Competitive for Life.
- 1.1.2 Define curriculum and structure for each program, based on the principles in CS4L and Rowing Canada Aviron's (RCA) LTAD plan.
- 1.1.3 Train coaches in delivery of CS4L and LTAD.
- 1.1.4 Contribute to the continuing development of the RCA LTAD plan for rowing.
- 1.1.5 Develop the depth and quality of the competitive programs for Masters (Competitive for Life) and for Seniors (Learning to Compete, early Training to Compete and Competitive for Life stages).
- 1.1.6 Maintain support for the Junior program (Learning to Train to early Training to Compete stages) so that it continues to thrive.

Strategy 1.2 Ensure that appropriate and well-maintained equipment is available for all participants.

Actions

- 1.2.1 Improve and support a system for maintaining equipment (including routines for boat care)
- 1.2.2 Improve and support a system for ensuring equipment is properly rigged.
- 1.2.3 Within our financial capability, ensure that decisions about equipment replacement support LTAD.
- 1.2.4 Identify additional and consistent sources of funding to allow for more frequent turnover of VCRC fleet and equipment (including shells, oars, ergs, coach boats, engines, truck, trailer etc.)
- 1.2.5 Improve equipment storage in order to reduce damage.

Strategy 1.3 Offer sport science and motivational initiatives for members in all stages of development, tailored to their needs.

Actions

- 1.3.1 Build partnerships to improve member access to sport science and other ancillary services (e.g., nutrition, strength and conditioning, sport psychology, movement screening, recover and regeneration).
- 1.3.2 Offer speaker series on rowing-related topics.

Strategy 1.4 Ensure that programs meet member needs.

Actions

- 1.4.1 Develop and implement a plan for regularly soliciting meaningful feedback on all programs.
- 1.4.2 Review rowing programs annually or semi-annually, taking into account participant feedback and other criteria related to VCRC strategic goals.

Strategy 1.5 Contribute to facility maintenance and improvement.

Actions

- 1.5.1 Contribute to VRS Facility Maintenance and improvement plan.
- 1.5.2 In conjunction with GYRS, develop a maintenance/improvement action plan for boat bays # 1 and 2.

GOAL 2 STRENGTHEN COACH RECRUITMENT AND DEVELOPMENT

Strategy 2.1 Develop coach education and development initiatives

Actions

- 2.1. Encourage NCCP certification of VCRC coaches (e.g., establish certification levels required/recommended for each program, link contractor rates/pay scale to level of certification, maintain up to-date record of certification levels of VCRC coaches, provide financial subsidies for VCRC coaches attending NCCP workshops).
- 2.1.3 Provide in-house clinics to augment NCCP training.
- 2.1.4. Facilitate mentorship.
- 2.1.5 Provide coaches with regular feedback that is aligned with both program goals and professional development goals.
- 2.1.6 Develop partnerships with others in the rowing and sport community (e.g., PISE, CSI, Camosun, GYRS, RCA, other rowing clubs) to develop coaches.

Strategy 2.2 Identify and recruit coaches

Actions

- 2.2.1 Formalize initiatives with GYRS to enhance coach recruitment.
- 2.2.2 Recruit coaches from within current membership and rowing alumni.
- 2.2.3 Create more flexible opportunities for coaches to contribute.

GOAL 3 IMPROVE COMMUNICATIONS AND MARKETING

Strategy 3.1 Improve communications

Actions

- 3.1.1 Design and implement a unified website that: can be easily updated, is easy to navigate (for members and those new to rowing), keeps personal information secure and builds community.
- 3.1.2 Expand and co-ordinate the use of social media.
- 3.1.3 Regulate the use of social media to protect the VCRC “brand”.
- 3.1.4 Use the bulletin board more effectively.

Strategy 3.2 Build community amongst members

Actions

- 3.2.1 Publicize points of contact within VCRC (who to contact, when).
- 3.2.2 Initiate, support and promote events and initiatives that strengthen the VCRC community.
- 3.2.3 Institute an awards/appreciation program.

Strategy 3.3 Build VCRC’s profile in the community

Actions

- 3.3.1 Develop and implement a marketing plan for all programs.
- 3.3.2 Establish and maintain the VCRC “brand” internally and externally (e.g., logo, Vision/Mission/Values).
- 3.3.3 Identify new partners and improve existing partnerships (develop a sponsorship policy).
- 3.3.4 Enhance opportunities to sell VCRC apparel and merchandise.
- 3.3.5 Build relationships with local media.

GOAL 4 ADOPT PRACTICES AND AN ORGANIZATIONAL STRUCTURE THAT ENABLES EFFECTIVE MANAGEMENT AND OPERATIONS

Strategy 4.1 Ensure the financial plan addresses VCRC’s strategic priorities and member needs

Actions

- 4.1.1 Maintain and document financial management procedures.
- 4.1.2 Create an operations and capital budget that reflects strategic priorities and operational plans.
- 4.1.3 Identify and pursue additional outside sources of revenue.
- 4.1.4 Annually review programs to optimize revenue generation (while maintaining program quality).

Strategy 4.2 Review governance and organizational structure

Actions

- 4.2.1 Review and revise director, staff/coach and committee roles to meet strategic goals and organizational needs.
- 4.2.2 Identify skills required for directors, staff/coaches, committees and contract employees and update job descriptions and contracts as necessary.
- 4.2.3 Annually review club policies and procedures, ensuring that they are documented and updated as necessary.
- 4.2.4 Review the VCRC bylaws and constitution.

Strategy 4.3 Complete Risk Assessment and respond to its recommendations

Actions

- 4.3.1 Review the Risk Assessment annually and identify priority items.
- 4.3.2 Respond to identified priorities as necessary.

Strategy 4.4 Staff and Volunteer Development (Performance Management)

Actions

- 4.4.1 Identify and support opportunities for relevant professional development.
- 4.4.2 Annually review staff/coach performance and job satisfaction.
- 4.4.3 Exchange feedback with contractors, documenting any issues or required changes.
- 4.4.5 Recruit, train and mentor volunteers for priority tasks

