

Strategic Plan

Report



Row
Nova Scotia

Introduction

Strategic planning is a process that a Provincial Sport Organization (PSO) undertakes to set priorities, allocate resources, focus energy, and ensure that stakeholders are working towards common goals. It provides a framework for making decisions on how a PSO can achieve its objectives and fulfill its mission in a challenging and changing amateur sport landscape. Row NS worked closely with the Sport Nova Scotia Organizational Effectiveness (OE) department to facilitate this process to ensure outcomes align with the Sport Nova Scotia Sport Development Tool (SDT) to capitalize on performance and funding opportunities.

Key Components:

Environmental Scan & SWOT Analysis: Strategic planning requires a thorough understanding of both internal factors (such as strengths and weaknesses) and external factors (such as opportunities and threats). Techniques like **SWOT Analysis** (Strengths, Weaknesses, Opportunities, Threats) and **Environmental Scans** (inter provincial PSO's & National Sport Organization's) are essential and were followed as part of the framework in creating this plan.

Goal Setting: Clear and specific goals are established, aligning with the PSO's budget and operational capacity. These goals must be Specific, Measurable, Achievable, Realistic and Time Bound (**SMART**), and were followed as part of creating this plan.

Implementation: The finalized strategic plan needs to be actioned with the appropriate resources assigned. Once the plan is approved, Sport Nova Scotia's OE department will connect the PSO to each of the SDT Pillar Leads to ensure support is provided such that progress can be monitored.

Progress & Evaluation: Continuous monitoring of the plan by the PSO is essential. Updates at board meetings and AGM's will be required. Regular evaluations allow PSO's to adapt to changing circumstances and make necessary adjustments to their plans.

Conclusion:

Strategic planning is a critical roadmap that ensures that PSO's are working towards clear and strategically aligned goals to maximize their development in between funding cycles. For reference, SDT 2.0 Funding Allocation for Row NS is detailed below:

2024-2027 Funding Allocations: Row Nova Scotia

Source	YEAR 1	YEAR 2	YEAR 3	YEAR 4
	2023-2024	2024-2025	2025-2026	2026-2027
Core	\$ 28,000.00	\$ 28,000.00	\$ 28,000.00	\$ 28,000.00
Participation	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00
Excellence	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00
Total	\$ 93,000.00	\$ 93,000.00	\$ 93,000.00	\$ 93,000.00



Strategic Planning Framework





ORGANIZATIONAL EFFECTIVENESS

Initiative	Description
1.1 Restructure the Row NS Committees	<p>Goal: Review current Row NS Committees to ensure alignment with strategic direction</p> <p>Specific: Restructure the following committees: Executive Committee; High Performance Committee, Events Committee, Coastal Committee, Communications Committee</p> <p>Measurable: Each committee meets approx. four times per year, with corresponding board reports</p> <p>Achievable: Key drivers are the Row NS Board of Directors, staff and committee members</p> <p>Relevant: High priority – Direct alignment with Sport Development Tool</p> <p>Time-Bound: Committees to be effective by end of fiscal 2024/2025</p>
1.2 Multiyear Budgeting	<p>Goal: Adopt a multiyear budgeting process to align with current 4-year funding cycle 2023/2024 – 2026/2027</p> <p>Specific: Use previous fiscal actuals and project expenses at 3% annual inflation</p> <p>Measurable: Budget updates quarterly and at the Annual General Meeting (AGM)</p> <p>Achievable: Key drivers are the treasurer & Row NS Board of Directors</p> <p>Relevant: Medium priority – Direct alignment with Sport Development Tool</p> <p>Time-Bound: Effective by end of fiscal 2024/2025</p>
1.3 Board Member Recruitment	<p>Goal: Project board structure with vacancies for each fiscal</p> <p>Specific: Develop a recruitment schedule that can be used on an annual basis. Ideally confirm position re-offers / departures, 3 months in advance of the AGM. Engage the communications committee on how best to recruit for vacant positions</p> <p>Measurable: 2023-2027 Board Member Transition Document</p> <p>Achievable: Key drivers are Row NS Executive Committee & Communications Committee</p> <p>Relevant: Medium priority – Direct alignment with Sport Development Tool</p> <p>Time-Bound: Effective by end of fiscal 2024/2025</p>



ORGANIZATIONAL EFFECTIVENESS

Initiative	Description
1.4 Governance Review	<p>Goal: Review Row NS policies once per 4-year funding cycle</p> <p>Specific: Existing polices to be reviewed to ensure accurate language that reflects the current landscape of the sport system</p> <p>Measurable: Review a minimum of four policies per year</p> <p>Achievable: Key drivers are the Row NS Executive Committee & Board of Directors</p> <p>Relevant: Medium priority – Direct alignment with Sport Development Tool</p> <p>Time-Bound: Annual – Review summary to be presented at the AGM</p>
1.5 Board Member Orientation	<p>Goal: Modernize the current orientation process for new board members to ensure that they are prepared with the knowledge and support needed to be successful in their roles</p> <p>Specific: Update Board of Directors and Staff job descriptions, create board & committee meeting calendar, adopt HR Policy Suite (to be provided by Sport NS)</p> <p>Measurable: 2025-2026</p> <p>Achievable: Key drivers are Row NS Executive Committee, PSO Coordinator and Stakeholders (Sport NS)</p> <p>Relevant: Medium priority – Direct alignment with Sport Development Tool</p> <p>Time-Bound: Effective by end of fiscal 2025/2026</p>
1.6 Safe Sport Review	<p>Goal: Review current Safe Sport policy & process to ensure alignment with NSO and provincial standards</p> <p>Specific: Review the Safe Sport policy provided by RCA to ensure all stakeholders understand the process and requirements</p> <p>Measurable: Four policies to be reviewed per year</p> <p>Achievable: Key drivers are the Board of Directors</p> <p>Relevant: Medium priority – Direct alignment with Sport Development Tool</p> <p>Time-Bound: 2025/2026</p>



PARTICIPATION & OFFICIATING

Initiative	Description
2.1 Coastal Rowing Programming	<p>Goal: Develop Coastal Rowing programming</p> <p>Specific: Position Row NS as a leader in the Coastal rowing discipline with dedicated events and provincial championships</p> <p>Measurable: Pilot “Coastal Come and Try” series with four events throughout the province</p> <p>Achievable: Key drivers are the Technical Director, Coastal Committee, Events Committee, PSO Coordinator & summer students</p> <p>Relevant: Medium priority</p> <p>Time-Bound: Pilot to begin 2024/2025 season, evaluate program post season</p>
2.2 Club Program Development	<p>Goal: Support Learn-To-Row programs of Row NS clubs</p> <p>Specific: Provide program document templates (how-to’s, schedules, program letters etc.)</p> <p>Measurable: Goal of increase in membership over 4-year cycle (2027/2028 - 2030/2031)</p> <p>Achievable: Key drivers are Technical Director, Member Clubs, Sport NS Participation Lead and Regional Sport Consultants</p> <p>Relevant: Medium priority – Direct alignment with Sport Development Tool</p> <p>Time-Bound: Effective by end of fiscal 2026/2027</p>
2.3 Para Rowing	<p>Goal: Reestablish para rowing program</p> <p>Specific: Program planning, athlete identification & recruitment, para specific coach development</p> <p>Measurable: Effective by end of fiscal 2026/2027</p> <p>Achievable: Key drivers are Member Clubs, Technical Director and Performance Coach</p> <p>Relevant: Medium priority – Direct alignment with Sport Development Tool</p> <p>Time-Bound: Effective by end of fiscal 2026/2027</p>



PARTICIPATION & OFFICIATING

Initiative	Description
<p>2.4 School Rowing</p>	<p>Goal: Goal of increasing junior participation in rowing with schools in Nova Scotia</p> <p>Specific: Provide meaningful competition for high-school aged athletes</p> <p>Measurable: Pilot of High School Rowing League and indoor event by 2025/2026</p> <p>Achievable: Key drivers are the Technical Director & school rowing coaches</p> <p>Relevant: Medium priority – Direct alignment with Sport Development Tool</p> <p>Time-Bound: Pilot to begin 2024/2025 season, evaluate program post season</p>
<p>2.5 Umpire Education</p>	<p>Goal: Expand the educational opportunities for umpires in NS</p> <p>Specific: Professional development (PD) and mentorship program for current and newly trained umpires</p> <p>Measurable: Provide multiple PD opportunities by end of funding cycle</p> <p>Achievable: Key drivers are Lead Umpire Educator, Technical Director and Umpires</p> <p>Relevant: Medium priority – Direct alignment with Sport Development Tool</p> <p>Time-Bound: Effective by end of fiscal 2026/2027</p>
<p>2.6 Umpire Recruitment</p>	<p>Goal: Assess umpire requirements to align with event schedule and club demand</p> <p>Specific: Goal of three new Level 1 / Associate umpires in training per year</p> <p>Measurable: Effective by end of fiscal 2026/2027</p> <p>Achievable: Key drivers are Technical Director and Member Clubs</p> <p>Relevant: Medium priority – Direct alignment with Sport Development Tool</p> <p>Time-Bound: Effective by end of fiscal 2026/2027</p>

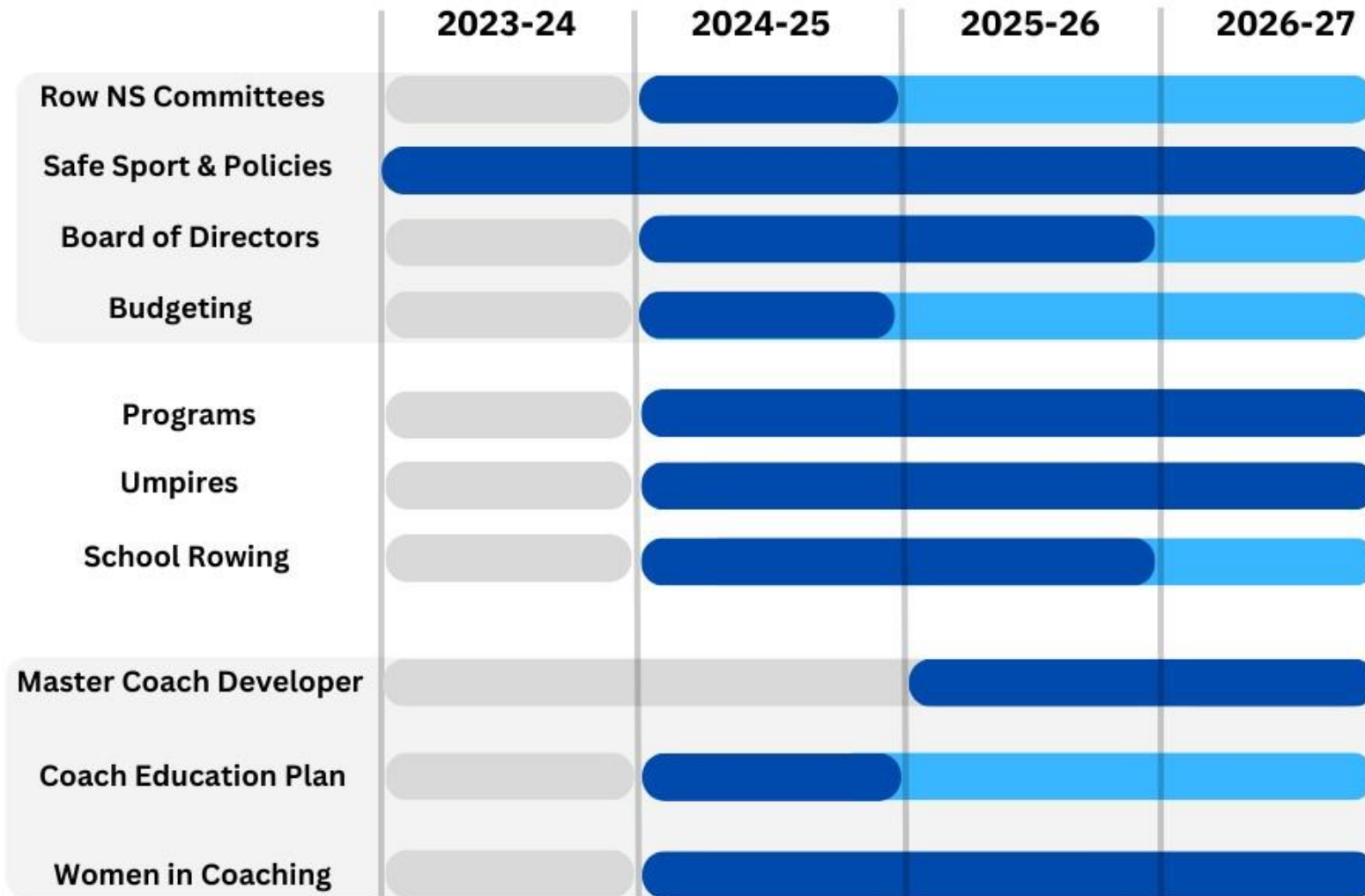


COACHING

Initiative	Description
3.1 Master Coach Developer	<p>Goal: Recruit and train one Master Coach Developer (MCD)</p> <p>Specific: Identify MCD candidates and support their coach education development plan</p> <p>Measurable: One MCD trained by end of 2027 fiscal</p> <p>Achievable: Key drivers are the Technical Director, Performance Coach, Rowing Canada Aviron, and Canadian Sport Institute Atlantic Coaching Lead</p> <p>Relevant: Medium priority – Direct alignment with Sport Development Tool</p> <p>Time-Bound: Effective by end of fiscal 2026/2027</p>
3.2 Coach Education Plan	<p>Goal: Develop Coach Education Plan</p> <p>Specific: A multiyear coach education plan is required to align with club development and budget</p> <p>Measurable: To be presented to the Board of Directors by end of 2024/2025 fiscal</p> <p>Achievable: Key drivers are Technical Director and Member Clubs</p> <p>Relevant: Medium priority</p> <p>Time-Bound: Effective by end of fiscal 2024/2025</p>
3.3 Women in Coaching	<p>Goal: Support Female Coach Development on the performance pathway</p> <p>Specific: Support one coach per year to travel to the performance coach workshop. Provide support for portfolio development and evaluation.</p> <p>Measurable: 1-3 new performance coaches trained by 2025/2026</p> <p>Achievable: Key drivers are Technical Director, Performance Coach, CSIA Coaching Lead and Rowing Canada Aviron</p> <p>Relevant: Medium priority.</p> <p>Time-Bound: 2-3 new performance coaches trained by 2026/2027</p>



Calendarized Priorities



- PLANNING & RESOURCING
- PRIORITY EXECUTION
- MAINTAIN, REVIEW & REVISE