

AUSTRALIAN OUTRIGGER CANOE RACING ASSOCIATION QUEENSLAND STATE CENTRE INC

STRATEGIC BUSINESS PLAN 2017 – 2019



THE SUNSHINE COAST TO BECOME THE HIGH PERFORMANCE CENTRE FOR THE SPORT OF OUTRIGGING IN AUSTRALIA

THE SUNSHINE COAST IS WORKING TO BECOME THE HIGH PERFORMANCE CENTRE FOR OUTRIGGER CANOE PADDLING IN AUSTRALIA

The Queensland State Centre (QSC) continues to position itself as the leading organisation in outrigger canoe racing in Australia and globally. To achieve this inspiring vision our aim is to establish the Sunshine Coast as the “hub” for outrigger canoe racing nationally.

Hosting the 2016 Va’a World Sprint Titles (WST) on the Sunshine Coast provided the catalyst to grow both the sport and the Sunshine Coast as a destination. Attracting participants from over 35 countries to the Sunshine Coast positioned these WST’s as the most popular and successful event staged to date. This recognition and momentum has delivered a unique opportunity to significantly elevate the sport and its participation nationally and internationally to new levels.

QSC’s commitment to attracting several national and international events over the next 5 years is closely aligned to the Sunshine Coast Council’s vision ‘to be Australia’s natural, regional major events destination’. Attracting the following events to the Sunshine Coast will deliver significant economic and community development opportunities as well as supporting the region to reinforce its reputation as a leading tourism destination.

- 2017 - 2019 National Junior Championships
- 2017 - 2019 Trans Tasman and Gubbi Gubbi Championships
- 2017 - 2019 National Marathon and Sprints
- 2018 Trials for the 2018 World Sprints
- 2017 - 2019 Aussie Aito
- 2018 - National Sprints and World Qualifiers
- 2018 - Commonwealth Festival Games Training Camps
- 2019 - International Va’a Federation World Distance Championships

In addition to the Sunshine Coast hosting these national and international events, increased participation and growth of the sport will be achieved through AOCRA’s commitment to coaching excellence, adaptive paddling, indigenous engagement and research and development. Each of which will create a more inclusive environment with a commitment to consistent, caring and quality participant support and coaching to improve performance, enjoyment and involvement at all levels.

Our Strategic Plan has identified a number of strategies and actions which I am confident will enable us to achieve our goal of increasing participation in the sport and establishing the Sunshine Coast as the “hub” of outrigger canoe racing in Australia.

I invite you to join with me and the other members of the QSC and AOCRA Board and the wider outrigger canoe racing community as we work our way to a position of state, national and international significance.

It’s exciting.

Mark Forbes

Mark Forbes
President
AOCRA QSC Committee



Trish Johnston

Trish Johnston
Queensland State Centre
President



TABLE OF CONTENTS

INTRODUCTION	2
1.0 CONTINUED STRATEGIC BUSINESS PLAN FROM 2017 – 2019	4
1.1 THE MANAGEMENT COMMITTEE	6
1.2 EXECUTIVE SUMMARY	7
1.3 MISSION STATEMENT AND CORPORATE VISION	8
1.4 ENVIRONMENTAL AND MARKETING ANALYSIS	9
1.5 SHORT AND LONG TERM OBJECTIVES AND KEY PERFORMANCE AREAS	10
1.6 STRATEGIC BUSINESS PLAN (3 YEAR PERIOD)	14
1.6.1 LEADERSHIP AND FINANCIAL MANAGEMENT	15
1.6.2 OPERATIONAL PLAN – SPORT DEVELOPMENT	18
1.6.3 HIGH PERFORMANCE	21
1.6.4 COMPETITIONS AND EVENT	22
1.7 MONITOR AND REVIEW	23
1.8 MANAGEMENT STRUCTURE	24
1.9 ORGANISATIONAL FLOWCHART	25
2.0 NEW DIRECTIONAL STRATEGIES	26
2.1 STRATEGIC DRIVERS, FRAMEWORK & GOALS	28
2.2 AOCRA	32
2.3 STRATEGIC GOAL 1: EVENTS	34
2.4 STRATEGIC GOAL 2: QSC COACHING COORDINATION	46
2.5 STRATEGIC GOAL 3: ADAPTIVE PADDLING	54
2.6 STRATEGIC GOAL 4: INDIGENOUS DEVELOPMENT	57
2.6.1 RAISING AWARENESS	59
2.6.2 EMBRACING CULTURE AND TRADITION	59
2.6.3 ENGAGEMENT AND PARTNERSHIP	60
2.6.4 PARTICIPATION AND DEVELOPMENT	61
2.7 STRATEGIC GOAL 5: RESEARCH AND DEVELOPMENT	64
2.8 MARKETING OBJECTIVES	69
2.9 MARKETING IMPLEMENTATION	70
2.10 EVALUATION	73

1.0 CONTINUED STRATEGIC BUSINESS PLAN FROM 2017 - 2019

AOCRA QSC



1.1 THE MANAGEMENT COMMITTEE

TRISH JOHNSTON	PRESIDENT
MARK FORBES	SECRETARY
NORA PENNEFATHER	TREASURER
ANNA WOOD	COMMITTEE MEMBER
GLENN BAYNES	COMMITTEE MEMBER
KATHY BARSBY	COMMITTEE MEMBER
STEVE MILLS	COMMITTEE MEMBER



1.2 EXECUTIVE SUMMARY

OUTRIGGER CANOE RACING IS A RELATIVELY YOUNG SPORT IN AUSTRALIA. THE FIRST CLUB WAS FORMED IN 1978 ON THE GOLD COAST, WHILST THE FIRST CLUB IN NORTH QUEENSLAND WAS FORMED TEN YEARS LATER IN 1988 ON HAMILTON ISLAND.

The first regatta in Australia was held in 1981, and the national body, Australian Outrigger Canoe Racing Association (AOCRA) was formed in 1988.

Due to the rapid expansion of the sport, and the geographical spread of membership, subcommittees of AOCRA were established to oversee the running and administration of the sport in various zones throughout Australia. 5 Zones have been formed: North Queensland, South Queensland, New South Wales, Southern States encompassing Victoria, South Australia & Tasmania, and Western Australia.

The continued expansion of the sport in Queensland saw the need for a more co-ordinated approach between the North Queensland and South Queensland Zone bodies. In November 2009, the AOCRA Queensland State Centre Inc was formed to facilitate this need.

The role of AOCRA QSC Inc is to oversee the safe and efficient running of the sport in Queensland, facilitated through the relevant Zones.

More specifically, we:

- Are a State Body managed by a Board, representing the geographical zones in Queensland
- Bid for, co-ordinate and regulate Annual National Titles events in Queensland
- Develop, research and market effective and efficient principles relating to human resources, services, and strategies and enhance leadership by education
- Develop a financial structure at all levels
- Establish marketing procedures and management philosophies
- Design profiles for each area from State, Zone and club level
- Improve access to quality services, in sport and sport related information
- Provide direction and support for the sport
- Implement policies to provide coaching at all levels and enhance professionalism of coaches, and provide recognition of coaches
- Promote quality leadership and co-ordinate expansion in schools and general community
- Manage development to encourage greater participation statewide
- Seek advice and assistance from sport sciences for development
- Develop involvement of women in all age groups and races
- Seek advice from all agencies
- Enforce all National policies, guidelines and procedures

This Strategic Business Plan will play an integral role in managing the Association and achieving its goals over the next 3 years.

It will be used extensively by the Management Committee, and when necessary, it will be modified to reflect the ongoing development and needs of the sport and association.

1.3 MISSION STATEMENT AND CORPORATE VISION

MISSION STATEMENT

The Australian Outrigger Canoe Racing Association Queensland State Centre Inc (AOCRA QSC) exists to promote, support and develop the sport of outrigger canoe paddling in Queensland.

CORPORATE VISION

Outrigger Canoeing is a participant-oriented sport which provides a healthy and structurally organised – safe environment for the enjoyment of water sport for a wide age group.

Our Vision is to encourage the continued growth of this sport, encouraging participation from grassroots to competition level, allowing all members to lead healthy lifestyles.

To provide adequate training to ensure the knowledge base of member clubs is continually improving and increasing.

1.4 ENVIRONMENTAL AND MARKETING ANALYSIS

The SWOT analysis has two targets:

- to help identify where the Sport is NOW And
- to prepare the Sport to develop a strategy that will utilise the organisations strengths, manage its weaknesses, take advantage of opportunities and minimise the impact of those threats that become real

The goals, objectives and strategies in this Strategic Business Plan aim to bridge the gap between where AOCRA QSC is NOW, and the vision of where the organisation wants to be in the future.

	STRENGTHS	STRATEGIES
INTERNAL ENVIRONMENT	Our STRENGTHS in the internal environment; <ul style="list-style-type: none"> • Active, devoted committee, with skills and expertise • Commitment to improving sport statewide • Communication to all members • Financial support to Member clubs and juniors • Event management • Existing athletes and paddler base • Training resources • Risk Management • AOCRA now recognised as a NSO 	Our STRATEGIES are: <ul style="list-style-type: none"> • Share workload and multi skill our committee • Continual review of business plan to ensure committee stays on task • Keeping database up to date, and regular dissemination of information • Actively sourcing external funding sources • Ensuring continued improvement through regatta feedback • Review and update yearly
	Our WEAKNESSES in the internal environment; <ul style="list-style-type: none"> • Limited funds to employ staff • Not enough volunteers • Ineffective management on some club committees • Lack of strong strategic direction on Club level • Internal conflicts - Club • Geographical limitations • Water safety - reliance of line of sight with no GPS tracking • Membership attrition 	Our STRATEGIES: <ul style="list-style-type: none"> • Membership targets for Zones to ensure access to National Funding • Improved funds to reach all areas to broaden participation • Succession planning • Communication • Junior development • Source alternative funding for employee through ongoing sponsorship • Aim for "new" committee members to join yearly • AOCRA QSC & Zone Committee training and defined role descriptions • Volunteer training - structured and regular coaching and training courses • Continue group training through workshops to upskill club committees • Maintain web and email communications. • Have secured/contracts for long term venues • Establishment of subcommittee JDC on each Zone
	Our OPPORTUNITIES in the external environment; <ul style="list-style-type: none"> • Empowering Zones with knowledge, skills and funding • Increase in athlete membership through Zones incentive schemes • Sponsorship opportunities with businesses • Marketing and promotion • Strategic alliances with other organisations such as ACF and IVF through AOCRA • Increase financial support from government • Achieve Corporate – Corporate Day management • Internet, promoting the Sport 	Our STRATEGIES: <ul style="list-style-type: none"> • Workshops • AOCRA National Membership target funding • Target 4 businesses for corporate sponsorship • Continue discussions with AC through AOCRA • Apply for government grants as applicable • Continue with website development and explore other options

1.5 SHORT AND LONG TERM OBJECTIVES AND KEY PERFORMANCE AREAS

AOCRA QSC PLANNING PROCESS

The logical sequential planning process is required so that a plan can be easily understood. This plan seeks to identify the essential areas of influence of AOCRA QSC, what objectives it has in those areas, how it plans to achieve those objectives and how it may be able to measure whether those objectives have been achieved. This has been done according to the following framework:

Key Performance Areas (KPA) of AOCRA QSC



Goals



Strategic Priorities



Key Performance Indicators (KPI)

KEY PERFORMANCE AREAS OF AOCRA QSC

In the course of considering what outcomes AOCRA QSC needs to achieve over the course of this Plan, AOCRA QSC operations have been divided into several areas of influence or areas of strategic priority. These have been termed Key Performance Areas (or KPAs) and they are:

1. Leadership and Financial Management
2. Operational Plan - Sport Development
3. Communication
4. High Performance
5. Competitions and Events

KPA	CURRENT STATUS 2017	DESIRED STATUS 2019
Leadership and Financial Management	<p>Have achieved a statewide and nationwide approach to the development of the sport, with close liaison and agreement between all zones.</p> <p>Other than internal revenue from members, and funding from the Qld Government, AOCRA QSC has no revenue source such as federal government funding or sponsorship</p> <p>To provide good financial management practices, with a standardised financial recording system.</p> <p>Training scheme in place for management committee upskilling.</p> <p>Develop Performance Review process for employees.</p> <p>No induction or professional development plan exists for management committee members</p> <p>Strategic Plan reviewed quarterly</p>	<p>To identify and develop new and existing revenue sources, particularly a network of ongoing key sponsors providing both cash and goods towards the achievement of key performance indicators.</p> <p>To provide a framework to be implemented by all member clubs' management committees, to ensure management practices at all levels are of a professional standard.</p> <p>Develop induction process & professional development plan for management committee members.</p> <p>Regular review of Strategic/Operational Plans and Constitution.</p>

KPA	CURRENT STATUS 2017	DESIRED STATUS 2019
Operational Plan - Sport Development	<p>To achieve a statewide structured development and recruitment scheme, managed by AOCRA QSC, based on a school linked participation program, and a statewide "come and try" and novice development program.</p> <p>Funding for the participation program is to come partly from the National body "Grant Scheme" (which is also based on achievement of participation targets), and partly from Qld Government funding.</p> <p>To achieve a statewide, FREE, coaching and training program. QSC will co-ordinate Accredited coaching courses, Administration courses, and paddling clinics.</p>	<p>Have developed a statewide structured development and recruitment scheme, managed by AOCRA QSC, based on a school linked participation program, and a statewide "come and try" and novice development program.</p> <p>Funding for the participation program is to come partly from the National body "Grant Scheme" (which is also based on achievement of participation targets), and partly from Qld Government funding.</p> <p>Have developed a statewide, FREE, coaching and training program. QSC will co-ordinate Accredited coaching courses, Administration courses, and paddling clinics.</p>
Communication	<p>Communication with member clubs is via email and telephone contact. Have established AOCRA Facebook, Twitter and YouTube.</p> <p>Have run SQ and NQ member surveys.</p> <p>New website currently being launched.</p> <p>The national body website www.aocra.com.au is a central linked site, for all zones, member clubs, and individual members to access.</p>	<p>Continued training (Operational Plan) for member clubs on website operation.</p> <p>Have developed a direct mobile phone application communication system.</p>
High Performance	<p>National and overseas representation is administered by the national body – AOCRA.</p> <p>All four (4) National Title events have been secured by AOCRA QSC to be held in Queensland until 2018.</p> <p>Have secured the rights to host the World Sprint Titles (International Va'a Federation) in Queensland in 2016.</p>	<p>Continue to provide financial and administrative support to Qld representative members to compete on a National and International Level.</p> <p>Secure funding and sponsorship to adequately promote events Nationally.</p>
Competitions and Events	<p>A structure of regionalised competition exists for seniors and junior competitors.</p> <p>Entry level competition exists for grass roots, novice and junior paddlers.</p>	<p>Continue the framework developed in conjunction with "Come and Try" recruitment scheme, for a regionalised Novice Race Series.</p>

KPA	CURRENT STATUS 2017	DESIRED STATUS 2019
Management Practices	Standard sporting management practices currently in place, but the need to break these practices down to strategies has become evident. Templates for strategic business plans for clubs and zones have been created along with manuals for committee members, templates for club risk management plans and guidelines for the tri-annual review of club and zone constitutions.	Develop and make available: <ul style="list-style-type: none"> • Templates for member induction booklets • Templates for committee inductions and position descriptions • Templates for succession planning of committee members for clubs and zones
Adaptive Paddling	Adaptive paddling programs currently in place with the need to further expand on these programs.	Expand these programs across Queensland zones.
Event Sponsorship	Event sponsorship is in place for the Sunshine Coast region and its events.	To have a consistent approach to other regional councils to source event funding.
President Forum	President's forum held in 2015.	Moving forward we need to hold two president forums a year.
Level 2 Coaching	Level 2 coaches currently non-existent, however technical committee has been established. Technical committee also working towards content and author.	<ul style="list-style-type: none"> • Progression pathways for Level 1 coaches to work towards obtaining a Level 2 accreditation. • Implement programs for coaches working towards a Level 2 accreditation. • Timeline to have courses available to participants.
Junior Participation	Drive to increase junior participation has been a focus and results have reflected this strategy.	<ul style="list-style-type: none"> • All regional locations to have strong dynamic junior squads by 2019 • Double the number of junior paddlers in Queensland zones by the end of 2019.



1.6 STRATEGIC BUSINESS PLAN (3 YEAR PERIOD)

1.6.1 LEADERSHIP AND FINANCIAL MANAGEMENT

GOALS:

To achieve a statewide and nationwide approach to the development of the sport, with close liaison and agreement between all Zones

To identify and develop new and existing revenue sources, particularly a network of key sponsors providing both cash and goods towards the achievement of key performance indicators

To provide good financial management practices, with a standardised financial recording system.

To provide a framework to be implemented by all member Clubs' management committees, to ensure management practices at all levels are of a professional standard.

Develop an Induction program, training schedule (accessed via Needs Analysis) and Performance Review process for employees.

To develop an induction process & professional development plan for Management Committee members

Regular review of Strategic/Operational Plans

OBJECTIVE:

To optimise the performance of the organisation

STRATEGIES	ACTIONS	PERSON RESPONSIBLE	TIMELINE 2017	TIMELINE 2018	TIMELINE 2019	PERFORMANCE OUTCOME	PRIORITY
Continue development of statewide and nationwide sport development program.	Continue with statewide "Come & Try" days & Novice Racing Series (see Ops Plan – Sport Dev) Continue bi-mthly links AOCRA & QSC President.	Management Committee of AOCRA QSC.	Plan reviewed beginning of 2017 for implementation during 2017 season.	Quarterly review of target and goal KPI of retention levels.	Quarterly review of target and goal KPI of retention levels.	To refine and continue implementation of statewide framework for all member clubs to follow to ensure a consistent and regular increase of new members.	High.

1.6.1 LEADERSHIP AND FINANCIAL MANAGEMENT

STRATEGIES	ACTIONS	PERSON RESPONSIBLE	TIMELINE 2017	TIMELINE 2018	TIMELINE 2019	PERFORMANCE OUTCOME	PRIORITY
Continue to develop new and existing revenue sources, particularly a network of key sponsors providing both cash and goods towards the achievement of key performance indicators.	Develop a performance based contract to enable the outsourcing of sponsorship to third parties.	Treasurer.	Continue to seek expressions of interest from internal network and external sources to continue to secure sponsorship.	Network established, and sponsorship received. Quarterly review of target and goal KPI sponsorship.	Quarterly review of target and goal KPI sponsorship.	Quarterly review of target and goal KPI sponsorship.	Very high.
To provide good financial management practices, with a standardised financial recording system.	To ensure compliance with the GST System, continuation of MYOB computerised accounting, and BAS lodgement to be performed by treasurer. To continually monitor financial performance against budget.	Treasurer / Registrar / Website Co-ordinator.	Budgets reviewed monthly in accordance with good accounting practice.	Budgets reviewed monthly in accordance with good accounting practice.	Budgets reviewed monthly in accordance with good accounting practice.	To ensure good financial management practices.	High.

1.6.1 LEADERSHIP AND FINANCIAL MANAGEMENT

STRATEGIES	ACTIONS	PERSON RESPONSIBLE	TIMELINE 2017	TIMELINE 2018	TIMELINE 2019	PERFORMANCE OUTCOME	PRIORITY
To provide a framework to be implemented by all Zones and member clubs' management committees, to ensure management practices at all levels are of a professional standard.	Refinement and utilisation of manuals for workshops for committee level training of Secretaries, Treasurer's, Race Directors, Registrars, Safety Officers.	AOCRA QSC NQ & SQ Zone Management Committees.	Refinement of existing manuals. Set 2 courses for each zone (4 per year total for the state). KPI – Club attendance – 80%, Each committee attendance – 80%.	Refinement of existing manuals. Set 2 courses for each zone (4 per year total for the state). KPI – Club attendance – 80%, Each committee attendance – 80%.	Refinement of existing manuals. Set 2 courses for each zone (4 per year total for the state). KPI – Club attendance – 80%, Each committee attendance – 80%.	To ensure professional management practices are performed on a club level.	High.

1.6.1 LEADERSHIP AND FINANCIAL MANAGEMENT

STRATEGIES	ACTIONS	PERSON RESPONSIBLE	TIMELINE 2017	TIMELINE 2018	TIMELINE 2019	PERFORMANCE OUTCOME	PRIORITY
To develop an induction process and professional development plan for Management committee members.	Ensure all management committee members are aware of their role in the organisation and continue to develop new skills.	AOCRA QSC.	Review yearly.	Review yearly.	Review yearly.	To achieve a multiskilled management committee.	High.
Continued review of Strategic Plan.	Yearly review.	AOCRA QSC.	Review yearly.	Review yearly.	Review yearly.	To ensure the organisation continues to progress and change to achieve its goals.	Very high.

1.6 STRATEGIC BUSINESS PLAN (3 YEAR PERIOD)

1.6.2 OPERATIONAL PLAN - SPORT DEVELOPMENT

GOALS:

To achieve a statewide structured development and recruitment scheme, managed by AOCRA QSC, based on a school linked participation program, and a statewide "come and try" and novice development program.

To achieve a statewide, free coaching and training program

OBJECTIVE:

To achieve continued growth in participation and retention numbers, and upskilling of volunteer's knowledge and coaching numbers.

STRATEGIES	ACTIONS	PERSON RESPONSIBLE	TIMELINE 2017	TIMELINE 2018	TIMELINE 2019	PERFORMANCE OUTCOME	PRIORITY
To achieve a statewide structured development and recruitment scheme, managed by AOCRA QSC, based on a school linked participation program, and a statewide "come and try" and novice development program.	TV advertising, radio and press reporting. Infrastructure development and liaison with clubs. Data collated via "accountable" Indemnity forms to be completed by clubs.	AOCRA QSC.	Participation 400. Retention 15% increase on previous years membership numbers.	Participation 400. Retention 15% increase on previous years membership numbers.	Participation 400. Retention 15% increase on previous years membership numbers.	To increase participation and retention levels on a performance based target.	Very high.

1.6.2 OPERATIONAL PLAN – SPORT DEVELOPMENT

STRATEGIES	ACTIONS	PERSON RESPONSIBLE	TIMELINE 2017	TIMELINE 2018	TIMELINE 2019	PERFORMANCE OUTCOME	PRIORITY
Achieve a statewide, free, coaching and training program.	Develop network of qualified presenters and set timetable for each year. 4 x Coaching courses. 4 x Club administration courses. 12 x Steering/ paddling skill clinics.	AOCRA QSC.	KPI of 5% increase in Qualified Outrigger Specific Coaches, and KPI of 10% increase in trained steerers.	KPI of 5% increase in Qualified Outrigger Specific Coaches, and KPI of 10% increase in trained steerers.	KPI of 5% increase in Qualified Outrigger Specific Coaches, and KPI of 10% increase in trained steerers.	To ensure sufficient qualified coaching staff and steerers exist to support the grass roots junior and novice development programs. To ensure club committees have adequate skills to effectively run member clubs.	Very high.

1.6 STRATEGIC BUSINESS PLAN (3 YEAR PERIOD)

1.6.3 HIGH PERFORMANCE

GOALS:

Provide financial and administrative support to Qld representative members to compete on a National and International level.

Apply for all National Title Events to be hosted in Qld post 2016. Secure funding and sponsorship.

Secure rights to host the World Distance Championship Titles in Queensland in 2019.

OBJECTIVE:

To achieve a statewide approach for representation of competitors in State, National and International Competitions

STRATEGIES	ACTIONS	PERSON RESPONSIBLE	TIMELINE 2017	TIMELINE 2018	TIMELINE 2019	PERFORMANCE OUTCOME	PRIORITY
Provide financial and administrative support to Queensland representative members to compete on a National & International level.	Identify support avenues and processes for representative members.	AOCRA QSC employee.	Review and improve guidelines, provide support.	Review and improve guidelines, provide support.	Review and improve guidelines, provide support.	To provide support for representative competitors.	High.

1.6.3 HIGH PERFORMANCE

STRATEGIES	ACTIONS	PERSON RESPONSIBLE	TIMELINE 2017	TIMELINE 2018	TIMELINE 2019	PERFORMANCE OUTCOME	PRIORITY
Have secured National Title Events in Qld until 2018.	Secure venues, sponsorship and submit applications.	AOCRA QSC.	Venues and sponsorship.	Venues and sponsorship.	Sponsorship.	To provide Qld members with high level competition. To increase the profile of the sport in Queensland.	High.
Have secured the rights to host the World Distance Championships (International Va'a Federation) in Queensland in 2019.	Identify and secure venue, sponsorship and submit applications.	AOCRA QSC.	Commence preparations for event.	Commence preparations for event.	Commence preparations for event.	Secured World level have competition in Queensland. To promote the sport in Queensland.	High.

1.6 STRATEGIC BUSINESS PLAN (3 YEAR PERIOD)

1.6.4 COMPETITIONS AND EVENTS

GOALS:

Continue the framework of a “Come & Try” recruitment scheme, for a regionalised Novice Race Series.

OBJECTIVE:

To achieve a statewide approach for the retention of Novice paddlers.

STRATEGIES	ACTIONS	PERSON RESPONSIBLE	TIMELINE 2017	TIMELINE 2018	TIMELINE 2019	PERFORMANCE OUTCOME	PRIORITY
Continue the Novice Race series in conjunction with Come & Try recruitment scheme.	Liaise with clubs to ensure all race rules are adhered to.	AOCRA QSC.	Program rollout. Retention 15% (as per Come & Try KPI).	Review and update program. Retention 15% (as per Come & Try KPI).	Review and update program. Retention 15% (as per Come & Try KPI).	To increase participation and retention levels on a performance based target.	High.

1.7 MONITOR AND REVIEW

The Strategic Business Plan shall be monitored and reviewed on a monthly, quarterly and yearly basis by the Management Committee.

Management Committee members will be responsible for their designated portfolio and must prepare a short written report on the activities of their portfolio at the Management Committee Meetings.

The President in accordance with the Constitution shall have overall responsibility to member clubs for the implementation and review of the Strategic Business Plan and other functions of the Association.

The yearly review will take place prior to the end of each financial year 30th June, in accordance with the Constitution and the Act.

STRATEGIC BUSINESS PLANNING	UPDATE	TOTAL REVIEW	RESPONSIBILITY
Vision and Mission	Six monthly, but only if required	Annually	Management Committee
Environmental & Marketing Analysis	Six monthly	Annually	Management Committee
Strategy Formulation	Six monthly, but only if required	Annually	Management Committee
Short & Long Term Objectives and Key Performance Indicators	Monthly	Quarterly and Annually	Management Committee
Financial Plans	Monthly	Annually	Management Committee
Resource Requirements and Action Planning	Weekly/daily	Monthly	Management Committee
Entire Business Plan	Annually	Annually	Management Committee

1.8 MANAGEMENT STRUCTURE

ROLE OF AOCRA QSC INC

Management Committee:

PRESIDENT

Oversee the running of the organisation in accordance with the AOCRA QSC Inc constitution, and strategic direction. Implement and regularly review development strategies.

SECRETARY

Liaise with the Zone and Member club secretaries, disseminate information out to Zones and Member clubs, and communicate all correspondence to AOCRA QSC committee members. Assist Treasurer and Zones with Grant applications.

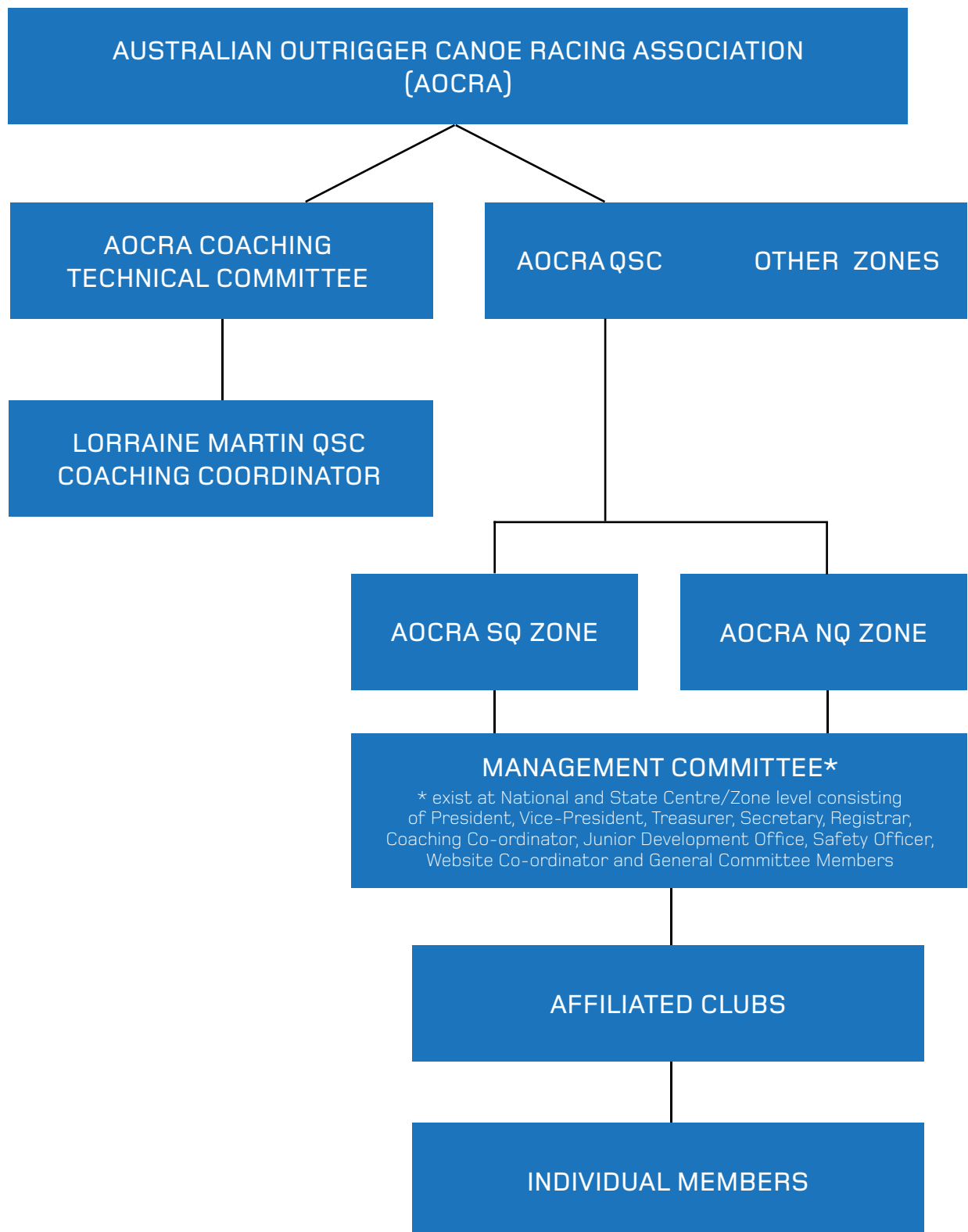
TREASURER

Maintain up-to-date accurate financial records and reports. Review budgeted vs actual results. Source and submit Grant applications.

COMMITTEE MEMBERS

Co-ordinate with Zone JDO's to develop Junior racing, organise training and development for junior coaches, and promote the sport to young people across Australia. Liaise with Zone Coaching Co-ordinators to organise coaching clinics with specialist paddlers, co-ordinate the delivery of the Level One Outrigger Specific Certificate course and maintain a listing of all qualified coaches in Australia.

1.9 ORGANISATIONAL FLOWCHART



2.0 NEW DIRECTIONAL STRATEGIES

AOCRA QSC





2.1 STRATEGIC DRIVERS

ESTABLISH THE SUNSHINE COAST AS THE “HUB” FOR OUTRIGGER CANOE RACING IN AUSTRALIA

This Strategic Plan provides a clear direction for the future of the Australian Outrigger Canoe Racing Association (QSC) and the role the Sunshine Coast will play.

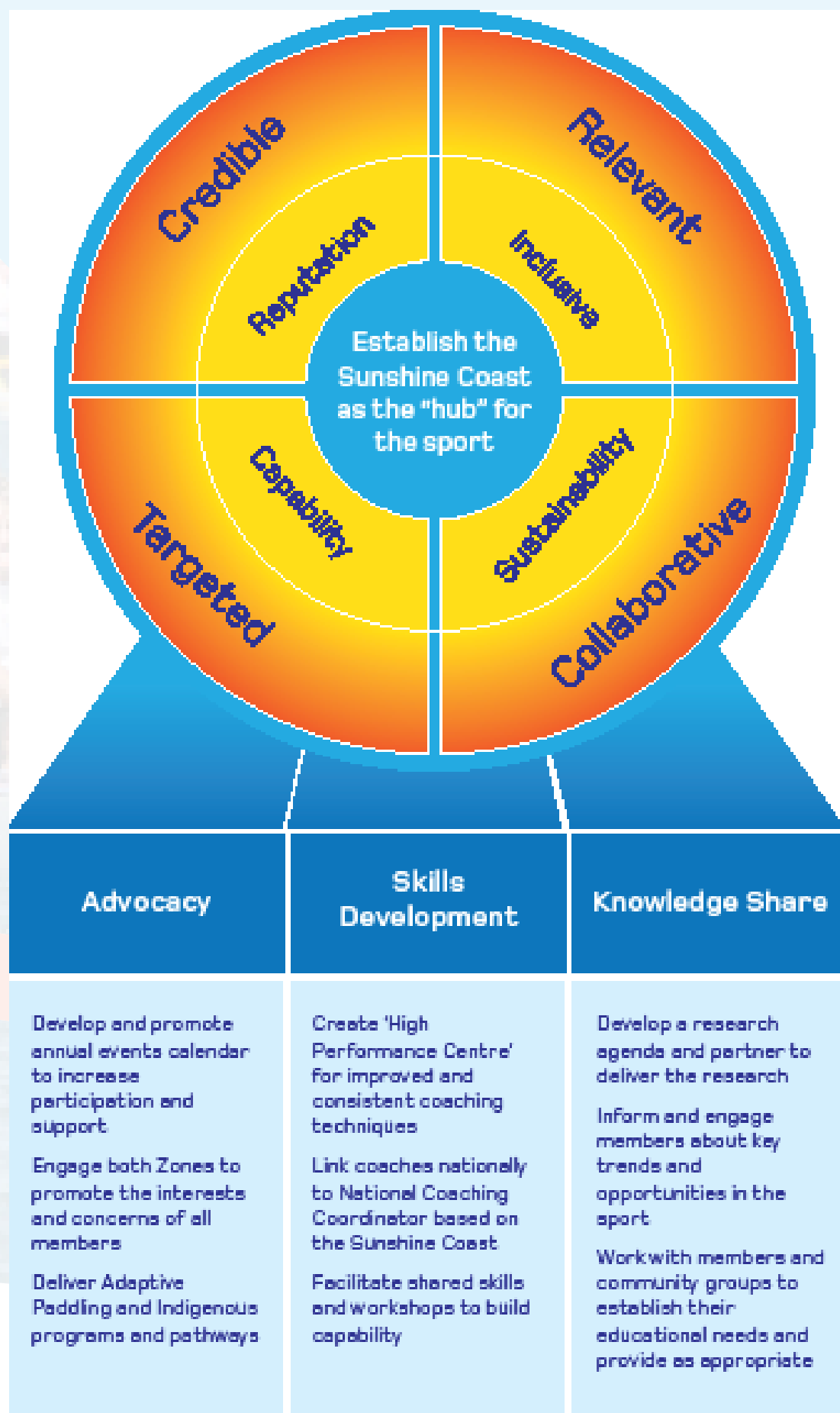
The vision of AOCRA and QSC is to establish the Sunshine Coast as the “hub” of outrigger canoe racing in Australia and we have developed a strategic framework and direction for outriggering into the future.

The strategic framework outlines the vision for QSC and should guide the planning, delivery and evaluation of the organisation and its services now and into the future.

The framework outlines proposed key strategic objectives for achieving the overall vision. The Strategic Plan also includes a number of key structural initiatives that underpin and formalise QSC plans to work and interact with its members and partners.



STRATEGIC FRAMEWORK



STRATEGIC GOALS

QSC has identified five strategic goals to drive the implementation of this strategic framework:

- **Events** – our aim is to secure a number of national and international events for the Sunshine Coast over the next 5 years to increase participation, visitation and visitor yield to drive growth of the sport and the Sunshine Coast destination
- **Qld Coaching Coordination** – to establish the Sunshine Coast as the High Performance Centre for coaching through delivering programs that support national and international coaches to grow the skills and participation levels necessary within the sport
- **Adaptive Paddling** – to establish the Sunshine Coast as the home for those paddlers looking to compete at the 2020 Para Olympic Games and the 2018 Gold Coast Commonwealth Festival Games as well as creating an inclusive environment that appeals to disabled people to participate in active sport
- **Indigenous Development** – to work with Indigenous communities and organisations nationally to promote increased participation levels amongst Indigenous people, particularly children and youths, in healthy, active recreational activities
- **Research and Development** – in partnership with the University of the Sunshine Coast, QSC will develop three (3) papers, one per year, across the next three years to promote greater understanding and participation in outrigger canoe racing nationally and internationally

The strategic framework and goals have the potential to deliver significant growth to the sport through increased participation and partner support, greater recognition of community groups, coaching development and the establishment of the Sunshine Coast as the national “hub” for the sport and its major events.

QSC has identified the need to employ a strategic, planned and coordinated approach to marketing and communications to better support the organisation to achieve its aims and objectives. For this reason the following operating structure has been developed to focus QSC and each of its key activities.



QSC



This Strategic Plan contains detailed research, implementation tactics and measurement tools for the accurate development, recording and analysing of QSC's activities and objectives.

AOCRA NATIONAL	
President	
Mark Forbes - SQ	
Vice President	
Trish Johnston - NQ	
Secretary	
Pam Prescott - SQ	
Treasurer	
Karren MacClure - SQ	
Committee	
Darrell Thoroughgood - NQ	Yvonne Stansfield - SS
Cindy Rich - SQ	Steven Mills - SQ
Katrina Sullivan - SQ	

NATIONAL JUNIOR DEVELOPMENT COMMITTEE	
Chairman	
Kath Barsby - SQ	
Committee	
Connie Hughes - WA	Glenn Baynes - SQ
Adam Joyce - NQ	Connie Withrington - SQ
Lorraine Martin - SQ	Kath Barsby - NQ
Colin Hurst - NQ	

2.2 AOCRA

- The Australian Outrigger Canoe Racing Association (AOCRA), was formed in 1988
- AOCRA oversees and organises racing throughout Australia, with rules based on those created by the Hawaiian Canoe Racing Association. AOCRA also nurtures respect for the heritage and cultures from which the craft originated
- The sport has enjoyed rapid growth in recent years with 11 clubs in 1990 expanding to over 84 clubs across Australia today
- AOCRA membership has increased overall by 12% in the last 12 months with a significant growth in junior member numbers which has seen a 52% rise.
- Racing takes on two forms, marathons and sprints, both in six person canoes (OC6) and solo and two man canoes (OC1/OC2/V1)
- Sprint races are held over 250 - 1500 metres, whilst marathon races vary in distance between 10 and 45 kilometres
- Age divisions include Junior divisions from 8 to 19 years old, Open Men and Women to Golden Master Men and Women over 60



AOCRA CONTINUES TO LEAD THE GROWTH OF OUTRIGGER CANOE RACING

AOCRA is the primary governing body of the sport in Australia, responsible for the administration of the sport on a national level. It oversees such issues as rules, regulations, legalities (including insurance and duty of care) and liaising with similar sporting organisations and government bodies. AOCRA's aim is to instigate and foster the growth of the sport both at junior and senior levels.

ZONES & PADDLER NUMBERS

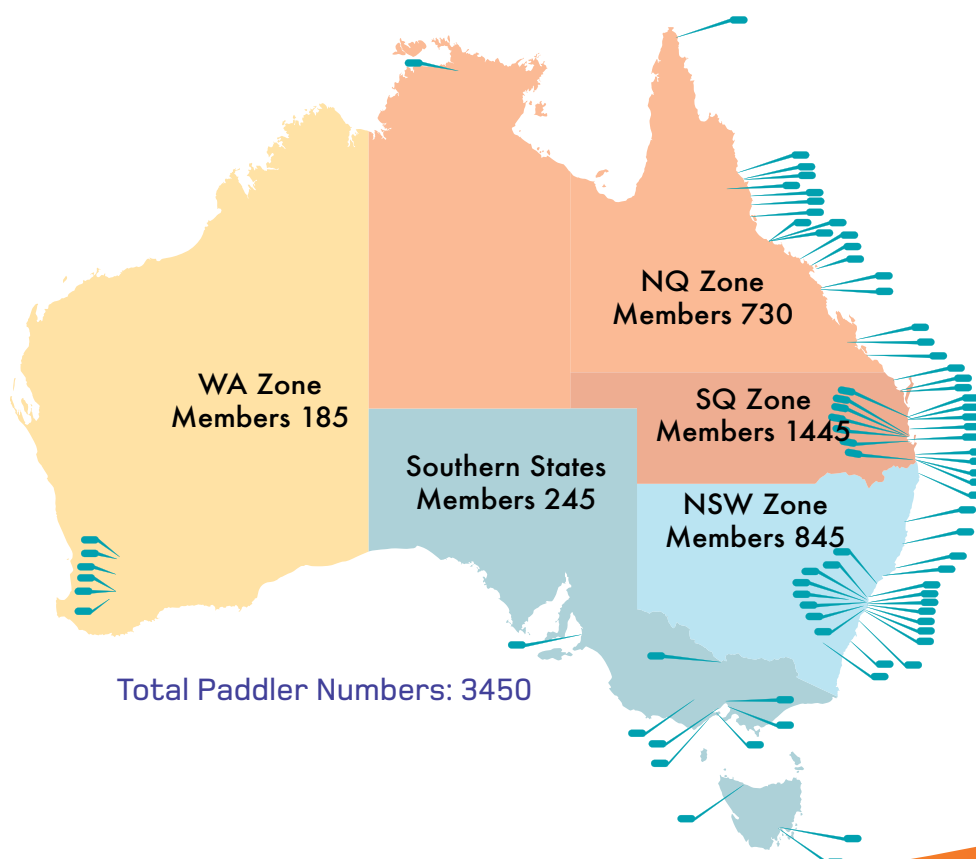
AOCRA was established as a result of the rapid growth of the sport, as it spread from Queensland into other states. Within each state, a Zone Committee acts on behalf of the Zone to administer and run the sport within that state. These committees play the part of handling the day to day running of the sport, by adhering to the guidelines and rules set by AOCRA. They oversee regattas, registration and weighing of canoes, making decisions on behalf of the Zone to ensure the sport's growth and continued success. Zones currently exist in New South Wales, Victoria (encompassing South Australia and Tasmania), South Queensland, North Queensland (encompassing the Northern Territory) and Western Australia.

AFFILIATED CLUBS

Within each state, clubs are established by groups of individuals in specific locations wishing to participate and foster the growth of the sport within their immediate neighbourhood. These clubs affiliate with the governing body AOCRA, and then proceed to maintain a working relationship with their Zone Management Committee. The clubs, once established, have the opportunity to plan and run their own regattas (adhering to the rules and regulations set down by AOCRA).

REGISTERED AOCRA PADDLERS

Each paddler has the responsibility of paying club membership fees (set by their club) and AOCRA insurance fees (set by AOCRA) to the club they choose to join. Paddlers, once insured, may either paddle socially as a means of keeping fit and meeting new people, or compete at the various regattas around Australia. Whichever path they choose, paddlers are encouraged to uphold and respect club protocols and rules, ensuring good sportsmanship is maintained, and work together to ensure the future of their club.



2.3 STRATEGIC GOAL 1

EVENTS QSC

Events provide an outstanding motivation for many people nationally and internationally to participate in the sport of outrigger canoe racing. They represent the most visible element of AOCRA and its values.



2.3 STRATEGIC GOAL 1

EVENTS QSC

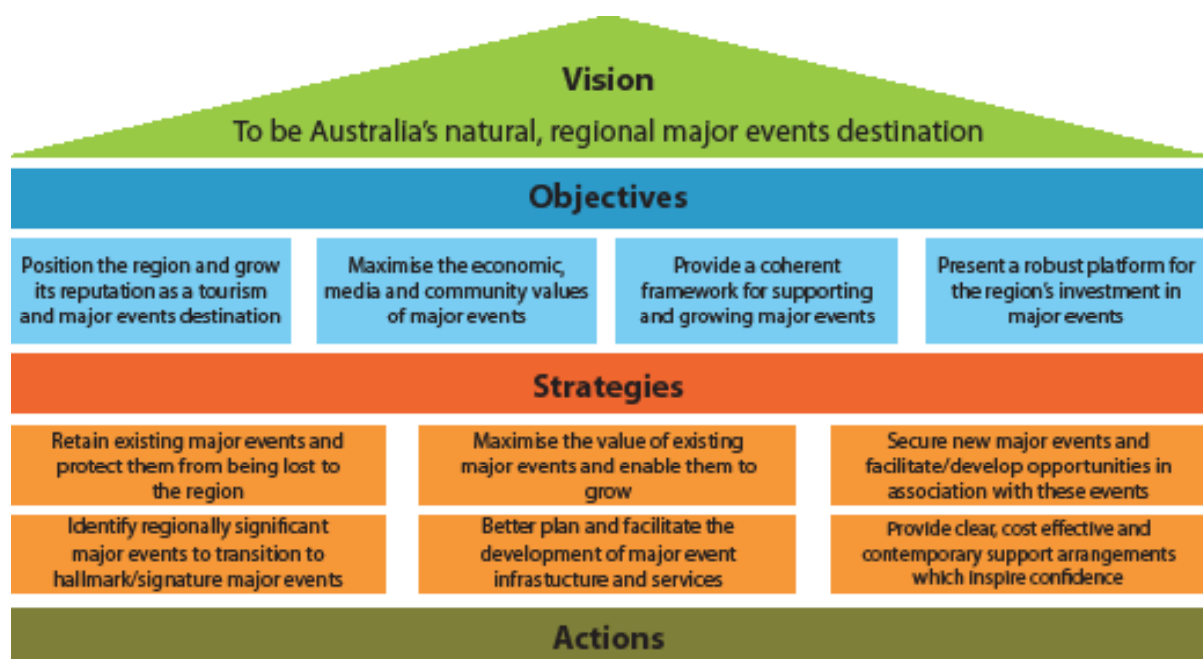
NATIONAL AND INTERNATIONAL MAJOR EVENTS TO INCREASE PARTICIPATION AND PROMOTE THE SUNSHINE COAST DESTINATION

Events provide an outstanding motivation for many people nationally and internationally to participate in the sport of outrigger canoe racing. They represent the most visible element of QSC and its values.

The Sunshine Coast is one of Queensland's most popular tourism destinations and its economy is strongly dependent on the performance of the tourism industry.

In 2011, the Sunshine Coast was ranked as the 16th most tourism-dependent region in Australia (Tourism Research Australia, 2011). Sunshine Coast Council in their *Major and Regional Events Strategy 2013-2017* identify the important role major events have in the economic development, social inclusion and community well-being of the region.

QSC has the capability to partner Council to build the Sunshine Coast's competitive advantage to host major events. QSC's commitment to attracting several national and international events to the Sunshine Coast over the next 5 years will support Council's strategy.



SUNSHINE COAST MAJOR AND REGIONAL EVENTS STRATEGY 2013-2017



A significant opportunity for the sport follows AOCRA's/QSC's successful hosting of the Va'a World Sprint Titles held on Lake Kawana in May 2016 with participants 2,500 from 35 countries in attendance.

In addition to national and international participation, media coverage and support, the Va'a World Sprint Titles will assist to attract future national events leading into the Commonwealth Festival Games in 2018.

QSC is committed to securing the following major national events to be staged on the Sunshine Coast for the next four years from 2016 through to 2020 which have the potential to deliver significant economic, media and community value for the Sunshine Coast.

- **Trans Tasman and Gubbi Gubbi Championships:**
 - Will attract 450 competitors in 2017 which will grow to over 1,000 by 2018, plus supporters and spectators.
 - 3 day event with competitors set to stay up to 5 days
- **Junior Championships:**
 - 200 competitors in 2015 which will grow to over 600 by 2018, plus supporters and spectators.
 - 2 day event with competitors set to stay up to 5 days
- **National Marathon and Sprints:**
 - 500 competitors currently which is forecast to increase to 1,200 by 2018.
 - 3 day event with competitors set to stay up to 5 days
- **2018 Trials for the 2018 World Sprints:**
 - 550 competitors currently which is forecast to increase to 1,000 by 2018.
 - 3 day event with competitors set to stay up to 5 days
- **Aussie Aito:**
 - 150 competitors currently which is forecast to increase to 500 by 2018.
 - 1 day event combined with National Marathon Titles with competitors set to stay up to 5 days
- **2018 – National Sprints and World Qualifiers:**
 - 1,000 competitors forecast to be in attendance here
 - 3 day event with competitors set to stay up to 5 days

Potential exists to create a hallmark regional event, aligned to a cluster of ocean sports including stand up paddle boards, ocean kayaks, racing skis, surf boats and of course outrigger paddling. This integrated event has the potential to deliver the Sunshine Coast a truly regional, long distance event that begins in Caloundra and follows the coastline to finish in Noosa. This whole of region event would showcase the main attraction of the Sunshine Coast. Namely, the spectacular coastal and marine environment, world class beaches, with the spectacle of ocean sports racing as the core event. Each of the major coastline areas, surf clubs and community organisations could promote, participate in and support this truly unique event which would create local, national and international media coverage.

These events are aimed at positioning the Sunshine Coast as an active, healthy destination which not only attracts participation and visitation, but also increases investment from businesses wanting to align themselves to this Sunshine Coast brand.

WORLD TITLE EVENTS

AOCRA plans to position itself as the leading organisation for outrigger racing in Australia and globally, with the goal to establish the Sunshine Coast as a hub for outrigger canoe racing.

WORLD SPRINT TITLES

Australia's successful bid to host the Va'a World Sprint Titles in 2016 on the Sunshine Coast provided a catalyst to grow both the sport and the Sunshine Coast destination internationally. Attracting participants from over 35 countries to the Sunshine Coast in 2016 positioned the event as the most popular and successful outriggering event staged to date. This recognition and momentum delivered a unique opportunity to significantly elevate the sport and its participation nationally and internationally to new levels.

2019 INTERNATIONAL VA'A FEDERATION WORLD DISTANCE CHAMPIONSHIPS

AOCRA now want to leverage the success of the 2016 World Sprints and showcase the Sunshine Coast's ocean and coastline that make this region so spectacular! Those countries that didn't attend the World Sprints are in for a great surprise when they come to the Sunshine Coast for the 2019 International Va'a Federation World Distance Championships to see exactly what is on offer and how outriggering has become a popular sport in the region.

The 2016 World Sprints showed local Council and Tourism and Events Queensland what outriggering events like the World Sprints, and now the 2019 International Va'a Federation World Distance Championships, can offer in terms of world-class events in Queensland and specifically the Sunshine Coast.

The 2019 International Va'a Federation World Distance Championships, to be held at Mooloolaba Beach, could bring over 30 countries to the Sunshine Coast and the wider community are now seeing the benefit of this as a direct result of the 2016 World Sprints.

Hawaiian Airlines coming on board with AOCRA have helped raise the profile of outriggering in Australia and indeed the Queensland/Sunshine Coast region, making it one of the fastest growing sports in the region.

The 2019 International Va'a Federation World Distance Championships could be one of the biggest events the region has seen in recent years, which would expose our sport to a larger audience and draw increased interest around the event from local, national and international markets.

The event would also help increase the profile and interest in the Indigenous outriggering community on the Sunshine Coast as well as AOCRA's Adaptive Paddling programs which continue to grow and are so important.



NATIONAL MARATHON

MOOLOOLABA DELIVERS THE PERFECT SETTING FOR THE OC6 NATIONAL MARATHON TITLES. A SETTING WHICH APPEALS GREATLY TO PARTICIPANTS AND SPECTATORS TO STAY A LITTLE LONGER ON THE SUNSHINE COAST

The OC6 National Marathon Titles, first held in 2009 at Mooloolaba, brings together the best outrigger paddlers from across Australia to compete for national honours in various marathon events ranging in distance from 10 to 22 kilometres.

AOCRA awarded the Mooloolaba Outrigger Canoe Club/QSC the rights to hold the event for three consecutive years from 2009 to 2011 which has now been extended from 2012 to 2016.

The event provides AOCRA's 84 national clubs, who comprise 3,724 registered paddlers, the opportunity to come together, compete and grow the sport of outriggering. It is the only national marathon event that AOCRA sanctions making it the most prestigious of its kind in Australia.

The event has been hosted by the Mooloolaba Outrigger Canoe Club since its inception and will continue to do so at least until 2018. Formed in 1991 the Mooloolaba Outrigger Canoe Club has grown to become one of the pre-eminent outriggering clubs internationally. The club has achieved 18 world titles in its 22 years.

The Mooloolaba Outrigger Canoe Club has also won the Hamilton Island and Gold Coast Cup Races, in the Open and Master's Women's divisions and Open, Master and Senior Master Men's divisions, on numerous occasions. The Club continues to dominate the national race season having won both Senior and Junior divisions on many, many occasions.

Committed to the growth of the sport, juniors within the Mooloolaba Outrigger Canoe Club have competed with great success internationally in New Zealand, Cook Islands, Hawaii, Fiji and California.



TRANS TASMAN GUBBI GUBBI WAKA AMA

WE ARE PROUD TO PRESENT THE TRANS TASMAN SERIES AND GUBBI GUBBI CHAMPIONSHIPS HELD AT LAKE KAWANA EACH YEAR

The Trans Tasman Gubbi Gubbi Waka Ama Outrigging competition has come a long way from the early days when it was known as the Gubbi Gubbi East Coast Junior Outrigging Championships. The very first competition came about after coaches Allan Rasmussen, Fred Gapes and Warren McNeich formed a team made up of Mooloolaba and Panamuna club members and competed in the 2004 World Sprints in Hawaii.

The 2017 Trans Tasman Gubbi Gubbi Waka Ama championships will be held over 3 days from the 24th - 26th September and is set to attract over 1000 paddlers and visitors.



2017 NATIONAL OUTRIGGER SPRINT TITLES

THE 2017 NATIONAL OUTRIGGER SPRINT TITLES AND WORLD SPRINT QUALIFIERS WAS HELD ON LAKE KAWANA SUNSHINE COAST ON THE 31ST JANUARY, 1ST & 2ND FEBRUARY

The event was hosted by SQ Zone/QSC in conjunction with Junior Development Committee and Sunshine Coast Junior Development.

All proceeds from the three day event were deposited into the Junior Development Bank Account. Funds from last years event have so far provided travel assistance for Juniors to the TTGGWA, OC6 Nationals, OC1/2 Nationals and 4 return tickets for Juniors to the New Zealand Aotearoa Aito.

The 3 day program will include events across V1, OC1, OC2, OC6 and V12.

CANOEES

All V1, OC1, OC2, OC6 & V12 craft will be provided over the three day event.

V1 – Rudderless Zulu, OC1 – Stealths, OC6 – Mirages & V12- Mirages (Puffy ama)

RACE COURSE

The race course will be:

- Day One races V1 & OC2 in straight 500m format;
- Day Two all races in straight 500m format;
- Day Three all OC6 races in turn format (on the 250m marker), V12 is 500m straight.



AUSSIE AITO

THE AUSSIE AITO V1 OUTRIGGER CANOE RACE IS HELD ON THE SPIT AT MOOLOOLABA

The race attracts over 200 national and international paddlers with countries such as New Zealand, Italy, Cook Islands and Hawaii joining competitors from all states of Australia in this world class event.

This event has the potential to attract much greater international participation and coverage when compared with the annual Te Aito (Tahitian V1 event) where 700 paddlers embraced the start line for the long course race.

Many competitive outriggering countries have their own Aito (V1 rudderless craft) and participating countries are currently working towards having a common Aito website that will promote each country's event. This will eventually lead to an international point score series.

The U19 Male and Female winner of the Aussie Aito are sponsored to compete in the Te Aito, the current World V1 event held in Tahiti.

V1 development is a critical form of outriggering to foster as this discipline, and for the first time was included in the 2016 Paralympic Games as well as the 2018 Commonwealth Festival Games. It's only a matter of time before V1's included in the Olympics.



STRATEGIC EVENTS PRIORITIES

ESTABLISH AN EVENTS ORGANISING COMMITTEE

- Extend all contractual obligations to secure all national events for the next 5 years
- Ensure a professional, needs driven coordination and management from bidding phase, through planning and delivery up to event legacy
- Secure event partners to enable successful running of all events
- Develop evaluation tools to measure the event's success to further enhance the profile of the sport, its participation and partner support
- In 2016 appointed a dedicated Event Manager

INCREASE INTERSTATE AND INTERNATIONAL PARTICIPATION IN ALL EVENTS

- Build on the reputation of each event
- Promote the success of outrigger paddling in general
- Promote the Sunshine Coast location
- Develop consistent messaging
- Leverage online presence to build events awareness through clubs nationally
- Create, build and engage with national and international database of participants and supporters

INCREASE SPECTATORS NATIONALLY AND FROM ACROSS SOUTH EAST QUEENSLAND

- Establish regular channels of communication
- Develop an ongoing promotional calendar
- Expand network of contacts, particularly partnering Sunshine Coast Destination Ltd, Sunshine Coast Council and Events Queensland
- Differentiate audiences and customise approaches to each
- Utilise sponsor and supporter networks to promote all events
- Utilise various media outlets, web and social media to maximise media coverage of all events



GAIN SPONSORSHIP TO SUPPORT THE MANAGEMENT OF FUTURE EVENTS

- Promote AOCRA QSC, its national and international standing, and its successful bid for the 2019 International Va'a Federation World Distance Championships
- Promote the experience, expertise, success and approach of the outrigger clubs in general
- Profile key individuals to elevate relationship factors with each event
- Promote marketing activities undertaken to date, particularly the development of websites
- Promote the opportunity for sponsors to access local, national and international databases to promote their business and brand
- Promote the growing participation of paddlers to each event
- Provide sponsors with opportunities to network and cross promote with other event sponsors

DELIVER BENEFITS FOR LOCAL SUNSHINE COAST BUSINESSES

- Partner with Sunshine Coast Destination Ltd to develop packages to drive increased visitation and visitor yield
- Partner with local businesses through relevant Chambers of Commerce to promote ways local businesses can become involved in events
- Target community organisations that are aligned to the events' values, brand and objectives
- Collaborate with businesses and community organisations to promote the event and its key benefits to target audiences





2.4 STRATEGIC GOAL 2

QSC COACHING COORDINATION

The development of a well-functioning system of organisational structures, capable human resources and access to the necessary resources.



2.4 STRATEGIC GOAL 2

STATE COACHING COORDINATION

INCREASED LEVELS OF DEVELOPMENT WILL DRIVE INCREASED PARTICIPATION

It is the goal of AOCRA to develop and support members and participants at all levels so they can enjoy the opportunity to practise, develop and enter pathways from local to national and international competition. This requires the development of a well-functioning system of organisational structures, capable human resources and access to the necessary resources.

In 2016 AOCRA implemented a new Coaching Technical Committee to provide further support and technical guidance.

QSC has developed a National Coaching Plan to promote opportunities to engage in and grow outrigger canoe racing through:

- The Australian Sports Commission has recently endorsed AOCRA as the NSO for the sport of outrigger in Australia
- Evaluating and reporting the realistic training and development needs for members
- Developing and organising learning and training opportunities for all coaches and members nationally in the areas of coaching, medical and science, leadership and sports promotion
- Supporting member organisations by providing them with the tools, systems and contents they can re-apply throughout their Zones and Clubs
- Developing competitor pathway programmes starting from the grassroots to national and international competition to boosting participation and growth of the sport
- Supporting and ensuring all Zones and Clubs have solid structures and technical competencies in order to deliver credible and consistent training standards for their members
- Ensuring that all training and competitions are practised in a manner that protects the health of the members
- Promoting the organisation of local, national and international competitions working with AOCRA to provide sufficient opportunities for members

QSC is committed to ensuring it has a consistent, appropriately staffed, skilled and focused team of coaches nationally equipped with techniques and systems that are relevant and effective.



NATIONAL COACHING ACTION PLAN

ACTION PLAN FOR:

- Implementation of recommendations contained in report by Dr Enid Ginn
- Appointment of Lorraine Martin as National/State Coaching Coordinator
- Professionalising the sport of outrigger canoeing
- Establishing the Sunshine Coast as the “hub” of Australian outrigger canoeing

RECOMMENDATIONS

- As contained in Dr Ginn’s report
- By Lynda Lehmann in handover notes
- Discussed with Sunshine Coast Council

ENDORSEMENT

By AOCRA QSC Committee (in whole or part)

PRIORITIES / TIMEFRAMES

- 1 = Commence immediately
2 = Commence in next 6 months
3 = Commence in next 12 months

RESPONSIBILITY

NCC – National Coaching Co-ordinator
NACC – National AOCRA Coaching Committee
EC – Education Co-ordinator
WM – Webmaster
ZC – Zone Co-ordinator (zone position)
HC – Head Coach (club position)

AOCRA COACHING STRUCTURE

RECOMMENDATION	STATUS
Establish NACC (ie, NCC and Zone Co-ordinators)	ACTIONED
Investigate additional positions including: Education Co-ordinator (particularly if NCC more technical, rather than educational background) Webmaster	ONGOING

COACHING AND SEMINARS

COACHING AND SEMINARS	
RECOMMENDATION	TIMEFRAME
COURSES AND SEMINARS	
Initiate preparation of a Beginner's Manual (linked to below recommendation under web administration)	ONGOING
Investigate feasibility of a Marine Safety Manual	ONGOING
Investigate feasibility of Steerer's Certificate, Basic Skills Certificate and Safety Officer Certificate	ONGOING
Investigate the production of a series of DVDs covering all aspects of technique (for sale on AOCRA website)	ONGOING
Develop a series of workshops (technical issues for OC1, 2, 6 and steering) with standard outlines	ONGOING
Develop series of seminars/clinics for cluster clubs (those located in close proximity)	ONGOING
Deliver seminars/clinics in conjunction with major regattas	ONGOING
Establish permanent program of seminars/clinics across all zones for coaches/paddlers	ONGOING
Develop a two day workshop on Training, Testing and Program Design	ONGOING
Ensure Level 1 course is effective, efficient and current	ACTIONED
Commence development of system for utilising seminars/clinics as mechanism to update Level 1 qualifications	ONGOING
Oversee development of Level 2 Accreditation Course	ONGOING
Collate list of respected speakers in each zone	ONGOING
Establish coaching conference	ONGOING

COACHING AND SEMINARS	
RECOMMENDATION	TIMEFRAME
WEB ADMINISTRATION	
Investigate feasibility of an online eLearning course for beginners	ONGOING
Investigate possibility including on website seminar/clinic, workshop, courses calendar (nationally and by zone)	ONGOING
Investigate possibility including on website a blog for NCC to discuss coaching issues or developments	ONGOING
Investigate possibility including on website a discussion board for coaches	ONGOING
Investigate possibility including on website resources being available for purchase online	ONGOING
Investigate possibility including password accessed coaches only resources (research, articles, accreditation, approved speakers etc)	ONGOING

CLUB TRAINING AND TESTING

CLUB TRAINING AND TESTING

CLUB COACHING CO-ORDINATOR (HEAD COACH)

Maintain database of club members (personal details and testing data)	ONGOING
Work with Zone Co-ordinators and Head Coaches to develop and promote the Mentor Program	ONGOING

ELITE ATHLETES

Develop pathways for paddlers in all age divisions to join elite programs	ONGOING
---	---------

THE HUB

RECOMMENDATION	TIMEFRAME
----------------	-----------

High Performance Centre (USC)	ONGOING
Research committee (USC)	ONGOING
Coaching seminar centre - regatta administration, accreditation, coaching conference, workshops, President forums, strategic planning for clubs	ONGOING
Physical library for AC course materials etc and other coaching materials	ONGOING
Store AOCRA equipment	ACTIONED

ADAPTIVE PADDLING PROGRAMS

RECOMMENDATION	TIMEFRAME
----------------	-----------

Educate club administrators and coaches	ONGOING
Undertake a "Needs Assessment" across zones	ONGOING
Develop grant applications to assist clubs obtain equipment and expertise	ONGOING
Establish database of adaptive paddlers	ONGOING
Initiate research program to gain better understanding of needs of each disability	ONGOING
Develop specialist coaching course for Adaptive Paddling (additional to current Level 1)	ACTIONED & ONGOING

GENERAL SUGGESTIONS

RECOMMENDATION	TIMEFRAME
----------------	-----------

Ensure coaching accreditation courses are delivered in smaller zones at least every two years	ONGOING
Investigate opportunities for television/media coverage	ONGOING
Investigate obtaining major sponsor	ONGOING
Investigate feasibility clubs appointing Basic Skills Instructor and Safety Officer	ONGOING

ENID GINN

EXERCISE PHYSIOLOGIST

Commencing her early working life as a secondary school teacher, focusing on physical education and biology, Enid returned to the University of Queensland in 1985 to obtain a Master's Degree in 1988. The research component of her degree saw Enid lead a very successful research project with the 1988 Olympic Sprint Kayak team using Critical Power to prescribe training. The same testing and training principles were also provided to several swimmers training for the 1990 Commonwealth Games. All swimmers medaled at this meet. The Outrigger OC6 team preparing for the World Sprint Titles in Auckland also undertook Enid's training techniques which resulted in this team winning several gold medals at this regatta.

From 1986 to 1991 Enid operated Sportest, a community outreach of the Department of Human Movement Studies at the University of Queensland. A unit which provided testing and consultancy services to elite athletes in Queensland across a wide spectrum of sports, including all national-level athletes from those sports based in Queensland, and prior to the emergence of the Queensland Academy of Sport who took over that role after 1992.

In 1993, Enid was awarded a PhD with a research project into swimming. The project involved taking principles of the testing procedures developed for the kayakers in 1988 and converting the laboratory tests into field tests that could be conducted for swimmers and at the pool. After this was proven to be successful, she then worked with the AIS Canoe Unit staff to convert their laboratory testing procedures to testing on-water, a shift that was welcomed by the paddlers.

From 1989 to 1997, Enid worked as consultant sports scientist with the Australian Institute of Sport Sprint Canoeing Unit and also with the AIS Slalom Unit based in Melbourne. During this time, the sprint team was always in the top 5 nations in the world, having been ranked 23 in 1987. This role saw Enid travelling with the team to several international regattas, including the 1996 Olympic Games in Atlanta.

During the late 1980s and early 1990s, Enid was a member of the technical committees of both sprint canoeing and field hockey, and had earlier served as Queensland representative on the Australian Yachting Federation's Women's Sailing Committee.

Enid has been retired since 1997, but continues to work with athletes through her consultancy, The Performance Edge Fitness & Health Services. This has included the preparation of two athletes for Olympic selection across several Olympiads, working with Kawana Waters Canoe Club to develop junior paddlers, and athletes from several other sports.

Another area that Enid is passionate about is coach education. She has conducted NCAS Accreditation Courses in a diverse range of sports including outrigger canoe, sprint canoe, rowing, swimming, basketball, hockey and soccer.

In addition to delivering three separate Level One Accreditation courses for Outrigger Canoeing, Enid has conducted several workshops for clubs, ranging from a 4-hour seminar to full weekend workshops. Clubs included Noosa, Panamuna, Sunset Bay, and Brisbane. Several clubs have also been involved in testing (ergometer) as an adjunct to their training programs. In these cases, seminars were conducted with club coaches to assist in that process. Enid has also worked with several individual outrigger paddlers by writing and monitoring training programs.



Enid Ginn,
Exercise Physiologist

LORRAINE MARTIN

NATIONAL/STATE COACHING COORDINATOR

Lorraine Martin is a mother of 4 adult daughters and a grandmother. She is a hands on partner of a Construction Business which she has run with her husband for the past 30 years. She has recently become the part owner of an Outrigger Canoe Construction Business, actively involved in administration, sales and construction of outrigger canoes. Duties within her administrative role involve communications with International stakeholders and domestic clients.

Lorraine's coaching background is in netball, attaining her Elite Coaching Accreditation with Netball Australia and the Australian Sports Commission. Coaching at a regional and national level where she has gained a strong knowledge of sports training, in both the Indoor and Outdoor Arena's. Lorraine's mentor and friend, Vicki Wilson OAM, greatly contributed to the strength of Lorraine's drive and commitment to the presenting of coaching courses, coaching clinics and workshops.

Lorraine who has been competing and coaching outriggers since 2003, and since found transferring her experience and knowledge across an easy transition. Facilitating and focusing on the growth and development pathways within the South Queensland Zone for the past 13 years has been a passion of Lorraine's. Over the past 12 years Lorraine has developed programs to enhance the skills of new paddlers through to experienced, advanced paddlers and coaches.

COACHING FORUMS COORDINATED, DEVELOPED AND FACILITATED

AOCRA – National Coaching Coordinator – 2016

- Accreditation and upskilling of presenters and coaches
- Mentored and facilitated learning opportunity for International Coaches during World Va'a Sprint Titles.



Lorraine Martin,
National/State Coaching
Coordinator, AOCRA

SOUTH QUEENSLAND ZONE COACHING COORDINATOR

- Level 1 Sports Specific Coaching Courses biannually
- Motivational Steerer's Clinic - funds raised donated to The Heart Foundation
- Let's Talk Water Coaching Forum - Ballina NSW
- Let's Talk Coaching Forum - Noosa Qld
- Program Writing for Beginners - Nationally
- Bundaberg/ Fraser Coast Regional Coaching Clinics
- First Aid Awareness Courses
- Numerous Coaching and Steering Coaching Clinics
- Vaa 1 Coaching Course

QUALIFICATIONS AND CERTIFICATIONS ACHIEVED

- Certificate IV in Training and Assessment - TAA40104
- Level II General Principles Sports Specifics -University of Queensland 2003
- Australian Canoeing Level 1 Coaching Certificate of Accreditation - Australian Canoeing Association
- Fitness Leader Certificate with successful completion of module in Fitness, Strengthening and Conditioning and Nutrition - Leo Young of Synergy Fitness
- Head Gym Instructor - Southern Cross Swimming Club - Employed by Ken Wood Australian Olympic Sprint Head Coach

ACHIEVEMENTS IN NETBALL

- Developed and facilitated Training Program for Special Needs Youth – Netball Queensland
- Developed and facilitated 12 week Intermediate Training Plan – Junior Development Running Technique
- Coordinated and assisted Anne Sargent in a 2 Day Junior Development Program
- Coordinated and initiated off-season Junior Development Program run in conjunction with Jill McIntosh (Australian Diamonds Head Netball Coach), Vicki Wilson OAM and Nicole Cusack (Past Australian Vice Captain)
- Netball Australian Elite Coaching Workshop Invitee

CURRENT MENTORS

- Vicki Wilson OAM - International Netball Rules Committee
- Denise Cooper - Barcelona Olympics K4 Team member 1992
- Tuki Brown - Past National Coaching Coordinator Australian Outrigger Canoe Racing Association

PAST MENTORS

- Jill McIntosh - Australian Diamonds Head Netball Coach
- Elizabeth White OAM - Netball Queensland Coach

2.5 STRATEGIC GOAL 3

ADAPTIVE PADDLING

QSC has the opportunity to become a leader in offering training to paddlesport instructors and program providers in the best practices of inclusive outdoor recreation opportunities.



2.5 STRATEGIC GOAL 3

ADAPTIVE PADDLING

A LEADER IN DEVELOPING MORE INCLUSIVE RECREATION ACTIVITIES

QSC has the opportunity to become a leader in offering training to paddlesport instructors and program providers in the best practices of inclusive outdoor recreation opportunities.

Our Adaptive Paddling Program through train-the-trainer programs would teach the skills and knowledge needed to outfit equipment and modify teaching styles to allow people of all abilities to participate in paddlesports.

WHAT IS ADAPTIVE PADDLING?

It is simply paddling canoes and kayaks using the standard equipment which is adapted as needed to compensate for any function the paddler has lost due to disability. While an adaptation may be made to the paddle grip or the seating support within the craft, the sport of paddling is not changed or adapted. The same canoes, kayaks and paddling gear are used in the same manner.

Adaptive Paddling programs are committed to providing full integration of paddlers who have disabilities and to provide all paddlers with the equipment, teaching style, and paddling locations that best meets the paddler's needs.

On the water all paddlers are equal. It is a paddler's ability, not their disability that makes the difference. Water is the ultimate equaliser. Paddling is freedom.

ADAPTIVE PADDLING IN ACTION

AOCRA and the Mooloolaba Outriggers Club have commenced a monthly recreational program allowing participants the opportunity to experience a day at the beach in a safe, controlled and fun environment. Trained volunteers provide a nurturing experience so that participants can reap the benefits of the canoe and ocean. With an emphasis on safety, volunteers guide participants through basic paddling skills so they can feel a part of the overall experience.

Clubs in Sunshine Coast, Townsville, Perth, Adelaide and Sydney have run "Come and Try" days for adaptive paddlers and have managed to recruit a number of very skillful competitors. It would be the focus of the Sunshine Coast "Hub" to co-ordinate a unified approach. The next goal is to expand the Adaptive Paddling Program into Central and North Queensland with the aim to field additional adaptive crews in the 2017 National Sprint Titles.

ADAPTIVE PADDLING WORKSHOPS

Workshops are designed to provide instructors, outfitters, recreation program providers, and rehabilitation professionals with the information they need to integrate paddlers with disabilities into their programs. Program providers need to be prepared to integrate persons with disabilities into existing programs. The workshop includes how to compensate for paddlers' loss of function due to disability, how to adapt equipment and instruction and how to focus on the paddlers' ability. Courses include a classroom and hands-on learning, an on-water pool session and open water paddling. Paddling instructors receive the AOCRA Adaptive Paddling Endorsement upon completion of this workshop.

The Adaptive Paddling Workshop (APW) has a threefold purpose

- train currently certified instructors to get the Adaptive Paddling Endorsement
- educate assistant instructors
- provide a skills course for individuals with disabilities

Under the University of the Sunshine Coast pillar of Teaching, Doctor Gayle Mayes is in the process of developing a Sports Management major and minor which could include courses on adaptive sports management and/or coastal and marine/aquatic sports management. If so, then the support of the Sunshine Coast Council and AOCRA would assist in the business case for developing such specialist courses.

FUNDING SUPPORT AVAILABLE

The Queensland Government's Sport and Recreation Active Inclusion Program provides funding for activities that encourage greater participation, education and training and volunteer development and recruitment to increase access to sport and active recreation in the community. There are different funding rounds. For more information, call 1300 656 191 or <http://www.qld.gov.au/recreation/sports/funding/approved/>

Also other sport and recreation funding programs (<http://www.npsr.qld.gov.au/funding/index.html>) are offered by the Queensland Government.

The Queensland Government also provides funding to major sport and recreation bodies for people with a disability.

<https://www.npsr.qld.gov.au/funding/index.html>



2.6 STRATEGIC GOAL 4

ABORIGINAL
AND TORRES
STRAIT ISLANDER
INVOLVEMENT
IN OUTRIGGER
CANOE RACING



2.6 STRATEGIC GOAL 4

ABORIGINAL & TORRES STRAIT INVOLMENT IN OUTRIGGER CANOE RACING

2.6.1 RAISING AWARENESS

AOCRA and the Queensland State Centre (QSC) are committed to engaging more Aboriginals and Torres Strait Islanders in the sport of outrigger canoe racing in Australia through growing participation levels and importantly, to contribute to and support local communities through their contribution to, and leadership of this initiative.

Strategies	Actions	Entity Responsible	Timeline 2017	Performance Outcome	Priority
Achieve sustainable community engagement	Identify local contacts for ATSI groups in pilot OC Club regions. Identify local community champions to assist with community engagement. Promote OC Racing in ATSI community events.	Torres Strait OCC Solwata Club Local OC Clubs Dr Gayle Mayes – USC	Ongoing	Local contacts identified in Cairns, Townsville, Mackay, Rockhampton and Sunshine Coast. Information stalls and sites are included in NAIDOC and ATSI events.	High Medium
ATSI OC Racing Publications and Resources	Develop flyers and publications for distribution amongst ATSI community networks.	Torres Strait OCC Solwata Club AOCRA/QSC Dr Gayle Mayes – USC Local OC Clubs	Ongoing	ATSI flyers are developed for use by local OCC clubs. ATSI OCC publications are developed.	High Medium
ATSI OC Racing Social Media Campaigns	Cross-promote OC Club social media sites with ATSI sites. Develop social media campaigns targeting specific regions and 'come and try' days.	Torres Strait OCC AOCRA/QSC Solwata Club Dr Gayle Mayes – USC Local OC Clubs	Ongoing Ongoing	Social media sites of OC clubs, Solwata Club and ATSI groups are linked.	Medium High
Aboriginal and Torres Strait Islander Media Campaigns for ATSI OC Racing	Develop specific ATSI OC Racing media and publicity. Promote the ATSI strategy through Aboriginal and Torres Strait Islander media including NITV, Koon Mail, National Indigenous Times, Torres News, National Indigenous Radio Network, Solwata and Islander magazines.	AOCRA/QSC Solwata Club Torres Strait OCC Dr Gayle Mayes – USC AOCRA/QSC Media outlets	Ongoing	Articles are placed in ATSI newspapers, publications and on NITV and radio.	Medium High
Mainstream media campaigns	Ensure the inclusion of ATSI paddlers in all mainstream media undertaken.	AOCRA Torres Strait OCC Dr Gayle Mayes – USC	Ongoing	Mainstream media from AOCRA includes ATSI paddlers or information	Medium
Come and Try days for ATSI paddlers	Develop 'Come and Try' days in conjunction with OC Clubs. Develop specific 'Come and Try' days for ATSI groups	Solwata Club Local OC clubs Solwata Club Torres Strait OCC Dr Gayle Mayes – USC	Ongoing	'Come and Try' days are undertaken in Cairns and Sunshine Coast. ATSI 'Come and Try' days are undertaken in Cairns, Townsville, Rockhampton and Sunshine Coast.	Medium High

2.6.2 EMBRACING CULTURE AND TRADITION

This goal aims to embrace and revive culture and ancient watercraft tradition including a "NAWI identity" and Aboriginal and Torres Strait protocols, cultures and traditions in the sport of outrigger canoe racing in Australia.

Strategies	Actions	Entity Responsible	Timeline 2017	Performance Outcome	Priority
Identifying NAWI/NAR culture	Consult with Aboriginal and Torres Strait Islander communities regarding identification of their 'canoe' culture.	AOCRA Solwata Club ANMM ATSI Community Torres Strait OCC Dr Gayle Mayes – USC	Ongoing	A NAWI/NAR canoe culture is identified with terminology, protocols and objectives in place.	High
Acknowledging protocols	Include 'Welcome to Country' acknowledgements in regattas. Include ATSI traditional blessing and smoking ceremonies for blessing of canoes.	AOCRA Solwata Club ANMM ATSI Community Torres Strait OCC Dr Gayle Mayes – USC	Ongoing	Welcome to Country acknowledgements are performed at regattas. ATSI canoe blessings are undertaken.	High High
Creating the NAWI Identity	Revive history and tradition through involvement of ATSI paddlers in NAWI activities throughout Australia.	AOCRA Solwata Club ANMM Torres Strait OCC Dr Gayle Mayes – USC	Ongoing	A determination is made regarding a NAWI or national ATSI canoe identity.	High

2.6.3 ENGAGEMENT AND PARTNERSHIP

This goal is to implement specific strategies that are needed to engage with the various groups and age groups of ATSI paddler groups and individuals from youth and school sports, to state and national advocacy. Following awareness and cultural identification, sustainable engagement is the next step in ensuring ongoing involvement of ATSI paddlers in outrigger canoeing.

Strategies	Actions	Entity Responsible	Timeline 2017	Performance Outcome	Priority
School sports	Offer Outrigging as an alternative school sport. Trial weekly school OC sessions. Develop inter-school regattas.	AOCRA / QSC Schools Local OC Clubs Solwata Club Torres Strait OCC Dr Gayle Mayes – USC	Ongoing	Five schools trial outriggering as an alternative school sport. Inter-school regattas are held in Cairns and Sunshine Coast.	High Medium
Young Aboriginal and Torres Strait Islander Leaders	Offer outriggering as an alternative leadership activity. Trial regular leadership training. Promote outriggering to universities and TAFE institutes.	AOCRA / QSC Local OC Clubs Solwata Club Universities Torres Strait OCC Dr Gayle Mayes – USC	Ongoing	Outriggering is undertaken as a leadership tool in Far North Queensland.	High High
ATSI Job Seekers	Develop Solwata Club career development outriggering model.	Solwata Club Job Services Agencies Torres Strait OCC Dr Gayle Mayes – USC	Ongoing Ongoing	Weekly OC sessions in Cairns with Solwata Club	High
Sporting Organisations	Encourage existing ATSI sporting organisations to use outriggering for cross training purposes.	AOCRA / QSC Schools Local OC Clubs Solwata Club Torres Strait OCC Dr Gayle Mayes – USC	Ongoing	ATSI sports organisations including NRL, AFL and athletics use OC racing as a cross training tool.	Medium
Corporate Leaders	Develop an ATSI Corporate Leaders partnership package and annual challenge.	ATSI Corporate Leaders AOCRA Solwata Club Torres Strait OCC Dr Gayle Mayes – USC	Ongoing	A Corporate Leaders support package and outrigger regatta is held	Medium
Committee Representation	Include ATSI representation at committee level at Zone, Regional, State and National levels.	AOCRA /QSC State Zones Torres Strait OCC Dr Gayle Mayes – USC	Ongoing	ATSI representation increased on committees at zone, regional, state and national level.	Medium
National Advocacy	Appoint an ATSI committee member to AOCRA	AOCRA /QSC Torres Strait OCC Dr Gayle Mayes – USC	Ongoing	ATSI member appointed to AOCRA committee	High



2.6.4 PARTICIPATION & DEVELOPMENT

Participation and development of individuals and teams in local, national and international competitive arenas.

Strategies	Actions	Entity Responsible	Timeline 2017	Performance Outcome	Priority
Local & National Regattas	Develop novice and experienced teams to compete in selected national regattas	AOCRA / QSC Local OC Clubs Torres Strait OCC Dr Gayle Mayes – USC	Ongoing	Novice ATSI teams and/or individuals compete at local regattas	High
TTGGWA	Prepare individuals and teams for Trans-Tasman Gubbi Gubbi Waka Ama regatta and Junior National Titles in 2017	AOCRA/QSC Solwata Club Local OC Clubs Torres Strait OCC Dr Gayle Mayes – USC	Ongoing	A minimum of 1 boy, 1 girl and 1 mixed team compete at TTGGWA	High
International Regattas	Prepare individuals and/or teams for possible competition in New Zealand, Cook Islands and Tahiti	AOCRA/QSC Solwata Club Torres Strait OCC Dr Gayle Mayes – USC	Ongoing	The development of an Aboriginal and Torres Strait Islander team to compete in 1 international regatta	Medium
Torres Straits Inter Island OC Regatta	Develop a specific annual All Blacks outrigger canoe regatta in the Torres Strait	AOCRA/QSC Solwata Club Local OC Clubs Torres Strait OCC Dr Gayle Mayes – USC	Ongoing	A Torres Straits Inter Island Outrigger Canoe Regatta is held in the Torres Strait	High
Pacific Games Inclusion	Advocate to the Pacific Games Council (PGC) for inclusion of ATSI paddlers as the 'missing' Aboriginal and Torres Strait Islander inclusion teams from the Pacific region	AOCRA Solwata Club PGC Torres Strait OCC Dr Gayle Mayes – USC	Ongoing	Aboriginal and Torres Strait Islander teams compete in 2019 Pacific Games	Medium







2.7 STRATEGIC GOAL 5

RESEARCH AND DEVELOPMENT

The University of the Sunshine Coast (USC), under the leadership of Professor John Lowe, Professor Brendan Burkett and Doctor Gayle Mayes, has the human and technical resources to support and undertake research outrigger sports science research and development.

2.7 STRATEGIC GOAL 5

RESEARCH AND DEVELOPMENT

ESTABLISHING THE HIGH PERFORMANCE CENTRE FOR THE SPORT ON THE SUNSHINE COAST

The University of the Sunshine Coast (USC), under the leadership of Professor John Lowe, Professor Brendan Burkett and Doctor Gayle Mayes, has the human and technical resources to support and undertake outrigger sports science research and development. This includes individual, team and club sports science needs.

The USC can offer the following research and support in sports sciences: nutrition/dietetics; a range of performance measurements; craft and human testing; biomechanical analysis; technique analysis using world class underwater and above water video technology and sports psychology.

Sports science services can either be conducted under a research grant or supplied to outrigger paddlers, teams and clubs for a fee or a “user pays” basis. The most effective long-term mechanism is through research projects

Three key research areas have been identified where USC can partner with AOCRA:

1. Junior and senior athlete research and program development (Identification of appropriate starting age; appropriate distances and training for age groups; appropriate gear/equipment/craft for age groups, e.g. introduction of the new V3 class; risk assessment; training methods for age groups)
2. Adaptive paddler research and program development (development of adaptive craft, adaptive devices/gear/equipment and training methods)
3. Research on the events (effectiveness of event marketing and promotion; satisfaction of event attendees; event evaluation based on objectives; and measurement of event impacts e.g. economic, socio-cultural, environmental)



With supervisors for 3 projects and 3 PhD students, plus a paid high performance coach, the USC would have the necessary criteria, capacity, research programs and resources to establish the High Performance Centre of outrigger canoeing.

Certain elements under the USC pillar of Engagement, the USC student body and students studying Sport and Event Marketing and other Event minor courses are a potential source of volunteers for outrigger events in the future. Further building the relationship and engagement between USC and AOCRA under the proposed “Sunshine Coast Outrigger Hub”.

Potential exists for USC undergraduate students to undertake one-semester internships with QSC, focussing on particular research or to assist QSC in developing products, programs, special activities, and assisting with the day to day running of the QSC Outrigger Hub.

QSC may consider growing the sport further by the introduction of outriggers into coastal universities and the development of a “university class” of competition. Additionally, outriggers and other paddle sports could be introduced into the annual University Games which are held in various places in Australia.



RESEARCH AND DEVELOPMENT



Professor John Lowe's research interests are in cancer control and prevention and injury prevention. Since 1980, he has worked in the area of intervention studies for the cessation of smoking among adults, pregnant women, and the prevention and cessation of smoking among youth. He is

internationally known for his work in the area of skin cancer prevention.

Professor Lowe continues to focus his research on community development and empowerment to make sustainable long-term changes to promote health.

Previous posts include Professor and Head of the Department of Community and Behavioural Health, College of Public Health, University of Iowa in the USA, Director, Cancer Prevention Research Centre, University of Queensland and also held the position of Associate Director for Population Science of the Holden Comprehensive Cancer Centre.

Professor Lowe previously directed two research centres, the CDC funded Iowa Prevention Research Centre and the Iowa Tobacco Research Centre.

Professor Lowe received his doctorate in Community Health / Behavioural Science from the University of Texas Health Science Centre, School of Public Health. He is a fellow of both the Australia Health Promotion Association and the American Academy of Health Behaviour. Professor Lowe is the Managing Editor of the Australian and New Zealand Journal of Public Health and prior to that, Editor of the Health Promotion Journal of Australia.

Professor Lowe has also been appointed to the National Health and Medical Research Council Assigners's Academy (Australia) and the NHMRC Centres of Research Excellence - Population Health Research Panel in 2013.



Dr Gayle Mayes is a member of the Sustainability Research Centre at the University of the Sunshine Coast, and a lecturer of Tourism, Leisure and Event Management with the School of Business, Faculty of Arts and Business at the University.

Gayle has taught in universities for approximately 20 years in the interconnected fields of tourism, health and lifestyle, sport, environmental education, outdoor pursuits, leisure and events. Her successful use of experiential education (learning through experience) as her main teaching and learning strategy, earned her a national award for outstanding contribution to student learning in 2007.

Gayle also introduced opportunities for students from all faculties to participate in educational tourism expeditions to remote destinations in the Asia-Pacific region in the areas of health, education and business/tourism.

These expeditions give students a unique hands-on experience with small scale businesses and corporate social responsibility activities, and empowers them to become change agents for sustainability.

Her strong interest in sport and events was developed through competing at world championship level in numerous paddle sports, including the women's 500 metre flat water kayak event in the 1992 Barcelona Olympic Games.

After retiring from elite sport, Gayle coached teams and individuals to international level, attended the Atlanta and Beijing Olympics as a spectator and worked as a volunteer for the Sydney Olympics in 2000. Gayle returned to competition in 2012, winning gold, silver and bronze medals at the World Outrigger Sprint championships in Calgary, Canada.

Her strengths include: use of innovative teaching methods, high levels of enthusiasm and energy, community engagement, service, and a passion for researching.

She is committed to using her research and teaching to assist in the sustainable development and management of tourism, businesses and regions.



Professor Brendan Burkett joined the University of the Sunshine Coast in 1998 following an international sporting career and as a professional engineer in Australia and overseas on the oil rigs in the North Sea.

As a past international sports participant Brendan was fortunate enough to represent Australia for 13 years as a swimmer and was the Paralympic Champion, World Champion, World Record holder, Commonwealth Games and Australian multiple medallist.

Brendan has been fortunate to lead the Australian team on several occasions, such as the Australian Team Captain for the 1996 Atlanta Paralympic Games, and as the Opening Ceremony flag bearer in Sydney 2000 – Australia's most successful sporting team.

The combination of engineering and human movement qualifications with sporting experience enables Brendan to understand human health and performance.

Brendan is a Swimming Queensland Hall of Fame inductee, Sunshine Coast Sports Hall of Fame inductee, and was named in Queensland 150 Sporting Legends as part of the Q150 Celebrations.

The impact of Brendan's research in human health is demonstrated with research grants and publications in this discipline.

Brendan has an active role in the industry through his appointment as national sport science coordinator for the Australian Paralympic Swim team for the 2002 and 2006 World Championships, the 2004, 2008 and 2012 Paralympic Games.

In addition, Brendan was the Institution of Engineers, Australia, Professional Engineer of the Year in 2000.

The combination of sporting and professional achievements has been recognised as Brendan is the recipient of several awards such as the Australia Day Sporting Award, the Order of Australia Medal (OAM), as an Ambassador for the Sydney Paralympic Games, and Australian Sports Medal recipient.

Brendan is a member of the International Paralympic Committee Sport Science and Medicine Scientific Committee.

In 2007 Brendan was an invited scholar for the Erasmus Mundus Masters in Adapted Physical Activity, which is part of the European Masters in Physical Activity. In 2007 he was also inducted into the Swimming Queensland Hall of Fame, and in 2008 Brendan was part of the Prime Minister's 2020 Summit in the specific theme area of a developing a long-term health strategy.



2.8 MARKETING OBJECTIVES

QSC WILL DELIVER A COMPREHENSIVE MARKETING PLAN THAT WILL:

- Deliver clear brand position and key value proposition aligned to increasing participation and the growth of outrigger canoe racing
- Provide guidance to stakeholders on the development of outrigger canoe racing
- Achieve appropriate support and buy-in from key partners, including Sunshine Coast Council, Sunshine Coast Destination and Events Queensland

Establishing the Sunshine Coast as the “Hub” of Outrigger Canoeing in Australia will require a primary focus on securing, organising and managing national and international events, and specifically the execution of the following:

- QSC to maintain consistent contact with all clubs and members nationally
- Partner with Sunshine Coast Destination Ltd and Queensland Events to develop accommodation, activity deals and offers to attract increased visitation and visitor yields
- Develop event information and public relations / media nationally and across South east Queensland to attract increased spectators
- Work with Sunshine Coast Council to continually improve event setting and atmosphere to encourage spectators and word-of-mouth for future events
- Attract ‘natural-fit’ sponsors to the event and partner with these to achieve greater return on their investment (ROI)
- Utilise local, intra-state and national media to encourage spectators and new participants
- Develop regular communication leading up to the events and distribute these through local, state and national media as well as working with all Zones / Members, Sunshine Coast Destination Ltd, Sunshine Coast Council and Sponsors and leveraging their databases
- Stage the events out of regular holiday periods to increase visitation and visitor yield to the Sunshine Coast in a time more beneficial to local businesses
- Enhance the reputation of the events over the 5 years to encourage repeat participation and visitation from participants and spectators alike



2.9 MARKETING IMPLEMENTATION

QSC WILL DELIVER A DETAILED CRITICAL PATH MARKETING PLAN THAT WILL:

- Build a brand position that creates a platform for growth
- Enhances stakeholder understanding of the role and value of AOCRA
- Identify key partners and their critical needs
- Analyse and prioritise the marketing needs of outrigger canoe racing
- Identify short, medium and long term areas of improvement
- Identify opportunities for participation growth including advice on improving the capture of intelligence across Zone and member networks
- Establish a clearly articulated plan and direction

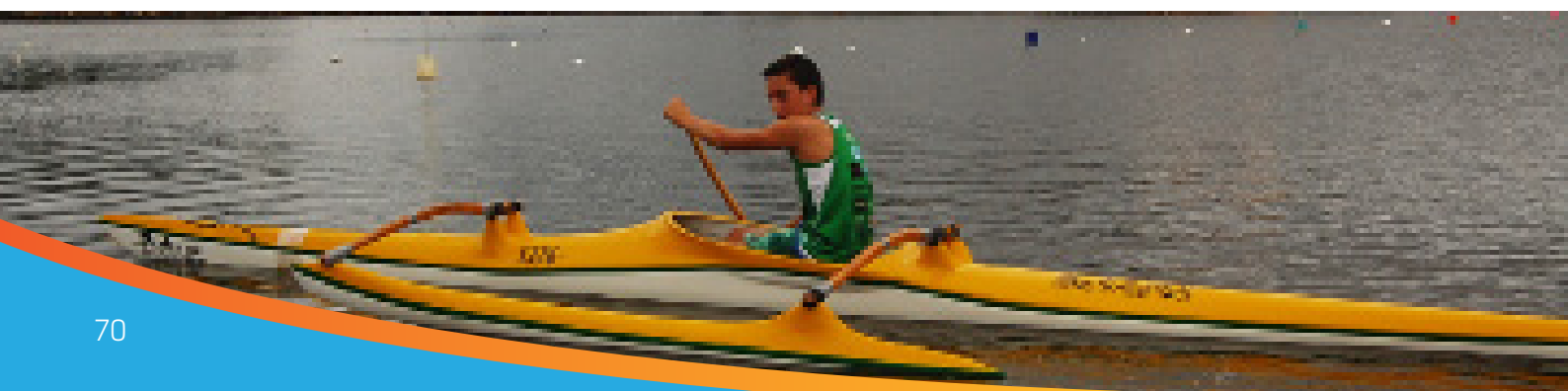
GOAL 1: INCREASE INTERSTATE PARTICIPATION IN THE COMPETITION

STRATEGIES

- | | |
|---|---|
| <ul style="list-style-type: none"> • Promote the events early, continually and consistently to AOCRA members (nationally) • Partner with Sunshine Coast Destination Ltd, Queensland Events and Sponsors to promote the events | <ul style="list-style-type: none"> • Build up the reputation of the event over the 5 years to encourage repeat participation and spectators • Gather and present more images and video of the events to showcase the event to show how it is managed, how participants and spectators enjoy it. |
|---|---|

TACTICS

- | | |
|---|--|
| <ul style="list-style-type: none"> • Update AOCRA website to promote events and eventually create an event-specific calendar website • Email newsletters to the AOCRA database to advise them of the events date and details as they are confirmed. Copy plan and email schedule to be set and executed • Develop accommodation and package deals with Sunshine Coast Destination Ltd and promote to their members, AOCRA, Queensland Events and Sponsor databases • Brochures to be written, designed and distributed to AOCRA members, relevant businesses and groups. • Professional photographer and videographer to shoot the whole events to distribute online nationally and globally | <ul style="list-style-type: none"> • Live-stream events nationally to encourage participation in 2016 internationally and for following years. • Prepare and despatch press releases to national media to announce that registrations are open/are closing soon/are full. • Advertising in national newspapers, websites, social media. • Supply electronic banners for all clubs to put on their websites • Survey participants on their event experience • Send event information to all clubs, groups, media and others with event calendars to get the events placed |
|---|--|



MARKETING IMPLEMENTATION

GOAL 2: INCREASE SPECTATORS NATIONALLY AND FROM ACROSS SOUTH EAST QUEENSLAND

STRATEGIES

- Work with Sunshine Coast Destination Ltd to provide enticing deals and event information to encourage spectators
- Promote events through Sunshine Coast Council to increase visitors
- Work with Sunshine Coast Council to improve events staging and atmosphere to encourage spectators and word-of-mouth for future events
- Utilise local, intra-state and national media to encourage spectators and new participants
- Develop a 12-month planner
- Build up the reputation of the events over the 5 years to encourage repeat participation and spectators
- Develop a Public Relations campaign including the appointment of a spokesperson and produce monthly media releases
- Establish detailed database of target audience information
- Review monthly e-Newsletter to distribute to target audience
- Become a master of one social media i.e. Facebook

TACTICS

- Brochures, email alerts, online banners with accommodation deals
- Email registered participants with deals for their family and friends to attend
- Update website with event details and links
- Posters surrounding the events in the lead-up
- Events signage
- A big screen at the events
- Hire a videographer and produce a promotional DVD for future events
- Prepare and despatch press releases nationally in the lead up to the events.
- Prepare and despatch follow-up press release to national media after the events with professional photos attached.
- Connect with local tourism group and present co-op advertising opportunities to showcase the region and encourage extended stays
- Design ads and purchase ad space in national papers and websites
- Survey spectators on their events experience
- Send events information to all clubs, groups, media and others with event calendars to get the event placed.



MARKETING IMPLEMENTATION

GOAL 3: GAIN SPONSORSHIP TO SUPPORT THE MANAGEMENT OF FUTURE EVENTS

STRATEGIES

- Identify suitable sponsors with a national and international focus
- Approach potential sponsors as soon as the dates are set
- Apply for suitable grants as soon as they are available

TACTICS

- Sponsorship document to present opportunities and costings
- Outline sponsorship benefits in documents as well as opportunities to leverage event/ sponsor databases
- Email, post and call potential sponsors to set up meetings and present the sponsorship document
- Assign team member to research and apply for grants
- Prepare press releases focussed on calling for sponsorship
- Survey participants and spectators on sponsor recall.

GOAL 4: DELIVER BENEFITS FOR LOCAL SUNSHINE COAST BUSINESSES

STRATEGIES

- Advise local businesses of the date of the events as soon as it is confirmed
- Partner with Sunshine Coast Destination Ltd and relevant Chambers of Commerce to communicate event opportunities
- Apply for suitable grants as soon as they are available
- Offer local businesses the opportunity to sponsor the events, be a stall holder or participate in some way.
- Share news about the events with the local community

TACTICS

- Write and send a letter to all local businesses who may be impacted or can benefit from the events well in advance
- Link to accommodation and activities in the area from the website, emails and other electronic promotions
- In media releases include information on accommodation options and pre- and post-events activities
- Send sponsorship documentation to interested local businesses
- Prepare local press releases to update locals about the progress of the events.



2.10 EVALUATION

To measure the effectiveness of the Marketing Plan, a number of quantitative and qualitative measures will be employed. The key measures of success include paddler registration and visitor numbers, participant and visitor satisfaction levels and sponsorship leverage. Other factors evaluated relate to the implementation of various marketing tools.

1. Paddler Registration

- Number of registered paddlers locally, SEQ and Nationally
- Increase in number of paddlers locally, SEQ and Nationally year on year
- Number of repeat paddlers / new paddlers
- Specific origin / demographic of paddlers

2. Database Management

- Number of database entries (total)
- Number of database entries compared to previous year
- Number of database entries by paddler origin / demographic
- Number of database enquiries

3. Direct Marketing

- Number of e-Newsletters produced
- Number of e-Newsletter recipients
- Number of recipients who have asked to be unsubscribed

4. Digital Media

- Number of visitors to website
- Search ranking of website against keywords / searches
- Number of friends / followers on Facebook

5. Advertising

- Number of advertisements featured in local/ national and online media
- Number of media releases developed and published

6. Sponsorship

- Number of approaches for sponsorship
- Number of letters sent
- Number of responses received to letters
- Number of organisations approached
- Number of requests for additional information / meetings
- Amount of sponsorship money invested
- Sponsor satisfaction levels

7. Paddler and Visitor Surveys

- Degree of satisfaction among paddlers and visitors
- Degree that paddlers and visitors would recommend the event
- Areas of improvement



AUSTRALIAN OUTRIGGER CANOE RACING ASSOCIATION

WWW.AOCRA.COM.AU

