



## 2015 – 2017 Strategic Plan

# SPORT: Archery

The Saskatchewan Archery Association Inc. (SAA) is a not for profit organization **dedicated to supporting and promoting the sport of archery** in the province of Saskatchewan.

### **The Saskatchewan Archery Association's objectives are:**

- To foster, perpetuate and direct the practice of archery in the spirit of good fellowship and sportsmanship among all archers.
- To encourage the use of the bow in the hunting of all legal game and to protect, improve and increase the privileges of bow and arrow hunters.
- To enhance and further the objectives, scope and aims of this association and to act in general as the supreme governing body in all matters that pertain to archery in Saskatchewan.

### **MISSION:**

Our mission mirrors that of our partner, Archery Canada, in promoting and developing the timeless sport of archery in a safe and ethical manner by providing programs that empower all participants to enjoy themselves and achieve their personal goals.



## 2015 – 2017 Strategic Plan

### **PRIMARY FOCUS**

#### **EXCELLENCE:**

Junior Olympic Programs

High Performance Program

“Athletes Best” (yet to be defined)

Coach and Officials Development

#### **PARTICIPATION:**

Athlete Development - JOP

Coaches, Judges/ Officials

### **SECONDARY FOCUS**

#### **INTERACTION:**

Education and Communications

Promoting MAP Grants

#### **CAPACITY:**

Volunteer Recruitment



## 2015 – 2017 Strategic Plan

SWOT ANALYSIS RESULTS	
STRENGTHS	WEAKNESSES
<p style="text-align: center;"><b>Build on and financially support our strengths</b></p> <ul style="list-style-type: none"> <li>• Junior Olympic Program</li> <li>•</li> <li>• High Performance programs</li> <li>• Member protection</li> <li>• Supporting new club growth.</li> </ul>	<p style="text-align: center;"><b>Develop a plan and work through it to strengthen our weaknesses</b></p> <ul style="list-style-type: none"> <li>• Coaches: Certified and Knowledgeable</li> <li>• Judges/ Officials – increased numbers</li> </ul>
OPPORTUNITIES	THREATS
<p style="text-align: center;"><b>Seek out opportunities from within membership</b></p> <ul style="list-style-type: none"> <li>• Volunteer Recruitment and retention</li> <li>• Seek out members with backgrounds that will strengthen the board/ young adults involved at board level</li> <li>• Promotion of the Junior Olympic Program in the province</li> <li>• Promoting High Performance program – Recruitment</li> </ul>	<p style="text-align: center;"><b>Be aware of threats and educate</b></p> <ul style="list-style-type: none"> <li>• Follow Bylaws – no exceptions</li> <li>• Educate on member benefits and encourage SAA membership</li> <li>• Promote MAP Grant to support space and equipment</li> </ul>



## 2015 – 2017 Strategic Plan

### **EXCELLENCE: Junior Olympic Program**

Strengths	Weakness
<ul style="list-style-type: none"> <li>Large number of affiliated clubs running youth programs</li> </ul>	<ul style="list-style-type: none"> <li>Large number of participants in the province makes it difficult to find a venue large enough to accommodate all athletes at a provincial JOP competition.</li> </ul>

GOAL	Short or Long Term - what year, or when, do you expect to achieve this
<p><b>Create a safe environment for volunteers and participants by:</b></p> <ul style="list-style-type: none"> <li>Ensuring volunteers and coaches working in the JOP program have the mandatory Respect in Sport training before working with the program.</li> <li>Introduce Vulnerable Sector Security Checks as a requirement for volunteers working in the JOP programs</li> </ul> <p><b>Create an opportunity to grow the JOP program provincially by:</b></p> <ul style="list-style-type: none"> <li>Creating North and South divisions in the province and hosting semi-final competitions in each divisions with finals rotating north and south each year if venues exist.</li> </ul> <p><b>Support Athletes new to National / Olympic level competitions</b></p>	<p><b>2015/2016</b></p> <p><b>2016</b>  <b>Budget implications:</b> funding to support 2 additional provincial sponsored competitions (semifinals)            Hosting fees/ medals/  <b>Risks:</b> lack of judges to support 2 additional competitions</p> <p><b>2015 – 2017:</b> Set goals to achieve yearly additions to the Junior and Senior teams attending national level competitions. Send full teams to Outdoor Nationals each year.</p>



## 2015 – 2017 Strategic Plan

<b>EXCELLENCE: High Performance Program</b>	
<b>Strengths</b>	<b>Weakness</b>
<ul style="list-style-type: none"> <li>Newly developed High Performance Strategic Plan</li> </ul>	<ul style="list-style-type: none"> <li>Not enough coaches at all levels</li> <li>NCCP has stalled while under revision</li> <li>How coaches can help not widely understood</li> <li>Athletes do not know how to access coaching – lack of information</li> <li>Recruitment – Kids don't know about High Performance Program</li> </ul>

<b>GOAL</b>	<b>Short or Long Term - what year, or when, do you expect to achieve this</b>
<p><b>Draft a process map to inform how archers move through beginning archery to high performance/ Canadian team/ Olympics</b></p> <p><b>Recruitment:</b></p> <ul style="list-style-type: none"> <li>➤ SAA to form a High Performance selection committee</li> <li>➤ JOP programs need annual information from the High Performance Program to share and promote the HP program as an opportunity for youth archers.</li> </ul> <p><b>Financial support for High Performance Athletes travel</b></p> <p><b>Increased number of Seminars with High profile national coaches</b></p> <ul style="list-style-type: none"> <li>➤ Team building/ support travelling as team</li> </ul> <p><b>Identifying top archers</b></p>	<p><b>2015</b> – post online and share through clubs.</p> <p><b>2016</b> minimum of 3 SAA Directors and 1 past Canada Games athlete (if possible)</p> <p><b>2015/ 2016:</b> Review budget for more HP travel funding. Review funding cycle as it fits with the HP shoot schedules</p> <p><b>2016/2017</b></p> <p><b>2015-2017-</b> Those not already in programs – develop at club level</p>



## 2015 – 2017 Strategic Plan

<b>EXCELLENCE: Athletes Best</b>	
<b>Strengths</b>	<b>Weakness</b>
<ul style="list-style-type: none"> <li>Increasing number of 3D archers in the province</li> <li>Archery Canada has a competition at the National level for 3D archers</li> <li>Many target archers also participate in 3D class shooting</li> </ul>	<ul style="list-style-type: none"> <li>Many 3D archers interest is more for the purpose of hunting which is not a considered a sport in the national, international and Olympic standard</li> <li>Do not have a program or inclusion plan for progressive and high ranking 3D archers</li> <li></li> </ul>

<b>GOAL</b>	<b>Short or Long Term - what year, or when, do you expect to achieve this</b>
<p><b>Define what “Athletes Best” would look like as a program.</b></p> <ul style="list-style-type: none"> <li>➤ Identify how this program which includes 3D archers fits with the JOP and HP programs we currently run.</li> </ul>	<p><b>2015</b> – committee to begin brainstorming</p> <p><b>2016</b> – Clearly defined Program &amp; Implementation.</p>



## 2015 – 2017 Strategic Plan

### **EXCELLENCE: Coaching and Officials Development**

Strengths	Weakness
<ul style="list-style-type: none"> <li>SAA is seeing more interest in level 1 coach training giving us the opportunity develop coaches and officials to higher levels</li> </ul>	<ul style="list-style-type: none"> <li>Limited number of higher level coaches with knowledge base in target archery and particularly in recurve shooting.</li> </ul>

GOAL	Short or Long Term - what year, or when, do you expect to achieve this
<p><b>Develop coaches and officials to higher levels.</b></p>	<p><b>2015</b> – identify interested coaches and officials wanting to move to higher level coaching and officiating</p> <p><b>2016</b> – Develop a plan around opportunities to move those interested in high level coaching and officiating to next levels.</p> <p><b>2016+</b> coordinate training opportunities for higher level coaches and officials.</p>



## 2015 – 2017 Strategic Plan

<b><i>PARTICIPATION: Athlete Development – JOP</i></b>	
<b>Strengths</b>	<b>Weakness</b>
<ul style="list-style-type: none"> <li>Strong youth membership interest in the sport</li> </ul>	<ul style="list-style-type: none"> <li>Venue size, additional costs for hosting of quarter finals and semi-finals rounds to inform participants at the finals each year</li> </ul>

<b>GOAL</b>	<b>Short or Long Term - what year, or when, do you expect to achieve this</b>
<p><b>Promote JOP program to increase participants:</b> Promote the Junior Olympic program to the clubs .... Benefits of running a youth program</p> <p><b>Coordinate JOP programs with NASP programs in schools</b></p> <p><b>Affiliated school programs aligned with SAA Junior Olympic Program</b></p>	<p><b>2015:</b> Promote at club levels</p> <p><b>2016:</b> Identify schools running NASP programs and develop policies around collaborative opportunities with school programs.</p> <p><b>2017:</b> Affiliate School Programs and increased membership in JOP programs running in conjunction with NASP</p>





## 2015 – 2017 Strategic Plan

<b>PARTICIPATION: Coaches</b>	
<b>Strengths</b>	<b>Weakness</b>
<ul style="list-style-type: none"> <li>Large number of adult members to solicit for interest in coaching.</li> </ul>	<ul style="list-style-type: none"> <li>Lack of certified trainers in the province</li> <li>Low number of high level coaches</li> <li>Attrition – decrease numbers ( Respect in Sport)</li> <li>Courses are labour intensive (especially at entry level)</li> </ul>

<b>GOAL</b>	<b>Short or Long Term - what year, or when, do you expect to achieve this</b>
<p><b>Increase capacity to provide certified training</b></p> <p><b>Review and Promote coaching clinics</b></p> <p><b>Host Yearly Coaching Clinics</b></p>	<p><b>2015:</b> Become familiar with the opportunities available to us.</p> <p><b>2016:</b> work with MLF trained for archery specific certification to add 1-2 more certified trainers.</p> <p><b>2016-2017:</b> Review costs and time &amp; portfolios involved in becoming a coach and develop a plan to create incentives for those interested. (i.e. SAA paid courses with a 3-5 year coaching commitment.)</p>



## 2015 – 2017 Strategic Plan

<b>PARTICIPATION: Judges/ Officials</b>	
<b>Strengths</b>	<b>Weakness</b>
<ul style="list-style-type: none"> <li>Strong membership numbers</li> </ul>	<ul style="list-style-type: none"> <li>Declining number of active officials</li> <li>Outdated officials records</li> </ul>

<b>GOAL</b>	
<b>GOAL</b>	<b>Short or Long Term - what year, or when, do you expect to achieve this</b>
<p><b>Update records of current judges/ officials and their levels</b></p> <p><b>Increase the number of judges/officials qualified at a provincial level</b></p> <p><b>Implement an Officials Training Plan</b></p> <p><b>Develop standardized training manuals for coaches / judges</b></p>	<p><b>2015:</b></p> <p><b>2015:</b> encourage all local officials to work the provincial level competitions to acquire their provincial level designation.</p> <p><b>2016:</b> Draft and implement a judges/officials training plan to ensure better management</p> <p><b>2017+</b></p>



## 2015 – 2017 Strategic Plan

### **INTERACTION: Education and Communications**

Strengths	Weakness
<ul style="list-style-type: none"> <li>Comprehensive website</li> </ul>	<ul style="list-style-type: none"> <li>Information has not been well shared</li> </ul>

GOAL	Short or Long Term - what year, or when, do you expect to achieve this
<p><b>Be proactive and positive in communications efforts</b></p> <p><b>Up to date/ ease of access to membership contact information</b></p> <p><b>Promote the relationship with Archery Canada to elevate the Provincial image and achievements</b></p> <p><b>Promote Membership Assistance Program (MAP) Grants</b></p>	<p><b>2015:</b> Develop a communications plan that proactively informs membership. Become better at sharing information and be positive in all communications</p> <p><b>2015:</b> Develop club lists/ board level lists/ affiliation lists/ to better manage contact information</p> <p><b>2016/ 2017:</b> Promotional brochures/ more informative member newsletters / video clips online/ webinars to raise awareness. Visit clubs – promoting SAA programs via presentations and Q&amp;A</p> <p>2015/2016: Promote MAP funding to clubs as incentive to have coaches &amp; judges at the club level, have club members attend competitions etc. Review calculations.</p>



## 2015 – 2017 Strategic Plan

<b>CAPACITY: Volunteer Recruitment</b>	
<b>Strengths</b>	<b>Weakness</b>
<ul style="list-style-type: none"> <li>• Large membership base</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of interest in volunteering at club and provincial levels</li> <li>•</li> </ul>

<b>GOAL</b>	<b>Short or Long Term - what year, or when, do you expect to achieve this</b>
<p><b>Increase volunteer numbers</b></p> <p><b>Promote Volunteerism</b></p> <p><b>Volunteer Recognition</b></p>	<p><b>2015:</b> Assign a Director to oversee volunteers. Personally ask people to become a volunteer. Develop a mentorship program to support new and young volunteers.</p> <p><b>2016:</b> Volunteer Handbook – clearly defined volunteer duties, tasks &amp; timelines.</p> <p><b>2015-2017:</b> Develop and implement a volunteer recognition program.</p>



## 2015 – 2017 Strategic Plan

### Sequential Progression to Goals

<b>GOAL: Safe Environment for Athletes and Volunteers</b>				
<b>Current Position/ Need</b>	<b>6 months</b>	<b>12 months</b>	<b>18 months</b>	<b>Final desired position 2 years</b>
Not all coaches and volunteers have Respect in Sport and we do not have any policy around Vulnerable Sector Security Checks for coaches and volunteers working with youth.	<p>Clearly define the roles each coach or volunteer has as it relates to working with athletes.</p> <p>Draft mandatory VSSC policy for volunteers.</p> <p>Promote mandatory requirements of RIS and VSSC start with those working in the JOP programs at club levels</p>	All coaches and volunteers working with athletes be certified RIS and have VSSC by the end of September annually.	Confirm mandatory requirements are being completed with all new coaches/ volunteers.	Well managed list of coaches and volunteers in the province and confirmed RIS and VSSC requirements.

<b>Long Term Goals</b>				
<b>1 Year</b>	<b>2 Years</b>	<b>3 Years</b>	<b>4 Years</b>	<b>NOTES</b>
Well managed list of coaches and volunteers in the province and confirmed RIS and VSSC requirements	Educate/ train and certify new coaches and volunteers and maintain compliance with RIS and VSSC requirements	Educate/ train and certify new coaches and volunteers and maintain compliance with RIS and VSSC requirements		By educating volunteers at the club levels about certification and continuing to ensure coaches training is available and portfolios are being completed we will build a strong pool of certified archery coaches in the province.



## 2015 – 2017 Strategic Plan

<b>GOAL: Grow Junior Olympic Program</b>				
<b>Current Position/ Need</b>	<b>6 months</b>	<b>12 months</b>	<b>18 months</b>	<b>Final desired position 2 years</b>
<p>We currently have large number of participants in the JOP program but still seeing interest.</p> <p>The number of participants is becoming too large to manage as a single JOP championship.</p>	<p>Draft a plan that will allow us to better manage the numbers and interest in the JOP program.</p> <p>Draft Budgets to inform of costs involved with setting up more competitions.</p> <p>To include: semi-finals competitions, rankings, qualifying parameters, participation guidelines, etc.</p>	<p>Promote and roll out JOP semi-finals competition to lead up to a finals competition.</p>	<p>Evaluate if the changes of adding semi-finals competitions have increased participation levels. Review budgets and evaluate revenue vs. expenses to determine if the additional competitions were worthwhile to the JOP program.</p>	<p>Increased interest in the JOP program is better managed by allowing all participants in the province to compete.</p> <p>Growth in the JOP Program.</p>

<b>Long Term Goals</b>				
<b>1 Year</b>	<b>2 Years</b>	<b>3 Years</b>	<b>4 Years</b>	<b>NOTES</b>
<p>Promote and roll out JOP semi-finals competition to lead up to a finals competition.</p>	<p>Increased interest in the JOP program is better managed by allowing all participants in the province to compete.</p> <p>Growth in the JOP Program.</p>	<p>Continue to develop the JOP programs and increase the JOP participants.</p>		



## 2015 – 2017 Strategic Plan

<b>GOAL: National/Olympic Athlete Support</b>				
<b>Current Position/ Need</b>	<b>6 months</b>	<b>12 months</b>	<b>18 months</b>	<b>Final desired position 2 years</b>
<p>We currently support all archers who qualify to participate at national level competitions and those that attend at the international level although we do not have policies around supporting those training for Olympics.</p> <p>With a new board we want to ensure we are not missing funding opportunities that were available in the past.</p>	<p>Treasurer to review past funding payouts and report to the board a snapshot of athlete funding going back 4-5 years (to include a complete 4 year high performance athlete cycle) to ensure we are not missing funding athletes in final years of HP cycle that were available in past.</p>	<p>Confirm funding opportunities available to athletes and make sure it is covered off in SAA policies.</p> <p>Educate all membership of available opportunities and requirements for qualifying for funding.</p>	<p>Ensure funding opportunity deadlines fit with the new fiscal year to align with Sask Sport funding to the SAA.</p>	<p>Be in a position where we are supporting high performing athletes at national/ international and Olympic levels.</p>

<b>Long Term Goals</b>				
<b>1 Year</b>	<b>2 Years</b>	<b>3 Years</b>	<b>4 Years</b>	<b>NOTES</b>
<p>Confirm funding opportunities available to athletes and make sure it is covered off in SAA policies.</p> <p>Ensure funding opportunity deadlines fit with the new fiscal year to align with Sask Sport funding to the SAA.</p>	<p>Maintain the support of high performing athletes at national/ international and Olympic levels.</p>	<p>Review Funding parameters, guidelines and forms to ensure that these are still in line with sport objectives.</p>	<p>Ensure HP funding is in place for final year of the HP athlete's cycle.</p>	



## 2015 – 2017 Strategic Plan

<b>GOAL: HP Recruitment</b>				
<b>Current Position/ Need</b>	<b>6 months</b>	<b>12 months</b>	<b>18 months</b>	<b>Final desired position 2 years</b>
<p>The HP Coordinator along with the SAA President currently form the selection committee for the High Performance Program in the province.</p> <p>Promote HP at the JOP level as an opportunity for their futures.</p>	<p>Create an HP selection committee that consist of 3-5 persons to validate the selection process. This committee to consist of min.3 Directors, one club representative from the province who has an active JOP program and one past Canada Games athlete (if possible)</p>	<p>Committee to clearly define selection parameters to be included in SAA policies.</p> <p>Educate of the selection process and requirements for consideration to the HP team.</p> <p>Draft a process map to show the progression of the sport.</p>	<p>HP team consists of the best athletes in the province based on the selection parameters and selection committee decisions.</p> <p>Ensure JOP program participants and club level executive have materials outlining opportunities for growth in the sport.</p>	<p>A defined process of selecting athletes to the High performance program.</p> <p>Well educated archers on the opportunities available in the sport.</p>

<b>Long Term Goals</b>				
<b>1 Year</b>	<b>2 Years</b>	<b>3 Years</b>	<b>4 Years</b>	<b>NOTES</b>
<p>Clearly defined selection parameters for HP team.</p> <p>Well informed members</p>	<p>Continue to manage the High Performance selection process and educate new archers of the opportunities for achieving success at as a high level athlete.</p>	<p>Continue to manage the High Performance selection process and educate new archers of the opportunities for achieving success at as a high level athlete.</p>		





## 2015 – 2017 Strategic Plan

<b>GOAL: Seminars</b>				
<b>Current Position/ Need</b>	<b>6 months</b>	<b>12 months</b>	<b>18 months</b>	<b>Final desired position 2 years</b>
<p>Limited number of seminars &amp; workshops are available in the province for High Performing athletes. Opportunity for team building.</p> <p>Athletes in Sask do not have the access &amp; exposure to high profile national coaches</p>	<p>Research and determine what opportunities are available to increase the number of seminars and workshops for HP athletes in the province to attend.</p> <p>Research opportunities to expose HP athletes to high profile national coaches.</p>	<p>Draft a plan and budget to inform of what the HP athletes will have available for them by way of seminars, workshops, access to national level coaching and team building opportunities over the 4 year HP cycle.</p>	<p>Ensure plan and budget aligns with SAA budgets</p>	<p>Increased athlete exposure to National level coaches.</p> <p>A clear plan of seminars and workshops available to HP athletes.</p> <p>Informed Membership of the highlights of the HP program.</p>

<b>Long Term Goals</b>				
<b>1 Year</b>	<b>2 Years</b>	<b>3 Years</b>	<b>4 Years</b>	<b>NOTES</b>
<p>Draft a plan and budget to inform of what the HP athletes will have available for them by way of seminars, workshops, access to national level coaching and team building opportunities over the 4 year HP cycle.</p>	<p>Monitor and ensure participation from athletes at the seminars and workshops available to them.</p>	<p>Monitor and ensure participation from athletes at the seminars and workshops available to them.</p>	<p><b>For the Next HP Cycle:</b> Research and determine what opportunities are available to increase the number of seminars and workshops for HP athletes in the province to attend.</p> <p>Research opportunities to expose HP athletes to high profile national coaches.</p>	<p>This may already be included in the comprehensive HP strategic plan but will need to be shared outside of the HP program to inform membership and promote what we do for HP athletes.</p>



## 2015 – 2017 Strategic Plan

<b>GOAL: Identifying top archers</b>				
<b>Current Position/ Need</b>	<b>6 months</b>	<b>12 months</b>	<b>18 months</b>	<b>Final desired position 2 years</b>
<p>Archers who are shooting at a high level outside of the JOP/HP programs are being identified.</p> <p>We do not currently have a plan to encourage these archers to develop as a high level athlete.</p>	<p>Identify high scoring shooters at club levels and create lists an athlete watch list.</p> <p>Develop a way to monitor their progress and development in the sport.</p> <p>These athletes should be at a scoring level ranked against standard provincial and national scores.</p>	<p>Encourage high scoring athletes to participate at the provincial and national level competitions.</p>	<p>Consider high ranking athletes to build a more comprehensive team representing SK at Nationals competitions</p>	<p>Have a clearly defined path and program for all high scoring archers in the province.</p> <p>Increased members on the SK team</p> <p>Inclusion of high scoring and developing athletes at all levels.</p>

<b>Long Term Goals</b>				
<b>1 Year</b>	<b>2 Years</b>	<b>3 Years</b>	<b>4 Years</b>	<b>NOTES</b>
<p>Encourage high scoring athletes to participate at the provincial and national level competitions.</p>	<p>Have a clearly defined path and program for all high scoring archers in the province.</p> <p>Increased members on the SK team</p>	<p>Continuing competition amongst high scoring archers at the club/provincial levels to guarantee a spot on SK team.</p>	<p>Look opportunities to create a Team based program that could be supported by SAA budget. i.e. bus rental/ team travel to National competitions. Team participation at AB/MB provincial competitions</p>	



## 2015 – 2017 Strategic Plan

<b>GOAL: Defining “Athletes Best”</b>				
<b>Current Position/ Need</b>	<b>6 months</b>	<b>12 months</b>	<b>18 months</b>	<b>Final desired position 2 years</b>
We want all top provincial archers competing at the national level but we also want to allow all archers in the province opportunity to participate and experience the SK Team environment.	<p>Define and draft an “Athletes Best” program that will support those high level shooters who are not on the HP team.</p> <p>Draft funding requirements and budget for program.</p>	Introduce “Athletes Best” program and athlete requirements needed for consideration at this level.	Clearly identified list of high scoring, high achieving athletes in the province.	<p>Have a SK team competing at the national level that represents the province in a well rounded way.</p> <p>Equal opportunity for all members and increased medal counts at national competitions.</p>

<b>Long Term Goals</b>				
<b>1 Year</b>	<b>2 Years</b>	<b>3 Years</b>	<b>4 Years</b>	<b>NOTES</b>
Introduce “Athletes Best” program and athlete requirements needed for consideration at this level.	Review program and develop further if necessary.	<p>Ensure the “Athletes Best” program is producing the results we were expecting at the onset of developing the program.</p> <p>i.e. more nationally ranking Team SK members, equal opportunity for all athletes.</p>		



## 2015 – 2017 Strategic Plan

<b>GOAL: Develop coaches and officials to higher levels.</b>				
<b>Current Position/ Need</b>	<b>6 months</b>	<b>12 months</b>	<b>18 months</b>	<b>Final desired position 2 years</b>
We currently have a minimal number of high level coaches		identify interested coaches and officials that want to develop at a higher level		Develop a plan around opportunities to move those interested in high level coaching and officiating to next levels.

<b>Long Term Goals</b>				
<b>1 Year</b>	<b>2 Years</b>	<b>3 Years</b>	<b>4 Years</b>	<b>NOTES</b>
identify interested coaches and officials that want to develop at a higher level	Develop a plan around opportunities to move those interested in high level coaching and officiating to next levels.	Co-ordinate opportunities with interested higher level coaches and officials.		



## 2015 – 2017 Strategic Plan

<b>GOAL: Promote JOP program to increase participants</b>				
<b>Current Position/ Need</b>	<b>6 months</b>	<b>12 months</b>	<b>18 months</b>	<b>Final desired position 2 years</b>
Is there a way to increase the participation rates for the Junior Olympic Program	Promote the Junior Olympic program at the club levels. What are the benefits of running a youth program at the club level.	Support development of JOP programs at club levels	Identify schools running NASP programs in the province and determine if there is interest in affiliation with the SAA.	Develop policies around collaborative opportunities with interested schools.

<b>Long Term Goals</b>				
<b>1 Year</b>	<b>2 Years</b>	<b>3 Years</b>	<b>4 Years</b>	<b>NOTES</b>
Promote JOP at Club Level	Identify schools running NASP programs and develop policies around collaborative opportunities with schools.	Affiliate School Programs with SAA to increased membership in JOP program. Our program running in conjunction with NASP		



## 2015 – 2017 Strategic Plan

<b>GOAL: Increased certified trainers to deliver coaches training – Coaches Clinics</b>				
<b>Current Position/ Need</b>	<b>6 months</b>	<b>12 months</b>	<b>18 months</b>	<b>Final desired position 2 years</b>
We currently have one Master Learner Facilitator in the province and are looking to increase that number by 2 additional MFL's	Coaches Coordinator to take Learner Facilitator training and become certified by the current MLF so that the SAA can hold and facilitate coaching clinics	Hold 1-2 coach clinics in the province for new volunteers interested in coaching at the club levels.	Have two additional trained Learner Facilitators certified by MFL.	Have 3-4 persons who are able to facilitate coach clinics in the province.

<b>Long Term Goals</b>				
<b>1 Year</b>	<b>2 Years</b>	<b>3 Years</b>	<b>4 Years</b>	<b>NOTES</b>
Hold 1-2 coach clinics in the province for new volunteers interested in coaching at the club levels.	Have 3-4 persons who are able to facilitate coach clinics in the province  Hold 1-2 coach clinics	Hold 1-2 coach clinics		



## 2015 – 2017 Strategic Plan

<b>GOAL: Increased number of certified coaches</b>				
<b>Current Position/ Need</b>	<b>6 months</b>	<b>12 months</b>	<b>18 months</b>	<b>Final desired position 2 years</b>
We currently have a number of trained coaches in the province who have not completed their portfolios therefore are not certified coaches.	Coach Coordinator clarify certification of all currently trained coaches	Develop a timeline and plan that creates opportunities and assists trained coaches with finishing their portfolios.	Coach Coordinator to work with trained coaches to increase number of finalized portfolios.  Develop a progression plan for coaches to move to different trained levels.	All coaches in the province have completed Level 1 portfolios and individual coaching goals have been identified and planned out for those wanting to advance levels.

<b>Long Term Goals</b>				
<b>1 Year</b>	<b>2 Years</b>	<b>3 Years</b>	<b>4 Years</b>	<b>NOTES</b>
Develop a timeline and plan that creates opportunities and assists trained coaches with finishing their portfolios.	Club level coaches trained and certified. Professional Development opportunities for coaches.	Review coaches portfolios and numbers of coaches at club levels.		



## 2015 – 2017 Strategic Plan

<b>GOAL: Update judges / official information – Increase number of officials in the province.</b>				
<b>Current Position/ Need</b>	<b>6 months</b>	<b>12 months</b>	<b>18 months</b>	<b>Final desired position 2 years</b>
Low number of officials available at the provincial level.	<p>Update and confirm accuracy of current judge listing.</p> <p>Invite club level officials to work the provincial level shoots under the Judge Facilitator in order to obtain provincial level judge designation.</p>	<p>Draft and implement a judges/officials training plan to ensure better management of officials.</p> <p>Develop a plan to increase interest at in judging at the club levels.</p>	Offer incentives to officials (draft budget will be required)	Increased number of officials at both the local (club level) as well at provincial level judges.

<b>Long Term Goals</b>				
<b>1 Year</b>	<b>2 Years</b>	<b>3 Years</b>	<b>4 Years</b>	<b>NOTES</b>
<p>Draft and implement a judges/officials training plan to ensure better management of officials.</p> <p>Develop a plan to increase interest at in judging at the club levels.</p>	Increased number of officials at both the local (club level) as well at provincial level judges.	Continue to maintain and grow the official/judge pool.		





## 2015 – 2017 Strategic Plan

<b>GOAL: Standardized Training Manuals – Implement and Officials Training Plan</b>				
<b>Current Position/ Need</b>	<b>6 months</b>	<b>12 months</b>	<b>18 months</b>	<b>Final desired position 2 years</b>
<p>Our judge pool currently consists of judges and officials who are not currently active in the sport.</p> <p>Interest in becoming an official of the sport is low.</p>	<p>Determine who on the listing of judges is active for better management.</p> <p>Draft a plan to engage officials who are not current but still active in the sport.</p>	<p>Draft a plan that will increase new interest in becoming an official at both the local &amp; provincial level and develop a standardized officials training program in the province.</p>	<p>Inform membership and implement plan to begin building officials pool.</p>	<p>Increased number of officials and a well managed group of local and provincial judges to choose from for competitions</p>

<b>Long Term Goals</b>				
<b>1 Year</b>	<b>2 Years</b>	<b>3 Years</b>	<b>4 Years</b>	<b>NOTES</b>
<p>Draft a plan that will increase new interest in becoming an official at both the local &amp; provincial level and develop a standardized officials training program in the province.</p>	<p>Increased number of officials and a well managed group of local and provincial judges to choose from for competitions</p>	<p>Maintain group of officials and continue to work with them to develop skills and work toward their goals as officials in the sport.</p>		



## 2015 – 2017 Strategic Plan

<b>GOAL: Promote the SAA / Better Communications</b>				
<b>Current Position/ Need</b>	<b>6 months</b>	<b>12 months</b>	<b>18 months</b>	<b>Final desired position 2 years</b>
<p>Electronic communications is the most cost effective means for the SAA although we need to work to collect and promote this as our method of communication to membership</p> <p>Promote coaching/ membership/ MAP/ volunteerism/ HP program/ sport succession</p>	<p>Identify what programs/activities require promotion</p> <p>Create lists of contact information and manage information appropriately.</p> <p>Draft a comms plan that identifies the types of material required to reach the targeted audiences with specific objectives for each.</p>	<p>Draft brochures/ posters/ member benefits/ list of volunteer opportunities/ forms/ program maps/ media releases/ advertising/ etc.</p> <p>Promote the relationship with Archery Canada and Sask Sport to elevate the Provincial image and achievements.</p>	<p>Use website and social media to target younger audiences.</p>	<p>Have a better informed membership.</p> <p>Increase in membership and MAP applications, succession plan for volunteers on board, interest in coaching.</p>

<b>Long Term Goals</b>				
<b>1 Year</b>	<b>2 Years</b>	<b>3 Years</b>	<b>4 Years</b>	<b>NOTES</b>
<p>Draft brochures/ member benefits/ list of volunteer opportunities/ forms/ program maps/ media releases/ advertising/ etc.</p>	<p>Have a better informed membership.</p> <p>Increase in membership and MAP applications, succession plan for volunteers on board, interest in coaching.</p>	<p>Continuous and thorough communications to all members and those interested in the sport.</p>		



## 2015 – 2017 Strategic Plan

<b>GOAL: Increase volunteer numbers</b>				
<b>Current Position/ Need</b>	<b>6 months</b>	<b>12 months</b>	<b>18 months</b>	<b>Final desired position 2 years</b>
We are not able to fill all Director/ Coordinator positions on the Board during our AGM. Leaving us short on directors and an increased workload on those who do volunteer.	<p>Clearly define volunteer positions and identify persons who we would like to bring into the sport at the board level.</p> <p>Develop a plan that sees new volunteers working with current directors through a mentorship program with the progressive goal of becoming a Director on the Board.</p>	<p>Proactively search for volunteers. Personally ask people to become involved.</p> <p>Look at drafting Volunteer engagement &amp; recognition strategy.</p>	Work toward filling all director positions and have new volunteers assisting with programs.	All Director positions are filled and there are volunteers, who have worked assisting & learning at the board level, in place for succession of director positions.

<b>Long Term Goals</b>				
<b>1 Year</b>	<b>2 Years</b>	<b>3 Years</b>	<b>4 Years</b>	<b>NOTES</b>
Streamline processes so less volunteer time is required. Review bylaws and policies for duplication of work.	<p>All Director positions are filled and succession plan is in place.</p> <p>Continue to identify and proactively seek volunteers</p>	Establish annual review of bylaws and policies and propose amendments to members or director, as applicable, annually	<p>Continue with annual review of Bylaws and policies and amend as required</p> <p>Continue to identify and proactively seek volunteers</p>	



## 2015 – 2017 Strategic Plan

<b>GOAL: Volunteer Engagement and Recognition program</b>				
<b>Current Position/ Need</b>	<b>6 months</b>	<b>12 months</b>	<b>18 months</b>	<b>Final desired position 2 years</b>
We know that those currently involved at the board level are committed to the sport but we do not currently recognize their efforts or fully understand what keeps them engaged.	<p>Become aware of what drives the interests of volunteers at the board level and club levels.</p> <p>Think about how we can recognize those who commit to volunteering.</p>	Develop a volunteer engagement strategy and volunteer recognition program for those committing to the sport.	Roll out a volunteer recognition program.	<p>We will understand what we need to do to keep volunteers interested in committing their time to the sport.</p> <p>We will be able to recognize volunteers in a meaningful way.</p>

<b>Long Term Goals</b>				
<b>1 Year</b>	<b>2 Years</b>	<b>3 Years</b>	<b>4 Years</b>	<b>NOTES</b>
A volunteer engagement strategy and volunteer recognition program drafted	Engaged volunteers who enjoy the time they give to the efforts of the SAA and volunteers who feel appreciated for the work that they do.	Continue to recognize and engage volunteers.		