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A Vision for the Pioneer Valley Riverfront Club

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Envisioning a Prosperous Future for the Pioneer Valley Riverfront Club



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Executive Summary

The Regional Planning program at University of Massachusetts requires students who intend to acquire their Masters in Regional Planning to participate in a studio course during their second year. The course is described as, “A course integrating skills and knowledge from other courses and applying them to representative planning problems. The instructional goals of this studio are to develop the skills and techniques for collecting, analyzing, synthesizing and presenting of spatial and non-spatial data: as well as to develop a sense of judgment about the comprehensiveness and reliability of the data and its utility for planning decisions. Preparation of regional development models and plans based upon an interdisciplinary approach to the analysis and evaluation of regional problems and potentials. Plan development, public participation, and plan implementation.”¹ The course divides students in two sets. This set, comprised of six students, was tasked with a project for the Pioneer Valley Riverfront Club in Springfield, Massachusetts.

This project pairs the Pioneer Valley Riverfront Club with University of Massachusetts students interested in finding ways their planning knowledge can aid in the future growth of the rowing club. This project originated when Springfield’s Principal Planner, Scott Hanson, recommended to LiveWell Springfield, an organization that works in conjunction with the Pioneer Valley Riverfront Club. The recommendation tasked the department to conduct a project which would help the newly formed nonprofit rowing club write a visioning plan for the next five years. The Pioneer Valley Riverfront Club was historically an organization with a small budget and devoted following. Recently, the organization experienced an influx of revenue in the form of a public health grant. This new budget presents opportunities for organizational prosperity and sustainability. Dr. Darrel Ramsey-Musolf, the professor for the Studio course, connected with Scott Hanson and the executive director of PVRC, Jim Sotiropoulos; from many conversations and meetings, the scope of work for this project was developed.

How to read this report

The ultimate goal of this project is to provide technical assistance to PVRC, who is in the beginning stages of writing a five-year plan. In essence, this is a site specific Master Plan for a non-profit organization. The first section will introduce the reader to the history and existing conditions PVRC is experiencing. The following sections will each cover an issue that needs to be addressed. The problem and existing conditions will be identified and a solution will be offered to each problem, in the form of several recommendations. In areas where funding is applicable, potential funding opportunities will be listed. Each section also contains a timeline of what PVRC should do in the next 90 days, 1 year, 5 years, and if applicable, beyond.

¹ LARP Graduate Handbook, University of Massachusetts
http://www.umass.edu/larp/sites/default/files/MRP%20Handbook_2013.pdf

Abbreviations used throughout this report

<u>Abbreviation</u>	<u>Full phrase</u>
PVRC	Pioneer Valley Riverfront Club
CDC	Center for Disease Control
PVPC	Pioneer Valley Planning Commission
YMCA	Young Men's Christian Association
CTG	Community Transformation Grant
LEED ND	Leadership, Energy, and Environmental Design Neighborhood Development
ACCGS	Affiliated Chamber of Commerce of Greater Springfield

Mission

Pioneer Valley Riverfront Club is a 501(c)3 nonprofit which operates a recreational facility in the North End of Springfield with the mission to promote river-based sporting activities, to develop river access, and encourage recreation in the Greater Springfield metropolitan area. PVRC will serve as point of access to the river for human-powered craft, located within easy walking and bike-riding distance of downtown Springfield.

History

The Pioneer Valley Riverfront Club is a registered 501(c)(3) nonprofit organization serving the greater Springfield metropolitan area. Organized in 2007, the formation of the PVRC revolved around their mission dedicated to increasing accessibility to the riverfront and river-based activities, most notably rowing, for the community. Prior to incorporation as a nonprofit organization, the club existed as a YMCA of Springfield program. The program began in Springfield's Riverfront Park and moved to the Longmeadow Yacht Club. In 2007 the YMCA reevaluated their programming and decided to cut the rowing program.² Members who had participated in the rowing program decided to form their own rowing club, and were given all the rowing equipment the YMCA utilized.³

During PVRC's formative years, between 2007 and 2012, in Longmeadow, MA, they developed from a private club into a nascent organization prefaced on inclusivity, service to their community, and dedication to the sport of rowing. Their relocation to the city of Springfield placed them in the historic Bassett Boathouse, currently owned by the city and leased to the PVRC. The lease, predicated on their continuing service to the city, solidified their commitment to functioning as a nonprofit rowing organization.

² Jonathan Moss, PVRC President, interview by authors, Springfield, MA, 15 November 2013.

³ Jonathan Moss, PVRC President, interview by authors, Springfield, MA, 15 November 2013.

Current Organizational Structure

Founder, Executive Director, and Rowing Director

The organization retained one of their important founders, Jonathan Moss, as the current president. Jim Sotiropoulos, the current executive director, oversees the facility and operational well-being of the organization, including programming. Erin Sprong, the current rowing director, oversees all riverfront and rowing based activity. Coach Sprong has also served as executive director prior to the hiring of Mr. Sotiropoulos.

Board Profile

There is currently a nine member board of directors that is comprised of various rowing enthusiasts. Six out of the nine board members are rowers; the other three members are people who live in the North End community. Additionally, there are five employees dedicated to designing and implementing programming and administrative tasks at the organization's headquarters.

Current Members and Stakeholders

Currently, PVRC's programming encompasses a multitude of participants. Some are residents of the city who are scholarship recipients with the mission of introducing them to rowing. Others are rowing enthusiasts from the Springfield metropolitan area. Regional stakeholders include those already committed to rowing, as well as those unfamiliar with the sport.

Context and Setting

Pioneer Valley Riverfront club is in a central location to the Springfield community. It is directly in between Springfield and West Springfield. PVRC provides the only public access to the Connecticut River in the City of Springfield. The riverfront club abuts Route 20, or the North End Bridge that connects Springfield and West Springfield; this is helpful in achieving their goal to develop connections with the North End neighborhood and with West Springfield. The Pride gas station, a possible partner with the riverfront club, is just a few hundred feet northeast of the club and the bike path and Riverfront Park begins at the Riverfront Club. Route 91 is also very close; even though this highway segregates certain neighborhoods of the city, it can be viewed as a resource to provide easy access to connecting regions. Colleges, Universities, and schools surround PVRC as shown in our resource maps. Pioneer Valley Riverfront Club is surrounded by residential areas. Shown in the attached zoning and land use map, the majority of the residentially zoned areas in Springfield neighboring the riverfront club are zoned as single-family residential 5,000 - 14,999 sq. ft (see existing zoning and infrastructure map below). The single-family residential mostly consists of large houses converted into apartments along residential blocks. Other land uses around PVRC include industrial, commercial, recreation, and open space zones.

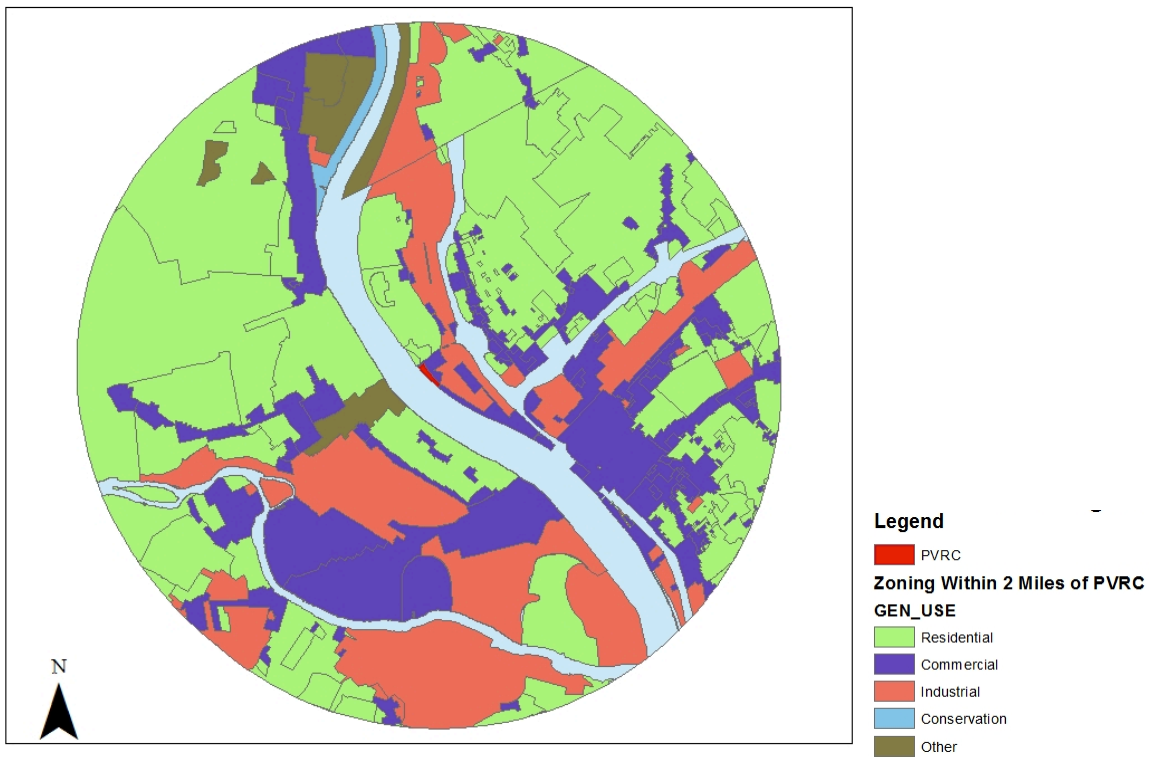
Demographics Within A One Mile Radius Of Pioneer Valley Riverfront Club

The total population in a one mile radius of Pioneer Valley Riverfront Club, according to 2010 Census Block information, is 28,543 people. According to 2012 ACS 1-year estimates, the median household income in the City of Springfield is \$31,356. This is significantly lower than the neighboring City of West Springfield which has a median household income of \$52,549. Chicopee, the municipality north of Springfield has a median household income of \$46,396. The median household income for the State of Massachusetts was \$65,339 and the national median household income is \$51,371. The racial composition of a mile radius of PVRC is on average 59% Hispanic (with certain blocks up to 86% Hispanic), 29% white (with certain blocks down to 1% white), 10% African American, and 2% Asian.

Comparative Demographic Information⁴

Region	Median Household Income
Springfield, Massachusetts	\$31,356
West Springfield, Massachusetts	\$52,549
Chicopee, Massachusetts	\$46,396
Massachusetts State	\$65,339
United States	\$51,371

Zoning Within 2 Miles of PVRC⁵



⁴ US Census Bureau, 2011 American Community Survey.

⁵ MassGIS

Existing Finances

Community Transformation Grant

In March of 2013, PVRC was awarded the Live Well Springfield Community Transformation Grant from the Center for Disease Control. Administered by the Pioneer Valley Planning Commission, the CTG grant, worth \$370,890, was dispersed with the mission of combating obesity. According to the CDC, the grant was designed to both increase the accessibility to healthy foods accessibility to recreational opportunities for residents within Springfield. Money was also dispersed to area organizations such as Develop Springfield, leading to an informal partnership with PVRC. Develop Springfield is a nonprofit organization working in the realm of community and economic development throughout the city. They, along with PVRC, are cited as organizations that will lead the facilitation of reaching the goals outlined in the Community Transformation Grant.

Existing Financial and Funding Structure

Accompanying the grant is both financial and in-kind support from donors. Companies, such as Mass Mutual, have assisted the PVRC in financing the construction of new docks and locker rooms. Other private sector players have donated space and consumer goods to the organization for event and development purposes. Moreover, the PVRC's well-being is contingent upon the continued volunteer service from impassioned rowing enthusiasts. Up until the grant was administered, the PVRC existed with an annual budget of \$40,000, according to founder Jonathan Moss. The grant exponentially increased this budget. The current FY 2013 budget, comprised of federal monies, is at an amount that the organization may not be able to maintain without further assistance. During our conversations with members and staff, future budget uncertainty is evident in terms of setting a future budget and the sources of this revenue.

The grant precipitated exponential growth in the organization, leading the PVRC in accomplishing its long-term goals within a short time frame. New staff was employed and the boathouse and adjacent facilities were renovated and upgraded. PVRC is in possession of a plan for sustainability authored by the founder and the board of directors. The intention of this project is to recommend steps the organization can take in order to create and implement fiscally beneficial steps that are aligned with the organization's mission and goals. While somewhat ambitious, the PVRC is uncertain if constant growth is suitable for them due to their size and limited resources. However, leaders of the organization have identified ambitions, such as site modifications and expanded partnerships that can lead to responsible revenue amounts and sustainability.

Sustenance from private donors, coupled with revenue from programming, is required for the PVRC to reach financial solvency. While there are multiple opportunities of low-interest financing, as well as grants, dedicated to real estate acquisition and renovation, as well as equipment and operational costs, revenue must exist to repay these incurred costs. We recommend that the PVRC expand its pool of donors, including members of the Board of Directors, in order to increase revenue. A sustainable PVRC will rely heavily on donors. To do

so, the organization must strategically fundraise and develop a plan to do so. Additionally, there are numerous financing opportunities that can complement donor revenue. We have outlined these financing opportunities in our recommendation and implementation section of this report.

Board of Directors: Structure and Recommendations

A competent and active board of directors is a vital asset to an organization. Traditionally, the board will be broadly tasked with the charge to oversee the governance and the leadership responsibilities of that organization.⁶ To achieve these overarching goals members of the board must work with one another and the staff of a non-profit to ensure the success of the mission and continuing vitality of the organization. At the micro level this requires these individuals to perform many various functions. Members must adeptly fundraise on behalf of the organization while strategically planning future development. Moreover, members take on the responsibility of ensuring compliance with bylaws, recruiting members, the retention and evaluation of staff, and positioning the organization for future success.⁷ Board members are truly the stewards of the organization.

Current Status of the Board

The Pioneer Valley Riverfront Club does have an established board of directors, which was formed by the incorporation of the organization in 2007.⁸ At the time of incorporation, PVRC wrote out their Bylaws and included an entire article, Article II, to outline the powers, policies, procedures, and functions of the Board of Directors.⁹

Article II of the bylaws begins by establishing that the Board of Directors is charged with the management and control of PVRC. The board has broad and sweeping powers that are limited only by the bylaws, the certificate of PVRC's incorporation, and Massachusetts law.¹⁰ The board must consist of between five and thirteen members. During a discussion of the board with Jonathan Moss it was made apparent that the board has not ever been at full capacity, which allows for some flexibility in the addition and removal of members.¹¹

Upon the founding of the organization and its incorporation the board was appointed by the incorporators and served as a whole until the first annual meeting.¹² The initially appointed board was split into thirds and the term of each third was set at one, two, or three years. This process allows for the staggering of the board terms and means that new members are appointed at each subsequent annual meeting.¹³ From that point on all members of the board, elected by a two-thirds vote of all directors in office, serve for a three-year term.¹⁴ The bylaws go further into board elections and resignations, allowing for some fluidity of the makeup of the board at any time. However, it is worthy of note that for actions outside of annual meetings there are notice and majority requirements to govern appointment and removal proceedings.

⁶ Robert D. Herman and David O. Renz, "Board Practices of Especially Effective and Less Effective Local Nonprofit Organizations," *American Review of Public Administration* 30, no. 2 (2000) 146.

⁷ Richard T. Ingram, *Ten Basic Responsibilities of Nonprofit Boards* (Washington, D.C.: Boardsource, 2009), 1-2.

⁸ Jonathan Moss, PVRC President, interview by authors, Springfield, MA, 15 November 2013.

⁹ *Bylaws of the Pioneer Valley Riverfront Club, Inc.*, on file with organization.

¹⁰ *Bylaws of the Pioneer Valley Riverfront Club, Inc.*, Article 2.1, on file with organization.

¹¹ Jonathan Moss, PVRC President, interview by authors, Springfield, MA, 15 November 2013.

¹² *Bylaws of the Pioneer Valley Riverfront Club, Inc.*, Article 2.3, on file with organization.

¹³ *Ibid.*

¹⁴ *Ibid.*

The regular business of the board requires regularly scheduled meetings to occur. The bylaws allow for this to happen and require three days notice and allow attendance by any means allowing for communication between members. Presumably, this allows for people to attend meetings in person or to utilize conference calling or other web-conference platforms. For the board to function and perform its duties, members will often require votes on matters concerning PVRC. The bylaws establish that actions by the board will require a quorum of their membership, being a quarter of the fixed number of directors at anytime.¹⁵

Presently, PVRC has a board consisting of nine members.¹⁶ The membership is primarily made up of avid rowers, ranging from founding members and lifelong rowers to individuals that are new to the sport and PVRC.¹⁷ However, recent additions to the board have spread beyond just the rowing community with the retention of individuals with other connections to PVRC, such as members of LiveWell Springfield, and other affiliated organizations.¹⁸ Currently, the board has three appointed officers, a President, Jonathan Moss, a Treasurer, Roger Jarosz, and a Secretary, Charlie Hines.¹⁹ There is also an allowance within the bylaws to permit the appointment of a Vice President, however, at time of writing there has not been an appointment made.²⁰ Finally, there is permission in the bylaws for the forming of subcommittees to the board of directors.²¹ Currently there is no subcommittees being utilized by PVRC, this issue will be addressed below in the recommendations section.

By conducting interviews with staff and members of the board our studio team has tried to get a feel for, and knowledge of, where the board is and where the board needs to be for PVRC to remain successful into the future. Our impressions are that the board is a valuable team of valuable people to PVRC. The board is robust in size with nine members, showing that there is a presumably large pool of people with an interest in volunteering their time and efforts to the success of the club. However, there is some concern over the involvement or availability of some members of the board and whether the expectations set for the board have been clear. Given these voiced and implied concerns, our studio team has produced a series of recommendations and timeline for their implementation that will allow the board to grow and thrive into the future. The overall recommendation for the board is structural in nature; however, within the structural changes there are methods to address other areas of interest.

¹⁵ *Bylaws of the Pioneer Valley Riverfront Club, Inc.*, Article 2.12-14, on file with organization.

¹⁶ “Board of Directors,” Pioneer Valley Riverfront Club, last accessed November 23, 2013, <http://www.pvrivierfront.org/board.html#!board-of-directors/cv2v>. Jonathan Moss, PVRC President, interview by authors, Springfield, MA, 15 November 2013.

¹⁷ “Board of Directors,” Pioneer Valley Riverfront Club, last accessed November 23, 2013, <http://www.pvrivierfront.org/board.html#!board-of-directors/cv2v>

¹⁸ *Ibid.*

¹⁹ *Ibid.*

²⁰ *Ibid. Bylaws of the Pioneer Valley Riverfront Club, Inc.*, Article 4.3, on file with organization.

²¹ *Bylaws of the Pioneer Valley Riverfront Club, Inc.*, Article III, on file with organization.

Recommendations Moving Forward

Formation of Subcommittees:

As mentioned above, the PVRC board of directors is enabled and empowered to form and organize subcommittees. Our understanding of the current board is that this option has not historically been utilized. Our recommendation is that this changes and that the board at PVRC establishes a set of subcommittees. Establishing subcommittees could be of benefit to PVRC because the scope and work of the board is broad and diverse. Allowing people to spend time working in subcommittees allows time to focus on narrow issues and utilize peoples skills and expertise where they are the most appropriate.²²

In establishing subcommittees, there are two principal types that can be utilized. Standing or Operating Subcommittees are formed with the intention that they will be utilized on a continuing basis. That is not to say that they never change slightly in focus but their primary objectives will remain the same throughout their existence.²³ The other primary type of subcommittee is an ad hoc committee. Typically an ad hoc committee is formed around one project, issue, or idea and once the focus of the committee has been finished or solved the committee will dissolve.

As PVRC investigates committee options, one pitfall to watch out for is the formation of too many committees. PVRC is an organization that is still finding its way in its new location, with its new executive director, and with many new partners and programs, it could be tempting to start many subcommittees. Doing so could cause burnout amongst members and confusion as to the goals of the committees.²⁴ Being mindful of limitations on size and required time commitment, below is a list of suggested committees.

With the current size and continued growth of PVRC, the studio team would recommend that any subcommittees include at least one, and at most two, board members. Furthermore, subcommittees should utilize other PVRC members and stakeholders beyond the current board. Utilizing individuals outside the current board will allow for more member buy in and commitment. More community member involvement could also uncover future volunteers and board members. Allowing this level of involvement will also promote a sense of ownership and pride in the organization.

As referenced above, some of these committee suggestions are offered to alleviate some existing challenges of the current board and organization.

²² Carter McNamara, "Typical Types of Board Committees," Authenticity Consulting, LLC, last accessed November 23, 2013, <http://managementhelp.org/boards/committees.htm#anchor486505>.

²³ Eileen Morgan Johnson, "Board Committee Structure," The Center For Association Leadership, last accessed November 23, 2013, <http://www.asaecenter.org/Resources/whitepaperdetail.cfm?ItemNumber=24191>.

²⁴ Morgan Johnson, "Board Committee Structure."

Standing Subcommittees Worthy of Investigation:

Rowing Committee:

Although a rowing committee is not a typical committee for a non-profit organization, it could be a vital asset to PVRC. As mentioned above, many members of the current board are rowers. In fact, many of the rowers on the board have been with the organization from its infancy. While these members have been an amazing asset to the organization, PVRC and its mission are beginning to transcend rowing. As such, the board may begin to shift in new directions, or members may no longer feel comfortable with the shifting role. In an effort to bring in a more diversified membership, the current board members should be utilized for their valuable institutional knowledge, as well as their rowing prowess.

A rowing subcommittee could be charged with the task of maintaining adequate rowing programming, coaching, and equipment evaluation. As mentioned earlier, this committee would maintain at least one member on the Board, presumably a chairman, so as to have the voice of the rowing membership heard during PVRC decision making discussions.

Executive Committee:

Most Boards of Directors will have an executive committee. The typical charge of this committee will be to oversee the actions of the Board and at times act on behalf of the board as needed between meetings.²⁵ Some organizations will form this subcommittee by placing all committee chairs and the president on this committee or having the group elected by the current board.²⁶

While an executive committee should be investigated, it may not be the right time for PVRC to implement one. The current structure of the board provides officers with detailed positions outlined in the bylaws, which may negate any utility from this type of committee. However, as members of the current board, including founders and longtime members, being to seek alternate positions within the organization an executive committee could be a means of promoting new leadership from within.

Governance Committee:

The typical governance committee is charged with the form of the board.²⁷ For PVRC we recommend a committee overseeing board recruitment, retention, orientation, and on-going assessment. With regards to the broader organization, a main function that must be executed is the recruitment and retention of board members. As has been alluded to previously, many members of the board are rowers that have been present since initial incorporation yet have

²⁵ McNamara, "Typical Types of Board Committees."

²⁶ Morgan Johnson, "Board Committee Structure."

²⁷ *Ibid.*

minimal nonprofit administration and/or business experience. Invaluable would be a focused group of board members attentive to the nuances of nonprofit development, specifically acting as a magnet for a revenue pool. This is not a suggestion to say that all board members who are rowers should be removed or forced into a rowing committee. Rather, it is a suggestion that there are other constituencies that should be represented by PVRC and as members terms come to a close there is an opportunity to shift the board. An exemplary board would consist of a diverse group of members, from local residents to higher-profile private sector leaders from the region. In this instance, we emphasize that slight alterations are required, not the complete dismantling of the board. Manifold with potential, this newfound diversity would reveal a board filled with a myriad of development experience who could offer solutions to the perceptual and financial barriers currently challenging the organization.

Actively recruiting candidates and properly vetting them are steps we instruct the Governance Committee to undertake within the next 90 days. In performing this function, the committee should routinely discern the benefits, beyond a passion for the sport, the proposed members bring to PVRC's status and development. The committee must investigate whether the proposed members have a willingness to contribute funds, as well as a conceptual pipeline to future donors and/or members.

Upon successfully implementing an approved board makeup, the governance committee would be responsible for routinely assessing the strengths and weaknesses of the board members. A self-reflective approach is critical to avoiding misguided action that could negatively alter the trajectory of PVRC. This focused group is imperative to PVRC meeting both short-term and long-term objectives.

Fundraising/Development Committee:

Along with a rowing subcommittee, we advise that a fundraising subcommittee is vital creation for PVRC moving forward. The charge to the fundraising subcommittee would be to oversee and establish a fundraising plan, solicit donations, connect with sources of support in the community, investigate grant opportunities and coordinate fundraisers.

PVRC has been overwhelmingly fortunate to receive grant funds from the CDC. While these funds have allowed for significant improvements in the quality of PVRC's programs and outreach, they are on a time constraint and soon be depleted. A fundraising subcommittee would be an organized and focused group of people who could assist in reaching a level of financial sustainability once the CDC funds are gone.

Public Relations and Marketing:

One of the issues identified throughout or research as a team has been an issue of getting the PVRC word out to the community. To properly do this a committee could be formed to function as public relations and marketing. Working with local media outlets, this group would focus efforts on disseminating news about upcoming events, PVRC partnerships, and programming.

Suggested Ad-Hoc Subcommittees:

Board Expectations Committee:

On an ad hoc basis, our studio team recommends a Board Expectation Committee. When meeting with current board members it became apparent that the board does not have a lucid vision of the future. Sitting on a non-profit board can be a time consuming and energy-consuming endeavor. To this end, it is important that when approached for membership, or considering an additional term, members are aware of the expectations of the board and the occasionally demanding nature of serving the organization. Furthermore, clear expectations provide a mechanism to evaluate board members' performance and overall quality of service.

Jonathan Moss provided our studio team with a current draft of the board member responsibilities, which he drafted earlier this year. The document, in its current form, is clear as to the broad duties required, but there is room for more specification in others. Specifically, this committee should investigate and establish fundraising requirements and term limits, if appropriate.

Fundraising is a vital part of any organization and PVRC is no different. Many non-profit boards operate on a model that each member will have a specified amount of funds to "give or get" each year.²⁸ Even beyond that some organizations will require that the board have a 100% donation record. That is that all members have donated some amount of money that they are able to.

Term limits is another issue to be investigated. While not an answer to all issues facing any board, there are times that organizations can become stale without bringing in new members. Establishing a term limit will allow long time members to ascend to leadership positions and allow for turnover in board members as well. Additionally, having all new board members on the same page and assenting to the expectations will allow for evaluation and, if necessary, action to remove members not fulfilling their obligations.

Self-Assessment Committee:

This suggestion is in correlation with the governance committee suggested above. PVRC's board should put a subcommittee together to do an initial self-assessment of the board. The purpose of this is to look at the current members, current expectations, and current bylaws of the board to evaluate how the board needs to change. Any investigation done by this committee should culminate with a report to the entire board about the places where the board can improve and how to implement that change. Furthermore, this committee could be utilized to make recommendations to the entire board on what standing subcommittees PVRC could begin to utilize.

²⁸ "Board Fundraising: Give or Get?" The Bridgespan Group, last accessed November 23, 2013, <http://www.bridgespan.org/getattachment/5bcf2015-5126-472d-99ac-e22b437c4477/Board-Fundraising-Give-or-Get.aspx>

Timeline of Implementation

90 Days:

- Contact outside expert on nonprofit administration and operations for guidance
- Form Self-Assessment ad hoc subcommittee to evaluate current board members and practices
- Form Board Expectations ad hoc subcommittee and establish a proposed set of expectations for the board

1 Year:

- Bring new board expectations to the entire board for approval and adoption
- Form rowing subcommittee
- Amend bylaws to establish outlines of standing subcommittees
- Begin to investigate new board members from outside the rowing community, such as parents of rowers, north end community residents or stakeholders, and other city stakeholders

3 Years and Beyond:

- Continued evaluation of then existing subcommittees

Founders Syndrome

As part of this studio project our team was guided to the idea of “founder’s syndrome” and asked to investigate if it had set in at PVRC. Performing research showed that the idea of founder’s syndrome has been studied and written about a fair amount but any one simple definition was lacking. The definition that seems the most articulate and applicable here was found in an article in *Nonprofit Quarterly*, a scholarly compilation of articles related to nonprofit management. The author examines “founder’s syndrome” and identifies four symptoms that the current scholarship tends to routinely fall back on. The first symptom is termed “grandiosity” and is present in organizations where there is a pervasive belief that the organization belongs to the founder and operates for them. The second identified symptom is an inability to delegate and decentralize decision making from the founder. Third, is the inability for the organization to move on from the founder and establish new leadership. Fourth and final is the idea of rigidity, the organization lives only for the original vision and cannot expand.²⁹ To evaluate PVRC, our studio team has conducted a series of discussions with board members, staff, and Jonathan Moss.

²⁹ Elizabeth Schmidt, “Rediagnosing ‘Founder’s Syndrome’: Moving Beyond the Stereotypes to Improve Nonprofit Performance,” *Nonprofit Quarterly*, last modified 1 July 2012, accessed November 23, 2013. <http://www.nonprofitquarterly.org/management/22547-rediagnosing-founder-s-syndrome-moving-beyond-stereotypes-to-improve-nonprofit-performance.html>

Grandiosity is claimed to be one symptom of Founder's Syndrome. Explained to be the belief that an organization belongs to one individual and that it exists to serve their agenda. Upon initial conversations with PVRC staff and members, specifically Jonathan Moss, this could not appear to be further from the truth. In an interview with Mr. Moss his first statement was that he was one of the founders, not the founder.³⁰ It was important for Mr. Moss to make that clear to us as we moved forward. Certainly, it was acknowledged that he is now the President of the Board and the figurehead of the organization. However, during that same conversation, Mr. Moss expressed a desire to shift his position in the future when the organization was positioned for progression.

Mr. Moss believed that there was once a time when his role was unlikely to change, underscoring his importance to the fledgling organization. However, with shifts in board structure and the maturing of other leaders, he does not believe that is the case any longer. From these conversations, we believe that PVRC does not have the first symptom of Founder's Syndrome.

Poor management or inability to delegate is one other symptom that has been identified for Founder's Syndrome. Without much analysis it is clear that delegation have become an important aspect of PVRC. Jim Sotiropoulos has been hired as an executive director. Erin Sprong is the director of rowing, and there has even been a dragon boat coach hired. Perhaps, when it comes to the board there has not been as much delegation of responsibility as there could be. However, if the board begins to reorganize, as suggested above, it seems likely that more duties will be spread evenly throughout the organization.³¹

The third symptom discussed is the inability to prepare a smooth transition. Simply, this symptom is not applicable to PVRC at this time. As referenced throughout this report, PVRC is a young organization just starting to get its feet underneath themselves. Jonathan Moss was a driving force in the start of this organization, and an important rowing ambassador for PVRC now and in the future. It is likely, from all accounts, that Mr. Moss will want to step back in the future. At that time a smooth transition will have to be planned for the organization, but that time has not yet come.³²

The final symptom of founder's syndrome is rigidity and inflexibility when it comes to the original vision and aim of the organization. Originally PVRC was a rowing club. The organization did not have a mission to support other means of healthy living and eating, but was a club simply meant for rowers. Through the current leadership, PVRC has become involved with the CDC CTG grant allowing it access to funds through a broadening of the original mission. Mr. Moss has been an active participant in this expansion of the vision for PVRC as an organization. Clearly, as to Mr. Moss this is not a founder's syndrome issue. However, PVRC should be cognizant of the possibility that some longstanding board members may suffer from this type of rigidity. If that is the case, the organization must identify these members' scope of involvement in the future.

³⁰ Jonathan Moss, PVRC President, interview by authors, Springfield, MA, 15 November 2013.

³¹ *Ibid.*

³² *Ibid.*

Through the conversation with Mr. Moss and others, it did become apparent to the studio team that Mr. Moss is a vital part of the current development of PVRC and a great asset in the Rowing Community. His rowing connections, as a past champion, and stature in the rowing community are valuable as PVRC is growing into the club they will become in the future.

Founder's syndrome does not appear to be an issue that is currently afflicting PVRC's founder. It could, however, be a problem in the future if there is too much dependence on one person to be the face of the organization. Moving forward a restructuring of the board to allow Mr. Moss to step away from his current position could be important. Additionally, the organization must assess the members of the board for the presence of these afflicting traits. While entitled "founders syndrome," board members, too, may perilously fall victim to these traits unknowingly, as well.

Building and Site Modification

Building Renovation

The Pioneer Valley Riverfront Club's boathouse was built in 1901. The building was used as a rowing clubhouse for decades, and even held some historically important regattas. More recently, the Bassett Boat Company used the building as a showroom and repair facility for motor boats. The city of Springfield retained ownership of the building and leased the area to the company for many years. At the end of 2011, PVRC approached the city to use a portion of the building for storage and the river access for their rowing activities. In 2012 the Bassett Boat lease with the city of Springfield was about to end and Bassett Boat and PVRC proposed to share the city owned site, but negotiations broke down weeks before the lease was completed and the building ended up being leased to only PVRC.

PVRC's boathouse is currently in need of renovations. The first floor contains storage space for boats, locker rooms, and a large open space used for a variety of events and activities. The second floor of the building contains a meeting room, offices, and two large open areas. Of these open areas on the second floor, only one is currently used. This room is used for erging and other exercise functions. The unused portion of the second floor is under renovations now and will be used for meetings and exercise functions. After conversations with one of the founders of PVRC, Jonathan Moss, a board member, the executive director, Jim Sotiropoulos, and other staff members, it was clear that altering the building is necessary for PVRC. The desire for more storage for boats, room for expansion of the exercise rooms, the re-establishment of the historical porch, and the want for some event space are only some of the reason why PVRC wishes to carry out changes to the building.

Currently, there are two schools of thought categorized under "building renovations" amongst organizational members. One argued that the building should be razed and replaced with a customized building tailored to the organization's needs. This modernity would reveal functionality and help in achieving PVRC's further mission through an increased spatial footprint. The opposing viewpoint argues that the building should be restored, capitalizing on the historic attributes of the facility and emphasizing its lineage. Both of these options are feasible with the correct funding. While currently owned by the City of Springfield and leased out, the city has exhibited willingness in providing PVRC with lease alterations to accommodate their future physical expansion.

Tearing down the current structure and rebuilding on the same portion of the site, the lower section, has several strengths and opportunities. The building will be brand new and will be functional for the club, as they will have the ability to design the building to fit their needs. The

new building that has been discussed included a porch that will overlook the river and will have room for event space. Each of these will be an asset for the boathouse, as they may help attract both athletes and people looking for space to hold functions. However, there are several weaknesses and threats if the building is rebuilt in the same area. The building will no longer be able to be considered historical, so there will be no possibility of funding from historical preservation or eligibility for other financial assistance related to historic buildings. The lower portion of the site is in the floodplain, so building on this area again could be difficult because of the many permits needed from the Department of Environmental Protection and the city of Springfield's Conservation Commission. This method of renovation may also require more funding than other potential strategies. PVRC has discussed placing a rudimentary building on the upper portion of the site to help with storage.

Another renovation strategy that has been discussed is to tear down the existing building and rebuild on the upper portion of the building and leaving a small storage area where the existing building is. Some of the strengths and opportunities of the approach are that the building will be out of the floodplain area, which could reduce liability, the building will be brand new and will include everything PVRC requires to function properly, there will be a porch overlooking the river, there will be sufficient storage for boats on both the upper and lower areas, and the new building would be much closer to the bike path, connecting the two. This new building will also include event space, and could allow the Club to store multiple types of boats such as kayaks and canoes. Though there are many positive changes that would occur, there are several weaknesses and threats to PVRC's success in this new building. With the old, historical building gone, the potential for funding also is gone. Moving the entire building could also present issues with the city and permitting simply because the entire site is city owned.

Restoration of the existing building is another possibility. Due to the historic nature, by removing the existing storage bays and appropriately restoring historic features, the building could be eligible for the National Historic Register. Restoration may be less costly, as this is the low impact option and it would not require moving everything PVRC utilizes. The weaknesses and threats of keeping the historical building are that the Club will still be in the same location, so many problems with access may still exist and the building will remain in the floodplain. This imminent liability may or not may not be reflected presently as a financial hurdle. We urge the parties involved to carefully analyze their renovation options. Without building extra storage on the upper portion of the site would leave PVRC with the same amount of space and limited storage. Accompanying restoration is the reality that the facility will be void of a designated event space that could accommodate large gatherings. Regardless, historical restoration reveals a multitude of funding opportunities that may be appealing.

Notwithstanding which renovation strategy PVRC chooses, there are several suggestions that they could use to increase the use of their building. PVRC, it is recommended, should further their partnerships with the city of Springfield by discussing the possibility of creating an event space within the building for multiple uses. This project could potentially be partially funded by the Parks and Recreation Department, similar to the Barney Carriage House in Forest Park. At this site, the Parks and Recreation Department own the Barney Carriage House and receive a portion

of the money from events³³. We suggest PVRC proactively meet with the respective officials to discuss this opportunity.

We recommend that PVRC add retail space, such as a coffee shop or a small bar, for members and visitors. This would facilitate illuminating PVRC as a destination with offerings beyond rowing. Additionally, these amenities would assist in anchoring membership. Accessible along the bike path, this addition would encourage those unfamiliar with the club to stop.

Furthermore, we recommend PVRC expand their exercise area to include a small gym. This will both create additional revenue potential while simultaneously acting as an attractive amenity for prospective members, rowers and non-rowers included. This area, aligned with the organization's mission and the objectives of the CTG grant, would provide the area with an excellent exercise facility and could coincide with existing programming.

Contextually, other boathouses have used similar strategies to renovate their buildings. Riverfront Recapture in Hartford, Connecticut constructed boathouse in 2002. Included in the facility was a large space for events³⁴ and ample exercise space. Fairfield Park Boathouse, in Melbourne, Australia was built in 1908 and was completely renovated in 1985 by a private partner to accommodate dining and boat rentals³⁵. Washington Park Boathouse, in Denver, Colorado was built in 1913 and has since been maintained by the Denver Parks and Recreation Department. It is currently used as a rental venue, mostly weddings³⁶. All of these facilities capitalize on inclusivity; they cater to multiple groups of athletic enthusiasts who may not necessarily be involved in rowing. The physical additions provide increasingly attractive amenities allowing the organization to leverage new offerings to increase members and revenue, as well as improve the quality of one's experience at the club. In order to fund any type of renovations and expansion, one must look into a financing authority or private donor and could possibly partner with an interested retail owner.

Timeline for Building Renovations

90 Days:

Decision of one of three options:

1. Renovate existing
2. Build new on lot and use existing as-is
3. Do nothing.
 - Decision must be made after consideration of case studies, financial resources, and proposed architectural design.
 - Identify needs and ambitions of the organization and how they can be achieved through building renovation and/or expansion.

³³ Jonathan Moss, PVRC President, interview by authors, Springfield, MA, 15 November 2013.

³⁴ Riverfront Recapture <http://riverfront.org/recreation-programs/rowing>

³⁵ Fairfield Park Boathouse and Tea Room <http://www.fairfieldboathouse.com/>

³⁶ Washington Park Boathouse

<http://www.denvergov.org/dpr/DenverParksandRecreation/RentalsPermits/EventVenues/WashingtonParkBoathouse/tabid/443664/Default.aspx>

- Survey current staff and members on proposed renovations. Additionally, initial talks with financial entities may be planned during this time

1 Year:

- Identification of financing options and partners. This includes an architect/landscape architect, and various contractors.
- Rendition of proposed building modifications
- The necessary city/state/federal permitting should be on-going during this time.
- Additionally, all other regulatory and legal motions, such as lease alterations, should be underway.
- Financing should be identified, along with financial entities to partner with. These relationships should be revealing possible financing mechanisms to fund the building renovation

5 Years:

- Renovations/expansion should be completed.
- Financial package received will be continually paid back, if necessary.
- Space should be marketed and maintained properly, inviting a mix of uses other than rowing, in order to capture the most revenue.

Financing

Historic Preservation of Boathouse:

It is recommended that PVRC explore the possibility of registering the boathouse facility as a historic property. Guidelines, the application, additional information, are available from the National Register of Historic Places through the National Park Service. The building must satisfy requirements as set forth by the National Park Service:

NATIONAL REGISTER CRITERIA FOR EVALUATION

The quality of significance in American history, architecture, archeology, engineering, and culture is present in districts, sites, buildings, structures, and objects that possess integrity of location, design, setting, materials, workmanship, feeling, and association, and:

A. That are associated with events that have made a significant contribution to the broad patterns of our history; or

B. That are associated with the lives of significant persons in or past; or

C. That embody the distinctive characteristics of a type, period, or method of construction, or that represent the work of a master, or that possess high artistic

values, or that represent a significant and distinguishable entity whose components may lack individual distinction; or
D. That have yielded or may be likely to yield, information important in history or prehistory.³⁷

If approved, the following funding opportunities become available to PVRC:

Site Renovation / Historic Preservation

Massachusetts Preservation Project Fund

The Massachusetts Preservation Project Fund is a state historic preservation financing program established in 1984. Administered by the Massachusetts Historical Commission, the program contributes matching grants of 50% of a project's final cost. The other half must be financed through fundraising and/or other grants/loans. The program is only open to nonprofit organizations and municipalities throughout the state.³⁸

Massachusetts Cultural Facilities Fund

The Massachusetts Cultural Facilities Fund is a financing program administered by the Massachusetts Cultural Council. The fund was created in 2006 by the Massachusetts legislator with the aim of economically stimulating areas by investing in culturally significant organizations. The organization allocates funding in the form of grants that must be matched by a separate funding source. Eligible sites have to be deemed culturally significant during the application process, something satisfied by the historical nature of PVRC's facility³⁹.

National Trust for Historic Preservation

A private nonprofit organization, the National Trust for Historic Preservation annually awards funds for historic preservation activities, including physical renovation of existing facilities. According to the organization, there was \$3.9 million awarded for 225 projects during 2012.

Guidelines include the following:

- *Building sustainable communities: Does your project demonstrate that historic preservation supports economic, environmental and cultural sustainability in communities?*
- *Reimagining historic sites: Does your project use innovative, replicable strategies that create new models for historic site interpretation and stewardship?*
- *Promoting diversity and place: Does your project broaden the cultural diversity of historic preservation?*

³⁷ National Park Service, National Register of Historic Places' Criteria for Evaluation, http://www.nps.gov/nr/publications/bulletins/nrb15/nrb15_2.htm, Accessed November, 2013.

³⁸ Secretary of State of Massachusetts, Massachusetts Preservation Project Fund, <http://www.sec.state.ma.us/mhc/mhcmpff/mppfidx.htm>, Accessed November, 2013.

³⁹ Massachusetts Cultural Council, Massachusetts Cultural Facilities Fund, http://www.massculturalcouncil.org/facilities/facilities_about.htm, Accessed November, 2013.

- *Protecting historic places on public lands*⁴⁰

Site Renovation

PVRC's site, which is adjacent to the North End Bridge, is difficult to see from the street due to its isolated and confined placement. Veiled completely with asphalt pavement, the site is encompassed by a chain-link fence lined with barbed wire, imparting an unwelcoming aesthetic to those unaware of its use. Moreover, the site lacks spatial cohesiveness. While the impervious surface and fence are a result of the previous tenant, Basset Boat Company, it is imperative that PVRC reflects on if this is the best design for their needs.⁴¹

One major recommendation PVRC should look into is removing the excess pavement in front of the existing boathouse and on the hill separating the upper and lower parking areas. When this pavement is removed a grassy picnic area or other gathering space could be built. Removing pavement in front of the boathouse, where there is currently parking spaces can create a more visually appealing site where cars are not in the way of river views. There would also be less run off into the river and the site will have a more recreational and relaxation based feel and overall a more appealing atmosphere. Despite the positive improvements, there would be some threats if this pavement is removed. Cars will be forced to park in the upper parking lot, which could limit parking capacity. Financing will also have to be acquired for this project. Additionally, some small environmental disturbances may occur during construction, although they do not seem insurmountable

Furthermore, we recommend PVRC remove the fence, which is impeding the organization in multiple ways. Removal will positively impact the perception of the organization. PVRC will seem more open to the public and more inviting to its neighbors. The connection between the bike path and the PVRC site will be strengthened and the removal of this fence could represent a removal of a perception barrier. The simple fence can be seen as representing the barrier between PVRC and the neighborhood in which it is located. Some residents may feel as if they are not welcome to the rowing club, as the sport has been perceived as one for "middle aged white folks."⁴² Removing the fence can be symbolic of breaking down the barrier between the club and the neighborhood by having an open relationship with the surrounding community. One must remain cognizant of security during this process, with security needs adequately addressed with the fence's removal.

⁴⁰ Preservation Nation, <http://www.preservationnation.org/resources/find-funding/preservation-funds-guidelines-eligibility.html#UpFzfsRDvkA>, Accessed November, 2013

⁴¹ Jonathan Moss, PVRC President, interview by authors, Springfield, MA, 15 November 2013.

⁴² Jonathan Moss, PVRC President, interview by authors, Springfield, MA, 15 November 2013.

Precedent Study

An important case study that PVRC should look into is Riverfront Recapture in Hartford, Connecticut. A visit to the Hartford rowing club's ground will allow one to see the differences in pavement coverage. Although the boat access point is necessary for the club to function, other than the boat ramp, other portions of the grounds are grassy and landscaped in Hartford, as shown in the picture below.



Credit: riverfrontrecapture.org

Timeline of Implementation

90 Days

- Analyze parking needs and capacity.
- Assessment on implications of pavement removal.
 - Army Corp of Engineers- Notify Army Corp of Engineers of desired action for their input due to the proximity of the river levy.
 - City of Springfield- Since property is leased, the PVRC must work with the city in order to modify the site.
- Survey board members for their input on parking area alterations

1 Year

- Conduct environmental engineering assessment if requested by the Army Corp of Engineers and/or other government agencies.
- Identify financing for project
- Identify possible contractors for project
- Identify solutions to parking capacity issues as a result of the project

5 Years

- With pavement removed, area should be converted to green space for the public
- Maintain green space as a destination area: picnic tables, river access, work-out areas, and benches.
- Establish a relationship with the city to encourage visitors and use, especially connected to the bike path

Timeline for Fence Removal:

90 Days:

- Survey members regarding the pros and cons of removing the fence, including perceived security concerns and overall vision for the site.
- Converse with city on issue to ensure alterations are within the rights set forth by PVRC's lease.
- If not and changes must be made, work with city to alter lease accordingly.
- Converse with police department for their input and suggestions on site security.
- Look into insurance ramifications of fence removal. How will rates be impacted?
- Explore security alternatives for site, such as CCTV cameras and other systems. If desired, identify funding for these purchases. Survey club members on the acquisition of these purchases to ensure a consensus amongst them.

1 Year:

- Commission removal of fence and installation of additional security measures if desired. Work with city and police department to touch upon any potential security concerns

Financing

Facility and site renovation requires a long-term investment from staff, members, and donors. Organizations such as PVRC require a revenue stream from donations in order to accomplish design and construction goals. There are numerous programs available to financially supplement these projects beyond what is offered if the site is registered as a historic property. We recommend that the PVRC retain a part time staff member who possesses development experience and is especially adept at grant writing. Capital improvements can be supplemented through the following programs offered by the state, as well as additional grant opportunities offered from private institutions.

MassDevelopment, the state agency responsible for economic development and finance activities throughout Massachusetts, offers numerous funding opportunities to assist organizations in facilitating progress. These are available to both for-profit and nonprofit entities. Once a steady revenue stream from donors is established, supplemental funding may come from these programs for facility improvements and general renovations:

Tax Exempt Bonds

MassDevelopment offers tax-exempt bond options for organizations anticipating large facility improvements. With no federal (and often no state) tax liability, these low-interest bonds offer an attractive option for organizations prepared to embark on large-scale changes. Use of capital through this program is restricted to facility modifications, equipment purchases, and conventional maintenance on already existing debt⁶.

Real Estate Loans

MassDevelopment offers conventional lending, often partnered with a regional bank, to nonprofit organizations. With lending up to \$5,000,000, organizations find this program feasible due to the low up-front costs and attractive terms and conditions⁶.

Pool Loans

Funded through a partnership between MassDevelopment and regional banks, this program serves organizations with short-term financial needs. Funds can be applied to real estate acquisition, renovation, equipment purchases, and operations. The organization is required to project their anticipated short-term revenue that can be used to service the debt from this program. This program also offers low-interest rates than traditionally found in the marketplace from lenders⁴³.

While this is not a complete list, we recommend PVRC speak with their financial consultant in order to identify their eligibility for a diverse collection of financing packages, either through a public agency, such as MassDevelopment, or a private banking institution.

Integration of the Bike Path

PVRC's connection with the Connecticut River Bike Trail is limited, yet they are in the process of offering bike rentals to the path that runs behind the site. There is a chain link fence topped with barbed wire that separates the two recreational facilities, which we have previously recommended the removal of. Another recommendation to help increase use of the bike path is to connect the existing portion with other paths in surrounding towns such as Agawam, Chicopee, West Springfield, and other parts of Springfield. To connect the path to the boathouse itself, the bike path could be rerouted under the North End Bridge, avoiding the potentially dangerous street crossing in front of PVRC. This would be a project in conjunction with the City of Springfield and PVPC. While proper lighting and signage underneath the bridge would be necessary, we feel this alteration would make the path more cohesive and attractive to users.

This alteration would provide users with a destination to begin or finish using the path. We believe this would lead to increased usage, subsequently conveying a perception of safety. Connecting to the regional network of bike paths is important, which all involved parties desire, as it would increase usage and help accomplish public health objectives set forth by Live Well Springfield. Rerouting the bike path in front of PVRC's building can directly connect people to the proposed retail shops in the renovated building as well as be a gateway for members.

⁴³ MassDevelopment, Nonprofits, <http://www.massdevelopment.com/about/industry/nonprofits/>, Accessed October, 2013.

Precedent Study

The Buffalo, New York Bike Trail runs along the Niagara River and connects to the Erie Canalway Trail. The portion of the trail that travels through Buffalo is on canal tow paths which have been paved. The city has partnered with Dick's Bicycle Shop who rents bikes to visitors for the day, half day, or by the hour. The city and youth organizations have partnered to offer a program for teens called Teen Treks. This program is for groups of ten to twelve teens. The participants beach hop along Lake Ontario, bike the canalway, hike the Niagara Falls area and sample chicken wings in their birthplace in Buffalo.

The Buffalo, New York bike trail is part of the Erie Canalway Trail, which runs 365 miles from Albany to Buffalo. Three quarters of this trail is off-road, and is mostly on old canal towpaths or rail beds. The Buffalo portion of the trail is funded by grants given to the New York's Parks and Trails organization, which is a non-profit organization partially funded by the state of New York.⁴⁴

Timeline of Implementation:

90 Days:

- Meet with partners, Pioneer Valley Planning Commission and City of Springfield, to discuss bike path modifications, future regional extensions, and maintenance.
- Research funding opportunities with partners
- Survey members of PVRC and residents of the city for bike path visioning ideas with partners, revise regional bike path plan

1 Year:

- Fence removed
- Partnership and plan secured
- Engineering assessment
- Modify transportation plan for city/region
- Financial options and plan

5 Years:

- Bike path re-routed onto site and underneath bridge, proceeding to connect with regional network
- Promote PVRC as recreation destination along path
- Promote use of bike path use and bike rentals
- Establish and adhere to maintenance plan for path; one entity tasked with this, such as a nonprofit organization

⁴⁴ Biking in Buffalo, Things To Do, <http://www.visitbuffaloniagara.com/things-to-do/sports-outdoor/biking/>, Last accessed Dec. 6 2013.

Financing

It is necessary, along with partners, to register potential project on the state Transportation Improvement Program, which is managed by PVPC. The section of the bike path adjacent to the North End and Brightwood neighborhoods is currently on the Transportation Improvement Program as a scheduled infrastructure improvement during FY 2015. These improvements are funded with federal money through the Transportation Alternatives Program.⁴⁵ Future improvements would have to be managed accordingly through the partnership with PVPC.

It is recommended that additional financing for integration beyond the initial construction, such as promotion and landscape design activities, be funded concurrently through the initial funding source. Funding is also suggested to be acquired from private donors through fundraising

Further Institutional Funding

The recent CDC capital investment in the Springfield area is evidence of the willingness of government agencies to act as a financial catalyst for growth and community development in the region. There are a multitude of private foundations offering financing support to nonprofit organizations with recreational and educational missions.

It is recommended that a part-time staff member be dedicated to pursuing further grants when they become available, such as additional Community Transformation Grants. Additionally, the staff member is recommended to seek funding opportunities from private sources in the form of grants and revenue from donors. Moreover, within the 90 days of identifying the respective staff member responsible for fundraising, it is recommended an annual development plan be created drawing from private and public sources, with an emphasis on regional donors. Part of this will expand on the already existing Sustainability Plan PVRC recently authored.

⁴⁵ Metropolitan Planning Organization, Transportation Improvement Program, July 2013, 34

Accessibility and Connectivity

Pioneer Valley Riverfront Club is in a central location to connect with many different neighborhoods in Springfield and West Springfield. Their location, as addressed in the Context and Setting section, can be a key landmark for people travelling from the North on Route 91 in Holyoke, Northampton, or any other northern community, coming from the West on Route 20 from West Springfield, Westfield or further, from the East on Route 90 to Route 291 from Palmer, Ludlow, or other Eastern cities, or from the South on Route 91 from Forest Park, Longmeadow, or other Southern cities.

Our recommendations to increase the accessibility and connectivity include enhancing key gateways to Pioneer Valley Riverfront Club through updated infrastructure and signage. We have made a tiered pedestrian access map that shows the most important gateways to connect PVRC to the neighboring communities to the least important. The improvements that can be made through updates to these gateways include: increased signage and maps, increased lighting for perception of safety, infrastructure improvements including sidewalk repairs and maintenance, and the introduction of public art and other interactive elements to address perception barriers. This initiative is similar to the Complete Streets initiative that attempts to “ensure that transportation planners and engineers consistently design and operate the entire roadway with **all users** in mind – including bicyclists, public transportation vehicles and riders, and pedestrians of all ages and abilities.”⁴⁶ “There is no singular design prescription for Complete Streets; each one is unique & responds to its community context. A complete street may include: sidewalks, bike lanes (or wide paved shoulders), special bus lanes, comfortable & accessible public transportation stops, frequent & safe crossing opportunities, median islands, accessible pedestrian signals, curb extensions, narrower travel lanes, roundabouts, & more.”⁴⁷ The Pioneer Valley Riverfront Club could be a key hub for Complete Streets surrounding it. Bike lanes could connect to the Club, the intersection directly outside of the Club should be improved for pedestrian safety, and the bus stop nearby can connect to this key corridor.

Another recommendation to increase accessibility and connectivity is through increased signage for cars and automobile traffic. The signage could include advertising along the key automobile corridors including billboards on 91 to draw people in and on the North End Bridge. However, we are suggesting an attempt to improve pedestrian, bike, and public transit accessibility first, as they are healthier, more environmentally sustainable options for movement throughout the city. This increased connectivity would give the site more regional visibility, helping it increase membership and donor revenue.

An example of a long-term, large-scale initiative that the Pioneer Valley Riverfront Club can be piggybacked onto is a public health district that could be managed and designed by the City of Springfield. By being a part of a larger movement towards public health in the region, PVRC can expand their partnerships, gain more members, and therefore gain more revenue from

⁴⁶ National Complete Streets Coalition, Smart Growth America, Date accessed: Nov. 14, 2013, <http://www.smartgrowthamerica.org/complete-streets>,

⁴⁷ Complete Streets: Fundamentals, Smart Growth America, Date accessed: Nov. 14, 2013, <http://www.smartgrowthamerica.org/documents/cs/cs-brochure-features.pdf>

membership or funding for participants in the public health district. Please see the Appendix for an example district with goals, precedents, and spatial context.

A key question to ask is: will the improvements to accessibility and connectivity bring status, membership, or revenue to the Club. We believe that as improvements are made to the surrounding neighborhood, the Club will be more accessible and noticed, therefore this can bring status, membership, and eventually more revenue to PVRC.

Precedent Study

Referenced in the Complete Streets Policy Atlas,⁴⁸ is the Northampton Municipal Transportation Plan. The Municipal Transportation Plan is a strong precedent for PVRC to refer to. The Plan lays out the framework for a Complete Streets initiative, including connections for bikeways, pedestrian access, and bus routes. When looking on the ground in Northampton, pedestrians are valued as much as vehicles, bikes, and buses through new and retrofit infrastructure through the key corridors. A picture of an example Complete Street from the East Arlington Livable Streets Coalition is shown in the attached picture.⁴⁹



Credit: East Arlington Liveable Streets Coalition

Pioneer Valley Riverfront Club needs to further partner with local engineers, the City of Springfield, and policy-makers to promote complete streets in the nearby neighborhoods of the North End. This will allow the area to appear cleaner and more taken care of so people feel safer coming into the neighborhood. The City of Springfield needs to be shown that this neighborhood

⁴⁸ Policy Atlas, Smart Growth America, Date accessed: Nov. 16, 2013, <http://www.smartgrowthamerica.org/complete-streets/changing-policy/complete-streets-atlas>,

⁴⁹ Complete Streets, Friends of the Needham Rail Trail Greenway, Date accessed: Nov. 16, 2013, <http://www.needhamrailtrail.org/complete-streets.html>

is worth a Complete Streets initiative because of the already existing assets as mentioned in the section, Current Outreach and Connections.

Financing

The accessibility and connectivity recommendations we have made need to be funded through the City of Springfield or through local planning grants that promote infrastructure changes to key pathways and corridors throughout the city. Therefore, PVRC would not be directly responsible for these changes to the infrastructure, but would rather help promote the need for policy and infrastructure changes to occur. In the “Answering the Costs Question” document provided by the Smart Growth America organization, explains that providing successful examples allows for credibility for the proposal.⁵⁰ The organization explains that, “Complete Streets policies are necessary to safely accommodate existing road users, Complete Streets can be achieved within existing budgets, Complete Streets can lead to new transportation funding opportunities, and Complete Streets add lasting value.”⁵¹ This information can be provided to the City of Springfield in order to provide feasible and concrete proof that a Complete Streets approach is important for the City of Springfield to enhance and improve the North End neighborhood and its perception of safety.

Timeline of Implementation:

The following Timetable relates to PVRC, however most of it is dependent on the involvement of the City of Springfield.

90 days:

- Educate all parties on the fundamentals of “complete streets.”

1 year:

- Increase signage along key gateways and corridors near PVRC.
- Organize clean-up days that extend beyond the river to the bike path, sidewalks, and key pedestrian corridors. The clean-up days can include sidewalk weed-pulling, trash clean-up and graffiti cleaning,

5 years:

- Continue to promote and engage neighboring communities for clean-up days.

⁵⁰ Complete Streets: Guide to Answering the Costs Question, Smart Growth America, Date accessed: Nov. 16, 2013, <http://www.smartgrowthamerica.org/documents/cs/resources/cs-answering-the-costs-question.pdf>

⁵⁰ Complete Streets: Guide to Answering the Costs Question, Smart Growth America, Date accessed: Nov. 16, 2013, <http://www.smartgrowthamerica.org/documents/cs/resources/cs-answering-the-costs-question.pdf>

⁵¹ Cost Concerns, Smart Growth America, Date Accessed: Nov. 16, 2013, <http://www.smartgrowthamerica.org/complete-streets/implementation/cost-concerns>

- If the City of Springfield adopts Complete Streets into policies, PVRC can help inform the local neighborhood of the changes through their organization.
- If Complete Streets get implemented, PVRC can advertise this effort through their organization to members.

Programming

Current Programming

Currently PVRC is attempting to grow its programming options and attempting to also attract a variety of participants. At present the indications are that the number of participants overall at the club could continue to grow and expand, while involvement in some of the specific activities is at a healthy and manageable size.⁵² As referenced throughout this report PVRC is at a point in their development where sustainability as an organization is a major area of focus. As PVRC moves beyond the CTG grant period they need to continue to find opportunities for increased participation, while also finding adequate funding sources to remain sustainable and successful. As PVRC strives to find this sustainability in its funding, grow as an organization, and establish themselves as a presence in the Springfield community, programming will be extremely important part of that puzzle. Programming, clearly, is a vital part of PVRC and is an area where growth is both a necessity and a challenge. Growth, in terms of programming is used by our studio team to refer not only to financial growth but participant growth as well. Financial growth is a necessity simply to continue to function as an organization. Conversely, PVRC must be cognizant of the fact that they are a young organization and not outgrow their current ability and capacity for participants. That is to say that they must not extend too far, stretch staff too thin, or offer too much.

It is also worthy to mention that programming, in its current and future state, serves an important dual role for PVRC as an organization. First, programming is a means for PVRC to continue to successfully achieve their mission of promoting river-based activity, developing river access, and encouraging recreation in Springfield. The programs offered to youth and adults from the local neighborhood and beyond are at the core of how PVRC achieves their mission. These programs are routinely offered to local individuals at little to no cost by way of scholarships provided by PVRC.⁵³ Conversely, much of the programming attracts full paying customers and members who are looking to partake in riverfront activity. These individuals, through their activity fees, provide important funding to PVRC. Because of this dual role for programming PVRC must be aware of attracting both sects of the population so that they can continue to achieve their mission while still maintaining a strong revenue base from programming. At the time of this report the pricing structure for programs at PVRC is in flux. Initially, pricing was on a per activity basis with prices according to the level of coaching, instruction, and assistance. While still available for most programs, there is a shift away from this model and into a membership or all access pass model.⁵⁴ The cost of this new form of membership is \$500 per year or \$50 per month, with singular programs consisting at much as \$350 per program the full membership is a significant savings if a participant intends to partake in more than one activity or for multiple seasons.⁵⁵ As

⁵² Jonathan Moss, PVRC President, interview by authors, Springfield, MA, 15 November 2013. Erin Sprong, PVRC Rowing Director, interview by authors, Springfield, MA, 15 November 2013.

⁵³ Jim Sotiropoulos, PVRC Executive Director, interview by authors, Springfield, MA, 2 October 2013. Erin Sprong, PVRC Rowing Director, interview by authors, Springfield, MA, 15 November 2013.

⁵⁴ Erin Sprong, PVRC Rowing Director, interview by authors, Springfield, MA, 15 November 2013. "Membership Options," Pioneer Valley Riverfront Club, last accessed November 20, 2013, <http://www.pvriverriverfront.org/#!register/c1vym>

⁵⁵ *Ibid.*

seen below, there are currently a wide array of opportunities, both on and off the river, offered to both youth and adults through PVRC.

Youth Rowing Programs:

Learn To Row

The Learn to Row course progression is a vital part of PVRC programs. Offered primarily for those with no rowing experience it is a way to get new people, and possible future club members, involved in the sport of rowing. The intention of the program is to have participants walk away from the introductory and second level courses with an understanding of rowing and how it can become both a team sport and an effective form of exercise recreationally. The program is designed for youth between the ages of 12 and 19 and is offered a variety of times throughout the summer rowing season. Currently this program is offered at a cost of \$75.00 for the full two class series, it would also be available to a full member paying a monthly or yearly fee.⁵⁶

Youth Summer Rowing

Offered only in the summer, this program, for students between 12 and 18, utilizes coaching in single and double shells. The program is flexible to allow for students participation even if they are involved in other summer activities. The primary goal of this program is to allow youth with differing levels of rowing experience to grow within the sport and to build confidence on the water. This type of program is offered to those who are members of the club, paying their yearly or monthly dues.

Middle School Experience

Utilizing all aspects of the clubs rowing facilities, the Middle School Experience, is a non-competitive program allowing younger participants the opportunity to learn more about the sport of rowing. Participants are allowed to use the indoor rowing machines, training barges, and large recreational boats to gain experience. This program is offered in the Spring only and is for students in sixth to eighth grade.⁵⁷ This program is an important step in the process of recruiting younger rowers who might stay on board to later participate on the clubs competitive racing team.

Junior Rowing

The Junior Race Team at PVRC is made up of 9-12 grade students from the greater Springfield area. The team is competitive and offers seasons in both the Fall and the Spring. With an enrollment of roughly 40 youth per season the program is able to allow 25% of participants in the Fall and 35% in the Spring to participate on scholarship.⁵⁸ Beyond Springfield public and

⁵⁶ *Ibid.*

⁵⁷ "Rowing Programs," Pioneer Valley Riverfront Club, last accessed November 20, 2013, <http://www.pvrivierfront.org/#!/rowing/c246w>

⁵⁸ Erin Sprong, PVRC Rowing Director, interview by authors, Springfield, MA, 15 November 2013.

private schools, the program is currently pulling participants from many area schools such as Longmeadow, Minnechaug, Agawam, and even Somers, CT.⁵⁹ The level of commitment from team members is high and requires team members to be present for practice five days a week from 3:45 to 5:45. Over the course of the season the team also participates in four to five competitive races.⁶⁰

Adult Rowing Programs:

Learn to Row

The Adult Learn to Row program is similar in goals to the youth program. Most participants are assumed to have little to no experience rowing and are just being introduced to the sport. The main difference in the adult program is the choice between Sweep and Scull programs. The Sweep rowing program is large team boats, just like the youth program. Participants can sign up with friends or be placed in a boat with other individuals seeking to learn. The Learn to Scull program is designed for participants that want to row separately, or with one partner, and requires two oars per person. The aim of this program is participants who would like to be involved in rowing as more of a recreational and exercise endeavor. In the summer of 2013 PVRC had about 30 participants in the “learn to scull” program and about 20 in the “learn to row” program.⁶¹ Upon the completion of next summer’s rowing season, it will be important to analyze this information to get a better understanding of increased participation and what percentage of participants became more involved in the more advanced rowing opportunities at PVRC.

Recreational Sculling

Although listed as a program, recreational sculling is simply the utilization of the PVRC facilities and equipment by the clubs members. Adult rowers are permitted to use the clubs single and double person sculls to get on the water during the open hours. Open sculling hours are offered from 5:30-9:00am and 3:00-7:30pm Monday through Friday, hours on weekends are 7:00-10:00am. Staff is provided to assist with launching and moving the equipment to the water.⁶²

Coached Rowing

For those adults interested in improving their rowing prowess and ability, PVRC offers coached rowing sessions. Offered in the evenings on Monday and Wednesday, mornings Tuesday and Thursday, and from 8:00-10:00am on Saturday, this program allows the use of all boats from single to team boats. Rowers partaking in this activity must have successfully attended a learn to row program and it is a great way for PVRC to keep new rowers involved and improving.⁶³ As will be discussed in the future programming section of this report, this program is a means to

⁵⁹ “Rowing Programs,” Pioneer Valley Riverfront Club, last accessed November 20, 2013, <http://www.pvrivierfront.org/#!/rowing/c246w>.

⁶⁰ *Ibid.*

⁶¹ *Ibid.*

⁶² *Ibid.*

⁶³ *Ibid.*

starting a formal Masters or adult competition rowing team moving forward. Indications are that there is a team starting, but it is not firmly established at this point.⁶⁴

Non-Rowing Based Offerings

Indoor Rowing

Another activity offered at PVRC, although not on the actual river, is the Indoor Rowing. Erg Machines are indoor rowing machines that are used to measure participants output and allow for training at all times of year. The Rowing and Rowing 2 classes, each an hour long, participants are coached and pushed to their rowing limit to improve their fitness level or to get ready for the next outdoor season.⁶⁵

Dragon Boating

An ancient sport that originated in China, Dragon boating is gaining popularity at PVRC. Boats are paddled by teams of 20 participants, to the beat of a drummer on board. Currently PVRC allows for full teams to participate, as well as individuals who would like to be placed in a boat with others learning to sport. The fee for dragon boating is \$350 per season, and as with everything else it is also available as part of the all access membership.⁶⁶ As dragon boating gets more popular in the area there will be a push by PVRC to grow their competition team and to row in local regattas. One great aspect of the Dragon Boating team is that it is open to all skill levels from novice to expert.⁶⁷

Other Indoor Activities

The boathouse space that PVRC occupies is currently under some renovation, further in the report there will be a full discussion of further recommendations for PVRC regarding how to best maintain and utilize their space. Currently, PVRC is beginning to use the indoor space for training opportunities and other forms of exercise. As the off river portion of the year gets underway, PVRC is excited to begin offering indoor dragon boat training, Yoga, Strength Training, and even Salsa Dancing. As these programs are new to PVRC and are just getting underway, they will need to be evaluated in the future to allow PVRC to understand what programs are successful at increasing their visibility and their participant levels.⁶⁸

Bike Rentals

PVRC is located, as will be shown later, directly on the Connecticut Riverwalk. This path can be utilized for a variety of activities from biking to running. To utilize this asset and to promote more use of the path in the North End area, PVRC has obtained a fleet of 25 bicycles that it rents

⁶⁴ Erin Sprong, PVRC Rowing Director, interview by authors, Springfield, MA, 15 November 2013.

⁶⁵ "Indoor Programming," Pioneer Valley Riverfront Club, last accessed November 20, 2013, <http://www.pvrivierfront.org/#!/indoor-programs/c1ejt>.

⁶⁶ Erin Sprong, PVRC Rowing Director, interview by authors, Springfield, MA, 15 November 2013.

⁶⁷ "Dragon Boating," Pioneer Valley Riverfront Club, last accessed November 20, 2013, <http://www.pvrivierfront.org/#!/learn-to-row/c1vyt>.

⁶⁸ "Indoor Programs," Pioneer Valley Riverfront Club, last accessed November 20, 2013, <http://www.pvrivierfront.org/#!/indoor-programs/c1ejt>.

out of its facility. Any individuals can rent the bicycles by the hour during business hours. Bikes are included for individuals who have obtained the yearly or monthly pass.⁶⁹

Wilderness Experiences Unlimited

The final program currently being offered by PVRC is really a partnership. Wilderness Experience Unlimited (WEU) is a Westfield, MA based adventure outfitter who has opened a satellite facility at North Riverfront Park, the location of PVRC.⁷⁰ The main function of this partnership is to allow for more river-based activities to be offered onsite. Currently, WEU is offering canoes, paddleboards, and kayaks for rental onsite to supplement the programs of PVRC. One benefit of this partnership and arrangement is that it brings more people to the site, and arguably, the activities offered by WEU are less complicated allowing for more people with less experience to get onsite and be exposed to rowing. The hope is that in the future these individuals might be interested in starting to explore rowing. In the future, as this relationship and partnership matures, PVRC will have to examine whether this is a beneficial arrangement and how it should be altered moving forward.

Potential Programming

Wilderness Experiences Unlimited

It is our recommendation that PVRC strengthen their existing relationship with WEU with specific expectations from each organization. After our conversations with various staff at PVRC and our discussion with Jonathan Moss⁷¹, it is clear that the WEU could improve their efforts in supporting PVRC. PVRC should have a conversation with the staff of WEU and discuss the possibility for fundraising opportunities. With help from PVRC, WEU could host fundraising events for PVRC. Due to the similarities between the two organizations, and close proximity, they both can benefit naturally by having a stronger relationship.

In addition, the WEU has recently signed a contract with the City of Springfield Parks Department in regards to camp programs that will be utilizing their facility and programs during the summer months.⁷² We recommend that PVRC has a discussion with WEU, in order to clearly define their role in this contract, and how they can potentially work together in facilitating the programs that the camps utilize during their visit. PVRC may gain new members after running programs with the camps.

By implementing this recommendation and creating a stronger partnership with WEU, PVRC will increase revenue due to an influx of new members interested in rowing. This will also improve PVRC's status within the recreational nonprofit industry, because they will have a stronger affiliation with WEU, a well-known water-based recreation organization in the region.

⁶⁹ "Biking," Pioneer Valley Riverfront Club, last accessed November 20, 2013, <http://www.pvriverrfront.org/#!/bicycling/c23wt>.

⁷⁰ "WEU Riverfront Park," Wilderness Experience Unlimited, last accessed November 20, 2013, <http://weuriverrfrontpark.com/>.

⁷¹ Jonathan Moss, PVRC President, interview by authors, Springfield, MA, 15 November, 2013.

⁷² Erin Sprong, PVRC rowing director, interview by authors, Springfield, MA, 15 November, 2013.

Overall, the PVRC will benefit in terms of increased revenue, membership and status as a rowing organization in the region.

Timeline Of Implementation

90 days:

- PVRC should discuss methods to improve their relationship with the WEU, in order to maintain a mutually beneficial relationship. During the upcoming spring season, PVRC and the WEU can work together to produce fundraising events. Moreover, during the summer months, they can establish their specific roles in regard to the camp contract that the WEU was recently awarded by the City of Springfield.

Expansion of Adult Rowing Team

PVRC conducts a competitive adult rowing program in the summer, fall and spring seasons, with training/practice three times a week.⁷³ Currently, there are 10-12 active adults in this program, and after researching other rowing organization's programs; we would recommend that PVRC expand their competitive adult rowing program. The expansion of the adult program will benefit PVRC by increasing the amount of participants, which will create more revenue for the organization. In addition, by expanding the adult program PVRC will continue to grow in its effort to become an asset to the region, and the community of Springfield.

Precedent Study

Riverfront Recapture, Hartford, CT

Riverfront Recapture is a nonprofit rowing organization located up the river from Springfield, in Hartford, CT. The vision for Riverfront Recapture began in the 1980's, as a riverfront revitalization project with the intentions of enhancing the region as a better place to live, work, enjoy recreation and improve the overall quality of life. Today, Riverfront Recapture has grown to be an incredibly utilized asset to the city of Hartford as well as the region, offering rowing programs and other various recreational opportunities.

Currently, Riverfront Recapture offers rowing programs to adults with various skill levels. Adults can choose which type of rowing they would like to participate in, either sweeping or sculling, as well as the option of joining the competitive adult rowing team. Currently, Riverfront Recapture has over 60 members in their competitive adult rowing program. Their "Master Racing Team" is split up into men's and women's teams and is considered one of the most successful in the region. The adult competitive program has an annual fee of \$1,000 which includes winter erging, fall rowing and summer rowing. Due to their high level of participants in the adult program they have been able to engage in numerous competitive rowing events around the region, which have entry fees paid out of pocket by the competitors. Overall, the adult

⁷³ "Competitive Rowing", Pioneer Valley Riverfront Club. Last accessed November 22, 2013.

⁷³ www.pvriverfront.org/#!comprowing/c21r5

rowing program has contributed to the adult community in Hartford as a means of exercise and recreation.⁷⁴

Funding

By increasing the amount of participants on PVRC's adult competitive rowing team, annual program fee revenue will subsequently increase. Currently, the PVRC charges an annual fee of \$500 for adults to be a part of the competitive team. This annual fee includes training/practice three days a week during the summer, fall and spring seasons.⁷⁵ If PVRC can double the amount of participants they currently have, it can potentially increase their annual revenue by \$5,000. In addition, adult members may be interested in participating in the other rowing programs that PVRC offer, which may lead to their interest in becoming an individual donor to PVRC, or they may contribute to other fundraising opportunities for the PVRC.

Timeline of Implementation

1 year:

- In the next year, the PVRC should implement techniques which will encourage the growth and expansion of their adult rowing team.
- Marketing and outreach to potential members
- Outreach to organizations such as fitness groups, health insurance companies, and the YMCA to establish partnerships and potentially increase membership enrollment

Summer Camps

Currently, the PVRC is connected with several organizations that offer summer programs including the Parks Department, Black Men of Greater Springfield and the New North Citizens Council.⁷⁶ The PVRC would benefit from offering their own summer camp program, in addition to their existing camp partnerships. The PVRC currently offers summer rowing classes, however we recommend that they expand these classes to camp programs, that last for half or full days. We would suggest that the camp program be in 1-2 week intervals that allows for an intensive "learn to row" experience for the youth. An intensive learning to row program has the potential to increase the number of youth that, after participating in the camp program, may continue with the other rowing programs that PVRC offers. In addition to the rowing component of the camp session, PVRC can begin implementing aspects of environmental education as a part of the camp experience.

By introducing a summer camp program, the PVRC will have the opportunity to increase their revenue during the summer months. In addition, after partaking in an intensive "learn to row" summer camp program, participants may continue to row with PRVC, through the various programs that they offer throughout the year. Therefore, the camp program has potential to increase revenue for the PVRC as well as membership. Lastly, by offering a camp program, the

⁷⁴ "Recreation and Programming" Riverfront Recapture. Last accessed 20 November, 2013.

⁷⁴ www.riverfront.org/recreation-programs/rowing/adult-rowing/competitive

⁷⁵ "Competitive Rowing" Pioneer Valley Riverfront Club. Last accessed November 22, 2013.

⁷⁵ www.pvriverfront.org/#!comprowing/c21r5.

⁷⁶ Jim Sotiropoulos, e-mail message to author, November 22, 2013.

PVRC will enhance their status in the rowing community, by offering a program that many other rowing organizations present. The PVRC will benefit from offering a camp program in terms of revenue, membership and status as a growing organization.

Precedent

East Bay Rowing Club, Oakland, CA

EBRC is a non-profit rowing organization, similar to the PVRC. The EBRC offers summer camp programs in 5 sessions- through June to August. Each camp session lasts Monday-Friday from 12-3pm, with an intensive learning to row experience, including physical fitness opportunities, building confidence on the water and practicing team building. The camp program is open to everyone, all ages and skill levels are welcomed. However, the program is utilized mainly by high school students that are training during the summer for the upcoming high school rowing season. Each student pays \$200 for their four day camp session.⁷⁷

Funding

The PVRC can produce a camp program through the summer months, in order to gain more revenue. The PVRC can follow the camp program model that EBRC offers, with modifications that they see fit. The PVRC can charge similar prices as the EBRC, \$200 per student per session, or more if they choose to increase the amount of time/days during each available session. The goal of this camp program will be to increase revenue, as well as increase the amount of people that may choose to participate in other programs offered by the PVRC after they partake in the camp program.

Timeline

90 days:

- In preparation for the summer season, the PVRC can design and implement the summer rowing camp program for the youth.

Internships

In the past, PVRC has hired interns, who earned academic credit, to help with various aspects of the organization. We recommend that PVRC continues to hire interns, specifically interns that would like to help with the rowing component of the organization, as well as interns that are capable of conducting administrative work. PVRC can utilize the surrounding colleges and universities to hire students that may be majoring in programs that pertain to physical education, and would like to intern as a rowing coach during summer seasons. In addition, the PVRC can look for interns that are majoring in programs that relate to business administration. These interns may be very accommodating to the PVRC, in terms of grant writing and other development based research for the organization.

⁷⁷ "Oakland Tech 2013 Summer Camps", East Bay Rowing Club. Last accessed November 20, 2013.

⁷⁷ Eastbayrowingclub.org/oakland-tech-summer-camps/

The PVRC will benefit by utilizing interns in terms of status, membership and revenue. Interns will be able to help coach rowing, which will allow more members to participate in the PVRC's programs, while maintaining the same level of attention and instruction for each member. The PVRC will also enhance their status as a non-profit organization and a rowing club, due to the connection they will make with surrounding colleges and universities in the region. Lastly, there is potential for the PVRC to increase their revenue by employing interns who do not get paid, but receive academic credit through their given college or university. The PVRC will be obtaining help with their organization, while the interns gain experience. In addition, grant writing would be an important task for the interns, which may also potentially increase revenue for the PVRC if they are granted funding from the interns efforts.

Potential Partners

The PVRC can partner with institutions such as the University of Massachusetts, Smith College, Western New England University, Springfield Technical Community College, American International College, Westfield State University and Springfield College. By partnering with these institutions, the PVRC will be able to create connections with departments and universities that will allow students that are interested in coaching, rowing and nonprofit administration to explore internship opportunities. The departments that the PVRC should investigate include, business, nonprofit administration, sports education and sports management.

Funding

Many college students are interested in internship opportunities because they gain real life experience that helps them succeed in their educational career, and future professional career. Internships benefit the PVRC and students by allowing PVRC to receive help without having to financially compensate students and by allowing students to learn about areas of interest through a hands on internship based within a real organization. Most colleges and universities will embrace internship opportunities for students, and encourage them to take these opportunities by providing them with college credits.

Timeline

1 Year:

- The PVRC can build relationships with the institutions mentioned above, and each of their career services departments, where students can connect with them for internship opportunities. This relationship can continue for as long as the PVRC sees fit, as it is another method for becoming an asset to the community and region.

Environmental Education

Once the PVRC increases the classroom space in their facility, we recommend that they produce programs and activities that focus on environmental education. As the PVRC continues to improve their site design, they can utilize their facility as a source of environmental education. A UMass Master in Landscape Architecture student is producing a low impact site design with native plant species as well as floodplain restoration in order to reduce runoff.

Environmental education courses that can be provided include concepts that address stormwater runoff, natural ecological plant species and systems, and the understanding of low impact site design. The courses offered can be integrated into science classes offered at local schools. By implementing an environmental education course, the PVRC can attract new members, of various ages, who become involved and interested in the river and would like to continue with programs offered by the PVRC. In addition, the PVRC's status in the community will be enhanced, by offering classes that provide people with knowledge about their environment.

Timeline

1 year:

- The PVRC can develop a course description for their future environmental education classes. This class can range from elementary level through high school.

5 years:

- The PVRC can connect with local schools as well as Civic Engagement and Service Learning Center, and offer the course as a part of their science curriculum

Outreach

Beyond programming offered to the public at large, PVRC is also involved with many other community organizations, community outreach. As PVRC continues to grow, this outreach activity will be a vital part of the organizations connection to the greater Springfield community and specifically the North End. In evaluating the current outreach activities of the organization, PVRC should ask itself: what does this do for our status? Does this bring in members? Does this generate revenue?

Expanding on Existing Partners

Baystate Medical Center:

Baystate Medical Center⁷⁸ is located where outreach is currently taking place. Baystate Medical Center is a non-profit health care provider with the mission “to improve the health of the people in our communities every day with quality and compassion.”⁷⁹ As one of the largest regional employers in Western Massachusetts and one of New England’s largest healthcare systems, Baystate is a powerful partner for PVRC moving forward. One currently existing program is the Healthy Prescription program that has just begun with Baystate-Brightwood, a local Health Center in the North End of Springfield. This program allows patients of Baystate to be prescribed exercise and healthy eating. Once prescribed the healthy living prescriptions, patients present their card to the PVRC staff and their exercise is recorded and documented. Food purchases are also tracked to assist in continuing to strive for a healthier lifestyle.⁸⁰

Pride Gas Station:

The North End of Springfield does not have a lot of full service food options for their residents. A walk of the neighborhood portrays an area devoid of grocery stores, with the exception of a small market on Avocado Street. The facility, Cash and Carry Grocery, provides access to many bulk items, including frozen and paper goods. Perhaps due to this lack of availability, many residents do their grocery shopping at the local Pride Station, a region chain of gas and convenience stores⁸¹.

Pride, has attempted to offer healthy and whole foods.⁸² Currently, Pride is taking part in the “Corner Store Initiative” through a grant from the Harvard Pilgrim Health Care Foundation in conjunction with Mass in Motion, a statewide public health initiative to promote nutrition and

⁷⁸ "Baystate Health." Last modified 2013. Accessed December 1, 2013. <http://www.baystatehealth.com/Baystate>.

⁷⁹ “About Baystate,” Baystate Health, last accessed November 20, 2013, <http://baystatehealth.org/Baystate/Main+Nav/About+Us>

⁸⁰ “PVRC Outreach,” Pioneer Valley Riverfront Club, last accessed November 20, 2013, <http://www.pvriverrfront.org/#!/pvrc-outreach/c1vze>.

⁸¹ "Pride Gas Station ." Last modified 2013. Accessed December 1, 2013. <http://pridestores.com/Home>.

⁸² Jim Sotiropoulos, PVRC Executive Director, interview by authors, Springfield, MA, 2 October 2013.

physical well-being. This initiative aims to provide access through small corner stores to more whole fruits and vegetables, making them increasingly accessible to residents within perceived food deserts.⁸³ PVRC is working with Pride to initiate a program to offer coupons for these whole fruits and vegetables to individuals who participate in the programs and exercise options available at PVRC.⁸⁴

Young Parents Program:

PVRC has initiated a young parents program working in part with the Care Center, an alternative education program for parenting and pregnant teens. The purpose of this program is to provide students with the benefits of rowing, both physical and emotional, and to allow them to participate in a healthy activity. The participants in the program take part in an annual young parents regatta held in conjunction with the Care Center.⁸⁵

Young Mothers Program:

PVRC is also partnered up with LiveWell Springfield⁸⁶ which is a community based coalition that is working with over 20 organizations in Springfield. They support grassroots movement towards health equity through improving access to healthy eating and active living opportunities. Live Well Springfield is designing to introduce young mothers to the benefits of rowing at PVRC.

National Learn to Row:

PVRC has also taken part in the yearly National Learn to Row Day sponsored by US Rowing⁸⁷. The program is held every June and is free to anyone would like to experience the sport of rowing. For PVRC this program is a great opportunity to connect with the North End Community and raise awareness for the sport of rowing and the activity within the club.⁸⁸ Participants compete in the annual Young Parent Regatta held in August. PVRC is also working with the New North Citizens Council with a summer program funded in part by Rowing Strong Rowing Together a program of the Care Center.

Expansion

Expanding with existing partners is a vital part in order for PVRC to grow sustainably in a successful manner. PVRC expansion with their existing partners will help their visibility, revenue as well as achieving membership capacity. Analyzing existing partnerships will allow

⁸³ "Harvard Pilgrim To Give The City Of Springfield Funds To Help Corner Stores Stock And Promote Healthier Food," Springfield, Massachusetts, last accessed November 21, 2013, <http://www3.springfield-ma.gov/cos/1315.0.html>.

⁸⁴ Jim Sotiropoulos, PVRC Executive Director, interview by authors, Springfield, MA, 2 October 2013.

⁸⁵ *Ibid.*

⁸⁶ "Live Well Springfield." Last modified 2013. Accessed December 1, 2013. <http://livewellspringfield.org/>.

⁸⁷ "US Rowing." Last modified 2013. Accessed December 1, 2013. <http://www.usrowing.org/index.aspx>.

⁸⁸ *Ibid.*

PVRC to assess the efficacy towards accomplishing sustainability. Revenue must increase through expanded organizational partnerships.

Recommendations

Expanding with existing partners such as Pride, Big Y, The Care Center, Baystate, Brightwood, and Live Well Springfield is crucial. Firmly established partnerships will help PVRC achieve increased visibility, affecting their membership and revenue positively. Beyond this, PVRC should seek official corporate sponsorship. Identification, along with a well-known brand, will aid in familiarizing community members with PVRC, thus increasing visibility.

Potential Partners

Building on this momentum, PVRC should contact the Affiliated Chamber of Commerce of Greater Springfield (ACCGS) and ask to be the center for hosting events as the building is being renovated and has an events space. This partnership will expose PVRC to the Chamber of Commerce's mission areas, encompassing economic development. ACCGS recognizes the value of strategic partnerships to maximize services,⁸⁹ some of which may enhance PVRC's leadership and resources. The ACCGS also authors a monthly publication pertaining to local business and nonprofit industries, with an estimated 5,000 readers. Higher visibility, potential partnerships, and publicity of PVRC's mission could resonate throughout the Greater Springfield region⁹⁰ through this medium.

Timeline of Implementation

90 Days:

- Evaluation of partnership using three questions
 - Status
 - Members
 - Revenue
- Start renovating boat house or building a new one that has an events room

1 Year:

- Contact Chamber of Commerce of Greater Springfield
- Host Event with PVRC Board
- Advertising, marketing, and networking outreach

5 Year:

- Maintain relationships with ACCGS, private sector partners, and regional public figures for visibility

Colleges and Universities

We recommend PVRC increase their partnerships with universities and colleges. The colleges that are stated below are within the proximity of PVRC, allowing PVRC to create connections with them. Such connections could increase members, as well as provide potential volunteers, staff, and interns. Regional schools include:

Springfield College, Western New England, Elms College, Holyoke Community College, Westfield State University, Amherst College, Smith College, Mount Holyoke College, Hampshire College and University of Massachusetts at Amherst.

Currently PVRC has teamed up with American International College and Bay Path College for rowing club teams. We advise that this relationship continue to unfold in a beneficial manner.

⁸⁹ <http://www.myonlinechamber.com/about-accgs.html> Accessed 11/21/13

⁹⁰ <http://www.myonlinechamber.com/chamber-channels.html> Accessed 11/21/13

Project Coach:

Project Coach is a mission driven organization founded at Smith College with the hope to assist Springfield's youth by offering instruction and training enabling them to act as coaches and mentors to other, younger, children within the Springfield School system. In conjunction with Project Coach, PVRC has been able to train nine youth coaches over the past year. These youth are available to help with the in school erging efforts of PVRC which have been referenced above.⁹¹

Recommendations

PVRC could host special events such as local rowing regattas or an annual student regatta or P4 to bring together regional and competitive college, university, and high school teams. PVRC should host events where colleges within the Springfield area race and connect with local colleges; this can be an asset for the Springfield community. PVRC should also connect with the deans or office of student activities of these colleges stated above. Connecting with them will allow the office of student activities to send students who are new to the area and are looking for a sport or activity to do during their four years of college.

K-12 School Connections

One primary area of current outreach is executed in partnership with local schools. Working with local schools PVRC has developed an in-school Erging program known as Ready, Set, Row which is done by the rowing director and head rowing Coach Erin Sprong. This program is where Coach Sprong goes to elementary and middle schools to teach 3rd to 7th graders for one week how to row through erg machines. From an interview with Sprong⁹² she stated that she felt that at times it is complicated to get PE teachers to allow her to teach students because they believe it will be more work on them. The major focus of this program is to present students with exposure to rowing as a viable exercise alternative and perhaps to spark interest in some students to continue the sport.

As a part of this program, PVRC's staff brings Erg machines into local Springfield Public Elementary and Middle schools to train the physical education instructors in their proper use. The program is designed in three phases. Phase one consists of the staff teaching the physical education teachers about rowing and the proper technique. Phase two consists of a program where staff will work with the students rowing technique accompanied by the physical education instructor. Phase provides the machines to the teacher so students can utilize the equipment in future classes

Presently, PVRC has only been able to offer this program to seven Springfield public elementary and middle schools as they are limited in the availability of the Erg machines. The usefulness of this program has not yet been determined. Because the students being served by this activity are in third through seventh grade, and the program has been up and running for only a year, they

⁹¹ "PVRC Outreach," Pioneer Valley Riverfront Club, last accessed November 20, 2013, <http://www.pvrivierfront.org/#!/pvrc-outreach/c1vze>.

⁹² Erin Sprong, PVRC Rowing Director, interview by authors, Springfield, MA, 15 November 2013.

have not yet aged into all of the PVRC youth programming opportunities. Moving forward, adequate records of school involvement and later participation should be kept and analyzed to access the practicality and success of continuing and growing this program.⁹³ Reflecting on the status of the program will ensure potential members are tracked to maximize programming revenue and lead PVRC into a stable financial future.

Expansion

Once objectives are established, we recommend expand their potential partners with other municipal school districts, such as Chicopee, Holyoke, and Springfield. Expanding to other municipalities that are not close proximity to the Connecticut River could bode well for the organization. Potential members and partners in the towns of Chicopee and Holyoke, as well as other surrounding towns that are not far from the city of Springfield should be informed about PVRC. Having high schools and middle schools from different towns will expand PVRC's networking. Student volunteers can aid against understaffing. Local schools include: Chestnut Accelerated Middle School, Chicopee High School, Alternative High School and Springfield High School of Science and Technology. Through educational programming, area students will be able to leverage their information about the river to promote stewardship of the sport of rowing and this valuable local resource.

Recommendations

Connecting with the local school districts will strengthen the PVRC's ability to sustain as an organization, the more involved the youth becomes the more the PVRC will continue to establish itself as an asset to the community as a whole. PVRC needs to host in school, after school programs, camps, coaching and training and internship opportunities. In addition, creating opportunities for in-school and after school programs for the youth will increase attendance at the PVRC, which will benefit the organization financially. Some of the in-school programs may include field trips to the PRVC for various reasons including environmental education experiences as well as for physical education classes. The connection with the school systems can also lead to prospective rowing teams or clubs within the schools, which will use the PVRC facility as an access point.

Parks Department Swimming Initiative:

To address the perceived inaccessibility of recreational activity coupled with a lack of local swimming abilities amongst residents, PVRC has partnered with the City of Springfield to provide a swimming program. Many urban youth do not possess the ability to swim, nor have they encountered proper instruction as many are priced out of traditional lessons due to financial circumstances. This program is designed to alleviate any existing fears of the water while instructing on proper swimming technique. A prerequisite of rowing, strong swimming is not only vital to physical health, but a lack of swimming ability often discourages many other water-

⁹³ Erin Sprong, PVRC Rowing Director, interview by authors, Springfield, MA, 15 November 2013.

based activities, including rowing. This outreach is designed to break down that barrier and can allow all participants to be involved in not only PVRC and the riverfront, but also all other water based activities. As this program is in its infancy, PVRC will need to evaluate its progress moving forward. This program can serve as a pipeline of potential members for the PVRC to draw upon. Moreover, the programming revenue this program brings in will determine its longevity. However, evaluating this program strictly on a potential member basis is difficult due to its long-range nature. Working with young children today will not be shown to increase participation for some time.⁹⁴

Gyms:

We recommend PVRC nurture partnerships with local gyms. Partnering with gyms that have pools will provide a diverse demographic that can be utilized with PVRC members as well as gym members. Complimentary programming can be established with partner gyms, with a portion of the programming occurring at PVRC's riverfront facility with a rowing focus. This is another potential revenue source drawing upon potential members who otherwise may not partake in the sport.

Potential Nonprofit Partners

Nonprofit organizations with related missions, demographics of membership, and spatial location offer PVRC many opportunities. We advise PVRC to explore the option of creating relationships with the following area nonprofit organizations.

Children's Study Home Inc.

Children's Study Home Inc.⁹⁵ is an organization of professionals and volunteers dedicated to caring for and improving the lives of at-risk children, youth and families through high quality educational, residential and family services.

Located on Sherman Street in Springfield, this organization consists of twenty seven workers. Operationally, there are three intensive residential programs serving boys and girls from ages 6-18. With two programs in Springfield and one in Falmouth, they serve children throughout the Commonwealth and provide structured settings with strong staff supervision and carefully designed clinical, life, skill, transitional support and recreation services. Each child has an individually designed service plan with specific goals and objectives focused on preparing that child for a successful transition back home, to a permanent foster home or to independent living. Student progress is closely monitored and behavioral plans adjusted as a child progresses through the program and individual and family therapy is utilized as indicated. In 2012, The

⁹⁴ Jim Sotiropoulos, PVRC Executive Director, interview by authors, Springfield, MA, 2 October 2013. Erin Sprong, PVRC Rowing Director, interview by authors, Springfield, MA, 15 November 2013.

⁹⁵ The Children's Study Home, Last modified 2013. Accessed November 4, 2013. www.studyhome.org.

Children’s study homes Inc have served about 70 residential treatment numbers of clients. They have served 65 children for education and 290 family and communities.

	Contributions and Grants	Program Service Revenue	Number of employees	Salary and benefits paid	Number of Board Members
2011	\$139,863	\$6,201,181	27	\$4,663,500	7
2012	\$97,541	\$6,382,270	27	\$4,548,726	7

YMCA Springfield:

We advise expanding partnerships with various segments of the YMCA of Greater Springfield⁹⁶ The birthplace of PVRC, the organization should explore any potential benefits a partnership would provide.

	Contributions and Grants	Program Service Revenue	Number of employees	Salary and benefits paid	Number of Board Members
2011	\$4,912,841	\$,5,907,263	28	\$6,345,905	6
2012	\$5,661,166	\$5,669,710	28	\$7,192,893	6

Big Brother Big Sister:

We advise PVRC explore partnerships with the Big Brother Big Sister of Hampden County Inc⁹⁷ Their mission is to strengthen our community's future through one-to-one mentoring services to children and youth. Their vision is to successfully mentor relationships for all children who need and want them, contributing to brighter futures, better schools, and stronger communities for all. Accommodating members of Big Brother Big Sister at a discounted fee could possibly add to the programming revenue stream, as well as increase visibility for the organization.

	Contributions and Grants	Program Service Revenue	Number of employees	Salary and benefits paid	Number of Board Members
2011	\$	\$0	14	\$0	6
2012	\$374,231	\$0	14	\$418,553	6

⁹⁶ YMCA, "YMCA of Greater Springfield." Last modified 2013. Accessed November 6, 2013. <http://www.springfieldy.org/>.

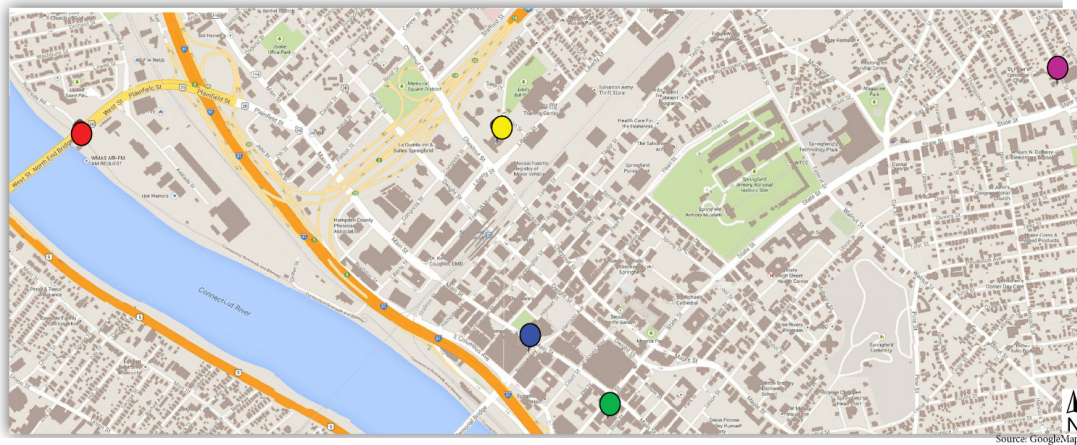
⁹⁷ "Big Brothers Big Sisters of Hampden County." Last modified 2013. Accessed December 1, 2013. <http://www.bigbrothers-sisters.org/>.

Community United Way Of Pioneer Valley, Inc.

The Studio team suggests that PVRC partner with the Community United Way of Pioneer Valley, Inc⁹⁸. Their mission is to provide leadership role in the community brings together a wide network of people and organizations necessary to address problems at their root causes. United Way works closely with businesses, schools, government, and other groups to enhance the results of their work and maximizes resources. As stated previously, visibility, greater membership, and cost-sharing agreements for programming fees are recommended for exploration.

	Contributions and Grants	Program Service Revenue	Number of employees	Salary and benefits paid	Number of Board Members
2011	\$4,273,914	\$618,925	33	\$1,362,512	6
2012	\$4,510,493	\$414,906	33	\$1,355,497	6

Potential Partners within the Greater Springfield Region
in Relation to the Pioneer Valley Riverfront Club



- Pioneer Valley Riverfront Club
- Community United Way of Pioneer Valley Inc.
- Big Brother Big Sister
- YMCA
- Children's Study Home Inc.

⁹⁸ "United Way of Pioneer Valley." Last modified 2013. Accessed November 6, 2013. www.uwpv.org.

Increased Visibility

Recommendation

In order to increase visibility in the Brightwood, Liberty Heights, and Memorial Square neighborhoods for PVRC's aspired audience, a community visioning process will help PVRC understand, involve, and inform the surrounding community about their organization and goals for expansion into the community. Community visioning, facilitated by either the City of Springfield, PVRC, or with engaged community members, allows residents to creatively envision services, or changes to their community that PVRC could help assist with. Residents could help envision what services they would like to see provided by the Riverfront Club or in their neighborhood to increase public health, safety, and community cohesiveness and services.

The benefit of community engagement is that it promotes open communication between local community members and PVRC to ensure that as PVRC transforms and develops over the coming years, the surrounding community is engaged and informed through a transparent process. The more involvement the community has with the organization, the more trusting partnerships PVRC will be able to expand upon. PVRC could benefit from a staff member working solely on the visibility of the organization from event planning to marketing efforts to facilitating public engagement events and efforts.

The current marketing that PVRC engages includes the following strategies: transparency with news stations regarding events and large initiatives, presence on the webpages, byofamily.com, meetup.com, and their own: www.pvrivierfront.org, postcards placed at various businesses including Pioneer Valley Planning Commission, and by word-of-mouth advertising. In order to attract PVRC's target audience and possibly their aspired audience, PVRC needs to expand on their marketing.

PVRC has recently updated their webpage. Technically, the PVRC needs more fluidity in their web presence. The new webpage that is online looks more professional however there are a significant amount of mistakes from spelling errors to grammatical errors on the new webpage. This also needs to be fixed to maintain a professional appearance. Additionally, the organization should drastically increase the use of social media as a tool for recruitment and fundraising.

Another aspect of the Club's public visibility and marketing that needs to be improved upon is their main entrance and key gateway into the club. As shown in the picture below, taken by one of our group members, the signage and entrance to the club is not clear. However, it needs to be inviting and easily accessible to people passing the club. By providing more clear information about PVRC on their key sign and gateway into the site, people who pass will have their interest peaked.



Credit: Report Authors

PVRC also needs to market their organization to Springfield and West Springfield through ads in local newspapers and flyer placements in community hubs (such as churches, libraries, or schools). The flyers should intend to reach their targeted audience by increasing PVRC’s image as a community organization. An example flyer that we have created is shown below in Spanish and in English.

Quieres probar una nueva actividad que te mantenga sano y te permita conocer gente nueva en tu comunidad mientras disfrutas de uno de los recursos más bellos: el Río Connecticut?

*Ven a probar el **Pioneer Valley Riverfront Club** y el Riverfront Park para aprender sobre remo y otros programas comunitarios que ofrecemos! O alquila una bicicleta por el día y recorre la bici senda!*

(Becas y otras oportunidades financieras disponibles)



*North Riverfront Park
121 West St., Springfield, MA
Next to the North End Bridge
www.pvrriverfront.org*

Do you want to try a new activity that keeps you healthy and lets you meet new people in your community while enjoying one of our most beautiful resources: the Connecticut River?

*Come check out the **Pioneer Valley Riverfront Club** and Riverfront Park to learn about rowing and other community programs we offer! Or, rent a bike for the day and cruise the bike path!*

(Scholarships and other funding opportunities are available)



*North Riverfront Park
121 West St., Springfield, MA
Next to the North End Bridge
www.pvrriverfront.org*

In areas with more economically disadvantaged community members, PVRC should market their ability to provide scholarships and the advantages socially and physically of participating in their club’s activities. PVRC should also focus on leveraging their image of an expanding organization as a tool to bring excitement and curiosity from potential members in the

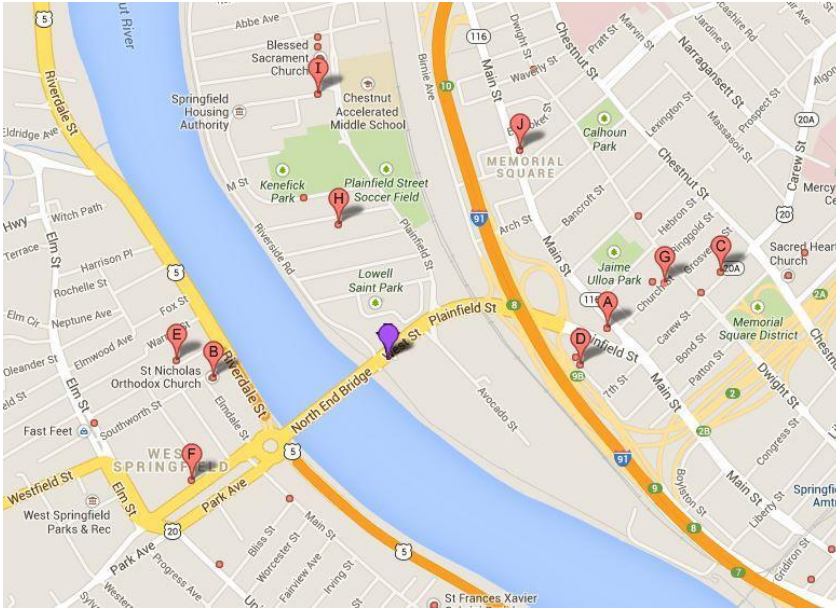
surrounding community. This could also be completed through flyers, word of mouth, and community meetings held at PVRC's facilities. When people realize there is a new service being offered, they become more interested than seeing an ad for an organization that hasn't changed. The targeted audience needs to feel that the provided services are appropriately fitting to their lifestyles. Therefore, the concepts of close access, affordability, and heightened quality of life need to be exaggerated when marketing PVRC to the community.

Special events, as shown in our precedent studies, can bring visibility and funding potential while building PVRC's member base. Even if an organization has little to no funding, potluck style events can bring together the community and can be fundraisers for the organization. PVRC can hold events that occur on weekends during the days to ensure the most people can attend. The events could be fundraisers for the club in a meet-and-greet style with food donations from local restaurants. The targeted audience would be people who live either outside of the neighboring community who have large donations to support the club, and/or community members who live nearby that may be inquisitive about the club's offerings. The Club could also put on special events such as expanding on their existing local rowing regatta to bring together regional and competitive college, university, and high school teams. These regattas could link the club to other key rowing organizations in New England including Hartford's, Riverfront Recapture.

PVRC could also hold networking events regarding rowing or public health in their facility to simultaneously bring awareness to their club's offered programs. Children events to teach them how to row and to bring local, healthy food to the club could be offered once or twice a year to bring new community members to the club. The marketing for these events could be through schools, colleges, universities, or restaurants and shops in the area. The recent event that PVRC held, the Rockrimmon Riverfront Revelry, was a huge success in bringing in support for the Club. This event could be held every year to commemorate the history and future of the organization and as an annual banquet to receive donations and continue to create a strong community for PVRC.

Potential Partners

Email lists are a great way to get free announcements out to local organizations and businesses. By collecting a list of emails of local businesses, PVRC can send out announcements quickly and for free. These announcements can be provided by local churches, libraries or schools. A handful of churches are located within a mile of PVRC, including: Greater Love Church of God, Mt Calvary Baptist Church, St. George Cathedral, Friendship Baptist Church, Alpha and Omega Ministry Church, St. Nicholas Orthodox Church, First Congregational Church, and a few others. (Please see map for all churches nearby below). Libraries nearby also include the West Springfield Public Library and the Springfield City Library: Brightwood Branch. PVRC can also partner with local regattas to advertise their club and the services and programs offered there.



Credit: GoogleMaps

Events can be advertised locally through partnerships in the community including Pride, Baystate, and other non-profit partnerships including LiveWell Springfield and Mass in Motion. They may also be advertised through the resources as mentioned above including churches, libraries and schools.

Funding Opportunities

Marketing endeavors can be funded by a small part of their organizational profits from the rowing programs and other services PVRC provides. They can also be funded initially by community donations and fundraising events. Events may need upfront costs covered by organizational funding, however, if they are fundraising events, they will bring in revenue to cancel the upfront costs and support other visibility efforts. Increasing visibility will bring membership to the club and eventually revenue.

Timeline of Implementation

90 days:

- Fix grammatical and spelling errors on webpage/ delete old webpage
- Print flyers and distribute
- Create email lists for announcements

1 year:

- Design and organize community visioning workshops at the facility
- Improve Key Gateway and Signage for the boathouse
- Continue to print flyers and distribute for upcoming events/ send through email lists
- Create more special events to bring in fundraising and support

5 years:

- Continue to print flyers and distribute for upcoming events/ send through email lists
- Create more special events to bring in fundraising and support

10 years:

- Continue successful marketing efforts and tailor to organizational growth

Audience

Natural:

PVRC's natural audience is upper middle class (and typically Caucasian) rowers that can afford to participate and are already interested and members at PVRC. This natural audience is already interested, engaged and participating in the sport. High school rowers that use the boathouse are also included in the natural audience. Any other members who are rowing through PVRC and have followed them from their Longmeadow location are also their natural audience.

Target:

As the PVRC's expands, they will need to identify a target audience that will help the club evolve in their desired direction. We initially believed that the Riverfront Club's target audience was the surrounding community. However, through interviews with the founder and other members of the club, we have deduced that, in order to bring in funding for the club, the primary target audience is people who already row or have interest in rowing but are not yet involved as members at PVRC. This could include members of the neighboring North End community; however the overarching theme of the target audience is that they are rowers or are already interested in rowing and they are not yet involved with the club specifically.

PVRC can expand on their current, natural audience to try to reach out to more women and men who are in their middle age through the region (including outside of Springfield and West Springfield) or to high school or college students who have funding to support the club; this will provide a stronger base of steady funding to help balance supporting the members who are economically disadvantaged. This expansion could be dependent on the incorporation of more programs that would allow people to row after work in the evenings and during the days when women or men who are not working may attend. Detailed programming suggestions can be seen in the "Programming" section of this report.

PVRC should also target members of the adjacent Springfield and West Springfield community that may be interested in trying a new recreational sport, but are uneducated about what PVRC offers. Naturally, there are members of the community who simply do not have interest in rowing or using the club's facilities and this must be taken into account when assessing where and how to reach the target audience. By promoting new types of programs, PVRC can further attract families, middle-aged men and women, and teenagers to the club to utilize their expanding facilities. Please see more detailed descriptions of proposed programming in the appropriate section.

Aspired:

The aspired audience for PVRC to reach would be the demographic of people who do not have the resources to be able to row, have never been introduced to it, and would initially be disinterested out of fear or cultural stigmas. This audience is the hardest for PVRC to reach because of all of the possible barriers. In order to reach this audience, PVRC needs to continue their efforts of marketing to promote their friendliness and desire to be a public health and recreation service to the surrounding neighborhoods. Their ability to provide other services outside of rowing will also be helpful in attracting their aspired audience. However, attracting the aspired audience is at a low priority compared to first evaluating the existing audience, programs, outreach, and board and then conducting an expansion.

Appendix A: Public Health District

What is a Public Health District?

Public Health Districts are a new initiative within the last two to three years that aim to address the need for livable, walkable, and healthy communities to be planned around an existing or proposed medical facility. The initiative draws upon the CDC Sustainability Planning Guide for Healthy Communities as well as other research, regional planning commissions, and hospital associations. The Congress for the New Urbanism, an organization dedicated to creating healthy, walkable, and mixed-use developments, released their public health initiative in 2011⁹⁹. This initiative is influenced by the momentum that has already been occurring in the last five to ten years regarding district scale public health initiatives:

The 2010 Patient Protection and Affordable Care Act (PPACA, or “The Affordable Care Act”) is changing the business model of healthcare, with potential long-term benefits for patients, health systems and the needs of the community they serve with greater focus on wellness, prevention and community health. The Affordable Care Act has mandated that tax-exempt hospitals produce Community Health Needs Assessments (CHNA) every three years. These assessments, among other requirements, describe communities served and methods for receiving input on community interests. (See Notice 2011-52). This requirement is an excellent opportunity for health systems to improve public health by collaborating with their neighbors to build healthier, lifelong communities.¹⁰⁰

Health Districts are beginning to be a strong initiative for planners, hospital associations, and local community members to come together to create healthier, more livable communities.

Why is a Public Health District Viable for the Pioneer Valley Riverfront Club and its surrounding neighborhood?

The Pioneer Valley Riverfront Club is at a crucial turning point in determining broader funding options for their organization. By serving as a hub for an overarching plan for the area, the Club is more likely to receive funding under umbrella grants and funding sources that not only promote healthy exercise or rowing, but also fund efforts that have broader goals and district-

⁹⁹ Health Districts, Congress for New Urbanism, Date Accessed: Nov. 12, 2013, <http://www.cnu.org/healthdistricts>

¹⁰⁰ *Ibid.*

scale plans, such as public health. Pioneer Valley already has strong partnerships with neighboring public health related organizations. By expanding upon these partnerships and creating new ones, Pioneer Valley Riverfront Club can become a hub for community-based public health initiatives.

The Community Transformation Grant that was already awarded to the Pioneer Valley Riverfront Club was distributed by the Center for Disease Control (CDC): the same organization backing the need for the building and funding Public Health Districts. By already having the CDC's support, the Pioneer Valley Riverfront Club will be able to increase their capacity for receiving funding in the future when linked to an overarching Public Health District. The more momentum that pushes the neighboring community to encourage and build infrastructure for public health, the more PVRC will benefit financially and socially as an organization.

Planning and Public Health Linked: Center for Disease Control (CDC) and Leadership in Energy and Environmental Design: Neighborhood Development (LEED ND)

The CDC has partnered with LEED ND designers and officials to create a Healthy Places Fact Sheet that has been included in the LEED ND Framework. The Healthy Places Factsheet includes overarching public health goals with specific infrastructure-related implementation strategies for planners and developers.¹⁰¹

Context and Setting

Census Tracts

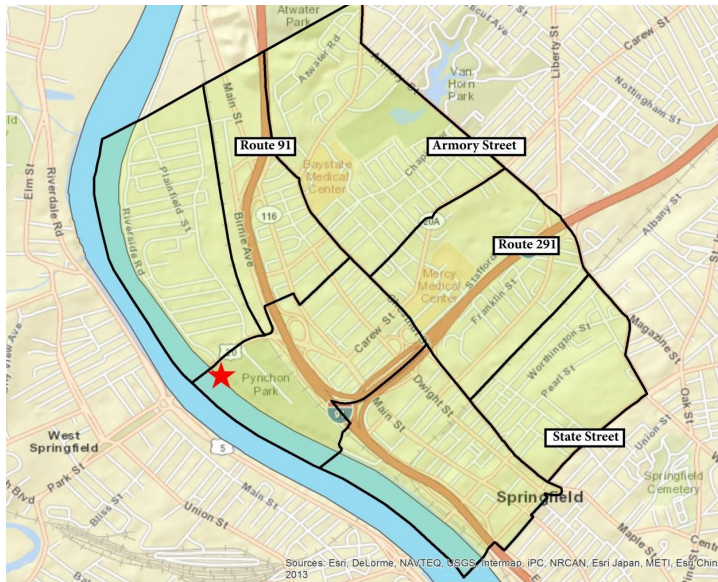
The Census Tracts that would be in the proposed Public Health District Overlay are: 8012, 8011.01, 8009, 8008, 8007, 8006, 8005.¹⁰² The following map shows the census tracts. The tracts were chosen based on their surrounding proximity to PVRC as well as their inclusion of the existing public health related assets that PVRC is linked to. The neighborhoods that are either fully or partially covered by the Public Health Overlay District (PHOD) are Liberty Heights, Memorial Square, Brightwood, and Metro Center.¹⁰³

¹⁰¹ LEED-ND and Healthy Neighborhoods: An Expert Panel Review, Center for Disease Control, Date Accessed: Nov. 12, 2013, http://www.cdc.gov/healthyplaces/factsheets/leed-nd_tabloid_final.pdf

¹⁰² American Community Survey, US Census Bureau, Date Accessed: Nov. 11, 2013, <https://www.census.gov/acs/www/>

¹⁰³ American Community Survey, US Census Bureau, Date Accessed: Nov. 11, 2013, <https://www.census.gov/acs/www/>

Proposed Public Health District Tracts¹⁰⁴



Demographics

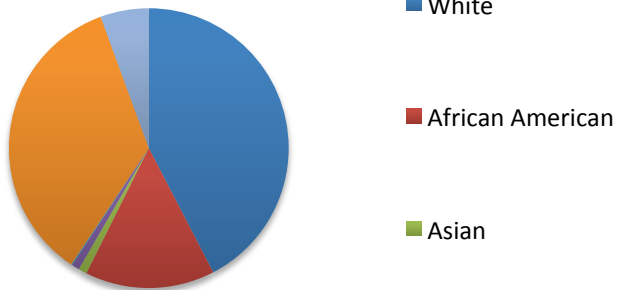
The total population of the census tracts included in the public health overlay district is 20,720 people.¹⁰⁵ The racial makeup and ethnicity of the public health overlay district are in the attached table and pie charts.¹⁰⁶ The following pie charts and table display this information.

¹⁰⁴ Google Maps, U.S. Census Bureau.

¹⁰⁵ American Community Survey, US Census Bureau, Date Accessed: Nov. 11, 2013, <https://www.census.gov/acs/www/>

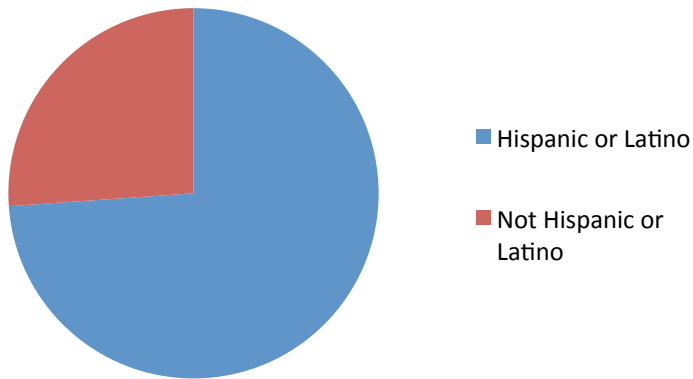
¹⁰⁶ Census Viewer, Massachusetts, Date Accessed: Nov. 15, 2013, <http://massachusetts.us.censusviewer.com/client>

Average Racial Composition of Proposed Public Health District Tracts



107

Average Ethnicity of Proposed Public Health District Tracts



108

¹⁰⁷ U.S. Census Bureau, 2011 American Community Survey.

¹⁰⁸ *Ibid.*

Racial Composition of Public Health District Tracts¹⁰⁹

	8012	8011.01	8009	8008	8007	8006	8005
White	1,069	779	1,849	986	1,476	944	1,678
African American	632	334	700	297	524	208	412
Asian	17	44	41	6	17	13	61
American Indian and Alaska Native	31	14	45	21	26	31	23
Native Hawaiian and Other Pacific Islander	0	1	7	5	0	9	0
Some Other Race	755	587	1,302	679	1,720	1,198	1,021
Two or More Races	134	103	192	104	237	217	171
Hispanic or Latino	1,582	1,223	2,972	1,701	3,501	2,369	1,962
Not Hispanic or Latino	1,056	639	1,164	397	499	251	1,404

Precedents

- a. Kitsap County Public Health District (Kitsap County, WA)¹¹⁰: a successful public health district that serves a county in Seattle, WA.
- b. Center for New Urbanism example: Heart Clinic of Arkansas partnership with the Arkansas River Trail¹¹¹
- c. The Presidio Public Health Service District (San Francisco, CA)¹¹²

Proposed additions

¹⁰⁹ U.S. Census Bureau, 2011 American Community Survey.

¹¹⁰ Kitsap Public Health District, Kitsap Public Health District, Date Accessed: October 23, 2013, <http://www.kitsapcountyhealth.com/>

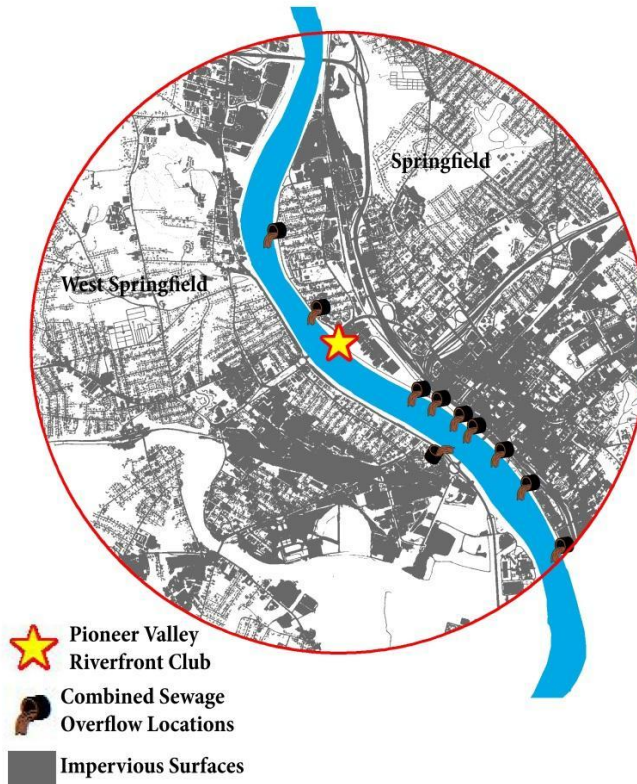
¹¹¹ Medical Mile - Arkansas River Trail, Heart Clinic Arkansas, Date Accessed: Nov. 9, 2013 http://www.heartclinicarkansas.com/medical_mile.htm

¹¹² Public Health Service District, The Presidio, Date Accessed: Nov. 9, 2013 <http://www.presidio.gov/explore/Pages/public-health-service-district.aspx#.UowaHMTEOUM>

Environmental

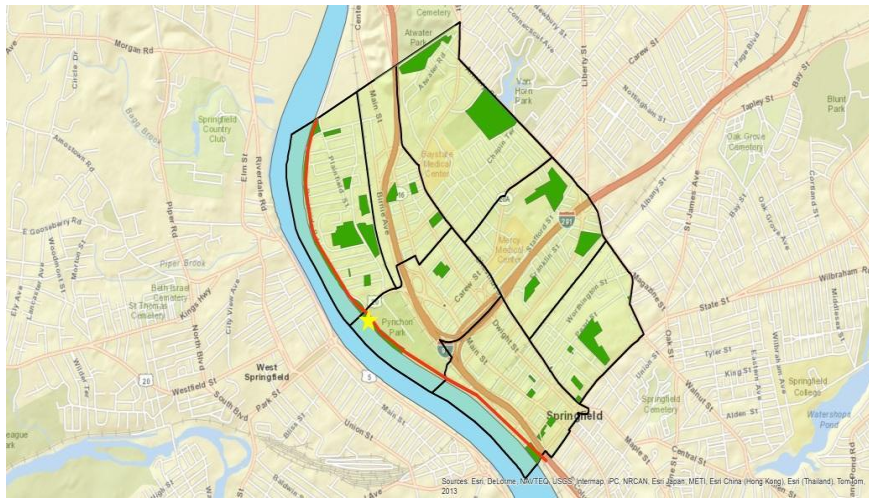
- a. Decreased CSOs
- b. Reduced impermeable pavement to reduce runoff into CSO (Refer to Map below)
- c. Connections between bike path and other access points
- d. Increased pedestrian accessibility (reduced cars create less accidents, noise and other pollution).
- e. Expand upon community gardens/ farmers markets or urban agriculture: marketing to urban farmers, consolidation of vacant lots.
- f. Reduce traffic/ increase public transit through improved street infrastructure (traffic lights etc.)
- g. Increased green space (reduction in depression)

**Impervious Pavement & Combined Sewage Overflow Locations:
2 Mile Buffer Surrounding Pioneer Valley Riverfront Club**



¹¹³ MassGIS, ArcMap.

Public Health District Green Spaces¹¹⁴



Social

- a. Organized events in the neighborhood to increase education around public health, local resources, and to generate new ideas around potential resources that the local community wants to see: Use interactive tools such as spatial board games, writing exercises, and small map drawing groups to create strong community visioning.
- b. Increased police activity to reduce crime rates and sense of safety
- c. Create a public health board for the district with local public officials (and possibly in conjunction with the Dept. of Public Health) and elected community members to represent and continue public health efforts in the public health district.
- d. Utilize the Healthy Places Toolkit for Healthy Community Design Survey for the surrounding community.¹¹⁵

¹¹⁴ MassGIS, U.S. Census Bureau

¹¹⁵ Healthy Community Design, Centers for Disease Control, Date Accessed: Nov. 14, 2013, http://www.cdc.gov/healthyplaces/toolkit/healthy_community_design_checklist.pdf

Appendix B: Precedents

The precedent section below will give Pioneer Valley Riverfront Club examples of other non-profit rowing organizations and other perceived non-profit elitist sports clubs. A few of the organizations have been referenced in previous sections of this report and their full descriptions are below. Others were not discussed and are included here as potential future references for Pioneer Valley Riverfront Club. The descriptions of each nonprofit organization below contain the mission statement of the organization, a breakdown of programming and funding, and a look at the financials of each.

Universities with Rowing Organizations

Many of the large universities in the northeastern portion of the United States along a river or other water body have rowing teams. Some of the larger teams include Boston College, Boston University, New York University, Princeton, Yale, Harvard, and many other major universities. Many of these programs host summer camps for children and hold other youth programs throughout the school year.

Closer to Springfield, University of Massachusetts Amherst, Amherst College, and Smith College have established crew programs. American International College, in Springfield, historically had a crew team and are currently beginning a club team for both men and women. Baypath College is also starting a women's club crew team, both local teams will be rowing out of PVRC. Currently, there is little connection with the colleges and universities in Northampton and Amherst and this possibility should be explored further in the future.¹¹⁶

Non-profit Rowing Organizations

Three Rivers Rowing Association- Pittsburgh, Pennsylvania-founded 1984

Mission: Our mission is to develop and deliver safe, sustainable programs and events that promote the benefits of rowing and paddling to a diverse, growing membership.

About the organization: The Three Rivers Rowing Association (TRRA) was founded in 1984 by four men who were interested in rowing along the rivers in Pittsburg. The club began with the four founders' idea of reaching out to inner city children and teaching them to love the sport they already loved, rowing. The TRRA wanted to build a clubhouse, where they could teach people how to row and where they could store the boats. They began funding their idea by reaching out to various charities throughout the city, including the Catholic Church. The founding members first taught interested citizens how to row at the local YMCA before they were given a large donation from the Child Guidance Center Foundation for \$200,000 and able to start their own program on the river. The club also partnered with three local universities which paid \$75,000 each to help build the original boathouse in exchange for using the facility for their students.

¹¹⁶ <http://www.ncaa.com/sports/rowing/d1>

Today, the TRRA offers rowing, dragon boating, and kayaking to its 275 members and over 1,300 annual guests. The club has grown so much that they built a second boathouse with an indoor training facility that allows visitors to train indoors no matter what the weather as well as brand new weight rooms, locker rooms, and other training facilities. The club holds five major competitions a year and won the national title of Club of the Year Award in 2002 and 2010.¹¹⁷

Recommendations from organization: PVRC and The Three Rivers Rowing Association were both originally funded by a large grant, of \$370,890 and \$200,000 respectively. The Springfield rowing club could use TRRA as a case study in order to find future funding and programming ideas. PVRC should look into partnering with local colleges and universities in order to further grow their organization. If the schools show enough interest in having crew as a club or varsity sport PVRC may be able to have each school donate money in exchange for the use of the boathouse and equipment.

Financials:¹¹⁸

	Contributions and Grants	Program Service Revenue	Number of employees	Salary and benefits paid	Number of Board Members
2011	\$174,612	\$877,877	5	\$126,590	15
2012	\$284,437	\$798,196	27	\$298,405	15

East Bay Rowing Club- Oakland, California - founded in 2011

Mission: Through participation in recreations and competitive rowing, the East Bay Rowing Club emphasizes teamwork, water safety and respect for the natural environment of the Oakland Estuary.

About the organization: The East Bay Rowing Club (EBRC) was established as a non-profit rowing club in 2011 in the Port of Oakland. Prior to becoming a non-profit, the boathouse and equipment used for the club were owned by the City of Oakland, which shut down the clubhouse in 2010 due to budget cuts. This shut down closed the boathouse and rendered all the equipment inside the building useless. Former members of the club were determined to find a way to buy the clubhouse and equipment back in order to use it again, and they did in 2011. The club was purchased with the help of sponsors within the club as well as grants and loans from the state of California. The club is currently looking for more sponsors, and their website reads, “The East Bay Rowing Club is growing in members and racing wins. As a result, we have hopes for both the healthy growth of the club and as well as for equipment to train and race in. We are looking for sponsorship and support to help in this growth and look forward to working with you on promotion, visibility and advertising for your company or yourself as an individual sponsor.”

¹¹⁷ <http://www.threeriversrowing.org/>

¹¹⁸ www.guidestar.org

The EBRC currently has about 80 members, many of which are highly competitive, including many medal winners in regional competitions. The club also offers summer camps for children, special youth programs for after school and weekends, and master’s programs. The EBRC has grown immensely in the past two years, and will only be able to continue to grow if sponsorship and other funding is provided. Other than donations and fundraising, the club is also funded by grants and loans from the state of California. The club also has sponsorship opportunities available, Gold, Blue, and Green. Each category of sponsorship corresponds with an amount of money donated. For example, a Gold Scholarship is from \$5,000 to \$10,000 and gives the sponsor boat naming rights, branding on all EBRC properties, newsletters and website, and gives space on the EBRC tent during competitions. The Blue Sponsorship is from \$2,500 to \$5,000 and allows branding to be placed on an oar set, branding in newsletter and website and tent signage. The lowest level of sponsorship is Green, which is from \$500 to \$2,500. Green Sponsorship gives a brass nameplate on a gunwale and individual oar naming rights.¹¹⁹

Recommendations from organization: EBRC has recently become a non-profit organization, similar to PVRC, so the Oakland club could be a great resource for the Springfield club to contact in order to discover what the organization has done in terms to funding that has worked and has not worked, as the clubs have very similar beginnings and geographies. PVRC should consider having a similar sponsorship structure. It could be possible to reach out to businesses throughout the Pioneer Valley through the Chamber of Commerce.

Financials:¹²⁰

	Contributions and Grants	Program Service Revenue	Number of employees	Salary and benefits paid	Number of Board Members
2011	\$18,831	\$15,139	0	\$0	10

*Information for 2012 was not available.

Community Rowing Incorporated- Boston, Massachusetts - founded in 1985

Mission: Community Rowing, Inc. (CRI) changes lives and communities by providing access to the sport of rowing and its profound social benefits. "Rowing for All" is our mission, and we are especially committed to delivering rowing to groups who can benefit from the social and health outcomes of our unique sport.

Community Rowing Incorporated (CRI) was founded in 1985 in Boston, Massachusetts along the Charles River dedicated organization dedicated to the belief that the sport of rowing provides unique abilities to promote personal and community growth through teamwork, discipline, and physical fitness. About 5,000 people row with the club annually therefore is one of the largest rowing programs in the United States. The club’s boathouse grounds are a part of the Massachusetts park system, and were the first public rowing club in Boston. CRI is committed to

¹¹⁹ <http://eastbayrowingclub.org/>

¹²⁰ www.guidestar.org

its mission of enriching the greater community and provides broad based programs for youth and adults, novice to elite skill levels. The club offers youth programs for local high schools, programs for individuals with special needs such as sensory and mobility disabilities from Perkins School for the Blind and other institutions, programs for adults of all ages and abilities, Olympian and National Team rowing programs, and other nationally competitive teams for people of all ages.¹²¹

Recommendations from organization:

According to CRI’s 2012 Annual Report, about 60% of funding for the club came from program fees and dues and about 20% came from grants and special events. This is a balance that could possibly work for PVRC, as it provides enough revenue from paid members to allow scholarshiped members to attend programs at the club at a discounted rate or even free. CRI is such an established club in a location that is demographically diverse from Springfield and PVRC, so although the exact numbers and type of people who visit the Boston club are and will be different than the Springfield club, it is important to see where the funding came from over the past twenty eight years and compare to what PVRC is doing for funding.

Financials:¹²²

	Contributions and Grants	Program Service Revenue	Number of employees	Salary and benefits paid	Number of Board Members
2010	\$2,441,197	\$1,454,091	48	\$1,225,284	12
2011	\$752,276	\$1,823,811	98	\$1,508,482	12

Riverfront Recapture Community Rowing- Hartford, Connecticut - founded in 1990

Mission: Riverfront Recapture’s mission has three goals 1) Create accessible riverfront parks and public recreational facilities to improve quality of life in metro Hartford, 2) Make the riverfront an attractive destination for visitors and residents, and 3) Use the revitalized riverfront as a catalyst for investment and job creation

Riverfront Recapture Community Rowing is located along the Connecticut River in Hartford, Connecticut. The program serves over 550 people annually and is one of the largest and most successful community rowing programs in New England. Programs range from youth to retirees and from beginner to highly competitive. The club began in the early 1990s with a few members who enjoyed rowing. The small organization got a grant that allowed them to buy two boats to start a high school program. In the early years the club stored their equipment in a metal storage locker on park land without electricity or running water. In 2002 after 13 years of fundraising and working with city, state, and federal agencies the club was able to build a \$3.6 million boathouse.

¹²¹ <https://www.communityrowing.org/>

¹²² www.guidestar.org

Currently, Riverfront Recapture offers programming to any Hartford or East Hartford high school student for free. The club also offers special adaptive rowing programs to patients from Mount Sinai Rehabilitation who have physical disabilities or vision impairments. A major yearly event is the Head of the Riverfront Regatta which in 2012 drew 500 entries, 2,500 participants, and over 10,000 spectators. During this event and others during the year the club requests that all members volunteer between six and ten hours a year, which allows the organization to survive. The club is funded mostly by the money gained from members storing their boats, from sponsors of individual teams, corporate sponsors, such as Travelers Insurance, and the city of Hartford and the parks system of the city. One of the special features of the Riverside Park is that visitors can use social media, Facebook, Twitter, and Instagram, to tag themselves at the park and also allows them to post pictures of their visit to the park.¹²³

Financials:¹²⁴

	Contributions and Grants	Program Service Revenue	Number of employees	Salary and benefits paid	Number of Board Members
2011	\$1,478,426	\$1,089,885	106	\$1,587,569	54
2012	\$1,016,373	\$1,016,287	104	\$1,548,534	50

*For entire Riverfront Recapture Park

Perceived Elitist Non-Profit Precedents

These precedent studies are focused on non-profit organizations that are similar to the Pioneer Valley Riverfront Club due to the high startup costs and the perception that they are elitist activities. These organizations may provide examples of funding and structure for PVRC as they continue to grow.

Urban Peaks- Boston, Massachusetts-founded in 2011

Mission: Urban Peaks promotes the positive and life-altering benefits of rock climbing and adventure based activities to disadvantaged, underrepresented youth.

Urban Peaks is located in Boston, MA and was founded in 2011 by a group of outdoor adventure enthusiast. After 2 years of programming Urban Peaks has been able to fund nearly 600 students in the program. The organization has three different programs for children and adults, rock climbing, challenge courses, and team building. The Urban Peaks website says, “We are climbers, hikers, bikers and outdoor enthusiasts in and around the Boston area who believe in the power of adventure to change life for the better...Through the UP Foundation, we want to share our excitement for these activities and help others find their true strength.” The organization has worked with schools, Boys and Girls Clubs, Girls Inc, children’s fitness programs, and youth development centers.

¹²³ <http://riverfront.org/recreation-programs/rowing>

¹²⁴ www.guidestar.org

Urban Peaks methods for funding include a grant from The North Face, hosting an annual “climb-a-thon” which has raised \$5,000 each year as well as receiving a portion of the entry fees from Metro Rock Climbing Center’s competition. Urban Peaks has also raised over \$10,000 from raffles held at various climbing event competitions.¹²⁵

Recommendations from organization:

Urban Peaks teamed up with Northface, a large company that sells climbing equipment and other outdoor apparel. PVRC could look for companies that either create or sell rowing equipment.

Financials:¹²⁶

	Contributions and Grants	Program Service Revenue	Number of employees	Salary and benefits paid	Number of Board Members
2012	\$22,144	\$12,931	0	\$0	5

*Information was not available for 2011.

Treasure Island Sailing Center-San Francisco, California-founded in 1999

Mission: The Treasure Island Sailing Center is a non-profit organization whose purpose is to improve our community and the sport of sailing by providing access, facilities, and sailing instruction to people of all socioeconomic backgrounds, skill levels, and physical abilities. The Treasure Island Sailing Center was founded in 1999 by a group of sailors who sponsored 10 high school aged girls and taught them how to sail. Along with sailing, they taught the girls teamwork, communication, and leadership skills, all of which are still emphasized by the Center today in all of their programs. Within two years, the Center had 230 children in afterschool, weekend, and summer programs with 80% of the students enrolled on full scholarships. After four years, there were over 400 children involved with the Center in summer programs alone. In 2002 the Center expanded and began offering sailing lessons to disabled children and adults and in 2003 expanded their education to adults as well. The Center’s goals are to support the growth of sailing through funding for sailing instruction, equipment, and facilities.

Treasure Island Sailing Center is located on Treasure Island in San Francisco, California. The island is currently owned by the United States Navy, but the city of San Francisco controls the island and leases space to the Center for free. The Center is funded mainly by members of the yacht club who pay to use the facility and store their boats and through major sailing competitions that occur between the Center and other neighboring yacht clubs. According to the 2012 Annual Report, the Treasure Island Sailing Center’s revenue came from the following breakdown. 51% from programs an tenant fees, 35% government grants, federal, state, and city, 11% from special events, 3% from individual donors, and 2% from in-kind. The Center has obviously found a way to balance paying customers with scholarship programs for both children

¹²⁵ www.urbanpeaks.org

¹²⁶ www.guidestar.org

and adults. The areas surrounding San Francisco have yacht clubs, which helped the Center grow when it first began its mission. Some of the neighboring clubs are St. Francis, Golden Gate, and San Francisco Yacht Clubs. These clubs hold highly competitive races that help to raise money to keep the program functioning.

The Treasure Island Sailing Center allows each student to fill out scholarship paper work, and in families that make less than \$40,000 per year children are given a full scholarship to all programs. If a family makes less than \$70,000 per year children are given a 50% scholarship. The Center would not be able to survive without donations of both time and money, which are both necessary to teach the students and allow the facilities to be kept in great shape. Sailing into Schools is another program offered by the Center. It invites 4th grade students to visit during the school day and learn about the environment and the ocean. Although this is a new program, it could be expanded in the future and could be another way the Center helps the children of the community of San Francisco.¹²⁷

Recommendations from organization

Treasure Island Sailing Center expanded their organization to the school system. They did not partner with the schools recreation departments, but the academic ones. PVRC could hold similar environmental education classes at their site. Having young students visit the center and become more comfortable with the environment is important to the future growth of the club, and it could also inspire some youngsters to try the sport of rowing.

Financials:¹²⁸

	Contributions and Grants	Program Service Revenue	Number of employees	Salary and benefits paid	Number of Board Members
2011	\$147,508	\$103,818	14	\$218,749	8
2012	\$175,986	\$124,874	25	\$257,385	8

¹²⁷ www.tisailing.org

¹²⁸ www.guidestar.org