



Archery Alberta

2022-2027 Business Plan

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The Strategic Plan provides a framework for the future development of the Alberta
Target Archers Association (AA) operating as AA

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A. Preamble

The ARCHERY ALBERA (AA) organization is in post COVID recovery, and as many others, are planning a way to encourage growth and participation in the sport. AA has become the Provincial Sport Organization for archery in Alberta, effective April 2023. This will position AA 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 AA 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. AA 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. AA promotes and assists all archery clubs to develop programs and services for their members and to host tournaments and competitions.

To maintain the new designation, PSO (Provincial Sport Organization) there is always 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 AA 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 AA 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 AA to capitalize on the new PSO status as of April 2023.

- c) Ensure that the governance and operational model positions AA 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 now operatating as Archery Alberta

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 AA 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 AA 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 AA 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.

AA 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.

AA 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 (AA) 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 AA.
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 AA 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 AA 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.

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.

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 10 coaches. The biggest problem is that they are not situated across the province and some must 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 35 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 100 archers
- Two (2) Safety active certified safety officers for each club

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.

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

2023	2024	2025	2026	2027
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	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 2021

Key Measurement	2023	2024	2025	2026	2027
Coaching Development					
# Instructional Level coaches (baseline 35 coaches)	75	65	85	105	135 coaches Goal: 1 per 20 junior archers
# Instructional Intermediate coaches (baseline 2)	14	10	15	20	25
# Competition Development coach (baseline n/a)	2	3 coaches in training	3 certified 2 in training	5 certified 2 in training	7 certified
Judging Development					
# of judges (baseline 10)	18 certified judges	20 certified judges	30 certified judges	40 certified judges	55 certified judges

Current Situation: Generally AA is doing a good job in keeping the membership informed about the AA programs or events. In a recent membership survey 69% noted that they are somewhat informed of AA programs and services, while 16% are well informed. It is significant that 16 responses (15.1%) stated that they are not sure what AA 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 AA membership is informed of competition and event information, they are less informed as to what the AA actually does as a provincial association. AA 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 AA is representative of all disciplines. It will be important to develop communication strategies that promote what AA 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 AA 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 (AA pending).
- Focus on ongoing communication with the clubs to ensure they are aware of AA activities and membership benefits. Develop a marketing package the clubs can use to promote AA to their members.
- Promote the sport of archery across the province at trade shows, community events – ongoing marketing activities

Current Situation: There is a strong membership base to enhance as the membership is generally happy with AA and the level of support provided for clubs and members. However there are some areas that can be enhanced and developed. Membership in AA is automatic as they register at their local clubs and receive the AA and Archery Canada membership

The top three membership benefits include:

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

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/AA

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 AA (Marketing Strategy)

Actively promote the NASP (School Program) which may be a good membership recruitment strategy

2023	2024	2025	2026	2027
GOAL 3.1. To expand the number of members to include, former members and develop ongoing membership retention strategies.				
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 AA club representatives to talk about a joint membership campaign for AA 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 AA club representatives committee to promote AA club membership	Ongoing	Ongoing

Five Year Metrics

Key Measurement	2023	2024	2025	2026	2027
GOAL 3.1. To expand the number of members to include, former members and develop existing membership retention strategies					
# of members (baseline 1,100)	1000	1125	1250	1375	1500
Goal 3.2. To increase club membership by 50% over five (5) years					
# of club memberships	20	23	26	29	32

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 AA 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 AA 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.

2023	2024	2025	2026	2027
Goal 4.1. To develop structured athlete development programs				
Develop and approve the AA Athlete and Juinor 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 an annual Youth development	Host a session with club-based Junior Program Coordinators	Link the Junior Development Program with the Alberta youth championship	Alberta youth championship full zone participation	Ongoing

2023	2024	2025	2026	2027
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.	Ongoing	Ongoing
Support the 3D shoots and archers as outlined in the proposed Athlete Development	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) Add a second trailer for 3D archers and shoots Develop program guidelines.	Promote the Mobile Athlete Equipment Program to clubs and the general membership. Provide seed money or subsidies clubs to support mobile	Increase use of the Mobile Athlete Equipment Program	Ongoing	Ongoing

Five Year Metrics

Key Measurement	2023	2024	2025	2026	2027
Goal 4.1					
# of junior archers (baseline 40)	20	22	24	26	29
# of senior archers (No baseline)	These numbers will be tracked and monitored once the baseline is determined at the start of 2024				
# of AJDC camps (baseline 1)	1	1	2	2	2

Key Measurement	2023	2024	2025	2026	2027
# of ASDC camps in place (baseline 0)	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	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					
# of archers competing at the international championships					