



Department of  
**Sport and Recreation**

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CANOEING WESTERN AUSTRALIA INC STRATEGIC PLAN  
2010 – 2015

BE ACTIVE – GO PADDLING

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Canoeing Western Australia Inc



## **OVERVIEW**

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Canoeing Western Australia is the Association that represents the whole of the paddle sports community, which is comprised of the following core disciplines: sprint, slalom, marathon, canoe polo, down river and sea kayaking. In recent times representation has been expanded to incorporate ocean paddling, outriggers, stand-up paddle boards and other forms of paddling.

## **VISION**

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Canoeing Western Australia Inc. will be recognised as the peak body for paddle sports in Western Australia.

## **MISSION**

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Canoeing WA will maintain the highest level of expertise and provide opportunities to all paddlers in competition, recreation, education, training, safety and facilities. The needs of all paddlers will be represented at all levels of government promoting paddle sports as a positive life changing physical activity.

## **STRATEGIC GOALS**

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The strategic goals for the period 2010 – 2015 are to place greater emphasis on growing paddle sports through increased participation in all paddle sports related activities. The increased paddle sports growth will be through club membership, discipline participation, increased opportunities and growth in junior paddling programs and through the development of strategic partnerships.

## **STRATEGIC OBJECTIVES**

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1. Facility Development – To work towards the development of local and international standard facilities for affiliated clubs and disciplines
2. Participation and Membership – To recruit and retain current members and volunteers and provide participation through community events
3. Community Development – Provide members and the public, skills and knowledge of all aspects of paddle sports through the provision of information and education courses
4. Administration and Management – To effectively and responsibly manage the organisation for the long term vision of paddle sports
5. Promotion and Marketing – Develop marketing strategies
6. Governance – Ensure the principles of good governance
7. High Performance – Provide a pathway to all athletes and coaches to achieve their goals

## STRATEGIC OBJECTIVES – FACILITY DEVELOPMENT

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1. Facility Development – To work towards the development of local and international standard facilities for affiliated clubs and disciplines
  - 1.1 Develop world class facilities for the Association
  - 1.2 Work towards access to long term sustainable white water through development of a white water park
  - 1.3 Identify and pursue funding opportunities for facility development
  - 1.4 Assist all clubs and disciplines to help develop plans for facility development and identify new opportunities for local and regional club locations
  - 1.5 Develop strategic partnerships to ensure facilities have the best opportunity of being funded
  - 1.6 Develop and maintain facilities to conduct sports at the highest level
  - 1.7 Ensure long term access to all water ways including dams

## STRATEGIC OBJECTIVES – PARTICIPATION AND MEMBERSHIP

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2. Recruitment of Members and Volunteers – to recruit and retain current members and volunteers and provide participation through community events
  - 2.1 Update and apply participation strategies in consultation with Australia Canoeing and other state associations in line with the Australian Canoeing Requirements
  - 2.2 Annual review on membership fees/categories and processes (including online processes)
  - 2.3 Enhance community involvement through “come and try events”
  - 2.4 Foster relationships between clubs and local government
  - 2.5 To recognise, promote, support and develop the contribution volunteers make to paddle sports
  - 2.6 Promote and enhance current junior grass roots and development programs
  - 2.7 Review event outcomes in a timely manner, and ensure competition structure encourages maximum participation

## STRATEGIC OBJECTIVES – COMMUNITY DEVELOPMENT

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3. Community Development – Provide members and the public, skills and knowledge of all aspects of paddle sports through the provision of information and education courses
  - 3.1 Conduct regular coaching courses
  - 3.2 Conduct training and education courses
  - 3.3 Promote community introductory paddling courses
  - 3.4 Develop partnerships with retailers to deliver educational material and courses to customers
  - 3.5 Deliver education, water safety and basic skills programs to the general community
  - 3.6 Work with other state associations, Australian Canoeing and other organisations to develop resources for the paddling community

## STRATEGIC OBJECTIVES – ADMINISTRATION AND MANAGEMENT

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4. Administration and Management – To effectively and responsibly manage the organisation for the long term vision of paddle sports
  - 4.1 Review staffing arrangements to ensure the greatest benefits are achieved for the paddling community
  - 4.2 Provide training to staff and board members as required
  - 4.3 Conduct regular meetings with clubs and disciplines
  - 4.4 Maintain communication with other state associations and Australian Canoeing
  - 4.5 Liaison with the Aquatic Council, NADA and similar paddle related organisation
  - 4.6 Regularly update procedure manuals for all tasks carried out by the Canoeing WA EO, office staff, coaches, instructors and subcontractors
  - 4.7 Develop and adhere to safety guidelines
  - 4.8 Ensure OH&S/risk management plans are reviewed as required by State and Federal
  - 4.9 Ensure sound financial management is adhered to and policy and procedures are followed
  - 4.10 Investigate opportunities to increase revenue streams



## STRATEGIC OBJECTIVES – PROMOTION AND MARKETING

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### 5. Promotion and Marketing – Develop marketing strategies

- 5.1 Information distributed to clubs and disciplines
- 5.2 Website updated and reviewed regularly
- 5.3 Effectively promote the activities and opportunities available to the paddle community
- 5.4 Develop partnerships with all levels of government to advance our strategic directions
- 5.5 Work with existing program partners to maximise participation and help promote paddle sports in Western Australia
- 5.6 Ensure Canoeing WA is represented at all community forums and consultations that may affect the paddling community
- 5.7 Keep up to date with emerging technologies and ensure Canoeing WA is promoted effectively through these media
- 5.8 Attract and retain sponsors through good communications and ensuring mutual benefit
- 5.9 Communicate the value of Canoeing WA membership
- 5.10 Communicate promptly with members

## STRATEGIC OBJECTIVES – GOVERNANCE

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### 6. Governance - Ensure the principles of good governance

- 6.1 Ensure that the board meets regularly, maintains contact with the membership, operates within acceptable business standards and the rules of Canoeing Western Australia as set out in the Constitution
- 6.2 Ensure board members and staff have the necessary skills to effectively manage the Association
- 6.3 Review Strategic Plan with the board members

## STRATEGIC OBJECTIVES – HIGH PERFORMANCE

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- 7. High Performance - To maximise the success of Western Australian athletes, coaches and officials at State, National and International levels.
  - 7.1 Ensure there are clearly defined development pathways for athletes, coaches and officials, aligned to the national competition and development pathways
  - 7.2 Facilitate multiple identification opportunities for talented athletes, coaches and officials
  - 7.3 Support the transition of talented athletes, coaches and officials into NTID/WAIS/National squads and teams through the application of development programs relevant to each level of the development pathway
  - 7.4 Apply appropriate policies and procedures to ensure the successful implementation of development programs
  - 7.5 Maintain existing partnerships with high performance partners including Canoeing Australia, Western Australian Institute of Sport, Australian Institute of Sport, Australian Sports Commission and Department of Sport and Recreation Western Australia to ensure expertise and opportunities are maximised