

# Archery New Brunswick – Strategic Plan 2012-2017

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## Archery New Brunswick

### Our Target: Lifelong Archery Experiences and Targeted Excellence

#### Introduction

Archery New Brunswick (ANB) is a not for profit organization run entirely by volunteers. Also, because this is ANB's first ever Strategic Plan, the Board of Directors decided to focus our goals and action plans on core areas and the most pressing issues needing attention. This will ensure a more manageable response given that all activities will be performed by volunteers who have other pressures that limit their capacity to engage in moving the organization forward at a faster pace. Consequently what follows is a report identifying those core areas that require immediate and sustained action to move ANB forward.

#### The Planning Process

The Board of Directors of ANB identified the need to develop a Strategic Plan. A planning team was recruited which included Bob McIntyre (President), Maurice Levesque (Treasurer) and Phil Parlee (Coordinator Judge Development). A Province of New Brunswick's Sport and Recreation Consultant was added to support the process. After some initial e-mail exchanges and a face to face meeting to finalize a process, Bill Haining (Coach Development Coordinator) and Sandra Haining (President Miramichi Archery Club) were added to the team. The 5 ANB members and the provincial consultant led the process.

The planning team set out to engage the membership in the process. Draft mission and vision statements were developed and circulated with a request for feedback. The responses were used to revise the statements. The team then met to finalize a pre-planning session survey for the clubs. The ANB Planning team members then contacted each club, sent them the survey and arranged to meet with the club executive. Some clubs submitted a single survey to the planning team which represented a compiled club response. Most clubs, however, did not do this and planning team members returned from the meetings with one or more surveys completed by individual club members. At the end of the process, 23 questionnaires were completed. The consultant compiled the results.

Every club was encouraged to send a representative to the Strategic Planning Session scheduled and held on Friday May 4<sup>th</sup> and Saturday May 5<sup>th</sup> in Fredericton. Altogether, 9 archery enthusiasts, representing archers clubs and the Board attended both sessions.

The Friday night planning session was designed to ensure that the delegates were all familiar with the Archery in New Brunswick as it is today. The survey had revealed that not everybody was familiar with the operations of ANB or programs and services currently provided.

The Saturday session was used to finalize a Mission and Vision statement, review the results of the pre-planning survey, identify some priorities for action and to develop some action plans. All of the comments and ideas were captured for this report. The first draft of this report was circulated to those at the planning session to review for accuracy and then to the clubs for their appraisal. Final thoughts and ideas were added to the report which is now in front of the board of directors for approval.

## **Who we are**

ANB is the voice for archery in New Brunswick. It speaks for NB archers at the Federation of Canadian Archers' table, to the Province of NB and to Sport New Brunswick. ANB governs archery in New Brunswick by establishing rules and procedures to ensure that the sport is carried out in a fair and safe environment, that athletes/teams are selected or champions crowned through a fair and unbiased process and that the sport can grow to its fullest extent. ANB supports and promotes the development of the sport through a number of programs and services.

## **Our Structure**

ANB uses an Executive Committee to run the daily affairs of the Association and is comprised of the executive officers of ANB (President, Vice-President, Secretary, Executive Director and Treasurer) and the appointed Officers (Archery Canada (AC) Director, 3D Director, Past President and all Committee Coordinators). All Appointed Officers are non-voting members of the Executive Committee and participate at the request of the President. The Executive Director also sits in an ex-officio capacity.

Policies and directions are established by the Board of Directors and communicated to the local clubs by the President and each club representative on the Board. The Board meets throughout the year and major policy decisions are taken to the wider membership of the association through ANB's Annual General Meeting. The Board of Directors consist of the President, Executive Director, Vice-President, Secretary, Treasurer, AC Director, 3D Director, Past-President, one Director from each affiliated clubs and the Coordinators of all Standing and Special Committees; all of whom shall have voting privileges. This ensures representation from all archery clubs across New Brunswick.

## **Funding**

ANB revenues come in the form of individual and club membership fees, clinic, tournament and other fees, sponsorships and from the Province of New Brunswick.

## Vision Statement

A large and healthy New Brunswick Archery community enjoying lifelong experiences, making its mark at the local, provincial, national and international level.

## Mission Statement

To provide an enjoyable experience in all forms of archery through the provision of effective leadership, developmentally appropriate programs and quality services.

The group reviewed the draft vision and mission statements and achieved a strong consensus that the Vision statement is realistic, credible and attractive and that the Mission Statement concisely describes what ANB does, as an organization, for whom and how.

## Our Values

- We believe that Archers have a right to participate in archery learning opportunities throughout their lifetime for fun, fitness, and/or achievement.
- We believe archers at all levels and in all disciplines have the right to quality/safe archery experiences.
- We value, respect and recognize the contribution of all those involved in developing the sport of archery and delivering programs and services.
- We respect and support the rules of our National Association, Archery Canada.
- We believe in accountability and transparency of our sport.
- We believe and promote an inclusive team environment, always acting ethically in the best interest of Archery New Brunswick and NB archers.
- We strive for excellence in all aspects of our business by setting, maintaining and meeting high quality customer service and member retention standards.
- We remain inspired by the passion, motivation, commitment, and performance of all of our member athletes, volunteers, coaches, and officials.
- We assume responsibility for the quality and completion of all activities on time and on budget.
- We are accountable for our actions and our decisions.
- We welcome and respect contribution from all levels and we believe in open and transparent communications and decision-making.
- We are flexible and open to change, continuous learning and respect for opinions, creating an atmosphere for personal and professional improvement. We commit to continuously evolve our programs to ensure those goals are met.

- We will continue to strengthen our existing relationships with stakeholders while attracting new partnerships.

### Strategic Goals & Actions:

The discussions during the Planning meetings and the deliberations of the Planning Committee and subsequently at the Board level have identified three core areas that defines ANB’s long term outlook and where immediate and sustained action are required to meet long term organizational goal; namely, Developing a Sustainable Sport, Competitive Excellence & Sport Governance and Operational Excellence

**Developing a Sustainable Sport:** Developing a Sustainable Sport means having the viable program and services that will ensure that NB archers have positive and enjoyable lifelong archery experiences and are encouraged to excel.

**Competitive Excellence:** Competitive Excellence means supporting NB archers to reach and compete in designated events and to become consistent performers.

**Governance and Operational Excellence:** Governance and Operational Excellence means having an organization that values strong governance, management, operational, human and financial resources and organizational viability. It also means that ANB will strive to be one of the best archery sport organizations in Canada providing effective support to NB archers of all levels.

Given that the strategic goals and action plans will in fact impact on more than one core areas, the report will simply list all the goals and action plans agreed to during the planning and revision processes. This will have the added benefit of keeping the actions section shorter and more useful as a going-forward reminder and review tool. During the planning sessions, three groups were formed to assess the situation under separate goals, determine what specifically needed to be achieved and develop some actions to do this. These are listed in no apparent order of importance. They were viewed by the planners as all being vitally important to move the organization forward and to align it with stakeholder goals and imperatives.

<b>Goal: To improve the operations of Archery New Brunswick (governance and communications)</b>			
<b>Objectives:</b>			
1. To improve the communication between ANB and ANB members judged on the level of their satisfaction.			
2. To improve the recognition of volunteers within the Archery community.			
<b>Actions:</b>	<b>Lead</b>	<b>Resources</b>	<b>Timeline</b>
a) Form a committee to determine the content and functionality desired for the web-site. The Committee is also tasked with exploring costs and methods for producing an ideal site. Resources: Cost to be determined (TBD) Timelines: Complete	Trudy	To be determined (Tbd)	September 2012

process by September 2012. b) Place agenda, minutes, budget, financial statements, policies, programs, etc on the web-site for members to review. Lead: Trudy. Resources: Volunteer time. c) To initiate an annual Archery NB Volunteer Recognition evening with a banquet. ANB would recognize volunteers, coaches, officials and athletes.	Trudy	Volunteer time	September 2012
	Volunteer Appreciation Committee	Volunteer time and cash flow	September/October 2013?

<b>Goal: To improve the marketing of the sport throughout NB</b> <b>Objectives:</b> <ol style="list-style-type: none"> <li>To improve public awareness of the sport of archery in the following ways: club awareness, different styles of archery, family participation, lifelong activity.</li> <li>To improve the knowledge of the ANB membership in terms of locations of clubs, contact information, programs and services available, etc.</li> </ol>			
<b>Actions:</b> <ol style="list-style-type: none"> <li>To set up a Facebook page linked to the ANB web-site</li> <li>To establish a marketing committee to develop awareness products for ANB and the clubs. These could include tv ads, YouTube videos, radio spots, press kits, banners, Twitter account, etc.</li> </ol>	<b>Lead</b> ANB Executive ANB Executive	<b>Resources</b> TBD TBD	<b>Timeline</b> October 2012

<b>Goal: To generate increased financial support for established and proposed provincial programs and archer assistance</b> <b>Objectives:</b> <ol style="list-style-type: none"> <li>To diversify revenue streams.</li> </ol>			
<b>Actions:</b> <ol style="list-style-type: none"> <li>To establish a fee for ANB sanctioned competitions.</li> <li>To collect \$5/registration for the travel funds</li> <li>To review ANB fees on an annual basis to respond to projected increases in costs and fees.</li> <li>To secure private sector sponsors. A committee will develop a sponsor package, identify some potential targets and make an approach.</li> <li>Recruit new members and membership fees. Promote sport</li> </ol>	<b>Lead</b> Treasurer  Treasurer Treasurer  ANB Executive to establish a Committee	<b>Resources</b> Volunteer time  Volunteer time Volunteer time  Volunteer time and some costs?	<b>Timeline</b> September 2012  September 2012 September 2012  Ongoing

to local community groups such as: scouts, girl guides, cadets, etc. Also to piggy back on local initiatives, such as Go Girls days.	Clubs	Volunteer time and some costs.	Ongoing
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<b>Goal: To increase participation in Archery</b>			
<b>Objectives:</b>			
1. To increase the membership of ANB to 750 by 2016			
2. To increase participation in sanctioned ANB competitions			
<b>Actions:</b>	<b>Lead</b>	<b>Resources</b>	<b>Timeline</b>
a) To promote and provide support for the CanBow program to clubs as the primary tool for engaging youth in the sport of archery.	Designate of ANB Executive Clubs	Training program for CanBow co-ordinators CanBow kits	Ongoing
b) To recruit a leader for the CanBow program within the clubs			Ongoing
c) To structure the Canada Games program to encourage participation in the early stages.	Clubs		Ongoing
d) To engage families within the clubs as both shooters and volunteers.	Clubs / ANB	None	Ongoing
e) Recruit more women into archery. Initiatives such as ladies night work well. Also, ANB's promotional material should target women.		Promotional materials, female coaches and archers as role models Suitable Equipment	

<b>Goal: To improve the performance levels of our competitive athletes</b>			
<b>Objective:</b>			
1. To improve the performance of Team NB at the 2015 Canada Games to 5 <sup>th</sup> place			
<b>Actions:</b>	<b>Lead</b>	<b>Resources</b>	<b>Timeline</b>
a) Begin to promote the program 3 years before the Games. Host open id camps and promote at clubs. Provide instruction at try-outs and work closely with the coaches to explain the program and the LTAD principals upon which it is based. Establish a minimum performance level of CanBow level 3 for people trying out. Establish a lead or Head Coach for the program.	ANB Executive	Funding	September 2012

<b>Goal: To improve the provision of appropriate facilities within the province</b>			
<b>Objective:</b>			
1. To increase the number of dedicated archery facilities			
2. To improve access to facilities for the practice of archery			
<b>Actions:</b>	<b>Lead</b>	<b>Resources</b>	<b>Timeline</b>
a) To advocate for archery facilities	ANB Executive	Volunteer time	Ongoing
b) To identify and make available facility guidelines for archery	ANB Executive	Volunteer time	September 2013

## Monitoring & Evaluation

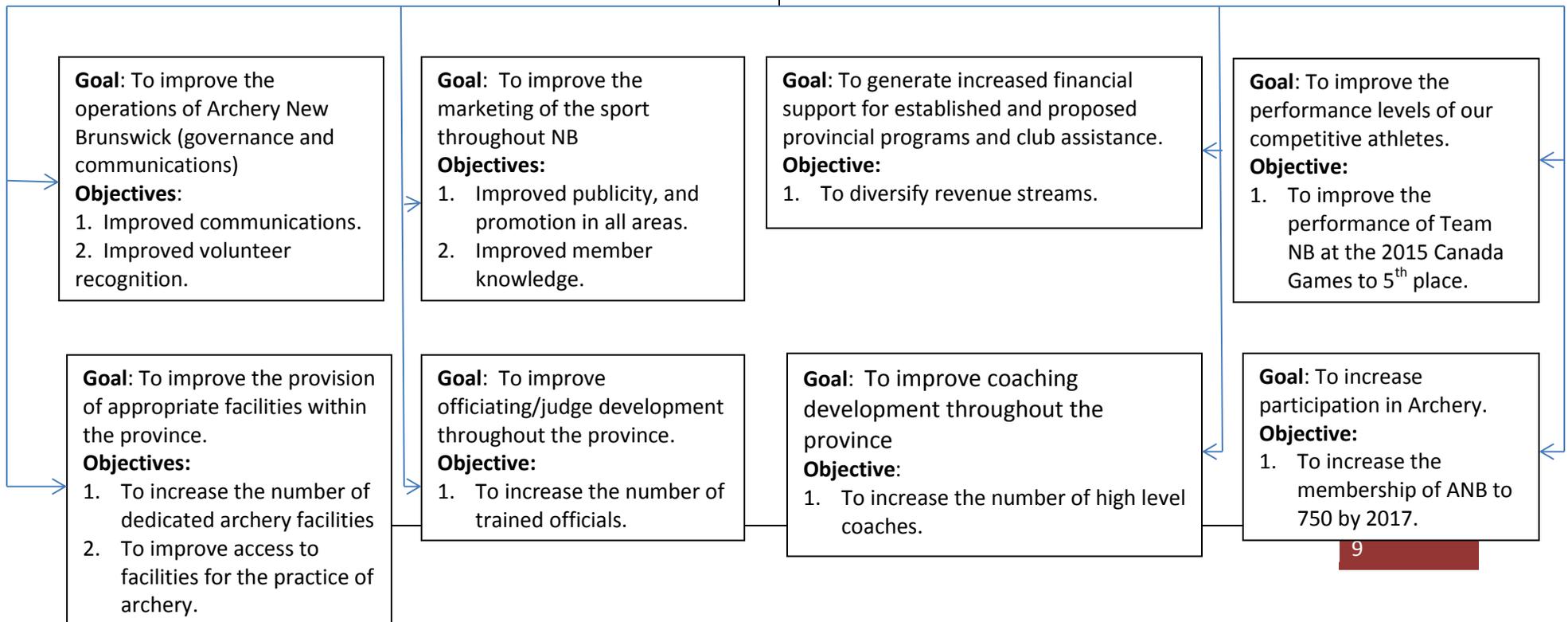
At every Board meeting, those responsible for implementing action plans that are part of this Strategic Plan will report to the Board on progress at achieving goals in their respective areas of responsibilities. Coordinators shall provide details on what was accomplished, inform on how that meets the goals outlined in the strategy, including data that will be used to evaluate the ongoing impacts of those achievements.

In addition, beginning during the 2015-2016 fiscal year the Board will cause to be performed an evaluation of the progress to date and determine and approve any corrective action needs to be undertaken. It is recommended that this be undertaken in conjunction with the Annual General meeting (usually September) or at such other time as may be decided by the Board. In addition, by the end of the 2016-17 fiscal year the ANB will complete a formal process to develop a strategic plan for the following 3-5 year cycle.

# Archery New Brunswick Strategic Plan 2012-2017

**Vision**  
 A large and healthy New Brunswick Archery community enjoying lifelong experiences making its mark at the local, provincial, national and international level.

**Mission**  
 To provide an enjoyable experience in all forms of archery through the provision of effective leadership, developmentally appropriate programs and quality services.



### Who is Archery New Brunswick:

ANB is the not for profit Provincial Sport Organization for the sport of archery and is incorporated under the laws of New Brunswick. The objectives of this Association are:

- a) to foster, to perpetuate and direct the practice of all archery disciplines in accordance with good sportsmanship and the honourable traditions of that most ancient sport in the Province of New Brunswick.
- b) to regulate archery in all its forms under its jurisdiction as the provincial supreme governing body, to deal with any infringement thereof, to enforce rules for the practice of archery and to hold annual tournaments to determine the ANB's champions
- c) to collaborate with provincial associations affiliated with the ANB for the purposes aforesaid.
- d) to embrace all archers and including those widely separated individual archer who have no archery affiliations, in one parent organization,
- e) to represent New Brunswick at National archery events;
- f) to receive gifts and donations for the purpose of promoting the objects aforesaid.

### Facts and Figures about ANB:

- ANB has 17 clubs and 518 registered members of the association.
- ANB has clubs and members from every region of the province.
- ANB's by-laws are in the process of being updated.
- The Executive Committee is empowered to manage the daily affairs of the association.
- At the annual general meeting individuals hold voting rights, not clubs. With over 500 members of which anybody over 15 is entitled to vote, this is problematic.
- The purposes of ANB are basically to foster growth and development of the sport of archery, foster a spirit of sportsmanship and leading and governing the sports development.
- ANB generates about \$45,000 to \$50,000 in revenues, the majority of it in government grants.

## Programs and Services:

- Coaching Development:** ANB coordinates National Coaching Certification Program courses for archers, provides additional opportunities for coach development and coach mentorship.
- Judge Development:** ANB coordinates a mentorship program leading to provincial judging certification. It coordinates an annual judge clinic for all judges as a pre-requirement for obtaining and maintaining certification as well as for upgrading and development. ANB also provides support for judges seeking certification/training at the national level.
- Athlete Assistance:** ANB administers a number of Athletes assistance programs, some of which are entirely funded by archers through contributions flowing from all tournaments held throughout NB. In addition, ANB plays a role in facilitating funding for athletes through programs such as the province's Athlete Assistance Program and the Saint John Canada Games Foundation.
- Equipment Loans:** ANB has beginner bow kits including about 30 bows, nets, butts, a video camera, etc. that can be loaned out to clubs who are starting new programs or expanding. There is no charge for the service.
- Long-Term Archer Development:** ANB conducts athlete development camps at various locations around the province. The camp activities are aligned with Archery Canada's long-term archer development model and coach education is also included. This program leads into the Canada Games program.
- Canada Games:** ANB identifies potential archers for the Canada Winter Games (CWG), develops a selection process, develops the archers, selects the archers and prepares archers for the CWG which take place every 4 years. This is generally a 2 year effort under the direction of ANB's Provincial Coach and CWG Team Manager.
- 3D Fund:** Competition organizers include \$3 in the tournament entry fee for the 3D fund. These funds are forwarded to ANB and are used to support archers who qualify for and attend 3D nationals. There is a policy for this fund on the ANB web-site.
- FITA Fund:** Competition organizers include \$3 in the tournament entry fee for the FITA competition. These funds are forwarded to ANB and are used to support archers who qualify for and attend FITA nationals. There is a policy for this fund on the ANB web-site.

**Competitive Archer Assistance Program:**

The purpose of this funding is to assist archers who demonstrate and compete at high levels of competition nationally and internationally so as to improve the number of competitive New Brunswick Archers that participate at National and/or international archery events and competitions. There is a policy for this fund on the ANB web-site.

**CanBow:**

The CanBow program is the primary archer development program. ANB promotes the use of this program to all clubs and can coordinate the supply of badges and awards and also holds clinics and tournaments under its auspices

**Pre-Planning Survey Results**

Altogether 23 surveys were returned. Some represented clubs, some were completed by individuals.

**1) Do you know who represents your club on Archery New Brunswick’s Board?**

- 19 of 24 Yes.

**2) Do you feel that you and your members’ views are considered when Archery New Brunswick decisions are made?**

- 12 Yes      5 No      6 Don’t Know

As participation at board meetings is low and communications is perceived poorly, it should be no surprise that many respondents either did not know if their views were represented or felt that they were not.

**3) Do you view Archery New Brunswick’s decision-making as fair, unbiased and timely?**

- 6 Yes      4 No      13 Don’t Know

Again, communication of decision making made it difficult for respondents to answer the question.

**4) Do you know how Archery New Brunswick gets its money and how it spends it?**

- 11 Yes      6 No      4 Don’t Know      3 Somewhat

**5) Are you aware of the following programs and services currently offered by the Archery New Brunswick to archers and/or clubs in NB:**

Coaching Development:	20 Yes	3 No	1 Don’t Know
Judging Development:	22 Yes	2 No	1 Don’t Know
High Performance:	17 Yes	4 No	3 Don’t Know
Equipment loans:	20 Yes	3 No	1 Don’t Know
Long Term Archer Development:	14 Yes	3 No	7 Don’t Know
Canada Games:	21 Yes	1 No	2 Don’t Know

3D Fund:	19 Yes	1 No	3 Don't Know
FITA Fund:	21 Yes	2 No	1 Don't Know
Competitive Archer Assistance Program:	9 Yes	8 No	6 Don't Know
CanBow:	23 Yes	1 No	0 Don't Know

**6) Do you support these programs-**

Coaching Development:	20 Yes	0 No	1 Don't Know
Judging Development:	19 Yes	0 No	2 Don't Know
High Performance:	14 Yes	0 No	7 Don't Know
Equipment loans:	19 Yes	0 No	2 Don't Know
Long Term Archer Development:	17 Yes	0 No	4 Don't Know
Canada Games:	21 Yes	0 No	1 Don't Know
3D Fund:	18 Yes	0 No	2 Don't Know
FITA Fund:	19 Yes	0 No	2 Don't Know
Competitive Archer Assistance Program:	11 Yes	0 No	11 Don't Know
CanBow:	21Yes	0 No	2 Don't Know

Comments: How ANB supports these programs should be available in a handout.

**7) Has your club benefited from Archery New Brunswick's programs and services? How? Which ones?**

CanBow	7
LTAD Clinics	2
LTAD Grant	1
Coaching development	4
Judge development	4
FITA Fund	1
High Performance	1
New Equipment	1
3D Funding	1
Canada Games	1

**8) Are there new programs and services you would like to see offered?**

- Need more promotion of the sport
- Need better coaching/coach development
- Need a provincial facility
- Support for new clubs
- More information on Archery in New Brunswick and its programs
- Better support for existing programs before adding new ones

**9) How would you rate the communication between AANB and the clubs in regards to its decision making and the provision of programs and services?**

- The overwhelming response was that communication between AANB and the clubs was poor. Participation at meetings is low and decisions made and information seldom makes it to the membership.
- E-mails are good.

**10) Is the Archery New Brunswick's website effective as a communication tool?**

- The overwhelming response was again No. Some felt that the information on tournaments, schedules, etc. was reasonable, but in terms of a communications tool, it was regarded as poor and often out-dated.
- It is updated by volunteers and therefore it is satisfactory.

**11) What would you rate as the most important things that Archery New Brunswick does?**

- Coach development (4)
- Judge development (3)
- Liaison with Government (3)
- Governance (2) / Funding (2)
- Promotion of the sport (4) / Clinics and tournaments (2)
- Not schedule meetings during hunting season (1)

**12) What would you rate as the most important things that Archery New Brunswick should do better?**

- Communication with membership (12)
- Promote Canbow program (3)
- Increase participation in association (3)
- Improve the budgetary process (2) / Support clubs financially (1)

**13) What would you rate as the most important new things that Archery New Brunswick should do?**

- Promote the sport (8 )
- Coach development (2)
- Update the constitution and by-laws
- Improve budgeting/Better planning/Financial support for clubs
- Board meetings should rotate around the province
- Recognize achievement

**14) List in order of priority your clubs greatest barriers to growth?**

- Access to space and the right sized space at a reasonable cost (8)
- Lack of promotion, recruitment and retention of members (8)
- Volunteers (5)
- Communication with members (2)
- Equipment/Money\Coaching
- Member involvement

**15) Can you suggest ways for removing these barriers?**

- Promotion and advertising of sport (9)
- Coaching development (4)
- Judge development/Introduce school programs
- Improving organization
- More funding/Pay for top coaching and officiating

## S.W.O.T. Analysis

## Appendix D

The S.W.O.T. analysis is like giving the organization a physical. The delegates were asked to identify the Strengths, Weaknesses, Opportunities and Threats. The delegates already had the results of the pre-planning survey to provide some direction (appendix C).

<p><b>Weaknesses</b></p> <ul style="list-style-type: none"><li>• ANB sanctions and coordinates the tournament schedule, but does not require a sanction fee (7).</li><li>• Communication between ANB and the clubs, including promotion of programs and services (6).</li><li>• Promotion and advertising for archery (5)</li><li>• Volunteer appreciation (5)</li><li>• The number of high level coaches (3)</li><li>• Membership retention (2)</li><li>• Coaching development and NCCP opportunities/coordination (1)</li><li>• Participation at board meetings (1)</li><li>• Volunteer role definitions (1)</li><li>• Recruiting young members</li><li>• Getting registrations in on time</li><li>• Number of facilities available 24/7</li><li>• Membership e-mail lists are not coordinated</li><li>• Constitution/by-laws is out of date.</li><li>• Volunteer burnout</li><li>• Little follow-up to coach development</li><li>• Little follow-up to officials development</li><li>• Funding derived from private sources</li><li>• Knowledge of funding opportunities for clubs</li><li>• Lack of resources/access for persons with a disability</li><li>• Number of inter-club comps</li><li>• Few opportunities to exchange ideas.</li></ul>	<p><b>Strengths</b></p> <ul style="list-style-type: none"><li>• ANB Provides a range of programs and services (6)</li><li>• The CanBow Program (5)</li><li>• ANB has an active web-site (2)</li><li>• The tournament schedule is coordinated and balanced (1)</li><li>• The number of clubs (17) and the size of the membership (515)</li><li>• Policies and procedures are in place for programs, finances, competitions, etc.</li><li>• ANB has experienced and knowledgeable volunteers</li><li>• Appeals to the young and old, men and women and can be family oriented.</li><li>• There are a small number of dedicated archery facilities in the province.</li><li>• NB archers have achieved on the national and international stage.</li></ul>
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<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• <b>Using technology or standard methods to remind and encourage members to renew their membership on time (5).</b></li> <li>• <b>Promotion of the sport using new technologies (3)</b></li> <li>• <b>Using newly developed profile to garner more private funding through sponsorships (2)</b></li> <li>• <b>Piggy backing on the Wellness Movement (2)</b></li> <li>• <b>Hosting the 2013 FITA, Field and 3D nationals (2)</b></li> <li>• <b>Targeting family memberships, female archers and person's with a disability (1)</b></li> <li>• <b>Hosting other major events</b></li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• <b>Our shrinking volunteer base (5)</b></li> <li>• <b>Increasing Federation of Canada fees (2)</b></li> <li>• <b>Archery being banned in schools (1)</b></li> <li>• <b>Reliance on government funding</b></li> <li>• <b>Losing position as a Canada Games sport</b></li> <li>• <b>Increasing costs of shooting</b></li> </ul>
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The participants were each given 8 votes which were to be used to identify the priority items from any of the four boxes. The number of selections that each item received is shown in parenthesis.