



TAURANGA MOANA OUTRIGGER CANOE CLUB

Strategic Plan

2022 - 2027

Ngā Moemoeā:

Hei hanga i ngā uara o te hoe waka,
hei whakaahu i te whakawhanaungatanga i waenganui i nga kaihoe katoa,
he whāngai ō tātou hauora,
hei tiaki i te taiao o Tauranga Moana.

Our Vision:

To contribute to the values of Waka Ama in Tauranga Moana, by:

- Developing a culture of building and maintaining positive relationships with other paddlers,
- Adopting a healthy and active lifestyle, and
- Treating our environment with respect.

Key Strategic Priorities:

Culture

Strong and sound implementation of Māori culture.

Supportive and positive environment for all.

Defined paddling pathways and options for all members.

Members willingly contribute.

A shared sense of belonging.

Communication

Defined communication strategy in place encompassing:

Credibility, Reliability,
Clarity, and Connection.

Relationships

TMOCC has a positive public profile.

We are actively engaged with and able to support groups within our community.

Governance

Funding planning in place.

Strong sphere of influence.

Succession plan for all key volunteer roles.

Facilities

We have a voice in decisions made around our location.

We have a water-side location.

Our club maintains a sustainable membership size in relation to available resource.

TMOCC - Annual Operational Plan – 2023-27

Strategies	Action	Who	When	Resource
Key Strategic Priority Area 1: CULTURE				
1. Building awareness, understanding and implementation of Māori culture	Cultural connections: <ul style="list-style-type: none"> Event for paddlers to learn about our stories/heritage and area. 	Cultural Connections Roopu (CCR)	2023	
	Implementing and using more Te Reo Māori: <ul style="list-style-type: none"> Create visual resources for the shed. Practice using Te Reo Māori words for equipment/strokes etc. Develop a resource kit for club to practice at home. Link with Ngā Kaihoe ō Aotearoa (Waka Ama New Zealand) resources. 	CCR	2023 - 2027	
	<ul style="list-style-type: none"> Maintain relationships with Ngati Kahu and Ngai Tamarawaho. 	CCR and Exec	2023 - 2027	
	<ul style="list-style-type: none"> Club to learn and practice haka/waiata to use at competitions. 	CCR	2023 - 2024	
2. Creating pathways for all	Training more steerers <ul style="list-style-type: none"> All paddlers to learn basic steering. Identify and train new steerers regularly. 	Experienced Steerers	2022 - 2023	
	Introductions <ul style="list-style-type: none"> Create opportunities for members of divisional groups to 'meet and greet' and make up teams, both social and competitive. Opportunity to promote TMOCC Cultural values (Incl Code of Conduct) - Ma te kotahitanga e whai kaha ai tātau - In unity, we have strength. 	Committee	2023 - 2024	
	Supporting competitive teams <ul style="list-style-type: none"> Celebrate - share successes with club, encourage members to attend in support. Introduce steerer levels. Provide coaching for steering levels. Provide skills sessions/upskilling. Provide coaching for singles. Train paddlers to be more competent in rough water conditions. 	Experienced Steerers	2023 - 2024	

3. Creating a supportive and positive environment for members	Social <ul style="list-style-type: none"> ● Add social aspects to volunteering and other activities. ● Create social activities/opportunities. ● Create opportunities to socialise at events at alternative venues. ● BBQ after training. 	Supporting Groups	2023 - 2027	
4. Create a culture of willingness to contribute	<ul style="list-style-type: none"> ● Ma te kotahitanga e whai kaha ai tātau - In unity, we have strength. ● Create 'cross-pollination' of volunteer events. ● Use team captains as proactive ambassadors/coordinators for club events/volunteer activities. ● Committee to lead by example at volunteer/fundraising events. ● Kotahitanga: Working together as one. 	Supporting Groups Committee	2023 - 2027	
5. Shared belonging	More club paddling opportunities <ul style="list-style-type: none"> ● Hoe Aroha events. ● Casual races. ● Club days. 	Supporting Groups Steerers	2023 - 2027	
	History of club, incl people/equipment on location and across digital platforms <ul style="list-style-type: none"> ● Valuing our Waka as part of our whanau including having photos depicting the story of each waka, and who named them. Sharing the stories with mana whenua. ● Visual boards/Informal photo boards at our shed. ● Capturing, collating, sharing and stories relating to all the history of TMOCC. 	Supporting Groups CCR	2023 - 2024	
	Kotahitanga <ul style="list-style-type: none"> ● Members wear TMOCC uniform with pride at races/events and showing support for all club teams at events. 	Committee	2022 - 2023	

Key Strategic Priority Area 2: COMMUNICATION

6. Develop a clear communication strategy

Continue to build our messaging incorporating Credibility, Reliability, Clarity, and Connection. Create a communication plan which addresses internal and external communication.

- Internal:
 - Consolidates communications ensuring one source of truth.
 - Includes:
 - Monthly Newsletter of the new, the old and the fun news.
 - A communication diagram of who does what.
 - Fun and engaging platforms and approaches to communication.
 - Manages information for the future.
 - Integrates website and social media to get to know our members - e.g., featuring a member.
 - Incorporates gathering and retaining our club history.
- External Communications
 - Identifies how to communicate externally for what happens to us (external parties) and what is created by us (internal).
 - External: - responders:
 - President.
 - Cultural connections Roopu.
 - Health and Safety.
 - Internal:
 - Identify demographic areas for targeting.
 - Promotion to attract new members, especially from identified targeted demographic (age/gender) and correlates with **Key Strategic Priority Area 5: FACILITIES** - Membership Scope.

Committee

2023 -
2024

Key Strategic Priority Area 3: GOVERNANCE

<p>7. Developing a funding plan</p>	<p>Develop a funding plan which addresses:</p> <ul style="list-style-type: none"> ● Relationships with funding trusts. ● Sustainable fundraising activities to replace <i>phased out</i> fundraisers e.g., provision of Corporate Team building activities. ● Develop an annual operational and project budget. ● Identifies funding agencies and their best fit for projects. ● Identifies accountability processes. 	<p>Committee</p>	<p>2023 - 2024</p>	
<p>8. Grow our sphere of influence</p>	<p>Identify and grow our sphere of influence by:</p> <ul style="list-style-type: none"> ● Building relationships with schools. ● Maps and identifies our member connections to the wider community influencers, e.g., Councilors, Funding Connections, Sponsors etc. ● Develop relationships to identify an ambassador for our sport at a decision-making level - i.e., Councilor or the like. 	<p>Committee</p>	<p>2023 - 2027</p>	
<p>9. Succession planning for committee and key volunteers</p>	<p>Identify and develop a plan for succession planning:</p> <ul style="list-style-type: none"> ● Steerers in all age / gender groups. ● Skills in helping / volunteering - involving more and enabling responsibility. ● For developing coaches at all levels. ● For the Committee with 2IC roles for all roles. And consider including: <ul style="list-style-type: none"> ○ Club Captain role. ○ Membership Admin role. 	<p>Committee</p>	<p>2023 - 2025</p>	

Key Strategic Priority Area 4: RELATIONSHIPS

<p>10. Raising a positive profile</p>	<ul style="list-style-type: none"> ● Proactively engage with external agencies/media to influence positive public image. ● Foster strategic relationships (influential ambassadors) in the community to advocate for the club. 	<p>Exec Committee</p>	<p>2023 - 2027</p>	
<p>11. Enhance relationships with external groups</p>	<p>Schools:</p> <ul style="list-style-type: none"> ● Identify teacher helpers / coaches to foster relationships with schools and create opportunities to support school teams and junior teams. <p>Corporate groups</p> <ul style="list-style-type: none"> ● Develop a corporate team building plan and focus to targeted sessions. Promote and advertise to chamber of commerce or the like. <p>Other clubs:</p> <ul style="list-style-type: none"> ● Action - Provide reports to Dragonboat Club for their meetings. Keep a regular update to Dragonboat club and Hoe Aroha, via club president communications and newsletters. ● Identify projects and/or ways in which TMOCC can collaborate with Hoe Aroha to support a positive, mutually beneficial Waka Ama profile in Tauranga. ● Encourage inter-club team formations in event racing to increase shared knowledge. 	<p>Teachers within Club</p> <p>Supporting Groups</p> <p>Secretary and President</p>	<p>2023 - 2027</p> <p>2024 - 2027</p> <p>2023 - 2027</p>	

Key Strategic Priority Area 5: FACILITIES

<p>12. Forge strategic relationships to influence our future</p>	<ul style="list-style-type: none"> ● Ensure we have a voice in decision-making around the Marine Park ● Secure a water-side spot to grow a stronger club culture. <ul style="list-style-type: none"> ○ A space we can be more social. ○ With access to good council-provided facilities. 	<p>Exec Committee</p>	<p>2023 - 2025</p>	
<p>13. Scope and sustainably manage the club membership capacity</p>	<ul style="list-style-type: none"> ● Identify what is the right size of our membership for current/future facilities and resource. ● Identify approaches for member retention. ● Ensure paddler segments are catered for (i.e. social paddlers / competitive paddlers) ● Identify opportunities for sustainable membership growth, including different models of membership (competitive, social, corporate) to suit needs of community. ● Ensure a correlation exists with Key Strategic Priority Area 2: COMMUNICATION 	<p>Club Coaches / Committee</p>	<p>2023 - 2025</p>	

