

Strategic Plan 2013-2016

INTRODUCTION

This Strategic Plan covers the calendar years 2013, 2014, 2015 and 2016. It sets the direction for Canoe Tasmania for that period and the broad framework and strategies that will allow Canoe Tasmania to meet its objectives.

It was most recently revised at the 2013 AGM following a Strategic Forum conducted in Campbell Town in June 2013.

This Strategic Plan provides a framework for Canoe Tasmania's role in the development of canoeing and associated activities over the next four years, setting our direction and identifying our main strategies during this period. It will be reviewed at least annually during this period.

The Plan builds on previous plans developed in line with Canoe Tasmania's mission to strengthen canoeing in Tasmania.¹

While this plan is our own we acknowledge that we cannot be successful without the cooperation of our members and the support of stakeholders such as Australian Canoeing, Sport and Recreation Tasmania, Events Tasmania, Hydro Tasmania amongst others.

The plan performs a number of functions including:

- Identifying those areas which need particular attention during the planning period to help ensure our continued success;
- Guiding management and operational planning activities including priority setting, resource allocation, performance monitoring processes; and
- Signalling to our stakeholders the future plans of Canoe Tasmania;

OUR MISSION

To Strengthen Canoeing in Tasmania

Canoe Tasmania, as the peak State body, will provide leadership for canoeing organisations throughout Tasmania with the aim of building the sport of canoeing for the benefit of all.

Canoe Tasmania will represent the interests of its members to governments, the public and Australian Canoeing and act in the best interests of canoeing in Tasmania and, through our affiliation with and contributions to Australian Canoeing, the best interests of canoeing in Australia.

Canoe Tasmania will maintain a clear distinction between the rightful functions of clubs and those of a peak state body, focussing on coordination and delivery of state-wide services to enhance the operations of clubs

¹ Note: Canoeing is an overarching term which encompasses sub-disciplines using a wide variety of canoes, kayaks, sit-on-tops and skis, and could extend to include paddle boards and other paddle craft. Due to extensive skills and personnel overlaps between whitewater canoeing and rafting, Canoe Tasmania often delivers services to also benefit the rafting community.

and to benefit their members, and for the delivery of education services for both clubs and the general public.

BRIEF HISTORY

Originally formed as the Tasmanian Canoe Association in 1971, Canoe Tasmania is the peak body for and represents three affiliated canoe clubs – the Tasmanian; Tamar and Derwent Canoe Clubs.

The sport of canoeing has been active in Tasmania for over 50 years. However, the advent of fibreglass canoes and kayaks in the late 1960s and early 1970's meant that many clubs developed in those years.

Canoeing further developed in the 1990s and into this century with rapid advances in boat design through high tech plastic moulding for recreational kayaks and improved laminating techniques and materials for competition kayaks.

Education

A key role of Canoe Tasmania is in education to ensure that as many paddlers as possible have skills and knowledge to maximise their enjoyment and safety.

Canoe Tasmania, in partnership with Australian Canoeing, delivers training & assessment under the Australian Canoeing Award Scheme. This scheme is accepted as the standard for qualifying recreational paddlers, instructors, coaches, officials and guides by the outdoor recreation industry. As well as providing training and assessment for canoeing the award scheme also caters for rafting, another significant segment of the outdoor recreation industry.

Varying from year to year, there are currently over 100 qualified instructors in the state. Education is delivered by these qualified instructors across the state to paddlers regardless of club membership. While it is difficult to quantify the amount of instruction delivered in the state, many hundreds of paddlers benefit each year from these education services, including school children, people undertaking adult education, and those taking up recreational canoeing outside the club system. The education activities of Canoe Tasmania impacts widely on the safety and enjoyment of paddlers across the state, whether club members or not.

Competition

Canoe competitions at club, state and national level began to be held in Tasmania during the 1970's and continue. The competitive canoeing disciplines which are active in Tasmania are:

- Slalom (Olympic)
- Flatwater Sprint (Olympic)
- Flatwater distance racing (including marathon racing)
- Ocean racing
- Wildwater Racing
- Freestyle
- Canoe Polo and
- Extreme Racing

With a wealth of rivers and excellent venues for canoeing events Tasmania has been a regular choice for national events. The Australian Slalom and Wildwater Racing Championships hosted by Canoe Tasmania every five years since 1974 with lack of water availability in other states, every three years since the early 1980s. Numerous Australian Team Selection races have also been hosted by Canoe Tasmania.

Tasmania hosted a, International Canoe Federation's World Cup Slalom race in 1992, attracting a large international field and thousands of spectators to Cataract Gorge in Launceston. This was only the second Slalom World Cup Race held in the southern hemisphere, and was widely acclaimed as the best World Cup event that year.

In 2009, Canoe Tasmania hosted all six races of the International Canoe Federation's Wildwater World Cup – only the second time this had been held outside of Europe and the first in the Southern Hemisphere. A large international contingent attended and it was hailed by visitors as a great success with excellent venues, organisation and local support.

Tasmania has produced numerous Australian Champions and international standard competitors in all disciplines including but not limited to Andrea McQuitty and Dan Hall (Wildwater); Olympians Peter Eckhardt and Justin Boocock (Slalom) and Peter Genders (Sprint). During the 1980's & early 1990's the AIS Slalom Squad was based in at New Norfolk with numerous interstate paddlers moving to Tasmania to train with the squad.

Currently three venues are regularly used for national events: Forth Slalom Site; Mersey White Water Forest Reserve and Brady's whitewater course, with Broken Bridge on the Derwent providing a summer slalom training venue.

The major change with this iteration of the strategic plan is the recognition of the need to develop a facilities/infrastructure plan for Canoe Tasmania to document the current state of canoeing infrastructure and future infrastructure maintenance and development needs to facilitate the ongoing development of canoeing in the state.

Recreation and Clubs:

In recent years affiliated clubs in Tasmania have had between 300 and 400 financial members with many more recreational and beginner paddlers within the state benefiting from the work of Canoe Tasmania through its education program.

Canoe Tasmania actively supports and encourages canoeists to become club members to facilitate communication about canoeing activities, education, safety, environmental awareness and the like, as well as to facilitate competitive canoeing.

Canoe Tasmania also produced Paddle About Tasmania – the most comprehensive guide to paddling and rafting Tasmania's rivers. Published initially as a book, this has been redeveloped as an online guide - www.paddletasmania.canoe.org.au .

CANOE TASMANIA VALUES

Canoe Tasmania is committed to facilitating a high standard of education and safety and opportunities for participation and competition in paddle sports in Tasmania. It aims to provide all members with access to high standard facilities and equity in participation at all levels.

Inclusion	Canoe Tasmania and its affiliated clubs are committed to ensure that people of all abilities are able to participate and will endeavor to include anyone regardless of their background, physical capability, or circumstances and to support the needs of all paddlers from a diverse cross-section of the community.
Cooperation and partnerships	Canoe Tasmania values cooperative relationships and will work in productive partnerships with stakeholders and the broader canoeing and recreation community for the benefit of canoeing.
Paddler Focus	Canoe Tasmania value the opinions, needs and wants of its members and will provide services to member organisations and individuals accordingly.
Leadership	The executive, committees and employees of Canoe Tasmania will provide leadership and direction for the good of all in the sport.
Good Governance	The internal operations and service provision functions of Canoe Tasmania will demonstrate good governance and probity.
Transparency	Corporate decision making, management processes and service delivery programs will be undertaken in an open way and canoeing stakeholders will be kept well informed of state and national directions and activities.

KEY RESULT AREAS

1. Education and Participation

Provision of high quality education and participation programs for recreational and competitive paddlers, coaches, officials, instructors, guides and administrators.

Strategies

Maintain the Australian Canoeing Award Scheme as the benchmark in canoeing and outdoor education training in Australia and Internationally.

Develop and promote qualified personnel (instructors, guides, coaches, officials and administrators) and encourage improvement in the skill and knowledge base of those involved in the Canoeing Industry.

Develop resources to underpin and better support the Australian Canoeing Award Scheme;

Ensure consistently high national standards of instruction and safety for all paddlers and improved risk identification, minimisation and management in all canoeing activities

Identify and support mass-participation events which promote canoeing and enhance awareness and membership of clubs.

2 High Performance

Canoe Tasmania athletes achieve the best possible results at national and an international level.

Strategies

Develop high quality coaches and build links to sports science and sports medicine through cooperation with the Tasmanian Institute of Sport.

Support high quality competitions to increase participation and enhance competitive performance.

Establish Talent ID squads and specialised junior development programs to feed both State and National pathways.

Support athletes where possible in international competition.

3 Membership Services

Strengthening clubs through better promotion of the advantages of club membership and improving services delivered by clubs.

Strategies

Promote the activities of Canoe Tasmania and the benefits that can be obtained through membership;

Enhance the benefits of membership through the operation of a National Membership Benefits Program, including the continued provision of a national membership card and benefits package;

Implement programs that simplify the management of membership system so as administration is reduced at all levels.

4 Community and Facilities Development

**Helping clubs to grow – increasing paddlers, volunteers and supporters.
Increasing paddling opportunities through improved canoeing venues and facilities.**

Strategies

Provide assistance to Clubs and other organisations to encourage improved management practices;

Promote initiatives to clubs to assist with recruitment and retention of members.

Develop and promote programs that encourage volunteers to become involved in all aspects of canoeing.

Develop a facilities and infrastructure plan to document existing canoeing facilities and venues and their maintenance and development needs, and to identify facilities gaps and development opportunities for new facilities to support increased growth and participation in canoeing.

5 Competition Development

Support financially viable and successful Club, State and National and International Events within Tasmania to increase competition opportunities and public awareness of the sport of canoeing.

Strategies

Participate in the national competition program and complement this with State and Club events.

Investigate and support alternate competition structures that encourage participation and public and media interest.

6 Corporate Governance & Representation

To be financially sound, efficiently run and respected for the role we play at a state and national level.

Strategies

Regularly review strategic and operational plans, and implement changes identified

Strengthen Board skills and responsiveness by active recruitment and succession planning.

Ensure the financial viability of Canoe Tasmania through prudent decisions, diversifying revenue and strengthening policies, procedures and control mechanisms.

7 Marketing and Communication

Making the sport of canoeing, canoe education, canoeing careers and canoe clubs better known across Tasmania

Strategies

Promote Canoeing as a safe, accessible, family oriented, environmentally friendly activity, as well as an exciting one.

Continually improve the Canoe Tasmania website and club websites to provide readily accessible information on Canoeing, contacts, a calendar of Canoeing events etc.

Regularly review and upgrade “Paddle about Tasmania” as a guide, safety tool and promotional product for Canoeing in Tasmania.