



*Row Ontario's 2025/26 to 2029/30  
Strategic Plan*



**BUILDING COMMUNITY.  
PROVIDING OPPORTUNITY.**

## VISION

To inspire excellence in individuals and organizations in rowing throughout Ontario.

## MISSION

We advance the growth, development, and delivery of rowing in Ontario.

## VALUES

### Collaboration:

We build positive and productive relationships to support and strengthen our communities.

### Equity:

We will create an inclusive environment that is safe and welcoming for everyone.

### Excellence:

We will be performance-driven & results oriented.

### Integrity:

We are respectful, transparent, inclusive, honest, and accountable in all our actions.

### Innovation

We embrace a growth mindset that encourages creativity, openness, flexibility, & continuous improvement.

## BEHAVIOURS

The observable ways we will express our values.

### Collaboration:

- We share information and ideas openly and proactively.
- We value the experience & knowledge of others and will seek input before making decisions.
- We proactively and respectfully communicate with other members of our team and the rowing community.
- We make ourselves available to help colleagues.

### Equity:

- We are considerate of how our actions impact others.
- We treat people with respect independent of their status.
- We listen well, instead of reacting fast, so we can better understand.
- We recognize the diversity and differences in others and how they may need support.

### Excellence:

- We constantly work towards improvement.
- We inspire others with our thirst for excellence.
- We care intensely about Row Ontario's success.
- We celebrate success.

### Integrity:

- We question actions inconsistent with our values.
- We seek what is best for Row Ontario, over personal interest.
- We only say things about our fellow employees we will say to their faces.
- We are quick to admit mistakes and accept learning opportunities.

### Innovation:

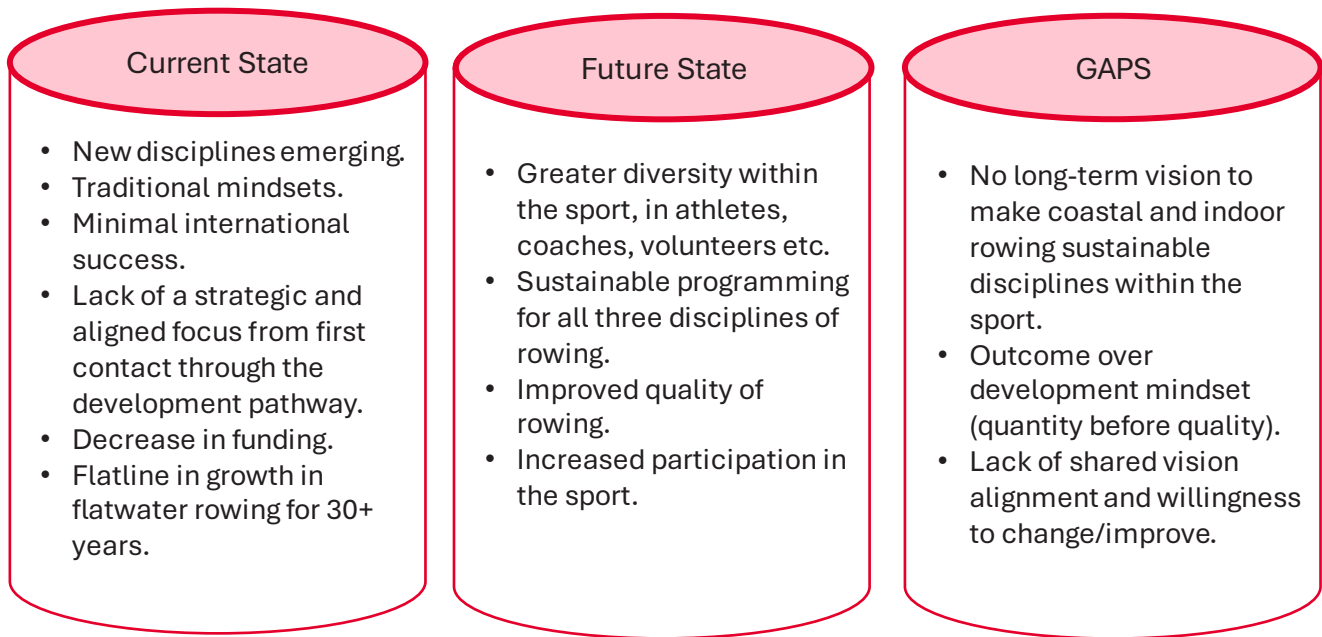
- We take smart risks.
- We challenge prevailing assumptions when warranted and suggest better approaches.
- We are ego-less when searching for best ideas.
- We encourage and support others to try new ideas.

CORE PRINCIPLES

In addition to ensuring that decisions we make align with the organization’s Vision, Mission and Values, we also ensure that the decisions align with our Core Principles, which are:

Quality Before Quantity	Having & doing more is a product of being better at what we do.
Know Your Why	Identifying the reasons behind your choices.
Pace Over Place	Your process is more important than your result.
Accountability Over Ego	Considering the impact of actions on others and prioritizing collective well-being over individual gain.

GAP ANALYSIS



ACTION PLAN

Our action plan outlines a comprehensive strategy designed to fill the gaps identified, to be able to achieve our desired future state. The action plan identifies our key goals and objectives. By detailing the steps required to reach these goals, the action plan serves as a roadmap for our team, ensuring that each member understands their role and the collective effort needed to succeed. Through this structured approach, we aim to foster a collaborative environment that supports continuous improvement and innovation. This action plan is also supported by internal key performance indicators and annual plans.

## Action Plan for Growth of Participants in the Sport of Rowing Across Ontario.

Increase Opportunities to Row		Increase the Quality of Rowing	
Strategic Goals			
Establish a thriving and sustainable indoor rowing competition framework that fosters growth & engagement, ensuring a steady increase in participation annually.	Develop a thriving and sustainable coastal beach sprints rowing competition framework that fosters increasing participation annually.	Establish developmentally appropriate racing opportunities for all age and skill levels.	Standardize training methodologies for all stages of the athlete pathway, from Discovery to Performance, ensuring that everyone can progress at their own pace while building essential rowing skills, confidence, and a lifelong passion for the sport.
Improvement Initiatives			
<ul style="list-style-type: none"><li>• Create a comprehensive and scalable competition structure that accommodates various skill levels and promotes inclusivity.</li><li>• Implement targeted marketing strategies to raise awareness and attract new participants.</li><li>• Build a supportive and enthusiastic community through regular events, workshops, and social media interaction.</li><li>• Secure long-term funding and partnerships to maintain and expand the competition framework. Continuously assess participation trends and feedback to refine and improve the competition structure.</li></ul>			<ul style="list-style-type: none"><li>• Create a comprehensive set of curricula for all phases of development.</li><li>• Implement targeted marketing strategies to raise awareness and ensure more club coaches are following the standardized curriculum.</li><li>• Build context specific coach cohorts to support collaborative learning, information sharing and mentorship.</li><li>• Secure long-term funding and partnerships to maintain and expand appropriately sized rowing equipment in club boathouses.</li><li>• Continuously assess participation trends and feedback to refine and improve.</li></ul>
Success Measurements			
<ul style="list-style-type: none"><li>• Enrollment in the RowOn Indoor Rowing League</li><li>• Participants in the league who are new to rowing</li><li>• New Row Ontario members</li></ul>	<ul style="list-style-type: none"><li>• Total entries at all Ontario Beach Sprint regattas</li><li>• Umpires exposed to a Beach Sprints regatta</li><li>• Ontario coaches completing the RCA Coastal Coach workshop</li><li>• Current registered athletes first exposed to Coastal rowing</li><li>• New people first exposed to coastal rowing</li><li>• New coastal rowing clubs</li></ul>	<ul style="list-style-type: none"><li>• Clubs adopting standardized curriculum for Discovery &amp; First Contact programming; Recreational rowing programming; Competitive rowing programming.</li><li>• Coaches participating in coaching cohorts</li><li>• Retention of athletes as athletes</li><li>• Retention of participants in the sport</li></ul>	<ul style="list-style-type: none"><li>• Unique clubs participating in regattas/events using the promotion/relegation format</li><li>• Unique clubs hosting local events using the promotion/relegation format</li><li>• Regional regattas using the promotion/relegation format</li><li>• Performances at Ontario based championships regattas</li></ul>