

British Columbia  
Archery Association

**2015-2018**

**Strategic Plan**



Approved by the Board of Directors:  
October 2015

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## 1. Introduction

This strategic plan is an evolution of the BCAA's 2004-2008 Strategic Plan that was based on an extensive canvassing of opinions garnered from the association's members, athletes and other key stakeholders.

The original questionnaire, administered in February and March of 2004, asked respondents to:

- Comment on the organization's mission statement and recommend any changes
- Identify core values that should guide the work of the organization
- Rate current core activities in terms of fit with organizational purpose and values
- Recommend additional core activities and services that should be pursued
- Comment on the effectiveness of the eight zones in the province
- Comment on the organization's vision statement and indicate to what extent the organization should implement change
- State a personal vision for the organization
- Describe what a better BCAA would look like
- Identify our strengths and problem areas
- Identify emerging opportunities and threats
- Evaluate some aspects of our organization
- Identify the most important issues to address in the planning process
- Provide advice for the strategic planning process

While this wide consultation provided the BCAA the opportunity to develop a comprehensive strategic plan, the plan proved to be perhaps too broad, lacking the focus necessary to implement it with the limited resources of a volunteer organization. In preparation for the 2010-2014 Strategic plan, two questionnaires (Appendix I) were developed to help the BCAA focus its activities.

The first questionnaire, administered to the Board of Directors in March of 2008, asked the respondents to:

- Describe and rank the purpose(s) of the BCAA
- Identify and rank core values that should guide the work of the organization
- Rank the scales (from individuals to internationally) at which the BCAA should focus its activities
- Rank the archery disciplines on which the BCAA should focus its activities
- Identify and rank the BCAA's strengths and weaknesses
- Identify and rank the BCAA's opportunities and threats
- Describe what a better BCAA would look like
- Describe how the BCAA's current activities will fulfill the described purpose(s)
- Rank the importance of the BCAA's current activities

The second questionnaire, administered to the association Members in September 2008, asked the respondents to:

- Rank the scales (from individuals to internationally) at which the BCAA should focus its activities
- Rank the archery disciplines on which the BCAA should focus its activities
- Rank the importance of the BCAA's current activities



The completed questionnaires were sent to the VP-Administration who then compiled and analyzed the responses (see Appendix II for summaries of the responses). A planning session of the Board of Directors was held in December 2009 to identify priorities for the BCAA. The sum of these efforts were used to inform the development of this strategic plan.

## 2. About the British Columbia Archery Association

The British Columbia Archery Association (BCAA) is a non-profit organization dedicated to the practice of archery. It is the recognized governing body for archery in British Columbia. The BCAA is a member of Archery Canada, the national body that represents Canadian archery in international competition. Archery Canada is a member of World Archery (WA). Founded in 1931, WA serves to promote and regulate archery worldwide through its more than 150 member associations. Membership in the BCAA affords automatic membership in Archery Canada.

### Our Mission, Vision and Values

**Mission:** To promote and support the sport of Archery in British Columbia and Canada.

**Vision:** We are committed to maintaining and supporting a family-oriented archery organization. We strive to reach as large an archery population as possible in BC. We are also committed to attaining the highest level in our involvement in multi-sport games. Our mandate is to fulfill the policies and procedures as described in our Regulations Manual.

**Values:** We are involved in a healthy sport with family values and adhere to policies in equity and fair play.

The objective of the BCAA is to “perpetuate, foster and manage the practice of archery.” To achieve this, we seek:

- To represent British Columbia in all aspects of archery (primarily target, field, 3D archery and bow hunting, but also ski-arc and horse archery)
- To provide members and clubs with a well-rounded program of events
- To encourage membership
- To promote archery as a recreational and/or competitive sport for all ages and abilities
- To promote archery as a safe, family sport
- To promote equity and fair play
- To act as the governing body in all matters pertaining to archery in BC

We strive to be a member-driven organization (see Appendix III for an organizational chart). We use major events to hold Annual General Meetings or to vote on major policy changes, to maximize member input. From time to time we use our newsletter, website and e-mail lists to poll members. The roles and functions of our Zone Directors are broad to best



serve members in each zone, and to provide an avenue for open communication between the members and the Board of Directors. We try to maintain a Board that is representative of our membership in terms of age, gender and geography.

Some of our core activities that support our main goals include:

- Providing information to the membership through our website, Facebook page and monthly newsletters
- Conducting five annual tournaments: the BC Indoor Provincial Championships, the BC Outdoor Provincial Championships, the BC 3D Provincial Championships, the JOP Indoor Regional Championships, and the JOP Outdoor Regional Championships
- Offering a strong Junior Olympian Program (JOP) for youth
- Offering technical courses and clinics for coaches, officials and athletes
- Overseeing the selection of provincial archery teams
- Recognizing athletic excellence by presenting awards at tournaments
- Providing financial support to higher ranking athletes to attend national & international events
- Connecting athletes with coaches when requested
- Recognizing exceptional volunteers, athletes, coaches and officials
- Providing International Bowhunting Education Program (IBEP) training to bowhunters
- Providing insurance coverage to BCAA members (individuals, families and clubs)
- Maintaining records, regulations, policies and a Constitution and Bylaws

The BCAA is incorporated under the BC Societies Act and thus is responsible for reporting to the Registrar of Companies.

### **3. Key Stakeholders**

The following are key stakeholders in the activities of the BCAA:

- Our membership – individuals, families and clubs
- The BC Provincial government – ViaSport
- Our National Sport Organization – Archery Canada
- Parents of youth in our Junior Olympian Program
- Certified archery coaches
- Certified archery officials
- Coaching and Judging Clinic Learning Facilitators
- Volunteers at our events
- Archery stores, suppliers and schools
- BCAA Board Members



#### 4. Membership Statistics

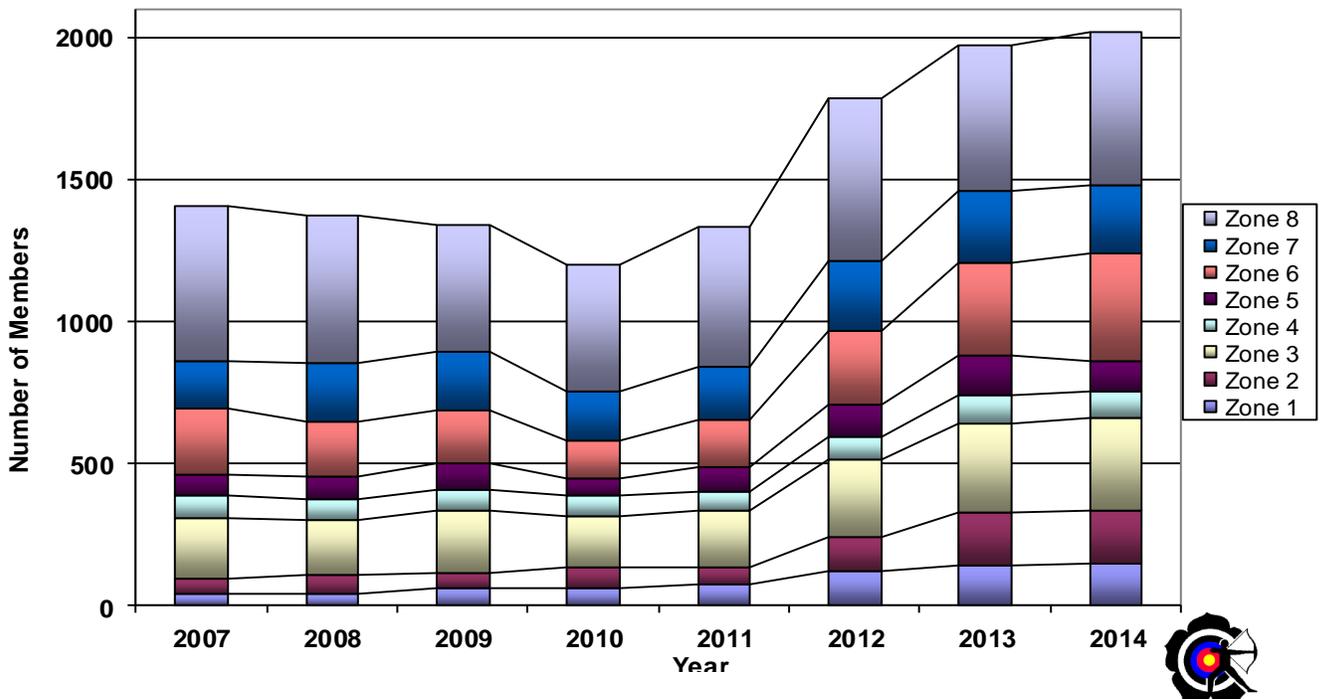
The membership of the BCAA has been increasing since 2007 (Table 1), with a spike in 2012 likely attributable to the interest in archery generated by *The Hunger Games* franchise. The decline in membership at the start of the decade is mostly due to the attrition of the large number of participants joining in 2006 (due to interest in *The Lord of the Rings*). Our membership has grown steadily since 2010. The Association is attracting a steady number of new members, showing the success of the BCAA’s marketing efforts. The slight fluctuation in total memberships indicates that retention of archers is a challenge.

Table 1: BCAA Memberships from 2007 to 2014

Zone	2007		2008		2009		2010		2011		2012		2013		2014	
	Clubs	Members														
Zone 1	1	41	3	45	3	59	4	64	4	72	3	122	4	139	4	148
Zone 2	6	55	5	66	5	54	6	73	8	62	9	122	9	189	10	187
Zone 3	6	213	5	189	4	222	4	178	4	200	6	272	6	312	7	325
Zone 4	4	81	3	73	4	73	5	74	5	70	6	80	6	100	4	95
Zone 5	4	73	3	83	4	94	3	58	5	84	4	111	4	141	4	108
Zone 6	6	232	5	189	6	189	6	131	6	169	5	260	6	328	7	377
Zone 7	5	169	5	206	7	200	6	177	6	186	6	249	6	250	6	243
Zone 8	9	546	8	524	6	448	6	446	6	490	6	569	6	513	5	537
<b>Total</b>	<b>41</b>	<b>1410</b>	<b>37</b>	<b>1375</b>	<b>39</b>	<b>1339</b>	<b>40</b>	<b>1201</b>	<b>44</b>	<b>1333</b>	<b>45</b>	<b>1785</b>	<b>47</b>	<b>1972</b>	<b>47</b>	<b>2020</b>
<b>New</b>	<b>1</b>	<b>642</b>	<b>2</b>	<b>639</b>	<b>4</b>	<b>626</b>	<b>5</b>	<b>505</b>	<b>5</b>	<b>574</b>	<b>6</b>	<b>975</b>	<b>5</b>	<b>1150</b>	<b>4</b>	<b>1026</b>

Displayed graphically (Figure 1), it is apparent that the vast majority (3/4 over the last five years) of the BCAA’s membership is in Zones 8 (Cariboo/Northeast), 3 (Fraser Valley), 6 (Vancouver Island/ Central Coast) and 7 (Northwest). Also of note is that almost half (44%) the membership is in Northern BC (Zones 7 and 8).

Figure 1: BCAA Memberships by BC Games Zone



Approximately one third of the membership is female (Table 2); this proportion is reflected in both the governance of the association and in the delivery of some key programs (coaching and officiating), indicating the BCAA is doing a good job of ensuring gender equality. The age distribution of the membership testifies to the strength of the BCAA's youth recruiting efforts, in particular its Junior Olympian Program.

Table 2: Demographics of the BCAA

	2007		2008		2009		2010		2011		2012		2013		2014		Average	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
<b>GENDER</b>																		
<b>Members</b>																		
Female	352	25%	381	28%	396	30%	357	30%	375	28%	536	30%	631	32%	687	34%	464	30%
Male	1060	75%	995	72%	943	70%	834	70%	958	72%	1252	70%	1343	68%	1329	66%	1089	70%
<b>Board of Directors</b>																		
Female	5	33%	4	27%	4	27%	4	27%	5	33%	5	33%	4	27%	4	27%	4	29%
Male	10	67%	11	73%	11	73%	11	73%	10	67%	10	67%	11	73%	11	73%	11	71%
<b>Officials (Coaches &amp; Judges combined)</b>																		
Female	76	30%	77	31%	75	30%	54	30%	55	31%	46	26%	59	29%	70	31%	64	30%
Male	175	70%	170	69%	174	70%	124	70%	123	69%	134	74%	144	71%	155	69%	150	70%
<b>AGE</b>																		
Junior	727	52%	688	50%	685	50%	599	50%	499	52%	957	54%	1116	57%	615	60%	736	53%
Senior	484	34%	469	34%	438	32%	347	29%	258	27%	512	29%	537	27%	317	31%	420	30%
Master	199	14%	219	16%	255	19%	245	21%	201	21%	319	18%	321	16%	94	9%	232	17%
<b>ANCESTRY</b>																		
Aboriginal	n/a		13		25		33		47		6		92		102		19	
Metis	n/a		0		2		3		4		1		9		3		1	

The BCAA has been successful in recruiting increasing numbers of coaches and judges to service its growing membership (Table 3), though the development of higher-level coaches remains a challenge that is currently frustrated by the ongoing development of a new national coaching model. Our level 3 coaches have become part of a mentoring system whereby other coaches can turn to any one of them for advice, depending on their strong points, and can travel to any part of BC as needed.

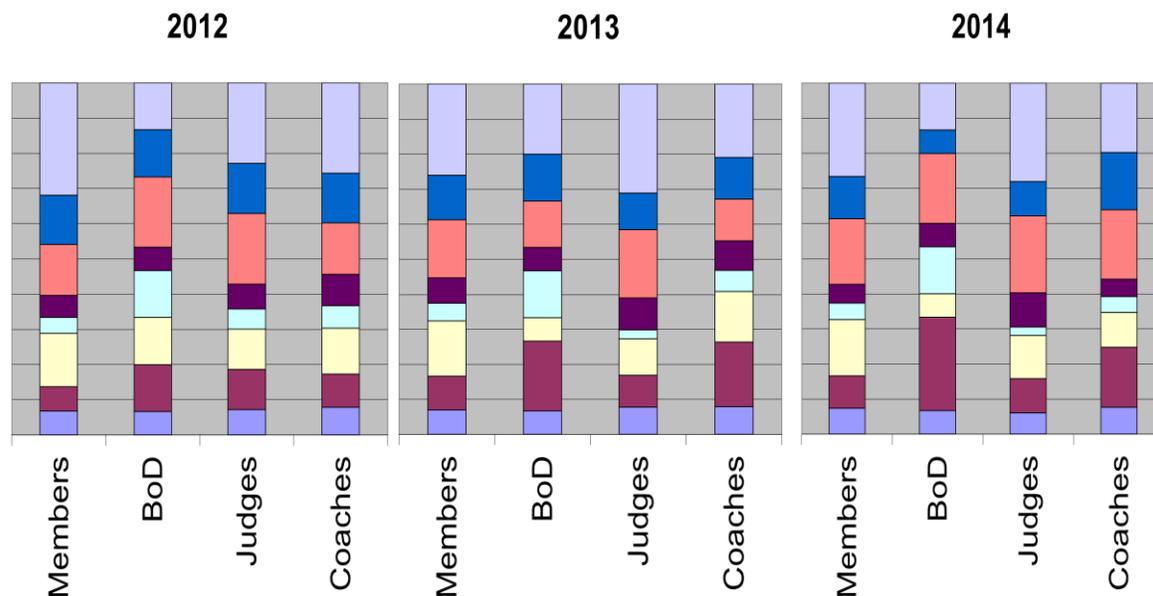
Table 3: Program Delivery Capacity of the BCAA

	2007	2008	2009	2010	2011	2012	2013	2014
<b>Coaches</b>	131	142	155	177	183	191	201	222
Level 1 / Instructional Beginner	96	104	113	96	93	102	112	134
Level 2 / Instructional Intermediate	20	24	29	43	51	52	53	55
Level 3	7	6	6	6	6	6	6	6
Level 4	2	2	2	2	2	2	4	3
IBEP	6	6	5	30	31	29	26	24
<b>Judges</b>	71	87	96	90	87	70	77	82

Figure 2 displays the geographic distribution of the BCAA's membership, Board of Directors, Judges and Coaches. The relative proportions of Coaches to Membership in each Zone appears to be equalizing. This is attributed to a greater push for the member clubs to provide better service-quality to their members, ability to host coaching clinics, and a greater number of Learning Facilitators being trained in order to be able to offer clinics.



Figure 2: Geographic Distribution within the BCAA  
(BC Games Zones 1 through 8 displayed from the bottom up)



## 5. Programs and Services

Individuals, families and clubs who obtain membership in the BCAA receive the following benefits and services:

- Access to BCAA publications, through the *To The Point* newsletter, the website and Facebook page
- Membership in the National Sporting Organization – Archery Canada
- Participation in a regulated sport this is safe, fair and accessible
- Eligibility to enrol in the Junior Olympian Program (JOP) (for youth)
- Eligibility to compete in JOP events
- Eligibility to compete in BCAA events
- Eligibility to compete in the Archery Canada (Canada-wide) Mail Match competition
- Eligibility to compete in Archery Canada-sanctioned events organized by clubs
- Eligibility to try out for regional and provincial team selections
- Eligibility to compete (as part of a selected team) in Archery Canada events
- Eligibility to compete (as part of a selected team) in multi-sport events
- Eligibility to compete in international events
- Recognition of record scores at BC Championship events
- Recognition Program for athletes, volunteers and coaches
- Access to certified coaches
- Access to a high performance coaching system
- Access to Bowhunting education (IBEP)
- Access to coaching certification clinics
- Access to additional coaching training and guidance
- Provincial Judge Certification Program
- Access to judging certification clinics
- Access to equipment technical workshops



- Access to financial assistance for travel to the Canadian National Championships
- Access to Athlete Assistance programs from the Sport and Recreation Branch
- Official representation for archery to the government of BC
- Government lobby for Bowhunting related activities
- \$5,000,000 third party liability insurance for both individuals and clubs while engaged in virtually any archery-related activity

In addition to the foregoing, member clubs receive:

- Access to BCAA marketing materials
- Eligibility to request and host training clinics
- Eligibility to bid for hosting provincial and national championship events
- Eligibility to register and host Archery Canada-sanctioned events
- Access to guidelines and rules for preparing for and hosting tournaments
- Eligibility to host a Junior Olympian Program

Competition, at various levels of performance, is an important component of both the athletic development and the social framework of archery. Membership in the BCAA affords eligibility to compete in the following events:

- JOP events:
  - Indoor Regional Championships
  - Outdoor Regional Championships
  - JOP Mail Match competition
- BCAA events:
  - Indoor Target Championships
  - Outdoor Target Championships
  - 3D Championships
- Archery Canada events:
  - Canadian National Outdoor Target Championships
  - Canadian National Field Championships
  - Canadian National Regional Indoor Target Championships
  - Canadian National 3D Outdoor Championships
  - Canadian National 3D Indoor Championships
  - Archery Canada (Canada-wide) Mail Match competition
  - Archery Canada -sanctioned events organized by clubs
- Multi-sport events:
  - BC Winter Games
  - Canada Winter Games
- International events:
  - Multi-Site Indoor Championship of the Americas
  - Commonwealth Games (2010 is the first year with archery)
  - World Cups
  - World Championships (e.g. 3D, Field, Target, Junior)
  - Para-World Championships
  - World Ranking Events (e.g. Arizona Cup)
  - Pan-Am Games & Para-Pan Am Games



## 6. Successes of the BCAA

The BCAA is operating from a strong, well-rounded base of successful activities. Following, in the words of the respondents and organized by themes, are the top-ranked strengths identified by the 2008 survey of Board members. While there are a number of comments in regards to organizational structure and function, as would be expected from the survey audience, they were consistently ranked lower than the other themes.

- Recruitment
  - “Junior Olympian Program” (multiple references)
  - “Expansion of archery in schools”
- Coaching & Judging
  - “Good coaching base”
  - “Good training and resources for coaches”
  - “Developing coaches and judges at club level”
  - “Coaching and judging courses”
- Volunteers
  - “Dedicated group of experienced volunteers”
  - “Volunteer recognition”
- Athlete Support & Assistance
  - “Financial support for athletes”
  - “Good level of support for athletes (financial, technical)”
  - “Athlete assistance”
  - “A good number of high level archers”
- Organizational Structure & Function
  - “Representation of all zones and venues”
  - “Well-organized leadership structure”
  - “Good planning development”
  - “Good infrastructure for development”
  - “Board’s desire and ability to support programs”

From this strong base, the BCAA has generated some specific successes:

- The BCAA’s Junior Olympian Program has been recognized by Archery Canada as a successful program for introducing and encouraging novice archers to learn and develop basic archery skills (Archery Canada LTAD Competition Model, Dec. 2009).
- The BCAA has constructed a Tournament Equipment Package, consisting of target butts, backstop nets and timing devices loaded on a trailer and available for use by any club in British Columbia to enhance their ability to host a BCAA target championship event.
- Operating cost reductions initiatives have included the extensive use of conference calling in lieu of face-to-face meetings to reduce costs associated with travel and venue rentals; this has also allowed for more frequent and more effective meetings of the Board, the Executive and of committees.
- The BCAA has helped to support elite athletes to success on the world stage, most notably Kevin Evans (gold, 2011 Para-Pan Am Games and 2007 & 2009 WA Para World Championships; fifth, 2008 Paralympics), Samantha Wright (bronze, 2009 World 3D Championships (first Canadian to ever medal at this competition)), Hugh MacDonald (silver (men’s recurve team), 2010 Pan American Archery Championship) and Brittany Johnson (gold, 2015 Arizona Cup).



## 7. Strategic Directions for 2015-2018

The December 2009 Board of Directors planning session, informed by the responses to the 2008 questionnaires, identified three focus areas for the BCAA to address through the next planning cycles. For each focus area, specific goals were then developed to be achieved over the life of the Strategic Plan. Below is a brief description of why each selected focus area and goal is important to the BCAA.

### • Focus Area 1: Funding

The BCAA requires adequate and secure funding to deliver the programs and services that support its overall objective, Mission and Vision. The core activities requiring reliable funding include:

- Offering a strong Junior Olympian Program (JOP)
- Offering technical courses and clinics for coaches and officials
- Connecting athletes with coaches
- Conducting annual tournaments
- Overseeing the selection of provincial archery teams
- Providing financial support to higher ranking athletes

#### Goal 1.1: Diversified Revenue Stream

Diversifying the sources from which the BCAA acquires funding will provide a more reliable revenue stream that is less vulnerable to cuts from any one source. In addition to our traditional funding sources of membership dues and provincial government grants, we will seek to leverage funding from current activities (e.g. BCAA-hosted events), as well as seeking new funding sources (e.g. corporate sponsorships).

#### Goal 1.2: Targeted Program Funding

To ensure the ongoing financial viability of the BCAA's activities, we will seek to ensure that as many programs as possible are either self-funded (i.e. the revenue generated by the activity covers the costs of the activity) or are funded from dedicated sources. This approach will enable the BCAA to ensure the continuity of core programs and to be more responsive to changes in funding sources and levels.

#### Goal 1.3: Effective Financial Management

The ongoing success of the BCAA depends in a large part on our ability to accurately predict and adequately fund the costs of our activities. Effective budget management will enable us to ensure programs succeed, and to respond to funding changes and opportunities in a strategic and timely manner. The BCAA will improve our current internal financial reporting systems to evaluate and improve budget management. Further, it behoves us to endeavour to function in as cost effective a manner as possible. To that end, the BCAA will focus an ongoing effort to identify and implement opportunities to reduce the cost and/or increase the value of our activities.



- **Focus Area 2: Participation**

The BCAA is able to provide to its members a safe and fun environment for playing a sport that may otherwise be less safe due to a lack of knowledge and safety measures. The BCAA requires a strong membership base from which to draw athletes for recreational and competitive archery development streams, and from which to draw coaches, officials and other volunteers to support its overall objective and Mission.

Goal 2.1: Active Publicity Program

A significant barrier to recruiting participants to archery is that it is not a high-profile sport that receives much, if any, media attention. Therefore, the BCAA needs to make a concerted effort to publicly promote the sport. This effort will involve both targeted advertising to potential members (e.g. in archery and hunting related publications), and broad proactive reporting of BCAA events (e.g. press releases reporting on BCAA members who achieve excellence).

Goal 2.2: Targeted Recruitment

The nature of archery supports the side-by-side participation of athletes with a wide range of interests, abilities and challenges, creating an atmosphere of inclusion that cannot be paralleled by other sports. The BCAA will endeavour to increase archery participation by forming strategic allegiances with organisations that support individuals who tend to be under-represented in sports (e.g. seniors and people with disabilities). In addition, we will build on the success of our Junior Olympian Program by partnering with youth-oriented organizations (e.g. schools, summer camps and youth groups).

Goal 2.3: Increased Tournament Participation

Unlike team sports, the practice of archery does not necessarily require interaction with other participants. Tournaments provide a venue for social interaction that is important to the enjoyment of the sport, as well as opportunities for participants to gauge their personal performance against other archers. Tournaments also expose developing archers to higher-performing athletes, which motivates them to pursue excellence themselves. To increase participation in tournaments, the BCAA will promote a variety of events that encourage all levels of participation/competitiveness and that enhance the participants' experience.



- **Focus Area 3: Athlete Development**

Archery is a sport that, while it may be played at a wide range of competitiveness, requires skills that can rarely be self-taught. Even purely recreational archers require some amount of formal or semi-formal instruction to achieve a level of success from which they can derive enjoyment and continued involvement in archery. As with all sport, athletes at higher levels of competitiveness require formal development of both archery skills and physical performance.

Goal 3.1: Implement Long Term Archer Development Plan

A Long-Term Athlete Development (LTAD) program provides a strong framework to support both athletes and their coaches to develop the full potential of the athlete. A successful LTAD will result in high-level success of competitive athletes and long-term sport enjoyment of recreational athletes. Using Archery Canada's Long-Term Archer Development Model framework, the BCAA will develop and implement a Canada Sport for Life Plan for archery in BC.

Goal 3.2: Improved Coach Development

Experienced and knowledgeable coaches are critical to inspiring and training archers at all levels of participation. At lower levels of participation/competition, sufficient appropriately trained coaches are needed to support archer development. At high levels of competition, expert coaching is required to support archer performance. In either case, the quality of the coach develops over time through the sharing of knowledge between coaches and between sports. The BCAA will develop programs to encourage and support both new and experienced coaches.

Goal 3.3: Increased Tournament Participation

In addition to the benefits cited under Goal 2.3, tournament results are a key qualification criterion for high level events; the greater the competition at qualifying tournaments, the better the archers who will attend the high level events. By promoting a variety of events that encourage all levels of participation/competitiveness, the BCAA will support the development of both recreational and competitive athletes. In addition, developing a competition classification system will assist athletes and coaches to determine which events will be most beneficial for the athlete's development.

The following table summarizes the specific strategies, actions and timelines the BCAA will pursue to achieve each goal. Timelines are specified by year and quarter (Q1 – January to March, Q2 – April to June, Q3 – July to September, Q4 – October to December). The accountable Executive committee member is also identified to provide a link to the Performance Management System (see section 8). A Strategy Action Plan (Appendix IV) summarizes the planned actions chronologically by year to facilitate the management of the work flow. This action plan can also be sorted by accountabilities and responsibilities to further aid the completion of the tasks.



**BCAA Strategic Plan Summary**

Focus Area	Goal	Strategy	Actions	Timelines	Accountability
<b>1. Funding</b>					
<b>1.1 Diversified Revenue Stream</b>					
<b>1.1.1 Sell advertising space in the <i>To The Point</i> newsletter and on the BCAA web site</b>					
			Research advertising models, prices & costs	2016 Q3	VP Administration
			Identify and start approaching potential clients	2016 Q4	
			Sign archery equipment suppliers	2016 Q4	
			Sign related equipment suppliers (e.g. outdoor gear)	2016 Q4	
			Sign service suppliers (e.g. hotels) (after corporate sponsor work is complete to avoid any conflicts)	2017 Q1	
<b>1.1.2 Acquire Corporate Sponsorship</b>					
			Research sponsorship models	2015 Q4	VP Finance
			Identify potential sponsors	2016 Q1	
			Develop marketing package	2016 Q4	
			Approach potential sponsors	2017 Q1	
			Negotiate sponsorship agreement(s)	2017 Q2	
			Sign sponsorship agreement(s)	2017 Q3	
<b>1.1.3 Develop commercial support recognition program</b>					
			Develop “thank you” section in <i>To The Point</i>	2015 Q4	VP Administration
			Develop “thank you” section on BCAA website	2015 Q4	
			Develop “We support BC Archery” logo for use by supporter (including copyright & use agreement)	2016 Q4	
<b>1.1.4 Leverage BCAA events and clinics for funding opportunities</b>					
			Develop Host Club Tournament Agreement & Manual	Done (VP-Admin)	VP Technical
			Identify sources of event funding (local gov’t, businesses, funding programs...)	2015 Q4	
			Work with host club to acquire funding for BC Indoor Championships (annually)	Starting 2016 Q1	
			Work with host club to acquire funding for BC 3D Championships (annually)	Starting 2016 Q2	
			Work with host club to acquire funding for BC Outdoor Championships (annually)	Starting 2016 Q2	
			Work with host clubs to acquire funding for BC Regional JOP Championships (annually)	Starting 2017 Q1	
			Work with host clubs to acquire funding for BCAA Coaching & Judging clinics (periodically)	Starting 2017 Q1	



Focus Area	Goal	Strategy	Actions	Timelines	Accountability
<b>1. Funding</b>					
<b>1.2 Targeted Program Funding</b>					
<b>1.2.1 Fund BCAA operational costs (e.g. Society Act obligations, board meetings, bookkeeping, Archery Canada dues, <i>To The Point</i>, BCAA website) from membership fees</b>					
			Clearly define and identify “operational costs”	2015 Q2	VP Finance
			Identify any funding gaps between current membership funding levels (including current use of membership funds) and identified operational costs	2015 Q4	
			Develop plan to address any gaps, over time if substantial (e.g. develop new membership fee structure, develop new funding sources for non-operational costs previously funded by membership fees)	2015 Q4	
			Implement operational cost funding plan	Per plan	
<b>1.2.2 Ensure BCAA Championship tournaments are self-funded</b>					
			Clearly define and identify all BCAA costs associated with tournaments	2015 Q4	VP Technical
			Refer to Strategy 1.1.4 in regards to BC Championships	Per Strategy 1.1.4	
			Work with host clubs to ensure all tournaments are entirely self-funded	2017 Q1	
<b>1.2.3 Ensure BCAA Coaching and Judging clinics are funded from dedicated sources</b>					
			Clearly define and identify all BCAA costs associated with Coaching & Judging clinics	2015 Q4	VP Technical (through Coaching Chair and Judge Chair)
			Identify (government & other) funding specified for coaching and judging development (annually)	Starting 2016 Q1	
			Identify funding or program delivery gaps between specified funding and planned clinics (annually)	Starting 2016 Q1	
			Develop plan to address any gaps (e.g. additional clinics or additional funding) (annually)	Starting 2016 Q2	
			Refer to Strategy 1.1.4 in regards to individual Coaching & Judging clinics	Per Strategy 1.1.4	
<b>1.2.4 Ensure BCAA Athlete Assistance program is adequately funded from dedicated sources</b>					
			Identify government funding specified for Athlete Assistance, including any conditions or constraints (annually)	2016 Q2	Director-at-Large
			Develop athlete assistance funding disbursement criteria and plan that meet the conditions of the funding sources and the needs of the athletes (annually)	2015 Q1 (done)	
			Identify non-government funding specified for Athlete Assistance, including any conditions or constraints (annually)	2015 Q1 (done)	
			Incorporate non-government funding into the athlete assistance disbursement plan	2015 Q1 (done)	



Focus Area	Goal	Strategy	Actions	Timelines	Accountability
1. Funding	1.3. Effective Financial Management				
	1.3.1 Ensure BCAA has appropriate operational structures and processes to effectively manage its budget				
			Clearly define the budget responsibilities of each member of the BCAA executive committee	Done (2014 Q4)	President
			Make budget review an integral part of regular and frequent executive meetings	Done (at BC Indoors)	
			Engage a bookkeeper to enable the Treasurer to focus on budget management rather than tracking	Done (Oct2014)	
			Develop a monthly report comparing planned and actual budgets by executive position responsibility	2016 Q1	VP Finance
			Track and report the accuracy of the planned budget (quarterly)	Starting 2016 Q1	
	1.3.2 Implement an ongoing Cost Reduction Program				
			Review all BCAA programs and activities to identify opportunities to reduce costs and/or increase value (annually)	Starting 2016 Q3	President
			Rank identified opportunities by cost reduction/value increase (annually)	Starting 2016 Q3	
			Develop plan to deliver the top one or two ranked cost reduction/value increase opportunities (annually)	Starting 2016 Q3	
			Implement cost reduction/value increase plan (annually)	Starting 2017 Q2	



Focus Area	Goal	Strategy	Actions	Timelines	Accountability
<b>2. Increasing Participation</b>					
<b>2.1 Active Publicity Program</b>					
<b>2.1.1 Recruit a Publicity Chair to oversee the BCAA's publicity program</b>					
			Advertise in the BC Archer and on the BCAA web site the need for and responsibilities of a Publicity Chair	2016 Q2	VP Administration
			Recruit a Publicity Chair	2016 Q3	
<b>2.1.2 Develop a promotional strategy and package</b>					
			Research and evaluate the cost effectiveness of publicity mechanisms that target existing and potential archers who are not members of the BCAA or an associated club	2016 Q4	VP Administration
			Develop a publicity strategy mapping out the types and timing of publicity activities (annually)	Starting 2017 Q1	
			Develop a promotional package that suits the most cost effective publicity mechanisms	2017 Q2	
<b>2.1.3 Under the auspices of the publicity strategy, raise potential members' awareness of the BCAA</b>					
			From Strategy 2.1.2, select the most cost effective publication(s) and web site(s) that target existing non-member archers (e.g. bow hunters)	2017 Q3	VP Administration
			Submit promotional material for publication in the selected publication(s) and web site(s)	2017 Q4	
<b>2.1.4 Under the auspices of the publicity strategy, raise the general public's awareness of archery</b>					
			Submit to local and provincial media outlets reports on BCAA Championship events, including results and pictures (after each BC Championship)	Starting 2017 Q1	VP Administration
			Submit to local and provincial media outlets archery-related articles (e.g. biographies of successful performance athletes) (periodically)	Starting 2015 Q4	
			Work with local clubs to promote and report BCAA and club-level events (including results) in local media outlets (periodically)	Starting 2016 Q3	



Focus Area	Goal	Strategy	Actions	Timelines	Accountability
<b>2. Increasing Participation</b>					
<b>2.2 Targeted Recruitment Program</b>					
<b>2.2.1 Develop partnerships to recruit youth</b>					
			Identify potential partners (e.g. Scouts Canada, Girl Guides of Canada, Boys and Girls Clubs, local community groups, schools, summer camps etc.)	2016 Q1	Director-at-Large (through the Athlete Development Chair)
			Work with one or two selected potential partners to identify how the BCAA can support the partner in delivering an archery program, including the incorporation of the BCAA Junior Olympian Program as appropriate (annually)	Starting 2016 Q3	
			Provide to the archery program participants information about opportunities to continue participating in archery (e.g. contact info for local clubs) (as needed)	Starting 2016 Q4	
<b>2.2.2 Develop partnerships to recruit people with disabilities</b>					
			Identify potential partners (e.g. War Amps of Canada, BC Paraplegic Foundation, Canadian National Institute for the Blind, etc.)	2017 Q1	Director-at-Large (through the AWAD Chair)
			Work with one selected potential partner to identify how the BCAA can support the partner in delivering an archery program and/or incorporating the partner's members into archery at the club and provincial levels (annually)	Starting 2017 Q3	
			Provide to partner-delivered archery program participants information about opportunities to continue participating in archery (e.g. contact info for local clubs) (as needed)	Starting 2017 Q4	
<b>2.2.3 Develop partnerships to recruit seniors</b>					
			Identify potential partners (e.g. local seniors centers, extended care facilities, etc.)	2018 Q1	Director-at-Large (through the 55+ Games Chair)
			Work with one selected potential partner to identify how the BCAA can support the partner in delivering an archery program and/or incorporating the partner's members into archery at the club and provincial levels (annually)	Starting 2018 Q3	
			Provide to partner-delivered archery program participants information about opportunities to continue participating in archery (e.g. contact info for local clubs) (as needed)	Starting 2018 Q4	



Focus Area	Goal	Strategy	Actions	Timelines	Accountability
<b>2. Increasing Participation</b>					
	<b>2.3 Increased Tournament Participation</b>				
		<b>2.3.1 Assess and respond to the level of participants' satisfaction with BCAA Championship tournaments</b>			
			Develop a tournament participant survey to assess the participant's level of satisfaction and to solicit input to how to improve BCAA tournaments	2015 Q4	VP Technical
			Administer the participant survey at each BCAA Championship event	Starting 2016 Q1	
			Collate and review the results of each participant survey	Starting 2016 Q1	
			Develop and implement an action plan to address concerns and recommendations raised in each survey (annually)	Starting 2016 Q4	
			Publish in the newsletter and on the website a summary of the survey results and the planned actions (annually)	Starting 2016 Q4	
		<b>2.3.2 Promote a variety of tournament formats</b>			
			Review Archery Canada rules in regards to tournament formats not usually used in BC, to identify any variances that may make those formats easier to deliver	2016 Q4	VP Technical
			Develop simple "how-to" guidance documents to assist the delivery of non-traditional tournament formats	2017 Q1	
			Promote the delivery of non-traditional tournaments by working with clubs and providing incentives (e.g. extra funding, support-in-kind) (ongoing)	Starting 2017 Q3	
			Consider periodically altering the formats of BCAA Championship tournaments and/or delivering new BCAA-hosted events using alternative formats	2017 Q4	

Focus Area	Goal	Strategy	Actions	Timelines	Accountability
<b>3. Athlete Development</b>					
	<b>3.1 Implement Long Term Archer Development Plan</b>				
		<b>3.1.1 Develop BCAA's LTAD Plan</b>			
			Using Archery Canada's Long-Term Archer Development Model framework, develop a Canada Sport for Life implementation plan for archery in BC	Done	VP Technical
		<b>3.1.2 Implement BCAA's LTAD Plan</b>			
			Develop and incorporate into the BCAA Performance Management System Key Performance Indicators to manage the implementation of the LTAD Plan, including the gaps and synergies action plan	2015 Q4	VP Technical
			Manage the implementation of the LTAD Plan through the Performance Management System (ongoing)	Per PMS	President



Focus Area	Goal	Strategy	Actions	Timelines	Accountability
<b>3. Athlete Development</b>					
<b>3.2 Improved Coach Development</b>					
<b>3.2.1 Consider engaging Provincial/Regional Coach(s) to lead a Coach Development Program</b>					
			Review and update the current Provincial (Regional) Coach job description	2016 Q1	President
			Identify the funding needs and potential funding sources to support a Provincial/ Regional Coach position(s)	2016 Q2	
			Assess the viability and desirability of a Provincial/ Regional Coach position(s)	2016 Q3	
			If a Provincial/ Regional Coach position(s) is viable and desirable, take necessary steps to fill the position(s)	2017 Q2	
<b>3.2.2 Develop a Long Term Coach Development framework (may be embedded in the LTAD)</b>					
			Identify and document the knowledge and competencies required to coach at various LTAD levels	2015 Q4	VP Technical (through the Coaching Chair)
			Identify and document avenues for acquiring required knowledge and competencies (e.g. NCCP programs) for each LTAD level	2015 Q4	
<b>3.2.3 Develop remote communication avenues for coaches to share information and ideas</b>					
			Research and identify cost effective internet-based communication avenues (e.g. chat rooms/forums, e-mail lists, etc)	2016 Q2	VP Technical (through the Coaching Chair)
			Select, implement and maintain one internet-based communication avenue	2016 Q2	
			Solicit and publish in the newsletter and on the BCAA website coaching & athlete development articles from coaches of the BCAA, other jurisdictions and other sports (quarterly)	Starting 2016 Q3	
<b>3.2.4 Promote and support coach development at the club level</b>					
			Develop a “coach development information package” to encourage clubs to ensure all coaches are adequately trained	2017 Q2	VP Technical (through the Coaching Chair)
			Develop a cost effective incentive program to encourage individuals to take coaching training	2017 Q3	
<b>3.2.5 Promote and support face-to-face communication opportunities for coaches</b>					
			Host a coach’s workshop at each BC Provincial Championship by arranging for a suitable workshop leader/facilitator and a cost-effective venue (periodically)	Starting 2016 Q2	VP Technical (through the Coaching Chair)
			Plan (including funding sources) one coach’s retreat every two years, hosted by a high-level coach, to encourage information sharing between and among coaches of varying levels (bi-annually)	Starting 2017 Q2	



Focus Area	Goal	Strategy	Actions	Timelines	Accountability
<b>3. Athlete Development</b>					
	<b>3.3 Increased Tournament Participation</b>				
		<b>3.3.1 Assist athletes and coaches to determine which events will be most beneficial for the athlete's development</b>			
			Working with Archery Canada and expanding on the WA system, develop a competition classification system linked to LTAD stages and to team and athlete assistance qualification requirements	2016 Q4	Director-at-Large
			Classify each BC competition and list classifications on the BCAA web site (ongoing)	Ongoing	
		<b>3.3.2 Ensure the BCAA Athlete Assistance program meets the needs of athletes</b>			
			Develop, and administer in conjunction with funding applications, a recipient survey to ascertain the needs of athletes who apply for funding (annually)	2016 Q4	Director-at-Large (through Athlete Development Chair)
			Develop athlete assistance funding disbursement criteria and plan that meet the conditions of the funding sources and the needs of the athletes (Strategy 1.2.4)	Per Strategy 1.2.4	



### 8. Performance Management System

The success of the planned strategies in achieving the related goals is assessed using one or more Key Performance Indicators (KPI) for each goal. In addition, one KPI measures the overall performance in the focus area of increasing participation. Finally, one over-arching KPI assesses the BCAA’s success in fulfilling the planned strategy actions; the purpose of this last KPI is to help maintain the association’s focus on fulfilling the strategic plan.

These KPI are managed through a formal Performance Management System that involves the development of measurable Targets for each KPI, regular reporting of performance against the Targets, mechanisms for addressing off-side performance results, and an annual review of the system by the BCAA Executive. The Performance Management System also assigns accountability for each objective to an executive position and responsibility to an executive or other BCAA position. Overall accountability for the Performance Management System lies with the President.

Accountable: the position who ensures the actions necessary to achieve an indicator are completed; most often it is the position to which the responsible position reports

Responsible: the position who completes the actions necessary to achieve an indicator

Targets that require more information than is currently available will be benchmarked and set at the next annual review. Performance against each Target will be reported, at the specified Reporting Interval, at meetings of the Executive. Any indicator that does not meet the Target, or is at risk of not meeting the Target, will be examined to determine the cause and a specific action plan will be developed to correct the performance. Each year, the Executive will review the Performance Management System to identify opportunities to improve it, including adding, changing or removing Goals, Key Performance Indicators and Targets, as well as the underlying strategies and actions, to maintain the BCAA’s focus on delivering its overall objective, Mission and Vision.

The following table details the BCAA Performance Management System, specifying each KPI and Target, Reporting Interval, accountability and responsibility.



**BCAA Performance Management System**

Strategy Action Plan	Key Performance Indicator	Target	Reporting Interval	Accountability	Responsibility
	Annually, proportion of Strategy Action Plan actions, as amended from time to time, that are completed on time	100%	Quarterly	President	Secretary

Focus Area	Goal	Key Performance Indicator	Target	Reporting Interval	Accountability	Responsibility
<b>1. Funding</b>						
<b>1.1 Diversified Revenue Stream</b>						
		Proportion of total revenue that is not under a PSO funding agreement	2015 – 45% 2016 – 50% 2017 – 55% 2018 – 60%	Quarterly	VP Finance	Bookkeeper
<b>1.2 Targeted Program Funding</b>						
		Total Operating Costs as a proportion of Membership Fee revenue	2015 – benchmark 2016 – to be set 2017 – to be set 2018 – 100%	Quarterly	VP Finance	Bookkeeper
		Proportion, by value, of BCAA activities/events that are self-funded	2015 – benchmark 2016 – to be set 2017 – to be set 2018 – to be set	Quarterly	VP Finance	Bookkeeper
<b>1.3 Effective Financial Management</b>						
		Accuracy of budget planning, by program	Actual budget within 10% of planned budget	Quarterly	VP Finance	Bookkeeper
		Annually, the value of cost savings (or value increase) initiatives as a proportion of total expenditures	5%	Quarterly	VP Finance	Bookkeeper



Focus Area	Goal	Key Performance Indicator	Target	Reporting Interval	Accountability	Responsibility
<b>2. Increasing Participation</b>						
		Total number of archery participants (including BCAA members, members of affiliated clubs and non-member participants in BCAA/affiliated club events)	2015 – 1300	March	VP Finance	Membership Secretary
			2016 – 1400	Annually		
			2017 – 1500			
			2018 – 1600			
<b>2.1 Active Publicity Program</b>						
		Annually, proportion of planned publicity activities completed	100%	Quarterly	VP Administration	Publicity Chair
<b>2.2 Targeted Recruitment Program</b>						
		Annually, number of new partnerships formed	One	Quarterly	Director-at-Large	Athlete Development VP
		Annually, proportion of existing partnerships maintained	100%	Quarterly	Director-at-Large	Athlete Development VP
<b>2.3 Increased Tournament Participation</b>						
		Year-over-year increase in average number of participants per tournament hosted by the BCAA and affiliated clubs	10%	Quarterly	VP Technical	Tournaments Chair



Focus Area	Goal	Key Performance Indicator	Target	Reporting Interval	Accountability	Responsibility
<b>3. Athlete Development</b>						
<b>3.1 Implement Long Term Archer Development Plan</b>						
		Updated BCAA’s LTAD Plan	September 2015	Annually	President	VP Technical
		Develop and incorporate into the BCAA’s Performance Management System Key Performance Indicators to manage the implementation of the LTAD Plan (these new KPI will replace this one)	Dec. 15, 2016	Dec. 15, 2016	President	VP Technical
<b>3.2 Improved Coach Development</b>						
		Proportion of coaches in BCAA affiliated clubs that have at least the “Instructional Beginner” NCCP certification	2015 – benchmark	Quarterly	VP Technical	Coaching Chair
			2016 – to be set			
			2017 – to be set			
			2018 – 100%			
		Proportion of BCAA affiliated clubs that have at least one “Competition Introduction” NCCP certified coach	2015 – benchmark	Quarterly	VP Technical	Coaching Chair
			2016 – to be set			
			2017 – to be set			
			2018 – 100%			
		Number of “Competition High Performance” NCCP certified coaches province-wide	One	Annually	VP Technical	Coaching Chair
<b>3.3 Increased Tournament Participation</b>						
See the KPI for Goal 2.3						



**Appendix I: Strategic Planning Questionnaires**

**Strategic Planning Survey**

January 2008

This questionnaire is provided to help BCAA Board members prepare their thoughts for a strategic planning session. It is provided also to solicit input from BCAA members, through individual club representatives. Anonymity will be respected; the source of individual observations will not be identified.

Where a question asks your response to be ranked, please record your response in order from the most important to the least important; do not “tie” any responses. Where a list of options is provided, you may use “0” to indicate the option is not at all important. Where a question asks you to reference purposes or values, use the rank number you gave in the purpose (in question #1) or value (in question #2).

1. The purpose of the BCAA is to (please rank your response):

1	
2	
3	
4	
5	

2. The core values that should guide the BCAA’s activities are (please rank your response):

1	
2	
3	
4	
5	
6	
7	
8	
9	
10	

3. The BCAA should focus its activities at the following scales (please rank your response):

Rank	
	Individual members
	Clubs
	Zones/Regions
	Province
	National
	International

4. The BCAA should focus its activities on the following disciplines (please rank your response):

Rank	
	Indoor Target
	Outdoor Target
	Field Target
	3-D
	Bow hunting
	Specialty (e.g. crossbow, kyudo...) Specify:

5. What do you consider as the BCAA’s strengths and weaknesses? Strengths are the foundation elements that we want to promote and build on into the future. Weaknesses are the issues that must be addressed in order for the BCAA to provide quality services and to thrive as a viable organization (please rank your response).

Strengths	
1	
2	
3	
4	
Weaknesses	
1	
2	
3	
4	

6. What do you think are the opportunities and threats the BCAA will face in the future? Opportunities are factors, changes and trends that we could build on to become a more effective sports organization. Threats are issues, factors, changes and trends that may hinder our ability to deliver quality services and fulfill our purpose (please rank your response).

Opportunities	
1	
2	
3	
4	
5	
Threats	
1	
2	
3	
4	
5	

7. Using paired statements to describe the current situation and a future condition you envision, please identify changes you believe the BCAA needs to make to better fulfill its purpose and better serve its members; identify to which purpose(s) and/or value(s) each change applies (if none, then leave blank) (please rank your response).

FROM the current way	TO the new way	Purpose(s)	Value(s)

8. Please use the following table to indicate the extent to which the BCAA’s current activities fulfill the purposes you identified in question #1, and are consistent with the values you identified in question #2; identify to which purpose(s) and value(s) each activity applies (if none, then leave blank), and rank the **top five** activities. Use the following “extent” scale: 1 = very well, 2 = well, 3 = barely sufficiently, 4= poorly, 5= very poorly.

BCAA Activity	Fulfills Purposes			Consistent with Values			Top Five Rank
	Extent	Purpose #		Extent	Value #		
		a	b		a	b	
Sponsoring annual events							
Printing & distributing bi-monthly BCAA news-letter (Archer mag.)							
Providing clubs with insurance coverage							
Awarding medallions & pins at events							
Junior Olympian Program							
Offering technical clinics for judges							
Selecting the BC Team							
Selecting the BC Target Team							
Selecting the 3D Team							
Providing financial support for the Team of 8							

for 3D and Target							
Providing people for coaching & judging clinics							
Offering technical clinics for coaches							
Printing and distributing informational brochures to clubs (upon request)							
Providing International Bowhunter Education Program (IBEP)							
Work with provincial gov't to establish bowhunting season							
Provide athlete assistance (\$) to higher ranking athletes							
Providing funding to clubs for equipment							
Helping athletes into the NSC system							
Recognize exceptional volunteers, judges, coaches, athletes, etc.							
Supporting course conductors							
Supporting coaches							
Supporting officials							
Marketing archery to the public							
Meaningful Qualifying criteria							

9. Any other comments are welcome:


British Columbia Archery Association  
**Strategic Planning Member Survey**  
 September 2008

This questionnaire is provided to solicit input from BCAA members as part of a strategic planning process. Anonymity will be respected; the source of individual observations will not be identified.

Where a question asks your response to be ranked, please record your response in order from the most important (1) to the least important; do not "tie" any responses.

This questionnaire is also available on the BCAA web site at [www.archeryassociation.bc.ca/](http://www.archeryassociation.bc.ca/).

Thank you, in advance, for your time and insights!

1. The BCAA should focus its activities at the following scales (please rank your response):
2. The BCAA should focus its activities on the following disciplines (please rank your response):

Rank	
6	Individual members
1	Clubs
5	Zones/Regions
2	Province
3	National
4	International

Rank	
4	Indoor Target
1	Outdoor Target
3	Field Target
2	3-D
5	Bow hunting
6	Specialty (e.g. crossbow, kyudo...)

3. The BCAA should focus its activities on the following programs (please identify and rank **only the top five** programs):

BCAA Activity	Rank (1 to 5 only)
Helping athletes into the National Sport Council system	
Selecting the BC Team	1
Marketing archery to the public	2
Work with provincial government to establish bowhunting seasons	3
Recognize exceptional volunteer, judges, coaches, athletes, etc.	
Financial assistance for annual championship events	4
International Bowhunter Education Program (IBEP)	
Financial assistance for clubs for equipment	
Offering technical clinics for coaches	5
Selecting the BC 3D Team	
Financial assistance for coaches	
Printing & distributing bi-monthly BCAA news-letter (Archer magazine)	
Offering technical clinics for judges	
Awarding medallions & pins at championship events	
Junior Olympian Program	
Financial assistance for the BC Teams	
Providing clubs with insurance coverage	
Financial assistance for judges & officials	
Financial assistance for higher ranking athletes	
Financial assistance for course conductors	
Printing and distributing informational brochures to clubs	
Meaningful qualifying criteria	
Selecting the BC Target Team	

4. Any other comments are welcome!

**Please return completed questionnaires to:**  
 Phil Smith, BCAA – Admin. VP  
 P.O. Box 2190, Fort St. James, BC, V0J 1P0  
 e-mail: [bcaavpad@hotmail.com](mailto:bcaavpad@hotmail.com)  
 fax: 250-996-5425 (attn. Phil Smith)

**Appendix II: Strategic Planning Questionnaires Responses**

**Strategic Planning Survey – Summary of Responses**

December 2008

#	Question	Response Theme	Rank
<b>1</b>	The purpose of the BCAA is to:	Administer archery in BC	1
		Support athletes	2
		Train & support coaches & officials	3
		Support clubs	4
		Run & support tournaments	5
		Safety & fair play	6
<b>2</b>	The core values that should guide the BCAA's activities are:	Ethics (integrity, honesty)	1
		Consistency (fairness, fair play)	2
		Safety	3
		Inclusiveness (openness)	4
		Diligence (reliability)	5
		Innovation	1
<b>3</b>	The BCAA should focus its activities at the following scales:	Individuals (tied)	1
		Clubs (tied)	1
		Province	3
		Zone/Region	4
		National	5
		International	6
<b>4</b>	The BCAA should focus its activities on the following disciplines:	Indoor Target	1
		3D	2
		Outdoor Target	3
		Field archery	4
		Bowhunting	5
		Specialty archery (e.g. horse)	6
<b>5a</b>	What do you consider the BCAA's strengths?	Coaching (tied)	1
		Organizational structure & function (tied)	1
		Athlete assistance	3
		Junior Olympian & Schools Programs	4
		Volunteers	5
<b>5b</b>	What do you consider the BCAA's weaknesses?	Revenue (security) and spending	1
		Communication (tied)	2
		Coaches (number, level, training) (tied)	2
		Judges (number, level, training) (tied)	2
		Member recruitment	5
		Leadership (skills, succession)	6
<b>6a</b>	What do you think are the opportunities the BCAA will face in the future?	Recruitment	1
		Revenue (sponsors)	2
		Talent pool	3
		Officials (coaches & judges) (tied)	4
		Web communication (tied)	4
		International Bowhunter Education Program (tied)	4
<b>6b</b>	What do you think are the threats the BCAA will face in the future?	(Government) funding cuts	1
		Membership loss	2
		Volunteer burnout	3
		Loss of officials (coaches & judges) (tied)	4
		Resistance to change (tied)	4
		Legal restrictions	6
		Profile loss	7
<b>8</b>	BCAA should focus its activities on the following programs	Junior Olympian Program	1
		Support/train coaches	2
		Marketing archery to public & government	3
		Support/train judges & officials	4
		Sponsor annual championship events	5
		Select Team BC members	6

British Columbia Archery Association

**Strategic Planning Survey – Responses**

March 2008

**Number of Respondents: 8**

1. The purpose of the BCAA is to (please rank your response):

1	<ul style="list-style-type: none"> <li>• Represent and support archers across BC in all venues</li> <li>• Foster &amp; manage the practice of archery</li> <li>• To promote archery to beginners</li> <li>• To provide proper coaching for all members</li> <li>• To act in general as the supreme governing body in all matters that pertains to archery in the province...</li> <li>• Guide archers in BC</li> <li>• Provide leadership for the sport of archery in BC</li> <li>• Search out ways to better utilize BCAA resources and make them available to the membership</li> </ul>
2	<ul style="list-style-type: none"> <li>• Organize and manage provincial tournaments for all venues</li> <li>• Foster &amp; manage ethics &amp; fair play in the sport</li> <li>• To provide coaching [at] all levels</li> <li>• To provide assistance to our athletes whenever possible</li> <li>• To perpetuate, foster and manage the practice of archery</li> <li>• Provide instruction to coaches/judges/range officers</li> <li>• Provide coach &amp; official training and support</li> <li>• Act as liaison between provincial and national sport funding resources and the member athletes</li> </ul>
3	<ul style="list-style-type: none"> <li>• Support and develop all venues within the province</li> <li>• Support member clubs &amp; athletes through education, funding &amp; guidance</li> <li>• To develop elite athletes</li> <li>• To put on clinics to train coaches, judges and athletes</li> <li>• To adopt, interpret and enforce rules for the practice of archer in <u>all its forms</u></li> <li>• Encourage club involvement</li> <li>• Support Provincial Championships</li> <li>• Provide training and funding for coaches</li> </ul>
4	<ul style="list-style-type: none"> <li>• -</li> <li>• -</li> <li>• To aid clubs in being successful</li> <li>• To help establish safe shooting facilities for athletes of all ages &amp; gender</li> <li>• To assist athletes in all facets of archery from creation of clubs and venues to ensuring availability of qualified coaches and judges, and direct[ing] monetary travel assistance</li> <li>• Assist in athlete development</li> <li>• Provide support for athletes travelling out of province</li> <li>• Support qualifying individuals through developmental support and funding</li> </ul>
5	<ul style="list-style-type: none"> <li>• (5) To hold annual tournaments for the purpose of determining the champions of the BCAA</li> <li>• (7) Keep information flowing between board and membership</li> <li>• (8) Provide resources for clubs (info, funding for events, insurance)</li> </ul>

2. The core values that should guide the BCAA’s activities are (please rank your response):

1	<ul style="list-style-type: none"> <li>• Integrity</li> <li>• Honesty</li> <li>• <b>JOP Program</b></li> <li>• Safety</li> <li>• Integrity</li> <li>• <b>People first</b></li> <li>• Honesty</li> <li>• Promote the sport of archery for all ages – a family sport [Inclusiveness]</li> </ul>
2	<ul style="list-style-type: none"> <li>• Honesty</li> <li>• Ethics</li> <li>• <b>Develop coaches</b></li> <li>• Harassment free</li> <li>• Fairness</li> <li>• <b>Club support</b></li> <li>• Integrity</li> <li>• Wise use of resources - Good stewardship – promote honesty and efficiency within the organization [Integrity]</li> </ul>
3	<ul style="list-style-type: none"> <li>• Consistency</li> <li>• Fair play</li> <li>• <b>Support &amp; develop high level archers</b></li> <li>• Fair play</li> <li>• Openness</li> <li>• <b>Keeping the archers we have</b></li> <li>• Fair play</li> <li>• Promote good sportsmanship in all individuals [Fair play]</li> </ul>
4	<ul style="list-style-type: none"> <li>• -</li> <li>• Safety</li> <li>• -</li> <li>• Help athletes to reach their goals</li> <li>• Diligence</li> <li>• Recruiting more members</li> <li>• Reliability</li> <li>• -</li> </ul>
5	<ul style="list-style-type: none"> <li>• -</li> <li>• -</li> <li>• -</li> <li>• Maintain good communication with the membership through newsletter</li> <li>• Innovation</li> <li>• Sponsoring more events</li> <li>• Inclusiveness</li> <li>• -</li> </ul>
6	<ul style="list-style-type: none"> <li>• (7) Openness</li> </ul>

3. The BC AA should focus its activities at the following scales (please rank your response):

Rank	
1 2 4 4 4 1 1 3	Individual members
2 1 3 2 3 2 3 4	Clubs
3 3 2 2[3] 2 3 2 1	Zones/Regions
4 4 1 1 1 4 4 2	Province
5 5 5 5 5 5 5 5	National
6 6 6 6 6 6 6 6	International

4. The BCAA should focus its activities on the following disciplines (please rank your response):

Rank	
4 - <b>1</b> 1 1 1 <b>1</b> 1	Indoor Target
2 - <b>1</b> 2 3 3 <b>1</b> 2	Outdoor Target
3 - <b>1</b> 5 4 4 <b>1</b> 4	Field Target
1 - 2[4] 3 2 2 <b>1</b> 3	3-D
5 - <b>3[5]</b> 4 5 5 <b>2[5]</b> 6	Bow hunting
6 - <b>4[6]</b> 6 6 6 <b>0</b> 5	Specialty (e.g. crossbow, kyudo...) Specify:    Specify: Traditional

5. a) What do you consider as the BCAA’s **strengths** and weaknesses? Strengths are the foundation elements that we want to promote and build on into the future. Weaknesses are the issues that must be addressed in order for the BCAA to provide quality services and to thrive as a viable organization (please rank your response).

Strengths	
1	<ul style="list-style-type: none"> <li>• Representation of all zones and venues</li> <li>• Financial support for athletes</li> <li>• JOP Program</li> <li>• Good coaching base</li> <li>• Dedicated group of experience volunteers</li> <li>• Well organized leadership structure</li> <li>• JOP Program</li> <li>• Good training and resources for coaches</li> </ul>
2	<ul style="list-style-type: none"> <li>• Board’s desire and ability to support programs</li> <li>• Tradition in tournaments</li> <li>• Developing coaches &amp; judges at club level</li> <li>• A good number of high level archers</li> <li>• Strong organizational structure</li> <li>• Good planning development</li> <li>• Coaching &amp; judging courses</li> <li>• Good level of support for athletes (financial, technical)</li> </ul>
3	<ul style="list-style-type: none"> <li>• (4) Board of Directors</li> <li>• (5) Expansion of archery in School Program</li> <li>• (6) Good infrastructure for development</li> <li>• (7) Athlete assistance</li> </ul>
4	<ul style="list-style-type: none"> <li>• [7] Volunteer recognition</li> </ul>

5. **b)** What do you consider as the BCAA’s strengths and **weaknesses**? Strengths are the foundation elements that we want to promote and build on into the future. Weaknesses are the issues that must be addressed in order for the BCAA to provide quality services and to thrive as a viable organization (please rank your response).

Weaknesses	
1	<ul style="list-style-type: none"> <li>• The ability to generate enough revenue and fund raising</li> <li>• Operating in isolation (consult membership, other archery assoc.)</li> <li>• Coaching for elite archers</li> <li>• Need more judges province wide</li> <li>• Ageing executive and board (required injection of younger blood to ensure long term continuity)</li> <li>• Need better communication to the membership</li> <li>• Not having a sustainable financial plan in place should we loose our government funding</li> <li>• Spending excesses regarding BoD meetings</li> </ul>
2	<ul style="list-style-type: none"> <li>• -</li> <li>• Fundraising outside the association</li> <li>• Not getting best people on the board</li> <li>• Need more clinic facilitators province wide</li> <li>• Perceived division between 3D and target disciplines</li> <li>• Need outside advertising for better recruitment</li> <li>• Not being able to increase our membership numbers substantially</li> <li>• Transparency – not enough easily accessed info available to the general membership, lack of understanding by general membership as to what the BoD does (no <i>appearance of working for the people</i>)</li> </ul>
3	<ul style="list-style-type: none"> <li>• -</li> <li>• Not using SportBC support staff for help with challenges/goals</li> <li>• -</li> <li>• Increase membership</li> <li>• Not enough interest in coaching and judging</li> <li>• Develop better team delivery system for clinics (coaching, judging, IBEP)</li> <li>• Lack of income sources</li> </ul>
4	<ul style="list-style-type: none"> <li>• (5) More development required at the junior level in many zones</li> <li>• (6) Better follow-up for coaches/judges systems</li> <li>• (7) Not meeting with membership often enough and not allowing enough time for discussion at board meetings</li> </ul>

6. a) What do you think are the **opportunities** and threats the BCAA will face in the future? Opportunities are factors, changes and trends that we could build on to become a more effective sports organization. Threats are issues, factors, changes and trends that may hinder our ability to deliver quality services and fulfill our purpose (please rank your response).

Opportunities	
1	<ul style="list-style-type: none"> <li>• To reach more archery non-members in the province</li> <li>• Obtaining education on fundraising</li> <li>• Schools program</li> <li>• Getting sponsors to help us with events</li> <li>• More grassroots development work to bring “family” archery back into fashion</li> <li>• -</li> <li>• Excellent talent pool to build on</li> <li>• Promoting archery as a family sport – people will have less disposable income and will be looking to spend it more wisely – we can use that to our advantage</li> </ul>
2	<ul style="list-style-type: none"> <li>• To reach more available funding and revenue sources</li> <li>• Gaining a higher profile for the sport &amp; association</li> <li>• Opening up archery in Okanogan &amp; Kootenay</li> <li>• Having a good selection of coaches &amp; judges throughout all regions of the province</li> <li>• Embrace the IBEP programs to take a pro-active approach to Bowhunting legislation and regulations</li> <li>• -</li> <li>• Tapping into more corporate grant opportunities</li> <li>• Networking opportunities available through the web that will allow us to increase communication between zones, athletes and coaches, and the BoD. Increased communication will lead to a much more cohesive program being offered, as well as more participation from outlying areas/members on the Provincial level.</li> </ul>
3	<ul style="list-style-type: none"> <li>• (4) Increase in membership</li> <li>• (5) More corporate involvement with archery for funding and promotion</li> </ul>

6. **b)** What do you think are the opportunities and **threats** the BCAA will face in the future? Opportunities are factors, changes and trends that we could build on to become a more effective sports organization. Threats are issues, factors, changes and trends that may hinder our ability to deliver quality services and fulfill our purpose (please rank your response).

Threats	
1	<ul style="list-style-type: none"> <li>• To retain enough provincial funding</li> <li>• Decrease in government fundraising</li> <li>• Loss of clubs &amp; venues</li> <li>• Loss of government funding</li> <li>• Lack of funding through traditional sources</li> <li>• -</li> <li>• Loosing our government funding</li> <li>• Over spending within the organization for administration due to lack of efficiency and organization.</li> </ul>
2	<ul style="list-style-type: none"> <li>• To loose volunteers and board members</li> <li>• Member dissatisfaction/ loss of membership</li> <li>• Burnout of volunteers</li> <li>• -</li> <li>• Loss of mandate to represent 3D and Bowhunting (jeopardizing the association's standing with SportBC as being the governing body of archery in BC)</li> <li>• -</li> <li>• Volunteer burnout</li> <li>• Lack of desire to change, or just a complete unwillingness to recognize the need for change, in order to make the organization more efficient and viable</li> </ul>
3	<ul style="list-style-type: none"> <li>• -</li> <li>• No increase in national judges from our province</li> <li>• Loss of grants</li> <li>• -</li> <li>• More uninformed restrictive regulation on archery</li> <li>• -</li> <li>• -</li> <li>• Lack of representation from the north due to travel/cost/time issues (see opportunities for possible solution to the above problems)</li> </ul>
4	<ul style="list-style-type: none"> <li>• (2) Lack of support between judges (infighting)</li> <li>• (5) Decreased visibility through exclusion from high profile events such as BC Summer Games</li> </ul>

7. Using paired statements to describe the current situation and future condition you envision, please identify changes you believe the BCAA needs to make to better fulfill its purpose and better serve its members; identify to which purpose(s) and/or values(s) each change applies (if none, then leave blank) (please rank your response).

FROM the current way	TO the new way	Purpose(s)	Values(s)
Low member participation	Commitment points or increased membership dues		
Reactionary measures	Planning		
Quick-fix solutions	Long-term strategy		
Counting on government funding	Be more self-sufficient		
Reactionary offering of judging and coaching courses	Active promotion of judging and coaching courses		
3D appears to take 2 <sup>nd</sup> place to target archery although numbers must be very large	Find an equitable split on resources to promote both target and 3D		
Provincial team subsidies are for a select few athletes	BC Performance Team open subsidies up to a greater number of athletes		
Little or no fund raising	Dedicated individual to pursue and write grant applications, solicit donations		
Waiting for members to come to us	Commence a rigorous membership drive		
Clinics losing money	Show a profit		
Travelling to all BoD meetings – consequently having to pay for many members to travel to and from the meeting site, rental of meeting site, and lodging/food for the duration for BoD members.	Travel to the AGM only paid by the BCAA for BoD members. All other meetings conducted via the web or conference call (at BCAA expense).		
Fairly underutilized web page/site	An interactive web site with web-meeting portal, blogs, current list of resources for athletes and coaches, and easily accessed information regarding the running of the organization.		
Poor communication between coaches, BoD members, and member/athletes.	As above, with the addition of having email addresses for all BoD members (including zone reps) that are straightforward and separate from private individual's email addresses		

9. Any other comments are welcome:

Need to increase membership and participation to increase support and revenue
RE #7: Presently few [board] members come to meetings prepared to do business (if they attend). Often matters are raised which are not on the agenda, and the board is asked to make hasty, ill-advised decision. In recent history, this has resulted in the board reversing its decision in light of more information. When presenting a proposal, directors should provide lead information to the board. Result? Less wasted time, considered decision, to the benefit of the association.
We need be consistent with the rest of Canada in delivery of all aspects of the sport so that if a person leaves BC, they will be able to carry on at the same/higher level in a similar system instead of starting over.
Standardize delivery systems of BCAA/FCA objectives

*Question #9 placed out of order to enable printing of results without question #8 (see comment below).*

*There appears to be some confusion as to how to answer question #8. It seems some responded by identifying the extent to which each program fulfills its own intended purpose as opposed to how well it fulfills the purposes of the BCAA identified in question #1. I recommend disregarding this question, and pursuing separate evaluation of the programs.*

BC Archery Association

2010-2014 Strategic Plan

8. Please use the following table to indicate the extent to which the BCAA’s current activities fulfill the purposes you identified in question #1, and are consistent with the values you identified in question #2; identify to which purpose(s) and value(s) each activity applies (if none, then leave blank), and rank the **top five** activities. Use the following “extent” scale: 1 = very well, 2 = well, 3 = barely sufficiently, 4= poorly, 5= very poorly.

BCAA Activity	Fulfills Purposes			Consistent with Values			Top Five Rank
	Extent	Purpose #		Extent	Value #		
		a	b		a	b	
Sponsoring annual events	1 4 2 1 2 5 1	2	4	1 - 2			- - 5 - 1
Printing & distributing bi-monthly BCAA news-letter (Archer mag.)	2 3 2 1 1 2 2	3	5	1 - 3			
Providing clubs with insurance coverage	2 2 1 1 1 2 1	5	2	2 - 1			
Awarding medallions & pins at events	2 2 2 1 1 3 2	4	3	2 - 2			
Junior Olympian Program	1 2 1 1 2 3 1	3	4	1 - 1			- - 1 - 2
Offering technical clinics for judges	2 4 3 2 3 4 2	2	3	2 - 2			

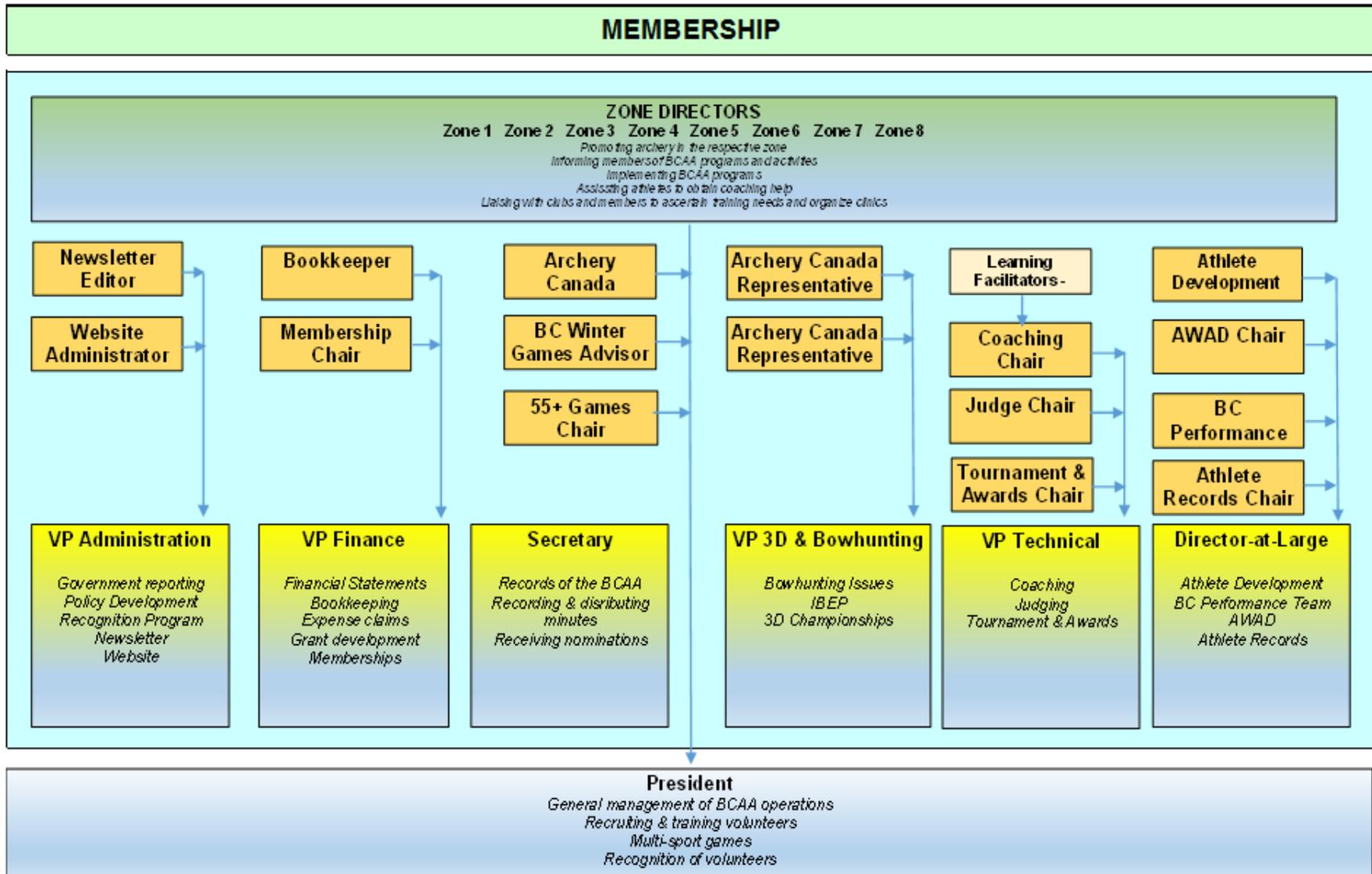
Selecting the BC Team	2 - 3 2 3 5 -			2 - 2			- - 3
Selecting the BC Target Team	2 - 3 2 3 5 -			2 - 2			
Selecting the 3D Team	1 - 2 2 2 5 -			1 - 3			
Providing financial support for the Team of 8 for 3D and Target	2 - 2 3 - 4 -			2 - 2			- - - - 5
Providing people for coaching & judging clinics	2 2 3 1 3 5 2	1	2	2 - 1			- - 2 - 3
Offering technical clinics for coaches	2 4 4 3 3 5 3	2	3	2 - 1			- - - - 4
Printing and distributing informational brochures to clubs (upon request)	3 - 5 5 3 5 2	5	2	3 - 3			

Providing International Bowhunter Education Program (IBEP)	2 1 2 2 1 5			2 - 2			
Work with provincial gov't to establish bowhunting season	2 1 2 - 3 5			2 - 1			
Provide athlete assistance (\$) to higher ranking athletes	3 3 2 1 2 2 2	2	4	2 - 2			- - 2
Providing funding to clubs for equipment	3 3 2 1 2 2 3	2	5	3 - 4			
Helping athletes into the NSC system	- - 3 2 3 5 3	2	4	- - 3			
Recognize exceptional volunteers, judges, coaches, athletes, etc.	2 2 3 1 2 2 2	1	2	2 - 4			
Supporting course conductors	2 1 3 1 2 4 2	2	3	2 - 3			
Supporting coaches	3 - 3 2 2 4 3	2	3	3 - 2			

Supporting officials	3 4 3 1 2 4 2	2	3	3 - 2			
Marketing archery to the public	4 4 4 3 4 5 3	1	2	4 - 1			- - 4
Meaningful Qualifying criteria	- - 3 - 4 4			- - 3			

**Appendix III: BCAA Organizational Chart**

The following organization chart depicts the accountability structure of the BCAA and highlights some areas of responsibility for each position. As indicated, we strive to be a membership-driven organization.



**Appendix IV: Strategy Action Plan**

Accountable: the position who ensures the actions necessary to achieve an indicator are completed; most often it is the position to which the responsible position reports

Responsible: the position who completes the actions necessary to achieve an indicator

**Strategy Action Plan  
2015**

<b>Strategy</b>	<b>Action</b>	<b>Due Date</b>	<b>Accountability</b>	<b>Responsibility</b>
1.1.4	Develop Host Club Tournament Agreement	Done	VP Technical	VP Admin
1.3.1	Clearly define the budget responsibilities of each member of the BCAA executive committee	Done	President	VP Finance
1.3.1	Make budget review an integral part of regular and frequent executive meetings	Done	President	Secretary
1.3.1	Hire a bookkeeper to enable the Treasurer to focus on budget management rather than tracking	Done	President	VP Finance
3.1.1	Using Archery Canada's Long-Term Archer Development Model framework, develop a Canada Sport for Life Plan for archery in BC	Done	President	VP Technical
1.2.4	Develop athlete assistance funding disbursement criteria and plan that meet the conditions of the funding sources and the needs of the athletes	2015 Q1	Director-at-Large	Athlete Dev Chair
1.2.4	Identify non-government funding specified for Athlete Assistance, including any conditions or constraints	2015 Q1	Director-at-Large	Athlete Dev Chair
1.2.4	Incorporate non-government funding into the athlete assistance disbursement plan	2015 Q1	Director-at-Large	Athlete Dev Chair
1.2.1	Clearly define and identify "operational costs"	2015 Q2	VP Finance	VP Finance
1.1.2	Research sponsorship models	2015 Q4	VP Finance	VP Finance
1.1.3	Develop "thank you" page in BC Archer	2015 Q4	VP Admin	Editor

<b>Strategy</b>	<b>Action</b>	<b>Due Date</b>	<b>Accountability</b>	<b>Responsibility</b>
1.1.4	Identify sources of event funding (local gov't, businesses, funding programs...)	2015 Q4	VP Technical	Tournament Chair
1.2.1	Identify any funding gaps between current membership funding levels (including current use of membership funds) and identified operational costs	2015 Q4	VP Finance	VP Finance
1.2.1	Develop plan to address any gaps, over time if substantial (e.g. develop new membership fee structure, develop new funding sources for non-operational costs previously funded by membership fees)	2015 Q4	VP Finance	VP Finance
1.2.1	Implement operational cost funding plan	Per plan	VP Finance	VP Finance
1.2.2	Clearly define and identify all BCAA costs associated with tournaments	2015 Q4	VP Technical	Tournament Chair
1.2.3	Clearly define and identify all BCAA costs associated with Coaching & Judging clinics	2015 Q4	VP Technical	Coaching Chair
1.2.3	Clearly define and identify all BCAA costs associated with Coaching & Judging clinics	2015 Q4	VP Technical	Judge Chair
2.1.4	Submit to local and provincial media outlets archery-related articles (e.g. biographies of successful performance athletes) (periodically)	2015 Q4	VP Admin	Publicity Chair
2.3.1	Develop a tournament participant survey to assess the participant's level of satisfaction and to solicit input to how to improve BCAA tournaments	2015 Q4	VP Technical	Tournament Chair
3.1.2	Develop and incorporate into the BCAA's Performance Management System Key Performance Indicators to manage the implementation of the LTAD Plan, including the gaps and synergies action plan	2015 Q4	President	VP Technical
3.2.2	Identify and document avenues for acquiring required knowledge and competencies (e.g. NCCP programs) for each LTAD level	2015 Q4	VP Technical	Coaching Chair
3.2.2	Identify and document the knowledge and competencies required to coach at various LTAD levels	2015 Q4	VP Technical	Coaching Chair

**Strategy Action Plan  
2016**

<b>Strategy</b>	<b>Action</b>	<b>Due Date</b>	<b>Accountability</b>	<b>Responsibility</b>
1.1.2	Identify potential sponsors	2016 Q1	VP Finance	VP Finance
1.1.4	Work with host club to acquire funding for BC Indoor Championships	2016 Q1	VP Technical	Tournament Chair
1.1.4	Work with host club to acquire funding for BC Indoor Championships (annually)	2016 Q1	VP Technical	Tournament Chair
1.2.3	Identify (government & other) funding specified for coaching and judging development	2016 Q1	VP Technical	Coaching Chair
1.2.3	Identify (government & other) funding specified for coaching and judging development	2016 Q1	VP Technical	Judge Chair
1.2.3	Identify funding or program delivery gaps between specified funding and planned clinics	2016 Q1	VP Technical	Coaching Chair
1.2.3	Identify funding or program delivery gaps between specified funding and planned clinics	2016 Q1	VP Technical	Judge Chair
1.2.4	Develop athlete assistance funding disbursement criteria and plan that meet the conditions of the funding sources and the needs of the athletes (annually)	2016 Q1	Director-at-Large	Athlete Dev Chair
1.2.4	Identify non-government funding specified for Athlete Assistance, including any conditions or constraints (annually)	2016 Q1	Director-at-Large	Athlete Dev Chair
1.3.1	Develop a monthly report comparing planned and actual budgets by executive position responsibility	2016 Q1	VP Finance	Bookkeeper
1.3.1	Track and report the accuracy of the planned budget	2016 Q1	VP Finance	Bookkeeper
2.2.1	Identify potential partners (e.g. Scouts Canada, Girl Guides of Canada, Boys and Girls Clubs, local community groups, schools, summer camps etc.)	2016 Q1	Director-at-Large	Athlete Dev Chair
3.2.1	Review and update the current Provincial Coach job description	2016 Q1	President	VP Admin
1.1.4	Work with host club to acquire funding for BC 3D Championships	2016 Q2	VP Technical	Tournament Chair
1.1.4	Work with host club to acquire funding for BC Outdoor Championships	2016 Q2	VP Technical	Tournament Chair
1.2.3	Develop plan to address any gaps (e.g. additional clinics or additional funding)	2016 Q2	VP Technical	Coaching Chair
1.2.3	Develop plan to address any gaps (e.g. additional clinics or additional funding)	2016 Q2	VP Technical	Judge Chair
1.2.4	Identify government funding specified for Athlete Assistance, including any conditions or constraints	2016 Q2	Director-at-Large	Athlete Dev Chair
1.3.1	Track and report the accuracy of the planned budget	2016 Q2	VP Finance	Bookkeeper

Strategy	Action	Due Date	Accountability	Responsibility
2.1.1	Advertise in the newsletter and on the BCAA website the need for and responsibilities of a Publicity Chair	2016 Q2	VP Admin	VP Admin
2.3.1	Administer the participant survey at each BCAA Championship event	2016 Q2	VP Technical	Tournament Chair
2.3.1	Collate and review the results of each participant survey	2016 Q2	VP Technical	Tournaments Chair
3.2.1	Identify the funding needs and potential funding sources to support a Provincial Coach position	2016 Q2	President	President
3.2.3	Research and identify cost effective internet-based communication avenues (e.g. chat rooms/forums, e-mail lists, etc)	2016 Q2	VP Technical	Coaching Chair
3.2.3	Select, implement and maintain one internet-based communication avenue	2016 Q2	VP Technical	Coaching Chair
3.2.5	Host a coach's workshop at each BC Provincial Championship by arranging for a suitable workshop leader/facilitator and a cost-effective venue (periodically)	2016 Q2	VP Technical	Coaching Chair
1.1.1	Research advertising models, prices & costs	2016 Q3	VP Admin	Publicity Chair
1.3.1	Track and report the accuracy of the planned budget (quarterly)	2016 Q3	VP Finance	Bookkeeper
1.3.2	Develop plan to deliver the top one or two ranked cost reduction/value increase opportunities (annually)	2016 Q3	President	Executive Committee
1.3.2	Rank identified opportunities by cost reduction/value increase (annually)	2016 Q3	President	Executive Committee
1.3.2	Review all BCAA programs and activities to identify opportunities to reduce costs and/or increase value (annually)	2016 Q3	President	Executive Committee
2.1.1	Recruit a Publicity Chair	2016 Q3	VP Admin	VP Admin
2.1.4	Work with local clubs to promote and report BCAA and club-level events (including results) in local media outlets (periodically)	2016 Q3	VP Admin	Publicity Chair
2.2.1	Work with one or two selected potential partners to identify how the BCAA can support the partner in delivering an archery program, including the incorporation of the BCAA's Junior Olympian Program as appropriate (annually)	2016 Q3	Director-at-Large	Athlete Dev Chair
2.3.1	Administer the participant survey at each BCAA Championship event	2016 Q3	VP Technical	Tournament Chair
2.3.1	Collate and review the results of each participant survey	2016 Q3	VP Technical	Tournament Chair
3.2.1	Assess the viability and desirability of a Provincial Coach position	2016 Q3	President	President
3.2.3	Solicit and publish in the BC Archer and on the BCAA web site coaching & athlete development articles from coaches of the BCAA, other jurisdictions and other sports (periodically)	2016 Q3	VP Technical	Coaching Chair

<b>Strategy</b>	<b>Action</b>	<b>Due Date</b>	<b>Accountability</b>	<b>Responsibility</b>
1.1.1	Identify and start approaching potential clients	2016 Q4	VP Admin	Publicity Chair
1.1.1	Sign archery equipment suppliers	2016 Q4	VP Admin	Publicity Chair
1.1.1	Sign related equipment suppliers (e.g. outdoor gear)	2016 Q4	VP Admin	Publicity Chair
1.1.2	Develop marketing package	2016 Q4	VP Finance	Publicity Chair
1.1.2	Develop “We support BC Archery” logo for use by supporter (including copyright & use agreement)	2016 Q4	VP Admin	Publicity Chair
1.3.1	Track and report the accuracy of the planned budget (quarterly)	2016 Q4	VP Finance	Bookkeeper
2.1.2	Research and evaluate the cost effectiveness of publicity mechanisms that target existing and potential archers who are not members of the BCAA or an associated club	2016 Q4	VP Admin	Publicity Chair
2.1.4	Submit to local and provincial media outlets archery-related articles (e.g. biographies of successful performance athletes) (periodically)	2016 Q4	VP Admin	Publicity Chair
2.2.1	Provide to the archery program participants information about opportunities to continue participating in archery (e.g. contact info for local clubs) (as needed)	2016 Q4	Director-at-Large	Athlete Dev Chair
2.3.1	Develop and implement an action plan to address concerns and recommendations raised in each survey	2016 Q4	VP Technical	Tournament Chair
2.3.1	Publish in the BC Archer a summary of the survey results and the planned actions (annually)	2016 Q4	VP Technical	Tournament Chair
2.3.2	Review Archery Canada rules in regards to tournament formats not usually used in BC, to identify any variances that may make those formats easier to deliver	2016 Q4	VP Technical	Tournament Chair
3.2.3	Solicit and publish in the BC Archer and on the BCAA web site coaching & athlete development articles from coaches of the BCAA, other jurisdictions and other sports (periodically)	2016 Q4	VP Technical	Coaching Chair
3.3.1	Classify each BC competition listed in the BC Archer and/or on the BCAA web site (ongoing)	2016 Q4	Director-at-Large	Athlete Dev Chair
3.3.2	Develop, and administer in conjunction with funding applications, a recipient survey to ascertain the needs of athletes who apply for funding (annually)	2016 Q4	Director-at-Large	Athlete Dev Chair

**Strategy Action Plan  
2017**

<b>Strategy</b>	<b>Action</b>	<b>Due Date</b>	<b>Accountability</b>	<b>Responsibility</b>
1.1.1	Sign service suppliers (e.g. hotels) (after corporate sponsor work is complete to avoid any conflicts)	2017 Q1	VP Admin	Publicity Chair
1.1.2	Approach potential sponsors	2017 Q1	VP Finance	Publicity Chair
1.1.4	Work with host clubs to acquire funding for BC Regional JOP Championships (annually)	2017 Q1	VP Technical	Tournament Chair
1.1.4	Work with host clubs to acquire funding for BCAA Coaching & Judging clinics (periodically)	2017 Q1	VP Technical	Coaching Chair
1.1.4	Work with host clubs to acquire funding for BCAA Coaching & Judging clinics (periodically)	2017 Q1	VP Technical	Judge Chair
1.1.4	Work with host club to acquire funding for BC Indoor Championships (annually)	2017 Q1	VP Technical	Tournament Chair
1.2.2	Work with host clubs to ensure all tournaments are entirely self-funded	2017 Q1	VP Technical	Tournament Chair
1.2.3	Identify (government & other) funding specified for coaching and judging development (annually)	2017 Q1	VP Technical	Coaching Chair
1.2.3	Identify (government & other) funding specified for coaching and judging development (annually)	2017 Q1	VP Technical	Judge Chair
1.2.3	Identify funding or program delivery gaps between specified funding and planned clinics (annually)	2017 Q1	VP Technical	Coaching Chair
1.2.3	Identify funding or program delivery gaps between specified funding and planned clinics (annually)	2017 Q1	VP Technical	Judge Chair
1.2.4	Develop athlete assistance funding disbursement criteria and plan that meet the conditions of the funding sources and the needs of the athletes (annually)	2017 Q1	Director-at-Large	Athlete Dev Chair
1.2.4	Identify non-government funding specified for Athlete Assistance, including any conditions or constraints (annually)	2017 Q1	Director-at-Large	Athlete Dev Chair
1.3.1	Track and report the accuracy of the planned budget (quarterly)	2017 Q1	VP Finance	Bookkeeper
2.1.2	Develop a publicity strategy mapping out the types and timing of publicity activities (annually)	2017 Q1	VP Admin	Publicity Chair
2.2.2	Identify potential partners (e.g. War Amps of Canada, BC Paraplegic Foundation, Canadian National Institute for the Blind, etc.)	2017 Q1	Director-at-Large	AWAD Chair
2.3.2	Develop simple “how-to” guidance documents to assist the delivery of non-traditional tournament formats	2017 Q1	VP Technical	Tournament Chair
3.2.3	Solicit and publish in the BC Archer and on the BCAA web site coaching & athlete development articles from coaches of the BCAA, other jurisdictions and other sports (periodically)	2017 Q1	VP Technical	Coaching Chair

<b>Strategy</b>	<b>Action</b>	<b>Due Date</b>	<b>Accountability</b>	<b>Responsibility</b>
1.1.2	Negotiate sponsorship agreement(s)	2017 Q2	VP Finance	VP Finance
1.1.4	Work with host club to acquire funding for BC 3D Championships (annually)	2017 Q2	VP Technical	Tournament Chair
1.1.4	Work with host club to acquire funding for BC Outdoor Championships (annually)	2017 Q2	VP Technical	Tournament Chair
1.2.3	Develop plan to address any gaps (e.g. additional clinics or additional funding) (annually)	2017 Q2	VP Technical	Coaching Chair
1.2.3	Develop plan to address any gaps (e.g. additional clinics or additional funding) (annually)	2017 Q2	VP Technical	Judge Chair
1.2.4	Identify government funding specified for Athlete Assistance, including any conditions or constraints (annually)	2017 Q2	Director-at-Large	Athlete Dev Chair
1.3.1	Track and report the accuracy of the planned budget (quarterly)	2017 Q2	VP Finance	Bookkeeper
1.3.2	Implement cost reduction/value increase plan (annually)	2017 Q2	President	Executive Committee
2.1.2	Develop a promotional package that suits the most cost effective publicity mechanisms	2017 Q2	VP Admin	Publicity Chair
2.1.4	Submit to local and provincial media outlets archery-related articles (e.g. biographies of successful performance athletes) (periodically)	2017 Q2	VP Admin	Publicity Chair
2.1.4	Submit to local and provincial media outlets reports on BCAA Championship events, including results and pictures (after each BC Championship)	2017 Q2	VP Admin	Publicity Chair
2.3.1	Administer the participant survey at each BCAA Championship event	2017 Q2	VP Technical	Tournament Chair
2.3.1	Collate and review the results of each participant survey	2017 Q2	VP Technical	Tournament Chair
3.2.1	If a Provincial Coach position is viable and desirable, take necessary steps to fill the position	2017 Q2	President	President
3.2.3	Solicit and publish in the BC Archer and on the BCAA web site coaching & athlete development articles from coaches of the BCAA, other jurisdictions and other sports (periodically)	2017 Q2	VP Technical	Coaching Chair
3.2.4	Develop a "coach development information package" to encourage clubs to ensure all coaches are adequately trained	2017 Q2	VP Technical	Coaching Chair
3.2.5	Host a coach's workshop at each BC Provincial Championship by arranging for a suitable workshop leader/facilitator and a cost-effective venue (periodically)	2017 Q2	VP Technical	Coaching Chair
3.2.5	Plan (including funding sources) one coach's retreat every two years, hosted by a high-level coach, to encourage information sharing between and among coaches of varying levels (bi-annually)	2017 Q2	VP Technical	Coaching Chair

<b>Strategy</b>	<b>Action</b>	<b>Due Date</b>	<b>Accountability</b>	<b>Responsibility</b>
1.1.2	Sign sponsorship agreement(s)	2017 Q3	VP Finance	VP Finance
1.3.1	Track and report the accuracy of the planned budget (quarterly)	2017 Q3	VP Finance	Bookkeeper
1.3.2	Develop plan to deliver the top one or two ranked cost reduction/value increase opportunities (annually)	2017 Q3	President	Executive Committee
1.3.2	Rank identified opportunities by cost reduction/value increase (annually)	2017 Q3	President	Executive Committee
1.3.2	Review all BCAA programs and activities to identify opportunities to reduce costs and/or increase value (annually)	2017 Q3	President	Executive Committee
2.1.3	From Strategy 2.1.2, select the most cost effective publication(s) and web site(s) that target existing non-member archers (e.g. bow hunters)	2017 Q3	VP Admin	Publicity Chair
2.1.4	Submit to local and provincial media outlets reports on BCAA Championship events, including results and pictures (after each BC Championship)	2017 Q3	VP Admin	Publicity Chair
2.1.4	Work with local clubs to promote and report BCAA and club-level events (including results) in local media outlets (periodically)	2017 Q3	VP Admin	Publicity Chair
2.2.1	Work with one or two selected potential partners to identify how the BCAA can support the partner in delivering an archery program, including the incorporation of the BCAA's Junior Olympian Program as appropriate (annually)	2017 Q3	Director-at-Large	Athlete Dev Chair
2.2.2	Work with one selected potential partner to identify how the BCAA can support the partner in delivering an archery program and/or incorporating the partner's members into archery at the club and provincial levels (annually)	2017 Q3	Director-at-Large	AWAD Chair
2.3.1	Administer the participant survey at each BCAA Championship event	2017 Q3	VP Technical	Tournament Chair
2.3.1	Collate and review the results of each participant survey	2017 Q3	VP Technical	Tournament Chair
2.3.2	Promote the delivery of non-traditional tournaments by working with clubs and providing incentives (e.g. extra funding, support-in-kind) (ongoing)	2017 Q3	VP Technical	Tournament Chair
3.2.3	Solicit and publish in the BC Archer and on the BCAA web site coaching & athlete development articles from coaches of the BCAA, other jurisdictions and other sports (periodically)	2017 Q3	VP Technical	Coaching Chair
3.2.4	Develop a cost effective incentive program to encourage individuals to take coaching training	2017 Q3	VP Technical	Coaching Chair

Strategy	Action	Due Date	Accountability	Responsibility
1.3.1	Track and report the accuracy of the planned budget (quarterly)	2017 Q4	VP Finance	Bookkeeper
2.1.3	Submit promotional material for publication in the selected publication(s) and web site(s)	2017 Q4	VP Admin	Publicity Chair
2.1.4	Submit to local and provincial media outlets archery-related articles (e.g. biographies of successful performance athletes) (periodically)	2017 Q4	VP Admin	Publicity Chair
2.1.4	Submit to local and provincial media outlets reports on BCAA Championship events, including results and pictures (after each BC Championship)	2017 Q4	VP Admin	Publicity Chair
2.2.2	Provide to partner-delivered archery program participants information about opportunities to continue participating in archery (e.g. contact info for local clubs) (as needed)	2017 Q4	Director-at-Large	AWAD Chair
2.3.1	Develop and implement an action plan to address concerns and recommendations raised in each survey	2017 Q4	VP Technical	Tournament Chair
2.3.1	Publish in the BC Archer a summary of the survey results and the planned actions (annually)	2017 Q4	VP Technical	Tournament Chair
2.3.2	Consider periodically altering the formats of BCAA Championship tournaments and/or delivering new BCAA-hosted events using alternative formats	2017 Q4	VP Technical	Board of Directors
3.2.3	Solicit and publish in the BC Archer and on the BCAA web site coaching & athlete development articles from coaches of the BCAA, other jurisdictions and other sports (periodically)	2017 Q4	VP Technical	Coaching Chair
3.2.5	Plan (including funding sources) one coach's retreat every two years, hosted by a high-level coach, to encourage information sharing between and among coaches of varying levels (bi-annually)	2017 Q4	VP Technical	Coaching Chair
3.3.1	Classify each BC competition listed in the BC Archer and/or on the BCAA web site (ongoing)	2017 Q4	Director-at-Large	Athlete Dev Chair
3.3.2	Develop, and administer in conjunction with funding applications, a recipient survey to ascertain the needs of athletes who apply for funding (annually)	2017 Q4	Director-at-Large	Athlete Dev Chair

**Strategy Action Plan  
2018**

<b>Strategy</b>	<b>Action</b>	<b>Due Date</b>	<b>Accountability</b>	<b>Responsibility</b>
1.1.4	Work with host clubs to acquire funding for BC Regional JOP Championships (annually)	2018 Q1	VP Technical	Tournament Chair
1.1.4	Work with host clubs to acquire funding for BCAA Coaching & Judging clinics (periodically)	2018 Q1	VP Technical	Coaching Chair
1.1.4	Work with host clubs to acquire funding for BCAA Coaching & Judging clinics (periodically)	2018 Q1	VP Technical	Judge Chair
1.1.4	Work with host club to acquire funding for BC Indoor Championships (annually)	2018 Q1	VP Technical	Tournament Chair
1.2.3	Identify (government & other) funding specified for coaching and judging development (annually)	2018 Q1	VP Technical	Coaching Chair
1.2.3	Identify (government & other) funding specified for coaching and judging development (annually)	2018 Q1	VP Technical	Judge Chair
1.2.3	Identify funding or program delivery gaps between specified funding and planned clinics (annually)	2018 Q1	VP Technical	Coaching Chair
1.2.3	Identify funding or program delivery gaps between specified funding and planned clinics (annually)	2018 Q1	VP Technical	Judge Chair
1.2.4	Develop athlete assistance funding disbursement criteria and plan that meet the conditions of the funding sources and the needs of the athletes (annually)	2018 Q1	Director-at-Large	Athlete Dev Chair
1.2.4	Identify non-government funding specified for Athlete Assistance, including any conditions or constraints (annually)	2018 Q1	Director-at-Large	Athlete Dev Chair
1.3.1	Track and report the accuracy of the planned budget (quarterly)	2018 Q1	VP Finance	Bookkeeper
2.1.2	Develop a publicity strategy mapping out the types and timing of publicity activities (annually)	2018 Q1	VP Admin	Publicity Chair
2.2.3	Identify potential partners (e.g. local seniors centers, extended care facilities, etc.)	2018 Q1	Director-at-Large	55+ Games Chair
3.2.3	Solicit and publish in the BC Archer and on the BCAA web site coaching & athlete development articles from coaches of the BCAA, other jurisdictions and other sports (periodically)	2018 Q1	VP Technical	Coaching Chair
1.1.4	Work with host club to acquire funding for BC 3D Championships (annually)	2018 Q2	VP Technical	Tournament Chair
1.1.4	Work with host club to acquire funding for BC Outdoor Championships (annually)	2018 Q2	VP Technical	Tournament Chair
1.2.3	Develop plan to address any gaps (e.g. additional clinics or additional funding) (annually)	2018 Q2	VP Technical	Coaching Chair
1.2.3	Develop plan to address any gaps (e.g. additional clinics or additional funding) (annually)	2018 Q2	VP Technical	Judge Chair
1.2.4	Identify government funding specified for Athlete Assistance, including any conditions or constraints (annually)	2018 Q2	Director-at-Large	Athlete Dev Chair

<b>Strategy</b>	<b>Action</b>	<b>Due Date</b>	<b>Accountability</b>	<b>Responsibility</b>
1.3.1	Track and report the accuracy of the planned budget (quarterly)	2018 Q2	VP Finance	Bookkeeper
1.3.2	Implement cost reduction/value increase plan (annually)	2018 Q2	President	Executive Committee
2.1.4	Submit to local and provincial media outlets archery-related articles (e.g. biographies of successful performance athletes) (periodically)	2018 Q2	VP Admin	Publicity Chair
2.1.4	Submit to local and provincial media outlets reports on BCAA Championship events, including results and pictures (after each BC Championship)	2018 Q2	VP Admin	Publicity Chair
2.3.1	Administer the participant survey at each BCAA Championship event	2018 Q2	VP Technical	Tournament Chair
2.3.1	Collate and review the results of each participant survey	2018 Q2	VP Technical	Tournament Chair
3.2.3	Solicit and publish in the BC Archer and on the BCAA web site coaching & athlete development articles from coaches of the BCAA, other jurisdictions and other sports (periodically)	2018 Q2	VP Technical	Coaching Chair
3.2.5	Host a coach's workshop at each BC Provincial Championship by arranging for a suitable workshop leader/facilitator and a cost-effective venue (periodically)	2018 Q2	VP Technical	Coaching Chair
3.2.5	Plan (including funding sources) one coach's retreat every two years, hosted by a high-level coach, to encourage information sharing between and among coaches of varying levels (bi-annually)	2018 Q2	VP Technical	Coaching Chair
1.3.1	Track and report the accuracy of the planned budget (quarterly)	2018 Q3	VP Finance	Bookkeeper
1.3.2	Develop plan to deliver the top one or two ranked cost reduction/value increase opportunities (annually)	2018 Q3	President	Executive Committee
1.3.2	Rank identified opportunities by cost reduction/value increase (annually)	2018 Q3	President	Executive Committee
1.3.2	Review all BCAA programs and activities to identify opportunities to reduce costs and/or increase value (annually)	2018 Q3	President	Executive Committee
2.1.4	Submit to local and provincial media outlets reports on BCAA Championship events, including results and pictures (after each BC Championship)	2018 Q3	VP Admin	Publicity Chair
2.1.4	Work with local clubs to promote and report BCAA and club-level events (including results) in local media outlets (periodically)	2018 Q3	VP Admin	Publicity Chair
2.2.1	Work with one or two selected potential partners to identify how the BCAA can support the partner in delivering an archery program, including the incorporation of the BCAA's Junior Olympian Program as appropriate (annually)	2018 Q3	Director-at-Large	Athlete Dev Chair

Strategy	Action	Due Date	Accountability	Responsibility
2.2.2	Work with one selected potential partner to identify how the BCAA can support the partner in delivering an archery program and/or incorporating the partner's members into archery at the club and provincial levels (annually)	2018 Q3	Director-at-Large	AWAD Chair
2.2.3	Work with one selected potential partner to identify how the BCAA can support the partner in delivering an archery program and/or incorporating the partner's members into archery at the club and provincial levels (annually)	2018 Q3	Director-at-Large	55+ Games Chair
2.3.1	Administer the participant survey at each BCAA Championship event	2018 Q3	VP Technical	Tournament Chair
2.3.1	Collate and review the results of each participant survey	2018 Q3	VP Technical	Tournament Chair
2.3.2	Promote the delivery of non-traditional tournaments by working with clubs and providing incentives (e.g. extra funding, support-in-kind) (ongoing)	2018 Q3	VP Technical	Tournament Chair
3.2.3	Solicit and publish in the BC Archer and on the BCAA web site coaching & athlete development articles from coaches of the BCAA, other jurisdictions and other sports (periodically)	2018 Q3	VP Technical	Coaching Chair
1.3.1	Track and report the accuracy of the planned budget (quarterly)	2018 Q4	VP Finance	Bookkeeper
2.1.4	Submit to local and provincial media outlets archery-related articles (e.g. biographies of successful performance athletes) (periodically)	2018 Q4	VP Admin	Publicity Chair
2.1.4	Submit to local and provincial media outlets reports on BCAA Championship events, including results and pictures (after each BC Championship)	2018 Q4	VP Admin	Publicity Chair
2.2.3	Provide to partner-delivered archery program participants information about opportunities to continue participating in archery (e.g. contact info for local clubs) (as needed)	2018 Q4	Director-at-Large	55+ Games Chair
2.3.1	Develop and implement an action plan to address concerns and recommendations raised in each survey	2018 Q4	VP Technical	Tournament Chair
2.3.1	Publish in the BC Archer a summary of the survey results and the planned actions (annually)	2018 Q4	VP Technical	Tournament Chair
3.2.3	Solicit and publish in the BC Archer and on the BCAA web site coaching & athlete development articles from coaches of the BCAA, other jurisdictions and other sports (periodically)	2018 Q4	VP Technical	Coaching Chair
3.2.5	Plan (including funding sources) one coach's retreat every two years, hosted by a high-level coach, to encourage information sharing between and among coaches of varying levels (bi-annually)	2018 Q4	VP Technical	Coaching Chair
3.3.1	Classify each BC competition listed in the BC Archer and/or on the BCAA web site (ongoing)	2018 Q4	Director-at-Large	Athlete Dev Chair
3.3.2	Develop, and administer in conjunction with funding applications, a recipient survey to ascertain the needs of athletes who apply for funding (annually)	2018 Q4	Director-at-Large	Athlete Dev Chair



**British Columbia Archery Association**  
To promote and support the sport of Archery in British Columbia and Canada.