

Minutes
Board of Directors – Conference Call
Monday, October 29, 2018 @ 8pm Eastern Time

BOARD OF DIRECTORS

Al Wills	President
Marie-France Dufour	VP Development
Aaron Bull	VP 3D Programs
Robert Tataryn	VP Finance & Administration
Alec Denys	VP High Performance
Jason March	VP Marketing & Communications

STAFF

Karl Balisch Acting Executive Director

1. CALL TO ORDER & DECLARATION OF CONFLICTS OF INTEREST

A.Wills convened at 8:00pm Monday, October 29, 2018. No declarations of conflict given for this meeting.

2. APPROVAL OF AGENDA FOR OCTOBER 29, 2018 MEETING & CALL FOR NEW BUSINESS

The Board of Directors meeting agenda was referred to as distributed and new business was called for.

MOTION #1 Board Meeting – October 29, 2018: To approve the agenda of the October 29, 2018 Board of Directors meeting.

Moved by: A. Denys

Seconded by: M-F. Dufour

Carried

3 & 4. APPROVAL OF MINUTES OF AUGUST 8, 2018 AND E-VOTES AUGUST 26, SEPTEMBER 11

MOTION #2 Board Meeting – October 29, 2018: To approve the minutes of the August 8, 2018 Board of Directors meeting and for the August 26 and September 11 E-votes as presented.

Moved by: A. Bull

Seconded by: R. Tataryn

Carried

5 STATUS OF ACTIONS & DECISIONS FROM AUGUST 8, 2018 MEETING

Agenda Item	Action from	Tasked To	Update as of Sept 11, 2018
4. Business Arising from Aug 8, 2018 Meeting: Major Canadian Tournaments	Strike a work group to address possible new format for championship.	VP High Performance (A. Denys)/ VP Development (MF. Dufour)/ Executive Director	IN PROGRESS - Once the new Events Committee has been established, it will take on this task as one of its objectives.
4. Business Arising from Aug 8, 2018 Meeting: Approval of Committee Terms of Reference	Finalize Volunteer Orientation Manual & Board Manual	Executive Director	IN PROGRESS - To be finalized this summer/fall
4. Business Arising from Aug 8, 2018 Meeting: Approval of Updated FY 2018-19 Budget	Once finalized, share the Guidelines for Non-Olympic/Non-Paralympic Funding with teams who may be impacted by this funding.	Executive Director	COMPLETED
4. Business Arising from Aug 8, 2018 Meeting: Approval of Bylaw Amendments	Propose amendments with rationale to be presented at the August 2018 Annual General Meeting for ratification by the membership.	M. MacDonald	COMPLETED

<p>4. Business Arising from Aug 8, 2018 Meeting: Approval of Board Guiding Principles</p>	<p>Board members sign Director's Agreement and forward to national office electronically for record keeping.</p>	<p>All Board Members</p>	<p>COMPLETED</p>
<p>4. Business Arising from Aug 8, 2018 Meeting: Approval of Rule Updates</p>	<p>Make all relevant revisions to the Archery Canada Rule Book, bilingually.</p>	<p>National Office/ Rules Committee</p>	<p>IN PROGRESS - Rulebook has been updated to align with World Archery Rulebook updates and put into new Rulebook format. Updates are being reviewed by the Rules Committee. Will be translated once this has been completed.</p>
<p>6.1 Approval of Updated Committee Terms of Reference</p>	<p>Translate and post to website updated 3D and Coaching Committee Terms of References.</p>	<p>Executive Director</p>	<p>COMPLETED</p>
	<p>Notify committees of approval to updated Terms of Reference</p>	<p>Executive Director</p>	<p>COMPLETED</p>
<p>6.2 Approval of Committee Member Nominations</p>	<p>Inform Chair, Coaching Committee of restructure of committee/removal of two committee members.</p>	<p>VP Development (MF. Dufour)</p>	<p>COMPLETED</p>
	<p>Confirm to applicants the status of their application and to all committees the membership for the next 3 year term and update website.</p>	<p>Executive Director</p>	<p>COMPLETED</p>
	<p>Update Volunteer Manual and distribute to all committee members.</p>	<p>Executive Director</p>	<p>IN PROGRESS - To be finalized this summer/fall</p>

7.1 Board Evaluation Matrix/Succession Planning	Circulate Board Skills Assessment survey to MF. Dufour (new Board member) and compile new Skills Matrix Chart and Analysis.	Executive Director	Ongoing. To be discussed in January 2019.
	Circulate survey to all Board members to determine level of importance of each Skill & Experience category for the Board Skills Matrix. (To be reviewed and validated at an upcoming Board meeting).	Executive Director	Ongoing. To be circulated prior to meeting in January 2019.
	Review all self-assessment tools and determine the most appropriate choice for this board.	Board Members	Ongoing. To be discussed in January 2019.
	Circulate self-assessment survey to Board members and review results at January Board meeting.	Executive Director	Ongoing. To be circulated prior to meeting in January 2019.
7.2 Special Members Meeting & Membership Policy	Circulate Proposed Membership Policy to all Board Members.	Executive Director	COMPLETED
	Extend invitation to Special Members meeting to Newfoundland clubs (as they may potentially become a member in the future).	Executive Director	COMPLETED
	Finalize draft Membership Policy and Fee Structure for presentation at Special Members Meeting.	Executive Director & VP Finance & Administration (B. Tataryn)	COMPLETED

6 CONSENT AGENDA: COMMITTEE & MANAGEMENT UPDATES

6.1 PRESIDENT'S REPORT

The following outlines the activities of the President since last meeting:

Special Members Meeting:

- We had a great meeting with most of our member Provinces. It was a very good 'give and take' session. Interestingly, we had thought that 'Family' memberships were a nuisance, but the provinces want to keep them! The facilitator was well worth the investment as he was able to 'mediate' a couple of issues that we would not have been able to handle on our own as he was viewed as 'neutral' and some members would engage him, but had never let us know the issues before. We should consider such a meeting at least every 2 years.

Alberta Summer Classic/Alberta Indoor Shooting Facility:

- I have been working with the Sherwood Park archery club for a few years now helping them promote their tournament. This has given us knowledge of the need for our HPC to come up with some sort of 'major event' designation for tournaments, which the HPC is working on. They have also been working on getting title to the property they now have their range on, with the hopes of building a 70M indoor shooting facility in the next 2 years. I have put them in touch with Alan and Shawn in the hopes of us coming up with strategies for supporting such facilities.
- This has also shown us that we may need a strategy for training centres and other links for clubs/provinces to partner with us for hosting/training centre strategies/plans.

Team Issues:

- Had a wide ranging meeting with Alan Brahmst at the World Cup in Colombia where we discussed the need for a 'home' for the National team to train and to call home. We also discussed our need to link our Coaching Committees and others for a holistic look at AC programs.

Staffing:

- Worked with Mary on the hiring of our interim ED. We were able to coordinate an initial face-to-face meeting with Karl and Bob on the weekend of the special members meeting.
- Working with Karl to bring him up to speed on AC issues, we have talked on the phone a number of times and now enjoy a good working relationship. We will be together in Calgary for COC meetings next month and will have formal AC meetings there.

Hosting:

- As you know, we (Canada) will be hosting the 2019 World 3D championships, as we have agreed in the past. We need to do everything we can to make sure we get this right, so we (at least I) will be accompanying the World Archery Representative for their inspection tour in the spring.

- Karl and I will attempt to meet Rene while we are in Calgary next month.
- In my meetings with Alan, we have agreed that AC and the HPC need to have a hosting strategy if we intend on hosting events in the future or if we receive tentative bids from Clubs and or Provinces that are contemplating bids that we must endorse.

lanseo:

- This is not actually a presidential duty, but I continue to run this program, as the 'AC' representative, Kyla has taken over most of the day to day operations, but there is still a requirement for a 'experienced AC Archer' to run it, Jarrod Ball assists, though may not be able to take over. We have submitted a list of requirements/updates to i@nseo, which will include the records management modules.
- Ranking continues to be an issue

Canada Winter Games:

- I have registered as AC's VIP for this event.

Prepared by: Al Wills, President

6.2 MANAGEMENT REPORT (ACTING EXECUTIVE DIRECTOR)

With the departure of Mary MacDonald on maternity leave, I began in the role as Acting Executive Director in late September. The first month has largely been spent learning about the operations of the organization and familiarizing myself with recent history while at the same time beginning to assess the organization against its current Strategic Plan to determine a focus for the next 18 months. I have had individual meetings with most board members and will continue to establish a rapport with all BOD members.

This report will provide an overview of the management activities performed by staff and volunteers since the last meeting, as well as salient items related to the strategic plan that are upcoming before we meet next. For continuity these areas are broken out by each of our three Strategic Directions from the Strategic Plan/2017-18 Operational Plan and further broken down by the Key Focus Areas within each:

1. Competitive Excellence:

1.1 Podium Performances:

- Selection of athlete to represent Canada at the YOG and his participation in Buenos Aires
- Selection of **2019 WA Senior World Championships Compound Team**

1.2 Targeted Excellence Development:

- A new centralized strength and conditioning program has been implemented for our athletes that are based out of the Kitchener/Waterloo area.

2. Develop the Sport:

2.1 Create a Pathway from Entry to High Performance:

- Developing Hosting manual for review by Event Committee. A hosting strategy to be developed in the next few months for further discussion at the committee and ultimately board level.
- Reviewing potential project to redevelop the CANBOW program. A potential contractor may already be interested in taking this on.

2.2 Build Solid Partnerships:

- Archery Canada staff have continued working with our new PTSO to get them acquainted with all our of member policies and procedures. Carson Roche will be our PTSO contact for NWT
- CFS St. John's club in NF has officially closed as a CFB decision. AC staff are in contact with the former president to see if AC can help to get the club back up and running.
- Special Members meeting held in September 2018 to discuss new membership policy.
- Final PTSO invoices have been distributed. The final reports were less than had been anticipated earlier in the year.
- Continued participation in meetings and conferences with partners (CAC, COC, CPC, OTP, Sport Canada, CCES, AthletesCAN, etc).

3. Build a Sustainable Future:

3.1 Strong Organization:

- The move from the former AC office to the House of Sport took place in early September. The staff are now settled into our new assigned workspace. The transition has been apparently a positive move and the common services offered by the HOS as well as the enhanced opportunity for networking with like minded sport organizations presents an excellent opportunity for continued organizational growth.
- Informal partnerships with Algonquin Sport Business Management & University of Ottawa Sport Management/Human Kinetics programs will bring year-round intern positions; currently, two interns are working part-time in the office 2-3 days per week each.
- Strengthening governance: Secured funding from COC NSF Enhancement Initiation for 3 projects: Risk Management Plan Development, Board Development, and Records Management. This fiscal year will see work on the Board Development project (including reviews of Committee terms of reference/composition, and volunteer/Board orientation/training/succession planning resources).
- Office systems and processes will continue to be regularly reviewed and made more efficient.

Prepared by: Karl Balisch, Acting Executive Director

6.3 FINANCE & AUDIT COMMITTEE REPORT

The financial statement as of September 30, 2018 is presented below. It shows the overall health of the organization remains positive. Over the past 2 months there have been some changes that have had an affect on the operational budget for AC. The Coaching Association of Canada core funding has been confirmed for 2018-2022 as \$3303.41 per year plus the opportunity to apply for additional "Creative Solutions" funding for specific projects. This is a small decrease from our previous core reference figure.

The final membership numbers have been confirmed and are presented in the sheet below. There was a reduction of of 28 clubs, 67 family registrations and 2631 individual registrations. Much of these are due to

over estimations in the registrations for FTAQ. Fortunately this was anticipated and a contingency of \$53,000 was set aside in the operational budget.

Some programming changes have occurred which have varied from the original planned budget, but nothing significant.

[Monthly Financial Statement - September 30, 2018](#)
[2018 Membership Report to BOD](#)

Prepared by: Bob Tataryn, VP Finance and Administration & Karl Balisch, Acting Executive Director

6.4 MARKETING & COMMUNICATIONS COMMITTEE REPORT

Our Executive Director, who has started her maternity leave, helped our committee set out a number of priorities to build our marketing and communications plans so we can better serve our registrants and membership. I am excited to see what we can accomplish over the next year and a half.

Work continues on developing a social media posting schedule, this is being compiled as part of the job scope of the current intern. This will help keep content fresh and continue to increase social media traffic. Our social media channels are also being expanded to include LinkedIn and Youtube and specific strategies will be developed for both in order to meet the established objectives in our communications plan. One area we will need to focus on is gathering photos to help with the posts. Efforts will be made to communicate this need to National team staff travelling to events and hosting committees of National Events to build a bank of photos.

Work is continuing on the communication plan to help steer where we want to go. The next Communication and Marketing Committee meeting is being scheduled for the first week of November the main topic will be discussion of what elements do we have that could be leveraged for sponsorship and what steps do we have to take to leverage our current assets.

Our brand image is planned to be reviewed as well. How we present ourselves to the public will help us move in the right direction. Our website is one facet that is critical to help us sell our product, archery. Part of the work the communication committee will be working on is how we present our brand to non archers to help bring them to our sport and grow our membership.

6.5 HIGH PERFORMANCE COMMITTEE REPORT

The Identification and Development Squads comprise 12 women and 8 men from 14 to 22 years old including 2 athletes from Vancouver and 2 from Trois Riviere. Joan McDonald (System Pathway Coach) works with 16 twice a week and with the BC and Que athletes via video / phone at other times. All these

athletes competed in their provincial championships and Canadian Championships, except those that were competing at the US JOAD Championships or the Pan American Championships.

There was one 2.5 day "Competition Preparation Camp" held on the July 1st weekend at the Pioneer Sportsmen Club in Kitchener with all 20 athletes in attendance. The camp included an assessment of all athletes by our performance consultant. Seven athletes competed well in the US JOAD championship in July. Two cadets and one junior women met the standard to compete in the Pan American Championships. The junior competed as a senior to complete the women's team. The two cadet women placed 6th and 7th. Seven athletes competed at the US Buckeye Classic (a USAT event) where one cadet man placed 7th, and two juniors placed 4th and 6th.

During the September break, the coaches completed an evaluation of all these athletes against their benchmarks, the PRT and the Gold Medal Profile, resulting in some re-alignment of the squads.. The focus over the indoor season, as well as improving their technical skills and scores, will be on:

- "Creating a High Performance Culture" led by Leith Drury, a performance consultant (a 13 week project)
- "Strength and Conditioning" led by former National Team archer Vanessa Lee (now a physio therapist)
- "Equipment Preparation and Tuning" led by Coach Trevor Gibson

Recurve performances in Medellin were largely unexceptional. Neither Men nor Women were able to secure full teams for the Lima Pan American Games. Fortunately we were able to win an individual spot for both genders. As a result the team will need to travel to Chile in spring of 2019 to compete for team and an additional individual spots. There were however some noteworthy performances from Aaron Cox, Virginie Chenier, Crispin Duenas and Benjamin Lee.

Most senior athletes have shifted their current focus to strength and conditioning while they take a rest from shooting. Toronto based athletes will return to regularly scheduled DTE on November 6th.

Ben Lee will be competing at the Youth Olympics which opens on October 6th. Competition begins on October 12th with the ranking round, and finishes on October 17th.

Two TOP camps were held this summer : Kitchener and Truro. Participation has not been as expected. We have many explanations for this but we need to look at this further and reposition TOP in regards of other development programs, mainly Joan's Dev and Id teams. For now, a TOP camp is planned for Winnipeg in December.

Prepared by: Alec Denys, VP, High Performance

6.6 DEVELOPMENT COMMITTEE REPORT

Following the recent Annual General Meeting, a great many changes have taken place in this portfolio. A complete restructuring of the Coaching sub-committee has allowed the addition of three new, well-qualified members who have committed to tackling several difficult and complex projects in a timely manner.

Coaching Sub-committee

On several occasions, I had the opportunity to talk with both Alan Brahmst and Wayne Parro (CAC) in the hope of eliminating the silo mentality that was hampering our ability to work in partnership with both the CAC, with regard to the development of teaching aids and material, and the HP Committee, with respect to the nurturing of coaching excellence. This new dialogue will hopefully pave the way for more interaction and collegiality between the various agencies and committees working toward the development of coaching in Canada.

The new committee has tackled the update of the teaching material used for the Instruction of Beginner Instructors and is reviewing and finalizing the Challenge Process document. Two members of the committee have initiated the process to become Master Coach Developers, which will prove invaluable for future initiatives.

Judging Sub-committee

Although Bob Pannell was unable to attend the judging workshop that had been planned for August in Truro, I was pleased to assist several of the judges who were present in reviewing a large amount of teaching material designed to train potential judges at judging clinics. The slide decks were extensive and covered every area of archery judging in Canada and, once the material will have been updated to take in account the various comments and amendments proposed by the judges at the judging clinic, it should prove most helpful.

The new judging committee was immediately put to work and, following a quickly convened telephone discussion, was able to approve the following judge nominations to the 2019 Canada Winter Games judging team in Red Deer, Alberta in February 2019.

Randall Jones (ON): DoS
Bob Pannell (SK): Assistant DoS
Christiane Murphy (QB): Bilingual NJ (Only Bilingual Applicant)
Laura Lynn Churchill (ON): NJ
Viera Kopecky (BC): NJ
Mike Oneschuk (MB): NJ
Ralph Schimanke (AB): PJ

Rules Sub-committee

Over the last few weeks, the Rules Sub-committee has had the opportunity to review the updated Rulebook to make it conform to changes brought in by both World Archery and Archery Canada. The summer intern who integrated the updates into the drafts was unsure about some of them and these sections require feedback from the members of the committee.

Comments have already been received from several of the committee members and we are progressing slowly but surely toward finalization of the complete Rulebook. Next steps will involve preparing up for release on the Web and, of course, its long-awaited translation.

Events Sub-committee

This is still a work in progress, although an additional member has been co-opted onto the committee, whom I hope will help us move its agenda along. The priority remains the review of our National Championships but increased focus on a long-term hosting strategy is also in the mix as an important ingredient in the eventual branding of Archery Canada.

Prepared by: Marie-France Dufour, VP, Development

6.7 3D ARCHERY COMMITTEE REPORT

2019 INDOOR CANADIAN 3D CHAMPIONSHIP

We are still looking for host for the event. I have reached out to several key contacts in the community and am in talks with two clubs at the moment to host the event. I should have word next week regarding the if we will receive an official bid or not.

2019 OUTDOOR CANADIAN 3D CHAMPIONSHIP

Saskatchewan will host the 2019 Archery Championships and is being held in Prince Albert. Archery Canada has been working with John Cannon and his club in the process of planning towards the event. We will continue to work with the host committee in the coming months and will conduct a site visit in late spring 2019 to meet the host committee and view the facilities.

2019 CANADIAN 3D TEAM AT WORLD CHAMPIONSHIPS

The second qualifying event will be the 2019 Outdoor Canadian 3D Championships in Prince Albert Saskatchewan. Following the second qualifier a team will be named to compete for Canada in Lac La Biche. Archery Canada has learned several valuable lessons from previous championships including this past year in France and we look forward to improving the experience for all the athletes and team staff involved. Kylah has already reached out to potential team members regarding uniforms and I believe we will have a strong team at the event.

[Stéphane Potvin](#) - Events Committee

MOTION			
MOTION #4 - Board Meeting October 29, 2018 - To approve all recommended nominations to Archery Canada committees.			
Moved by:	R. Tartaryn	Seconded by:	MF. Dufour
			Carried

IMPLEMENTATION ACTION

ACTION	Responsible	Completion Date
Confirm to applicants the status of their application and to all committees the membership for the next 3 year term.	Executive Director	Immediately
Update website with lists of all new committee members.	Executive Director	Immediately
Update Volunteer Manual and distribute to all committee members.	Executive Director	Fall 2018

7.2 RESPONSIBLE COACHING MOVEMENT

The AC Board of Directors has previously reviewed materials from the Coaching Association of Canada regarding the [Responsible Coaching Movement](#) (RCM). This multi-phase system-wide movement, coordinated by the Coaching Association of Canada and the Canadian Centre for Ethics in Sport that has the potential to affect all sport organizations and coaches, and the initial pledge has been signed by many National Sport Organizations. The Coaching Committee recommended that Archery Canada sign the pledge and by doing so, commits to the review and implementation of supportive policies and processes that adhere to the three key areas of focus in Phase 1, ensure the safety and protection of their athletes, and provide their sport leaders, coaches and parents with the tools and training necessary to model ethical behaviour.

Responsible Coaching Movement Pledge Statement

Our sport organization pledges to align our practices with Phase 1 of the Responsible Coaching Movement and is committed to ensuring that our athletes and coaches are protected.

MOTION
<p>Motion # 5 - Board Meeting October 29, 2018: To approve the recommendation for Archery Canada to sign the RCM pledge and begin the process to implement the recommended plan for changes in AC policies and procedures over the next 1-2 years.</p> <p>Moved by: MF. Dufour Seconded by: J. March Carried</p>

IMPLEMENTATION ACTION

ACTION	Responsible	Completion Date
Contact the CAC to Sign the pledge with the CAC	AC Staff	Nov 1
Following the COC NSF caucus meetings in november begin review of existing policies and identify gaps	AC Staff	Ongoing Winter 2018/2019

8 ITEMS FOR BOARD DISCUSSION & REVIEW

8.1 SAFE SPORT AND ATHLETE RIGHTS ISSUES RAISED AT ATHLETE'S CAN FORUM

A. Denys reported on the Athletes CAN annual forum which was held September 23-24, 2018. Focus of this forum was on Athlete Rights (athlete agreements) and Athlete Safety (harassment). The AC Board has been requested to consider the following:

Safe Sport Policy

In conjunction with the review that will follow on the Responsible Coaching Movement pledge, the Board is being asked to plan for appropriate Safe Sport policies to be in place for Archery Canada. Such policies should cover a wide range and be in line with the Sport Canada [directives](#). These should ensure adequate screening of coaches/team staff to safeguard athletes, and should regulate, where necessary, mandatory education for AC athletes and coaches and mandatory reporting of abuse by coaches etc who observe or are aware.

Athlete Rights

The world's leading player association executives collectively represent more than 85,000 players and athletes signed a Universal Declaration of Player Rights (UDPR) in Washington, D.C., December 14, 2017. It is the first ever framework ever to explicitly articulate the internationally recognized human rights for athletes globally. AthletesCAN will work with sport stakeholders to implement the framework in Canada to facilitate the respect, protection of athletes rights, and remedy any breaches of those rights. [More here](#).

Next Steps

Review available resources for the development of Safe Sport Policies at January 2019 Board meeting
 Undertake review of the Athlete Agreement and implement changes

Development of Volunteer Manual and Board manual to address specific needs of athlete representative

ACTION	Responsible	Completion Date
With K. Van Ness stepping down from the AC Board, a call for nominations is to be undertaken	K. Balisch	November 2018
Review and circulate description of the Athlete Representative role and responsibilities	K. Balisch	November 2018
Develop Terms of Reference for an Athlete Council for Archery Canada to be presented to the AC Board of Directors	A. Denys	January 2019

8.2 STRATEGIC PLANNING

Discussion centred on the implementation of process for the development of the Archery Canada 2020-2024 Strategic plan to ensure there is a clear plan and strategic direction in place for the next quadrennial. Archery Canada has not revised its strategic plan since 2012, though annual operational plans have been prepared based on the 2012-2016 strategy.

It was recognized that it will be an important first step to lay out an action plan to develop a revised strategic plan for the next Olympic cycle, 2020-2024. The process needs to be thorough yet realistic & manageable under AC's human & financial resources. Where possible the process must utilize cost saving tools for communication with key stakeholders to harness the collective wisdom, insights, experiences and creative energies of the people who are responsible for delivering on the plan.

The board agree in principle to begin this process by forming a short-term working group to guide an initial planning session during January 2019 Board meeting.

ACTION	Responsible	Completion Date
Establish a short-term working group to draft an action plan to facilitate the planning session at the January 2019 Board meeting	K. Balisch	November 2018
Organize session for strategic planning during January 2019 Board meeting	K. Balisch	December 2018

8.3 MEMBERSHIP POLICY & FEE STRUCTURE

R. Tartaryn outlined key points related to the Special Members Meeting was held in Ottawa September 8-9 with representatives from 9 of 11 members (Yukon and NWT were not in attendance). The meeting focussed on moving away from individual membership agreements which are renegotiated every 3 years to a unified membership policy and introduced a proposed new fee structure.

Generally the proposal to move towards a membership policy and away from the separate agreements was well received. Some suggestions to move some parts out of the membership policy and into the AC Financial policy instead which will be reviewed further. The proposed fee structure had included a move away from Family membership, however there seemed to be a need to keep the Family membership so the fee structure will need to be revisited in January 2019 following feedback to be solicited at Members council meeting in November. Comparison document was prepared showing where all items from PTSO operating agreements are located (within the Membership Policy, or within other Archery Canada policies, procedures or practices)

The use of an external facilitator was viewed as a positive decision to help act as a neutral influence in the conversations and for the most part the meetings were very successful. The opportunity to bring everyone together, solicit their feedback and provide an avenue for discussion proved to be the most important outcome of the meeting. Feasibility of annual meetings was discussed and no solution to achieve this has been reached but is to be considered and discussed with Members.

Members council to be solicited for feedback at November meeting. Possibility of circulating a survey in advance discussed.

Discussion on setting up one-on-one meetings with PTSO representatives in the next month where possible to continue to work on positive relationships.

ACTION	Responsible	Completion Date
Prepare a survey to be circulated to members prior to next meeting and allow Board to review. Include request on potential for annual meetings	K. Balisch	November 5, 2018
Explore potential to meet with PTSO representatives in November.	K. Balisch	November 2018

8.4 RISK MANAGEMENT

K. Balisch presented overview of the Risk Management Workshop project to take place December 9-12 in Winnipeg. The meeting will focus on filling a gap within the organization and developing a plan and process around identifying potential problems before they occur and ensuring preparedness to mitigate adverse impacts that these risks may cause. This project will result in a formalized risk management plan being developed, vetted through stakeholders and the Board of Directors and a risk registry created and monitored at all Board meetings. The organization hopes to become more aware, more prepared and better able to handle any form of risk in the future through the work of this project.

Participants:

- Interim Executive Director
- Al Wills, President
- Bob Tataryn, VP Finance & Administration
- Aaron Bull, VP 3D Program
- Alan Brahmst, High Performance Advisor
- Shawn Riggs, National Recurve Coach
- Ryan Van Berkel, PSO (ABAM) Executive Director & Archery Canada Para Archery Coordinator
- Dina Bell-Laroche, Risk Management Workshop Facilitator, Sport Law & Strategy Group

More information in the form of an e-binder from Sport Strategy and Law group will be circulated about 2 weeks prior and will require participants to do some advance preparation.

8.5 WOMEN ON BOARDS

The board was presented recent research distributed by CAAWS (Canadian Association for the advancement of Women in Sport and Physical Activity) on Women on Boards with the goal of potentially increasing the number of women involved on Boards and on Committees at Archery Canada. This was presented for informational purposes for future decisions with the recognition that a diverse board is a better, more innovative board.

The following resources and opportunities were presented to the board:

[New data on NSO/MSO boards](#): Assess where we stand relative to our counterparts and use this to spark a conversation about what the next step looks like for our sport.

[New guide for creating equitable boards](#): Straightforward guidance based on the literature and interviews with 17 NSO and MSO leaders, offering practical steps leaders can take to build gender-balanced boards.

[National webinar series](#): 8 webinars between September 2018 and March 2019, presented by accomplished sport leaders.

9. NEW BUSINESS

No new business presented

10. NEXT BOARD OF DIRECTORS MEETING

The next Board of Directors Meeting will be held in January 2019 in Ottawa at the Lord Elgin hotel. Board members were requested to consider attendance at a Friday session to facilitate the planning as outlined in this meeting.

ACTION	Responsible	Completion Date
Circulate a doodle poll to identify date for next meeting between the weekends of January 11-13, 18-20 or 25-27.	K. Balisch	November 1, 2018

11. CLOSING REMARKS & MEETING ADJOURNMENT

Meeting adjourned by A. Wills at 8:51.