



# RCA Strategy 2025

Vision, Values and Strategic Priorities

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# RCA Strategic Questions



The purpose of this document is to provide a framework for outlining answers to the following questions that were asked as part of RCA's Strategic Planning consultation.

## **RCA Purpose - "The Why?"**

How will we positively impact the lives and communities of people in Canada?

## **RCA Values - "The How?"**

What will define our identity, what we stand for, and guide how we operate?

## **RCA Vision 2025 - "The What?"**

What do we want rowing to look like in Canada by 2025?

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What will it take to achieve RCA Vision 2025?

# RCA Purpose - “The Why?”



How will we positively impact the lives and communities of people in Canada?

Inspire Canadians through the sport of rowing; promote physical and mental wellbeing; foster safe, diverse and vibrant communities across Canada; create opportunities and pathways for Canadians to be the best they can be.

# RCA Values - “The How?”



What will define our identity, what we stand for, and guide how we operate?

Collaboration

**We do great things together**

Our success is driven by our ability to build relationships, break silos and partner across teams, organizations and geographies.

Accountability

**We do what we say we’re going to do**

We take ownership for our individual work but also take pride in what we deliver as a team; our focus is on a successful outcome for all.

Creativity

**We challenge the way things are done**

We take risks, encourage curiosity and new ideas, learn from mistakes, and constantly strive to exceed expectations.

Passion

**We love what we do**

Our passion is infectious, it is at the heart of everything we do, it inspires excellence, eliminates obstacles, and fuels growth.

Diversity and Inclusion

**We bring our whole selves to work**

Embracing our differences drives smarter decisions, increased innovation, stronger performance, and a culture where everyone can be themselves.

# RCA Vision 2025 – “The What?”



What do we want rowing to look like in Canada by 2025?

Rowing Canada Aviron leads rowing in Canada as a trusted partner and role model. A vibrant community of thriving clubs and events, embracing multi-disciplines of indoor, beach, coastal, touring and flat-water rowing. Rowing is social, diverse, safe and inclusive sport for all Canadians. A model for sport as a driver of physical and mental wellbeing, with a focus on individual growth, and the opportunity for Canadians to be at their best at home and abroad.

# How will we measure our success?



We have set ourselves 5 Big Audacious Goals (BAG) to fuel our passion, challenge our thinking, and to measure our success.

BAG 1: 5K New Participants by 2025

BAG 2: 5 Pinnacle National Events by 2025

BAG 3: 5 World Rowing Podiums Year on Year by 2025

BAG 4: Raise \$5m to build a Home for the National Team

BAG 5: Top 25 Great Places to Work in Canada

# Strategic Priorities 2025 – “The Plan?”



What will it take to achieve RCA Vision 2025?

## **SP #1 – Safe and Inclusive Culture**

Take steps to foster a safer and more inclusive culture that engages the diversity of Canada

## **SP #2 – Sustainable and Thriving Clubs**

Support robust governance, financial security and sustainable pathways to growth in Clubs

## **SP #3 – Vibrant and Compelling National Events**

Develop a suite of vibrant and engaging National Events to support growth and diversity

## **SP #4 – Sustainable Success on World Stage**

Create conditions for success in Paris 24 and a sustainable pathway for athletes for LA28 and beyond

## **SP #5 – Establish a National Training Centre**

Establish a National Training Centre in North Cowichan as a model for Canadian High Performance

## **SP #6 – RCA is a Great Place to Work**

Well governed, sustainable, values driven organization, a Great Place to Work



# SP #1 – Safe and Inclusive Culture



Take steps to foster a safer and more inclusive culture that engages the diversity of Canada

## 1.1 Rowing is a Safe Sport

Rowing becomes a model for sport as a driver of physical and mental wellbeing, with robust policy and systems in place to protect the vulnerable, educate our community, and promote best practice for fostering a safe and inclusive culture for all to enjoy our sport in Canada.

## 1.2 Greater Diversity and Inclusion

Rowing becomes a more social, diverse, and inclusive sport for all in Canada, with a focus on individual growth, a meaningful driver of wellbeing, and participation that better reflects the diversity of communities in Canada, especially under-represented groups.

## 1.3 Official Languages

Continue to communicate and promote Rowing Canada's news, events, and activities, including opportunities for all Canadians to participate, including under-represented groups, in both official languages.

# SP #2 – Sustainable and Thriving Clubs



**Support robust governance, financial security and sustainable pathways to growth in Clubs**

## **2.1 Support Our Clubs**

Identify key risks to our Member Clubs and provide appropriate mitigation, including insurance, education, advice, resources, and support, to ensure more robust governance and improved financial security.

## **2.2 Grow Rowing Participation**

Identify, test and support the promotion and dissemination of programs and events that are aimed at growing participation in our sport, as outlined in our LTAD model, especially from under-represented groups.

## **2.3 Develop Coaches**

In partnership with our Provincial Rowing Associations support the recruitment, development and retention of the coaches we need to provide a great experience of rowing as we grow and diversify our sport.

## **2.4 Promote Rowing in Canada**

Use a variety of traditional media and social media to share stories of our success or the impact of our sport, to inspire more of the same, and/or increase participation in our sport, especially from under-represented groups.

# SP #3 – Vibrant and Compelling National Events



Develop a suite of vibrant and engaging National Events to support growth and diversity

## 3.1 Enhance Existing National Events

Develop our existing suite of National pinnacle events, to inspire Canadians to be the best they can be, and to support growth and diversity of those enjoying the sport of rowing.

## 3.2 Grow New National Events

Invest in the development of events and competitions to support the growth of new disciplines in our sport including coastal, beach sprints, indoor (eSports) rowing and encourage more diverse participation in our sport.

## 3.3 Attract International Hosting Opportunities

Maintain and grow our reputation as an event host of choice, so that we may continue to host international events, to inspire future Canadian athletes and coaches, and attract investment in our facilities and hosting capacity.

## 3.4 Enhance Our Event Organizing Capacity

Attract, develop and retain the people we need to run vibrant and compelling events, including umpires, technical officials, local organizers and volunteers.

# SP #4 – Sustainable Success on World Stage



Create conditions for success in Paris 2024 and a sustainable pathway for athletes for LA 2028 and beyond

## 4.1 Foster a Culture of Performance

Cultivate a people first, Culture of Performance, across all our programs – Men, Women, and Para – in support of high performance programming, designed to maximize and sustain podium success at World Championships, Olympic and Paralympic Games.

## 4.2 Establish A Sustainable NextGen Pathway

Guided by our LTAD model, in partnership with our Provincial Rowing Associations, positively impact the established athlete pathway, through the provision of meaningful support, including additional coaching resources and improved access to sports science and sports medicine expertise, and appropriate assessment and competition.

## 4.3 Grow Canadian Coaching and Technical Leadership

Provide meaningful investment in the identification of talent, and equitable access to opportunity, to create an accelerated pathway for the development and growth of Canadian coaching talent and technical leadership.

## 4.4 Recognize and Celebrate Our Success

In partnership with our National Team Alumni Association and taking advantage of our Hall of Fame and Excellence Awards, increase the connection, recognition and celebration of those that make us successful.

# SP #5 – Establish a National Training Centre



**Establish a National Training Centre in North Cowichan as a model for Canadian High Performance**

## **5.1 Enhanced Training Environment**

Establish an enhanced, athlete first, daily training environment, including infrastructure and athlete services (on and off the water), to enable optimal preparation for Paris 2024 and beyond.

## **5.2 Build a World Class Facility**

Plan, design and build a fit for purpose World Class training facility for RCA National Team Athletes, Coaches and Staff to support sustainable success.

## **5.3 Establish a Home for Rowing Canada**

Foster meaningful relationships to enable the sharing of support and resources between athletes, coaches and staff and members of the local community for the mutual benefit of all parties.

# SP #6 – RCA is a Great Place to Work



Well governed, sustainable, values driven organization, a Great Place to Work

## 6.1 Foster a Values Based Culture

Develop Rowing Canada as a workplace where people can bring their whole selves, underpinned by a set of organizational values that define our identity, inform our decision making, and guide all our actions.

## 6.2 Enhance Policy and Governance

Identify and mitigate our most critical organizational risks, through the enhancement of our existing governance framework and policy, in compliance with Canadian Sport Governance Code.

## 6.3 Action on Climate

Implement the principles enshrined in the Sports for Climate Action Framework, and work collaboratively with our Members and partners, to enhance the climate action agenda in the sports sector.



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