

FISA's Strategic Plan – Overview

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”

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

First–	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.

Summary of Strategies

Goal I – Develop the Sport

- Objective 1: Universality - Increase the number of rowing countries
- Objective 2: Equality - Ensure equality is integrated in all development activities
- Objective 3: Participation - Increase the sustainable participation of member national federations in leading events
- Objective 3: Quality - Improve the quality of rowing and coaching worldwide
- Objective 4: Opportunities - Increase the number of rowing opportunities through clubs, schools, universities and other entities
- Objective 5: Integration - 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 – Strengthen traditional television and expand video streaming
- Objective 4: Communications – Integrate Communications on all Platforms and Channels
- Objective 5: Communities Strategy - Develop and expand Social Networking Media through "Communities"

Goal III – Presentation of the Sport at Events

- Objective 1: Appropriate Facilities - Provide appropriate and accessible "sport" facilities and services at World Rowing events
- Objective 2: Attractive Facilities - Provide attractive facilities and services for spectators, media, TV and partners
- Objective 3: Efficient Facilities - Assist in the creation of efficient, effective and sustainable new venues and renovate existing facilities to ensure legacy
- Objective 4: Knowledge Transfer - Expand knowledge transfer for staging events and develop strong organising committees

Goal IV – Govern and Administer the Sport

- Objective 1: Transparency - Govern with Clarity and Transparency, consistent with the established vision and strategic plan for the sport
- Objective 2: Efficient Management - Manage Effectively and Efficiently
- Objective 3: Member Services - Establish and Implement a structure for membership services and knowledge transfer
- Objective 4: Consistency - Consistently Apply and Regularly Assess the Statutes and Rules
- Objective 5: Resources - Secure resources without compromising values and effectively expend the Funds

Goal V – Protect the Environment through Sport

- Objective 1: Events - Stage events using leading Environmental and Sustainability standards, policies and practices
- Objective 2: Educate - Engage and Educate the world's rowing audience in the Clean Water mission
- Objective 3: Activities - Increase activities of our member NFs and Clubs in the Environmental Protection and Clean Water mission
- Objective 4: Initiatives - Connect Stakeholders of FISA and WWF through rowing's Environmental Initiatives

Goal I – Develop the Sport – Overview

Objectives and Projects

Preamble: In any development of the sport, ensure the commitment to universality, sustainability and gender equity

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
- 1.6 Utilize event bidding opportunities to develop places to train and compete
- 1.7 Ensure the development of rowing in all its forms is undertaken in a sustainable way

Objective 2: Equality: Ensure equality is integrated in all development activities

- 2.1 Fully integrate the principle of equality between men and women
- 2.2 Create specific strategies to further develop women's rowing
- 2.3 Commit to 50/50 in events and quota for men and women

Objective 3: Participation: Increase the sustainable participation of member national federations in leading events

- 3.1 Encourage all NFs to stage national championships for men and women
- 3.2 Encourage all NFs to participate in continental championships with men and women
- 3.3 Encourage all NFs to participate in World Junior Championships with men and women
- 3.4 Encourage all NFs to participate in World Championships with men and women
- 3.5 Encourage all NFs to participate in qualification for the Olympic and Paralympic Games with men and women
- 3.6 Shape the YOG to emphasize, prioritize and complement the FISA development objectives

Objective 4: Quality: Improve the quality of rowing and coaching worldwide

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

Objective 5: Opportunities: Increase the number of rowing opportunities through clubs, schools, universities and other entities

- 5.1 Create specific projects to assist NFs to develop rowing among these specific groups
- 5.2 Create materials specific for coaches of these groups
- 5.3 Create materials specific for leaders of these types of groups
- 5.4 Stage events specific to these groups of rowers
- 5.5 Exploit the opportunities for developing university rowing through the FISU partnership

Objective 6: Integration: Integrate and Expand all forms of rowing

- 6.1 Create specific strategies to develop Para Rowing to conform with the IPC
- 6.2 Create specific strategies to develop Coastal Rowing
- 6.3 Create specific strategies to develop Indoor Rowing
- 6.4 Create specific strategies to develop City Sprints Rowing
- 6.5 Create specific strategies to develop Recreational Rowing
- 6.6 Create manuals for development and staging events for all of the above

Goal II – Promotion of the Sport – Overview

Objectives and Projects

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

- 1.8 Use a combined and coordinated approach for marketing and communications
- 1.9 Communicate the values in all activities: TV images, photos, commentary and written text
- 1.10 Communicate with all communities of rowers and fans around the world
- 1.11 Communicate with all these communities on all channels including their preferred channels.
- 1.12 While prioritising the core elements of the sport, introduce less-emphasised elements which will interest new audiences
- 1.13 Promote rowing “365 days a year”
- 1.14 Ensure that new venues are well located and emphasize the heritage for the for the local population
- 1.15 Promote sustainable courses to strengthen the image of Rowing as a green sport

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
- 2.6 Engage with Olympic sponsors early in the bid process for a rowing specific long term sponsorship

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.
- 3.6 Ensure that Rowing is placed prominently in the new Olympic channel

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: Communities Strategy: 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
- 5.6 Highlight our IOC members' activities in developing rowing through the website and social media
- 5.7 Use current rowers in international organisations to promote the appointment/ election of rowers into leadership positions

Goal III – Presentation of the Sport at Events – Overview

Objectives and Projects

Objective 1: Appropriate Facilities - Provide appropriate and accessible “sport” facilities and services at World Rowing Events

- 1.1 Events: World Championships (Senior, U23, Junior), Multisport Games (Olympics, Paralympic, Youth Olympics), Continental Events (Continental & Regional Games, Continental Championships, Regional Championships).
 - i. Water – Fairness and Use of Space
 - ii. Boat area
 - iii. Changing rooms /showers
 - iv. Viewing areas
 - v. Transport
 - vi. Accommodation
 - vii. Areas for interaction among athletes to “strengthen the bonds”

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

- 2.1 Quality of facilities
- 2.2 Excellent logistics (quality of hotels, transport etc.)
- 2.3 Side events
- 2.4 Spectator experience – beyond grandstands
- 2.5 Partner hospitality areas
- 2.6 Local language orientated

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

- 3.1 Multifunctional facilities for many human-powered sports
- 3.2 Sustainable and accessible
- 3.3 Attractive for daily use as a community facility as well as a sports venue – create a city park
- 3.4 Consider a system for rating the venues

Objective 4: Knowledge Transfer - Expand knowledge transfer for staging events and developing strong organising committees

- 4.1 Masters regattas
- 4.2 University regattas
- 4.3 Continental events
- 4.4 National Championships
- 4.5 Strong local and international regattas
- 4.6 City Sprint events in city centres
- 4.7 Coastal regattas
- 4.8 Indoor rowing regattas

Goal IV – Govern and Administer the Sport – Overview

Objectives and Projects

Objective 1: Transparency - 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
- 1.5 Meetings with national federation leadership
- 1.6 Division of duties between Council and Executive Committee

Objective 2: Efficient Management - 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
- 2.5 Transparency of allocated budgets
- 2.6 Staff contact persons for each Commission

Objective 3: Consistency - 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 and Conferences
- 3.4 Umpiring Education and Licensing
- 3.5 Athlete Career planning and services
- 3.6 Maintain a knowledge database
- 3.7 Provide ease of access to knowledge database via website

Objective 4: Consistency - 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: Resources - 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 control procedures
- 5.5 Publish Annual Audited Financial Accounts

Goal V – Protect the Environment through Sport – Overview

Objectives and Projects

Objective 1: Events - Stage Events using leading Environmental and Sustainability Standards, 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: Education - Engage and Educate the world’s rowing audience in the Environmental and sustainability 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: Activities - Increase activities of our member NFs and Clubs in Environmental Protection and Clean Water mission

- 3.1 Identify Clean Water Ambassadors among rowers in all member 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: Initiatives - 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.