



# **VISION 2032**

# **ROWING CANADA AVIRON**

# **STRATEGIC PLAN**

**2026-2032**



## PURPOSE

We inspire our rowing community and develop champions for life.



## VISION

We are a world-leading rowing nation on and off the water.



## MISSION

We develop exceptional people, communities and connection through Canadian rowing.

# UNITED BY WATER SINCE 1880



# VALUES

## EXCELLENCE

We pursue the highest standards in ethics, behaviour, performance, improvement, responsibility, and care.

## INTEGRITY

We are defined by our actions, not our intentions. We earn trust through a culture of transparency, accountability, and stewardship.

## TEAMWORK

We pull together in one direction to achieve collective success, strength, and alignment at all levels of our sport.

## AMBITION

We encourage creativity and innovation. We have the courage to pursue goals, find solutions and compete bravely and fairly.

## RESPECT

We are inclusive, value the contributions and safety of everyone in our community and continually strive to build trust and alignment.



# PILLAR 1

## 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.

**1.2 Evolve** and oversee development pathways that enable Canadian 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 Paralympic Games.
- National Team athletes and Technical Leadership at all levels remain in the program across multiple Olympic and Paralympic cycles.

- 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.



# PILLAR 2

## 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.

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

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

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



# PILLAR 3

## 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.

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

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

### 2032 OUTCOMES

- RCA governance meets or exceeds industry best standards.
- Engaged and resilient organization.
- RCA is financially resilient.
- RCA revenue is generated from a variety of sources.
- Members across Canada have access to RCA programs and assets.
- RCA has effective relationships with domestic and international sport partners.



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