

## **FISA's Strategic Plan – Overview (DRAFT at 110814)**

**FISA's Vision: "To encourage the development of the sport of rowing and strengthen the bonds that unite those who practice it."**

**FISA's Mission: "To make rowing a universally practiced and globally relevant sport; Grow the sport in all its forms"**

**"The interests and well-being of the rowers is always at the centre of our sport"**

### **Goal I – Develop the Sport**

- Objective 1: Universality - Increase the number of rowing countries
- Objective 2: Participation - Increase the participation of member national federations in leading events
- Objective 3: Quality - Improve the quality of rowing and coaching worldwide
- Objective 4: Increase the number of rowing opportunities through clubs, schools, universities and other entities
- Objective 5: Integrate and expand all forms of rowing

### **Goal II – Promotion of the Sport**

- Objective 1: Marketing – Promote the values of rowing and our rowers in all FISA activities
- Objective 2: Commercial / Partnerships – Attract and retain partners that complement rowing's values and the World Rowing brand
- Objective 3: Television – Solidify, Expand and Broaden the coverage on TV/Video
- Objective 4: Communications – Integrate Communications on all Platforms and Channels
- Objective 5: Develop and expand Social Networking Media through "Communities"

### **Goal III – Presentation of the Sport at Events**

- Objective 1: Provide best possible sport facilities and services at World Rowing events
- Objective 2: Provide attractive Facilities and services for spectators, media, TV and partners
- Objective 3: Assist in the creation of sustainable new venues and renovated existing facilities to ensure legacy
- Objective 4: Expand knowledge transfer for staging events and develop strong organising committees

### **Goal IV – Govern and Administer the Sport**

- Objective 1: Govern with Clarity and Transparency, consistent with the established vision
- Objective 2: Manage Effectively and Efficiently
- Objective 3: Establish and Implement a structure for membership services and knowledge transfer
- Objective 4: Consistently Apply and Regularly Assess the Statutes and Rules
- Objective 5: Secure resources and effectively expend the Funds

### **Goal V – Protect the Environment through Sport**

- Objective 1: Lead in standards of Environmental and Sustainability Policies and Practices
- Objective 2: Engage FISA's Global Rowing Audience in the Clean Water mission
- Objective 3: Increase activities of NFs and Clubs in the Environmental Protection and Clean Water mission
- Objective 4: Connect Stakeholders of FISA and WWF through rowing's Environmental Initiatives

**Core Values of the sport of rowing:**

**Team Work** – Rowers work together towards a common goal

**Educational** – Rowers learn self-discipline and the need for commitment in a spirit of fair play

**Focus** – Rowers learn to concentrate on the ultimate objective in order to apply power with precision

**Endurance** – Rowers transmit time honoured values and shared experiences from past to future generations

**Environmental** – Rowers respect and safeguard the water and its surroundings

**FISA's Core Values**

**Oldest** – FISA is the oldest International Sport Federation created in 1892 and rowing has been on the Olympic programme from the beginning in 1896

**Global** – FISA has 142 member national federations in all five continents

**Influential** – FISA has key representatives in leadership positions in many international sports organisations and governing bodies

**Ethical** – FISA is a leading federation in the fight against doping, was the first to conduct out of competition testing and leads in protecting the health of the athletes.

**FISA's Goals** are to effectively and efficiently Develop, Promote, Present, Govern and Protect the Environment through Sport.

**Goal I – Develop the Sport – Overview (DRAFT at 110814)****Objectives and Projects****Objective 1: Universality: Increase the number of rowing countries**

- 1.1 Identify the countries not having rowing and identify and implement processes to direct programming to them
- 1.2 Create a detailed strategy for each country to include the NOC, Sports Ministry and Olympic Solidarity
- 1.3 Determine the style of rowing that best suits the natural conditions in the country
- 1.4 Target these countries on a priority basis for a phased approach depending on potential in the short, medium and long term
- 1.5 Provide the technical and administrative guidance on line and in person

**Objective 2: Participation: Increase the participation of member national federations in leading events**

- 2.1 Encourage all NFs to stage national championships for men and women (IOC 3.2)
- 2.2 Encourage all NFs to participate in continental championships with men and women (IOC 3.5)
- 2.3 Encourage all NFs to participate in World Junior Championships with men and women (IOC 3.6)
- 2.4 Encourage all NFs to participate in World Championships with men and women (IOC 3.4)
- 2.5 Encourage all NFs to participate in qualification for the Olympic and Paralympic Games with men and women (IOC 3.3)

**Objective 3: Quality: Improve the quality of rowing and coaching worldwide**

- 3.1 Continue to increase the number of training camps offered for rowers from developing countries
- 3.2 Continue to increase the number of coaching courses offered for coaches from developing rowing countries and international coaching conferences for high level improvements
- 3.3 Continue to increase the number of scholarships for rower through Olympic Solidarity
- 3.4 Continue to improve and expand the coaching and rowing development materials
- 3.5 Continue to expand the continental coaching development team to cover more countries
- 3.6 Target and prioritise specific member countries for support in the short, medium and long term

**Objective 4: Increase the number of rowing opportunities through clubs, schools, universities and other entities**

- 4.1 Create specific projects to assist NFs to develop rowing among these specific groups
- 4.2 Create materials specific for coaches of these groups
- 4.3 Create materials specific for leaders of these types of groups
- 4.4 Stage events specific to these groups of rowers
- 4.5 Exploit the opportunities for developing university rowing through the FISU partnership

**Objective 5: Integrate and Expand all forms of rowing**

- 5.1 Create specific strategies to develop Women's Rowing
- 5.2 Create specific strategies to develop Coastal Rowing
- 5.3 Create specific strategies to develop Indoor Rowing
- 5.4 Create specific strategies to develop City Sprints Rowing
- 5.5 Create specific strategies to develop Recreational Rowing
- 5.6 Create manuals for development and staging events for all of the above

## **Goal II – Promotion of the Sport – Overview (DRAFT at 110814)**

### **Objectives and Projects**

#### **Objective 1: Marketing – Promote the values of rowing and our rowers in all FISA activities**

- 1.1 Use a combined and coordinated approach for marketing and communications
- 1.2 Communicate the values in all activities: TV images, photos, commentary and written text
- 1.3 Communicate with all communities of rowers and fans around the world
- 1.4 Communicate with all these communities on all channels including their preferred channels.
- 1.5 While prioritising the core elements of the sport, introduce less-emphasised elements which will interest new audiences
- 1.6 Promote rowing “365 days a year”

#### **Objective 2: Commercial / Partnerships – Attract and retain partners that complement rowing’s values and the World Rowing brand**

- 2.1 Approach the market differently by changing over to values-led partnerships from “TV-exposure” led partnerships.
- 2.2 Attract one over-arching major partner that will complement our sport and brand
- 2.3 Support with values-led partnerships to help us reinforce and showcase our unique selling points
- 2.4 Create opportunities for partners to activate their investments
- 2.5 Create properties for partnership activation and special promotional events

#### **Objective 3: Television – Strengthen traditional television and expand video streaming**

- 3.1 Solidify and further strengthen the relationship with traditional broadcasters while gaining more control over the production and direction of the sport aspects of the broadcast.
- 3.2 Expand the distribution of broadcast images through custom-made content such as customised news, interviews in mother-tongue and alternative means of broadcast.
- 3.3 Continue to build on the consistency and quality of the host broadcast by having more control over the means and the direction.
- 3.4 Expand the audiences for live video streaming, video on demand for racing content and interviews with key persons in the sport.
- 3.5 Accumulate rights-owned content that can be used world-wide to promote our sport.

#### **Objective 4: Communications – Integrate Communications on all Platforms and Channels**

- 4.1 Ensure that all communications activities are integrated across all channels
- 4.2 Establish a management system for text and content to ensure an integrated proactive messaging approach across all communications channels
- 4.3 Review and develop all key internal and external target audiences and tailor information to their channel and needs.
- 4.4 Promote the new website which has been designed to highlight our brand values, feature our events and promote the communities
- 4.5 Develop a pro-active public relations strategy to better communicate what we do and influence what others say about us.

**Objective 5: Develop and expand Social Networking Media through “Communities”**

- 5.1 Provide a place or each community that allows them to feel respected as a member of world rowing.
- 5.2 Engage these rowing communities on widely used social media platforms to stay connected.
- 5.3 Provide each community with unique content, relevant information and news related to their community.
- 5.4 Drive audiences from one platform to another.
- 5.5 Use Social Media as a means to have a two-way relationship with the members

**Goal III – Presentation of the Sport at Events – Overview (DRAFT at 110814)****Objectives and Projects****Objective 1: Provide appropriate and accessible “sport” facilities and services at World Rowing Events**

1. Events: World Championships (Senior, U23, Junior), Multisport Games (Olympics, Paralympic, Youth Olympics), Continental Events (European Championships, Regional Championships).
  - a. Water – Fairness and Use of Space
  - b. Boat area
  - c. Changing rooms /showers
  - d. Viewing areas
  - e. Transport
  - f. Accommodation
  - g. Areas for interaction among athletes to “strengthen the bonds”

**Objective 2: Provide Attractive Facilities and Services for Spectators, Media, TV and Partners**

1. Quality of facilities
2. Excellent logistics (quality of hotels, transport etc.)
3. Side events
4. Spectator experience
5. Partner hospitality areas
6. Local language orientated

**Objective 3: Assist in the creation of efficient, effective and sustainable new venues and renovated existing facilities to ensure legacy**

1. Multifunctional facilities for many human-powered sports
2. Sustainable and accessible
3. Attractive for daily use
4. Consider a system for rating the venues

**Objective 4: Expand knowledge transfer for staging events and develop strong organising committees**

1. Masters regattas
2. University regattas
3. Continental events
4. National Championships
5. Strong local and international regattas
6. City Sprint events in city centres
7. Coastal regattas
8. Indoor rowing regattas

## **Goal IV – Govern and Administer the Sport – Overview (DRAFT at 110814)**

### **Objectives and Projects**

#### **Objective 1: Govern with Clarity and Transparency, consistent with the established vision and Strategic Plan for the sport**

- 1.1 Extraordinary Congress and Minutes
- 1.2 Ordinary Congress and Minutes
- 1.3 Council Meetings and Minutes
- 1.4 Joint Commissions Meetings

#### **Objective 2: Manage Effectively and Efficiently**

- 2.1 Executive Committee and Minutes
- 2.2 Executive Director – clear role, goals, deliverables
- 2.3 Staff – clear roles, responsibilities and deliverables
- 2.4 Consultants and Service Providers

#### **Objective 3: Establish and Implement a structure for membership services and knowledge transfer**

- 3.1 National Federation Administration
- 3.2 Team Management Services
- 3.3 Coaching Education
- 3.4 Umpiring Education and Licensing
- 3.5 Athlete Career planning and services

#### **Objective 4: Consistently Apply and Regularly Assess the Statutes and Rules**

- 4.1 Statutes and Bye-Laws
- 4.2 Rules and Bye-Laws
- 4.3 Event Regulations
- 4.4 Umpiring Examinations and Seminars
- 4.5 Anti-Doping Hearing and Ethics Panels

#### **Objective 5: Secure Resources without Compromising Values and Effectively Expend Funds**

- 5.1 Catalogue of Commercial Rights
- 5.2 Partnership Opportunities and Fund Raising
- 5.3 Budget preparation and approval
- 5.4 Expenditure procedures
- 5.5 Annual Audited Financial Accounts

**Goal V – Protect the Environment through Sport – Overview (DRAFT at 110814)****Objectives and Projects****Objective 1: Lead in standards of Environmental and Sustainability Policies and Practices**

- 1.1 Continual review of FISA Event policies and guidelines
- 1.2 Continual implementation of Sustainable Event Management Systems to latest ISO levels
- 1.3 Promote use of simplified versions of the policies and guidelines for NFs, local events and clubs
- 1.4 Expand coverage to different types of events, clubs and rowers
- 1.5 Update and adopt our guidelines document to become “best in class”
- 1.6 Ensure FISA operations and practices in environmental and sustainability to be “best in class” for a sports federation

**Objective 2: Engage FISA’s Global Rowing Audience in the Clean Water mission**

- 2.1 Local activation at FISA events and all through the year
- 2.2 Local activation at other rowing events to increase awareness and engagement
- 2.3 Continually enhance the Environmental page on the World Rowing Website
- 2.4 Promote stories of grass-roots initiatives related to the Clean Water topic
- 2.5 Create a display/information stand on the subject to be used at every FISA event

**Objective 3: Increase activities of NFs and Clubs in Environmental Protection and Clean Water mission**

- 3.1 Identify Clean Water Ambassadors among rowers in key countries to engage in appropriate issues
- 3.2 Develop tool kit for NFs and clubs to better engage in Clean Water activities
- 3.3 Develop carbon offsetting tool for World Rowing stakeholders to support
- 3.4 Introduce ways for NFs to support and promote the main clean water project

**Objective 4: Connect Stakeholders of FISA and WWF through rowing’s Environmental Initiatives**

- 4.1 Establish the World Rowing Water Resource Stewardship Centre project
- 4.2 Engage all stakeholders in the WRSC project for fundraising
- 4.3 Keep this project relevant through information bulletins across all channels
- 4.4 Use the project to extend the appeal of WWF and FISA for communications and engagement to benefit both organisations.

## FISA Women's Rowing Development Strategy – Overview (DRAFT at 110814)

### Goals, Objectives & Projects

#### Goal I – Develop Rowing

##### Objective 1 – Increase the number of rowing countries with women's rowing

- 1.1 FISA USB (Understand Rowing, Start to Row, Become a rower) project - Build a grassroots development toolkit to address new and existing NFs
- 1.2 FISA Development Programme target countries - Increase the number of Member NFs (starting them from the beginning with women's rowing - IOC 3.1/7.6)
- 1.3 FISA Development Programme target new clubs, universities and schools on women's rowing - Guidance for new clubs, universities and schools on women's rowing projects (IOC 7.4)

##### Objective 2 - More Participation of member NFs with women's rowing (3.2/7.6)

- 2.1 Target nations with men's rowing but that have less active or inactive women's rowing
- 2.2 FISA NF Strategic Alignment Development Programme - Encourage member NF's strategic alignment with FISA on women's development
- 2.3 FISA Grassroots Women's Development Programme - Guidance for clubs, universities and schools on women's rowing projects (IOC 7.4)
- 2.4 FISA National Competition Development Programme - Encourage all member NFs to stage national championships for women (IOC 3.2/7.6)
- 2.5 FISA World Championships, YOG/OG qualification and Continental events Development Programme - Encourage all member NFs to participate in FISA World Championships, YOG/OG qualification and Continental events with women's and Men's crews (IOC 3.6 / 7.6.)
- 2.6 FISA Women's Sweep Participation Programme - Encourage member NFs to promote Women's Sweep Participation
- 2.7 FISA Women's Development Conference - Promote a Women's development Conference with the aim of sharing best practices and building a network that may have a positive influence on women's rowing development across all Continents

##### Objective 3 - Better Rowing - Improve the quality of rowing and coaching for women (Institutionalize equity requirements in FISA's funding criteria)

- 3.1 FISA New Opportunity Programme for Female Athletes/Coaches - Increase number of training camps for women rowers and coaches (IOC 7.4/7.5/7.6)
- 3.2 FISA Women's Coaches Development Programme<sup>i</sup> - Increase number and gender equity in courses for coaches (IOC 7.4 and 7.6)
- 3.3 FISA Women's Athletes/Coaches Event Participation Programme - Increase number of programmes for female athletes/coaches to participate at World Championships (IOC 3.7/3.8)
- 3.4 FISA Support Programme for Women Umpires<sup>ii</sup> - Increase FISA support programme for female umpires regarding training and participation in international events
- 3.5 FISA Support Programme for Elite Women Rowers<sup>iii</sup> - Increase FISA support Programmes for female elite rowers
- 3.6 FISA Women Leaders Programme - Supporting women managers/board members from member NFs to experience events, training camps and IOC courses for Olympic Education to foster their future involvement with the NOC. To inspire member NFs to increase gender equity in boards and reduce the current gap between FISA and its member NFs (IOC 5.4)

**Goal II – Promote Rowing****Objective 1 – Promote the participation of more former female rowers in national and international rowing at all roles and levels**

- 1.1 FISA Whatsnext2rowing - Develop a network of ambitious former women athletes who aspire to a career in the world of rowing (in all roles and levels at national/international level)

**Objective 2 - Equal Visibility within FISA**

- 2.1 FISA Equal Visibility Project (IOC 7.6) - Create new visibility opportunities for men and women at all roles and levels.
- 2.2 FISA Equal Photography Coverage Project (IOC 7.6) - Equal Photography Coverage Project for FISA Events and Olympic Games
- 2.3 FISA Equal TV Coverage Project for FISA Events and Olympic Games (IOC 7.6)
- 2.4 FISA Equal Photo Initiative (IOC 7.6) - Promote and share images/videos/news articles of women in Rowing

**Goal III – Present Rowing****Objective 1 - Equal Events**

- 1.1 Gender Balanced FISA Events Project (IOC 7.6) - Plan future FISA World Championships for equal Event participation

**Objective 2 – FISA’s Events equality legacy (IOC 7.6)**

- 2.1 Gender Balanced FISA Legacy for Host Countries (IOC 7.6) - Implement FISA Event legacy in host NFs to promote Rowing Festivals for girls, coaching and umpiring courses for women alongside the FISA events (World Championships, World Cups, Olympic Games Qualification Regattas and Youth Olympic Games Qualification Regattas)

**Goal IV – Govern & Financing Rowing****Objective 1 - Promote Good Governance**

- 1.1 FISA’s Assistance Programme - Define Pathways to help targeted NFs to apply and benefit from FISA help
- 1.2 FISA Annual Survey to collect data and evaluate progress
- 1.3 FISA Fundraising Plan – Develop a Fundraising Plan and FISA Mini-Projects
- 1.4 FISA Equal Congress Participation Project – Move towards 2 delegates (1 man/ 1 woman) at FISA Congresses

**Objective 2 – FISA Knowledge Transfer – United Rowing**

- 2.1 United World Rowing Project - Share best practice case studies on women’s rowing within World Rowing
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## **Coastal Rowing Development Strategy – Overview (DRAFT at 110814) Goals and Objectives**

**Background:** Coastal rowing is the opportunity to bring our sport to those who live near the sea. There are many nations that may only experience rowing through Coastal Rowing.

### **Goal 1: Develop Coastal Rowing**

**Objective 1: Development** - Develop Coastal Rowing as a means to reach countries / communities that are near the sea or are not currently engaged in “Olympic-style” rowing.

**Objective 2: Participation** - Develop a regatta and games programme around Coastal Championships, Beach Games and other Games that will encourage and allow for more nations to participate in competitive rowing.

**Objective 3: Quality** – Continue to improve the number of training camps, coaching courses and instructional materials for Coastal Rowing

**Objective 4: Institutions** – Create projects to best suit the possible participants in Coastal Rowing.

### **Goal 2: Promote Coastal Rowing**

**Objective 1:** Create a unique brand around Coastal Rowing that appeals to new alternative audiences combining the thrills and skills of rowing on the sea. (see below).

**Objective 2:** Increase media interest and coverage of coastal rowing through existing and non-used channels.

**Objective 3:** Use coastal rowing to attract non-traditional FISA sponsors and support national, regional and continental activities.

**Objective 4:** Communicate to the Coastal Rowing community using all media platforms with unique content.

### **Goal 3: Present Coastal Rowing**

**Objective 1:** Create a scaled format of competition that will adapt to the local circumstances, the environment and culture.

**Objective 2:** Provide attractive facilities at Coastal events for spectators, media, TV and sponsors.

**Objective 3:** Create competition pathways via national, regional, continental and world championships and games that are linked with development and promotion strategies.

### **Goal 4: Govern & Administer Coastal Rowing**

**Objective 1:** Use Coastal Rowing is a means to help address social challenges in communities near the sea, specifically island communities that are facing challenges.

**Objective 2:** Provide tools or a tool kit to facilitate the implementation of new coastal rowing federations and projects.

**Objective 3:** Manage a Coastal Rowing Strategy that is integral and enhances the growth of rowing worldwide.

**Objective 4:** Apply new rules and format that are easy to understand and that engage the teams.

**Objective 5:** Find new funding resources to create more grassroots rowing projects for coastal rowing.

## **Goal 5: Protect Where We Row through Coastal Rowing**

**Objective 1:** Clean up water and beaches where coastal rowing is practiced as part of an overall programme for social integration and activation of local maritime/port/beach communities.

**Objective 2:** Distribute clean water message within coastal communities and associate the coastal rowing programme directly with environment protection.

**Objective 3:** Work with national bodies to design clean water campaigns that link to learn to row activities.