Hanlan Boat Club
Strategic Plan 2016 to 2020

November 2016

Introduction

Over the last several years, facilities and equipment challenges have increased pressure on Hanlan Boat Club's operations.

Today's leadership believes that facilities and equipment challenges are symptoms of larger issues. In order to fully address these challenges, the Club is taking a step back and conducting an in-depth review of its strategies, structure, governance and operations.

Since its beginnings in the 1970s, Hanlan has grown into a vibrant organization supported by its members.

This review is meant to build on that energy and commitment, and to establish an organization with a stronger identity, more robust governance, more efficient operations, greater fundraising and human resources capacity, increased value to its members and the wider community, and fiscal and program sustainability.

To date, a volunteer committee has consulted with members and completed a number of tasks, including:

- Gathering critical baseline information on facilities and equipment,
- Noting data gaps,
- Improving financial accounting methods and documentation,
- Drafting an updated Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis,
- Drafting new vision and mission statements, and
- Leading a strategy session involving 45 members in April 2016 to:
    - develop a shared understanding of the current state of Hanlan Boat Club,
    - contribute to the development of a shared long term vision for the Club,
    - identify priority strategic objectives that should guide the Club over the next 5 years, and
    - identify keys to successful achievement of the vision and high-level strategic objectives

Further work is ongoing and will continue as this process moves ahead including developing a more robust governance framework and processes, drafting new governance documents, establishing a sustainable set of committees and continuing membership consultation.

Our Vision

Hanlan Boat Club is known for quality and inclusivity in rowing

Our Mission

To provide a range of opportunities that enable Torontonians to pursue rowing at all levels

To support our mission we strive to:

- Foster and celebrate great rowing and sportsmanship among Hanlan members, through expert coaching at all age and ability levels and at all transition periods
- Demonstrate strong club leadership, efficient administration and sound business principles
- Provide a fun, inclusive, respectful and ethical sporting environment
- Be a responsible community and municipal leader and partner
- Be an active contributor of athletes, coaches, officials and builders to the national and global rowing communities by maintaining memberships with Rowing Canada and ROWONTARIO, complying with recognized standards, and by voluntary and athletic participation in local, national and international competition.

Our Values

- Inclusivity and club unity
- Dedication through self-improvement and hard work
- Rowing excellence
- Competitive spirit and teamwork
- Responsible corporate citizenship and leadership
- Community service

Hanlan Boat Club Strategic Objectives 2016 to 2020

Through member consultation and analysis we have identified the following strategic objectives to guide our work forward over the next 5 years:

Each of these objectives is further described on the following pages including:

- **Desired Outcomes by 2020**: our aspirations for how the Club will be different by 2020
- **Potential Metrics**: how we might measure our success
- **High-level Strategies**: how we will move forward to address the objectives
- **Primary Responsibilities**: who is accountable for developing the strategies
- **Timing**: our initial sense of what needs to be done in the short term vs. the longer term.

Where appropriate or possible we have also highlighted:

- **Ballpark Investments**: incremental costs which may be required
- **Key Requirements for Success**: critical dependencies and support needed to achieve the objective

Strategic Objective	Improve Programs and the Member Experience

Desired Outcomes by 2020	Hanlan's three core programs thrive: • Competitive (Masters, Senior, Junior) consistently produce podium performances at national/provincial championships, and club is represented on national and provincial team rosters • Recreational/Coastal membership is vibrant at home, and a key player in Ontario touring • Learn To Row (LTR) participants, including our lease-mandated summer camp participants, continue to have a safe and enjoyable introduction to rowing; with some graduates successfully moving on to other Hanlan programs • Hanlan successfully manages member transitions between these programs • Hanlan continues to provide enjoyable intra-club activities and events

Potential Metrics	• Membership increase in all categories, or at least steady • Strong membership retention and satisfaction • Number of podium performances at national/provincial regattas • Hanlan members/alumni on national and provincial teams • Conversion rate – percent of LTR who transition to other Hanlan programs • LTR participant satisfaction - exit survey

High-Level Strategies	Primary Responsibilities	Timing (in months)
1. Secure/sustain high-quality leadership (Coach/Instructor/Coordinator) through; • Judicious selection, development and oversight of personnel • Fair and timely compensation • Clear definition of responsibilities through contract/agreement with club • Club-funded access to education and development opportunities (coaches conference, NCCP training, coach mentoring, first aid, training camps)	Executive Committee	Ongoing
2. Conduct ongoing surveys of incoming, current and exiting members, including in-season feedback	Board Committee	Ongoing
3. Provide regular member communications	Board and Communications Lead	Ongoing

Ballpark Investments	• Currently (in 2016) about 50% of operating budget goes to personnel expenses. Incremental human resource investments will be needed to support programs and growth (cost to be determined)
Key Requirements for Success	• Collaboration with tenant clubs • Support from club volunteers to ensure coaches/instructors can devote more time to athlete development/experience and less to administrative tasks

Strategic Objective	Enhance our Equipment

Desired Outcomes by 2020	• At least one new boat added each year, and at least 20 seats over the next 4 years • The condition and capacity of Competitive, Recreational and LTR program equipment are all considered when deciding priorities • Hanlan to own all the boats it uses, or have usage agreements in place with others • Unused boats: yearly decisions made whether these are to be repaired or removed

Potential Metrics	• Hanlan-owned seats available in 2016 =73 (18 coastal/rec + 55 regular boats) [we should net increase each year] • Seats owned by others which Hanlan uses in 2016 = 40 (8 OAR + 10 JCM + 4 RCA + 18 UTRC) [we should decrease each year, by transferring ownership or having usage agreement] • Percentage of Hanlan seats considered "low/no use" = 32% (24 of 73) [should decrease each year by using, or disposing] • Percentage of Hanlan seats 16+ years = 41% (30 of 73) Percentage of Hanlan seats 12-15 years = 34% (25 of 73) [should decrease each year by adding newer boats and disposing of old boats that are not being used]

High-Level Strategies	Primary Responsibilities	Timing (in months)
1. Program leaders to identify their wish lists for coming year (purchase, repair, dispose)	Program leaders with Club Captain	October
2. Executive to identify priorities for the coming year	Executive Committee	November
3. Budget confirmed	Executive Committee	November
4. Procurement and disposal processes take place	As designated by Executive Committee	November (disposal), Post-budget (procurement)

Ballpark Investments	• $100,000 over four years • $5,000/year for repair/maintenance
Key Requirements for Success	• Sufficient time to procure before start of season. • Every program gets a turn being considered first • Other clubs for equipment rental

Strategic Objective	Develop our Facilities

Desired Outcomes by 2020	• New structure replaces existing Quonset huts and racks by 2018 • Sufficient coverage for all rowing equipment on site, with room for growth • Tenant agreements with Upper Canada College (UCC), Havergal College (HC) and University of Toronto Rowing Club (UTRC) for designated space

Potential Metrics	• Percentage of rigged boats stored under a roof rises to 100% from current 69% (measured in linear feet)

High-Level Strategies	Primary Responsibilities	Timing (in months)
1. Determine working assumptions for facility dimensions	Facilities Cttee	Fall 2016
2. Obtain detailed quotations from pre-fabricated building suppliers	Facilities Cttee	Fall 2016
3. Obtain regulatory/permitting details and clearances	Facilities Cttee	Winter 2017
4. Confirm capital financing process	Facilities/Exec	Winter 2017
5. Select supplier and begin detailed design work, and obtain permits	Executive Facilities Cttee	Before construction
6. Keep members apprised of facility plans and decisions	Executive	Ongoing
7. Negotiate tenancy agreements with UCC, Havergal and UTRC	Executive	?
8. Complete construction	Supplier, with support from Facilities Cttee	Complete By Winter 2018

Ballpark Investments	• Up to $500,000 (including labour, materials, permits and professional services)
Key Requirements for Success	• Understanding of regulatory pathways and obstacles • Communication with members and tenant clubs, City of Toronto, Waterfront Toronto • Management of costs and containment of ambitions for the new facility

Strategic Objective	Build Strategic Relationships with our Partners and Community

Desired Outcomes by 2020	• Recognized as an effective contributor to the Toronto waterfront community and to the rowing community at large

Potential Metrics	• Number of events and organizations that Hanlan participates in • Number of individuals introduced to rowing

High-Level Strategies	Primary Responsibilities	Timing (in months)
1. Develop and sustain programs that introduce rowing to a broad range of people	Program Leaders	Ongoing
2. Following completion of facility enhancement, conduct a targeted marketing/promotion program	Communications Lead	2018+

Ballpark Investments	• Small investment in marketing
Key Requirements for Success	• Facility and equipment enhancements are key to our ability to accommodate community programs effectively

Strategic Objective	Improve our Governance and Sustainability

Desired Outcomes by 2020	• Renewed governance structure and by-laws • Succession plans in place for all volunteer roles • More volunteers engaged • Effective administrative and data systems • Long term financial plan in place which supports a sustainable business model

Potential Metrics	• Number of volunteers engaged (and percentage of members who are volunteering) • % of revenue from other sources (beyond membership fees)

High-Level Strategies	Primary Responsibilities	Timing (in months)
1. Review and refine Hanlan's governance structure and supporting policies to ensure effective decision-making, oversight of resources and stewardship of the Club's future	Governance Task Force	Fall 2016 – Winter 2017
2. Update By-Law No. 1 to reflect any desired changes in governance structure and policies and to ensure compliance with the new Ontario Not-for-Profit Corporations Act (not yet finalized or proclaimed)	Governance Task Force (with legal support)	Spring 2017
3. Enhance the Club's approach to volunteer recruitment, development and recognition	Executive Committee	Winter 2017 and ongoing
4. Develop a Board/volunteer succession plan	Executive Committee	Spring 2017
5. Explore ways to enhance support for and improve the Club's administration (including routine administrative tasks, database maintenance etc.)	Executive Committee	Winter 2017
6. Develop a long term financial plan that supports achievement of the objectives of this plan and ensures a sustainable business model (including ongoing and projected operating and capital costs). To include design of optimal fee structures and further exploration of alternative revenue sources	Board Committee or Finance Committee?	Winter 2017

Ballpark Investments	• Fees for legal services to update By-law (to be determined)
Key Requirements for Success	• Committed volunteers and access to appropriate expertise (volunteer and staff)

APPROACH TO IMPLEMENTATION & MONITORING

The true test of our planning will be the results. Once refined and approved, these directions will come to life through implementation planning and our ongoing budgeting process. We will monitor the changing environment annually, and adjust our strategies as necessary. Each year we will identify key priorities and implement specific strategies to move forward to achieve our objectives. We will continue to measure our progress and report to our members on key performance indicators through an annual Report to our Members. We will also continue to listen to our community through both formal and informal consultation. We look forward to your ongoing insights and ideas as we move ahead.

Appendix

HANLAN BOAT CLUB

RESULTS OF STRATEGY SESSION

APRIL 3, 2016

On Sunday April 3, 2016 a total of 45 members of Hanlan Boat Club participated in a strategy session.

The **objectives** of the strategy session were to:

- To develop a shared understanding of the current state of Hanlan Boat Club
- To contribute to the development of a shared long term vision for the Club
- To identify priority strategic objectives that should guide the Club over the next 5 years
- To identify keys to successful achievement of the vision and high-level strategic objectives

The agenda for the session covered:

- Past: Nick Matthews outlined the evolution of the Club
- Present: Patrick Okens highlighted the current state of the club
- Future: Susan Wright shared some information about future facility options for the club.

The presentation materials and the list of participants are available as separate attachments. There were a number of breakout group discussions throughout the session. This report summarizes the results of the discussions.

SWOT (STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS) ANALYSIS

Small groups reviewed the SWOT analysis and made a number of suggested changes – see below in ***red italics:***

Strengths	Weaknesses
Culture: • Friendly atmosphere ***(within each group)*** • Unrestricted membership/***diversity*** • Engaged rowers of all ages and backgrounds participating in a broad range of programs • Contribution to the broader community • Member communications ***(also a weakness)*** **Economics:** • Good value for money • Low operating costs **Setting:** • Water conditions ***(but miss a lot of days)*** • Club location ***(proximity to downtown)*** • ***Parking*** ***Other:*** • ***Only club in Toronto which has the capacity to grow***	**Fleet/Facility** • Lack of space • Poor condition • Other facility-related issues: ***no sitting/meeting area, no running water or washing water*** • Quantity/quality of boats • ***Shortage and condition of equipment*** • ***Members don't take good care of equipment – lack of culture of care*** • ***Maintenance of portable toilets*** **Organizational structure** • Insufficient coaching: ***preferential and inconsistent*** • ***Coaching needs are clear – what positions are available?*** • Small number of volunteers • Lack of volunteer coordination – leads to lack of engagement **Revenue Base** • Limited • ***Lack of continued fundraising*** • ***Fee structure – do not charge enough for other tenants – fees for high schools*** • ***Lack of external sponsors*** ***Other:*** • ***Relationships with tenants – (imbalance, no communication)*** • ***Club growth – need to fix issues before we grow*** • ***Financial accountability – need more detailed financial data – group by group detail of profit and loss*** • ***Uncertainty about our future location*** • ***Sense of ownership among members*** • ***Lack of coordination of standardized safety training***

Opportunities	Threats
• New vision, mission and strategic plan leading to new revenue generation efforts • Increased membership engagement – ***add more social programs*** • ***Improve communication between members/schools/all programs*** • New/revised membership and boat storage fee structure • Potential for membership growth in growing downtown core and east end • Recruitment from other clubs ***(remove)*** • ***Marketing*** • Enhanced/new partnerships – ***make all partnerships open and contributing according to fleet/membership size*** • ***Cost-sharing/boat sharing/strategic partnerships*** • Program expansion (regattas, corporate, adaptive) • Lake Ontario Master Plan could provide for a new location • ***"Unrestricted" – but process of joining needs improvement – not timely enough, not enough manpower*** • ***Review LTR model – "8s" or "Touring/Sculling approach"?*** • ***Water cooler area with corkboard for gossip and chat, environmental corner*** •	• Nature of our tenancy (lease with City expires in 2025) • Growing competition with other municipal priorities • Volunteer burnout – potential inability to attract new volunteers • Economic uncertainty leading to potential sensitivity to costs of membership – ***if fees go up hurts diversity*** • Growing competition for scarce donor dollars • Soil quality/contamination – ***what is the issue? – can we partner with a Toronto-based environmental non-profit*** • Competitive pressures on water usage • ***Crumbling buildings*** • ***Schools leaving us?*** • ***Security issues*** • ***Bayside Part 2 – if another club opens up***

KEY STRATEGIC ISSUES

Groups were then asked to identify **the top 3 to 5 strategic issues facing Hanlan over the next 5 years.** The groups summarized the strategic issues (using 3 to 5 stickies per group) as follows. Numbers in parentheses represent the number of stickies per theme/issue:

- **Facilities (8)**

  - *Storage and space allocation*
  - *Overuse, poor condition*
  - *Overall condition of the boathouses*
  - *Facilities Plan/goal*
  - *Optimizing current facility*
  - *Facilities/fundraising – parents must help, fundraising*

- **Equipment (5)**

  - *Need equipment – fleet in decay*
  - *Better, more, unrestricted*
  - *No boats or broken boats*
  - *Lack of care for equipment*
  - *Plan and goals? How are we using our available resources?*

- **Coaching (5)**

  - *Preferential and inconsistent*
  - *Insufficient coaching*
  - *Coaching effective with continued increase in #s*
  - *Facilitated winter training (no train, no win, no new members)*
  - *Volunteers and coaching*

- **Finances (3)**

  - *Fee Structure (schools pay their share, level $ membership)*
  - *Review of partnership revenues (realted to club usage)*
  - *Fundraising capacity*

- **Management and Governance (3)**

  - *Stronger management*
  - *Governance of Hanlan needs to be better aligned with corporations (compliance to by-laws, financials, & accountability, non-exclusive and transparent)*
  - *Data (financial and membership, granularity)*

- **Communications (2)**

  - *Communication amongst all members and tenants*
  - *Timely updates, board meeting updates, when on water etc. coaching, scheduling, via website*

- **Volunteers (2)**

- *Untapped volunteer potential (need better more consistent communication)*
- *Volunteer coordination, volunteer burnout*

- **Location issues (2)**
  - *Uncertainty regarding location affects future planning*
  - *Location constraints (water usage, soil, building space)*

- **Other (single mentions):**
  - *Community-building (mix the groups – e.g. Sunday mixed row once a month)*
  - *Lack of drinkable water (everyday training)*
  - *Safety (boats, procedures)*
  - *Do we want to grow? If so, where?*
  - *Define priorities*

FUTURE

VISION

The groups were asked to imagine Hanlan 10 or more years from now and answer the question: ***What is the desired "end state" we should aspire to create?***

Key phrases suggested are listed below.

Group 1:

- An established/permanent presence on the Toronto waterfront
- A club offering diverse programs
- A club known for high quality of programs

Group 2:

- Space – training area, social area, locker room, running water, space to recognize/showcase our legacy and accomplishment

- Equipment – waitlist for members to buy club boats
- Facilitate national athletes when they stopover in Toronto en-route to Europe

Group 3:

- Rowing excellence/perfection
- An integrated/equitable club/community

Group 4:

- Single purpose simple rowing club
- Cohesive community among all tenants
- Sustainable leadership and structure (governance, data, equipment)
- Some people think the club should be smaller, some prefer larger or status quo

Group 5:

- Having right equipment (boats for all!)
- Secure place for equipment (space for all!)
- Change rooms/washrooms/maintenance/water supply

Group 6:

- The high performance centre
- Reputable, accessible and welcoming
- Have the largest recreational membership in Ontario (known, reputable, growth)

Group 7:

- New facilities in “permanent” location
- Manage growth to maintain spirit and vitality

- Excellence without sacrificing inclusiveness

Groups were also asked to summarize *what should be the same and what should be different* in the future. All points made are included below. These have been grouped into theme areas:

What should be the same?	What should be different?
• *Diversity* • *Mutual respect amongst the members – maintain culture* • *Community effort – to/from races, camaraderie* • *Community – friendliness, diversity* • *All the existing groups in harmony* • *Transitional program* • *Excellent rowing experience* • *Location* • *Water (access)* • *Willingness to try new things* • *Growth*	• *Facility* • *Facilities – full functioning* • *Newer shells* • *A club – facilities that constitute a club – bar, toilets, change rooms, work out space, tank …* • *Designated spaces for stuff* • *Facilities* • *All rowers are members not just attending a program* • *Family memberships* • *Active recruitment of rowers* • *Publicity/advertising/ communication* • *Communications* • *More coaching* • *More coaching/coaching development* • *Partnerships* • *Getting into relationship with surrounding community/organizations* • *Business model* • *Tenant terms/conditions* • *Build leadership pipeline* • *Better reporting/analyses/data and location* • *Get rid of the cormorants*

What should be the same?	What should be different?

PRIORITY STRATEGIC

OBJECTIVES

To ensure that each individual present had a voice, each person was asked to summarize on stickies their views on the question:

From your perspective, what 3 strategic objectives should guide our work over the next 5 years?

The response were collated and the priority strategic objectives are identified below (numbers in parentheses refer to frequency of mention):

Suggested Priority Strategic Objectives
1. Improve the facilities (28)
2. Get more and better equipment (19)
3. Enhance governance and organization (10)
4. Build community and culture (10)
5. Review/enhance revenue base (fundraising, fee structure) (10)
6. Enhance coaching (9)
7. Further enhance programs (7)
8. Develop a membership growth and retention strategy (6)
9. Improve communications (4)
10. Expand the volunteer base (3)
11. Enhance outreach and external recognition (3)
Other (6)

PERSPECTIVES ON FUTURE

FACILITY OPTIONS

After three facility options were described, the groups identified the following pros and cons of each option:

	Option 1: Patch Things Up as We Go	Option 2: Modest New Facility on Current Site	Option 3A: Stage 1 of Enhanced Facility
Pros	• Cheapest • More money can go to equipment • Less disruption • Doable/easy • Smallest gamble	• Cheapish • More cost-effective • More and better storage • Better organization • Shortest time • Greater room for growth faster • Clean look – attract new members • Will last many years	• Nice look and design • Cool, pretty, prestige, aesthetics • Expandable • Storage/growth • Potential for greatest growth long term • Potential for full-year facility • None!
Cons	• No increase in storage (already inadequate and unmanageable) • Not sustainable – it will get worse • No growth • Damage to equipment • Potential liability • Safety hazard • Lack of running water	• Significantly short on $ • Inequitable cost sharing • Still lack running water • No opportunity for further expansion • Gamble in terms of lease • Almost a fake patch-up(?) • Won't look nice – just functional • Waste of money if we move and build new boathouse • No room for outdoors operation • Compromising on vision	• Expensive • May reach capacity faster than #2 • Still lack running water • Time – long term – need something sooner • Biggest gamble in terms of lease

Other comments made during open discussion:

- May be able to get Infrastructure Ontario funding
- Need to explore alternative servicing (sewer and water) options
- Need to consult with tenants to understand their needs and wants
- Critical to clarify long term location

RESULTS OF

STRAW POLL

At the end of the session we did an electronic poll to gauge the views on the options. A total of 33 people cast votes - both electronically and manually submitted votes.

Key conclusions:

- Support for action (status quo is not acceptable)
- Modest new facility on current site is the preferred option

Knowing what you know now, which option is NOT a good choice for Hanlan to pursue?		
Option	Number	Percent
Option 1: Patch things up as we go	17	**52%**
Option 2: Modest new facility on current site	2	6%
Option 3A: Stage 1 of an enhanced facility	14	**42%**
Total	33	100%

Knowing what you know now, which option is the BEST choice for Hanlan to pursue?		
Option	Number	Percent
Option 1: Patch things up	4	12%

as we go		
Option 2: Modest new facility on current site	26	**79%**
Option 3A: Stage 1 of an enhanced facility	3	9%
Total	33	100%

NEXT STEPS

Members were advised that the results of the session would be reviewed in detail and the following steps would be pursued:

- Summarize results of this session and use them to draft a 5 year Strategic Framework for the Club
- Further explore the facility options
- Review our fee structures to align them with needs and future plans
- Modernize our governance (and Bylaws)
- Continue to enhance communications with our members
- Engage more members in supporting our goals