



Strategic Plan

Approved by the Board of Directors

August 10, 2012



Our target:

Excellence in Canadian archery.

Archery Canada is a not for profit National Sport Governing Body dedicated to the promotion of all types of archery to all Canadians.

Archery Canada supports the achievement of high performance excellence in archery and the development of a national archery infrastructure to promote archery participation across Canada in cooperation with our partners, the Provincial Archery Associations.

Our Mission:

Archery Canada promotes and develops our timeless sport of archery for all participants, and leads Canadian competitive archery toward excellence.

Our Vision:

Through strong collaborative partnerships, sound professional management, and creation of an organization-wide culture of excellence, Archery Canada has supported our athletes to be consistent podium contenders and has increased participation in every kind of archery.

Three strategic directions:



- *Competitive Excellence*
- *Develop the Sport*
- *Build a Sustainable Future*

Archery Canada's three strategic directions and eight key focus areas comprise our framework for future success.

Competitive Excellence means supporting Canadian archers in designated events to become consistent podium performers. This includes programs and initiatives to support Canada's high performance Olympic and Paralympic target archers.

Competitive Excellence - Key Focus Areas:

- Podium Performances:
 - Paralympic/Olympic Team Program Stream;
 - National Team Program Stream (Senior & Youth non-Paralympic/Olympic).
- Targeted Excellence Development:
 - Identify local and regional success factors, and
 - Provide targeted high performance coach and club development and support
- Excellence Events:
 - Develop and implement a hosting strategy for high performance competitive events in Canada.

Develop the Sport means building a development pathway for all target archers to participate in competitive and recreational archery of all kinds, at all ability levels, for a lifetime. This is a team effort, requiring collaboration from all members of the archery community as well as other stakeholders.

Develop the Sport - Key Focus Areas:

- Create a Pathway from Entry to High Performance, by:
 - Integrating Long-Term Archer Development;
 - Supporting new archer recruitment and retention;
 - Hosting quality competitions;
 - Developing quality coaches, instructors and officials.
- Build Solid Partnerships
 - PSO Partnerships;
 - Club Partnerships;
 - National & International Partnerships.

Build a Sustainable Future means strengthening the governance, management, operation, human and financial resources, and viability of Archery Canada to make it one of the best-run organizations in Canadian sport and to provide Canadian archers with effective support.

Build a Sustainable Future - Key Focus Areas:

- Strong Organization: Focus on building capacity in:
 - Human Resources
 - Communication
 - Leadership
- Sustaining Resources:
 - Develop marketing and fund-raising capacity to secure sustaining resources for the organization.

Podium Performances

Excellence Events

Targeted Excellence Development



Competitive Excellence

Create a Pathway from Entry to High Performance

Strong Organization



Develop the Sport



Build a Sustainable Future

Build Solid Partnerships

Sustaining Resources

Archery Canada - Strategic Directions 2012



Strategic Direction #1: Competitive Excellence

Deliver programs that support Canadian target archers in designated events to become consistent podium performers.

Principles: *Separate Olympic/Paralympic stream and non-Olympic/Paralympic and Youth stream; strategic, targeted resource allocation based on assessment of podium potential; alignment with funder priorities targeting Olympic and Paralympic events.*

Key Focus Area 1.1 - Podium Performances					
Actions	2012	2013	2014	2015	2016
1.1.1. Create a distinct Olympic/Paralympic Team program stream with dedicated selection process and training and competition supports.	Initiate & Implement	Implement	Continue	Continue	Continue
1.1.2. Create a distinct non-Olympic/Paralympic and Youth National Team stream with a separate dedicated selection process and training and competition supports.	Initiate & Implement	Implement	Continue	Continue	Continue
1.1.3. Develop a LTAD-based, flexible athlete selection and development process to provide targeted support to the non-Olympic/Paralympic & Youth National Team stream.		Initiate & Implement	Implement	Continue	Continue
Key Focus Area 1.2 - Targeted Excellence Development					
1.2.1. Research and identify success factors in regional/club programs which consistently develop top performing archers in designated events.		Initiate & Implement			Assess
1.2.2. Develop a strategy for providing flexible, targeted support to identified regional High Performance (HP) coaches and clubs to support HP athlete development. (Create a feeder network.)		Initiate	Implement	Continue	Continue



Strategic Direction #1: Competitive Excellence

*Deliver programs that support Canadian target archers in designated events to become consistent podium performers. **Principles:** Separate Olympic/Paralympic stream and non-Olympic/Paralympic and Youth stream; strategic, targeted resource allocation based on assessment of podium potential; alignment with funder priorities targeting Olympic and Paralympic events.*

Key Focus Area 1.3 - Excellence Events					
Actions	2012	2013	2014	2015	2016
1.3.1. Develop an event hosting strategy aimed at organizing events that will assist High Performance athlete development.		Initiate	Implement	Continue	Continue
1.3.2. Leverage hosting 2015 PanAm/ParaPanAm Games events (hosting legacy).	Initiate	Plan	Continue	Host	Implement
1.3.3. Co-host excellence events with USA Archery, e.g. revival of “Ambassador Cup” and/or co-hosting a Para/able-bodied World Ranking Event.		Initiate	Develop	Continue	Continue



Strategic Direction #2: Develop the Sport

Build a development pathway for all archers to participate in competitive and recreational archery of all kinds, at all ability levels, for a lifetime. **Principles:** “Archery for life” – equitable, accessible, competitive and recreational; LTAD-based framework; partnerships for results – based on shared contribution/reward.

Key Focus Area 2.1 - Create a Pathway from Entry to High Performance					
Actions	2012	2013	2014	2015	2016
2.1.1. Support LTAD integration with PSOs, clubs, coaches and other archery leaders/stakeholders.		Initiate	Implement	Continue	Continue
2.1.2. Develop a strategy for new archer recruitment and retention, including adapting existing successful programs.		Initiate	Implement	Continue	Continue
2.1.3. Support the hosting of quality competitions, including use of the LTAD competition model, supporting improved domestic competitions, and re-positioning the National Championships as a showcase event.		Initiate & Implement	Continue	Continue	Continue
2.1.4. Develop quality coaches and officials, by identifying system gaps and creating a more comprehensive professional development program.	Initiate the Review	Implement	Continue	Continue	Continue
Key Focus Area 2.2 - Build Solid Partnerships					
2.2.1. PSO Partnerships: Build stronger partnerships through monthly conference calls, improved NSO-PSO agreements and development process, etc.	Initiate & Implement	Continue	Continue	Continue	Continue
2.2.2. Build Club Capacity: Support stronger clubs by assessing current capacities and implementing a development program (see Club Excellence and other existing resources and programs).		Initiate	Implement	Continue	Continue
2.2.3. Maintain and strengthen where possible National and International Partnerships with Archery Canada’s funding partners, World Archery and other key organizations.	Continue	Continue	Continue	Continue	Continue



Strategic Direction #3: Build a Sustainable Future

Strengthen the governance, management, operation and viability of Archery Canada to make it one of the best-run organizations in Canadian sport and to provide Archery Canada members with effective support. **Principles:** transparency; accountability; inclusive, diverse networks and partnerships; sound business & governance practices; balanced leadership & stewardship.

Key Focus Area 3.1 - Strong Organization					
Actions	2012	2013	2014	2015	2016
3.1.1.1. Human resources: Hire a High Performance Director or at a minimum a Technical Director (i.e. Technical staff position).	Initiate	Implement	Continue	Continue	Continue
3.1.1.2-4. Human Resources: Form a Recruiting and Hiring Committee; create a succession planning, incentives and recognition plan, performance appraisal system; and hire/contract additional volunteers and paid staff. Review and revise volunteer and staff position descriptions and committee terms of reference.	Initiate	Implement	Continue	Continue	Continue
3.1.1.3. Create a Human Resources plan including: succession planning, incentives and recognition planning; a performance appraisal system; review and revisions to volunteer and staff position descriptions.		Implement			
3.1.1.4. Hire/contract additional volunteers and paid staff.		Implement			
3.1.2.1 Communication: Initiate regular conference calls with PSOs and other internal groups to improve coordination.	Implement	Continue	Continue	Continue	Continue
3.1.2.2. Communication: Review website requirements and create specifications for revised web-based communication (e.g. web site, social media etc.)	Initiate	Implement	Continue	Continue	Continue
3.1.3.1. Leadership: Adopt new governance model consistent with the pillars of this strategic plan and Canada Not for Profit Corporations Act (deadline Oct 2014).	Initiate	Implement	Continue	Continue	Continue

3.1.3.2. Leadership: Recruit additional Board and/or committee volunteers with specific targeted skills that complement strategic and governance needs.	Initiate	Implement	Continue	Continue	Continue
3.1.3.3. Review and update or augment bylaws, policies, procedures, business plans consistent with new governance model, to improve management. Review and revise at least once a quadrennial.	Initiate	Implement	Continue	Continue	Continue
Key Focus Area 3.2 - Sustaining Resources					
3.2.1.1. <i>Marketing and fund-raising</i> : Obtain external audit of marketing properties and capacity.		Initiate			
3.2.1.2. Based on audit results, develop a marketing and fund-raising strategy.			Implement	Continue	Continue
3.2.1.3. Promote, market and recognize High Performance athletes and events. Communicate and put media emphasis on excellence.			Implement	Continue	Continue

Actions	Initiate / Implement	Objectives & Completion Target
Key Focus Area 1.1 - Podium Performances		
1.1.1. Create a distinct Olympic/Paralympic Team program stream with dedicated selection process and training and competition supports.	Initiate 2012 Implement 2013	<ul style="list-style-type: none"> HPC to develop plan, budget by March 2013.
1.1.2. Create a distinct non-Olympic/Paralympic and Youth National Team stream with a separate dedicated selection process and training and competition supports.	Initiate 2012 Implement 2013	<ul style="list-style-type: none"> HPC to develop plan, budget by March 2013.
1.1.3. Develop a LTAD-based, flexible athlete selection and development process to provide targeted support to the non-Olympic/Paralympic & Youth National Team stream.	Initiate 2013 Implement 2014	<ul style="list-style-type: none"> Revise selection process and program consistent with stream plan and LTAD by September 2013 for 2014 implementation.
Key Focus Area 1.2 - Targeted Excellence Development		
1.2.1. Research and identify success factors in regional/club programs which consistently develop top performing archers in designated events.	Implement 2013	<ul style="list-style-type: none"> Develop research project plan by Mar 2013. Contract research project by Apr 2013. HPC to review results by Sept 2013.
1.2.2. Develop a strategy for providing flexible, targeted support to identified regional High Performance coaches and clubs to support H.P. athlete development. (Create a feeder network.)	Implement 2014	<ul style="list-style-type: none"> Based on review in 1.2.1, develop strategy by Mar 2014. Initial pilot implementation: target 3 clubs/coaches for support in 2014. Review pilot results, revise and expand in 2015.

Actions and Objectives: Competitive Excellence

Actions	Initiate / Implement	Objectives & Completion Target
Key Focus Area 1.3 - Excellence Events		
1.3.1. Develop an event hosting strategy aimed at organizing events that will assist High Performance athlete development.	Initiate 2013 Implement 2014	<ul style="list-style-type: none"> • Hosting Task Group (HTG)* formed Aug 2013. • HTG & HPC confirm event criteria Feb 2014. • HTG presents Hosting Strategy June 2014 for Board approval Aug 2014.
1.3.2. Leverage hosting 2015 PanAm/ParaPanAm Games events (hosting legacy).	Initiate 2012 Plan 2013	<ul style="list-style-type: none"> • PanAm venue, equipment confirmed 2013. • HTG integrates into Hosting Strategy.
1.3.3. Co-host excellence events with USA Archery, e.g. revival of "Ambassador Cup" and/or co-hosting a Para/able-bodied World Ranking Event.	Initiate 2013 Implement 2014	<ul style="list-style-type: none"> • President or Exec Dir initiates discussions with USA Archery by Spring 2013; feed forward discussion results to HTG. • Exec Dir investigates funding and marketing opportunities by Feb 2014. • HTG integrates into Hosting Strategy • Objective: host a pre PanAm event.

* Various committees and working groups may be formed as a result of activities in section 3.1.3. The final names and functions of these groups may differ from those contemplated here.

Actions and Objectives: Develop the Sport

Actions	Implement	Objectives & Completion Target
Key Focus Area 2.1 - Create a Pathway from Entry to High Performance		
2.1.1. Support LTAD integration with PSOs, clubs, coaches and other archery leaders/stakeholders.	Initiate 2013 Implement 2014	<ul style="list-style-type: none"> • Sport Development Working Group (SDWG) formed by January 2013* • SDWG develops Sport Development Pathway plan including LTAD integration for Board approval by Aug 2013.
2.1.2. Develop a strategy for new archer recruitment and retention, including adapting existing successful programs.	Initiate 2013 Implement 2014	<ul style="list-style-type: none"> • SDWG reviews international, provincial, club recruitment/retention programs by May 2013 • SDWG develops Sport Development Pathway plan including LTAD integration for Board approval by Aug 2013.
2.1.3. Support the hosting of quality competitions, including use of the LTAD competition model, supporting improved domestic competitions, and re-positioning National Championships as a showcase event.	Initiate & Implement 2013	<ul style="list-style-type: none"> • SDWG reviews Archery Canada competition review (2011) and model, and Canadian competitions and formats by May 2013 • SDWG develops Sport Development Pathway plan including Domestic Hosting Plan for Board approval by Aug 2013. Plan developed in collaboration with LTAD coordinators (national and provincial).
2.1.4. Develop quality coaches and officials, by identifying system gaps and creating a more comprehensive professional development program.	Initiate 2012 Implement 2013	<ul style="list-style-type: none"> • Joint Coaching and Officiating Working Group (COWG)* formed Aug 2012. • COWG reviews development system and gaps by Dec 2012. • COWG recommendations to Coaching Certification Committee, Coaching Development Committee, Judge Committee and HPC, for their consideration and collaborative recommendations, by Feb 2013. Recommendations to Board for approval August 2013.
Key Focus Area 2.2 - Build Solid Partnerships		
2.2.1. PSO Partnerships: Build stronger partnerships through monthly conference calls, improved NSO-PSO agreements and development process, etc.	Initiate & Implement 2012	<ul style="list-style-type: none"> • Executive Director and President initiate monthly calls by October 2012. • Identification of key areas (e.g. improving NSO-PSO agreement process) by Dec 2012. • Current 3-year NSO-PSO agreements end December 31st 2013. New agreements for Board approval by August 2013.
2.2.2. Build Club Capacity: Support stronger clubs by assessing current capacities and implementing a development program (e.g. Club Excellence and other existing programs).	Initiate 2013 Implement 2014	<ul style="list-style-type: none"> • SDWG reviews international, provincial, club development programs by May 2013 • SDWG develops Sport Development Pathway plan including club development program for Board approval by Aug 2013. Plan developed in collaboration with LTAD coordinators (national and provincial).

2.2.3. Maintain National and International Partnerships with Archery Canada's funding partners, World Archery and other key organizations.	Ongoing	<ul style="list-style-type: none"> Continuing participation in World Archery and regional archery federation meetings and initiatives, and with Sport Canada, Own The Podium, Canadian Olympic Committee, Canadian Paralympic Committee and national sport activities and initiatives.
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Actions	Implement	Objectives & Completion Target
Key Focus Area 3.1 - Strong Organization		
3.1.1.1. <i>Human Resources</i> : Hire a High Performance Director or TD.	Initiate 2012 Implement 2013	<ul style="list-style-type: none"> Executive Director to propose potential job description, revenue sources and hiring plans to Executive by January 2013. Hiring process initiated by April 2013.
3.1.1.2. Form a Recruiting and Hiring Committee.	Initiate 2012 Implement 2013	<ul style="list-style-type: none"> Recruiting and Hiring Working Group (RHWG) formed by October 2012*
3.1.1.3. Create a Human Resources plan including: succession planning, incentives and recognition planning; a performance appraisal system; review and revisions to volunteer and staff position descriptions.	Initiate 2012 Implement 2013	<ul style="list-style-type: none"> RHWG develops Human Resources plan including revised job descriptions (see 3.1.3) for Board approval by Aug 2013.
3.1.1.4. Hire/contract additional volunteers and paid staff.	Initiate 2012 Implement 2013	<ul style="list-style-type: none"> Hiring/recruitment per approved RHWG Human Resources plan implemented Aug 2013.
3.1.2.1 <i>Communications</i> : Initiate regular conference calls with PSOs and other internal groups to improve coordination.	Initiate & Implement 2012	<ul style="list-style-type: none"> (See 2.2.1) Executive Director and President initiate monthly PSO calls by November 2012. Identification of additional groups for regular calls by Dec 2012.
3.1.2.2. Review website requirements and create specifications for revised web-based communication (e.g. web site, social media etc.)	Initiate 2012 Implement 2013	<ul style="list-style-type: none"> Communications Working Group (CWG) formed by August 2012* CWG develops Media Plan including web site specification for Board approval by Feb 2013. CWG develops and recommends social media policy to Executive Committee by January 2013. Social media policy to Board for approval by Aug 2013.
3.1.3.1. <i>Leadership</i> : Adopt new governance model consistent with the pillars of this strategic plan.	Initiate 2012 Implement 2013	<ul style="list-style-type: none"> Consultant develops governance model proposal by Nov 2012. Member input, Executive approval by Apr 13. Board approval by Aug 2013.
3.1.3.2. Recruit additional Board and/or committee volunteers with specific targeted skills that complement strategic plan and governance needs.	Initiate 2012 Implement 2013	<ul style="list-style-type: none"> In conjunction with governance model development (3.1.3.2) and human resources plan (3.1.1.3) RHWG and Executive identify volunteer requirements by Aug 2013.

<p>3.1.3.3. Review and update or augment committee terms of reference, bylaws, policies, procedures, business plans consistent with new governance model, to improve management. Review and revise at least once a quadrennial.</p>	<p>Initiate 2012 Implement 2013</p>	<ul style="list-style-type: none"> • In conjunction with governance model development (3.1.3.2) and human resources plan (3.1.1.3) RHWG and Executive identify volunteer requirements by Aug 2013. • Development by RHWG 2013-14.
<p>Key Focus Area 3.2 - Sustaining Resources</p>		
<p>3.2.1.1. <i>Marketing and fund-raising:</i> Obtain external audit of marketing properties and capacity.</p>	<p>Initiate 2013</p>	<ul style="list-style-type: none"> • Identify and contract for external auditor (reference: Canadian Olympic Committee) by June 2013. • Audit and report to Executive by Oct 2013.
<p>3.2.1.2. Based on audit results, develop a marketing and fund-raising strategy.</p>	<p>Implement 2014</p>	<ul style="list-style-type: none"> • Executive to integrate audit results and work in 1.4.1, 3.1.1.3, and 3.1.3.2, and develop strategy by Jan 2014. • Initial implementation by April 2014.
<p>3.2.1.3. Promote, market and recognize High Performance athletes and events. Communicate and put media emphasis on excellence.</p>	<p>Implement 2014</p>	<ul style="list-style-type: none"> • Within marketing plan: identify media, selection, scope of recognition. • Implement in Archery Canada communications by June 2014.

* Various committees and working groups may be formed as a result of activities in section 3.1.3. The final names and functions of these groups may differ from those contemplated here.

Appendix: Planning Process

The Executive Committee of Archery Canada launched a strategic planning initiative in January 2012. The objectives are to create an updated Archery Canada Strategic Plan for the next 3-5 years, and to review and develop governance structure(s) that will be consistent with the requirements of the new Canada Not-for-Profit Corporations Act. The Strategic Plan will also integrate principles of Long-Term Archer Development (LTAD). Paul Jurbala (communityactive), who has extensive experience with sport planning and governance and is also Archery Canada's LTAD consultant, was contracted to lead this work.

Work started January 28, 2012 with a planning meeting of the Executive Committee in Ottawa. Initial draft strategic directions were developed and vision and mission were discussed.

In April and May 2012, 9 interviews were used to gather input from Canada's archery community as well as from World Archery. In the same period an on-line survey (English and French) collected input from 47 members of the archery community (61% primarily identified as "archer", followed by 23% as "coach" and 21% as "volunteer leader").

A two-day planning meeting was held June 2-3, 2012 in Toronto with 25 participants. This meeting took the initial directions from the Executive meeting as well as the results of the surveys and interviews and from them, shaped the draft Strategic Plan in detail. A PowerPoint summary of the planning process and outcomes was circulated to stakeholders on June 22.

Through July 2012, the consultant worked with the Executive Director and President to develop measurable objectives and proposed deadline dates for the strategic focus areas that were generated by the June 2-3 meeting. The goal was to develop a draft Strategic Plan – this document - for Board approval August 10, 2012 in Victoria.

At the August meeting a working session on governance will also be held. Following this, adjustments to the Archery Canada governance model consistent with the new Corporations Act and with the directions of the Strategic Plan will be developed and proposed in the fall of 2012. These governance changes must ultimately be adopted prior to the October 2014 deadline included in the new Act.

The planning work has had excellent participation from many key members of the Canadian archery community. The directions that have emerged are bold and exciting. When approved, the Strategic Plan will shape the future direction and success of Canadian archery.

List of Planning Participants

January 28, 2012 Executive Meeting

- Al Wills, President & V-P International, Archery Canada
- Jude Hooley, V-P 3D Programs, Archery Canada
- Trina Snooks, V-P Events & Services, Archery Canada
- Charlene Parlee, V-P, Committees & Projects
- Bob Tataryn, V-P, Administration & Marketing, Archery Canada
- Paul Jurbala, Consultant
- Scott Ogilvie, Executive Director

Interviews April-May, 2012

- Tom Dielen, CEO World Archery
- Sonia Schina, Canadian archer, member Ranking Committee
- Kateri Vrakking, Canadian archer, coach, judge
- Glenn Gudgeon, President, FTAQ (Quebec)
- Jeff Gunter, Youth Co-ordinator, HPC
- Susan Lemke, Para-archery co-ordinator, coach
- Karen Van Nest, Canadian archer
- Bill Currie, President, AANS (Nova Scotia)
- Kathy Millar, former Archery Canada Executive Director, coach.

June 2-3, 2012 Planning Meeting

- Al Wills, President & V-P International, Archery Canada
- Jude Hooey, V-P 3D Programs, Archery Canada
- Trina Snooks, V-P Events & Services, Archery Canada
- Bob Tataryn, V-P, Administration & Marketing, Archery Canada
- Linda Price, Provincial President's Designate, BCAA (British Columbia)
- Rene Schaub, President, ATAA (Alberta)
- Shelley Smith, Provincial President's Designate, SAA (Saskatchewan)
- Mano Navarro, President, ABAM (Manitoba)
- Adam Thomas, President, OAA (Ontario)
- Glenn Gudgeon, President, FTAQ (Québec)
- Maurice Levesque, Provincial President's Designate, AANB (New Brunswick)
- Lindsey Poehl, Provincial President's Designate, AANS (Nova Scotia)
- Alec Denys, Interim Chair, High Performance Committee & Para-Archery Athlete Representative
- Joan McDonald, Coordinator Senior High Performance Program & 2012 Olympic Head Coach
- Hugh MacDonald, 'Able-Bodied' Athlete Representative
- Ghislain Arsenault, Chair, Judges Committee, Archery Canada
- Roger Garrod, Chair, Rules Committee, Archery Canada
- Bruce Savage, Chair, Coaching Certification Committee, Archery Canada
- Lynne Durward, MICA Coordinator
- Renée Brouillette, 2011 3D National Team Member (Saturday only)
- Michelle Killins, Senior Program Officer, Sport Canada (Saturday only)
- Graham Barton, High Performance Advisor, Own The Podium (Saturday morning only)
- Ian Moss, Director, National Sport Federation Services, Canadian Olympic Committee
- Paul Jurbala, Consultant
- Scott Gilvie, Archery Canada Executive Director