

Kamloops Rowing Club Strategic Plan 2014-2016

Process:

The Kamloops Rowing Club (KRC) Executive and Directors met several times in 2013 to formulate the first Strategic Plan for the club in its history. This document would help define and guide the club's activities over the next 3 years. The process was spurred by the 2013 restructuring of the KamloopA Society, which had been created in the early 1990's to address the issues faced by the five clubs that were to co-exist in the Thompson Rivers Boathouse (which no longer exists). With the redefining of KamloopA at Shumway Lake in 2013, it became evident that each of the clubs occupying the site needed to show clarity in their direction so that the facility could not only function optimally, but would be better able to support each club's activities, ultimately ensuring the sustainability of all clubs.

The current Executive and Directors of the KRC recognize historical patterns that have strengthened and challenged the club, the sport and the KamloopA group. The KRC's current strategic plan has focused on aspects that will continue to strengthen the club and sport sustainability, member satisfaction and appropriate growth in programming and positive, ongoing relationships with our member clubs at Shumway Lake. We will remain proactive in our annual review of progress in reaching our 3-year goals.

We recognize that amongst numerous resources, our national and provincial sport organizations, other rowing clubs, the KamloopA members, the Kamloops Sports Council and the City of Kamloops, are integral partners in our efforts to improve our club and successfully deliver our sport to public members.

Mission Statement

The Kamloops Rowing Club (KRC) provides opportunities for individuals of all ages and varying skill levels to experience the sport of rowing in a safe and positive learning environment.

Vision

The KRC is a community sports club committed to sustainable sport activity in the Thompson-Okanagan region of British Columbia, Canada through the provision of quality public rowing programs that (a) introduce people to the Olympic sport of

rowing and (b) support those who choose short-term or lifelong participation in the sport. The KRC sport activities will occur in a supportive team environment while also allowing individuals to achieve personal goals. In keeping with the Canadian Sport for Life (CS4L) movement and its Long-Term Athlete Development (LTAD) model, the club recognizes the importance of social, educational and competitive rowing opportunities in its programming.

Values:

- CS4L movement and LTAD model
- Good sportsmanship
- Community/Teamwork
- Quality experience
- Positive, proactive attitudes
- Safety

Kamloops Rowing Club (KRC) History

In 1989 the exploratory meeting for the formation of the KRC occurred with Graham Foreman (former University of Victoria Rowing Coach) chairing this historic meeting. By January 1990, the KRC was formed and incorporated as a Provincial Society on April 6, 1990.

Summer of 1990 saw training activities on Shumway Lake and the first hosting of a club regatta on the South Thompson River in October 1990. Although sport activities continued to occur in the summer and fall of 1991 on both the Thompson River and Shumway Lake , the Canada Summer Games (CSG) Committee decided in September 1991 to use Shumway Lake as the competitive rowing venue for the 1993 CSG because of the depth and water velocity issues experienced on the Thompson River during previous rowing competitions.

In 1991, the KamloopA Sports Club (KSC) was formed and incorporated as a Provincial Society with the responsibility to develop and co-ordinate the construction of a multi-purpose facility on the Thompson River to house five constituent sports clubs (KRC, Kamloops Canoe and Kayak Club (KCKC) , Kamloops Indian Band, Kamloops Waterski Club (KWSC) and Kamloops Archery Club). Discussions of a satellite facility at Shumway Lake also occurred at this time with the thought of competition occurring at Shumway Lake and practice/training occurring on the Thompson River.

In 1992, the Games Society allocated \$115,000 to fund the Shumway Lake race course and facilities cost on the agreement that the 3 clubs within the KamloopA club would carry out the work of building the venue in preparation for the 1993 CSG. In the end, the value of the work done was approximately \$ 200,000 due to the large quantity of volunteer hours and community support provided in this endeavor. The Games money funded the first Albano race course (galvanized wire and self-fabrication occurred at a cost of \$9000 vs. the quoted \$50,000 USD stainless steel prefabricated race course), the gravel driveway and turn around, motorboat launch ramp, launch and recovery docks, fuel shed, electricity to the site, septic field installation and initial landscaping. The month of May saw the race course put to the test when the KRC hosted a premier Provincial regatta (B.C. Open Championships) as the test event for the CSG. The 1992 Canadian Olympic National Rowing Team practiced on the lake prior to the Barcelona Games. In November, funded by CSG Legacy money (\$210,000), the footings for the KamloopA boathouse on the South Thompson River site were poured.

In 1993, recognizing the need to have a facility at the Shumway Facility but having minimal money to fund this project besides some CSG seed money, the club members of the Shumway Lake site (primarily the Water Ski Club members) built the clubhouse, as it is known today, with donated materials and tools and many volunteer hours. August saw the CSG event on Shumway Lake. The CSG funding for the building of the Thompson River multi-sport facility lasted until “ lock-up” phase. Although the outside of the building was finished, the city of Kamloops would not issue a permit for occupation by the KamloopA clubs as the building had no plumbing, washrooms or septic disposal system. The dream of a boathouse on the Thompson River was no longer a reality. The KRC boat trailer was built by Cariboo College welding department, volunteer hours and some CSG seed money for supplies.

In 1994, the KRC’s fleet of red, Starline rowing shells were purchased from Drew Harrison using a \$64,000 CSG Legacy Grant for rowing. The KRC, realizing it could not maintain two rowing locations, moved to Shumway Lake for financial and equipment security reasons and \$32,000 from a CSG Facility Grant was used to complete the boathouse in November 1995. Due to highway regulations, the proposed Shumway boathouse was downsized from its original drawings and the KRC and KWSC chose to be the occupants of the boathouse at Shumway Lake and the KCKC chose to use an existing steel storage container onsite and buy a second container to secure their equipment. The KRC pledged \$10,000 for the expected overrun of costs to build the boathouse as they had pressed for this facility from the start with the expected arrival of new equipment needing to be housed and the KRC recognized it would occupy the majority of the space.

From 1995 onward, the club saw highly trained coaches come and go, which supported competitive and recreational programming. Rowing programs began and stopped depending upon the availability of coaching staff to run these activities. The availability of summer coaching staff was determined by securing Direct Access Grants and Canada Summer Jobs grants. The Thompson Rivers University rowing program supported the hiring of student coaches for the club during the years 2003-2011 who were mentored by an NCCP Level 1 volunteer club member. Securing ongoing, qualified coaching has continued to be a primary issue faced by the club.

2010 marked the test event (Shumway Sprints) for the 2011 Western Canada Summer Games (WCSG) to be held at Shumway Lake. The two new launching docks, new starting blocks and the second Albano race course (stainless steel cables were selected this time to extend the life of the race course in the highly alkaline waters (pH= 8) of Shumway Lake) were put to the test at the 2010 Shumway Sprints test event and then again in August 2011 for the successful staging of the WCSG.

KRC is one of three clubs (the other two clubs are KWSC and KCKC) who currently comprise the KamloopA Sports Club at Shumway Lake. Currently, KamloopA holds the lease of the water and the surrounding land from the Province. The facility supports a full 2000m Albano race course, finish tower, start blocks and two 72 foot fiberglass docks, which are shared by the KCKC and KRC for use during competition and recreational programming. It is one of a few 2KM Albano race courses west of St. Catharines, Ontario.

As of 2014, the KRC equipment inventory includes: 1:8+, 2:4x, 4-, 3:2x, 2-, 1:2x and 6:1x. KRC in-house/volunteer coaching staff is comprised of one Level 1 NCCP certified coach, one Learn To Row (LTR) certified instructor and two trained LTR instructors. The club has two inflatable safety/coach boats, an inventory of Croker and Concept 2 blades , club ergometers and pontoons. The site has a separate safety/coach boat dock area; a clubhouse with indoor washrooms and a fully equipped kitchen (stove, fridge, microwave). There is no potable water onsite.

Strategic Plan: Goals

1. Optimize sport programming
2. Optimize visibility of the club /sport
3. Strengthen sustainability
4. Maintain training facility and access
5. Promote sportsmanship and camaraderie

Strategies to reach the goals:

1. Optimize sport programming

- a. Review, revise and optimize program offerings (LTR, LTM, Recreational Rowing, Competitive Rowing);
- b. Review and update By-Laws and Safety Manual to include current practices on the water that support broader based rowing;
- c. Develop member logbooks to support individual goal setting/tracking of progress for confidence/motivation/physical sport-readiness development;
- d. Create educational opportunities for the membership and potential club coaches through workshops/clinics;
- e. Support regatta opportunities for the membership through polling annual club interest at the AGM, setting a seasonal schedule and building training programs to support members;
- f. Explore hosting of competitive/social events with other clubs. Deliver an event within the timelines of this Strategic Plan;
- g. Work with our Provincial Sport Organization (PSO= Rowing BC) , Kamloops Sports Council and KamloopA to identify new grant sources to support programming needs.

2. Optimize the visibility of the club/sport

- a. Broaden advertising base of our club and sport: move from Blog to Website; utilize Rowing Canada Aviron (RCA) /Club posters locally in schools, public spaces; continue with open house concept;
- b. Explore niche advertising of sport for physical rehabilitation;

- c. Look at logo development, hard copy production and dissemination via decals, clothing, website, posters;
- d. Trial winter "Erg Awareness Day" concept at TCC;
- e. Advertise cross training aspect and partnerships to other sports groups;
- f. Host public rowing event within the timelines of this Strategic Plan (to occur by September 2015) (e.g. "Row for the Cure"). Consider a link to Run for the Cure Foundation to advertise the event through them as well as bring other rowing clubs onboard for a provincial event.

3. Strengthen sustainability

a. **Effective Governance:**

- i. Seek resources and support to build an effective executive structure with effective leaders;
- ii. Strengthen partnership with PSO for support as needed;
- iii. Build directorship with leaders in specific areas;
- iv. Focus on aspects of mentoring and training of club members to enable the membership focus on club self-sustainability;
- v. Implement succession planning as club membership grows and ebbs.

b. **Capacity, Training/Education:** A full time coach during the rowing season would provide the club with: regularly scheduled lessons throughout the full season; a reliable and regularly scheduled person to operate the safety/coach boat on the water; a person for rowers to work with to develop individual training plans to help them reach their annual sport goals; continuity in equipment maintenance and a person to engage in regular PR with community groups. These are all aspects of developing club capacity and fostering membership retention as it ensures economic stability, builds and supports the "club" concept and ensures quality in program offerings. Historically, the club has seen coaches come and go and it remains recognized by our current Executive as the primary pillar of making our club sustainable. With that in mind, our current foci are:

- i. Broaden grant sources and connections to continue the advertising for a coaching position (May-Sept) annually;
- ii. Consider developing younger rowers in the system that will fit the grant applications (Canada Summer Jobs Grant) to fit student coaching needs. Consider high school and university students as they fit the age range of the grant;

- iii. Offer coaching clinics/ workshops to build knowledge and interest in coaching abilities/certification within our membership;
 - iv. Build a stable pool of safety boat drivers;
 - v. Consider future retired rower population (current members, non club member rowers) for coaching development;
 - vi. Budget annually for future coaching wages.
- c. **Retention:**
- i. Develop sport competencies to help members maintain focus on their reason for being in the sport and the benefits of the sport and lower risks on the water;
 - ii. Recognize and support personal goal setting;
 - iii. Use website to create connectedness within the club and with the “outside world “ (e.g. communication tool amongst members “Chat Room”/Announcements/Schedule of Activities/Technical Training through YouTube clips/Coach’s Corner/weekly training tips);
 - iv. Develop indoor ERG programs and dedicated ERG area for ease of access: bad water day training, TCC "ERG Awareness Day";
 - v. Utilize membership help in LTR to instill confidence/growth in knowledge base/sport motivation;
 - vi. Conduct annual review of fee structure to ensure affordability as compared to other sport offerings in Kamloops and other rowing club membership fees;
 - vii. Host monthly, fun technical events to support growth of skill sets, capture members’ interests, remain in the provincial eye, create activity template, improve visibility within the rowing community.

4. Provide quality training facility and access

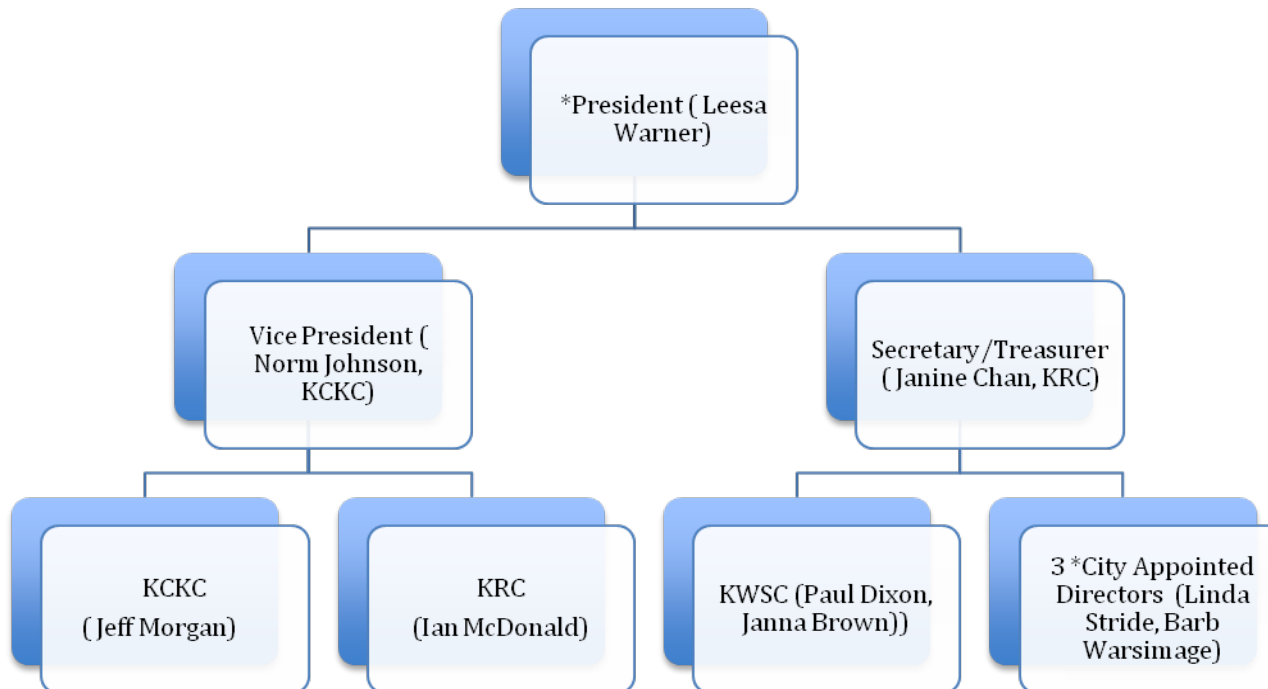
- a. Develop/use ongoing maintenance programs within the club and with KamloopA clubs as required (e.g. docks, clubhouse, site, landline, lake edges, race course, finish tower, boathouse);
- b. Assess dock location in reference to safety, optimal launching and discuss with member clubs so that the best location is established for three clubs to operate at the site;
- c. As required, review the rowing schedule and water/wind conditions with a focus on optimizing the experience of rowers;

- d. Improve/sustain communication between three clubs
 - i. Share monthly schedules with activity times
 - ii. Post schedules in a community space onsite (Clubhouse?);
 - iii. Post club communication of the day? (e.g. something happens that everyone needs to know about that impacts a club's activities on that day?).
- e. Maintain current equipment inventory and ongoing maintenance/purchasing/replacement program plan strategy/facilities improvements inside boathouse/outside (KamloopA);
- f. Provide cyclical training of volunteers in competitive aspects of sport (timing, boat driving, results, etc.) to keep skill sets up/workshops.

5. Promote sportsmanship and camaraderie

- a. Maintain optimal communication within the club structure about intra- and inter-club activities;
- b. Provide clear statements of members' rights, privileges, obligations (e.g. visible posting/sharing electronically of club rules, policies;
- c. Encourage members to participate in club committees to create "ownership";
- d. Define, share, reinforce and visibly post club ethics (e.g. language use, attitudes, expectations of members);
- e. Create social events "beyond the dock" to support "club" atmosphere;
- f. Host an event concept promotes club pride (eg) bring back Row for the Cure;
- g. Encourage partnerships formation/exchanges : RCA, PSO, Local Sports Organizations (club exchanges), KamloopA site open house;
- h. Celebrate personal, group, club achievements: Log book, Website posting, KamloopA Achievement Board idea for club achievements

**KamloopA
2013-2014
Organizational Chart**



**Kamloops Rowing Club
2014-2015
Organizational Chart**

