



This document identifies the primary roles and key responsibilities for each level of governance within the sport of archery in Canada. This document is not meant as a policy document, however is provided to better understand the role of each stakeholder in developing and accomplishing the objectives of our Strategic Plans.

MISSION, VISION, AND VALUES OF "ARCHERY CANADA"

Mission statement

To lead and empower our Members to develop excellence, participation and enjoyment of archery in Canada.

Vision statement

Through strong collaborative partnerships, sound professional management, and creation of an organization-wide culture of excellence, Canada is a nation of archers and consistent podium contenders.

Values

Archery Canada has identified and defined a core set of values that guide our decisions and strengthen our relationships:

- **Professionalism** - We treat everyone with equity, embracing best and safe practices, leading by example and making informed decisions that reflect the realities and needs of our sport system.
- **Community** - We recognize in our actions and decisions that together we make a difference
- **Resourcefulness** - We are a small organization that does more with less through the ingenuity, expertise and dedication of our volunteers and staff
- **Transparency** - We are open and inclusive about the actions and decisions we take, disclosing where we can and communicating when we can't.
- **Upholding the principles of True Sport** - The True Sport Principles express an approach to sport that the vast majority of Canadians already believe in and practice and Archery Canada believes they are universal to all sport including archery at all levels.



NSO PRIMARY ROLE

ORGANIZATIONAL EXCELLENCE

- Govern archery nationally respecting the vision, mission and values of Archery Canada and in accordance with requirements of national sport governing agencies
- Respect and adhere to accountability-based requirements as necessary (e.g. Safe Sport, Not-For-Profit institutions and legislation)
- Deliver and support programs and services that promote the growth and sustainability of the sport in Canada, in both official languages
- Deliver and support volunteer development, engagement and recruitment

ATHLETE DEVELOPMENT & HIGH PERFORMANCE

- Design/develop, communicate, evaluate and revise in an on-going manner Athlete development pathways and programming
- Develop and manage athletes, teams and support staff to represent Canada at the international level
- Identify and develop talent towards attaining high performance excellence

QUALIFIED TECHNICAL JUDGES & COACHES

- Design/develop, communicate, evaluate and revise in an on-going manner Official and Coach development pathways and programming with consultation of Member PTSOs

MARKETING, COMMUNICATION & EVENTS

- Design and deliver a Sport marketing and communications program focused on the promotion of the programs, teams and events associated with the properties of Archery Canada
- Implement nation-wide initiatives to increase the popularity of the sport across Canada
- Develop the bid process, guidelines, rules and standards for the hosting of National tournaments, and other events
- Manage a process to seek bids to host major international competitions/tournaments

REPRESENTATION & LOBBYING

- Influence public and government policy to advocate, position and represent the sport of archery
- Represent Canada and the sport's national interests to World Archery and other international archery bodies



NSO KEY RESPONSIBILITIES

ORGANIZATIONAL EXCELLENCE

- Work with all levels of the sport to ensure archery is delivered through best practices
- Provide sufficient organizational structure including a national Board of Directors, national office staff and standing committees to support the work of the federation
- Lead national collaboration between PTSOs and the NSO to work in partnership on initiatives to develop and promote the sport (e.g. club development, grassroots programs, sport system alignment and collaboration)
- Develop, monitor, review, revise and communicate as applicable bylaws, rules, regulations, policies, and procedures to deliver the safe, ethical and effective administration of the sport
- Apply for and comply with requirements of government funding partners; solicit and service corporate partnerships and take other steps to ensure financial sustainability of the NSO to enable adequate delivery of national programs and events for athletes/coaches/officials and volunteers
- Provide a National membership database
- Maintain archival and historical records to preserve the history of the sport
- Develop and implement National recognition/awards programs and external nominations
- Offer education programs and materials for NSO staff and volunteers (e.g. board governance training, sport ethics training, RSO training)
- Develop and manage a Range Safety Officer training program and best practice resources available to all registrants of Archery Canada

ATHLETE DEVELOPMENT & HIGH PERFORMANCE

- Develop, implement and evaluate an inclusive long-term athlete development (LTAD) model for the sport defining the athlete pathways and programs for archers as a tool for Member PTSOs and to guide Athlete Development Models across Canada.
- Organize and offer National Team programs including all selection criteria and processes and select/nominate/approve athletes to represent Canada at Pan Am, Olympic, World and other international championships and competitions
- Build and execute a high performance plan to develop world-class athletes and strategy to develop a supporting sport infrastructure
- In partnership with PSO's, develop, deliver and evaluate monitoring programs to recognize talent identified athletes and offer supplementary programming at each level of development
- Review and approve International participation of all athletes at the World Archery level

QUALIFIED TECHNICAL JUDGES & COACHES

- Develop and communicate standards of professionalism and certification, ensuring the sport is led by appropriately trained and certified coaches



- Design, develop, evaluate and revise as necessary in both official languages the components of the National Coaching Certification Program as it relates to coaches in the sport of archery
- Lead the development of the necessary components of the pathway for the training and advancement of judges across the sport in both official languages
- Manage the oversight of implementation of these programs to ensure quality control is maintained

MARKETING & EVENTS

- Provide standardized, nationally branded resources to support marketing archery in Canada
- Provide opportunities for national engagement with archers interested in competing and ranking nationally
- Sanction and host National and International Competitions
 - Manage the bid process for national and international events
 - define the format, standards, protocols, and competition calendar
 - partner with stakeholders in the organization of these events
 - ensure hosting of annual National Championships
 - Seek out potential bids to host major international competitions/tournaments and support any hosting opportunities
- Build the public profile of the sport through events, media opportunities and coverages, web, digital and television broadcast opportunities, and through a comprehensive social media campaign

REPRESENTATION & LOBBYING

- Position and represent the sport of archery through international liaisons with World Archery, World Archery Americas, IFAA, ASA and other International associations.
- Influence public and government policy through domestic liaison with PTSOs, Sport Canada, Own the Podium (OTP), Canadian Olympic Committee (COC) and other partners/funding agencies



PSO PRIMARY ROLE

ORGANIZATIONAL EXCELLENCE

- Govern archery provincially/territorially in accordance with requirements of sport governing agencies **performing the administrative functions required for effective and efficient management of the organization**
- **Develop and implement a plan for the development of sports excellence, collaborating with the NSO and clubs in the development and growth of archery**
- Respect and adhere to accountability-based requirements as necessary (e.g. Safe Sport, Not-For-Profit institutions and legislation) **and in alignment with the NSO where possible**
- Deliver and support volunteer development, engagement and recruitment
- **Represent the archery interests of the Province/Territory with the NSO and other Provincial/Territorial Members to collaboratively contribute to the growth and development of the sport at all levels.**

ATHLETE DEVELOPMENT

- Support and deliver participation/recreation and performance athlete development pathway programs (e.g. Canbow, **Grades**, age group programs, or other programs such as NASP)
- Offer opportunities provincially for talent identified athletes in alignment with national framework
- Develop and manage athletes and teams that compete in national competition as well as provincial or national multi-sport games

QUALIFIED TECHNICAL JUDGES & COACHES

- Deliver Officials/Coach development pathways and programming
- Provide opportunities provincially for talent identified coaches and judges

MARKETING & EVENTS

- **Maintain collaboration and communication amongst stakeholders through marketing and communications channels (e.g. website, social media accounts, newsletters)** focused on the promotion of the sport in the province aligning where applicable with national initiatives
- Promote provincial archery programs, teams and events associated with the properties of the province
- Host Provincial and National competitions and support where applicable bids to host international tournaments and other events

REPRESENTATION & LOBBYING

- Influence public and government policy to advocate, position and represent the sport of archery



PSO KEY RESPONSIBILITIES

ORGANIZATIONAL EXCELLENCE

- Ensure sport is delivered with appropriate standards of coaching, technical programming, officiating and safety.
- Provide sufficient organizational structure that may include a Provincial Board of Directors, Provincial Office staff and standing committees to support the work of the association
- Develop, monitor, review, revise and communicate as applicable bylaws, provincial rules, regulations, policies, and procedures to support the safe, ethical and effective administration of the sport
- Apply for and comply with requirements of government funding partners; solicit and service corporate partnerships and take other steps to ensure financial sustainability of the PSO to enable adequate delivery of provincial programs and events for athletes/coaches/officials and volunteers
- Maintain the provincial membership, and reporting to the NSO as necessary to maintain an integrated sport system
- Maintain provincial archival and historical records to preserve the history of the sport
- Support volunteer recruitment, development, engagement, recognition and retention
- Offer education programs and materials for PSO/club Board volunteers (e.g. governance, sport ethics, RSO training)

ATHLETE DEVELOPMENT

- Implement, administrate and evaluate the athlete pathways and programs for recreational and competitive archers using the long-term athlete development (LTAD) model for the sport
- Organize and offer enhanced programming including Provincial Team programs
- In partnership with the NSO, develop, deliver and evaluate monitoring programs to recognize talent identified athletes and offer supplementary programming at each level of development

QUALIFIED TECHNICAL JUDGES & COACHES

- Deliver, manage, and administer standards of professionalism and certification
- Deliver manage, and administer the components of the National Coaching Certification Program as it relates to coaches in the sport of archery
- Define criteria for talent identification and development of coaches for provincial programs
- Deliver and administer components of the provincial and national Judge training pathway
- Develop recruitment tools to attract new coaches and judges

MARKETING & EVENTS

- Deliver standardized, nationally and/or provincially branded resources to support marketing archery in the province and when appropriate in alignment with Archery Canada (the NSO).



- Sanction and host Provincial competitions
 - Define the format standards, protocols, **and policies of the Provincial event** competition calendar giving consideration to National rules and **National** calendar
 - Ensure the hosting of annual Provincial Championships and team selection events when appropriate or required
 - Partner with stakeholders in the hosting and organization of these events.
 - Partner with Archery Canada to host or support and coordinate the hosting of National or international events **in collaboration with provincial clubs.**
- Build the public profile of the sport through events, media opportunities and coverages, a digital presence, and through social media campaigns, as feasible

REPRESENTATION & LOBBYING

- Position and represent the sport of archery through national liaison with Archery Canada
- **When appropriate work with provincial/municipal government and their employees as well as various facilities/funding agencies in the province to influence public and government policy and sport funding support mechanisms**
- Provide support or resources for the development and maintenance of adequate facilities in local communities in alignment with recognized standards