

Sport Law & Strategy Group



ROWING
CANADA
AVIRON

Proposal
RCA Facilities & NTC Strategy
Rowing Canada Aviron

December 20, 2017

Summary

This proposal has been developed in response to a request from the CEO of Rowing Canada Aviron (RCA). RCA is committed to achieving its vision as a **world leader in international rowing** and as the consistent, **leading medal winner for the Canadian Olympic Team**. In order to achieve this vision, RCA has identified the need for fundamental infrastructure that fosters growth in its high-performance programs and that provides a world-class daily training environment for its elite athletes. As such, the request is to review and assess studies of the RCA's existing National Training Centre (NTC) facilities, establish evidence-based and stakeholder supported objectives for future NTC facilities, and develop a strategy to support the RCA's long-term vision.

The RCA has already considered the strategy of a "Centre of Excellence" NTC facility, which would consolidate all training facilities into one centralized location that meets identified criteria and potentially maximizes the RCA's ability to achieve its vision. Several reports conducted by the RCA support this strategy, however the RCA recognizes that ALL reasonable strategies must be considered and that its key stakeholders must be engaged throughout the process. The intent of this proposed project is to clearly identify the key success factors for the RCA's vision and to determine whether the "Centre of Excellence" approach *or other possible approaches* will formulate the best strategy to maximize the RCA's podium success. The project will deliver a professional, independently reviewed report that fulfills this objective.

About Us

The Sport Law & Strategy Group (SLSG) offers a full range of strategic and legal services, and has supported hundreds of National Sport Organizations (NSO), Provincial Sport Organizations (PSO), Multi-Sport Organizations (MSO) and local sport organizations for the past 25 years. Through our work with these organizations we have built an extensive database of high performance sport knowledge, research tools and frameworks, risk management materials, communication plans and community-building strategies that will contribute to the RCA's requirements and the achievement of its vision.

SLSG's lead consultant will be Jason Robinson, an event risk management specialist, strategic planner and former national team athlete. Jason will recruit support of his fellow SLSG associates as required (included within the proposed budget), who provide a spectrum of legal, strategy, research and communications expertise. In particular, Dina Bell-Laroche who is a SLSG Partner as well as strategic and communications expert, will provide key communication support such as membership messaging and community engagement planning.



SCOPE OF WORK

The following table outlines the key areas of focus along with the projected timeline required to deliver the Facilities and NTC Strategy Project, as outlined below, for Rowing Canada Aviron.

Project Deliverables:

- Research and Orientation
- National Training Centre Evidence Base
- Stakeholder Consultation
- Decision Making Process
- Communications & Engagement Strategy



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| Area of Focus | Methodologies/Activities | Timeline |
|--|--|--------------------------------|
| Research & Orientation | <ul style="list-style-type: none"> • Review of previous RCA facilities studies and fact base (RCA archives) • Identify and connect with independent experts (national & international) • Review key success metrics of benchmark facilities and strategies to develop world-class NTC facilities | January 15 – February 11, 2018 |
| National Training Centre Evidence Base | <ul style="list-style-type: none"> • Gap analysis of existing NTC fact base • Creation of qualitative and quantitative NTC evidence base that speaks to various NTC facility approaches • Identification and weighting of NTC requirements based on key success metrics • Develop a set of facility metrics that align with NTC success metrics and allows the RCA to clearly identify which facilities and strategies optimize its vision | February 12 – 23, 2018 |
| Stakeholder Consultation | <ul style="list-style-type: none"> • Identification and segmentation of stakeholders • Working group environmental scan and vision session • Development of standardized stakeholder questionnaires / surveys • Stakeholder engagement and consultation (phone & web technology) • Input from stakeholder groups on weighting and prioritization of requirements / success metrics / decision criteria • High performance stakeholder sessions in London, ON (1) and Victoria, BC (1) to gather feedback, identify and prioritize metrics, and to assemble the 'voice' of the HP athletes. Also communicate the project's intent, process and outcome, and advocate transparency | January 22 – March 7, 2018 |

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| <p>Decision Making Process</p> | <ul style="list-style-type: none"> • Develop decision making criteria and framework for NTC • Formulation and analysis of strategic option(s) to meet NTC requirements and key success metrics • Facilitate RCA decision making process via a presentation of findings and mediation of discussion (1 in-person session, additional via web technology if required) • Deliver a comprehensive report to the RCA which clearly articulates a progressive strategy(s) for the RCA and, at minimum, includes: <ul style="list-style-type: none"> ○ Executive Summary ○ Research background and methodology ○ Research findings, evidence, and metrics analysis ○ Stakeholder input and learnings (summarized) ○ Decision making framework and analysis ○ Additional recommendations for the RCA to achieve its vision, based on findings and analysis | <p>February 24 – March 18, 2018</p> |
| <p>Communications & Engagement Strategy</p> | <ul style="list-style-type: none"> • Collaboration with RCA Communications Director to deliver a Press Release that announces the partnership with SLSG (January 2018) • Develop a communications plan that articulates the rationale for the project and its decision making process, as well as the long term facilities strategy(s) recommended by SLSG • Development of key messaging to share with the RCA community, including a report to be shared at the RCA Annual General Meeting, January 27-28, 2018, and a communication for athletes participating in the high performance program in the Fall of 2018 • Recommended strategy for engagement with high performance athletes in the two current NTC locations, as well as the RCA community at-large • Host a 1-hour webinar session with invited high performance stakeholders to share project procedures, learnings, and recommended strategies and to include a brief forum to address stakeholder questions | <p>March 19 – 30, 2018</p> |