

# HRC Financial Report 2020



I took over as Treasurer in April. The following two pages are the financial statements for the fiscal year and for the rowing season. They clearly illustrate where the money was spent and where it came from.

Additionally, the charts give you a quick overview.

Even though Covid created challenges, we are financially in good standing mostly due to the Federal grants and wage subsidies that were available. Without Learn-to-row classes, which generate a lot of income, we were very concerned and appreciated the member donations that we received in May.

**Funding/donations**

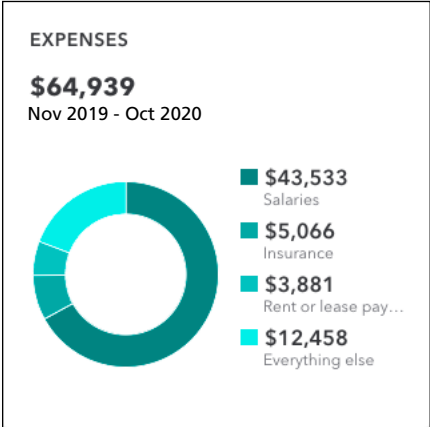
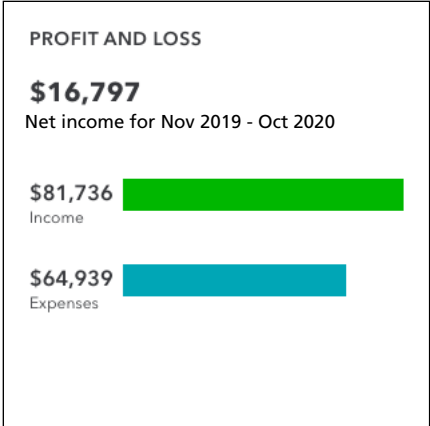
Member donations	\$ 1,350.00
Federal government Covid grants	5,727.00
Wage subsidy rebates	19,063.05
Emergency Federal Funding for Sport*	5,000.00
2020 Student Summer SKILL Incentive Program*	<u>4,003.37</u>
	<u>\$ 35,143.42</u>

Our major purchase this year was the Kangua heavyweight double from Lunenburg Yacht Club for \$6900.00.\*\*

Karen Brown  
Treasurer

\* Money from the last two funds have been approved but have not been received so do not show up in the financial statements.

\*\* This transaction doesn't show up in the financial reports as the money came out of our fundraising and boat fund accounts. The Boat Fund account has \$13 and there is \$2,681 left in the fundraising account.



# Halifax Rowing Club

## PROFIT AND LOSS

November 2019 - October 2020

	TOTAL
<b>INCOME</b>	
Adult Competitive Program	2,226.00
Adult Fitness Program	19,405.00
AGM fee	725.00
Boat storage fees	2,920.00
come-try-skating	30.00
Covid Grant	5,727.00
Covid Insurance Prov Team	156.00
Covid monthly training	510.00
Donation	1,450.00
Indoor Rowing Fees	615.00
Junior Competitive Program	2,365.00
Junior Fitness Program	4,639.23
membership fees	7,239.00
Refunds-Allowances	794.45
Wage subsidy payment	19,063.05
Winter Training	13,871.51
<b>Total Income</b>	<b>\$81,736.24</b>
<b>GROSS PROFIT</b>	<b>\$81,736.24</b>
<b>EXPENSES</b>	
Bank charges	55.50
Covid cleaning supplies	427.70
Erg Purchase	1,650.00
Gas	701.14
Insurance	5,066.00
Maintenance	2,028.68
Meals and entertainment	1,767.41
Office expenses	57.50
payroll expenses	269.61
Phone	542.83
PO Box payment	228.85
Quickbooks	34.50
RCA Membership fees	1,332.00
Regatta Expenses	679.18
Rent or lease payments	3,880.91
RowNS Fees	2,635.00
Salaries	43,533.44
Taxes and Licenses	31.15
WCB	17.27
<b>Total Expenses</b>	<b>\$64,938.67</b>
<b>PROFIT</b>	<b>\$16,797.57</b>

# Halifax Rowing Club

## PROFIT AND LOSS

April - October, 2020

	TOTAL
<b>INCOME</b>	
Adult Competitive Program	2,226.00
Adult Fitness Program	18,500.00
Boat storage fees	2,820.00
Covid Grant	5,727.00
Covid Insurance Prov Team	156.00
Covid monthly training	510.00
Donation	1,350.00
Junior Competitive Program	2,365.00
Junior Fitness Program	4,639.23
membership fees	3,739.00
Refunds-Allowances	901.18
Wage subsidy payment	19,063.05
<b>Total Income</b>	<b>\$61,996.46</b>
<b>GROSS PROFIT</b>	<b>\$61,996.46</b>
<b>EXPENSES</b>	
Bank charges	28.50
Covid cleaning supplies	427.70
Erg Purchase	750.00
Gas	469.07
Insurance	5,066.00
Maintenance	478.52
Office expenses	57.50
payroll expenses	269.61
Phone	291.98
PO Box payment	228.85
Quickbooks	34.50
RCA Membership fees	1,332.00
Rent or lease payments	2,311.16
RowNS Fees	1,770.00
Salaries	33,469.13
WCB	17.27
<b>Total Expenses</b>	<b>\$47,001.79</b>
<b>PROFIT</b>	<b>\$14,994.67</b>

# HRC equipment director report November 2020

Submitted by Diane D'Arcy - November 2020

This report marks the end of my 2 year term as equipment director. It has been an extremely interesting and busy position. My recommendation going forward is for the club to hire someone with experience to take on the role of boathouse/equipment manager. This person could then confer and report to the new equipment director.

## Building

- There is little new to report this year. We continue to struggle with a too small boathouse that is impossibly damp. Luckily there was no flooding from above this season!
- Wooden racking for the boats was inspected for strength in the spring of 2019
- Old shelving was torn down and new shelving built in 2019
- Dave Pace built new rack for motors, complete with castors - 2019

## Docks

- The middle section of the main dock needs to be replaced. Plywood sheets were attached as a temporary fix to get us through the season. The joists underneath are very rotten and no longer hold screws securely. There has been discussion with the city regarding who will pay for the new dock with no resolution. I have a feeling if we sit quietly a new dock just might be built for us over the winter, but I can provide no guarantee.

## Motors and coach boats

- There are 4 working motors that have received fall maintenance and should be good to go in the spring. Big thanks to Dale Robertson and helpers Jordan and Jim. The 5th motor is a non functioning mercury which will be taken in for assessment, hopefully fixed and then sold. (Paul and Diane to do)
- 3 functioning coach boats although yellow Seabright may not last next season. Jim, Daniel and Jeff patched it just before the season suddenly ended so it has not been tested. The hard bottom coach boat was not needed this summer and was trailered to Craig and Tracey Evans home in Prospect. Please remember there are 2 plugs in this boat - one in the cockpit (big red) and one external plug (small white plastic). This second plug was not installed this year and only by dumb luck did the boat not sink.

## New Boats

- Kangua was purchased from Lunenburg and was used regularly this season. The riggers were felt to be too low so Paul made 4 aluminum risers. Unfortunately there was no aluminum tubing available in the city so he chose to use aluminum bar - kind of heavy. He also made lighter risers out of hard plastic - these are stored in the black

cabinet. Colm felt they may be too thick but they were never tried. Paul can cut them to a different thickness as directed by the coach.

### **Old Boats**

- As planned, the club disposed of Second Chance and Dream. Second Chance was sold for \$100 to a fellow from Newfoundland. Dream was chopped up. Seats, riggers, foot stretchers and hardware were kept.
- Sadly, the Withrow was also disposed of - however the intact bow and stern have been kept in case we can use them to repair a damaged boat in the future.

### **Boat Repairs completed in 2020**

- As planned last fall, the midweight Hudson singles were repaired over the winter. Approximately 5 leaks were found and repaired on Cool Runnings. The old repair of the deck of the Connor was redone as this was no longer water tight. Smaller repairs to the hull were also done.
- The Missions both have cracks in their hulls - at this time simply covered by Colm's fancy white Gorilla tape. Both Missions required footplate repairs on 2 or 3 occasions. The midweight Mission had new holes drilled for the track of the foot stretcher and for the slides to accommodate a new seat.
- The bow foot stretcher in the Fluid double was repaired
- A rigger from Second Chance was installed on the white Wintech single by using an aluminum plate made by Paul.
- The foot stretcher for the Silver Dart was repaired when the purchase order for a new one was lost by Wintech and subsequently unobtainable when Wintech closed for Covid. This repair has held without any problem as far as I am aware.
- Risers were made for the Feltmate rigger to allow more foot positions.
- Feltmate rigger broke and was repaired by "our" welder in Bridgewater
- Double Trouble rigger currently at the welder - Paul and I to pick this up
- Quick release mechanisms have been removed from all the Wintech boats - this required some drilling of new holes and installation of usual 7/16th hardware. The quick releases were becoming unreliable due to salt damage.
- Colm replaced lost fins on both Missions and the white Wintech (possibly others I'm not aware of)
- Colm repaired foot stretcher of Lamboat when U tube snapped
- Feltmate bow repaired after serious collision.

### **Needed repairs**

- The Withrow 2 is to be repaired by Peter Seyffarth in Fredericton. He is to pick the boat up from us later this month. Estimated cost is \$2300.
- The Flood has a leak and requires repair
- Many oars need refurbishing.

## **Insurance**

- I met with our insurance agent and provided him with an updated list of our equipment and estimated value of the equipment. I learned a) the rate we are paying is fair b) the cost of the insurance has to do with the fact our equipment is stored in a boathouse and a boathouse by its nature is a higher risk place of storage

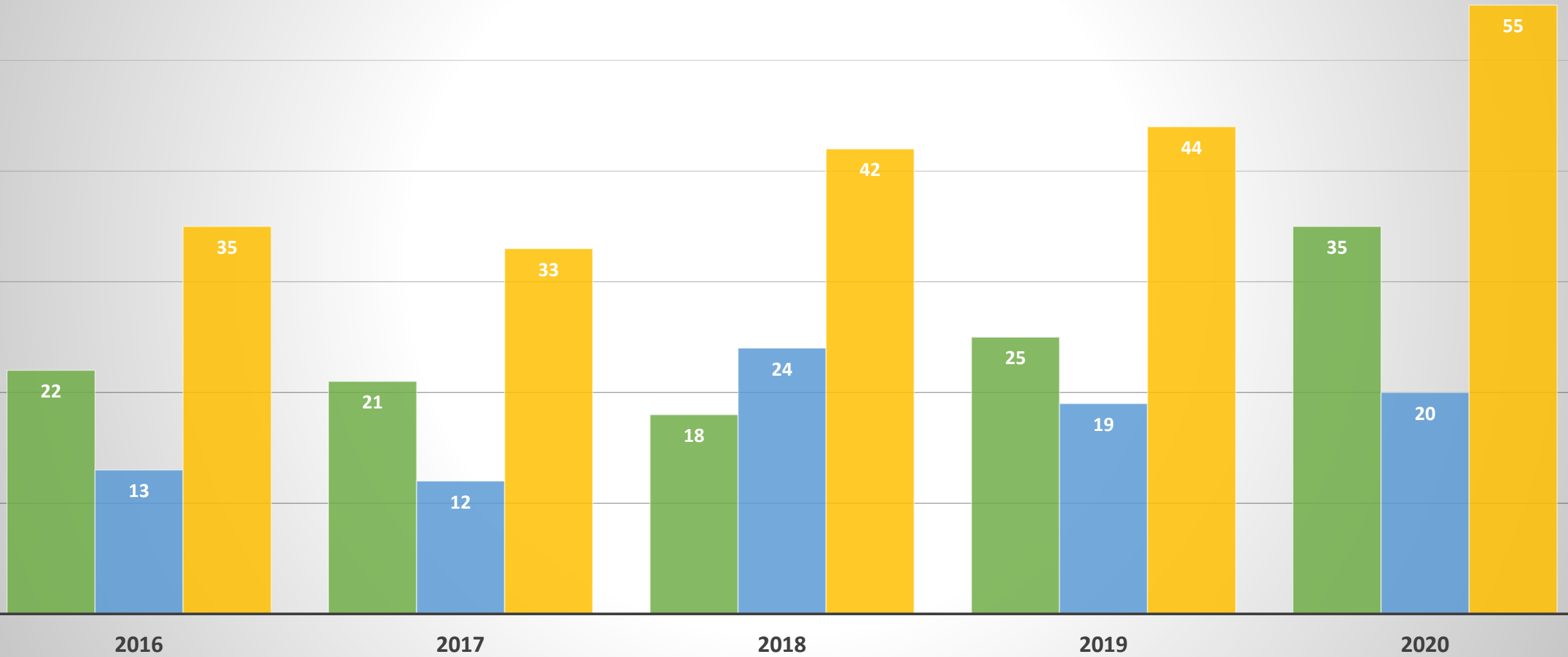
I have attached a proposal for volunteer teams to help manage the equipment/boathouse needs of the club. The main issue going forward is the lack of a skilled "boatman" to oversee boat repair, rigging, oar repair etc.

DLD Nov 5, 2020

# Program Numbers 2016-20

## winter training

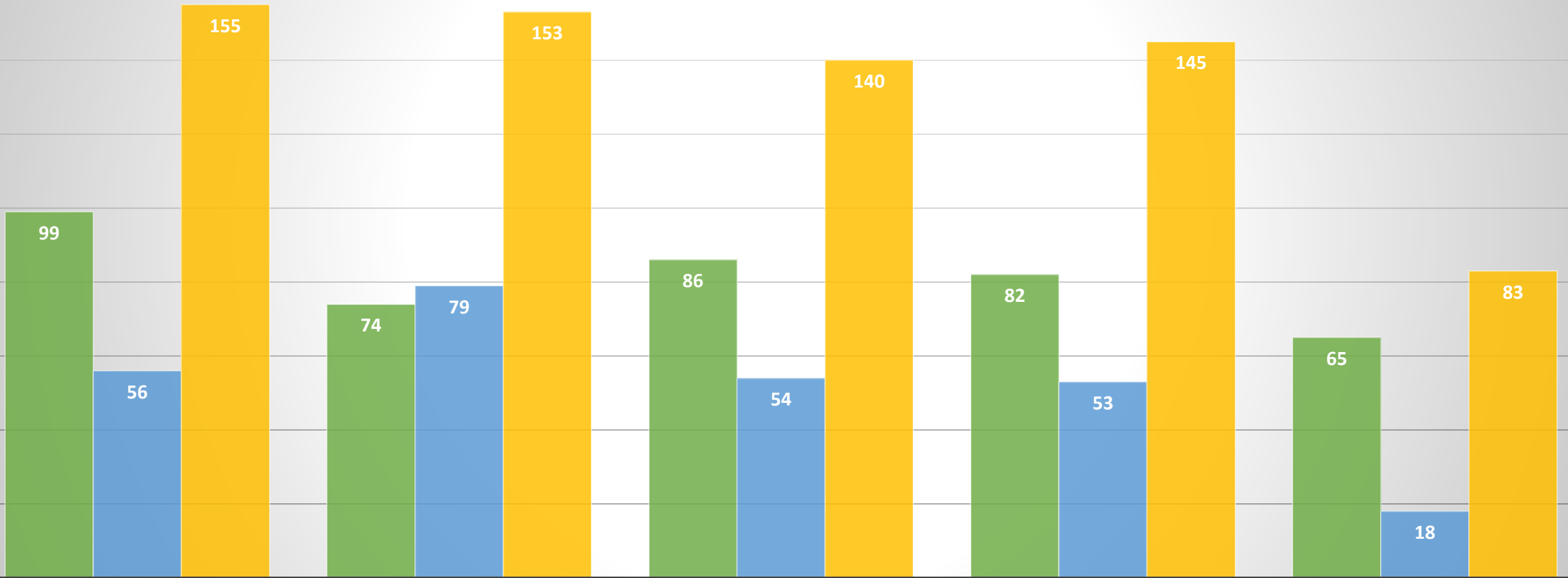
■ adult ■ junior ■ total



# Program Numbers 2016-20

## on-water seasons

■ adult ■ junior ■ total



2016

2017

2018

2019

2020

# Programs 2020 summarized

- Winter training 2019-20
  - Adult numbers increased steadily the past 2 winter seasons
  - Total number of participants on the rise ... and then COVID hit
  - Ergs frantically distributed; some members able to continue erg workouts on their own and/or via group Zoom sessions
- On-water season 2020
  - Late start to season due to COVID-19
  - Limited by RCA/RowNS/NS provincial regulations
    - No Learn to Row
    - Mainly small boats
    - Limited rowing partners
    - Relegated to specific time slots

**Nov 15<sup>th</sup>, 2020**

## **President Report**

### **Season in review:**

#### **Winter Training**

Started off great. We had one of largest years for registration with a total of 55 participants. The brokered move by members, to Studley Gym was a real benefit to the program. Although it restricted Dalplex access, it allowed us to keep our costs low and the space was much better then by the squash courts.

And then came COVID...

Winter training came to a grinding halt with the closure of Dalplex. Colm and the Board made a quick decision, to grab the working ergs out of Studley, and the era of Zoom began.

Zoom/Dryland Training – With the finite amount of ergs and the new COVID restrictions and worry, it was decided that sharing of ergs was not going to be possible and that the best course of action was to disperse the ergs out; first to the Provincial Team athletes who didn't receive a ROWNS erg and then to the remainder of the winter training group, decided upon by lottery. Those who did not "win" an erg, were offered dryland and strength training plans and we tried to carry on.

We received feedback from members in the spring and a decision was made to extend the winter training season and offer a second erg lottery to give others an opportunity. So instead of winter training ending mid April, it ended in June, when we finally received word that rowing would be allowed to resume.

Colm and Holly did a fantastic job to keep Winter Training going by offering Zoom sessions, training plans, videos, emails, links and awesome challenges to keep the winter training group engaged and active!

The membership really stepped up in the spring when winter training ended and we were facing an uncertain on-water season. With the prospect of little revenue being able to be generated through programs, the added influx of donations and signing up to receive training plans, really helped alleviate the worry of not being able to provide coaching opportunities this season. Fortunately, fortunes turned, and we were able to start on-water rowing!

#### **On-Water Season**

Our access to row on the water was controlled and limited by many levels of government and sporting bodies this year. (See appendix 1)

To navigate through all the red tape and restrictions this season, we established a COVID Committee consisting of Connor, Jen, Rob, Karen WS, Colm, Linda, Diane and later Dr Michael Johnston. The Committee met regularly, completed our RCA Risk Assessment and Mitigation Checklist and established our protocols for usage of the boathouse. We negotiated terms with HRM to put in the docks and allow us access back into SMBC.

Once everything was in place at the end of June, we were able to launch our season in our fleet of 1x's Diane and Paul fixed up and put together. This was exciting times! For many of us, getting back into singles on a regular basis was both a treat and a bit scary. No one to blame poor balance on except ourselves, and wakes from water skiers!

Eventually, RCA expanded to 2x's and the summer was spent between 1x's and 2x's. This fall RCA acknowledged that not all of the country is COVID equals and were again allowed to expand our rowing bubbles to include 4x/4+ & 8+'s with those in our cohorts. The 8+'s didn't get rigged, but the 4x made for an exciting row every now and then!

The on-water season ended abruptly, when City Field decided to turn our water off without warning. The unofficial excuse was that they had a lot to do this fall so thought they would make a start on things. It was a unilateral decision and Recreation eventually had them turn the water back on for us. At this point the Board decided there was little point to try and get things going again so we organized the clean up. Best clean up ever, despite the cold! I only had one boat to do!!

## **Words of Thanks:**

The Board is losing some great people this year.

Rob Ellis has been on the Board as Communications Director for the past 6 years. He has sent out newsletters, emails and helped guide the direction of the club with a spirit of reason and compromise that will be sorely missed! Thanks Rob!

Pierre Poirier was been on and off the Board a few times as Safety Director. His stint this time around was brief, but still much appreciated!

Margo Tate is leaving the Board after several years as Member at Large. Margo has always represented the varied voices of the membership by bringing different points of views and opinions to the table. Margo always had the best interests of the membership at heart when bringing forth ideas and suggestions. Hopefully she will still bring forth suggestions for the Board to consider. Thanks Margo! See you on the dock!

Diane D'Arcy is stepping down as Equipment Director. It would have been a much different year if not for Diane and her husband Paul! Diane and Paul have put in countless hours to keep the boats afloat and the club's equipment functioning! From cleaning to major rebuilds, Diane has been there to make sure we all could get out on the water. Thank you Diane!

The glue that holds the club together; Coaches.

I would like to take the opportunity to thank our coaches!

It is the coaches who provide substance to our programs. The Board may come up with an idea or strategy, but it is the coach on the water who sees it through. It is the coach who sits in the boat day after day watching over us, keeping us in line, keeping us safe, pushing us to go harder, picking us up when we fall apart and picking us out of the water when we fall in!

Coaching can be challenging; thankless, monotonous, depressing. It can also be challenging; rewarding, exciting, inspiring. Either way, it is always challenging, and a great coach will always be challenging us to do better.

Thank you Colm, Holly and Will, for being there for us!

## **Looking forward:**

The Board is committed to revisiting the Strategic Plan done 2 and a half years ago and reviewing where we are now and where we are going as a club. This includes Membership, Programming, Facility & Equipment, Coaching & Training.

Efforts were made over the winter to conceive a new Development Program to help address the needs of post LTR members and those who want a bit more skill development. I hope this program will be able to be implemented next spring.

This season highlighted the many benefits of small boat rowing. The Board will be assessing our current equipment and space and will evaluate the need to increase our fleet of club 1x's.

The Board will be seeking out new ways to increase participation from underrepresented communities.

The Board is committed to coach and program development. We strive to support our coaches however we can in their journey with HRC. We look forward to continuing to hear from our coaches as we try to develop programs and provide challenging and rewarding coaching opportunities.

2020 has been a hard year for all of us! It has been a year of uncertainty, restrictions and change. It has caused friction and has brought out the best in us as we find ways to work together. For me, this season of rowing has been the great escape. Sometimes in solitude, often with a friend; I have had the privilege to get out on the water and escape all the woes and stress and enjoy trying to find that elusive perfect stroke.

Respectfully submitted,

Linda Lee

President  
Halifax Rowing Club

Appendix 1

**Governing Sport Bodies (Organizations)** – They set policies and rules we ultimately have to follow as a sport.

Sport Canada - A branch of the [Department of Canadian Heritage](#). They develop federal sport policy in [Canada](#) and provide direct and indirect funding to sports through programs, and federal governing sport bodies such as Rowing Canada

Rowing Canada (RCA) - First and foremost is our governing federal sport organization. They do all kinds of things from regattas to athlete/coach/umpire development; secondly, they provide our liability insurance.

RowNS - Is our governing provincial sport organization. They do many things, including running regattas, coach and athlete development, etc... but can be viewed also as the enforcers of RCA and Sport NS policies.

Sport NS - Is a federation of Nova Scotian provincial sport organizations that set policies, provide funding, etc

(In order to participate in organized amateur sport and/or receive funding from any level of government or organization, we need to be in good standing and abide by our governing sport organizations.)

**Province of Nova Scotia** – They set the rules regarding gatherings, size limits and restrictions of activities, etc.

**HRM** – Controls access to all their owned facilities; SMBC being one.



# STRATEGIC PLAN 2018-2023

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Developed in December 2017 by



# Introduction

The Halifax Rowing Club Strategic Plan sets the overall directions and priorities for the club's programs and operations over five years, from 2018-2023. This Strategic Plan was developed in December 2017 by the Halifax Rowing Club board of Directors, coaches and members through a one-day facilitated workshop with 20 participants.

This Strategic Plan is a guiding document for the Halifax Rowing Club's coaches, board of directors and members. It is a public document that lets our community know the values of the Club and how it seeks to fulfil its mission. It provides a transparent set of expectations against which to assess all of the Club's decisions and plans over the next five years, and provides an overarching framework for the Club's recreational and competitive rowing activities. The Strategic Plan will be realized through annual operational workplans that are to be developed and implemented by the board of directors and coaches.

## Mission

To provide safe, affordable opportunities on Halifax's North West Arm for rowers of all ages and abilities.

## Vision

Halifax residents have access to rowing as a life-long activity, promoting healthy living, friendship and sporting excellence.

## Values

The Halifax Rowing Club is a volunteer-run non-profit organization focused on the sport of rowing and operating from the following values:

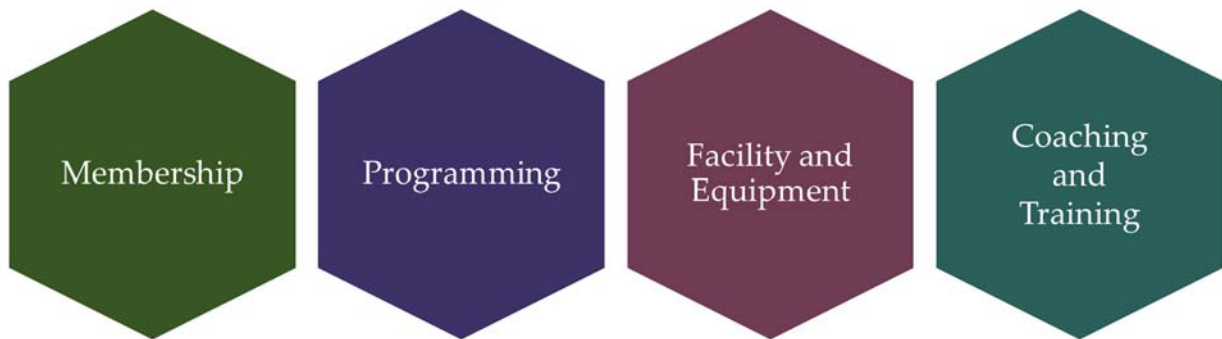
- Accessibility: providing rowing opportunities that are physically and financially accessible to HRM residents of all ages, abilities and backgrounds.
- Athletic excellence: creating a training environment for those who strive to excel as elite athletes provincially, nationally and internationally.
- Health and wellbeing: providing low-impact recreational programs for all ages and abilities
- Mentorship and leadership: creating rowing opportunities for youth for personal development, and to build coaching capacity within the province.
- Sportsmanship: maintaining an ethos of fairness and respect in all our competitive and non-competitive activities

# SWOT Analysis

Analysis of Strengths, Weaknesses, Opportunities and Threats (SWOT) involves looking at both internal and external factors, our capacities and the challenges. Internal factors (strengths and weaknesses) may include human resources, physical resources, financial resources, activities and processes, and past experiences. External factors (opportunities and threats) may include future trends, the economy, funding sources, demographics, the physical environment, and local, national or international events. The table below summarizes the SWOT analysis conducted by the Board of Directors, coaches and members during the full-day strategic planning workshop (Dec 2017).

	POSITIVE	NEGATIVE
INTERNAL	<p><b>STRENGTHS</b></p> <ul style="list-style-type: none"> <li>• Inclusion and diversity of members (especially adaptive program)</li> <li>• Variety of programs offered</li> <li>• Location and setting (North West Arm as a central, sheltered, and long body of water)</li> <li>• Sense of community among members</li> <li>• Variety of equipment</li> <li>• Coaching knowledge, skills and sporting experience</li> </ul>	<p><b>WEAKNESSES</b></p> <ul style="list-style-type: none"> <li>• Inadequate funding for facility &amp; equipment, accessibility adaptations</li> <li>• Member recruitment and retention; lack of diversity</li> <li>• Safety concerns</li> <li>• Volunteer burden and burn-out</li> <li>• Communications between programs, board, coaches and boats</li> <li>• Lack of competitive opportunities within Club</li> <li>• Limitations of space (boat club)</li> </ul>
EXTERNAL	<p><b>OPPORTUNITIES</b></p> <ul style="list-style-type: none"> <li>• Location in the North West Arm – opportunity to build or expand</li> <li>• Partnerships &amp; sponsorships (e.g., professional groups, other non-profit organizations, universities, companies)</li> <li>• Diversify member recruitment &amp; outreach (e.g., police, firefighters, military, newcomers, other sport &amp; social clubs)</li> <li>• Coalition with Dartmouth clubs</li> <li>• Professional development: coaching, umpiring</li> <li>• Health and wellness promotion</li> <li>• Competitive events</li> <li>• Funding grants</li> </ul>	<p><b>THREATS</b></p> <ul style="list-style-type: none"> <li>• Physical facility – boat club maintenance and accessibility lacking, potential loss of building (due to HRM decisions or rising water levels)</li> <li>• Membership: competition for members with Dartmouth clubs; lack of retention of Learn-to-Row participants</li> <li>• North West Arm – increasing boat traffic and hazards, no lanes, no patrolling</li> <li>• Governance: lack of support from provincial (Row NS) and national (Rowing Canada Aviron) bodies</li> </ul>

# Strategic Priority Areas



## Membership

Strategic Direction #1: Recruit from HRM's diverse community to make full use of our facility and equipment.

Strategic Direction #2: Inspire all members to develop a passion for rowing through club participation, skill development and engagement.

A key priority for the Halifax Rowing Club is increasing our membership through two avenues:

### 1) **Recruitment**

It was noted that the Halifax Rowing Club has been very successful in recent years in recruiting junior rowers. The primary means for recruitment of young rowers is outreach to schools, and successful word-of-mouth referrals among school-aged youth. Many opportunities exist for expanding our membership through targeted outreach to adult groups such as:

- universities (Dalhousie, Saint Mary's, King's College, NSCAD, Mount Saint Vincent)
- corporations for staff team building or social events
- other sports for cross-training (e.g., curling, skiing, soccer, hockey, crossfit) through organizations such as the Halifax Nordic Club, the Waegwoltic Club, yacht clubs, gyms
- general public (e.g., slideshow, pamphlets, erg machine) in community venues such as markets, in parks and on the waterfront
- members' own social networks, encouraging members to advertise to their friends, family and co-workers (e.g., "bring a friend" events or promotions)
- community groups serving newcomers, people with mental illness, people with impairments or disabilities, cultural associations

## 2) Retention

There has been a downward trend of retention of individuals who have completed the Learn-to-Row program. Priorities for enhancing our retention of members include:

- more deliberately engaging first-year rowers so that they feel a sense of belonging and motivation to continue rowing, and experienced members should see themselves as mentors for novice rowers
- allocate some portion of Learn-to-Row fees to membership fees to encourage students to continue with Club
- more deliberately following up with individuals who participate in Come Try Rowing events to enroll in Learn-to-Row
- dedicated novice events or programs (e.g., Tues/Thurs evenings) or Row-All events with a core group of committed experienced rowers who would like to share their passion for rowing

### **Prerequisites:**

There are several prerequisites that must be fulfilled in order to realize the strategic directions related to membership:

- A key consideration is the capacity (equipment, coaching, safety boats) of the Halifax Rowing Club to accommodate an expanded membership. One recommendation is for the Board of Directors to measure and assess the Club's optimum capacity.
- In order to increase the diversity of the membership, it was also recommended that the Club consider a modified fee structure to make participation more affordable for low-income members (e.g., bursaries, sliding scale fee amounts based on income).
- A plan should be developed for better integration between recent Learn-to-Row graduates or first-year rowers with more experienced rowers. A culture of mentorship, inclusion, sportsmanship and engagement should be encouraged and nurtured so that: 1) new rowers feel included and encouraged, and 2) experienced rowers don't feel frustrated about spending a disproportionate amount of time in boats with novice rowers.

## Programming

Strategic Direction #3: Ensure progressive development of all athletes throughout the seasons, based on predetermined skill benchmarks, regardless of their age or ability.

There were many suggestions regarding the Halifax Rowing Club's programming, both in terms of maintaining successful elements, as well as introducing new programs. Ultimately, the goal is to provide rewarding and enjoyable opportunities for rowers of all ages, abilities, and levels of competitiveness. Suggestions included:

- Fun Club Regattas that are multi-age and multi-skilled to encourage fun and friendly competition among members
- Skill development clinics and drills to improve boat handling and safety practices
- Pursue the development of a Dalhousie varsity team
- Adaptive ("para") program should reach an optimum balance between integrated and dedicated programming. Adaptive rowers should not be made to feel isolated from other rowers, and this will require us acknowledge the accessibility constraints of our physical space. At the same time, we should have dedicated volunteers (e.g., "buddy program"), coaches and equipment that does not come at the expense of other programs.
- Dedicated programming for first year (novice) rowers, encouraging all experienced members to play mentorship roles
- Within each rowing timeslot, allow rowers to pick their own practice routine based on their personal goals (e.g., recreation, fitness, competition)
- Provide options for practices that group rowers by skill level and goals, rather than only by age

## Facility and Equipment

Strategic Direction #4: Enhance or replace the Halifax Rowing Club's boathouse by exploring key partnerships.

Strategic Direction #5: Develop and implement a sustainable plan for maintenance, repair and replacement of shells, coach boats and safety equipment.

The Halifax Rowing Club has several challenging areas of focus with respect to maintaining and expanding its physical resources:

### 1) **Facility**

St. Mary's boat club places limitations for us in terms of storage space and accessibility. Some options for exploration include:

- Find a new boathouse, perhaps through partnership with one of the yacht clubs or the Waegwoltic Club
- Propose to the HRM that the Halifax Rowing Club takes over the management of St. Mary's boatclub
- Lobby the HRM to fix the cribbing and modify the entryway to the boathouse so that it is accessible for individuals with mobility impairments
- Invest in improved boat racks that could expand our boat storage without having to change facilities
- Rent/lease a pod or container to provide additional boat and equipment storage

### 2) **Rowing Equipment**

- Develop a plan and schedule for rowing equipment maintenance and repair
- Develop a plan and schedule for purchase of new rowing shells
- Create a succession plan and training program for the Equipment Manager
- Conduct a needs assessment for size of rowing shells to be replaced (single, double, quad, eights) based on regatta and club needs
- Explore sharing the personnel expenses of an equipment repair/management person with other HRM rowing clubs
- Train a corp of volunteers for equipment repair and maintenance
- Transition away from a volunteer Equipment Manager, to a paid position, or allocate funds to Head Coach to do equipment management as part of his/her duties

### 3) **Safety Equipment**

- Develop a plan and schedule for coach boat/motor maintenance and repair
- Ensure budget and clear policy re: lights, whistles

## Coaching and Training

Strategic Direction #6: Create an effective, standardized method of communication between coaches and the Board of Directors.

Strategic Direction #7: Develop training models that align with the Halifax Rowing Club's programs, and which are designed to meet the needs of both athletes and coaches.

Three key areas were prioritized under Coaching and Training:

### 1) **Professional Development for Coaches**

It was generally recognized that the Halifax Rowing Club could be doing more to build the skills of its coaches through training camps and workshops. We also recognize that the coaches are at risk of burnout as they do not have the opportunity to take time off during the rowing season. It would be beneficial for the Club to have a training/mentorship program to develop members to become volunteer coaches and who could potentially provide relief for coaches to take vacation/sick days. The coaches should also be given regular performance evaluations and the ability to set personal goals.

### 2) **Alignment to Rowing Programs**

The coaches' strengths and interests should be more deliberately matched to the Club's programs (e.g., teaching Learn-to-Row, coaching juniors, adult recreational or fitness coaching, competitive or regatta coaching, Club management). In addition, coaches must have significant input into program design. Finally, it was noted that coaching resources must be used to maximum efficiency, such as avoiding having two coaches in a single coach boat.

### 3) **Coaching Model / Structure**

It was observed that there is a disconnect between the Board of Directors and the coaching staff in terms of developing the Halifax Rowing Club's programming. In many other clubs with a true "head coach", the programs are set and designed by the head coach. The Club would benefit from a long-term training program that develops members as athletes, with measurable benchmarks for athletes to gauge their fitness or competitive development. Another key question is to consider whether the Club would most benefit from a full-time manager position versus a full-time head coach who would have expanded responsibilities.

# SUMMARY OF STRATEGIC DIRECTIONS for THE HALIFAX ROWING CLUB 2018-2023

## Membership

SD #1: Recruit from HRM's diverse community to make full use of our facility and equipment.

SD #2: Inspire all members to develop a passion for rowing through club participation, skill development and engagement.

## Programming

SD #3: Ensure progressive development of all athletes throughout the seasons, based on predetermined skill benchmarks, regardless of their age or ability.

## Facility and Equipment

SD #4: Enhance or replace the Halifax Rowing Club's boathouse by exploring key partnerships.

SD #5: Develop and implement a sustainable plan for maintenance, repair and replacement of shells, coach boats and safety equipment.

## Coaching and Training

SD #6: Create an effective, standardized method of communication between coaches and the Board of Directors.

SD #7: Develop training models that align with the Halifax Rowing Club's programs, and which are designed to meet the needs of both athletes and coaches.