



# 4 YEAR STRATEGIC PLAN FOR THE SPORT OF WAKA AMA 2016 – 2020



## BACKGROUND

Waka Ama or Outrigger canoes have always been part of the culture and life of the people of the Pacific. In Aotearoa most Māori trace their origins to ancestors who migrated here in voyaging waka. Over the years the dependence on the use of waka in everyday life declined and, although waka continued to be used in ceremonial and official functions, interest in waka for leisure purposes dwindled.

In 1981 Matahi Whakataka-Brightwell observed Waka Ama racing in Tahiti, became inspired, and the seed was sown for a revival of Waka Ama in Aotearoa New Zealand. Matahi founded the Mareikura Canoe Club on the East Coast in July 1985. In January 1986, Okahu Bay Canoe Club was formed in Auckland, followed by Ngā Hoe Horo o Pawarenga and Mitamitaga o le Pasefika Vaa' Alo in the North in May 1987.

From these humble beginnings the national body, Ngā Kaihoe o Aotearoa, has grown into an organisation with six regions and over 88 clubs, spreading from Kaitiāia to Dunedin.

Waka Ama now has a registered membership of 5,000 paddlers and there are an estimated 5,000+ additional paddlers who are not registered members. The week-long National Championships now consistently attracts upwards of 2500 competitors. In addition, Waka Ama is also the fastest growing team sport in secondary schools. Paddlers range in age from 5 to over 75 and, although predominantly of Māori and Pacific Islands ethnicity, Waka Ama includes paddlers from very diverse ethnic backgrounds. The sport offers a unique whānau (extended family) atmosphere allowing parents, grandparents, children and mokopuna (grandchildren) to all paddle at the same event.

Unlike many sports, Waka Ama is steeped in the powerful history and traditions of Waka sailing. Waka Ama is, therefore, not just a sport but also a vehicle for identity, pride and community. This is reflected in the values and tikanga (the set of beliefs associated with the practices and procedures to be followed in conducting the affairs of our sport) that underpin it.

This strategic plan honours the cultures and heritage that make our sport unique and outlines what we will do to ensure it continues to flourish in coming years. Its purpose is to function in the same way that the stars guided our forbearers - to help us navigate as an organisation into our future.

## 25 YEAR VISION (IMPLEMENTED IN 2010)

**To realise Waka Ama's professional, participatory and financial potential.**

**In the year 2035, future generations will have a sport where:**

“Waka Ama is a heavyweight in the Aotearoa/New Zealand sporting psyche and is recognised as a global leader and significant influencer in the sport, nationally and internationally. It is the largest water sport in Aotearoa/New Zealand . The Treaty of Waitangi/Te Tiriti o Waitangi is honoured and intrinsic to the sport... Waka Ama is a sport in all schools... We’ve won gold at multiple significant global events from IVF World Sprint and Distance Championships to Molokai Hoe... There are record crowds at races in Aotearoa/New Zealand... Our sport is in demand by the media ... Aotearoa/New Zealand is leading the way in developing safe and fair race standards across the world... Clubs are thriving... Our National Office is financially self-sufficient, our national officers are salaried staff and our elite paddlers are professionals...Waka Ama is a New Zealand Sport accessible to all New Zealanders.... Waka Ama Aotearoa/New Zealand is used as a model for other NSOs for our systems, technology, event management and structure, which epitomises cultural inclusivity, integrity, excellence & mana.”

## MISSION AND VALUES

### MISSION

To lead the development, practice and promotion of the sport and culture of Waka Ama.

### VALUES

**Manaakitanga:** We encourage the practice of reciprocity and inclusivity through sharing of ourselves and of our resources, nurturing all people and accepting our differences.

**Whanaungatanga:** Is our sense of belonging, identity and collective strength, not only through kinship / whakapapa but also being related to all within the Waka Ama community.

**Hauora:** We support and promote the physical, mental, emotional and spiritual wellbeing of all our participants.

**Tū Tangata:** We are accountable for our actions. We have respect for each other, for our waka and our environment. We stand proud in our integrity and passion.

## 1. MAINTAINING CULTURAL IDENTITY OF WAKA AMA

Strategic Outcome	Performance Measure	Strategic Initiatives
<p>To maintain and develop the cultural identity which makes our sport unique.</p>	<ul style="list-style-type: none"> <li>• Our values are promoted and demonstrated in the operations of the Waka Ama community</li> <li>• Mana whenua is celebrated in each rohe/region</li> <li>• Te Reo Maori is promoted throughout our activity</li> <li>• At least 50% of the membership has completed the <i>Culture of Waka ama</i> online learning tool.</li> <li>• Value other cultures contributions to the sport</li> </ul>	<ul style="list-style-type: none"> <li>• Walk the talk of our values in all activities.</li> <li>• Recognise mana whenua as the basis for relationships between all peoples in the Waka Ama community</li> <li>• Maintain and strengthen the use of Maori words in Waka Ama</li> <li>• Include bilingual commentary of National Championships</li> <li>• Promote the <i>Culture of Waka Ama</i> Online learning tool to the membership to ensure at least 50% of the membership have completed it.</li> <li>• Work with different communities (e.g. Pasifika communities) to increase participation in Waka Ama</li> </ul>

## 2. INSIGHTS

*“Waka Ama is a New Zealand Sport accessible to all New Zealanders.”*

Strategic Outcome	Performance Measure	Strategic Initiatives
<p>To build systems that provide insight into the needs of our membership &amp; future membership</p>	<ul style="list-style-type: none"> <li>• Have an accurate picture of who our member clubs and Regions are and identify particular needs specific to them and their environment (Social and Physical)</li> <li>• Have an accurate picture of who our sports volunteers are, what they do and have a plan to retain those we have and recruit more</li> <li>• Have an accurate picture of who our members/paddlers are by collecting demographic information for each paddler.</li> <li>• Have an accurate picture of the resources available within our sport; Equipment, facilities and people resources. Determining a plan to build and improve.</li> <li>• Identify potential geographical areas for future Waka Ama development and growth.</li> </ul>	<ul style="list-style-type: none"> <li>• Conduct an annual survey of our Volunteers to build a picture of information and roles</li> <li>• Annually review our volunteer recognition strategies to ensure best practice delivery.</li> <li>• Enable the current membership database to accurately capture demographic and other individual member data (Ethnicity, email, address, competition history, coaching certifications)</li> <li>• Strengthen participation by identifying and removing barriers to access to the sport wherever possible</li> <li>• Annual survey of our member clubs to accurately capture resources and any significant changes year on year.</li> <li>• In partnership with the Regional Bodies, accurately plot our current member club sites and determine potential areas for new clubs where none currently exist.</li> </ul>

### 3. CAPABILITY (PARTNERS/PROVIDERS & PEOPLE)

*“Our National Office is financially self-sufficient, our national officers are salaried staff ... Waka Ama Aotearoa/New Zealand is used as a model for other NSOs for our systems, technology, event management and structure, which epitomises integrity, excellence & mana.... Waka Ama is a heavyweight in the Aotearoa/New Zealand sporting psyche and is recognised as a global leader and significant influencer in the sport, nationally and internationally”*

Strategic Outcome	Performance Measure	Strategic Initiatives
<p>Continue to build a sustainable, &amp; highly professional organisation that establishes Waka Ama as a model for other NSO’s</p>	<ul style="list-style-type: none"> <li>• A broad base of skilled governance, management and operational expertise exists to efficiently and effectively manage, develop and lead Waka Ama at all levels of the sport</li> <li>• Outcomes are delivered within budget, based on sound financial planning and secured funding</li> <li>• Our Technology systems are documented and we showcase our best-practice IT developments with other sports and organisations</li> <li>• Water Safety policies are promoted and adhered to in all clubs</li> <li>• Regional and club constitutions are aligned with the national constitution</li> <li>• Increase the number of Regional Development Officers within our sport - one per region by 2020.</li> </ul>	<ul style="list-style-type: none"> <li>• Provide opportunities for professional development/upskilling and training for staff</li> <li>• Provide opportunities for professional development/upskilling and training for Board members</li> <li>• Provide opportunities for upskilling/training for regional/club committees &amp; volunteers</li> <li>• Continue to consult with regional bodies to build our online tool kit as a means of upskilling and providing resource and capability-building assistance to Region and clubs.</li> <li>• Review and further develop our technology plan that capitalises on our technological strengths, clarifies and leverages our IP.</li> <li>• Implement waka ama water safety for all Waka Ama participants and supporters.</li> <li>• Continue working with Regions and clubs to review and align their constitutions to that of Waka Ama NZ</li> <li>• Ensure regions and clubs have the tools to undertake effective strategic planning that aligns with the national plan</li> <li>• Increase the number of regional development staff employed around the country to assist with the development and delivery of the sport on the ground</li> </ul>

## 4. PARTNERS AND PROMOTION (PARTNERS/PROVIDERS)

*“Our National Office is financially self-sufficient... Our sport is in demand by the media”*

Strategic Outcome	Performance Measure	Strategic Initiatives
<p>Continue to build a whānau of positive and sustainable partnerships and relationships that help to support and promote Waka Ama</p>	<ul style="list-style-type: none"> <li>• Continue to identify potential organisations that we can partner with to achieve mutual beneficial outcomes.</li> <li>• Our marketing and promotion plan is reviewed and updated to ensure positive outcomes for member clubs and engagement with all media platforms</li> </ul>	<ul style="list-style-type: none"> <li>• Seek out and foster national and regional relationships with organisations that have values consistent with those of Waka Ama</li> <li>• A media and marketing plan is reviewed and implemented to broaden the appeal and awareness of waka ama to a wider audience</li> <li>• Our social media plan is documented and shared as best practice for other organisations</li> <li>• Work with our member clubs to assist them with implementing IT /communications that best suit their needs. ( Website, social media etc)</li> </ul>

## 5. EVENTS & COMPETITION STRUCTURES (PATHWAYS)

*"..There are record crowds at races in Aotearoa/New Zealand... It is the largest water sport in Aotearoa/New Zealand... Waka Ama is a sport in all schools..."*

Strategic Outcome	Performance Measure	Strategic Initiatives
<p>Our national events are run to a high standard of delivery and our competition structures provide for participation at all levels</p>	<ul style="list-style-type: none"> <li>• Our event sanctioning process is reviewed and streamlined to ensure its effectiveness and continued success</li> <li>• An Event Plan is established that provides for increased participation in the sport in local communities, providing quality experiences and pathways for competitors at all levels</li> <li>• Nationals Secondary School Championship continues to be one of our signature events and attracts increased numbers of students and schools.</li> <li>• Conduct a review of all national championship events</li> <li>• Event planning and delivery tool is created for clubs and regions to assist them in the planning and delivery of local events</li> <li>• Develop and plan for a Primary and Intermediate School National Sprint event/s</li> <li>• Identify and support specific and significant races in all regions (such as the Takapuna Beach Cup) and promote them nationally and internationally.</li> </ul>	<ul style="list-style-type: none"> <li>• Review our event sanctioning process</li> <li>• Work with membership and event organisers to implement any changes and improvements to the event sanctioning process.</li> <li>• Establish a database of all Kura kaupapa, Primary, Intermediate schools key contacts to better assist with school/club links, coaching resources and support for school participation in Waka Ama at regional and national level events</li> <li>• Review the structure and delivery of our National Club Sprint Championship to ensure its continued growth and success</li> <li>• Review our National Long Distance Championship structure to ensure its accelerated growth and success.</li> <li>• Create an effective tool within our Toolkit that assists event organisers</li> <li>• Work with the existing Takapuna Beach Cup Committee to build a robust plan for the event.</li> </ul>

## 6. WHERE WE PADDLE (SPACES AND PLACES)

“ . . . Aotearoa/New Zealand is leading the way in developing safe and fair race standards across the world... Clubs are thriving...”

Strategic Outcome	Performance Measure	Strategic Initiatives
<p>Increase access to waterways and improve facility resources for clubs, regions and events</p>	<ul style="list-style-type: none"> <li>• Build a picture of the current standard of club facilities and access to water ways (base line)</li> <li>• From the base line picture develop a plan to assist with methods to improve facilities and access.</li> <li>• Provide support to regions and clubs as requested to build relationships (should they not otherwise exist) with local and regional councils and Territorial Land Authorities to develop local and community-driven plans to improve waka ama facilities.</li> </ul>	<ul style="list-style-type: none"> <li>• Survey clubs’ current level of access to waterways and available facilities.</li> <li>• Provide tools and best practice examples for clubs and regions to increase their knowledge of working with local and regional councils and Territorial Land Authorities</li> <li>• Provide Regions and Clubs with information about Waka Ama, its growth and statistics for use with local and regional councils and regional organisations.</li> </ul>

## 7. COACHING AND DEVELOPMENT (PEOPLE)

*“Waka Ama Aotearoa/New Zealand is used as a model for other NSOs for our systems, technology, event management and structure, which epitomises integrity, excellence & mana.”*

Strategic Outcome	Performance Measure	Strategic Initiatives
<p>Build a system of coaching and development that provides identifiable pathways for our athletes, coaches, officials and administrators and that increases quality experiences and opportunities within waka ama</p>	<ul style="list-style-type: none"> <li>• All levels of our Coaching Framework are completed and are being implemented by 2020</li> <li>• Up to 100 Coaches per year will complete the certifications within the Waka Ama Coaching Framework</li> <li>• Our coaching courses are delivered to a high standard and our base of deliverers grows to ensure the coaching framework is sustainable.</li> <li>• Create a pathway for recognition of prior learning as we progress through the development of our Coaching Framework tiers,</li> <li>• Position the Waka Ama NZ coaching framework so that it is endorsed by NZQA</li> <li>• A pathway for officiating and administration development is established and implemented</li> <li>• At least 50 officials per year are upskilled annually through officiating development</li> <li>• All aspects of our development model are completed and implemented</li> </ul>	<ul style="list-style-type: none"> <li>• Complete all levels of the Coaching Framework with deliverable material that will upskill participants and provide coaching pathways for development through our sport</li> <li>• Promote the identifiable pathways for all participants, coaches and administrators within our sport, detailing what is expected at each level, how to progress and who to contact.</li> <li>• Identify individuals within our sport who are able to deliver various modules of our coaching framework and upskill them to the standard required for successful delivery.</li> <li>• Create a framework for officiating and administration development with deliverable material that will upskill and provide pathways for officials and administrators within our sport</li> </ul>

## 8. PARTICIPATION PATHWAYS (PATHWAYS)

*"It is the largest water sport in Aotearoa/New Zealand"*

Strategic Outcome	Performance Measure	Strategic Initiatives
<p>Increase participation through delivery of quality experiences in Waka Ama across all levels of the sport.</p>	<ul style="list-style-type: none"> <li>• Increase the number of school-age participants aged 5 to 18 by 50% over 4 years (12.5% per year)</li> <li>• Retain our young participants so we increase the number of open-age paddlers by 5% per year (20% over 4 years)</li> <li>• Increase adult participation 19 and over by 50% (12.5% per year)</li> <li>• Hold at least one tertiary event in every region</li> <li>• Have at least 120 secondary schools take part in the Secondary School National Championships by 2020</li> <li>• Adaptive paddling is offered at all national events</li> <li>• The race calendar is managed and well planned to maximise participation and quality experiences</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure events exist on the race calendar that encourage growth in youth categories.</li> <li>• At least one Years 5, 6, 7 &amp; 8 (Primary /Intermediate age) event will take place in every region – a model and template is provided to regions for delivery and a national event is planned for 2018</li> <li>• Ensure events and event categories are in place that encourage new paddlers to take part in races.</li> <li>• Work with schools and clubs to ensure a seamless pathway exists between school and club activities, and leverage access to equipment and expertise as a means of cementing these relationships.</li> <li>• Build on current tertiary events to increase participation at a regional level, as well as enhance opportunities for tertiary age paddlers to continue to paddle.</li> <li>• Further develop participation at tertiary level through University events</li> <li>• Advertise and promote adaptive waka ama opportunities via our website, membership and through partners such as the Halberg Trust.</li> <li>• Conduct a review of the race calendar to ensure races are optimally timed and provide the best participation path for all paddlers.</li> </ul>

## 9. HIGH PERFORMANCE DEVELOPMENT (PATHWAYS)

*“...We’ve won gold at multiple significant global events from IVF World Elite and Club Sprint Championships to Molokai Hoe... our elite paddlers are professionals...”*

Strategic Outcome	Performance Measure	Strategic Initiatives
<p>Support the development high performance initiatives within Waka Ama</p>	<ul style="list-style-type: none"> <li>• A pathway exists for waka ama members to reach and engage in high performance levels</li> <li>• High performance talent development identification plans are in place.</li> <li>• High performance coaching is resourced and Coach positions have clear job descriptions and accountabilities.</li> <li>• Medal winning performances at the 2016 and 2018 IVF World Elite Sprint Championships</li> </ul>	<ul style="list-style-type: none"> <li>• Complete a High Performance Development Plan that includes management and talent development plans</li> <li>• Source finance to assist with supporting the completion of the High Performance Plans</li> <li>• Implement a strategy for sustainable funding to select, develop and support HP paddlers for international events.</li> <li>• Work with IVF to provide further opportunities for high performance events (for example, in long distance events as well as sprints)</li> </ul>