

Kamloops Rowing Club Strategic Plan 2022-2025

Mission Statement

The Kamloops Rowing Club (KRC) provides opportunities for individuals 16 years old and over and with 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 growing the club's capacity 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. Through opportunities for safe social gatherings and ongoing learning activities on the water and land, the KRC values its role in the physical movement it can provide to support the health and aging of its members. Awareness and physical/mental support needed for those wishing to partake in the competitive activities that rowing regattas offer will be supported by the Club/Club Coach to the best of the Club's abilities as the Club prioritizes membership growth and sustainability during this 3 year Strategic Plan period.

Values:

- Sportsmanship
- Community/Teamwork/Camaraderie
- Responsibility
- Resilience
- Environmental awareness
- Inclusivity, integrity and respect

History of Capacity Building and Accomplishments

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 Society(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. Although a permanent paid coach appeared to be the answer to secure club growth and financial sustainability in years gone by, the size of the club from 2011 onward could not support paying such a trained club member. The KRC had to really analyze the size of a viable club and how to operate with such a small group of volunteers without burning out.

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. At the 2011 event, the Club had 4 members and relied heavily on Kamloops community volunteers to successfully host the WCSG.

2013: The Kamloops Rowing Club Executive and Directors met several times in 2013 to formulate the first Strategic Plan for the club in its history. This document was intended to 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 River 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.

2018-2022 KRC Equipment Inventory Update, Volunteer Resources

- **Rowing Boat inventory**
 - Racing boats (2:8+, 2:4x/4-, 2:2x/2-/, 2:2x and 7:1x)
 - Coastal 2-person boats=2 (funding from KSLF grants 2021 & 2022)
- **General Equipment inventory**
 - Croker and Concept 2 oars
 - Ergometers (4) : all refurbished by Club Volunteers in 2021-2022
 - Waist belt life jackets (8)
 - Pontoons (6 pairs; attached to single and double racing boats to stabilize them in poor water conditions)
 - Safety Boats (2 inflatables) + Motors (2)
- **Operational Volunteers**
 - Level 1 NCCP certified / Learn to Row certified coach (1)

- LTR assistant (1)
- Certified, Safety boat drivers (3)
- **Regatta Ready:**
 - 2km Buoyed 6 Lane Albano race course (newest installation for Western Canada Summer Games in 2010)
 - 2-60 foot docks, 1-16 foot safety boat dock
 - 1-16 foot dock (Safety Boats)
 - 6 start blocks
 - A clubhouse with indoor washrooms and a kitchen (stove, fridge, microwave).
 - No potable water
 - Landline but no cell service. nor cell service onsite!

In November 2022, the KamloopA Society was dissolved and the 3 resident clubs voted to allow the Kamloops Sports Council (KSC) to assume the Provincial lease for the water surface of the lake and venue land. KSC became the manager of the site with each club reporting to the KSC. KSC became the grant author for any site repairs and upgrades from this season forward.

Measuring Outcomes

The KRC has and will continue to approach each season with our finger on the pulse of the club through regular member/coaching staff discussions and annual surveys (pre-season for goal setting , mid and late season). The subjective comments and hard data are analyzed and discussed at our monthly BOD meetings. The frequency of meeting as a board allows us to optimize and maintain quality in our day to day operations. We believe that addressing the cancellations due to wind with the purchase of coastal boats has been a major step taken by the KRC that has benefited improved regularity of sport delivery and member satisfaction. The offshoots arising from the combination of coastal and racing boats in our program offerings broadens our sport menu for members and hopefully the value of being a returning member of the KRC. Those outcomes will continue to be assessed as we move forward into next season.

We recognize that amongst numerous resources, our national and provincial sport organizations, other rowing clubs, member sport clubs at Shumway Lake , the Kamloops Sports Council and the City of Kamloops, are integral partners in our efforts to strengthen our sustainability as a rowing club.

Strategic Plan:

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

1. Optimize sport programming

- a. Review, revise and optimize program offerings (Tournament Capital Centre Erg Clinic, Learn To Row & Recreational Programming)
- b. Review and update By-Laws and Safety Manual to include current practices on the water that support broader based rowing (to be done by March 2023)
- c. Create development opportunities for member rowers.
- d. Create opportunities for the membership and potential club coaches through workshops/clinics
- e. Support regatta opportunities for the membership
- f. Explore hosting/participating in competitive/social events with other clubs in BC
- g. Work with our Provincial Sport Organization, Kamloops Sports Council and other community partners 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
- b. Host events that promote the sport of rowing

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 (Rowing BC) 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:**
 - i. Offer coaching clinics/ workshops to build knowledge and interest in coaching abilities/certification within our membership
 - ii. Build larger pool of safety boat drivers which remain a key role to continued operation of our recreational programming
- c. **Retention:**
 - i. Use proper equipment assignment to optimize rowers experience and technique development
 - ii. Develop sport competencies to help members maintain focus on their development
 - iii. Recognize and support personal goal setting
 - iv. Use technology to create connectedness within the club and with the wider world of rowing

- 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 fun technical events to support growth of skill sets, capture members' interests, remain in the provincial eye, create activity templates, improve visibility within the rowing community

4. Provide quality training facility and access

- a. Develop/use ongoing maintenance programs within the club and with other resident clubs onsite as required
- b. Assess dock size and 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 , water/wind conditions and boat assignments with a focus on optimizing the experience of rowers
- d. Maintain a respectful working partnership with the Kamloops Sports Council and resident clubs at venue site
- e. Maintain current equipment inventory and ongoing maintenance/purchasing/replacement program plan strategy/facilities improvements inside boathouse/outside concerns to be shared with KSC
- f. Provide cyclical training and encouragement for our volunteers

5. Promote sportsmanship and camaraderie

- a. Maintain communication within the club structure and with other rowing clubs.
- b. Universal Code of Conduct to be introduced to membership annually and ensure visibility inside the boathouse and on the website
- c. Encourage members to participate in club committees to create "ownership"
- d. Create social events "beyond the dock" to support "club" atmosphere
- e. Encourage partnerships formation/exchanges : Rowing Canada Aviron (NSO), Rowing BC (PSO), Local Sports Organizations (club exchanges), City of Kamloops Parks and Recreation Division, Kamloops Sports Council and others
- f. Celebrate personal, group, club achievements.

**Kamloops Rowing Club
Board of Directors
2023**

