Constitution	What is the reason that caused the creation of the organization?
Bylaws	What is the source of the authority that allows us to act?
Vision	What do we want to achieve?
Mission	What are the broad goals that we will measure ourselves against?
Values	What is important to us on our journey?
Strategic Drivers	What route will we choose to achieve the vision?
Goals	What are the steps we will take on the journey to achieving the vision?
Policies	What are the limitations and parameters within which we will act?
Procedures	What are the processes we use to complete tasks?
Reporting	How did we measure up in the achievement of the vision?

Vision:

To make Vancouver's False Creek the leading rowing community in Canada

Mission:

The False Creek Rowing Club develops opportunities to support personal and collective excellence in our rowing community.

Values:

The False Creek Rowing Club will embrace the TrueSport values in achieving the organization's mission:

Rising to the challenge
Fairness in competition and community
Respect in ourselves and others
Enjoyment in participation
Healthy living
Giving back to our community

Strategic Drivers:

We will measure ourselves against the following strategic drivers:

1. Providing rowing programs that support Rowing Canada Aviron's Long Term Athlete Development model from individual participation through to excellence.

2. Providing opportunities for youth, disadvantaged participants and adults in the community of rowing through participation as an athlete, coach, official or volunteer.

3. Creation of a healthy, well governed community based on the principles of: financial, organizational and environmental sustainability.

4. Participation in the rowing community at a municipal, provincial, national and international level.

Goals

We will achieve the following in the pursuit of our mission:

A. Operation of a youth participation program (high school rowing league for participants) (primarily strategic driver 1 & 2)

B. Operation of a youth member development program (youth rowing development) (primarily strategic driver 1 & 2)

C. Operation of a adaptive rowing program (participation and performance) (primarily strategic driver 1 & 2)

D. Creation of a development pathway to facilitate interested rowers, coaches and officials in participating at the highest levels of excellence (primarily strategic driver 1)

E. Operation of an adult member programming with a focus on community, health, participation in the community and achieving personal excellence goals (primarily strategic driver 1 & 2)

E. Promote sound financial and operational methodology to sustain and grow the organization (primarily strategic driver 3)

F. Promote development of our leaders (board, coaches, officials, volunteers and staff) in the areas covering their responsibilities (primarily strategic driver 3)

G. Promote a culture of care for the environment in which we operate (primarily strategic driver 3)

H. Clear and concise organizational relationships, practices processes and policies are documented and followed (primarily strategic driver 3)

I. Communication with the membership and participants is frequent, clear and appropriate to the relationship (primarily strategic driver 3)

J. Hosting events in False Creek for the benefit of our members and participants and the broader community (primarily strategic driver 4)

K. Participation in committees, taskforces, boards to promote rowing at a club, municipal, provincial, national and international level (primarily strategic driver 4)

- Then there are a number of subgoals to each of those goals. These will form the meat of the strategic plan, and define the scope of action for committees, task forces, coaches, staff and volunteers.

Policies

Then we have a Policy Manual that outlines the limitations (things we will not do to achieve our goals) and practical implications of the values and strategic drivers as to how we will go about achieving those goals.

Procedures

For the purposes of operational continuity, we will have published guidelines (where necessary) for our actions that allow us to repeat our successes, and avoid failures.

Reporting

Reporting to the board and to the membership is in terms of the achievement of Goals previously defined and conformance to Policies of the Board.