



2028 RCA Strategic Deliverables

- This document accompanies the **RCA 2032 Strategic Plan**, outlining key deliverables over a 2-year period that will enable us to achieve our vision by 2032.
- The **2028 Deliverables** will bridge our **Strategic Priorities** and our **Annual Operational Plans**.
- RCA will also publish a 2-year deliverables document for the periods ending in 2030 and 2032.

High Performance

Prepare Canadian athletes to win

Achieve sustained podium success at Olympics, Paralympics, and World Championships through an athlete-centered high-performance system that develops and prepares exceptional athletes and coaches.



Strategic Priorities

1.1 Deliver world-class high-performance programming that enables athletes and coaches to win.

2032 Outcomes

Multi-medal performances at Pan American Games, U23 and Senior World Championships and the Olympic Games.

Top Four (4) placing at World Rowing Beach Sprint Finals and Olympic Games.

Top Six (6) placing at Senior World Championships and Paralympic Games.

National Team athletes and Technical Leadership at all levels remain in the program across multiple Olympic and Paralympic cycles.

2028 Key Deliverables

- Deliver an LA 2028-specific preparation plan to prepare athletes for conditions including 1500m adaptations, environmental simulations, and tidal-waterway technical preparation.
- Maintain ongoing performance monitoring and integrate Brisbane-cycle athletes into HP Senior Program environments through invitations, standards and competition opportunities.
- Provide coaching, technical support, and performance programming tailored to medal-potential Beach Sprint crews.
- Provide high-quality programming, coaching, and competition support for para athletes with medal potential.
- Foster a holistic, athlete-centred culture of excellence that aligns people, behaviours, and systems to deliver clear progression toward podium success.

High Performance

Prepare Canadian athletes to win

Achieve sustained podium success at Olympics, Paralympics, and World Championships through an athlete-centered high-performance system that develops and prepares exceptional athletes and coaches.



Strategic Priorities

1.2 Evolve and oversee development pathways that enable Canadian athletes and coaches to win.

2032 Outcomes

Athlete Pool quality and quantity is sufficient to support Senior Program's multi-medal objectives across all disciplines.

Increased number of Canadian coaches with skills to coach National Team level athletes across all disciplines.

2028 Key Deliverables

- Update and promote the Athlete Development Pathway so it is clearly understood and consistently used as the progression guide toward the Senior Team, strengthening pathway literacy across the entire system.
- Strengthen and expand talent-identification and recruitment systems, ensuring identified athletes receive ongoing development support through coordinated engagement from PRAs and RCA.
- Implement a defined coach development pathway that includes mentorship, Senior Team exposure, and clear expectations and opportunities for progression and contribution.

Community

Build a thriving, inclusive rowing ecosystem

Work in close partnership with members to ensure rowing in Canada is accessible, welcoming, and offers meaningful opportunities for development and competition at every stage.



Strategic Priorities

2.1 Support a cohesive and connected community of rowers across Canada.

2032 Outcomes

Community confidence and trust in RCA is high.

Streamlined delivery of member services and sport development initiatives.

Vibrant and engaged National Team alumni community.

2028 Key Deliverables

- PRA, Member and Alumni engagement surveys developed by 2027 with targets defined for 2028.
- Complete an assessment of RCA and PRA services and initiatives to understand redundancies and areas to optimize through alignment.
- Host 2-3 Alumni Engagement Events annually by 2028.



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Strategic Priorities

2.2 Grow participation in rowing by attracting and retaining athletes, coaches, and officials across Canada in all disciplines.

2032 Outcomes

Increase in participation and improved retention of rowers across all demographics.

Increase in the number of athletes and coaches engaged in the pathway in all provinces.

Increase in the number of umpires at all levels.

Everyone is able to enjoy rowing in safe and inclusive environments.

2028 Key Deliverables

- Complete a longitudinal assessment of participation trends nationwide.
- Pilot new "first contact" programs for youth under the age of 19, Coastal Race License and novel registration methods for members facing financial burdens.
- Create a pool of 5-8 experienced mentor coaches.
- Deliver initiatives to recruit new Umpires at all levels representing diverse demographics, including those under the age of 40 years old.
- Provide harmonized safe sport policies or reciprocal agreements for all RCA Member Organizations.

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Strategic Priorities

2.3 Develop a multi-disciplinary nationwide competition structure to support the development and competition experience at all levels.

2032 Outcomes

Provincial and national regattas are integrated and progressive, and designed to support athlete, coach and umpire development.

2028 Key Deliverables

- Complete a gap analysis on the purpose and alignment of all National Events and athlete pathway needs.
- Provide customized support to Provinces to ensure a high ranking during the assessment for rowing to be included in the 2033 Canada Summer Games.
- Create a Beach Sprint information package for municipalities and audiences new to Beach Sprint.



Leadership

Strengthen RCA to lead a unified rowing community

Ensure Rowing Canada Aviron's long-term success through strong financial oversight, effective and valued community support, and exceptional governance.



Strategic Priorities

3.1 Be a leading Canadian NSO through responsible and responsive leadership and governance.

2028 Key Deliverables

- Establish a relationship with an organization for fundraising and endowment purposes.
- Earn Board governance accreditation.
- Employee engagement and committee member survey established in 2026, and targets defined for 2027.

2032 Outcomes

RCA governance meets or exceeds industry best standards.

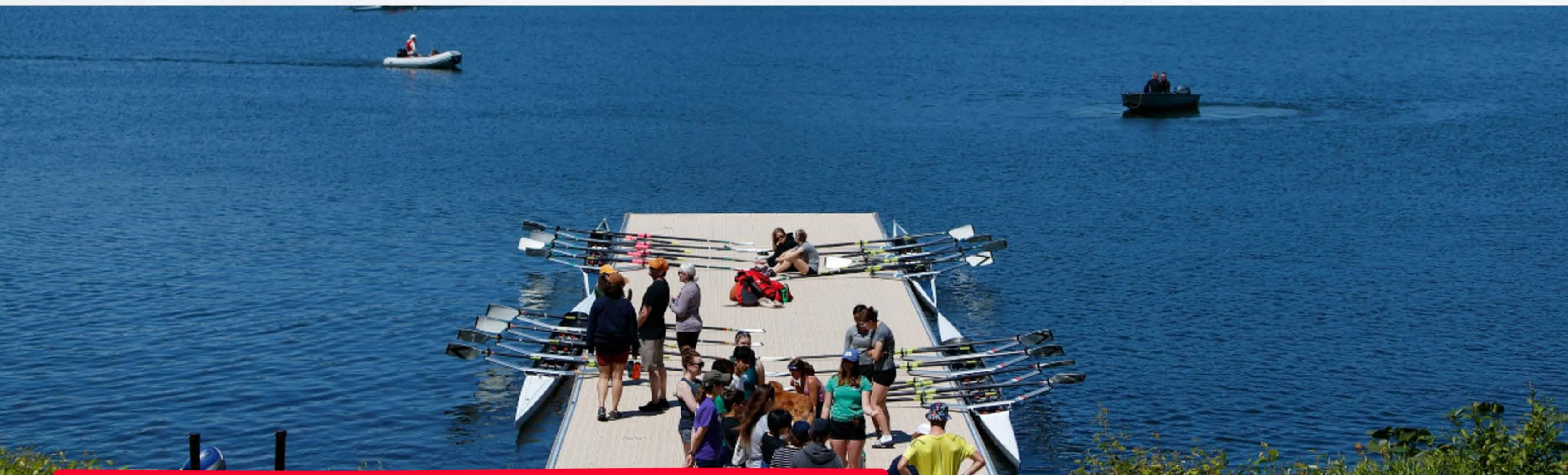
Engaged and resilient organization.



Leadership

Strengthen RCA to lead a unified rowing community

Ensure Rowing Canada Aviron's long-term success through strong financial oversight, effective and valued community support, and exceptional governance.



Strategic Priorities

3.2 Grow and diversify revenues, improve financial stability, and create new philanthropic opportunities.

2028 Key Deliverables

- Establish operational and capital reserve funds and funded to 2028 target.
- Establish an endowment fund strategy.
- Establish a philanthropic and sponsorship program.

2032 Outcomes

RCA is financially resilient.

RCA revenue is generated from a variety of sources.



Leadership

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Strategic Priorities

3.3 Advance Canadian rowing through national and international initiatives and relationships.

2032 Outcomes

Members across Canada have access to RCA programs and assets.

RCA has effective relationships with domestic and international sport partners.

2028 Key Deliverables

- Design "RCA Services and Initiatives" onboarding resources to support orientation for individuals new in a governance and leadership roles (President, Lead Staff) of RCA Member Organizations.
- Promote RCA's international representatives, ensure succession, and pursue key roles in priority strategic areas.
- Pursue and promote RCA community members for domestic and international roles in priority and strategic areas.



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