



Alberta Target Archers Association

Strategic Plan 2013 – 2017

Submitted by: Toby Rabinovitz, Consultant

The Strategic Plan provides a framework for the future development of the Alberta Target Archers Association (ATAA).

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A. Preamble

The Alberta Target Archers Association (ATAA) is at a crossroads as they engage in a comprehensive strategic planning and governance review process. ATAA has grown in scope and complexity over the last couple of years. Recently the decision was made to separate from the Alberta Bowhunters Association and as a result the ATAA will become recognized as the Provincial Sport Organization for archery in Alberta, effective April 2013. This will position ATAA to access various grant programs and support services available through the Alberta Sport Recreation, Parks and Wildlife Foundation and the Provincial Government.

As a volunteer-based organization ATAA has evolved over the years to be the premier association for archery in Alberta. The dedicated core of skilled volunteer board members, coaches and officials have done an amazing job of developing the sport of archery across the province. ATAA is dedicated to growing and supporting the sport of archery through various educational and awareness programs, and by providing financial assistance for archers to attend provincial competitions. ATAA promotes and assists all archery clubs to develop programs and services for their members and to host tournaments and competitions.

To prepare for the new designation, PSO (Provincial Sport Organization) there is a need to reassess the organizational infrastructure and planning processes to ensure the association will be in a sustainable position for future success. It is timely to:

- a) develop a five year strategic plan, with a strategic implementation plan;
- b) conduct a governance review process that includes revisions to the ATAA Bylaws; and
- c) develop relevant policies, procedures and organizational processes.

The strategic planning process is designed to address the following:

- a) Celebrate the past successes and identifying possible future challenges and/or trends that ATAA will need to address in order to ensure future success.
- b) Establish the strategic priorities and framework that will serve as the foundation to position ATAA to capitalize on the new PSO status as of April 2013.

- c) Ensure that the governance and operational model positions ATAA to support growth and development of the sport of archery and provide for efficient and effective management practices.
- d) Establish a plan that provides the resources and capacity required to meet the growing demands for services while maintaining the high standards currently in place.
- e) Identify strategies and support for the marketing and fund development requirements to continue to ensure future financial sustainability.
- f) Identifying strategic priorities, goals, outcomes and action strategies for the next five years.

B. Organizational Governance Statements

Alberta Target Archers Association (ATAA)

Our Story – A Vision for Success

A Vision for Success: This is an ideal vision which the Alberta Target Archers Association strives to accomplish. It is written in the present tense to reflect a sense of accomplishment, and provide a picture of what success would look like if all goals are achieved.

The ATAA is the recognized provincial association with a network of clubs across the province that provides accessible programs for all. All those who are engaged in the sport of archery value the experience and opportunities gained from their participation. The ATAA is proud to be known as a “family sport” where participants of all ages can participate at their own level from recreational to high performance archery. The ATAA has worked hard to create a culture of inclusion and respect amongst all who participate in the sport of archery, no matter what the discipline.

ATAA is affiliated with a provincial network of clubs, sponsors and stakeholders who share a common vision. There is a sense of community from the club level through to provincial competitions and championships. There has been a measurable increase of membership over the past five years and the number of certified coaches and officials has exceeded expectations.

ATAA is led by a core group of skilled and knowledgeable staff and volunteers who provide leadership and vision for the association. They are committed to fostering an organization that is respected for its transparent and open decision-making process. The association has adopted standards for financial accountability and governance. New programs include a combination of, mental training, nutrition and weight training as well as skill and technical development. Of specific note has been the establishment of a junior development program that is recognized by all clubs as the provincial standard. In addition, the website has been enhanced to provide a virtual hub where athletes and coaches can log in and submit training competition scores, training schedule, and other information needed to support the archer.

Mission Statement

Alberta Target Archers Association (ATAA) is the provincial association that facilitates the development of the sport of archery by providing accessible opportunities for clubs and archers to participate in a broad range of programs at any level they choose.

Value Statements

Values are principles or standards considered inherently worthwhile or desired. They are the sources of strength for the association because they guide the members and leaders in decision-making and actions taken on behalf of the association.

1. **Open Decision-Making:** We believe in transparent, honest, and democratic decision-making processes. We have a commitment to consultation and collaboration where possible.
2. **Respect and Integrity:** The principles of respect, ethics and integrity will guide how we work together, how we work with others, and how we represent ATAA.
3. **Accountability:** We are financially and morally accountable to the membership to ensure the effective and efficient allocation of the Association's resources.
4. **Quality and Innovation:** The work of ATAA must always be focused on improving the quality of programs and services through innovation.
5. **Inclusiveness:** We are committed to working with and representing all disciplines associated within the archery community.

6. **Supportive:** We respect the unique qualities of our members and will be supportive of their participation in the sport of Archery for both athletes and clubs.
7. **Capacity Building:** We support and empower our volunteers, members, clubs and association-based supporters. As a provincial association we build on the strengths of the team, through our facilitation and leadership role.
8. **Tradition:** We will continue to grow and develop the sport of archery and be respectful of its strong history and tradition.

C. Alignment Documents

There are a variety of sport and athlete development documents in place that support and enhance the ATAA Strategic Plan. The development of archers from the entry level participant to the high performance athlete takes an integrated and supportive model between the provincial association, clubs, provincial government (Sport Development Branch) and Archery Canada. The following provides the points of connection or alignment and identifies where the various parties can work together to support the development of Archery in Alberta and across Canada.

C.1. Long –Term Archer Development Model (LTADP)

(Shoot for Fun, Shoot to Excel, Shoot for Life) – Archery Canada

The archer requires the right training and preparation along with opportunities and support to reach his or her potential. The Long-Term Archer Development Model (Archery Canada) defines guidelines for stage-by stage development from entry into the sport through to high performance. The Model consists of guidelines, age appropriate training strategies, and coaching development. The Model also provides advice on engaging and supporting parents and other archery supporters.

Archery Canada is committed to supporting the provincial associations in the implementation of the LTADP through, expertise and support. Archery Canada in collaboration with the provincial associations will place increasing emphasis on junior development and adult recreational programs to ensure the long-term growth of the sport

ATAA is also in the process of developing their own Athlete Development Program and will strive to ensure the program is in alignment with the Archery Canada LTADP Model. In addition the LTADP model will also be integrated into the coaching development program.

C.2 Active Alberta (2011 – 2021)

In 2011 the Government of Alberta developed a provincial Active Alberta Policy, which sets out a vision for recreation, active living and sport. The vision states:

Albertans enjoy a high quality of life, improved health and wellness, strong communities, economic benefits and personal fulfillment, through recreation, active living and sport.

The goal of the Active Alberta Policy is to inspire Albertans to become more active in every-day life. The Policy also provides a funding framework that links funding priorities to achievement of specific outcomes. The policy has outlined the following six outcomes which is intended to guide the Government of Alberta and its partners (Provincial Sport Organizations) as they design programs and deliver services.

1. **(AA) Active Albertans:** More Albertans are more active, more often.
2. **(AC) Active Communities:** Alberta communities are more active, creative, safe and inclusive.
3. **(AO) Active Outdoors:** Albertans are connected to nature and able to explore the outdoors.
4. **(AE) Active Engagement:** Albertans are engaged in activity and in their communities.
5. **(ACS) Active Coordinated System:** All partners involved in providing recreation, active living and sport opportunities to Albertans work together in a coordinated system.
6. **(APE) Active Pursuit of Excellence:** Albertans have opportunities to achieve athletic excellence.

C.3. ATAA Strategic Priorities aligned with Active Alberta Policy (2011 – 2021)

ATAA strategic plan is in full alignment with the Active Alberta Policy as shown in the following alignment matrix. (See Section D of this Strategic Plan to see the detailed goals and strategies)

ATAA Goals	Active Alberta Policy Outcomes					
	AA	AC	AO	AE	ACS	APE
Strategic Priority 1: Judges, Coaches and Officials Development						
Goal 1.1 Coach, Judge and Official Development			X	X		X
Strategic Priority 2: Communication and Volunteer Engagement						
Goal 2.1 Communication and Marketing	X				X	
Goal 2.2 Membership Information and Communication	X				X	
Goal 2.3 Volunteer Engagement			X	X		
Strategic Priority 3: Membership Engagement						
Goal 3.1 Participation and membership	X		X		X	X
Goal 3.2 Archer club and membership engagement		X	X			
Strategic Priority 4: Athlete Development						
Goal 4.1 Athlete development			X	X		X
Strategic Priority 5: Club Development						
Goal 5.1 ATAA club affiliation and engagement		X	X			
Goal 5.2. Organizational policies and procedures						
Goal 5.3 Financial Sustainability						

D. Strategic Priorities

Based on the survey analysis and the environmental scan discussions the following strategic priorities were identified. This is the foundation for the strategic plan and will be the focus of the next phase of the planning process. Each strategic priority will have goals, strategies and action plans for the next five years.

Strategic Priorities: (listed in no particular order)

1. Judges, Coaches and Officials Development
2. Communication which includes website, newsletter and other communication vehicles
3. Membership and volunteer engagement to include: recruitment, retention and recognition.
4. Athlete development includes high performance and archer development
5. Organizational development includes financial and budget development, governance review and committees.

Strategic Priority 1 - Judges, Coaches and Officials Development

Current Status: There are not enough coaches or officials across the province to support all the events. Currently there are 30 -35 coaches in the province but this is a shortage of approximately 100 coaches. The majority of the current certified officials and judges are located in the northern part of the province and has to drive a fair distance to cover the whole province. There are 10 certified judges in the province with a shortage of 34 to cover the whole province. The biggest problem is that they are not situated across the province and some have to travel great distances to attend events. Ideally there would be enough officials in each region of the province to cover events.

GOAL: 1.1. To have a full complement of coaches, judges and officials across the province that will be available for local and regional competitions. By the end of this planning phase, in five years there will be:

- One (1) Instructional Level coach per 8 junior archers
- Three to five (3-5) Competition Development coaches at the provincial level
- One (1) Instructional Intermediate coach for each club
- One (1) Provincial Level judge per 25 archers
- Two (2) Safety active certified safety officers for each club

- Increased number of trained event organizers and hosts (This program needs to be developed and a baseline determined.)

Strategies:

- Coaching: Develop a coaching, judging and officials development program with an annual schedule of clinics and training sessions. The plan will include budget, resources and communication strategies.
- Coaching: Develop a yearly coaching development plan and schedule of events, while leaving enough flexibility to provide coaching and clinics as the demand requires.
- Judging: Host two (2) judging clinics per year; ideally one in the north and one in the south, to increase the level of opportunities for judging development across the province
- Officials: Minimal of one (1) officials clinic a year to bring the numbers up to the required ratio, and ensure regional coverage.

Five Year Development Plan:

Goal1.1. To have a full complement of coaches, judges and officials across the province that will be available for local, regional and provincial competitions.

2013	2014	2015	2016	2017
Coaching Development				
Establish a coaching committee to develop the coaching development plan	Host a min of two (2) coaching clinics, spread across the province. List of certified coaches posted on the website.	Ongoing coaching development Work with clubs to develop Instructional Intermediate Level coaching development program.	Ongoing coaching development Develop and implement a plan for provincial competition development coaches.	Ongoing Coaching development Reassess the coaching development plan and revise as required.
Judging Development				
Judging Committee to develop the judge development plan.	Host a minimum of two (2) judge development clinics: ideally spread across the province.	Ongoing judge clinics	Ongoing judge clinics	Ongoing judge clinics

Officials Development (Event Organizers and Hosts)				
Develop a training plan for competition officials, such as, event organizers and hosts.	Start with active/engaged clubs and run the training event as developed.	Add new clubs and event officials to the training program	Ongoing development	Ongoing development

Five Year Metrics

Goal: 1.1. To have a full complement of coaches, judges and officials across the province that is available for local, regional and provincial competitions.

Baseline numbers refer to the numbers in place as of December 2012.

Key Measurement	2013	2014	2015	2016	2017
Coaching Development					
# Instructional Level coaches (baseline 35 coaches)	40	65	85	105	135 coaches Goal: 1 per 8 junior archers
# Instructional Intermediate coaches (baseline 2)	5	10	15	20	25
# Competition Development coach (baseline n/a)		3 coaches in training	3 certified 2 in training	5 certified 2 in training	7 certified
Judging Development					
# of judges (baseline 10 judges)	15 certified judges	20 certified judges	30 certified judges	40 certified judges	55 certified judges
Officials (Event Organizers and Hosts)					
Develop the program and determine baseline	Establish a baseline once program developed	25	35	40	40

Strategic Priority 2 - Communication

Current Situation: Generally ATAA is doing a good job in keeping the membership informed about the ATAA programs or events. In a recent membership survey 69% noted that they are somewhat informed of ATAA programs and services, while 16% are well informed. It is significant that 16 responses (15.1%) stated that they are not sure what ATAA does, given that 14 of those respondents have been members for over a year. The majority (90%) of the members receive their information through the website. However 47% only visit the website approximately 5 times a year. The newsletter is viewed as informative and a primary communication vehicle.

While the ATAA membership is informed of competition and event information, they are less informed as to what the ATAA actually does as a provincial association. ATAA will need to enhance the profile of the association and be proactive as to what the provincial association does for them and the clubs. The communication process should focus on promoting a voice for archery across the province and emphasize that ATAA is representative of all disciplines. It will be important to develop communication strategies that promote what ATAA does for the membership.

GOAL: 2.1. To develop and implement a comprehensive communication and marketing plan for the association.

Strategies

- To have a consistent message across Alberta that promotes ATAA as an inclusive association that represents all forms of archery and supportive of all levels of participation.
- Develop a branding package that promotes a new name for the association (Archery Alberta pending).
- Focus on ongoing communication with the clubs to ensure they are aware of ATAA activities and membership benefits. Develop a marketing package the clubs can use to promote ATAA to their members.
- Promote the sport of archery across the province at trade shows, community events – ongoing marketing activities

GOAL: 2.2. To keep the membership informed of ATTA activities through various communication strategies.

Strategies:

- Updated promotional items and brochure, pins and posters to reflect the new image and messages
- Rebranding to the ATAA name to Archery Alberta (communication strategy)
- Establish a regular form of communication to the clubs to ensure there is two-way communication.
- Governing documents spread across province with hard copied provided to clubs, clearly stated on web and newsletter. Goal is that members are fully informed

Five Year Development Plan:

2013	2014	2015	2016	2017
Goal 2.1 To develop and implement a comprehensive communication and marketing plan				
Establish a marketing & communication committee Develop a communication and marketing plan. Following name change, rebrand the association and develop new promotional material Develop a standard ATAA presentation	Implement the marketing/communication plan Presentations at trade shows and community events Increase the variety of marketing material	Develop or revise the membership communication plan (as required)	Increased presentations to non-traditional groups, such as outdoor education programs and fish and game shows	Evaluate the marketing/communication plan and revise as required.

2013	2014	2015	2016	2017
Goal 2.2 to keep the membership informed at ATAA activities through various communication strategies				
Post the strategic plan and bylaws on the website, with hard copies sent to the clubs. Start to monitor the website hits, page views and demographics	Clubs to appoint an ATAA representative. Host a meeting with ATAA club representatives Develop information packages for clubs – such as available grants, Add social media to the communication strategy	Ongoing club communication with regular meetings with ATAA and club representatives Survey members to ensure key messages are being promoted. Review the website and newsletter activities to ensure effective communication to members. Adjust as required	Review and revise the marketing and communication plan.	Ongoing communication and marketing

Five Year Metrics

Key Measurement	2013	2014	2015	2016	2017
Goal 2.1 To develop and implement a comprehensive communication and marketing plan					
# Presentations at trade show, community events	2-3 per year	2 per year	3 per year	3 per year	3 per year
# of promotional material sold	There are no real metrics for this goal. There will be a new name and brand in place as of April 2013. At that point promotional material will be developed with an expanded line of items for sale. Baseline may be determined in 2013 and monitored after that.				
Goal 2.2 To keep the membership informed at ATAA activities through various communication strategies					
# Website hits	Currently there is no baseline information being monitored or analyzed related to the website. This process will be developed, monitored and it is anticipated that in early 2014 metrics will be identified and tracked.				

Strategic Priority 3 - Membership and Volunteer Engagement

Current Situation: There is a strong membership base to enhance as the membership is generally happy with ATAA and the level of support provided for clubs and members. However there are some areas that can be enhanced and developed. Membership in ATAA is automatic as they register at their local clubs, and receive the ATAA and Archery Canada membership. In the membership survey the majority of the responses noted that the reason for joining the local club and ATAA is having access to insurance, and being able to compete at provincial and national events. Archery is viewed as a family sport and for that reason the majority of family members have joined ATAA. The second most common reason for joining ATAA is the junior program.

The top three membership benefits include:

- access to ATAA activities
- Archery Canada membership, which brings access to insurance
- newsletter which provides information related to competition, scores etc.

Financial assistance for travel and the awards were identified as the least valuable part of the membership. This can be interpreted as a “nice to have” benefit but is not a driving factor in supporting the ATAA.

GOAL 3.1. To expand the number of members to include, former members and develop ongoing membership retention strategies.

Strategies

- Develop a membership recruitment and retention strategy that may bring back former members to support the current programs and activities.
- Easier access for membership development through a renewed website, and communication strategy
- Work with the clubs to develop a province wide membership program and promote dual membership and benefits of both.

GOAL 3.2. To Increase club membership by 50% over 5 years

Strategies

- To create incentive and awareness to join archery clubs/ATAA

- Focus on the junior development program through communication and promotion by engaging other youth based programs, such as Alberta Camping Association, Cadets, and outdoor school programs.
- Selling the promotional items for ATAA (Marketing Strategy)
- Actively promote the NASP (School Program) which may be a good membership recruitment strategy

GOAL 3.3. To develop a volunteer engagement strategy that will include the development of new committees.

Strategies:

- Establish new committees of the board to encourage volunteer involvement
- Promote volunteer opportunities through the website, newsletter and club communication.
(links to the communication strategy)

Five Year Development Plan:

2013	2014	2015	2016	2017
Goal 3.1. To expand the membership profile to include former members and retention of current members.				
Membership Committee to develop a membership campaign	Actively promoting archery to youth based organizations Support NASP program	Review and revise the membership plan (campaign)	Ongoing	Ongoing
Goal 3.2. To increase club membership by 50% over five (5) years				
Meet with ATAA club representatives to talk about a joint membership campaign for ATAA and clubs	Implement the joint membership campaign Work with new archery clubs to develop and support programs	Provide clubs with marketing material to help promote membership ATAA club representatives committee to promote ATAA club membership	Ongoing	Ongoing

2013	2014	2015	2016	2017
Goal 3.3. To develop a comprehensive volunteer engagement program				
Establish the committees to increase the level of volunteer engagement. Develop a terms of reference for each committee.	Host a meeting of Committee Chairs to review the yearly plan. Promote volunteer engagement at the club and provincial level.	Ongoing volunteer support and meetings with committee chairs. Work with the ATAA club representative to support volunteers.	Ongoing volunteer support and meetings with committee chairs.	Volunteer management position is in place.

Five Year Metrics

Key Measurement	2013	2014	2015	2016	2017
Goal3.1. To expand the membership to include former members and retention of current members.					
# of members (baseline 1,100)	1,320	1,500	1,650	1,815	2,000
Goal 3.2. To increase club membership by 50% over five (5) years					
# of club memberships (baseline 24)	26	30	32	34	36
Goal 3.3. To develop a comprehensive volunteer engagement program					
# committees established (baseline: no baseline available)	4 committees with 3 or more members	7 committees with 3 or more members	Ongoing committee support	Ongoing committee support	Ongoing committee support
# volunteers (no baseline available)	Develop a tracking and reporting system for 2013 Identify the volunteer baseline	Increase by 10% of 2013 numbers	Increase by 10% of 2014 numbers	Increase by 10% of 2015 numbers	Increase by 10% of 2016 numbers

Strategic Priority 4 - Athlete Development Program

Sport Development Model

There appears to be strong support for a more formalized sport development program that is supported by the clubs, and provides a framework for athlete development from entry level to high performance. The development of provincial standards for sport development received support from those who completed the survey. It is suggested that the development of sport will involve a growth in the ATAA as clubs are supported and encouraged to develop their own programs. There is also a priority to develop coaches, judges and other officials through a provincial-wide development program.

Long-term Athlete Development (LTAD)

Survey responses support the development of a more comprehensive integrated athlete development program. Currently there are a number of different programs, such as CanBow, technical workshops, coach and official training programs; however there is no formal or standard program supported by all clubs. The goal in the five-year planning process is to develop a long-term athlete development model that is linked to the national LTAD program. Consistency throughout the survey, respondents noted the need to ensure the provincial association supports athletes at all levels of participation from entry to high performance.

Goal 4.1. To develop structured athlete development programs that is supported by clubs and enables archers to develop to their desired potential. As a result there will be an increase in the number of archers participating at all levels of competition from club shoots through to international competitions

Strategies

- Ensure the ATAA Athlete Development Program is in alignment with the Archery Canada LTAD Program
- Promote the awards program such as CanBow and FITA (Federation of International Archers) Program
- Encourage clubs to adopt the CanBow Program as the standard for junior development, for this is the feeder system for participation through to high performance.
- Provide subsidies for clubs to adopt and support the CanBow Program.
- Promote 3D development programs.

- Enable archers to access grants through an information strategy by posting on website and promote through newsletter
- Alberta Junior Development Program (AJDP) will be the focus for development activities in the future. Develop a talent identification program that is linked to junior development.
- Develop a run a series of Alberta Senior Development Camps (ASDC) for adult archers. This may include the following modules: Mental Training, Body and Mind Training, Nutrition and Technical Skill Development.
- Provide equipment and support for archer training development programs, such as a Mobile Athlete Equipment Program (Target Trailer) with camera's, TV, and aids that clubs can support their local archers.

Five Year Development Plan:

2013	2014	2015	2016	2017
GOAL 4.1 To develop a structured athlete development programs that is supported by clubs and enables archers to develop to their desired potential.				
Develop and approve the ATAA Athlete Development Plan (Model)	Have a talent identification program in place for Canada Winter Games	Have a Team Alberta program in place for National Championships	Have a process in place for ongoing Team Alberta identification and support	Ongoing
CanBow Program Develop criteria to support and promote the CanBow Program	Provide support to the clubs to offer the CanBow Program	Work with Junior Development Coordinators to expand the CanBow Program across the province.	CanBow Program is recognized as the junior development program by the majority of the clubs across the province.	Ongoing
Alberta Junior Development Camp (AJDC) Develop and approve the AJDC Host a session with club-based Junior Program Coordinators	Host an annual AJDC development camp	Link the Junior Development Program with the Alberta Winter Games schedule – zone competitions.	Alberta Winter Games full zone participation	

2013	2014	2015	2016	2017
Alberta Senior Development Camp (ASDC) Finalize the module development for the ASDC	Host the first ASDC provincial camp	Add modules as they come available Encourage clubs to regularly offer the ASDC modules in their own regions.	Participate in Alberta Senior Games (assuming Archery is a demonstration sport)	ATAA to develop the annual program development schedule, where all clubs are offering the programs in their local region.
Support the 3D shoots and archers as outlined in the proposed Athlete Development Plan	Develop an ad hoc committee of 3D archers to help form a 3D Development Program	Ongoing	Ongoing	Ongoing
Develop the Mobile Athlete Equipment Program (Target Trailer) Develop program guidelines.	Promote the Mobile Athlete Equipment Program to clubs and the general membership. Provide seed money or subsidies clubs to support mobile program.	Increase use of the Mobile Athlete Equipment Program Add a second trailer for 3D archers and shoots.	Ongoing	Ongoing

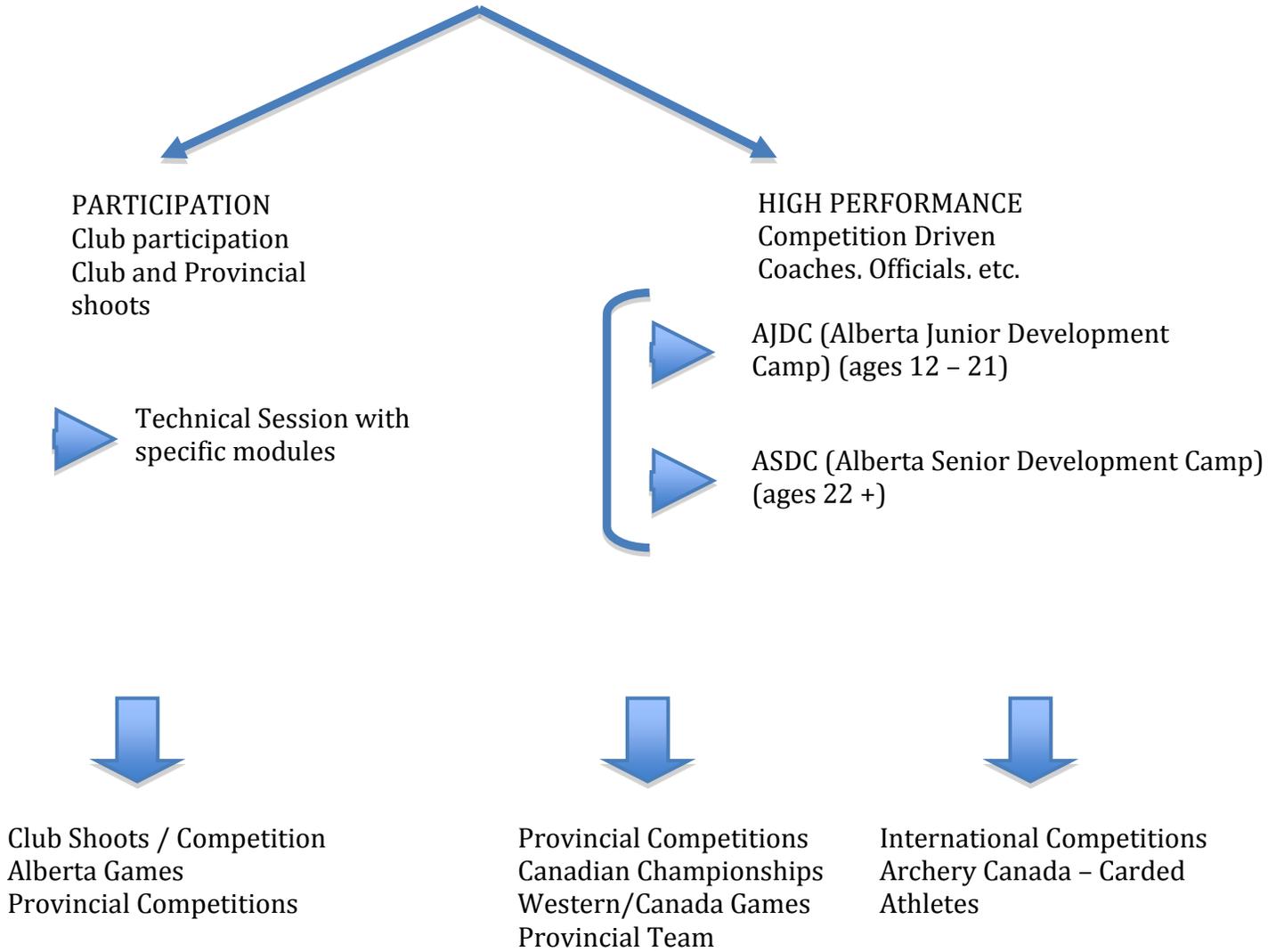
Five Year Metrics

Key Measurement	2013	2014	2015	2016	2017
Goal 4.1. To develop structured athlete development programs that are supported by clubs and enables archers to develop to their desired potential. As a result there will be an increase in the number of archers participating at all levels of competition from club shoots through to international competitions.					
# of junior archers (baseline 40)	40	44	48	53	58
# of senior archers (No baseline available)	These numbers will be tracked and monitored once the baseline is determined at the start of 2014				
# of AJDC camps (baseline 1)	1	1	2	2	2

Key Measurement	2013	2014	2015	2016	2017
# of ASDC camps in place (baseline 0)		1	2	2	2
# of clubs adopting the CanBow Program (no baseline available)	Baseline to be determined	50% of clubs	70% of clubs	80% of clubs	90% of clubs
# of archers competing at the provincial championships	Currently this data is not available however a tracking system will be developed and monitored, once the baseline is determined. At that point the anticipated growth over the four years will be identified.				
# of archers competing at the national championships					
# of archers competing at the international championships					

Alberta Long -Term Athlete Development Program (Model) DRAFT

Feeder - CanBow (under 21) [badges are provided to feed participation]



Strategic Priority 5 - Organizational Development

Current Situation ATAA has been very successful to date in managing the finances of the association on an ad hoc basis. Competition and events have been supported and ATAA is in a strong financial position. However, as the association grows and develops and takes on the role of the PSO it is important to put in place a more formal financial management system, which includes an annual budgeting process, long-term financial management strategies, and general financial reporting and accounting practices. There is also a requirement to develop organizational policies and procedures, starting with conflict of interest, dispute resolution and harassment policies.

In support of this strategic plan there is an identified need to be able to hire a paid staff person to support the work of the board and volunteers. It is also timely to have a board governance review as part of the strategic planning process to develop a governance model that increases the capacity of the board to accomplish the goals and priorities outlined in the strategic plan.

GOAL 5.1 To have all archery clubs across the province affiliated with the ATAA and actively support the programs and services of the provincial association.

Strategies

- ATAA Executive Board Members will meet with club representatives at least two (2) times per year to discuss concerns and to share information related to both ATAA and club priorities.
- Develop a club support program to assist clubs that may be in financial trouble and need some level of support to continue operation.

GOAL 5.2 To develop a policies and procedures manual that supports ATAA operations, programs and services.

Strategies

- Policies will be developed, starting with conflict of interest, harassment, and dispute resolution.
- Establish financial practices that support the work of the ATAA and allows for continued growth and development.

GOAL 5.3. To diversity funding models that ensure future sustainability and support ongoing program and service development.

Strategies

- Develop a financial accounting and reporting process that keeps the Executive Board Members informed of the financial status of the association. The financial reporting process will align with the reporting requirements of the Alberta Sport Development Grant Program.
- A Grants Committee will be established and will explore the possibility of sponsorship or in-kind contribution to support the activities of the association.
- Explore a grant or other funding source to support the hiring of a staff person for ATAA.
- Explore the option of developing a reserve fund to support increased programs and services. Staff positions will be added when finances are available, starting with a part-time position. The goal is to have a full-time staff position in place within 5 years.
- Once a staff position is in place ATAA will negotiate with Alberta Sport Development Branch to access office space at the Percy Page Centre

Five Year Development Plan:

2013	2014	2015	2016	2017
Goal 5.1 All archery clubs across the province are affiliated with ATAA and actively support the programs and services of the provincial association.				
Work with the marketing committee to promote club membership.	Host 2 meetings per year with the club executive across the province. Establish an ad hoc committee to develop a club support program with guidelines and criteria for support.	Ongoing meetings and support for clubs	Ongoing meetings and support for clubs	Ongoing meetings and support for clubs

2013	2014	2015	2016	2017
Goal 5.2 ATAA has the policies, procedures and staff support in place to support the programs and services of the Association.				
Establish an ad hoc committee, chaired by a member of the ATAA Board, to coordinate the policy and procedures development process.	Policy Committee Chair will work with the other committee chair to develop the policies and procedures.	ATAA has a policy manual in place to cover both technical and governance related policies and procedures. Policy Manual is posted on the website and in the newsletter. All clubs will have a copy.	Ongoing policy development and review	Ongoing policy development and review.
Goal 5.3 The ATAA has diversified funding models that ensure future sustainability and able to support ongoing program and service development.				
Treasurer will present a budgeting process to the Board.	Board and Committee Chairs submit the annual budget requests. The yearly budget is approved by the Board.	Board conducts a financial review process to ensure all financial policies and procedures are enhancing the ability of the board to make informed decisions	An additional revenue source, such as sponsorship has been added the revenue mix.	
Part-time staff position is in place with an office at Percy Page	Additional staff support may be added as required.	Additional staff support may be added as required.	Additional staff support may be added as required.	Senior full-time staff person is in place and fully supported – financially.

Five Year Metrics

Key Measurement	2013	2014	2015	2016	2017
<p>GOAL 5.1. All archery clubs across the province are affiliated with the ATAA and actively support the programs and services of the provincial association.</p> <p>GOAL 5.2 ATAA has the policies, procedures and staff support in place to support the programs and services of the association</p> <p>Goal 5.3 The ATAA has diversified funding models that ensure future sustainability and is able to support ongoing program and service development</p>					
<p>No metrics have been identified at this time. Once the initial planning process is in place and the strategic plan is implemented ATAA will be in a better position to establish realistic metrics and performance measures.</p>					



Alberta Target Archers Association

Data Summary and Background Documentation

The following section is a summary of the membership and club surveys.

E. Appendix – Environmental Scan Analysis

1. What is on the Landscape?

To start the planning process the planning workshop participants conducted a preliminary scan of the environment and identified what the ATAA should pay attention to. The following three questions were discussed:

- What is happening in the sport, recreation and archery community?
- What needs to be considered in the planning process?
- Where are the opportunities for ATAA to capitalize on?

Partnership and Relationship Building

ATAA has taken strides over the past year to enhance the relationship with the local clubs and will be rolling out some new initiatives over the coming year. Work has already started in this area. For example a mobile trailer with movable butts that can be used by local clubs to help them host events is now available. One of the priorities over the coming year will focus on club development and partnership.

Archery Canada

Archery Canada is shifting to a web-based membership registration system, and this may have an impact on ATAA and club memberships. There may be other changes at the national level that impact provincial affiliates as they start to implement their own strategic plan. It will be important to stay engaged and connected with Archery Canada to ensure ATAA interests are represented at the national level.

Athlete Development

Long-Term Athlete Development Program (LTDP) is part of the planning process and there are some pending changes that need to be incorporated into ATAA's Athlete Development Plan. This is also a priority for the Government of Alberta, Sport Development Branch, and it will be important to ensure the ATAA strategic plan is in alignment with these documents.

National Archery School Program (NASP) is already in place but is not linked to any other ATAA program, such as LTAD or CanBow. The strategic plan can serve as a foundation document that

links all the programs currently in place into a comprehensive Archery Athlete Development Program for Alberta.

Government of Alberta (GOA) Support

Government of Alberta (GOA) and the Alberta Sport, Recreation Parks and Wildlife Foundation (ASRPWF) is entering into a “zero-based budgeting” process and while the details of how this will impact the sport community is still being worked out, it will be important to ensure the ATAA strategic plan aligns wherever possible with the Active Alberta Policy Statement and the Long-Term Athlete Development Program (LTAD). It will be important to identify how the ATAA program and services will be supportive of the priorities and direction outlined in the Active Alberta Policy documents.

The ASRPWF have identified a number of priorities and it would be beneficial for the ATAA to identify where they may be aligned and linked to these various initiatives. This will position the ATAA to access additional funds to support specific programs when they apply for their annual funding in April. For example, the Aboriginal sports and traditional games is a priority and it would not be too much of a stretch to identify archery as a sport they can introduce to the Alberta aboriginal community. In addition, there may be an opportunity to link with a new “After School Program” where programs are offered between the hours of 4pm to 6 pm for children and youth in their local community. There may also be an opportunity to connect with the NAS Program, which is already in the schools.

Promoting the Sport of Archery across the province

The pending recognition as the recognized Provincial Sport Organization (PSO) opens up many opportunities. It will be important to ensure the association is representative of all parts of the province and all archery disciplines who are affiliated with ATAA.

The strategic plan will identify a variety of strategies that expands the support offered for both north and south club development. There are other opportunities to introduce the sport of archery to various youth programs, such as Cadets, Schools, and Summer Camps.

2. Survey Analysis

Note: There were 670 emails sent to registered members, inviting them to participate in the member survey and 130 surveys were completed. ATAA currently has 1,100 registered members. It should be

noted that 47.7% (62 responses) registered as family members, and therefore we can assume that this actually represents a total of 62 x 4/per family (average multiple memberships) or 248 members. Therefore it is fair to suggest that the survey actually gathered responses from 248 + 68 (individual responses) = 316 members' opinions or 29% of the total membership voiced their opinion in the survey. The club survey had a somewhat higher response rate with 10 completed surveys from a total of 22 clubs who received the survey. This is equal to a 45% response rate.

The percentage noted in the following analysis is a percentage of those who responded to each question; not the percentage of the total 130 survey responses. Not everyone completed all the questions. Where applicable the number of responses to each questions is noted as "n" = number of responses per question.

2. a. Who filled out the survey

Of the 130 responses to the member survey half 52.3% (68 responses) registered as an individual members, while the other 47.7% (62 responses) have family memberships. Ten clubs completed the club survey

Individual Members: The majority (60%) have been members of the ATAA for 1 to 4 years, while 15.4% are 5-10 year members. There were 9.2% who have been members less than 1 year. The remaining 15.3% have had a membership over 11years, with 1 exception that has been a member for over 20 years. (n= 68 responses)

Family members: Of the family members who completed the survey 57.4% have been members for 1 to 4 years, while 19.7% have a membership from 5 to 10 years. The remaining 6.6% have had a family membership for less than 1 year, and 8.2% have been members for over 20 years. (n=62 responses)

Club affiliates: Of the 10 clubs who completed the survey there was an equal split between new clubs less than a year affiliation at 30% (3 responses) and 40% (4 responses who have been members for 11-20 years. The remaining responses are distributed between 1 to 10 years and 1 club has been a member for over 20 years.

With this distribution of responses it is fair to suggest that the survey responses can be viewed as representative of the greater membership. ATAA appears to have a good balance between establish clubs and long-standing members and new members joining the association.

2. B. Issues and Priorities:

Survey respondents were asked to identify the most important issues ATAA will be facing in the next five Years? This was an open-ended question and the most common responses included:

- Continue to promote the sport of archery and develop it within the province.
- Keep junior athletes involved in the sport for they are viewed as the future of the sport.
- Organizational governance and infrastructure needs to be enhanced by increasing the capacity to continue to support and grow the sport in the province.
- Communication is a critical factor for future success. A number of survey respondents commented that it is important that the board keep the members informed about ATAA activities.
- There is a need to continue to train and support judges, coaches and officials to ensure there are enough certified officials across the province to support the local and regional events. There are not enough certified judges and officials currently in place to cover the province.
- There is a need for more volunteers across the province to support all events from local shoots through to provincial championships.
- In the club survey the issues were focused more on club support, while there was no one issue identified by all club respondents the top three priority areas included:
 - Provide support for new clubs (2)
 - Increase the number of coaches and officials (2)
 - Growth and expansion of clubs and participation (2)

2. C. Membership

Reasons for joining ATAA: There is a strong membership base to build on and generally the membership is happy with the association and the level of support provided for clubs and members. However there are some areas that can be enhanced and developed.

Reasons for joining ATAA are overwhelmingly related to the love of archery and the opportunity to compete at their own level from club through to national championships. Membership in the provincial body is automatic when they register at their local clubs. A vast majority of members join the club and ATAA to have access to insurance, which is required to compete in registered shoots.

There is no discernible difference in the responses between individual members and family membership as to why they join, with one exception. The majority of those who have a family membership primary reason for joining ATAA is that archery is a sport that the whole family can participate in. The family members also identified support for the junior program, which they see as a priority for ATAA.

Benefits of membership:

The top three membership benefits include:

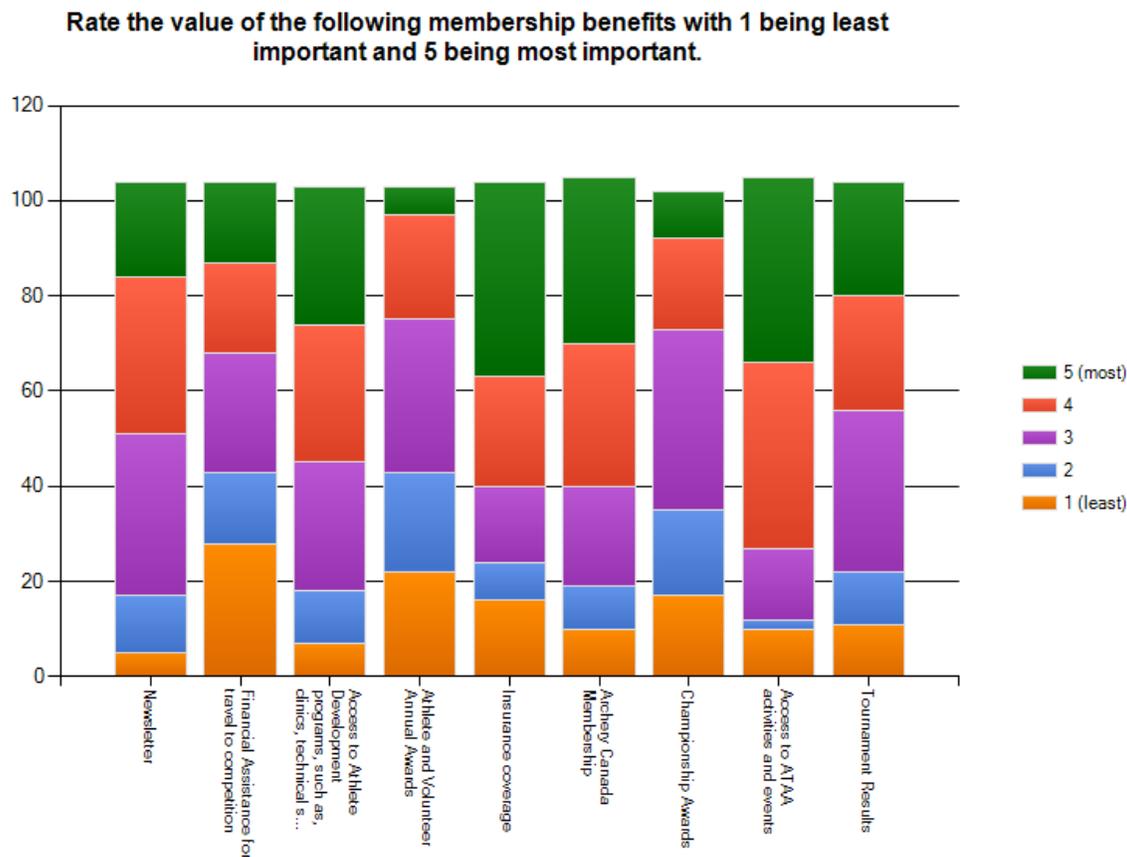
- Access to ATAA activities
- Archery Canada membership, which includes access to insurance
- Newsletter which provides information related to competition, scores etc.

Financial assistance for travel and the awards were identified as the least valuable part of the membership. This can be interpreted as a “nice to have” benefit but is not a driving factor in supporting ATAA.

Club Survey – Membership Value

The membership values for clubs are a little different from individual members. From the club’s perspective the most valued membership benefit is being able to bid for hosting championships and junior events.

Chart #1 - Value of Membership (member survey - n = 107 responses)



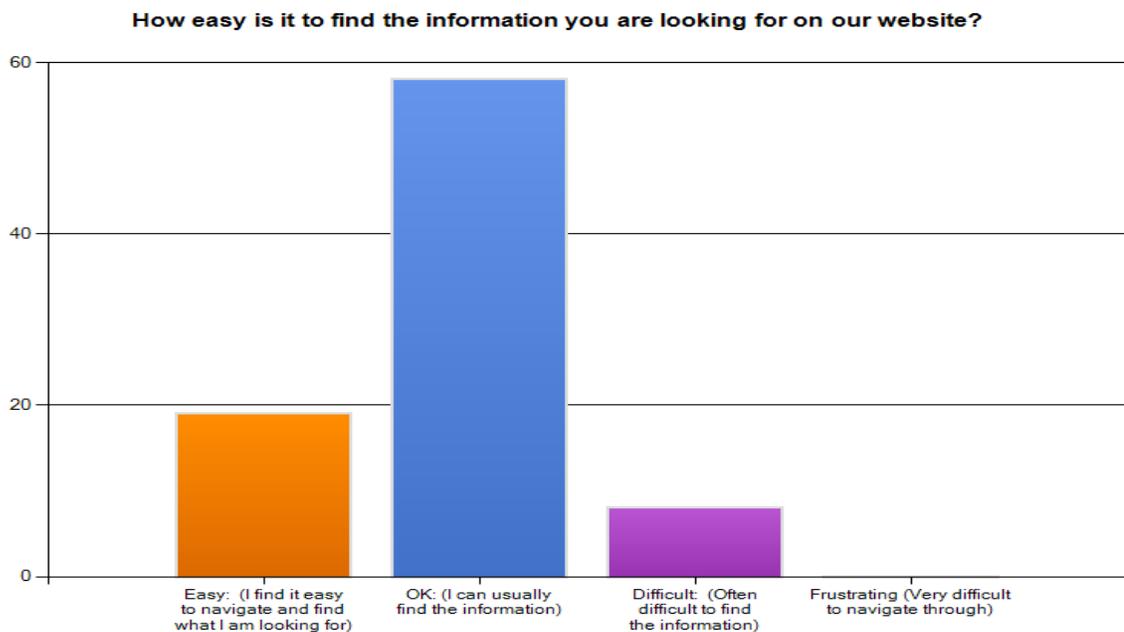
2. D. Communication

Generally the membership is informed about the ATAA programs or events, with 69% responding that they are somewhat informed, while 16% are well informed. It is significant that 16 responses (15.1%) stated that they are not sure what ATAA does, given that 14 of those respondents have been members for over a year.

Website:

The majority (90%) of the members receive their information through the website. Of those who visit the website 38% visit monthly and 47% visiting approx. 5 times a year. It is interesting to note that out of the 17 responses that checked that they are not sure what ATAA does, have not visited the website. This is important to note given that the website is viewed as the primary communication vehicle.

Chart #2 Navigation of website (N = 85 responses)



Generally the website is easy to navigate with only 9.4% noting that it is difficult to find the information they are looking for. There was a general equal response to this question from the club survey, with 33% or 3 responses stating the website is difficult to navigate. Therefore the website appears to be providing a valuable communication vehicle for the Association.

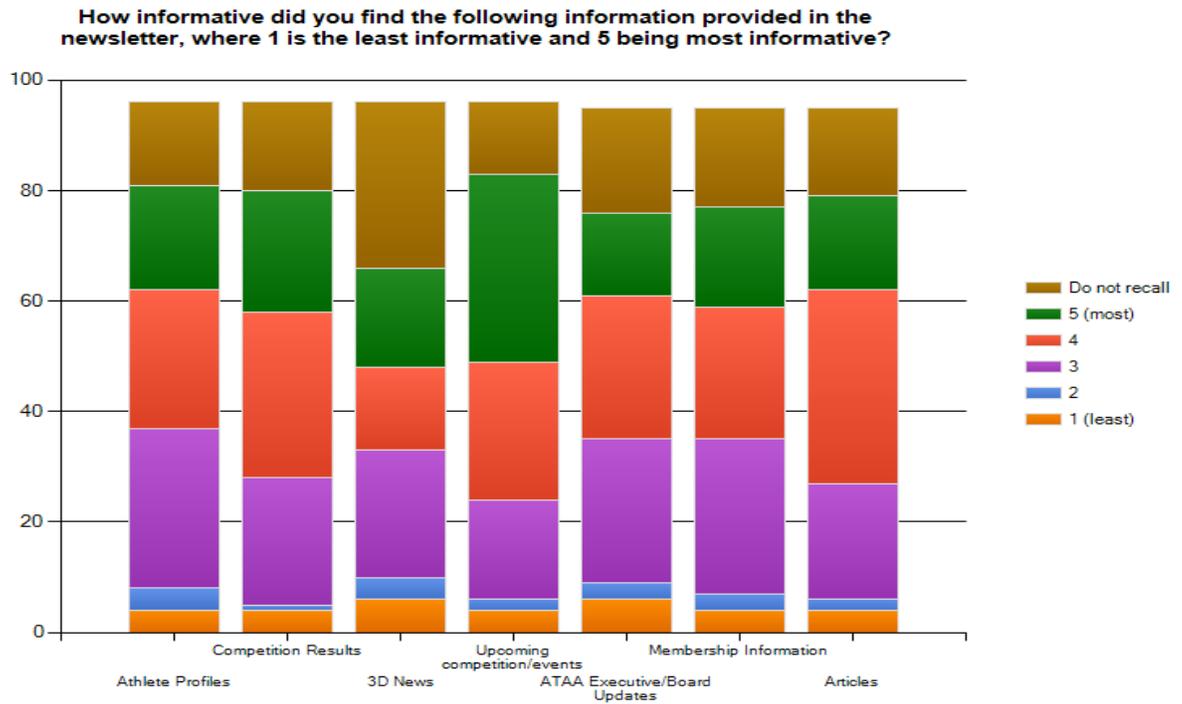
The primary reason for not visiting the website (17 responses) 59% noted that they were not aware of the ATAA website 59% and the other 41% checked that they have no need to visit the website for the club provides the information they need. All those who completed the club survey have accessed the website.

Newsletter

Generally all parts of the newsletter were viewed as informative. Top four responses for both the club and members survey included:

- Upcoming competitions / events
- Articles
- Competition Results
- 3D News

Chart #3 Newsletter information (N= 96 responses)



2. E. Priorities for programs and Services and financial allocation

Chart # 4 Membership Survey (N= 89 responses)

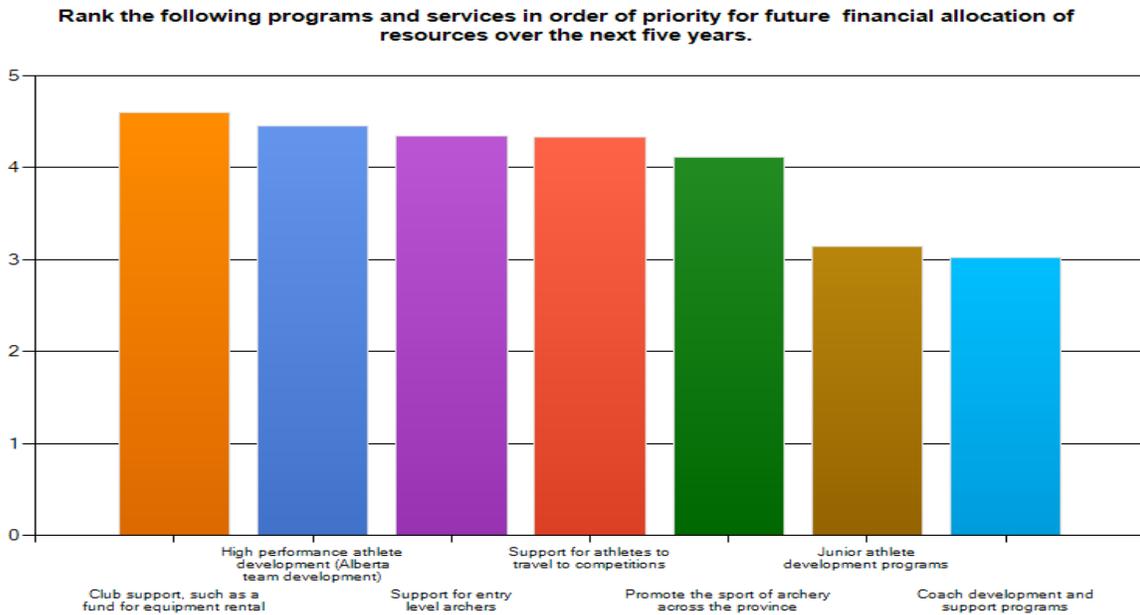
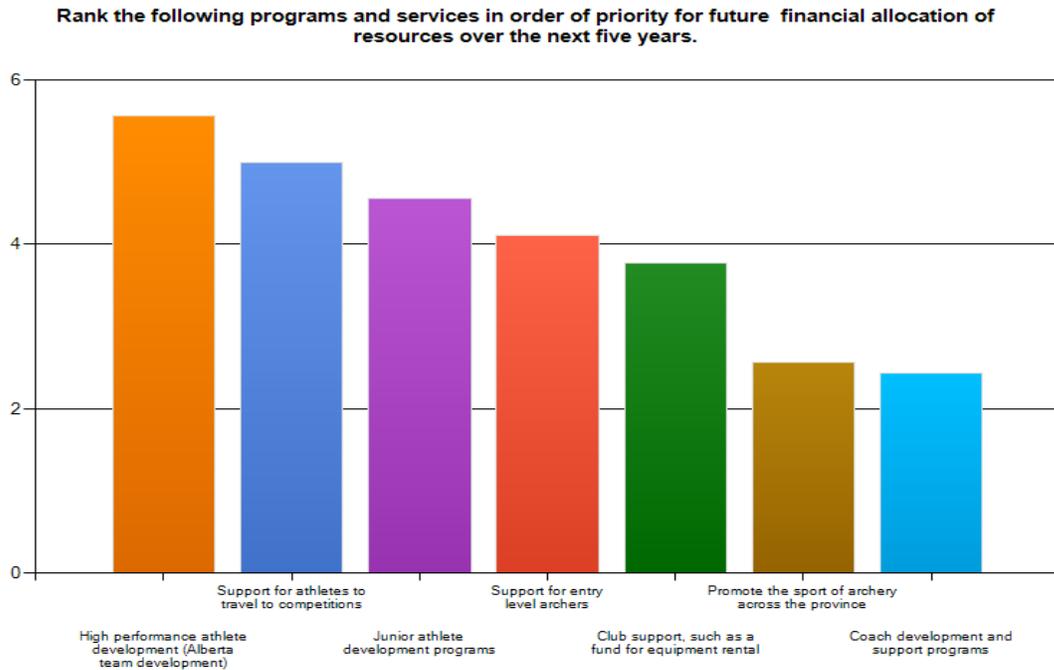


Chart # 5 Program Survey - Club Response (N= 10 responses)



Membership survey program and service priorities identified the following top four priorities:

- Club support (funds for equipment rental)
- High Performance Athlete Development
- Support for entry level athletes
- Support for travel

Club survey top four priorities included:

- High performance Athlete Development
- Support for athletes to travel to competition
- Junior development programs
- Support for entry-level archers.

While the same four priorities were identified by both the club and member responses, it is interesting to note that the members have the club support as the top priority and the club has high performance athlete development as the top priority.

In addition, respondents were asked to rate how valuable the following programs and service would be for athlete development. The survey respondents for both the membership and club surveys had the same rating.

- Technical skills development rated the highest
- Mental training was rated as second, followed by
- Event specific assistance.
- Nutritional clinics
- Equipment rental

Standardize Athlete Development Program: When asked if there is support for the ATAA to advocate and promote a uniformed approach to sport development, 52.5% (48 responses) said yes, while a significant number, 40.2% (37 responses) checked not sure. This could be interpreted as a lack of information or misunderstanding of the issues.

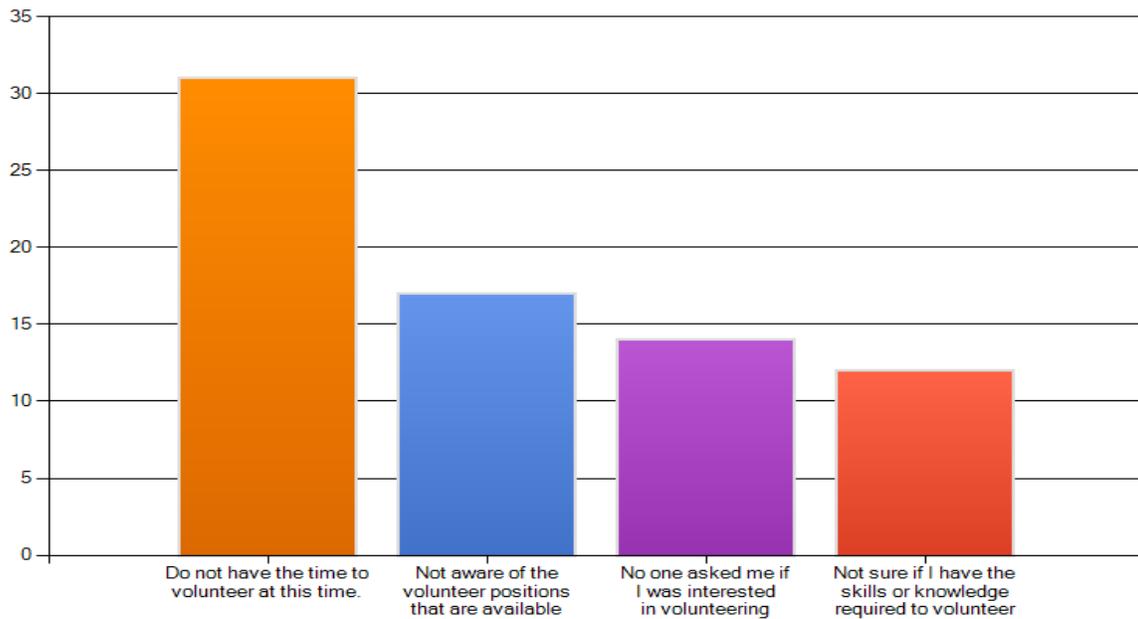
2. F Volunteer Information

Of those who responded to the member survey 40% volunteer for the Association while 60% do not volunteer. The primary reason for volunteering is related to the love of the sport and a desire to support and give back with their commitment and actions. A significant number of volunteers (38%) volunteer because their children are involved.

When asked why they do not volunteer the number one reason was not having enough time. What is interesting that a total of 48.1% of those who do not volunteer stated that the reason is either no one asked them or they are not sure if they have the skills or knowledge required to volunteer. See the following chart for details.

Chart #6 Reason for not volunteering (n= 54 responses)

What would be the primary reasons you are not volunteering at this time? Check all that apply.



2. G. Values

According to the survey the following top six values are listed in order of priority.

Membership Survey Responses	Club Survey Responses
<ul style="list-style-type: none"> • Innovation • Consistency • Transparency • Inclusiveness and Openness • Due diligence in decision-making • Safety 	<ul style="list-style-type: none"> • Safety • Innovation • Due Diligence in decision-making • Transparency • Inclusiveness and openness • Consistency

It is interesting that innovation was ranked high and followed by transparency by both the membership and club survey respondents. (Note: No definitions were provided so it is difficult to assume that all respondents applied the same definition.)

F) Board Priority Discussion

The third part of the environmental scanning process involved a preliminary analysis of the survey findings, and the board members in attendance were asked to identify the planning priorities.

Club Support: This is a critical partnership for the clubs are the networks and where the archers identify and get involved. There was strong support for the continuation for the provincial association to support and strengthen the club system.

Communication: The survey confirmed that a good majority of the membership is generally aware of the ATAA programs and services, especially those activities that relate to competition and other shooting events. ATAA will need to enhance the profile of the association and be proactive in getting the message out and clarifying what the provincial association does for them and the clubs. The communication process should focus on promoting a voice for archery across the province and representing all disciplines.

Communication methods may have to be looked at given that a significant part of the membership have not visited the website or if they do they visit it on a limited basis – approximately 5 times a year. There may be need to promote the website through the club communication process and work with the clubs to ensure the messages get out to the members.

Junior Development – There was a great deal of support for enhancing and continuing to develop the junior development program, and continue to work with the clubs to enhance the program. There was also support for a standardized athlete development program across the province.

Long-term Athlete Development: Survey responses support the development of a more comprehensive integrated athlete development program. Currently there are a number of different programs, such as CanBow, technical workshops, coach and official training programs; however there is no formal or standard program supported by all clubs. The goal in the five-year planning process will be to develop a long-term athlete development model that is linked to the national LTAD program. Consistency throughout the survey, respondents noted the need to ensure the provincial Association supports athletes at all levels of participation from entry to high performance.

Sport Development Model

There appears to be strong support for a more formalized sport development program that is supported by the clubs, and provides a framework for athlete development from entry level to high performance participation. The development of provincial standards for sport development received support from those who completed the survey. It is suggested that the development of sport will involve a growth in the ATAA as clubs are supported and encouraged to develop their own programs. There is also a priority to develop coaches, judges and other officials through a provincial-wide development program.

Organizational Infrastructure

ATAA has been very successful to date in managing the finances of the association on a priority basis. Competition and events have been supported and ATAA is in a strong financial position. However, as the association grows and develops and takes on the role of the PSO it is important to put in place a more formal financial management system, which includes an annual budgeting process, long-term financial management strategies, and general financial reporting and accounting practices. There is also a requirement to develop organizational policies and procedures, starting with conflict of interest, dispute resolution and harassment policies.

There is an identified need to be able to hire a paid staff person to support the work of the board and volunteers. It is also timely to have a governance review as part of the strategic planning process and to develop a governance model that enhances the capacity of the Board to accomplish the goals and priorities.

Relationship with Archery Canada

As part of the strategic planning process it will be important to ensure the goals and priorities are in alignment with Archery Canada. As the PSO and a member of Archery Canada, ATAA will work with the national network to ensure policies and sport development is complementary to the Alberta priorities. Communication with the national organization will be a major priority for the strategic plan.

G. Organizational Lifecycle Model

The final part of the environmental scan involved an analysis of the ATAA organizational practices. To this point in the analysis the focus has been on the development and administration of the sport of archery. This discussion focused on the organizational development practices.

The *Five Life Stages of Non-profit Organizations Model* as developed by Judith Sharken Simon with J Terence Donovan was used as the framework for this discussion.

The participants were asked to review the Organizational Life Stages for Non-profit Organizations and chart where they believe the ATAA is currently placed against each category. There were three groups who plotted their responses on the following chart. There was general agreement that the association is basically at the end of stage one and is solid in stage two in some areas. The goal is to move to stage three in all categories, which would represent an organization that is positioned to produce and grow in a sustainable and intentional manner.

The following chart shows where the participants plotted where they felt they are currently in place. Not all groups agreed:

- **Green shows** there was a minimum of two checks per category
- **Blue shows** the outlier or one check that differed from the other two.

The FIVE Life Stages on Nonprofit Organizations - Alberta Target Archers Association

Qualities	Getting Started	Stage One: Found & Frame	Stage Two: Ground & Grow	Stage Three: Produce & Sustain	Stage Four: Review & Renew
Primary Questions	<i>Can this dream be realized?</i>	<i>How are we going to pull this off?</i>	<i>How can we build this to be viable?</i>	<i>How can we sustain the momentum?</i>	<i>What do we need to redesign?</i>
Governance	Not yet a concern	Formal governance structure created homogenous, small passionate board of directors, working board.	Expansion of the board size, first outsider on board, reactive rather than strategic	The governing role is in its prime, few founding boards members remain, board discussions broadly focused, well developed committees, board role is to ensure well-being and longevity of the organization, and board-staff roles are clearly defined, diverse composition.	Turnover of board membership and leadership, development of formal linkages with other organizations, clarifications of board roles of responsibilities.
Staff Leadership	Entrepreneurial, visionary, no positional leader, often volunteer based	Single-minded, driven, sole decision maker, visionary, entrepreneurial, charismatic	First paid executive director, who is directive, unavailable, high-energy, needed both internally and externally	Well-rounded executive director, needs good delegation skills, assistant director in place, complemented by good program managers, "founder's syndrome"	Founder likely to leave; change agent needed; a decisive, highly motivated individual whose strength is integrating diverse perspectives; has financial knowledge.
Financing	Not yet a concern	Start-up funding granted, limited funds, no accounting systems, in-kind donations of expertise	Greater need for financial resources, a few funder relationships established. Proficient use of in-	Stable funding development of an operating reserve, need for exploration of new and expanded funding sources,	Critical examination of funding sources, strategies and systems; new funding sources located; growth of a

Qualities	Getting Started	Stage One: Found & Frame	Stage Two: Ground & Grow	Stage Three: Produce & Sustain	Stage Four: Review & Renew
			kind donations, discussion of revenue-generating schemes	fundraiser position is added.	development office
Administrative Systems	Not yet a concern	Few formal systems, a home office, small and agile	High need for administrative systems, first office space rented first administrative staff hired, systems of accountability developed technology and equipment purchased.	In their prime, policies and procedures are well developed, multiple support staff, revamping of hardware and software.	Administrative systems revamped, centralization of many aspects of the systems
Staffing	Not yet a concern	Dedicated groups of volunteers, no paid staff	Paid staff hired, volunteers still critical part of staffing strategy, lack of job description	Organization size is at its peak, program managers hired increased diversity of staff, volunteer structure self-perpetuating, volunteer coordinator hired, first staff firing may occur .	Many changes in program, staff, push for internal and external collaboration, new staff hired, existing staff reassigned, volunteer system re-evaluated
Products and Services	Extremely informal or not yet a concern	One primary activity or a mix of varied, loosely related activities	One primary activity, refinement in program delivery, need to say “no” to program ideas due to lack of resources	Program well designed and functioning at high level, long-range program planning. Core program 333333secure and new programs being tried, many opportu333399999nit	Re-examination and redefinition of activities, longstanding programs may close. Collaborative programming encouraged, new services developed.

Qualities	Getting Started	Stage One: Found & Frame	Stage Two: Ground & Grow	Stage Three: Produce & Sustain	Stage Four: Review & Renew
				ies for expansion.	
Marketing	Not yet a concern	Word of mouth, no formal marketing	Fact sheet of first brochure developed, word-of-mouth still primary marketing avenue	Sophisticated marketing efforts, professional image, marketing plan developed, organizations expands beyond word-of-mouth promotion.	On hold until reorganization stabilizes, once stabilized marketing forges ahead.
Obstacles	Fear of formalizing, lack of funding, no outside support	Fear of formalizing, reactive leadership	Absence of systems of accountability, overwhelmed with new elements entering the organizational system, danger in remaining in isolated system	Lack of control or too much control by organizational leadership, lack of risk-taking organizational stagnation board unable to move to a governing role, board focuses too much on day-to-day operations	Resistance to change, isolation of the agency, too much control exercised
Opportunities	Creativity and energy of the dream, attracting new people to the dream	Excitement of funders, people wanting to join the organization, charismatic leader	Sense of accomplishment, creating a flexible, innovative organization receptive to change, diversification of the agency	Feeling of security, adequate human and financial resources, new staff and board brings fresh ideas	Wisdom from the past, energized and committed staff, opportunities for new partners and allies