

CRNZ STRATEGIC PLAN 2020-2028





INTRODUCTION

Canoe Racing New Zealand

Canoe Racing New Zealand is the National Sport Organisation responsible for promoting the kayaking disciplines of surfski, marathon and flatwater racing in NZ.

Our community has told us that they would like to see:

- More numbers participating (variously in races, at clubs or in absolute terms).

- More inclusion and diversity in terms of age, gender and ethnicity.

- CRNZ working with other paddlesports.

- Continued international success (and more success for other disciplines and male paddlers).

- A range of successful events, with a greater number of volunteers, clubs and supporters.

- An active secondary schools paddling scene.

- A much greater focus on surfski.

- A sport that contributes to the wellbeing of our people and community.

- Kayaking becoming a high profile NZ sport with a positive public profile.

- CRNZ becoming financially sustainable, with a funding model that supports development of all disciplines and levels of our sport.

- More sharing and access to the knowledge, skills and experience developed by the organisation.

- Increased depth in coaching.

The Way Forward

To thrive as a sport, considering (a) our objects as set out in the Constitution, (b) feedback from our community and (c) our context, we believe we need to focus on three main areas:

- Participation – building a large, diverse community of paddlers, coaches and volunteers, participating in a range of disciplines for fun, wellbeing and competition;

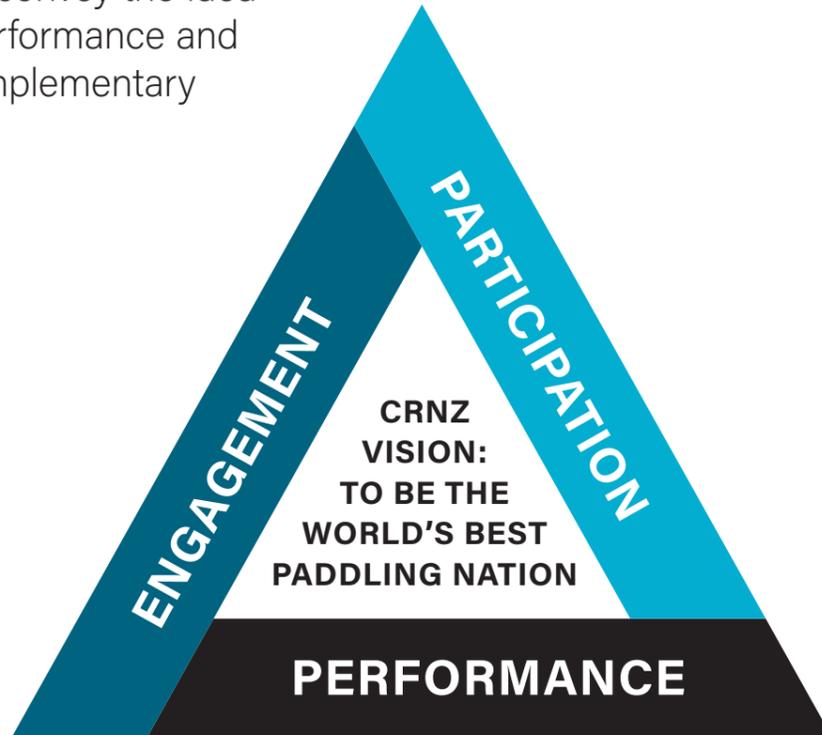
- Performance – New Zealand paddlers consistently performing on the World stage; and

- Engagement – connecting Kiwis with our sport and building a more engaged community.

These three areas will become CRNZ's three strategic pillars. The strategy will be accompanied by a Sustainability Plan, which will set out the key focus areas for CRNZ to become and remain a successful organisation for the long term.

2020-2028 STRATEGY

The graphic below represents the CRNZ strategy. The three pillars are arranged in order to convey the idea that participation, performance and engagement are complementary and interlinked.



The "Performance" pillar is deliberately placed at the bottom of the graphic to avoid the impression that high performance is more important than other areas (although it should be noted that, for the foreseeable future, HP is likely to continue to be CRNZ's main focus due to our funding model and the considerable resource required to support our world-leading athletes).

The following pages set out our ideas on how we will succeed within each pillar. For each pillar there is an over-arching aim, and a table containing the critical factors that will help us achieve that aim. There is also a set of explanatory notes that expands on the tables where necessary.

CRNZ VISION: TO BE THE WORLD'S BEST PADDLING NATION



PARTICIPATION

AIM

TO BUILD A LARGE, DIVERSE COMMUNITY OF PADDLERS, COACHES AND VOLUNTEERS, PARTICIPATING IN A RANGE OF DISCIPLINES FOR FUN, WELLBEING AND COMPETITION



Coaching and Instruction	Create and deliver a scalable framework of resources for coaches and paddlers that is aligned (a) from learner to competition levels, and (b) across paddling disciplines.
Clubs and Delivery Organisations	Build the number, capability and capacity of clubs and delivery organisations.
Events	Ensure that there is a range of quality events at all levels and in all disciplines: <ul style="list-style-type: none"> • Deliver excellent events • Encourage and support clubs and event organisers to deliver quality regional paddling events.

Coaching and Instruction

Strategic Priority 1

A Scalable Framework of Resources For Coaches and Paddlers aligned (a) from learner to competition levels, and (b) across paddling disciplines

We will design resources to be delivered by as many organisations as possible, to as many participants as possible. This requires a focus on technology and quality resources, as opposed to one-to-one delivery by CRNZ-employed coaches and/or development officers.

The framework will be designed in accordance with SportNZ research. We will particularly focus on the following:

- Providing quality experiences through our programs;
- Promoting the opportunities available to participants in paddlesports – fun, health and wellbeing, competition, community and access to NZ’s natural environment;
- Providing choice to participants through the inclusive approach.

Strategic Priority 1A

Coach/Instructor Framework

Access to coaching is a key determinant of both participation and improvement. There is currently a lack of coaches/instructors in New Zealand.

CRNZ is building a framework for coaches. Key features of the framework are as follows:

- The introductory modules are designed to be generic and can be applied to learn any paddlesport (sprint, surfski, marathon but also slalom, SUP, waka etc).
- Modules then become specific. For example, CRNZ will develop sprint technique modules, surfski and marathon modules etc
- Within the framework, some modules will be shared with other paddlesports (eg principles of training, strength, nutrition). This creates economies (ie each paddlesport doesn’t need to develop its own framework), encourages connection/community between disciplines, and responds to the SportNZ recommendation that organisations work together to provide quality experiences for young people.

Strategic Priority 1B

Resources for Paddlers

Alongside the coaching framework, we will develop a curriculum and learning materials for paddlers. Like the coaching framework, introductory levels should be as generic as possible, before becoming specific as paddlers wish to refine their skills in individual disciplines.

Clubs and Delivery Organisations

Strategic Priority 2

Build the number, capability and capacity of clubs and delivery organisations

In order for our sport to grow, we need more places for paddlers to learn and participate. We also need our existing clubs and delivery organisations to thrive. We are in a position to provide (or facilitate provision of) expertise and resources to clubs and other delivery organisations.

Alongside our current membership of predominantly flatwater-oriented clubs, we will seek to build the number of ocean-based clubs. This will increase our reach into the surfski community and allow us to run initiatives to build participation in surfski paddling.

Coach/instructor development is likely to be the major area in which we support clubs and deliverers (see Strategic Priority 1). Other areas of focus will be:

- Provision of resources to clubs:
 - governance
 - finding and training volunteers
 - advice on seeking funding
 - health and safety
- Building connections between organisations to increase participation:
 - clubs
 - schools
 - businesses



Events

Strategic Priority 3

Ensure that there is a range of quality events at all levels and in all disciplines

A calendar with the right number of quality events is a fundamental necessity to build participation, engagement and performance in our sport. This strategic priority could also fit in the "Performance" or "Engagement" pillars of our strategy, however we feel it is most logically placed in the "Participation" pillar as it relates to all levels of our sport. We will achieve our objectives in this area by (a) delivering our own events, and (b) encouraging and supporting others to organise and run events.

Strategic Priority 3A

Deliver excellent events

CRNZ will be responsible for running (or in some cases working closely with organisers of) a number of events. In order to do this, we must maintain strong event management processes and support a development pathway of excellent officials and volunteers.

Strategic Priority 3B

Encourage and support clubs and organisers to deliver quality paddling events

CRNZ is in a position to support clubs and event organisers to deliver their own events. In order to do this, we will develop and maintain resources and toolkits including:

- event checklists and SOPs
- organisers' templates
- safety systems
- (possibly) resources including insurance and access to safety app subscription.

We can also coordinate the event calendar to better promote existing events and tie races together into series. The Darcy Price Series and NZ Paddler Series are good examples of the potential success of this approach.



PERFORMANCE

AIMS

HIGH PERFORMANCE:

NEW ZEALAND KAYAKERS CONSISTENTLY WINNING WORLD AND OLYMPIC MEDALS

HPAD:

A TALENT PATHWAY THAT CONSISTENTLY IDENTIFIES AND PREPARES THE RIGHT ATHLETES FOR HIGH PERFORMANCE

SPORT:

A HEALTHY, VIBRANT SPORT PROVIDING A POOL OF TALENTED ATHLETES AND OPPORTUNITIES FOR THOSE ATHLETES TO ACHIEVE THEIR GOALS IN KAYAKING



The performance strategy is based on a holistic approach to performance. In order to enhance our chances of future success, we need to expand our perspective to create an aligned, coherent system across our sport, including greater support for club performance programs. As such, the strategy is presented as a matrix. The standard pillars of Program/System, Athletes, Coaching and Environment are present, and each pillar is populated at three levels – HP, HPAD and Sport. In principle, the matrix can be read as a whole or cut either vertically or horizontally. A vertical reading will show our strategy for HP, HPAD or Sport. A horizontal reading will give a whole-of-sport perspective of each of the four pillars.

	HIGH PERFORMANCE	HPAD	SPORT
System/ Program	<p>Build an aligned system as a solid platform for world-leading performance</p> <ul style="list-style-type: none"> Consolidate new structure under Technical Director Clarify, refine and document the CRNZ Performance System based on known performance principles. <p>Ensure efficient and consistent systems are in place (balancing stability with agility)</p> <ul style="list-style-type: none"> Selection (teams and squads) Policies and SOPs Athlete management <p>Maintain a focus on innovation, targeting projects to gain a competitive advantage</p>	<p>Consistently apply Performance Pathway and performance principles to ensure that athletes come to the centralised program prepared for HP training and competition.</p>	<p>Clarify and communicate role of clubs as part of the CRNZ performance system.</p> <p>Build a paddling program and CRNZ Coaching Framework so that paddlers are taught/trained using methods that are research-based and consistent with the CRNZ performance principles.</p> <p>Build school paddling as a feeder to clubs and events.</p> <p>Encourage training and promote/run events that prepare athletes for future success.</p>
Athletes	<p>Targeted, focused support to the right athletes:</p> <ul style="list-style-type: none"> Tailored, individualised support to current cycle medal-potential athletes Blend of individualised and systemised support to identified next-cycle medal-potential athletes Systemised support to developing/pathway athletes <p>Create a system to identify and support talent from paddling and other sports.</p>		<p>No focus on individual athletes – CRNZ delivers service through our system.</p>
Coaching	<p>Collaboration – a group of coaches working together (as opposed to in competition).</p> <p>Retain and develop world-class coaches, actively learning and pursuing excellence in coaching.</p> <p>A team of world-class performance science staff supporting the coaching team.</p> <p>Documented, regularly reviewed succession plans to protect against loss of IP and/or key personnel.</p>	<p>Use CRNZ Development Coach to build alignment through the Performance Pathway.</p> <p>Run targeted initiatives to support the development of world-class coaches.</p>	<p>Build Numbers of Club/Community Coaches. We will achieve this by:</p> <ul style="list-style-type: none"> Providing coaching and performance resources that club/community coaches can access and use. Running coach development programs led by CRNZ Development Coach. <p>A sustainable system and pathway for coaches.</p> <p>Create mentoring networks so that experienced club coaches can share knowledge through the community.</p>
Environment	<p>Physical environments enable world-class training:</p> <ul style="list-style-type: none"> Karapiro as CRNZ's Performance Hub domestic training; <ul style="list-style-type: none"> – water – gyms overseas base <p>Strong performance culture within CRNZ programs - build a program that promotes resilience and self-reliance in athletes to improve performance.</p>	<p>Athletes and coaches have age-and-stage appropriate performance environments for day-to-day training.</p> <p>Expose HPAD athletes to HP environment in preparation for transition.</p> <p>Develop performance culture through HPAD program.</p>	<p>Encourage inclusive and positive paddling environments that enable future success.</p>

System/Program

Strategic Priority 1A

Build an aligned system as a solid platform for world-leading performance

In 2019 CRNZ restructured our High Performance program. Our goal is to set up a system that allows a consistent, "New Zealand approach" to performance in kayaking. To achieve this goal we need (a) a set of agreed performance principles, and (b) an aligned group of coaches working together to apply those principles.

Strategic Priority 1A(i)

Consolidate New Structure Under Technical Director

The Technical Director is the leader of our performance program. The purpose of this role is (a) understanding and implementing what it takes to win in kayaking, and (b) setting a performance direction for our program.

Strategic Priority 1A(ii)

Clarify, refine and document the CRNZ Performance System

CRNZ is fundamentally clear on what is required to win in sprint kayak. Our team understands the training required to perform at, or progress towards, world's best. We will work document this IP to (a) consistently apply the performance principles across the CRNZ Performance Pathway so that athletes come to our program prepared for HP training and competition, and (b) create resources for New Zealand clubs and coaches.



Athletes

Strategic Priority 2A

Targeted, focused support to the right athletes

Strategic Priority 2A(i)

Tailored, Individualised Support to Current Cycle Medal-Potential Athletes

CRNZ will continue to deliver individualised support to our medal-potential athletes through our coaching team and HPSNZ's APS support system.

Strategic Priority 2A(ii)

Blend Of Individualised and Systemised Support to Identified Next-Cycle Medal-Potential Athletes

CRNZ has a dual approach (centralised and decentralised/camps based) to HPAD.

Decentralised:

With an established HPAD leader and now full-time experienced HPAD coach CRNZ will lead a development program that brings together the best young paddlers in New Zealand for training camps to better prepare athletes for the demands of the high performance environment.

Centralised:

CRNZ also integrate high-potential HPAD athletes into our centralised training environments. A consideration is placed on athlete' readiness to thrive in this environment, and when appropriate these HPAD athletes train with the HP squad and are supported through access to coaching and support services. We provide support for athletes' transition into the centralised environment and have a system in place to assess athletes' readiness to move to a CRNZ performance hub.

Strategic Priority 2A(iii)

Systemised Support to Developing/Pathway Athletes

Support to athletes at the lower levels of our pathway will be delivered through our HPAD system. Our Development Coach will run training/development camps and work with club coaches to ensure that athletes have the level of coaching that they need. Implementation of this strategic priority is related to Strategic Priority 1A(ii) – documenting performance principles will facilitate delivery of knowledge and support through the pathway.

Coaching

Strategic Priority 3A

Clarify, refine and document the CRNZ Performance System

(See Strategic Priority 1A(ii))

Strategic Priority 3B

More coaches with appropriate skill, knowledge, and experience applying the CRNZ Coaching System

Strategic Priority 3B(i)

Retain and develop our key current CRNZ coaches

CRNZ has invested heavily into coaching during the current cycle. We have prioritised coaching at both HP and HPAD level, and currently employ five full-time coaches. These coaches have gained significant experience in working with some of the best sprint kayak athletes in the world, and it is critical that we do everything we can to retain them for the Paris Olympic cycle.

Strategic Priority 3B(ii)

Recruit and train new CRNZ coaches

It is currently not necessary to recruit or train new CRNZ coaches. However, in future our goal will be to recruit New Zealand coaches rather than overseas candidates. This will require a focus on Strategic Priorities 1A and 3C in order to build a pool of coaches from which to recruit.

Strategic Priority 3B(iii)

A Team of World-Class Performance Science Staff Supporting the Coaching Team

Our coaching team relies heavily on a world-class performance science team to support their approach to performance. Several of this team have developed IP that is critical to our athletes' success. It is important that we (a) work with HPSNZ to retain these key team members and ensure good succession plans are maintained, and (b) capture IP (see Strategic Priority 1A).

Strategic Priority 3C

Build numbers of club coaches applying the CRNZ system

More coaches applying the CRNZ system at club level will (a) improve the quality and quantity of athletes in our performance pipeline, (b) improve compatibility of NZ athletes in crew boats, and (c) make it easier for

CRNZ to recruit coaches to our HP program without having to look overseas. We will achieve this through effective implementation of Strategic Priority 1A and by leveraging our new Development Coach. We are also developing a coaching framework which will, in time, create a scalable system of coach education.

Environment

Strategic Priority 4A

Physical Environments That Enable World Class Training

Strategic Priority 4A(i)

Domestic Training Environments

CRNZ sees the High Performance Centre at Lake Karapiro, Cambridge as our Performance hub for the long-term. We are working to build our presence in Cambridge and to offer coaching/performance support resource for a growing number of athletes in Karapiro. We currently have 3 permanent staff members based in Cambridge. This number will grow as CRNZ's centre of gravity shifts towards Cambridge.

The CRNZ men's squad is currently based in Cambridge. The women's squad is currently based in Auckland, and will be consulted post-Tokyo regarding the location of their training going forward.

CRNZ encourages athletes at HP (and, where appropriate, at HPAD) level to train at a CRNZ hub in order to (a) create the opportunity for our best athletes to train together, and (b) maximise the support that we can provide our athletes. At the same time, we will explore ways in which we can support athletes who choose to train outside a CRNZ hub. This may include a revision of selection policies and will require a focus on supporting club coaches (see Strategic Priority 3).

Strategic Priority 4A(ii):

HPAD focus: Athletes and Coaches Have Age-and-Stage Appropriate Performance Environments for Day-to-Day Training

In 2019, CRNZ employed a full time HPAD leader, and a full time HPAD coach who together are responsible for identifying and developing future HP paddlers. A particular focus is on developing performance outside the centralised programs and educating athletes on (and improving their ability across) the CRNZ Performance System/Principles.

ENGAGEMENT

AIM

CONNECT KIWIS WITH OUR SPORT AND BUILD A MORE ENGAGED COMMUNITY THROUGH COMMUNICATION AND TECHNOLOGY



Communication	Information and Inspiration: <ul style="list-style-type: none"> Engage our community by providing the right amount of interesting and relevant information; Build our sport's profile in NZ through strategic, innovative use of media communication; Inspire New Zealanders by telling stories of our sport and people. Listening – Create and maintain pathways for stakeholders to contribute to the direction of our sport.
Collaboration	Work with other organisations to build a stronger paddling community with more connections and crossover between sports and disciplines.
Digital/Technology	Connect paddlers (of all disciplines) via technology – creating new, innovative ways to communicate, learn and participate.

Communication

Communication will be a key way for CRNZ to engage the paddling community and public. The two broad groups that we will target through our communications are (a) paddlers and direct stakeholders, and (b) the public at large. Success in this area will result in a more connected community, more people paddling and more sustainable revenue.

Strategic and innovative media communication through a combination of social media, website stories and press will help ensure that we make the most of this opportunity.

Strategic Priority 1A Information and Inspiration

Strategic Priority 1A(iii) Inspire New Zealanders by telling stories of our sport and people

Strategic Priority 1A (i) Engage our community by providing the right amount of interesting and relevant information

We believe that our position as stewards of the sport of kayaking (and significant public funding) creates a responsibility to contribute to NZ society. Our greatest opportunity to do this is by telling stories of our exceptional athletes to inspire New Zealanders. We also have the chance to show the best aspects of our sport to encourage Kiwis to be active and enjoy our natural environment.

Good communication with our paddling community (including paddlers, members and other stakeholders) will improve engagement with our movement and activities. It will also increase trust in CRNZ by preventing information vacuums and showing how we use our resources.

Strategic Priority 1B Listening

Strategic Priority 1A(ii) Build our sport's profile in NZ through strategic, innovative use of media communication

We acknowledge the importance of giving opportunities for our stakeholders to contribute to the direction of our sport. We will maintain a communications plan that provides avenues for input in all areas of our business to ensure that our work remains true to our strategic direction.

We have an opportunity to leverage a unique moment in time – we are currently enjoying consistent success in women's kayaking, and our men's group is on an upward trajectory. The media landscape is changing.

Collaboration

Strategic Priority 2

Work with other organisations to build a stronger paddling community with more connections and crossover between sports and disciplines

CRNZ's community is currently small. We have 16 affiliated clubs with a combined total membership of just over 1000. Our largest annual CRNZ event is the Sprint National Champs, which achieves in the region of 300 entries. Events on the national ocean ski series typically receive some 60-120 entries.

On the other hand, New Zealanders are interested in participating in paddle sports. The SportNZ Active Survey (2017) demonstrated that large numbers of Kiwis paddle kayaks and participate in watersports generally (448,000 adults participated in kayaking in 2017). The

vast majority of these people participate in an unstructured, informal way. However, we see an opportunity to engage with more of these paddlers.

There are a range of other organisations that work with paddle- and/or watersports, including the following:

- Canoe Slalom NZ (responsible for slalom, including the HP/Olympic slalom program);
- Whitewater NZ (an advocacy group for river paddling)
- Waka Ama NZ
- NZSUP
- Surf Lifesaving NZ
- Yachting NZ
- NZ Canoe Federation



In addition to the NSOs listed above, there are a number of government bodies and NGOs with an interest in sport, recreation, watersports and/or water safety.

These include:

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In addition to the NSOs listed above, there are a number of government bodies and NGOs with an interest in sport, recreation, watersports and/or water safety.

These include:

- SportNZ and RSTs
- HPSNZ
- Water Safety NZ
- Kiwi Association of Sea Kayakers (KASK)
- Numerous community gaming trusts

The public organisations listed above prefer to support activities that reach a greater number of New Zealanders. Therefore, we are more likely to attract funding if we collaborate with other sports in areas where our interests align. There is also an efficiency reward – we will be able to create better products and programs, and reach more New Zealanders, if we work on a larger scale.

Digital and Technology

SportNZ's policy literature notes New Zealanders' increasing tendency to interact with sport through our phones and computers. This creates opportunities to proactively use technology to enhance people's active recreation and sport experiences. A focus on using technology through our business should allow us to:

- better communicate opportunities through apps and social media (SportNZ suggests that smartphones should be the primary source of information, enrolment or registration for opportunities);
- provide coaching/instruction resources to more paddlers;
- administer our programs more easily;
- create new ways for paddlers to connect with each other and build communities;
- learn how paddlers are participating, and use that knowledge to (a) inform our decisions, and (b) seek funding.

SUSTAINABILITY PLAN

“Sustainability” is used here in the broad sense to refer to an approach that will help our sport and organisation thrive in the long term. CRNZ is committed to building a strong future for our sport. We believe that the factors below will ensure that our sport continues to grow and succeed. We will maintain strategies and/or operational plans to ensure our strength in the following areas:

Revenue Model and Commercial Partnerships:

CRNZ is at risk if we continue to be purely reliant on HPSNZ funding. As we develop our organisation and sport according to the 2020-2028 strategy, we will work to build a more sustainable revenue model and new commercial partnerships to ensure that we have alternative sources of funds to support our operation.

Systems and Policies:

Strong, up-to-date systems and policies will improve our efficiency and reduce risk. We will develop, maintain and follow systems and policies according to best practice in the following areas:

- Communications
- Financial Management
- Risk Management
- Health and Safety
- Selection
- HR

Diversity:

CRNZ values diversity at all levels in our sport. We will ensure that we create an inclusive environment. In particular, there is significant work required to identify and develop female coaches who are under-represented in our sport. We will actively encourage women into coaching at club level, and provide opportunities for female coaches to work with NZ teams.

Transparent, Efficient Leadership:

As a public organisation, CRNZ is committed to maintaining efficient, transparent governance and management practice.





**CANOE RACING
NEW ZEALAND**

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