

**Board of Directors / Comité administratif**  
**March 29-30, 2008 – Toronto, ON - le 29-30 mars, 2008**

**1.0 President's Call to Order & Welcome**

Roger Murray explained that the change in dates for the annual meetings was to provide Board members with opportunities for more input.

**In attendance**

Roger Murray, President	Al Wills, VP International	Derek Hird, VP Admin & Marketing
Jude Hooley, VP 3D	Alain Gravel, VP HPC	Shawn Riggs, Athlete Representative
Charlene Parlee, VP Committees & Projects		<b>Absent:</b> ABAM
Val Canham, BCAA	Vickilynne Schleppe, ABAA	Ken Chipley, SAA
Denis Rousseau, FTAQ	George Wagner, OAA (day 1)	Lynda Savage, OAA (day 2)
Lindsey Poehl, AANS	David Galloway, AANB	

**Guests:** Kathleen Millar, FCA Executive Director  
 Paul Jurbala, LTAD Contractor  
 Leslie Murray, Sport Canada Consultant  
 Cary Kaplan, Cosmos Sports

**2.0 Acceptance of the Minutes, August 14, 2007**

MOTION #B2008-02	To approve the August 14, 2007 Board meeting minutes as published on the FCA web site
Moved by: Allan Wills	Seconded by: Charlene Parlee
	Passed

- Business arising from the minutes

None

**3.0 Acceptance of March 2008 Agenda**

Roger noted that due to the fact that guests would be attending the meeting, the order of the agenda may need to be modified.

MOTION #B2008-03	To accept the Board agenda as published
Moved by: Alain Gravel	Seconded by: Jude Hooley
	Passed

**4.0 Business - Management Issues****4.1 PSO Round Table**

**AANB** Government cutbacks mean that there will be no archery in the school programme (NASP) in New Brunswick as planned. CanBow will be continued instead; there are currently 150 youth in the CanBow programme. Budget reductions scaled back physical education programmes in schools. Archery is taught in schools with recurve bows, but the province is not willing to commit more funds. Trina Snooks has been appointed AANB co-ordinator for LTAD and will start with information from this meeting, after ratification of the model.

**ABAA** New challenges include hosting a booth at the Western Canada Women's Show with demonstrations on all aspects of archery including traditional, CSA, youth, older archers, and national team members, fletching demonstrations, equipment on view and a draw on a coached lesson for the winner with 10 friends. In terms of archery in the schools, Larry Kelly has a successful programme in the Edmonton area. Larry is trying to develop archery equipment for this programme in terms of bows and accessories. This is a for-profit programme, following a CanBow-type progression without the awards. His company goes into a school, teaches the archery class at 10m and get students excited about the sport. He has a self-contained travelling unit. In Calgary, as volunteers, there are club members going in to the programme known as "For Kids in Calgary". There are plans to create its own Calgary-area video. ATAA elections will take place in two weeks, with about 33% of the executive changing. ABA is having its elections on March 29<sup>th</sup> and about 25% are changing portfolios or leaving. ABA side has a strong membership base and should not have trouble filling positions.

**AANS** Last year, constitutional changes were needed because there were two different constitutions in effect. The final document was completed late last year with a larger Executive. There are 5 archery groups that work together in Nova Scotia: AANS (Archers Association of N.S.), BANS (Bowhunters Association of N.S.), TAANS (Traditional Archers Association of N.S.), BIANs (Bowhunters Instructors Association of N.S.) and the 3D Archers Association of N.S. Due to a government decision, there was a fragmentation of archery with in the province. 30 years ago bowhunters separated when Sport Nova Scotia did not want "blood sports" in the PSO; at that date BANS was formed. Now hunting including bowhunting is a heritage sport so it is acceptable and AANS is able to bring bowhunters back into the organisation. The BANS president is AANS' Director of Bowhunting.

BANS and AANS have been working together very successful and BANS has done a great job in promoting bowhunting, bowhunting issues and encouraging bowhunters into archery. TAANS is also a sub group with their own executive who are working together with AANS.

The 3D Archers Association has decided to form and have adopted other insurance. They have recently rejoined AANS as a club to represent affiliated 3D archers that are not represented with in an organized club. If we all stay positive and work with the other groups and work on diplomacy, then we will be able to keep all the groups together.

AANS started NASP and all the equipment has been received by the school boards. AANS/BANS pay for 4 youth member's registration fees to IBEP courses. AANS/TAANS pay for 2 youth members to attend the junior Guides course.

Concern: Some hunting groups in Nova Scotia are trying to introduce crossbows in archery season. In the past we were informed that if the kill rate goes up in the bowhunting season, the season will get shorter so there is a need keep lobbying provincially that the current archery tackle definition does not change. AANS makes up business cards with all the shoots written on them. The participating archery retailers pay for making up the cards and for this can place advertising on the AANS website as well as on the shoot cards. The cards are free to anyone who wants them and are available at the participating retailers. Every member gets shoot cards with each of the Archery Retailers' information on them along with shoot dates.

Derek suggested that AANS form a consulting group to help other PSOs with smoothing over internal divisions.

**ACTION: Derek, Lindsey and Kathleen will get together to form the consultation group.**

**OAA** George replaced Don Munroe, who was ill. FCA had invited George as a presenter during the debate on the inclusion of crossbows; he was available for Saturday only. OAA adopted FCA rules. There is a need to train more judges; judges are over-worked. The recent Sportsmen's Show had 1300 people through the OAA booth to shoot; OAA earns money and splits the proceeds with volunteers who come out. Lana Perry is doing a remarkable job to develop the youth programme and things are improving. OFAH looks after IBEP and turkey seminars, so OAA is trying to work more closely with them and get instructors' feedback for clinic scheduling. The courses are voluntary. Ontario Ministry's bowhunting section is useless without the gun license course as well.

George is active with the CSAA, representing manufacturers and distributors across Canada as the only retailer; CSAA are giving OAA some support.

OAA has a major problem on the Board of Directors. Discussions have been quite bitter and for this year's election there might be problems to keep things going. He is not sure where it is going but internal problems arose starting with the rule changes. There were complaints regarding many things, including the volunteer directory, even though it is the most important OAA communication tool. OAA sends out 2500 copies a year for about \$6000. OAA sells advertisement space along with OAA support. George reported lower attendance at club shoots because the clubs are disorganised, events do not run on time and rules get thrown out because the clubs do not recognise the rules. 3D is down but FITA target and field is growing and there is a demand for more facilities. There is a big effect with having a world champion in the province as well. Right now field is still centered at TAOC. The Ontario Science Centre range is in danger of closing again.

George summarised his work on OAA's insurance programme; it is complicated and created issues for clubs to understand.

Derek reported that Manitoba had a smaller quarterly publication with the tournaments and maps, similar to the one that OAA produces, and when this tool disappeared it impacted on tournament registrations by 50%.

**FTAQ** Denis felt that each province faces the same problem. 3D separate sub-group, but it is difficult to keep them in the organisation. FTAQ created two types of memberships – competitive or recreational: \$38 and \$16.50 respectively. FTAQ cut the club level fee in order to bring new archers. On the target side of the FTAQ, there is no problem; on the 3D side, it is a problem. There is difficulty at the Board level because the Board deals with all archery issues, not just 3D. This does not satisfy the 3D representatives, who tried to get rid of him as president because he tried to keep the regulations consistent over time. Money is an issue: if young people need travel funding, FTAQ will support them, but not Masters to national and international competitions, and not for recreational shooting. With the provincial election in May, he may not be re-elected. Some members are trying to by-pass the FTAQ but FCA supports the FTAQ.

Coach certification is on-hold; the top volunteers are long-term but there is no new blood in the federation. The last few years they have tried to make changes, but people did not want the change.

There is one staff member filling two positions; there is still a very serious financial situation. He is trying to work with the 3D people, but at the provincial level, clubs do not want to follow the agreement to run the championships to the expected standards. He is prepared to lose members and finances. There is another association for insurance purposes only. The FTAQ is selling itself as an insurance company but it should be selling archery.

There are few judges because the process of certification is too long at the provincial level. The judges are not paid enough to cover the work they have to do. In soccer, at 14 years of age, they are paid by the game at \$16-\$18/match. If we lose judges, we can not run events. The rates that are charged are low but compared with other sports people commit money for a year, not for an introductory lesson. The cost of the archery equipment is a barrier against people coming back. Clubs need to charge enough money to make money and pay the judges.

**ACTION:** **Charlene will take this item to the committee to see what is necessary in order to create effective judges in the smallest amount of time. The coaches are not paid enough. Charlene will instruct CCC to give guidance for fees charged.**

**SAA** The Executive is trying to keep volunteers doing just one job at a time. The president has business background and he is running SAA more like a business. Membership is over 1000. Bowhunters are separate from SAA; the Saskatchewan Bowhunters' president did speak with SAA, but there was little progress. SAA's indoor 3D championships are held in conjunction with the bowhunters' annual awards night. Volunteering is up.

The JOP/CanBow programme has 500 youth. 35/36 clubs run a youth programme. JOP championships indoors are held in 3-4 parts of the province. SAA holds a kids' day in conjunction with the indoor championships; the JOP is a 300 round, not a 600 round. The bigger it gets, the more pressure it puts on the clubs, volunteers and organisers. To host the provincial championships, it used to take a double gym with 100 on each wave, but now they are having trouble finding a big enough spot to host it. SAA has a hosting grant of \$2,000 in order to assist club to rent facilities and make money. On Saturday, youth archers shoot in their badge level groups; on Sunday they shoot in their equipment division.

3D is on track right working within SAA. Ken looks at 3D as grassroots development to get youth interested in Canada Games. We have to remember that archers develop this way and progress on to target. SaskSport details where the money goes. Judge development takes a long time to get to the national level. Provincial High Performance Programme: They bring people together at training camps regionally so that the archers can see other archers.

**BCAA** The BCAA AGM and BC indoors was last weekend. Val is positive even though funding has been cut and the criteria changed. BCAA has 1200-1300 members per year with 600 youth. BCAA received funding for a tournament kit in a trailer to travel around the province so smaller clubs can host tournaments. Judging is an issue in all parts of the province. Coaches seminars are planned regionally to bring coaches to talk, problem-solve and reinforce a consistent approach.

A bi-monthly newsletter is printed.

Bowhunters are part of the association now and the bowhunting team is funded to the same level as target archers to the FCA outdoor national championships; \$6000 for an 8-member team. There is a performance team and with a \$50 fee. Funding is based upon your performance at provincial events, and whether or not you shoot both target and field.

Roger Murray summed up the discussion as a positive exchange among members to learn from best practices and how other provinces solved common problems.

• Clubs of Excellence

Kathleen Millar presented the LTAD Clubs of Excellence concept sponsored by True Sport and Swimming Canada Natation. Clubs, in the future initiative, attend skills clinics on management to receive certification. Paul Jurbala added background information as he was involved with the initial project to bring the UK “Club Mark” programme to the Canadian sport system. .

**4.2 PSOs and the LTAD**

Paul Jurbala represented a status report since November 2007. Working groups discussed communications link through PSOs to clubs and how to measure success implementing LTAD. See Appendix 1 for the summaries.

MOTION #B2008-04	To ratify the LTAD model draft in principle and begin translation			
Moved by:	Derek Hird	Seconded by:	Allan Wills	Passed

MOTION #B2008-05	We, the archery associations of Canada, agree that LTAD will be the basis for archery development in Canada.			
Moved by:	SAA	Seconded by:	AANB	Passed

**ACTION: Leslie Murray will find out if LTAD 101 & 102 presentations are available, and if advertising is allowed in any of the LTAD materials.**

• Presentation by Cosmos Marketing

President Cary Kaplan presented an overview of services and challenged the FCA Board to allocate funds to marketing for a period of 3 years. Roger thanked Cary for coming to the meeting.

**4.3 Executive Committee/Athlete Rep/Sport Canada Reports**

The following points were in addition to reports submitted in the FCA 2008 Annual Report.

Leslie Murray updated to the group regarding Sport Canada policy as it affects archery. There will be new funds for the “Road To Excellence” programme over the next few years and could be additional funding to archery. (For details, see Leslie’s report to the Executive Committee, February 1-2, 2008.) FCA has met all standards required for 2008, and has until 2012 to meet the others.

Shawn Riggs will not be running for the Athlete Representative position again. Kathleen has started the nomination process through Info.E-mail. Direct mail will be sent to all Excellence members in April.

AI Wills reported that the COPARCO meeting has been moved to Venezuela in mid-summer. There is still a lack of communication on tournaments. Organisational mis-management continues. FITA is leaning towards management by continental associations (CA). Canadians are lumped in with. The perception is that all US training centres and benefits devolve to Canada even though this is not true.

Roger Murray was invited by the NAA to classify archers at the end of January 2008; he is closer to earning full international classifier certification.

Jude Hoey reported that AI Wills split the 3D hosting manual from the standardised one and that she has created an indoor 3D national championship hosting manual. Lethbridge Bowbenders held a successful indoor 3D national championship in a fantastic facility with two AWAD athletes included with 6 peewees and 230 adults. Jude led a 3-hour teleconference with her committee and the rules were revised.

Derek Hird has a committee of one to work with him as chair. He will pursue Cosmos' suggestions.

Charlene Parlee reported that she and Ghislain are working together to publish judge appointments and get things done. Let her know if there are other things needed for the judge committee. With regard to specific 3D judge training, there is no movement. There is a negative perception of judging within the 3D community.

MOTION #B2008-06	To accept the reports as published and/or amended.		
Moved by:	Shawn Riggs	Seconded by:	Derek Hird
			Passed

#### 4.4 Operational Plan

The Board broke into working groups for the final review. The document is published separately.

MOTION #B2008-07	To strike a permanent FCA International Event Hosting Committee.		
Moved by:	Shawn Riggs	Seconded by:	ABAA
			Passed

**ACTION:** Kathleen will send FITA's target hosting manual to Al Wills and Jude Hooley.  
**ACTION:** Charlene will strike an ad hoc committee to study the Clubs of Excellence programme. Shawn Riggs, Lindsey Poehl and Val Canham will sit.

MOTION #B2008-08	To ratify the FCA Operational Plan as amended.		
Moved by:	Derek Hird	Seconded by:	BCAA
			Passed

#### 4.5 2008 Budget Draft

The Executive Director led a PowerPoint presentation by project. Sport Canada core contributions are scheduled to decrease by \$9,000 in 2008-2009. The budget is a separate document. Derek's marketing suggestions were discussed.

MOTION #B2008-09	To increase the 2009 FCA Regional Indoor Championship participant fee by \$3.00; To increase 2009 FCA mailmatch participant fees by \$1; To increase all FCA products by 15% immediately; To amend the 2009 championship host agreements to include technical delegate expenses as a responsibility of the host committee; To increase FITA-sanctioned tournament fees by 15% immediately; To increase all FCA-sanctioned tournament fees by 15% immediately; To increase indoor nationally-sanctioned tournament fees to match outdoor nationally-sanctioned tournament fees, To cut bookkeeper fees by 50%.		
Moved by:	Derek Hird	Seconded by:	BCAA
			Passed

MOTION #B2008-10	To accept the draft budget as amended by MOTION #B2008-09		
Moved by:	AANB	Seconded by:	ABAA
			Passed

#### 4.6 Policies & Ratification

- Ratification of Votes-by-E-Mail from last meeting to the present (Appendix 2)

MOTION #B2008-11	To ratify all motions passed by the FCA Executive on behalf of the Board since August 2007.		
Moved by:	Alain Gravel	Seconded by:	Jude Hooley
			Passed

MOTION #B2008-12	To ratify all motions passed by by e-mail since the FCA Executive met on February 2, 2008		
Moved by:	Allan Wills	Seconded by:	Charlene Parlee
			Passed

- Access & Equity Policy (Appendix 3)

MOTION #B2008-13	To approve the Access & Equity Policy as amended		
Moved by: AANS	Seconded by: Shawn Riggs		Passed

- FCA Championship Rotational Policy (Appendix 4)
- FCA Member Complaint Policy (Appendix 5)

MOTION #B2008-14	To approve the FCA Championship Rotational Policy and the FCA Member Complaint Policy as amended		
Moved by: SAA	Seconded by: Derek Hird		Passed

## 5.0 Committee Work & Recommendations

### a) Archery Canada Council

- FCA Rules – Part 1 - Ratification of Proposals from the Rules Committee (Separate document)

MOTION #B2008-15	To ratify the rule change proposals as submitted by the FCA Rules Committee and the 3D Committee.		
Moved by: Jude Hoey	Seconded by: Shawn Riggs		Passed

- FCA Rules – Part 2– Crossbows & the FCA

George Wagner opened the discussion with a presentation to the Board. For the full discussion, please see Appendix 7.

MOTION #B2008-16	The issue of crossbows be given to a sub-committee of the FCA for further study and produce a report to the FCA Executive before the August 2008 national target championships.		
Moved by: Derek Hird	Seconded by: Shawn Riggs		Passed

#### Crossbow Sub-committee's Terms of Reference

- Survey and report on all provincial laws regarding crossbows and firearms
- Survey and report on all provincial Police forces interpretation of what is a firearm
- Survey and report on municipal interpretations of what is a firearm in all provinces
- Survey and report on all provincial interpretation of carrying permits
- Survey and report on international organisations allowing crossbow competitions & rules
- Administration of additional insurance fee (\$5.00) and policing insurance honesty
- Survey why FCA members do or do not want crossbows in the FCA
- Define "archery"

Committee members: Jude Hoey, George Wagner and AANS representative<sup>1</sup>.

#### **ACTION: Report will be sent to the Executive, 3D committee, all PSO boards and posted on the FCA website and Bowzone.**

- National Championships

2008 joint championships – Status Report from Manitoba

Al Wills, Alain Gravel, Jude Hoey and Kathleen Millar reported in the absence of a representative from ABAM. The target/field logo approval took some revisions and passed. Sponsorship is an issue. The committee has addressed all of FCA's concerns within its capabilities. Dates were changed but availability for accommodation would not allow the date to change further in order to avoid conflict with US Nationals. Field championships will be held at the Sandford Range; ABAM is supporting its upgrade. HPC will have the FITA Youth Championship trials at the same time as the FCA Open. There is no website functioning and most information will need to go onto the FCA website.

The 3D committee has changes its executive. New Chairperson, Brad Watkins, visited the indoor 3D championships in Lethbridge in order to study the organisation and to promote the outdoor event. The host club has found a possible sponsor for long-term support. Jude mentored them to give them a better

<sup>1</sup> On April 07, AANS appointed John Webber to this sub-committee.  
Version #1

idea of what is needed. There will 3 courses instead of 4, and there will be camping on-site. There is a website.

#### 2009 joint championships – Status Report from Québec

Denis Rousseau presented the sites and dates for all 2009 events. All tournaments will be in Amos. There is a field course now. The organisers, led by Chairperson Gaetan Dupuis, have experience running major events. The FTAQ board has agreed to this bid because there was sufficient infrastructure, accommodation and number of volunteers.

Dates for the 3D outdoor championships will be July 31 to August 03, 2009.

Dates for the FCA field championships will be August 08 to August 10, 2009.

Dates for the FCA target championships and FCA Open will be August 10 to 15, 2009.

MOTION #B2008-17	The FCA Board accepts the FTAQ's suggestion to change the format of the 2009 national target championships to suit the needs of the host club. This change will be confirmed in the host agreement.
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Moved by: Derek Hird	Seconded by: Jude Hooey	Passed
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#### 2010 joint championships – Status Report bids to date from Nova Scotia (AANS)

Lindsey Poehl reported that hosting the tournaments had been spread out over the province to encourage more clubs to participate and to reduce the workload on clubs who bid initially. Osprey will host the FCA Field Championships; Scotia Bowmen are looking after the FCA Target Championships in Halifax and Glooscap Archers, Kings Archers & Greenwood Archers will host the FCA 3D outdoor Championships in Kentville, NS, 60 minutes from Halifax,

#### • Canada Games 2011

The Executive Director presented the 2011 Canada Winter Games reduction of team size; see Sport Selection figures in Appendix 8. Since this was the only option for archery's inclusion in the Halifax Games, a decision had to be made exactly how to reduce the archer team size. Support staff numbers remained at one male/one female. Her suggestions were discussed.

MOTION #B2008-18	That for the Canada Winter Games 2011 Technical Package individual event, 1 compound archer and 1 recurve archer will be selected by each PSO for each sex.
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That for the Canada Winter Games 2011 Technical Package team event, teams will consist of 1 recurve male + 1 recurve female and 1 compound male + 1 compound female, selected by each PSO.
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Moved by: Derek Hird	Seconded by: ABAA	Passed
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**ACTION:** *The technical package changes will be forwarded to the Canada Games Council by the FCA Executive Director as soon as possible.*

**ACTION:** *LTAD's Competition Review Committee must review the Canada Games round and how they changes affect athlete development. The committee should suggest alternatives for the next Games.*

#### b) High Performance Committee

- Olympic & Paralympic Teams and status

Alain Gravel reported on the trials process and the number of spots won by Canada. FCA has one more slim chance to earn a woman's spot in Boé, FRA.

**ACTION:** *HPC is asked to review the amount of funding to send 4 women to Boé.*

- 2008 FITA World Youth Championships/2009 Championships/ Youth Olympics

FCA will incur additional expense due to the need to send 2 youth teams to FITA world championships in 2008 and 2009 in order to earn quota for the new Youth Olympics in 2010. The 2009 world championships will be held in Salt Lake City, USA. The Board was reminded that HPC policy on sending youth to these events will follow LTAD guidelines as soon as they become available.

- Regional Coaches Councils & PSO involvement

Al Wills reviewed the RCC structure and its need to find coach administrators who were committed to mentoring coaches. RCC members needed to reduce personal coaching commitments to a minimum. He was confident that the Ontario/Nunavut regional coach replacement would be found. There is still a vacancy for the Atlantic Region even though the position has been advertised twice in Info.E-mail.

- Facilities inventory from each PSO – anything longer than 20M

Estevan has just built a 50m indoor facility.

**ACTION:** **All Board members should forward an inventory of known facilities in their province longer than 20M that can be adapted to archery with +50M a higher priority;.**

## 6.0 FCA Annual General Meeting

NOTE: The FCA Board of Directors meeting was adjourned at 12:55 in order to prepare for the 2008 Annual General Meeting. The meeting re-convened at 13:30 and the agenda resumed.

## 5.0 Committee Work & Recommendations continued

- 3D Ranking Criteria for Selection to International Teams – new system

VP 3D Jude Hoey presented the latest revision of the criteria. Jude designed the system to mirror the criteria used to select international target teams. She had converted all percentages into actual scores as requested by Alain Gravel.

MOTION #B2008-19 To accept the 3D criteria as presented and amended.

Moved by: Jude Hoey Seconded by: Alain Gravel

Passed

- New Ranking System for international teams

Alain Gravel and Shawn Riggs answered questions. The new system includes mandatory use of FCA results reporting template.

**ACTION:** **Denis Rousseau will work with Greg Durward to adjust the indoor template to show 2 rounds of 300.**

## c) Communications & Marketing

Derek submitted his Marketing Committee strategy to the group (See Appendix 12). It had two important sections, specific fiscal changes and a think tank exercise. Part one was covered during the discussions concerning the 2008 budget.

**ACTION:** **Proposed increases to membership fees should occur at the next revision to the PSO agreements, not ask for amendments of the 2008-2010 agreements recently signed. The Executive Director will make these changes to the FCA Operational Plan.**

**ACTION:** **All Board members should submit feedback on Derek's marketing strategy part 2 by the end of April.**

## 7.0 Other Items

- NCCP – PSO Learning Facilitators

The Executive Director briefed the Board on areas of responsibility. The national office will get involved with evaluation of Learning Facilitators only at the written request of the PSO President. She cautioned PSO's from adding too many requirements to the basic policy listed in FCA's Operations Manual as it slows down the LF certification process, and thereby slows down coach candidate certification in the two recreational contexts.

- President's Closing Remarks

Roger Murray thanked everyone for a most productive weekend.

## 8.0 Adjournment

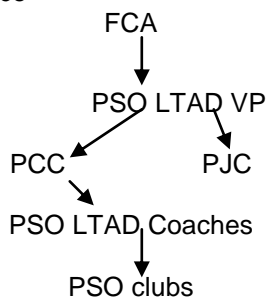
The meeting ended at 15:15. It was adjourned until presentation of the draft 2009 budget.



**Appendix 1 LONG TERM ATHLETE DEVELOPMENT MODEL**

**Part 1**

- a) Implementation – What should it look like?
- PSOs appoint LTAD co-ordinator/vice-president for their province
  - FCA educates and trains all provincial LTAD co-ordinators
  - PSO co-ordinators train other volunteers for all existing provincial sub-groups
  - PSO LTAD co-ordinator monitors dissemination of LTAD material to groups & clubs
  - PSO coach co-ordinators involve coaches in the implementation
  - PSO coaches educate club members
  - PSO judge co-ordinators involve judges in the implementation
  - FCA Annual PSO Report Template includes LTAD co-ordinator contact name and other questions concerning LTAD activities
  - Start “Archery for Life” to increase youth involvement
  - Use LTAD to unify special interest groups
  - Revision of Competition Calendar to fit with LTAD concept, using PSO events as a progression
  - Ensure FCA LTAD fit with PSO LTAD plans in place already
  - FCA & PSOs design strategy to sell LTAD to its members, starting with the PSO Executive, Board, regional associations, clubs and individuals/parents
  - PSOs create budgets and policies with LTAD references with programmes and events reflect the balance of “Archery for Life” as well as High Performance
  - LTAD brochures and materials are available at provincial events and tournaments
- b) Benchmarks – What will be in place in the next year?
- FCA LTAD Organigram in place



- PSOs measure membership growth, particularly by special interest groups

An archery tournament would be considered successful if it had the following components:

a) From a coach's perspective

- Fit the needs of athletes
- Challenges were reasonably achievable
- Accommodates various skill and development levels
- Offers various venues for different archery disciplines
- Good competition
- Participation at all levels using high performance athletes as role models but providing opportunities for all, particularly beginners.

b) From an athlete's perspective

- Enjoyable experience
- Fit the needs of athletes – qualifies for ranking, prepares archers for future competitions
- Challenges were reasonably achievable
- Accommodates various skill and development levels
- Offers appropriate facilities – courses and terrain well-planned and laid-out
- Good competition – well-organised, rules clear, good officiating, several competitors in each class
- Family-oriented using high performance athletes as role models but providing opportunities for all, particularly beginners.

a) From FCA's perspective

- Financially viable for club, PSO and FCA
- Appropriate in scale for the population base
- Local tournaments offer competition to all levels of participants
- National tournaments service specifically targeted level
- All tournaments use the same rules at all levels
- All results for registered tournaments use the same template and are sent to the national office
- All results fit into the talent identification programme

**Appendix 2: Ratification of Votes-by-Mail since August 15, 2007****PART 1**

The following motions passed by FCA's Executive Committee from August 2007 to January 31, 2008:

Motion #HPC 2007-14	Proposed AWAD team selection criteria for women.	PASSED
Motion #E2007-11	To appoint Charlene Parlee to the position of Vice-President Committees and Projects for the period of one year	PASSED
Motion #E2007-12	2008 FCA 3D indoor championship logo	PASSED
Motion #HPC 2007-16	Change HPC's Equipment programme criteria to receive Win & Win effective November 15, 2007	PASSED
Motion #HPC 2007-17	2008 Olympic Trials format proposal (HPC)	PASSED
Motion #E2007-12	Standing Rules Committee	PASSED
Motion #HPC 2007-17	2008 Olympic Trials format proposal (BoD)	PASSED
Motion #ACC 2007-01	2008 3D rule change proposals (Batch #1)	PASSED
MOTION #HPC 2007-19	InfoExcellence disbanded for Excellence 2012	PASSED
MOTION #HPC 2007-20	LTAD principles as part of PSO agreements	PASSED
MOTION #HPC 2007-21	Junior/cadet world team selection criteria	PASSED
MOTION #HPC 2007-22	Junior/cadet world team selection trials in Winnipeg	PASSED
MOTION #HPC 2007-23	2008 Pan American Championship team trials dates	PASSED
MOTION #HPC 2007-24	2008 B Team trials dates	PASSED
MOTION #HPC 2007-25	Boé FRA team selection policy	PASSED
MOTION #HPC 2007-26	2008 university archery championship team criteria	PASSED
MOTION #HPC 2007-27	ERC New Ranking Proposal accepted in principle	PASSED
Motion #E2007-13	Using \$3000 of RBC Dominion Securities cash to offset FCA expenses incurred during the 2007 FCA outdoor target/field and outdoor 3D championships	PASSED
Motion #HPC 2008-01	Olympic/Paralympic Trials to Ontario Canada Cup to British Columbia	PASSED

Continued

**Appendix 2: Ratification of Votes-by-Mail since August 15, 2007****PART 2**

The following votes by e-mail require Board ratification (actual wording of motion follows grid):

MOTION #B2008-01	Access & Equity Policy as modified/corrected (See App. 3)	PASSED
MOTION #HPC2008-02	Funding for 2 recurve archers to Winnipeg Championships	PASSED
MOTION #HPC2008-03	FITA Field Championship trials at Winnipeg Championships	PASSED
MOTION #HPC2008-04	Selection of J-P Lafleur as head coach to 2008 FITA Junior/Cadet world championships	PASSED
MOTION #HPC2008-05	Funding to junior/cadet world championships in light of FCA funding restrictions	PASSED
MOTION #E2008-13A	Approval of 2008 Target/Field Championship logo	PASSED
MOTION #E2008-13B	Approval of 2008 Target/Field Championship judges	PASSED

MOTION HPC2008-02: That the directions from HPC be amended. \$1000 will be divided into \$500 each for one male and one female recurve archer, who is not nationally carded, shooting the senior distances and obtaining the highest score at the national target championships (double FITA1440).  
Moved by: Alain Gravel Seconded by: Allen Jenskey

MOTION HPC2008-03: That HPC will use national field championships as trials if more people are interested in competing at the World Field Championships than Canada is allowed per sex/division.  
Moved by: Alain Gravel Seconded by: Allen Jenskey

MOTION HPC2008-05: To allocate to 2008 world team recurve junior and cadet archers financial assistance. \$2000 will be given to the first place archer at the trials (or first-placed qualifier if no trials are required) and \$1000 will be given to the second-place finisher. For compound archers, the same percentages will be allocated depending upon FCA funds, to a limit of \$2000 for first-place finishers and \$1000 for second-place finishers.  
Moved by Alain Gravel

## Informational Item:

MOTION #E2008-04	To change the FCA fiscal year end from December 31 to March 31 Moved by Derek Hird Seconded by Alain Gravel	Unanimous NOTICE OF MOTION FOR THE 2008 FCA ANNUAL GENERAL MEETING
MOTION #3D2008-01	Rule Changes – Board agenda item under Committees	Quorum not met

## **Appendix 3: FCA Access and Equity Policy 2008**

**English only**

### **Preamble**

The Federation of Canadian Archers is committed to accessible and available sport to all persons in Canada.

Equity is synonymous with fairness and justice; to be equitable means to be fair, and to appear fair. Equity and equality are often confused. Equality is defined as "of the same quantity, size, number, degree, value, intensity" and "having the same rights, privileges, ability, rank, etc." Equity, on the other hand is defined as "justice, impartiality; the giving or desiring to give each person his due; anything that is fair." Equity is the belief and the practice of treating persons in ways that are fair, equal and just, regardless of their gender, race, ancestry, place of origin, color, ethnic origin, citizenship, creed, sexual orientation, disability, age, marital status, or family status.

Gender equity is the belief and practice of treating both sexes in ways that are fair and just. It is the principle and practice of fair and equitable allocation of resources and opportunities for both females and males. Gender equity eliminates discriminatory practices which are barriers to full participation of either gender.

Access equity is the belief and practice of treating all Canadians in ways that are fair and just. FCA is committed to the principle and practice of fair and equitable allocation of resources and opportunities for all Canadians regardless of race, and ancestry, place of origin, colour, ethnic origin, citizenship, creed, sexual orientation, disability, age, marital status or family status.

The Federation of Canadian Archers will take strong and clear initiatives to encourage participation by women, people with disabilities, First Nations people, new Canadians and other minority groups.

The Federation of Canadian Archers will work to ensure that access and gender equity are key considerations when developing, updating or delivering FCA programs, policies, and projects.

The Federation of Canadian Archers believes that an effective education program is a cornerstone to achieving access and gender equity in sport. Efforts will be made towards raising the awareness and understanding of the access and equity issue in the sport community.

The emphasis for access and gender equity is an attempt to attract and include girls and women, people with disabilities, First Nations people, new Canadians and other minority groups in archery, and bring them to an equitable level of participation in physical activity and sport.

Meeting the challenge of access and gender equity in sport and physical activity may tax the resources and ingenuity of The Federation of Canadian Archers. However, the rewards are substantial, and well worth the effort. The Federation of Canadian Archers has the opportunity to take a compelling leadership position by making a clear commitment to access and gender equity.

### **Vision**

All archers will enjoy a full and equitable range of opportunities to participate in and lead all activities of The Federation of Canadian Archers.

### **Goals**

The Federation of Canadian Archers will:

1. Achieve access and gender equity in the administration, policies, and programmes of the association.
2. Play a positive role in raising the awareness and understanding of access and gender equity among its members.

### **Policy Statements and Implementation Strategies**

## **A. Leadership and Administration**

1. The Federation of Canadian Archers ensures its by-laws use gender-neutral language.
2. The Federation of Canadian Archers will ensure that all Canadians at all levels in the archery system have equal opportunity to participate, compete, coach, officiate, administer, organize, lead, and instruct in a fair, and an unbiased environment.
3. The Federation of Canadian Archers shall declare publicly that it is an equal opportunity employer and respects the principles of pay equity in relationship to salaried employees.
4. The Federation of Canadian Archers shall practice family-friendly work practices such as flex-time, job sharing, child care support, harassment policies, non-discriminatory interview techniques, and pay equity.
5. The Federation of Canadian Archers shall develop positions and work proactively with provincial and national agencies to identify and eliminate barriers facing all Canadians in archery. Host clubs of National Championships shall strive to insure the availability of day care facilities.
6. The gender equity portfolio is included in a Federation of Canadian Archers' employee's job description.
7. The gender equity portfolio is included in a Federation of Canadian Archers' volunteer's job description.
8. The Federation of Canadian Archers shall strive to have an access and gender balance on its board of directors.
9. The Federation of Canadian Archers shall strive to have both genders and minority groups represented on its committees - Archery Canada Council, High Performance Committee, Judges' Committee, and Coaching Certification Committee.
10. The Federation of Canadian Archers shall collect gender-based and athletes with a disability statistics on an annual basis.
11. The Federation of Canadian Archers shall analyse the disbursement of funds on a gender and minority group basis.

## **B. Education**

The Federation of Canadian Archers recognizes that an effective education programme is necessary to the success of this policy.

1. The Federation of Canadian Archers shall use gender appropriate language and for all publications, videos and advertisements include a balance of men, women and minority group images.
2. The Federation of Canadian Archers shall provide guidelines on best-practices and materials to educate its members.
3. The Federation of Canadian Archers shall publicly recognise member organisations that make advancements with respect to women and minority groups and sport.
4. The Federation of Canadian Archers shall provide forums for discussions on access and gender equity issues.
5. Through the newsletters, communicate the achievements of women and minority groups in archery.

6. Develop a set of InfoClub pamphlets concerning women and minority groups in archery, and actively promote their circulation.

### **C. External Liaisons**

1. Federation of Canadian Archers representatives at external meetings shall understand and be committed to the principles of access and gender equity as set out in this policy, and actions at these meetings should reflect these principles.  
The Federation of Canadian Archers shall strive to have both sexes represented on its delegations to external forums and conferences.
2. The Federation of Canadian Archers shall not solicit nor accept sponsorship from companies which discriminate against women and minority groups.
3. The Federation of Canadian Archers shall lobby FITA to create equal competitive opportunities for all Canadians at world championships and international competitions controlled by the International Federation.
4. The Federation of Canadian Archers shall maintain membership in associations that are concerned with the status of women and minority groups.

### **D. Promotion**

1. The Federation of Canadian Archers will increase the exposure, and build awareness, of women and minority groups in all aspects of archery.
2. The Federation of Canadian Archers will represent women and minority groups of all ages with respect and so as to enhance self-esteem.
3. The Federation of Canadian Archers will actively promote archery as a sport for all people.

## **Appendix 4: FCA Policy for Championship Rotation Schedule Policy Revision Version 4**

### Proposed Revision to the existing Championship Rotation Policy

1. That from 2011 onward, any PSO requesting a revision to the rotation policy will not be able to “swap” dates with another PSO from another region in the country (east/west), disrupting the alternating system.
2. The PSO requesting the delay must do so no later than 2 years in advance of their turn in the rotation. After that date, the PSO is required to host the FCA national championships in the stated rotation.
3. The PSO requesting the delay will find a PSO willing to host the championships in the year in question.
4. There will be no change to the order.
5. No PSO may request a delay in hosting the championships more than 1 time in 10 years.
6. The FCA Board of Directors will review the Rotation Policy at its annual meeting every 4 years starting in 2011.
7. The rotation is an 8-year cycle as follows:

**2009 Quebec**  
**2010 Nova Scotia**  
**2011 Saskatchewan**  
**2012 British Columbia**  
**2013 New Brunswick**  
**2014 Alberta**  
**2015 Ontario**  
**2016 Manitoba**  
**2017 Quebec**  
**2018 Nova Scotia**  
**2019 Saskatchewan**  
**2020 British Columbia**  
**2021 New Brunswick**  
**2022 Alberta**  
**2023 Ontario**  
**2024 Manitoba**  
etc.



## **Appendix 5: FCA Complaint Policy – Revision Draft #3, 2008-03-17**

### **PURPOSE**

This policy establishes the procedure by which FCA members may obtain redress for offences they suffered while at an FCA sanctioned event, or during the preparation for such an event.

### **DEFINITIONS**

**Complainant** The person, group, or organisation forwarding the complaint

Said person, group, or organization must all be active members, in good standing, of the FCA at the time the complaint is made and at the time of the offence.

**Respondent** The person, group, or organization against which the complaint is lodged

Said person, group, or organization must all be active members, in good standing, of the FCA at the time the complaint is made and at the time of the offence.

**FCA** The Federation of Canadian Archers

**Offence** Any action contrary to the rules of competition and/or rules of ethical behaviour published by FCA and in force at the time of the infraction, which negatively affects the shooting performance of the complainant.

**PSO** Provincial Sport Organisation

### **PROCEDURE**

1. Before filing a complaint with the FCA, the complainant must have pursued the issue through both the appropriate local association and PSO. The FCA will only address the complaint if all local and PSO avenues have been used. Complaints dealing with national team selection will be addressed by the Resolution Committee in conjunction with the FCA High Performance Committee.

### **NOTE:**

The complaint must be first lodged with the next higher organizational authority (i.e. A complaint lodged against a local association must first be lodged with the PSO.), unless the complaint is against a representative of the FCA, in which case the complaint must be forwarded to the FCA President or, if against the FCA President, to the FCA office.

2. It is the responsibility of the complainant to forward their complaint (or notice of complaint) to the FCA office within 10 calendar days of the incident, or within 10 calendar days of notification from the local association or PSO. If the FCA Office or the President is contacted for information, then the 10 days will begin as of that day. If the complaint is not received by the tenth day, then the matter will be considered closed.

3. The complainant must fill in the FCA Complaint form (attached) with as much detail as possible and forward it as per items 1 and 2.

4. Once a complaint is received the FCA office (or President) will appoint a committee of 3 members of the Executive as a 'Resolution Committee'. Should the complaint be against the Executive, members of the Board of Directors or FCA committees who are not in conflict, will be appointed.

5. The Resolution Committee shall elect a Chair from among themselves. This committee will then be forwarded electronic or hard copies of the complaint and all the documentation. The committee will meet in person with the complainant, call witnesses in person, and deliberate face-to-face when possible (as when a complaint is lodged at a National Championships).

6. The Resolution Committee will keep un-official minutes of all interactions so that the committee members can review all the findings prior to rendering a decision. Minutes will not be made public. Minutes will include a copy of the completed complaint form, notes from meetings, and a procedural checklist (attached).

7. The Resolution Committee will report its findings and decision to the FCA Board of Directors, and only the Board can dissolve the committee. A motion from the Board will ratify the final decision and dissolve the committee.

8. The reported findings and decision of this Committee will be published on the FCA website as ratified by the Board of Directors, unless the information is of a personal nature, would injure, or damage the reputation of, any of the involved parties.

9. Should the decision not satisfy the complainant, The Alternate Dispute Resolution mechanism can be pursued as an outside agency designed to mediate or arbitrate in cases where internal sport procedures fail to resolve an issue.

Penalty Guidelines:

The following are suggested penalties for the Resolution Committee, but their decision will be final.

First offence:

An FCA member in good standing who is found to be in violation of rules of competition and/or rules of ethical behaviour published by FCA, and in force at the time of the infraction, for the first time will:

- Send formal letters of apology to all individuals represented in the complaint **AND**
- Comply with the specific terms detailed in the Resolution Committee report **AND**
- Complete all specific tasks and assignments from the report within the timelines stated.

Failure to comply will bring an automatic suspension of FCA membership for a period of one year. During that time, the offender may not participate in any capacity representing Canada or the FCA.

Second offence:

An FCA member in good standing who is found to be in violation of rules of competition and/or rules of ethical behaviour published by FCA, and in force at the time of the infraction, for a second time, but who complied with all terms, tasks and assignments deemed necessary by the Resolution Committee for his/her first offence, will:

- Send formal letters of apology to all individuals represented in the complaint **AND**
- Comply with the specific terms detailed in the Resolution Committee report **AND**
- Complete all specific tasks and assignments from the report within the timelines stated **AND**
- Be banned from the FCA for a period of one year.

Failure to comply will bring an automatic suspension of FCA membership for a period of two years. During that time, the offender may not participate in any capacity representing Canada or the FCA.

An FCA member in good standing who is found to be in violation of rules of competition and/or rules of ethical behaviour published by FCA, and in force at the time of the infraction, for a second time, but who DID NOT comply with all terms, tasks and assignments deemed necessary by the Resolution Committee for his/her first offence, will be treated as having committed a third offence (see below).

Third offence:

An FCA member in good standing who is found to be in violation of rules of competition and/or rules of ethical behaviour published by FCA, and in force at the time of the infraction, for a third time, but who complied with all terms, tasks and assignments deemed necessary by the Resolution Committee for his/her first and second offences, will:

- Send formal letters of apology to all individuals represented in the complaint **AND**
- Comply with the specific terms detailed in the Resolution Committee report **AND**
- Complete all specific tasks and assignments from the report within the timelines stated **AND**
- Be banned from the FCA for a period of five years.

Failure to comply will bring an automatic lifetime suspension of FCA membership. During that time, the offender may not participate in any capacity representing Canada or the FCA.

*Federation of Canadian Archers*

*Fédération Canadienne des Archers*

An FCA member in good standing who is found to be in violation of rules of competition and/or rules of ethical behaviour published by FCA, and in force at the time of the infraction, for a third time will, but who DID NOT comply with all terms, tasks and assignments deemed necessary by the Resolution Committee for his/her first and second offences, will be given an automatic lifetime suspension of FCA membership. The offender may never participate again in any capacity representing Canada or the FCA.

## **Appendix 6: FCA By-laws and definition of Honorary Membership**

9.04 Categories of individual non-voting membership - Non-voting membership in the Corporation is open to individual residents of Canada who satisfy the criteria for membership established by the Board of Directors from time to time, and whose application is approved by the Board of Directors. The categories of such membership shall be as follows:

- (a) Individual: membership is open to applicants who pay the appropriate fee;
- (b) Family: membership is open to applicant family groups of 3 persons or more who have paid the appropriate fee. A family is defined as 1 or 2 individuals who are married or living in a common-law relationship and may include 1 or more legal dependants of one or both of the individuals, all of whom reside in the same household.
- (c) Honorary: the Board may grant membership for a specified term to individuals, exempt from fees, for special merit, service or contribution to the Corporation. The Board of Directors may from time to time, confer an honorary life membership to individuals who have distinguished themselves in the service of FCA;
- (d) Life: is open to applicants who pay the appropriate fee.
- (e) Package: is open to applicants who pay the appropriate fee through their local FCA affiliated club or Provincial Archery Association.

## Appendix 7: FCA Rules - Crossbows in FCA 3D outdoor championships

### • Presentation

George Wagner

The FCA President relinquished the chair to the Executive Director.

The crossbow is a controversial issue.

In the 1970's George received a crossbow and his involvement grew from there. He is in the business and shoots traditional and compound equipment. In Ontario, when the archery season was opened and crossbows were included. Ontario Bowhunters Association (OBA) was the group that push for the bow season. The OBA Disbanded over the crossbow issue and the whole organisation fell apart with inner fighting.

Personally, George is very worried about hunting in the world and in Canada, and archery would suffer. Hunting is under pressure. PETA has launched a multi-million dollar campaign against baiting bear. Right now there is no bowhunter association in Ontario, just OFAH and a wing of OAA. He feels that FCA should be a national voice for bowhunting. Insurance is not really the issue; it is lack of knowledge. There are no other sporting groups that can emphasize bowhunting.

Crossbow seasons are becoming more liberal – 12 jurisdictions across North America allow crossbows in season. Crossbow archery is the only growth segment in North America. Manufacturers are putting more money into it and more States will add a season. The numbers will be increased enormously if Michigan and New York accept it. Crossbow shooters, the older segment of the population, can participate in tournaments because this type of equipment is available to them – Archery for Life. People need to look at this as an option for active clubs and volunteers.

George quoted an IBEP study was quoted and stated that over the years, there remains a stable 11-12% success rate for all archery.

In terms of target archery, allowing people to use crossbows at clubs brings people into the sport and encourage them to continue. There will growth. Some people who shoot crossbows also own other types of archery equipment.

In George's view, we need to put aside our personal opinions and see what is for the benefit of the sport. Crossbow should add to the ranks. FITA competition, field and 3D could have divisions. Crossbows can be quite accurate. The quality of equipment is better than in the past just as in other equipment classes. He wants FCA to take a stand on bowhunting and national interest. Supply statistics and use those to make a case for safety.

Focus on tournaments and competition

Things to consider:

- hunting
- Definition of archery - Are crossbows archery?
- What is archery equipment? (human power)
- History of firearms – crossbows were in archery
- FCA's access and equity policy
- FCA's mission statement
- Hunters with a disability
- Youth using a crossbow at tournaments.
- Archery ranges do not have the same level of safety control as gun ranges.
  - It has to be trained.
- FCA members have a problem with comfort level with crossbows.
  - All straw votes have given a 50-50 split.
- Crossbows in FCA are as contentious now as compound bows were before 1971.

**Appendix 8: Canada Games 2011****Sports selected to the 2011 program**

			Competitors		AWAD/SOC		Support Staff				Total
			M	F	M	F	Coach	AWAD Coach	Manager	Other	
<u>PRE-SELECTED</u>											
1	Alpine	Core	5	5	2	2	2	2		1	19
2	Curling (Men)	Core	4				1				5
2	Curling (Women)	Core		4			1				5
3	Hockey (Men)	Core	20				3		1		24
3	Hockey (Women)	Core		20			3		1		24
4	Speedskating	Core	9	9			2		2		22
	Core Sport	Sub-Total	38	38	2	2	12	2	4	1	99
<u>EXTRA ASSESSMENT</u>											
	Female Apprentice Coach	Policy					2				2
	Aboriginal Apprentice Coach	Policy					2				2
5	Figure Skating	Extra Assessment	6	7	2	2	2	1	1		21
6	Gymnastics - Artistic	Extra Assessment	7	7			3		1		18
7	Synchro	Extra Assessment		9			2		1		12
8	Cross Country Skiing	Extra Assessment	5	5	2	1	2	1	1	1	18
9	Judo	Extra Assessment	7	7			2		1		17
10	Snowboard	Extra Assessment	6	6			2		1	1	16
11	Freestyle Skiing	Extra Assessment	4	4			3		1		12
12	Ringette	Extra Assessment		16			2		1		19
13	Shooting	Extra Assessment	4	4			1		1		10
14	Badminton	Extra Assessment	5	5			1		1		12
15	Wheelchair Basketball	Extra Assessment			9	3	2		1		15
16	Squash	Extra Assessment	4	4			1		1		10
17	Biathlon	Extra Assessment	4	4			2		1	1	12
18	Boxing	Extra Assessment	10				2		1		13
<b>19</b>	<b>Archery</b>	<b>Extra Assessment</b>	<b>2</b>	<b>2</b>			<b>1</b>		<b>1</b>		<b>6</b>
	Extra Assessment	Sub-Total	64	80	13	6	32	2	15	3	215
<b>GRAND TOTAL</b>			<b>102</b>	<b>118</b>	<b>15</b>	<b>8</b>	<b>44</b>	<b>4</b>	<b>19</b>	<b>4</b>	<b>314</b>

<b>PREFERRED Team Sizes 2011</b>								<b>MINIMUM Team Sizes 2011</b>									
SPORT	M	W	AWAD	SOC	C	M	OTHER	TOTAL	SPORT	M	W	AWAD	SOC	C	M	OTHER	TOTAL
Alpine	5	5	6		4		2	22	Alpine	5	5	2		3		1	16
Archery	3	3			1	1		8	Archery	2	2			1	1		6
Badminton	5	5			1	1		12	Badminton	3	3			1	1		8
Biathlon	4	4			2	1	2	13	Biathlon	4	4			2	1	1	12
Boxing	11	8			3	1		23	Boxing	10	6			2	1		19
Broomball- (MEN)	20				2	1	1		Broomball- (MEN)	11				1	1		
Cross Country Ski	5	5	3		3	1	2	19	Cross Country Ski	5	5	3		2	1	1	17
Curling	5	5		5		3		18	Curling	4	4		4	3			15
Fencing	9	9			2	1		21	Fencing	6	6			1	1		13
Figure Skating	8	9			3	1		21	Figure Skating	8	9			3	1		20
Freestyle Ski	6	6			3	1		16	Freestyle Ski	4	4			3	1		11
Gymnastics - Artistic	7	7			3	1		18	Gymnastics - Artistic	6	6			2			14
Gymnastics - Rhythmic		8			1	1		10	Gymnastics - Rhythmic		6			1	1		7
Gymnastics - Trampoline	4	4			2	1		11	Gymnastics - Trampoline	2	2			1	1		6
Hockey	21	21	15		3	1	1	62	Hockey	20	20	15		3	1	1	60
Judo	7	7			2	1		17	Judo	7	7			1	1		16
Lacrosse	20				3		1	24	Lacrosse	20				3		1	24
Racquetball	4	4	1		2	1		12	Racquetball	2	2	1		1	1		7
Ringette		22			4	1		27	Ringette		16			2	1		19
Shooting	4	4			2	1	1	12	Shooting	4	4			1	1	1	11
Snowboarding	9	9			3	1	1	23	Snowboarding	6	6			2	1	1	16
Speed Skating	9	9			2	2		22	Speed Skating	9	9			2	2		22
Squash	4	4			1	1		10	Squash	4	4			1	1		10
Synchro Swim	10				2	1		13	Synchro Swim	9				2	1		12
Table Tennis	6	6	3	3	2	1	1	22	Table Tennis	3	3	2	2	1	1		12
Wheelchair Basketball	12				2	1	1	16	Wheelchair Basketball	10				2	1		13
<b>TOTALS</b>	<b>198</b>	<b>164</b>	<b>28</b>	<b>8</b>	<b>58</b>	<b>27</b>	<b>13</b>	<b>472</b>	<b>TOTALS</b>	<b>164</b>	<b>133</b>	<b>23</b>	<b>6</b>	<b>47</b>	<b>23</b>	<b>7</b>	<b>386</b>

\*Total Team Size 324 for 2011 Games.

\*\*Athlete Gender Ratio must be equitable

\*\*\*Events for AWAD to total approximately 5.5% of the theoretical maximum

**Archery was selected as the next ranked sport and given its minimum team size for competition at the Games.**

In order to formalize the selection of sports to the program of the 2011 Canada Winter Games, the following terms must be agreed upon between the National Sport Organization (NSO) and the Canada Games Council. These terms cover a wide range of subjects from the fundamental aspects of the Games to the very practical. Having all parties agree to these terms once a sport is selected to the program, ensures that issues are dealt with consistently across all sports and that the NSOs and Canada Games Council are accountable to each other.

If the terms of this agreement are not met, a variety of sanctions are possible, ranging from: written warning, monetary fines, or at the very extreme, expulsion from the Canada Games program. If the Canada Games Council and/or Host Society and/or NSO do not meet any of their obligations they should be identified by the affected party leading up to the Games and identified in the final report.

NSO will agree to:

- a. Identify the Canada Games as a component within its long term athlete development model;
- b. Propose at 24 - 36 months prior to the Games, an age/eligibility category for "*next generation national team athletes*" in the Training to Compete phase of the long term athlete development model, or other suitable phase of LTAD as justified by NSO to suit next generation national team athletes;
- c. Work with the Council to minimize conflicts in the scheduling of major events in the Games period;
- d. Fund the travel costs for at least one technical representative visit to the host community prior to the Games;
- e. Develop, with the assistance of the Host Society and host PSO, a plan for upgrading technical officials within the host community and host province;
- f. Ensure high calibre officiating at the Games;
- g. Help in the development and provide final sign off of key documents, such as the technical package, sport schedule, minimum venue requirements, facilities plan and sport operations plan in the given timelines set forth by the Canada Games Council;
- h. Include the Canada Games within the NSO's communications plan and activities (link to Canada Games website, include Canada Games results in athlete biographies, etc.) and assist the Canada Games Council in promoting the Games through such means as media relations and features in newsletters and magazines, signage and visibility at qualifying events<sup>1</sup>;
- i. The NSO must assign capable and competent people from within the organization (i.e. volunteer, staff, etc.) to be Technical Representative and Sport Information Officers;
- j. Abide by the Council's Principles that Govern Technical Packages and other policies of the Canada Games Council;
- k. Ensure that NSO's have a code of conduct and comprehensive social policies in place that embraces all representatives' (staff, officials, volunteers) and participants (athletes, coaches and managers) behaviour at all times when under the Canada Games jurisdiction;
- l. Provide two complimentary copies of the NSO's current rule book and two copies of tournament policy/procedures manuals to assist the Host Society in its planning for the Games, as well as sample copies of score sheets and other tools normally used by an organizing committee;
- m. Work with the Host Society to ensure the sport's Announcer and Chief Official are fluent in both French and English in the NSO's sport-specific language to provide equal language services to spectators and Games participants;
- n. Provide the Canada Games Council with a final report at the conclusion of the Games.

Canada Games Council will agree to:

- a. Have a fair and transparent sport selection process;
- b. Provide an environment that is appropriate for "*next generation national team athletes*" that are in the Training to Compete phase of the LTAD, or other suitable phase of LTAD as justified by NSO to suit next



generation national team athletes enabling them to excel at the Canada Games. This high performance environment will be provided to all Games participants by ensuring an athlete-centred approach to Games organization through:

- \_ Air & Ground transportation scheduling,
- \_ Competition scheduling,
- \_ Venue requirements,
- \_ Field of play requirements,
- \_ High calibre of officiating,
- \_ Accommodations,
- \_ Food services,
- \_ Medical services

c. Work in partnership with NSOs in the language of their choice to ensure that all of their needs are met.

## **APPENDIX A**

### **Suggestions to NSOs for the Development and Implementation of a Canada Games Marketing & Communications Plans**

1. Upon selection to the Canada Games program, sport governing bodies must apply best efforts to provide Canada Games visibility prominently on NSO marketing and communications vehicles associated with the Games.
2. The usage of the Canada Games trademarks will be in accordance with the graphic standards (standards and graphics available upon request).
3. As a Canada Games sport, promotion of the Canada Games Movement brand should take place on the following vehicles:

#### **Communications Vehicles**

- i. Website banner ad and link on the NSO homepage,
- ii. Website link from all Canada Games program pages,
- iii. Written and visual promotion in Email Newsletter,

#### **Promotion at Events**

- i. Banners and signage at Canada Games qualifying events, Canada Games Development programs, Talent I.D events, Coach employment events, Sport Development events,
- ii. Verbal promotion in speeches and Athlete testimonials,
- iii. Promotion on NSO marketing collateral pieces

**Appendix 9: FCA Task List**

<b>FCA Volunteer Project List (Who's doing what list!)</b>				
<b>Master Version always evolving - feedback encouraged</b>			<b>Question marks? - Fill in the blanks!</b>	
<b>What</b>	<b>Type</b>	<b>Who</b>	<b>When</b>	
1	Long-term Athlete Development Model Process	Service	K. Millar/R. Way/P. Jurbala/B. Stafford/S. Lemke	on-going
2	Canada Games/Youth athlete sub-committee action plan/LTAD	Programme	R. Murray/PSO directors/Jordan Eastman/P. Jurbala	on-going
3	2005-2009 Operational Plan review & revisions	Governance	Exec Comm & BofD	<b>Board meeting</b>
4	2007-2009 High Performance Budget - Sport Canada contribution update	Programme	Exec. Dir./A. Gravel update July 25	<b>Board meeting</b>
5	2007-2009 Archery Canada Budget - Sport Canada contribution update	Programme	VP E&S / VP C&P / T. Paukovic /ED	<b>Board meeting</b>
6	2007-2009 AWAD Budget - Sport Canada contribution update	Programme	Exec. Dir./A. Nault	<b>Board meeting</b>
7	2007 Pan Am Games Team Management	Event	S. Lemke	<b>2007-07-28</b>
8	2007 World Outdoor Able-bodied Team Management	Event	K. Millar/Bibeau/Lafleur/McDonald	<b>done</b>
9	2007 World Outdoor AWAD Team Management	Event	Lemke/Murray	on-going
10	2007 FITA 3Di Team Management	Event	H. Navarro & ED	on-going
11	2008-2009 FITA 3Di Team Selection criteria	Event	VP 3D	<b>FALL 2007</b>
12	2007 FCA Annual Award ballots for 2006	Programme	Board/Executive Director/Committees	<b>2007-06-05</b>
13	2007 PSO Reports for FCA annual report submissions	Governance	Board & Chairpersons	<b>2007-06-11</b>
14	2007 HPC Prepare/host semi-annual meeting	Programme	A. Gravel/K. Millar	<b>N/A</b>
15	2007 elections President / VP Admin & Mkt'g / VP 3D & one-year for VP C&P/ VP E&S	Service	Roger Murray/K. Millar/PSO Presidents	2007-05-31
16	Recruitment of new Board & Executive members	Governance	all Board & Executive members	2007-05-31
17	National Championship Host Rotation Policy updated	Event	FCA Executive/PSOs	annual AGM
18	<b>2007 3D outdoor championships</b>	<b>Event</b>	<b>T. Paukovic /Wolf's Den / ED</b>	<b>on-going</b>
19	<b>2007 Target/Field championship</b>	<b>Event</b>	<b>B. Savage / J. McDonald /K. Millar</b>	<b>on-going</b>
20	2007 COPARCO judge certification clinic	Programme	S. Font/G.A/KM	<b>2007-08-08/10</b>
21	2008-2010 FCA/PSO Operating Agreements	Service	<b>Don Lohnes/Executive Director</b>	<b>on-going</b>
22	FCA Info.E-mail	Service	K. Millar	bi-weekly

## Federation of Canadian Archers

## Fédération Canadienne des Archers

23	Follow-up Presidents Conference - communicate PSO successes to national office	Service	PSO Directors	monthly
24	HP Excellence Rankings	Service	J. McDonald	monthly
25	FCA Memberships Programme	Programme	K. Millar/L. Kiraly/ <b>bookkeeper?</b>	monthly
26	FITA Pin co-ordinator	Service	T. Klat/A. Wills	semi-annual
27	World Records	Service	<b>weblink in the Excellence welcome package</b>	<b>on-going</b>
28	Team Manager/Coach handbook	Service	J. McDonald/Arthur Nault/ <b>AG/KM</b>	annually
29	International judge re-certification	Programme	G. Arseneault	annually
30	PSO identification of AWAD athletes to HPC	Programme	PSO membership chairpersons/A. Nault/KM	on-going
31	Follow-up Presidents Conference - Meeting CanBow goals	Programme	R. McIntyre / K. Millar / CAHPERD	on-going
32	CBET transition & manuals	Programme	J. Wiebe	on-going
33	Web page calendar & posting	Service	A. Wills	on-going
34	Judge Certification programme & record-keeping	Programme	G. Arseneault/K. Millar	on-going
35	FCA Office Staffing	Service	Exec. Dir./President	on-going
36	Athlete Abuse Prevention Education programme	Governance	President/PSO agreements	on-going
37	FCA Records	Service	C. Murphy	on-going
38	FCA championship results archive	Service	A. Wills	on-going
39	HP Coach Development network	Programme	HPC regional coaches / J. Gunter	on-going
40	Judge certification streams (field/target/3D)	Programme	G. Arsenault	on-going
41	FCA Travel Kit transportation	Event	Executive Director/Archers of Caledon	<b>done</b>
42	Volunteer Promotion Articles in Info.E-mail	Service	Executive Committee	monthly
43	InfoExcellence	Service	L. Cusson	as needed
44	FCA Product catalogue (on website)	Programme	A. Wills/Exec. Dir./D. Lohnes	as needed
45	FCA Coaching Certificates	Programme	J. Wiebe	under review
46	Athlete bill of rights revision	Service	Athlete Representative	as needed
47	2009 Athlete Representative nomination process	Governance	S. Riggs/K. Millar	bi-annually
48	2008 Rulebook production <b>French</b>	Programme	G. Arsenault/ K. Millar / FTAQ	bi-annually
49	Judge Course Conductor manual/club judge test updates	Programme	G. Arsenault	bi-annually
50	2008 Rulebook production <b>English</b>	Programme	G. Durward/VP 3D/ED	bi-annually
51	FCA French/English lexicon	Service	FTAQ/FCA Executive	bi-annually
52	Follow-up Presidents Conference - Form a sub-committee for Adult athlete development	Programme	Durward/Savage/HPC/ Riggs/ED	on hold

Federation of Canadian Archers

Fédération Canadienne des Archers

53	Update the quadrennial plan	Governance	FCA Board/Exec. Comm./Sport Canada	on hold
54	Ski Arc co-ordinator	Programme	TBA	on-hold
55	Follow-up Presidents Conference - Marketing Strategy & sales initiatives	Programme	D. Lohnes/Marketing Committee	on hold
56	Aboriginal Sport Circle NCCP integration to enhance PD for FCA coaches	Programme	Coach Committee	in progress
57	2008 Paralympic Coach placement	Event	S. Lemke	on-going
58	2008 Olympic Coach placement	Event	J. McDonald	on-going
59	2007-2008 High Performance Budget - Sport Canada contribution update	Programme	A. Gravel	as needed
60	2007-2008 Archery Canada Budget - Sport Canada contribution update	Programme	VP 3D / VP E&S / VP P&C	as needed
61	2007-2008 AWAD Budget - Sport Canada contribution update	Programme	A. Nault/K. Millar	as needed
62	2008 Pan Am Champs Team Management	Programme	Team Leader and RCC	SUMMER 2007
63	2008 World Junior Team Management	Programme	HPC & RCC	SUMMER 2007
64	2008 FCA Mailmatch preparation	Event	Trina Snooks/K. Millar	FALL 2007
65	COPARCO Congress representation	Event	A. Wills	ANNUAL
66	2007 Prepare/host/report HPC annual meeting	Programme	VP HPC	FALL 2007
67	2008-2009 Coaching Budget/committee operations	Service	J. Wiebe/ V-P Committees & Proj	NOV annually
68	2008-2009 Judge Budget	Service	G. Arseneault / V-P Comm & Proj	NOV annually
69	FCA Policy Manual	Governance	K. Millar/L. Kiraly/A. Wills	NOV annually
70	National Championships hosting guide	Service	A. Wills	NOV annually
71	Annual volunteer self-appraisals	Governance	Roger Murray	NOV annually
72	Tournament medals - re-order	Programme	Staff	NOV annually
73	CanBow Programme supplies - re-order	Programme	Staff	NOV annually
74	Staff job review, evaluation and report	Governance	Roger Murray	NOV annually
75	2007 Staff contract negotiations w/Exec. Dir.	Governance	President	NOV annually
76	2008 Canadian Indoor Championships preparations	Event	Exec. Dir.& national office	DEC annually
77	FCA Insurance Programme to members/clubs/retailers/PSO's / D&O coverage	Service	Exec. Dir./R. Jobin/ J. Stirling	DEC annually
78	2007 COPARCO MICA	Event	J. Jenskey	DEC annually

79	2008 Annual Exec. Comm. meeting in Ottawa	Event	Executive Director Executive	DEC annually
80	Volunteer Recognition Programme	Programme	K. Millar/A. Wills	JAN annually
81	FCA Retailer Programme	Programme	K. Millar/L. Kiraly/D. Lohnes	JAN annually
82	Volunteer Handbook update	Service	K. Millar	JAN annually
83	HPC Athlete Equipment Programme, contract revisions	Service	Exec. Dir./H. Mott	JAN annually
84	FCA insurance Programme & judge certification	Programme	Judges Comm /Exec. Dir /L. Kiraly	JAN annually
85	2008 updated Operating Budget approval	Service	Board approval after ExComm meeting	2008-02-01
86	2009 World Indoor Team Management	Event	Team Leader and RCC	TBA
87	2011 Canada Games Technical preparations	Event	Canada Games committee	TBA
88	COC/VISA/FCA Affinity Card programme	Programme	Executive Director	completed

\* = Area : "A" Archery Canada; "H" High Performance; "MC" Marketing & Communication;  
"M" Management

**Appendix 10: Board self-evaluation form  
Self Performance Appraisal Questionnaire**

Name: \_\_\_\_\_ Assessment Period: \_\_\_\_\_  
 Position Title: \_\_\_\_\_ Time in Position: (x) months

**General Assessment**

1. a) Overall, the rating of my interactions and performance on behalf of the FCA is:  
 0 — 1 — 2 — 3 — 4 — 5 — 6 — 7 — 8 — 9 — 10  
 not satisfactory    satisfactory    very satisfactory
- b) My assessment of the quality of my work performed during my term is:  
 0 — 1 — 2 — 3 — 4 — 5 — 6 — 7 — 8 — 9 — 10  
 low    satisfactory    high
- c) My assessment of the timeliness of my work completed is:  
 0 — 1 — 2 — 3 — 4 — 5 — 6 — 7 — 8 — 9 — 10  
 late    on schedule    ahead of time

2. Complete summary ranking

<b>Key Responsibility Areas</b>		<b>Weighting</b>	<b>Ranking*</b>					
		<b>%</b>	<b>Check the appropriate box</b>					
			1	2	3	4	5	6
A	<b>Programme – (name programme)</b>	<b>30</b>						
B	<b>Programme/Responsibility Area –</b>	<b>10</b>						
C	<b>Programme/Responsibility Area –</b>	<b>10</b>						
D	<b>Administration –</b>							
	<i>Management (including mail distribution, email management, meeting attendance, follow-up on assigned tasks from meetings)</i>	<b>30</b>						
	<i>Finance (programme budgets, invoices?)</i>	<b>05</b>						
	<i>Human Resources (committee interaction, regular communication and completion of assigned tasks, board)</i>	<b>10</b>						
	<i>Other (Liaise with?)</i>	<b>05</b>						

Total = 100

**Ranking Code:**

- 6 Outstanding      Results achieved far exceeded the requirements of the FCA
- 5 Very Good        Results achieved consistently exceeded the requirements of the FCA
- 4 Good              Results consistently met and on occasion exceeded the requirements
- 3 Acceptable       Results achieved met the requirements of the FCA
- 2 Provisional      Results achieved did not meet the requirements of the FCA
- 1 Poor               Results achieved consistently fell short of the requirements of the FCA

**Specific Assessment**

3. Please write your overall impressions about working in this position:

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4. In your frequent interaction with FCA members, or if there are specific strengths or weaknesses, with your performance in your position, which you would like to highlight, please elaborate.

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5. Describe an action plan to reduce specific weaknesses. List ways in which FCA can assist you in making these changes. Outline how FCA can make better use of your strengths.

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6. In reviewing your FCA Job Description, do you wish to make changes/additions/deletions:

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Signature: \_\_\_\_\_

Date: \_\_\_/\_\_\_/\_\_\_

**Questionnaire d'autoévaluation du rendement**

Nom : \_\_\_\_\_ Période d'évaluation : \_\_\_\_\_  
 Titre du poste : \_\_\_\_\_ Poste occupé depuis : ( ) mois

**Évaluation générale**

1. a) De façon générale, mes rapports mutuels et mon rendement au nom de la FCA ont été :

0 — 1 — 2 — 3 — 4 — 5 — 6 — 7 — 8 — 9 — 10  
 insatisfaisants satisfaisants très satisfaisants

b) La qualité du travail que j'ai effectué au cours de mon mandat a été :

0 — 1 — 2 — 3 — 4 — 5 — 6 — 7 — 8 — 9 — 10  
 faible satisfaisante élevée

c) En ce qui concerne le respect des échéances, mon travail a été effectué :

0 — 1 — 2 — 3 — 4 — 5 — 6 — 7 — 8 — 9 — 10  
 en retard selon les échéances en avance

## 2. Évaluation sommaire complète

		Pondération %	Évaluation* : Cochez la case					
correspondante			1	2	3	4	5	6
<b>Responsabilités principales</b>								
A	<b>Programme – (nom du programme)</b>	<b>30</b>						
B	<b>Programme/responsabilité –</b>	<b>10</b>						
C	<b>Programme/responsabilité –</b>	<b>10</b>						
D	<b>Administration –</b>							
	<u>Gestion</u> (comprenant la distribution du courrier, la gestion des courriels, la participation aux réunions, le suivi des tâches attribuées lors des réunions)	<b>30</b>						
	<u>Finance</u> (budgets des programmes, factures?)	<b>05</b>						
	<u>Ressources humaines</u> (rapports avec les comités, communications régulières et achèvement des tâches attribuées, conseil d'administration)	<b>10</b>						
	<u>Autre</u> (Relations avec?)	<b>05</b>						

**Total = 100**

## Code d'évaluation :

- |   |              |   |
|---|--------------|---|
| 6 | Exceptionnel | Les résultats obtenus dépassent de beaucoup les exigences de la FCA                         |
| 5 | Très bon     | Les résultats obtenus dépassent régulièrement les exigences de la FCA                       |
| 4 | Bon          | Les résultats obtenus respectent régulièrement et dépassent parfois les exigences de la FCA |
| 3 | Acceptable   | Les résultats obtenus respectent les exigences de la FCA                                    |
| 2 | Provisoire   | Les résultats obtenus ne respectent pas les exigences de la FCA                             |
| 1 | Faible       | Les résultats obtenus sont régulièrement inférieurs aux exigences de la FCA                 |



**Évaluation particulière**

3. Inscrivez vos impressions générales du travail à ce poste :

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4. Fournissez des détails de vos rapports mutuels fréquents avec les membres de la FCA ou des forces ou des faiblesses particulières de votre rendement à ce poste que vous désirez souligner.

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5. Fournissez un plan d'action pour réduire les faiblesses particulières. Dressez une liste des moyens par lesquels la FCA peut vous aider à apporter ces changements. Indiquez comment la FCA peut utiliser vos forces de façon plus efficace.

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6. Désirez-vous apporter des changements/ajouts/suppressions à votre description de tâches de la FCA?

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Signature : \_\_\_\_\_

Date : \_\_\_/\_\_\_/\_\_\_

**Appendix 11: Participation in Equipment Divisions at all Championships & re-instatement**

Summary	Compound	Compound Limited	BH Unsighted	BH Limited	BH Unlimited	Barebow	Recurve
Field 2003	64	1	2	0	4	6	16
Field 2004	61	0	0	0	3	2	16
Field 2005	54	4	1	0	4	4	25
Field 2006	63	0	1	0	0	0	29
Field 2007	51	0	0	0	0	0	23
FITA 2003	68	1	0	0	3	7	51
FITA 2004	78	0	0	0	5	1	68
FITA 2005	72	1	0	0	2	0	62
FITA 2006	84	0	0	0	0	0	81
FITA 2007	85	0	0	0	0	0	104

Details on page 30

## National Participation in Divisions

2007

FIELD	Compound	Compound Limited	BH Unsighted	BH Limited	BH Unlimited	Barebow	Recurve	
Master Men	14						4	
Senior Men	14						6	
Junior Men	5						3	
Cadet Men	4						0	
Cub Men	2						1	
Pre-Cub Men	1						1	
AWAD Men	1							
Master Women	2						0	
Senior Women	5						3	
Junior Women	1						2	
Cadet Women	1						1	
Cub Women							2	
Pre-Cub Women	1							
AWAD Women								
	51	0	0	0	0	0	23	74
FITA								
	Compound	Compound Limited	BH Unsighted	BH Limited	BH Unlimited	Barebow	Recurve	
Master Men	14						6	
Senior Men	20						20	
Junior Men	8						8	
Cadet Men	7						7	
Cub Men	7						8	
Pre-Cub Men	3						11	
AWAD Men	4							
Master Women	2						4	
Senior Women	11						19	
Junior Women	4						7	
Cadet Women	3						5	
Cub Women							6	
Pre-Cub Women	2						2	
AWAD Women							1	
	85	0	0	0	0	0	104	189

## Appendix 12: Marketing Strategy 2008-2009

### Current Strategy

- Internal structural changes
  - Individual Membership Increases
    - In the first year of the membership increases fees will increase by \$3.50/person.
      - ~6500 members x \$3.50 = \$22750
    - In second or third year of individual membership fee increases rates will increase an additional \$1.50/person.
      - ~6500 members x \$1.50 = \$9750
  - Indoor Target Nationals Registration Fee Increase
    - Currently the indoor target national event costs the FCA money to conduct and should at very least break even.
    - Effective next year the registration fee of the indoor target nationals will increase by \$3.00/person.
      - ~600 participants x \$3.00 = \$1800
  - Clubs Membership Fee shall remain unchanged.
  - Proposed changes generate ~\$34300 in additional general revenue for the FCA.
- External Marketing Strategies
  - Website Development
    - At the current time the FCA is in the process of updating its website. Current developments have fostered the selection of a website designer to create our final product and selection of a website format has also occurred.
  - Marketing package
    - Currently the process of developing a marketing package is underway with the marketing committee.
      - Package will take the form of a tiered system
      - Focal point of package is offering the sponsor something in return for their contributions.

Continued

### **Think Tank Session**

#### Instructions

In your respective groups take turns moving around the circle answering the following questions. Note the first two questions should be answered and used to formulate the third question answer.

1. Using your experiences in archery please list and describe aspects of the sport that you believe are particularly marketable. i.e. Nationals, teams etc.
  
2. Given the time everyone has spent in archery please highlight the values most core to our sport.
  
3. Using your answers to the two previous questions please create marketing ideas that combine our sports values with the marketable attributes of our sport. Ideally each person contributes one or more ideas.