



A Sport for All - A Sport for Life

STRATEGIC PLAN

A New Game Plan

2014 - 2018

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Strategic Plan - November 2015 update

The New Game Plan

An Association will grow and prosper with an effective and practical Strategic Plan. Strategic Planning is a process which describes:

- Who we are - "About Us"
- Where we want to be - "Strategic Goals"
- When we want to be there - "Timeline"
- How to get there - "Action Required"

Bowls BC Board of Management [BOM] affirmed the need for this Strategic Plan in order to provide a method to focus on areas of Management that have lacked initiative, commitment and achievement. Some of these areas have been neglected for decades.

Bowls BC members identified their Administrative and Financial priorities in these documents:

- Telephone Survey results that were included in the First Draft of the Strategic Plan
- District Annual Reports of 2012-2013 from the District representatives
- AGM November 30, 2013 Minutes that contained detail of the interaction between Bowls BC BOM and the Club Representatives present at the meeting.

This Strategic Plan is revised to reflect the suggestions, recommendations, and preferences as noted from the above documents and will encompass a 5-year time period to achieve those Goals.

A Goal requires the following three [3] elements to succeed:

- Scope - explanation of the idea/purpose/ambition/goal
- Timeline/Deadline - end date by which the Scope is to be completed
- Resource - the person and/or funding/budgeted moneys allocated to the Scope

Every Strategic Goal has Defined a Scope, Set a Timeline and Assigned a Resource to enable the Executive Committee, Directors and Coordinators to know their Goals and priorities. This Structure will ensure a purposeful and successful effort is achieved.

Strategic Goals are contained on Pages 7 - 13. Five columns are created for each Goal with headings:

Scope - Strategic Goals	Timeline	Resource	Action Required	Completed By Date & Resource
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This Strategic Plan also contains:

1. A revised Organizational Chart or Governance Structure
 - a. The revised Governance Structure is based on the mandate to accomplish the identified Strategic Goals by ensuring Bowls BC has the required positions

Strategic Plan - November 2015 update

About Us

Bowls BC is the Provincial sporting association responsible for the leadership, growth and development of Lawn Bowls in British Columbia.

We are a non-profit organization registered under the BC Society Act and are a member of ViaSport.

We are a federation of District Associations with outdoor and indoor bowls Clubs. Our membership includes all affiliated Clubs in the province of BC. The representatives of our affiliated Clubs select a Board of Management to be responsible, on their behalf, for the stewardship and growth of the Sport of Bowls in our Province.

We are a member of the National Association, Bowls Canada Boulingrin and World Bowls.

Bowls BC Vision

A thriving, healthy Sport of Bowls.

Bowls BC Values

Teamwork - improve and advance the Sport of Bowls by working together

Inclusion - a sport that can be played by everyone

Fun - a sport that has an attraction and benefit for everyone

Change and innovation - an appreciation for tradition and an energy for an improved future

Sportsmanship - tolerance, respect and fair play

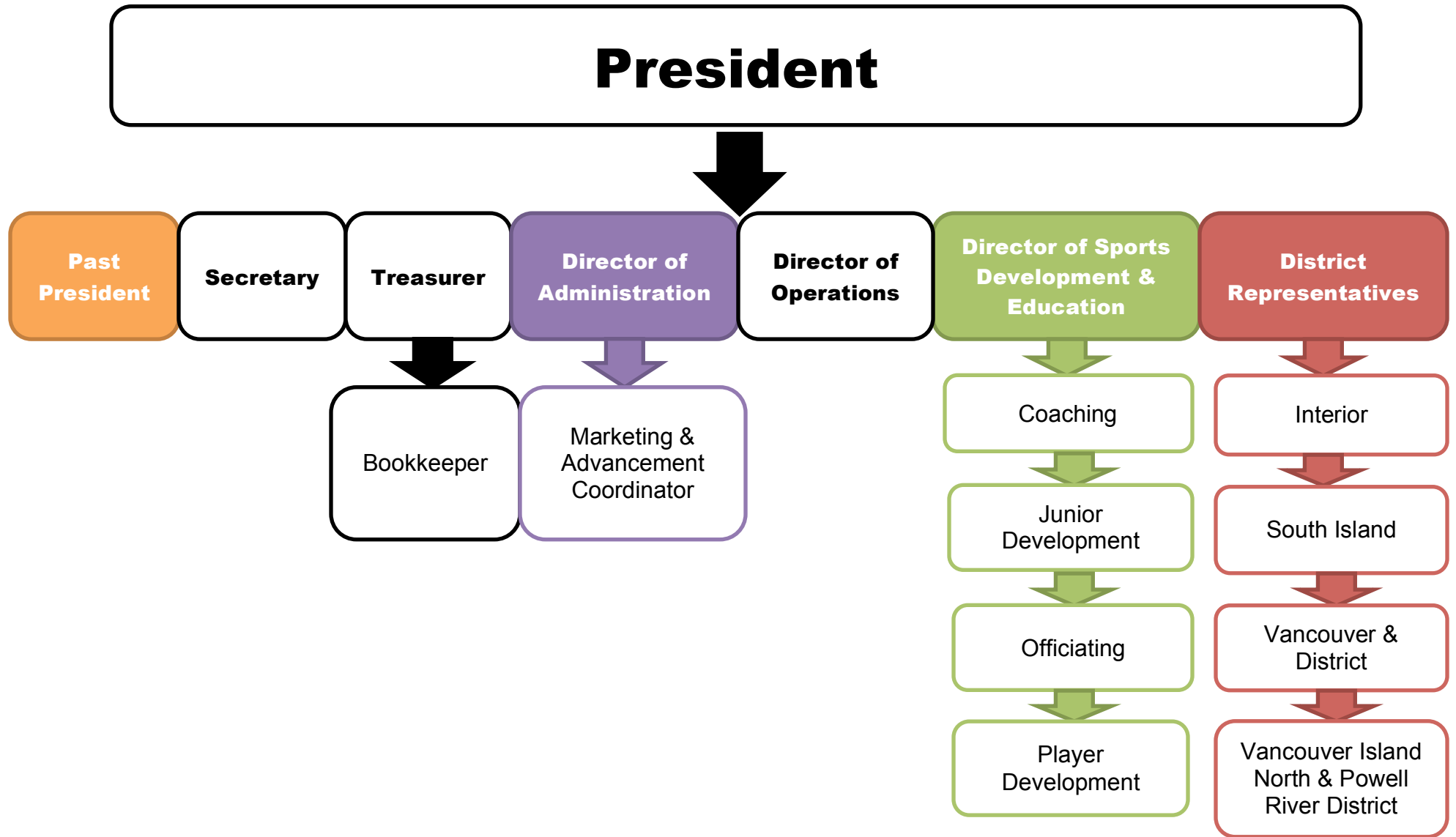
Improvement - through instructional programs for all aspects of the sport

Bowls BC Mission

Bowls BC BOM will partner with bowls Clubs to facilitate the growth and development of an excellent sport and distinctive community experience that is appealing, healthy and accessible to all. Our Mission will be achieved based on the following principles:

- **Service** to the sport, our Clubs and members and our stakeholders.
- **Integrity** - All our communications and partnerships will be based on responsibility to our members and conducted with the utmost transparency.
- **Learning** - Our sport will develop and progress through innovative and enthusiastic instructional Programs and structured Leadership.

Organizational Chart



Strategic Plan - November 2015 update

Planning Model - From Vision to Action



Vision/Values/Mission Statement

- Adhere to stated Vision, Values and Mission Statement

Strategic Goals

- Focus on stated Strategic Goals and Timelines

Structure

- Work as a supportive alliance for the sport

Roles and Responsibilities

- Be comfortable and proud of your own contribution

Action

- Know the end Goal at all times and work to succeed

Strategic Plan - November 2015 update

Scope - Strategic Goals	Timeline	Resource	Action Required	Completed By Date & Resource
<p><i>To Provide Effective Leadership And Direction</i></p> <p>Leadership Bowls BC Leadership will be based on striving toward our Vision. Continuity and stability of direction must be maintained by achieving the Strategic Goals. Continuity and stability will be achieved through Succession Planning. This is defined as: <i>"a process for identifying and developing our members who have the potential to fill key leadership positions." "Feeder groups are established from which management positions can be realized."</i></p> <p>Bowls BC will develop these "Feeder Groups" as initiatives and progress depends on volunteers to achieve our goals. See Form A</p> <p>Financial stability and accountability are critical through changing times. Bowls BC BOM has a paid Financial Administrator to provide this constancy and expertise.</p>	<p>5 year commitment Feb. 2014 - Sept. 2014 Oct. 2014 - Sept. 2015 Oct. 2015 - Sept. 2016 Oct. 2016 - Sept. 2017 Oct 2017 - Sept. 2018</p> <p>Feb. - Mar. 2014 prior to SAGM this year, then deliver Sept. each yr. prior to AGM from 2015 - 2018 incl. Feb. 1014 - Sept.2018</p>	<p>BOM > Dir. Of Admin. under Governance Directors plan their goals and determine their annual Budget and work with that Budget</p> <p>Dir. Of Admin. Under Governance & Member Services Marketing Coord. and BOM work together for funding & grant opportunities</p>	<p><u>Continuity</u> > maintained achieved with goal of no more than 50% of BOM changing each year. > Directors prepare an annual goal-setting plan aligned with his/her Budget e.g. Coaches set goal of certifying 5 members each yr. at "Club" level and 2 members each yr. at "Competitive" level. e.g. Officiating - same # of members become officials. e.g. PDP - 5 Clubs host Seminar program each yr.</p> <p>"<u>Feeder Groups</u>" - Form A is delivered [mail/email] to every Club president to complete and bring to the April SAGM 2014. Thereafter, Club reps. will bring completed Form A to the Fall AGM</p> <p><u>Financial Stability</u> - Fin. Admin. ensures that "Deliverables" in ViaSport Contract are achieved & reported</p>	
<p>Direction Bowls BC has produced this Strategic Plan for the sole purpose of providing Direction to the BOM. The Direction is specified in:</p> <ul style="list-style-type: none"> • Structure of the BOM that dictates the Governance • Strategic Goals that lay out the course of action 	<p>5 year commitment Feb. 2014 - Sept. 2018</p>	<p>BOM Sept. - 2014 prior to Fall AGM annually</p>	<p><u>Strategic Goals</u> - revisit annually to check on completed and on-going goals.</p>	

Strategic Plan - November 2015 update

Scope - Strategic Goals	Timeline	Resource	Action Required	Completed By Date & Resource
<p><i>To Increase Membership And Participation</i></p> <p><i>Membership</i> Bowls BC has hired a Marketing & Advancement Coordinator to provide professional marketing assistance.</p> <p>Bowls BC BOM will work with every Club to ascertain their individual membership requirements and priorities and how to best market their Club to fit with their neighbouring Community.</p> <p>Bowls BC BOM will work with Club reps. and Executives to learn the demographics of the Club's area in order to deliver appropriate marketing material. See Form B</p> <p><i>Participation</i> Participation will begin with the Club Executives providing Bowls BC BOM with the requested information as noted on Form A, B, C & E. The completion of these Forms will give the BOM the most current, accurate and relevant information about their Club and needs of their Club.</p> <p>Participation by the Club Executives directly with Bowls BC BOM will stimulate a renewed interest in the Club's promotion of the sport within their Community.</p> <p>Participation in an activity starts with an enthusiastic and supported Club membership. Bowls BC BOM will endeavour to encourage that enthusiasm.</p>	<p>Feb. 1- Mar. 31-2014</p> <p>Mar. 31- June 30-2014</p> <p>Feb.1 - Mar. 15-2014</p> <p>Feb. 1 - Mar. 15-2014</p> <p>Feb.1 - Sept. 30-2014</p>	<p>Marketing & Advancement Coord. & his Budget</p> <p>Dir. Of Administration - Internal Communication and Marketing Coord. & his Budget</p> <p>Dir. Of Sport Development & Education</p> <p>BOM</p>	<p><u>Membership</u> The Marketing Coord. will: > prepare marketing material for every Club > enlist the help of elite BC bowlers to assist with marketing the sport e.g. attend Club functions, arrange 'fun' games with Club bowlers</p> <p><u>Membership - Form B</u> is delivered [mail/email] to every Club president to complete and bring to the April SAGM 2014. Thereafter, Club reps. will bring completed Form B to the Fall AGM</p> <p><u>Participation - Form C & E</u> are delivered [mail/email] to every Club president to complete and bring to the April SAGM 2014. Thereafter, Club reps. will bring completed Form C & E to the Fall AGM</p>	

Strategic Plan - November 2015 update

Scope - Strategic Goals	Timeline	Resource	Action Required	Completed By Date & Resource
<p>To Conduct Top Quality Competitions And Events</p> <p>Competitions</p> <p>Bowls BC BOM is aware of the strength and popularity generated within District competitions. This enthusiasm of competing in District tournaments and championships needs to be simulated in the Provincial Championships.</p> <p>Bowls BC BOM needs to inspire and support bowlers who have not entered a Provincial Championship previously. New conditions of play are set for entry into certain formats of the major Provincial Championships. These new conditions are to ensure that the less experienced bowlers in BC get the opportunity to play in a Provincial Championship whereas in previous years, they might not have been asked to participate.</p> <p>Bowls BC BOM will continue to work closely with District Games Chairs to ensure that there is connection between participating and playing well in the District tournaments and feeling confident to enter a Provincial Championship.</p> <p>Club coaches should be aware of its members who are entered into a Provincial Championship and offer those players additional coaching. Bowls BC BOM will offer specialized coaching for Districts where teams are entering the Provincial Championships.</p> <p>Events</p> <p>Bowls BC Marketing & Advancement Coordinator will work with hosting Clubs and individuals entered into the Provincial Championships to capitalize on media and publicity opportunities to highlight lawn bowls.</p>	<p>Feb. 1 - Mar. 15-2014</p> <p>May1 0 June 15-2014</p> <p>May 1 - June 15-2014</p> <p>June 1 - 30-2014</p>	<p>Dir. Of Operations - Games and his Budget</p> <p>Dir. Of Administration - Member Services [webpage, newsletter, emails, mail outs]</p> <p>Dir. Of Sport Development & Education - Coaching - PDP & Coaching Budget</p> <p>Marketing Coordinator - external Publicity Budget</p>	<p><u>District Tournaments</u> > Dist. Games Chair & host Clubs give Provincial Entry forms to all participants.</p> <p><u>Player Special Coaching</u> - Dir. Of Sport Development contact District Reps. to get names of Provincial entries.</p> <p><u>Hosting Clubs of Provincials</u> - Marketing Coord. to liaise with hosting Clubs.</p>	

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Scope - Strategic Goals	Timeline	Resource	Action Required	Completed By Date & Resource
<p><i>To Develop Skills And Knowledge To Achieve A Higher Performance Level</i></p> <p><i>Skills And Knowledge</i> Sports Development and Education at all levels is vital in achieving our Vision.</p> <p>Bowls BC BOM are developing a strong playing, coaching and officiating infrastructure. Through two-way communication with the Club Executives and District Representatives, Bowls BC BOM are committed to keep members informed of skills training opportunities.</p> <p>Bowls BC BOM will provide the openings for members to gain further skills and knowledge of lawn bowls. As previously mentioned under <i>To Increase Membership and Participation</i>, Bowls BC is committed to work toward training Competitive Coaches. This level of Coaches will work with members who wish to increase their technical skills of playing lawn bowls.</p> <p><i>Higher Performance Level</i> Bowls BC already has a Player Development Program that can be modified for any level of player. A Structured Practice Book is available through Bowls BC Director of Sport Development - Coaching.</p> <p>Bowls BC members who win a Provincial Championship are expected to attend a High Performance Training Camp prior to their participation at the National Championships. This will be a Condition of Play on the Provincial Championship Entry Forms.</p>	<p>Feb. 1 - Sept. 2014</p> <p>Forms completed by Club Executives to Bowls BC BOM by April SAGM - 2014</p> <p>Feb. 1 - Sept. 30-2014</p> <p>June - Sept. 2014</p> <p>July 31 - Aug.7-2014 [dates are subject to change]</p>	<p>Dir. Of Sport Development & Education - Player Development Program, Coaching - funds allocated in Budget</p> <p>Dir. Of Sport Development & Education - Coaching - funds allocated in Coaching</p> <p>Dir. Of Sport Development & Education - Player Development Program Budgets</p> <p>- Player Development Program [PDP] and Coaching Budgets</p>	<p><u>Communication</u> - critical to improve communication with District Reps. and Club Executives to garner their opinions and priorities for their Clubs</p> <p><u>Forms A, B, C</u> - contact Club Executives to ensure that these Forms are completed and brought to the SAGM in April 2014</p> <p><u>Coaching Seminars</u> - as a ViaSport "Deliverable", confirms that the PDP Seminars as approved at AGM 2013 Budget are conducted as requested by Clubs.</p> <p><u>High Performance Training</u> - > formulate teams to practice against Provincial Reps.</p>	

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Scope - Strategic Goals	Timeline	Resource	Action Required	Completed By Date & Resource
<p><i>To Work Under a Management Structure To Effectively Administer Our Sport</i></p> <p><i>Management Structure</i> Bowls BC BOM has adjusted its Management Structure to better direct their resources for the benefit of its members. Each BOM member has a more defined Job Description. These new Job Descriptions ensure more inter-connection with District Representatives and Club Executive that will result in more 2-way communication.</p> <p>The re-organization also improves the ability to reflect the requirements in the Contract Agreement with ViaSport - their main funding source.</p> <p><i>Effectively Administer</i> Bowls BC BOM recognizes that Financial sustainability is critical. To seek out additional revenue streams through funding, grants, strategic alliances and sponsorship will be a priority.</p> <p>Bowls BC BOM has adjusted their Budget to better fund Programs of Player Development, Coaching, Officiating and Leadership for members.</p> <p>Bowls BC BOM will provide its members access to its spending practices regarding its Programs through the Financial Statements provided at the AGM.</p> <p>Bowls BC BOM will coordinate the sport management with Club Representatives to assist in achieving our goals. The Strategic Plan has created a focused structure of Governance.</p>	<p>SAGM - April 2014</p> <p>March 31-2014</p> <p>Feb. 1 - June 30-2014</p> <p>Feb.1 - Sept.30-2014</p> <p>By March 25-2014</p>	<p>Board of Management - all positions</p> <p>Dir. Of Administration - Governance & Member Services Budgets</p> <p>Treasurer. to provide Marketing Coord. Financial info. reqd. to seek funding/grants</p> <p>Treasurer and Marketing & Advancement Coordinator</p> <p>Dir. Of Sport Development - specifically</p> <p>Board of Management - all positions</p> <p>Dir. Of Administration - Member Services</p>	<p><u>Structure</u> Dir. Of Administration - Governance > provide all Club Executives with the new BOM Structure</p> <p><u>Club Executive Structure</u> Form D & E - Dir. Of Admin. Ensures these Forms are delivered [mail/email] to every Club president to complete and bring to the April SAGM 2014. Thereafter, Club reps. will bring completed Form D & E to the Fall AGM</p> <p><u>Funding Agreement</u> Financial Admin. and Executive Committee - ensure ViaSport "Deliverable" are achieved</p> <p><u>Funding</u> Marketing & Advancement Coordinator - research other funding sources and sponsorship opportunities</p> <p><u>Program Improvements</u> Dir. Of Sport Development - continue to expand Program participation for all members</p> <p><u>Strategic Plan</u> > ensure that the new Strategic Plan is placed on the webpage minimum 2 weeks prior to SAGM</p>	

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Scope - Strategic Goals	Timeline	Resource	Action Required	Completed By Date & Resource
<p><i>To Develop And Maintain Strategic Relationships</i></p> <p><i>Strategic Relationships</i></p> <p>Relationships, partnerships and connections are important to maintain and/or initiate as they enrich our knowledge and enthusiasm of sport.</p> <p>Bowls BC BOM will actively communicate with other sporting groups and Community groups to learn about their marketing programs.</p> <p>Bowls BC BOM will connect with other sporting groups and Community groups to understand their strategy on Management and Leadership.</p>	<p>Feb. 1 - June 30-2014</p>	<p>Marketing Coord. Budget</p>	<p>Marketing & Advancement Coordinator will meet with Executive Committees from other sporting and Community groups such as:</p> <ul style="list-style-type: none"> > winter played sports - curling, ice hockey, skating Clubs, floor curling, fitness Clubs > Community and Cultural groups - Lions, Elks, Shriners, Retired Teachers Association, Chinese Cultural Centre 	

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<p><i>To Improve Our Two-way Communication</i></p> <p><i>Communication</i> Communication will only be achieved if more than one party engages in the conversation. Successful communication involves:</p> <ul style="list-style-type: none"> • Contact • Trust • Interaction • Exchange of ideas <p>Bowls BC BOM is excited to provide Club Executives the opportunity to give direct input into so many areas as:</p> <ul style="list-style-type: none"> • Their members Abilities and Experience to govern • Their Marketing Initiatives and Plans • Their Sport Development Opportunities • Their Club Executive Structure and Needs <p>Bowls BC BOM is mandated by their Contract Agreement with ViaSport to persuade Club Executives and/or District Representatives to fully participate in the choice and formation of the Sport Development Programs offered to members.</p> <p>Bowls BC BOM and the Marketing & Advancement Coordinator will work together to utilize technology to improve communications, conduct meetings, and administer the business of Bowls BC BOM more cost effectively.</p>	<p>Feb. 1 - Sept. 30-2014 And every fiscal period for next five years: Oct. 2014 - Sept. 2015 Oct. 2015 - Sept. 2016 Oct. 2016 - Sept. 2017 Oct. 2017 - Sept. 2018</p> <p>Feb. 1 - Mar. 15-2014</p> <p>April SAGM - 2014 - Sept. 2014</p> <p>Marketing Coordinator: Feb. 1 - June 30-2014</p> <p>BOM: Feb. 1 - Sept.30 - 2014</p>	<p>Directors contacting Club Executive and District Reps. to gain their input regarding the Programs under their management.</p> <p>Directors ensuring the Form A, B, C, D and E are distributed in a timely manner to Club Executives. > Directors and their Budgets</p> <p>BOM and Marketing Coord. - Marketing Budget</p>	<p>Bowls BC BOM has created Form A, B, C, D and E. These Forms will be delivered to all Club Executives. Club Executives are asked to complete the Forms and have their Club Reps. return all of these Forms to the Director of Administration at the April SAGM - 2014.</p> <p>Dir. Of Sport Development & Education</p> <p>Marketing Coordinator will: > write up publicity notices re: dates of major tournaments; results of those tournaments; Bowls BC elite bowlers Int'l successes > liaise with Clubs and Districts to assist with their publicity notices for: Open Houses; local tournaments; and other as requested.</p>	

Strategic Plan - November 2015 update

Roles & Responsibilities

Executive Committee

The role of the Executive Committee is to provide Strategic leadership to Bowls BC (the sports organization) on behalf of its members and stakeholders.

The Executive Committee is responsible for creating achievable plans, an appropriate organizational structure, removing barriers for success and recognizing accomplishment.

Recruiting and retaining skilled volunteers is critical.

Board of Management

The role of the Board of Management is to provide for the day-to-day operational management of Bowls BC according to its Vision, Values and Mission and Strategic Goals.

The Board is responsible to its membership and stakeholders to:

- Provide for the care and responsible management and future comfort and security of the sport of bowls in the Province of BC and to support the initiatives and Governance of Bowls Canada Boulingrin - the National Governing body.
- Develop a Strategic Plan that initially encompasses a 5-year time period and includes goals with a defined Scope, Timeline and Resource. The Board will bi-annually monitor its achievements and results of the specific Strategic Goals. The Board's Management Structure, the Executive Committee, Directors and Coordinators will jointly pursue the necessary action to successfully complete the Strategic Goals.
- Ensure each Director will annually prepare an action plan and Budget to achieve his/her Strategic Goals.
- Communicate with Club members, District Representatives and stakeholders to enable their input to the Strategic Goals and share the results achieved.
- Regularly scan the external operating environment to ensure the organizations Strategic direction remains relevant and achievable.
- Assess Risks facing the organization and establish a policy framework, based on its core values, from which all operational policies and actions develop.
- Adopt an annual budget for financial performance and monitor results on a timely basis.
- Ensure that policies and procedures are relevant, clear and up-to-date.
- Ensure that Bowls BC complies with all relevant laws and conforms to the highest standards of financial and ethical behaviour.

Strategic Plan - November 2015 update

Fundamental Duties of Directors and Reporting Positions

Director of Operations	Director of Administration	Director of Sport Development & Education	Marketing and Advancement Coordinator <i>reports to Dir. of Admin</i>	Bookkeeper <i>reports to Treasurer.</i>
<p><u>Games</u> > Prov. Championships; Champ of Champs; Sponsored Tournaments > Decide on Format > Set Dates and Locations > Set Conditions of Play > Prepare Convenor's Handbook & Provincial Questionnaire for Players</p>	<p><u>Governance</u> > Constitution and By-laws - ensure updates are maintained > Policies and Procedures - maintain > Oversee Strategic Plan Initiatives * work specifically with Vice-pres. * work with entire BOM > Records Mgmt. > Supplies</p>	<p><u>Player Development</u> > develop, administer and deliver player coaching programs for: * 'Club' bowlers - all ages & skill * 'Junior' bowlers * 'Elite' bowlers > PDP - Player Development Program - use already prepared and proven methods and seminars</p>	<p><u>External Communications</u> Club Marketing Support <i>Marketing Material</i> > Prepare a general marketing package for all BC Clubs <i>District and/or Club Visitations</i> > Enlist the help of BC Elite players to join you visiting each Provincial District to promote Lawn Bowls</p>	<p><u>Financial Statements</u> > maintain current records of all expenses and revenues of the daily Operations of Bowls BC</p>
<p><u>Governance</u> > Strategic Plan Initiatives * work with Dir. of Admin. to action initiatives/goals</p>	<p><u>Member Services</u> > Membership * work directly with Marketing Coord. > <i>Communications</i> * newsletter [internal use] * website [internal/external use] > <i>Greens</i> * maintain a list of turf greens and artificial greens in the Province * provide name of a turf green's advisor when reqd. by a Club</p>	<p><u>Coaching Development</u> > develop, administer and deliver programs for coaches for: • 'Club' coaches - beginner to competitive • 'Competitive' coaches - from District to Prov. Tournaments > keep record of individual coaches' trng. > train District coaches to allow for District-run coaching sessions</p>	<p>Publicity External [i.e. not the Newsletter] <i>Events - Tournaments</i> > Write up advance publicity notices for media: website, newspapers [main & District], Community Centres, Television, radio, etc. > Write up results of <i>events</i> for papers, Television, radio, etc. <i>Events - Open Houses, Club Functions, etc.</i> > Liaise with Districts and Clubs to assist with event planning, publicity,</p>	<p><u>Funding/Grants</u> > provide the necessary documentation to acquire the funding to Marketing Coordinator > work with BOM to maintain the funding documentation</p>
<p><u>Provincial Uniforms</u> > work with Custodian to ensure Prov. uniforms are ordered for rep. players > work with Marketing Coord. if sponsorship is involved.</p>	<p><u>Risk Management</u> > identification, assessment and prioritization of 'risks' > 'risks' occur due to: uncertainty in the financial market; threats from project failures; legal liabilities</p>	<p><u>Officiating Development</u> > develop, administer and deliver programs for officials > keep record of individual officials' trng. > train District officials to allow for District-run officiating sessions</p>	<p>Corporate Sponsorship <i>Uniforms - Provincial Team Representatives</i> > Research sponsorship options for funding Team BC uniforms <i>Elite Athletes - BC Players on National Team</i> > Research sponsorship for elite BC players</p>	<p><u>Budget</u> > prepare an annual Budget for Bowls BC for the AGM after having received a Program Planning Budget from every Director</p>
<p><u>Special Events</u> > work with Marketing Coord. to create fun and interesting Special Events for Publicity purposes</p>			<p>Grants/Specific Funding [i.e. Hosting BC] <i>Government</i> > Hosting BC (hosting events in BC) > BC Sport Participation Program <i>Corporate / Private</i></p>	

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ACTION REQUIRED SORTED BY TIME PERIOD [DAYS AND MONTHS] - find detail under Strategic Goals					
DATES	Dir. Of Operations	Dir. Of Administration	Dir. Of Sport Development & Education	Marketing & Advancement Coord.	Treasurer
Mar. 24 -Mar.31		<u>Club Exec. Structure</u> - dist. Forms A, B, C, D, & E to Club Executives	<u>Club Exec. Structure</u> - dist. Forms A, B, C, D, & E to Club Exec.	<u>Club Exec. Structure</u> - dist. Forms A, B, C, D, & E to Club Exec.	
Mar.25 - Mar.31	<u>Prov. Entry Forms</u> - alter Conditions of Play for players & for w/e trng. Camp prior to Nat'ls.	<u>Strategic Plan</u> - work with BOM and Robin to continue revision		<u>Membership</u> - prepare marketing material for Clubs for SAGM dist.	
Mar. 25 - Apr.11	<u>Prov. Hosting Clubs</u> - confirm dates with hosting Clubs. Prepare Convenor's Handbook to deliver for hosting Clubs.	<u>Strategic Plan</u> - place new SP on webpage/ensure all Clubs have copy prior to April SAGM		<u>Marketing Relationships</u> with other sporting and Community groups	<u>Funding Agreement</u> - ensure "Reporting Requirements" are completed for ViaSport
Mar.31- June 30				<u>Publicity Notices</u> - write up media releases for bowling event/Club Open Houses	<u>Funding</u> - provide Marketing Coord. with reqd. info. to research grants
Mar.31- May 31	<u>Prov. Entry Forms</u> - mail or deliver to Dist. Games Chairs and hosting Club of Dist. Tournaments		<u>Coaching</u> - confirm with Head Coach that Coaching Clinics for all Districts are prepared	-	
April.1- Sept.30		<u>Communication</u> - ensure member comments on Forms are dist. To Directors	<u>Program Improvements</u> - continue to expand Program participation based on f/b from member comments on Forms <u>Coaching Seminars</u> - arrange PDP seminars, coaching and officiating clinics as reqd.	<u>District and Prov. Championships</u> - prepare media releases promoting them w/results	<u>Contract Agreement</u> - work with Bowls BC President to complete requirements as needed
July - Aug.	<u>Prov. Rep. Players trng.</u> - arrange w/e trng. Camp for rep. players - work with PDP coach for trng. Camp format & opposition		<u>PDP trng. Camp w/e</u> - select participants to play against Prov. Rep. players - work with Games Director		

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- Timeline/Deadline - end date by which the Scope is to be completed
- Resource - the person and/or funding/budgeted moneys allocated to the Scope

Every Strategic Goal has Defined a Scope, Set a Timeline and Assigned a Resource to enable the Executive Committee, Directors and Coordinators to know their Goals and priorities. This Structure will ensure a purposeful and successful effort is achieved.

Strategic Goals are contained on Pages 8 - 13. Four columns are created for each Goal with headings:

Scope Timeline Resource Action Required

This Strategic Plan also contains:

1. A revised Organizational Chart or Governance Structure
 - a. The revised Governance Structure is based on the mandate to accomplish the identified Strategic Goals by ensuring Bowls BC has the required positions
2. A Series of Forms A, B, C, D, and E
 - a) These Forms will be given to every Club Executive to complete and bring to the April SAGM

Strategic Plan - March 2014

About Us

Bowls BC is the Provincial sporting association responsible for the leadership, growth and development of Lawn Bowls in British Columbia.

We are a non-profit organization registered under the BC Society Act and are a member of ViaSport.

We are a federation of District Associations with outdoor and indoor bowls Clubs. Our membership includes all affiliated Clubs in the province of BC. The representatives of our affiliated Clubs select a Board of Management to be responsible, on their behalf, for the stewardship and growth of the Sport of Bowls in our Province.

We are a member of the National Association, Bowls Canada Boulingrin and World Bowls.

Bowls BC Vision

A thriving, healthy Sport of Bowls.

Bowls BC Values

Teamwork - improve and advance the Sport of Bowls by working together

Inclusion - a sport that can be played by everyone

Fun - a sport that has an attraction and benefit for everyone

Change and innovation - an appreciation for tradition and an energy for an improved future

Sportsmanship - tolerance, respect and fair play

Improvement - through instructional programs for all aspects of the sport

Bowls BC Mission

Bowls BC BOM will partner with bowls Clubs to facilitate the growth and development of an excellent sport and distinctive community experience that is appealing, healthy and accessible to all. Our Mission will be achieved based on the following principles:

- **Service** to the sport, our Clubs and members and our stakeholders.
- **Integrity** - All our communications and partnerships will be based on responsibility to our members and conducted with the utmost transparency.

Strategic Plan - March 2014

Board of Management Executive Committee

<u>President -</u> Jim Aitken	<u>Past President -</u> Keith Terlson	<u>Vice President -</u> Harry Carruthers	<u>Secretary -</u> Diane Fulton	<u>Treasurer -</u> Carolle Allen
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Directors	Paid Positions
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Director of Operations <i>- Harry Carruthers</i>	Director of Administration <i>- Lynn Chwartacki</i>	Director of Sport Development & Education <i>- Alan Stirling</i>	Marketing and Advancement Coordinator <i>- Tim Mason</i> <i>reports to Dir. of Admin</i>	Financial Admin. <i>- Jackie West</i> <i>reports to</i>
<p><u>Games</u> > Prov. Championships; Champ of Champs; Sponsored Tournaments > Decide on Format > Set Dates and Locations > Set Conditions of Play > Prepare Convenor's Handbook & Provincial Questionnaire for Players</p>	<p><u>Governance</u> > Constitution and By-laws - ensure updates are maintained > Policies and Procedures - maintain > Oversee Strategic Plan Initiatives * work specifically with Vice-pres. * work with entire BOM > Records Mgnt. > Supplies</p>	<p><u>Player Development</u> > develop, administer and deliver player coaching programs for: * 'Club' bowlers - all ages & skill * 'Junior' bowlers * 'Elite' bowlers > PDP - Player Development Program - use already prepared and proven methods and seminars</p>	<p><u>External Communications</u> Club Marketing Support <i>Marketing Material</i> > Prepare a general marketing package for all BC Clubs <i>District and/or Club Visitations</i> > Enlist the help of BC Elite players to join you visiting each Provincial District to promote Lawn Bowls</p>	<p><u>Financial Statements</u> > maintain current records of all expenses and revenues of the daily Operations of Bowls BC</p>
<p><u>Governance</u> > Strategic Plan Initiatives * work with Dir. of Admin. to action initiatives/goals</p>	<p><u>Member Services</u> > Membership * work directly with Marketing Coord. > <i>Communications</i> * newsletter [internal use] * website [internal/external use] > <i>Greens</i> * maintain a list of turf greens and artificial greens in the Province * provide name of a turf green's advisor when reqd. by a Club</p>	<p><u>Coaching Development</u> > develop, administer and deliver programs for coaches for: • 'Club' coaches - beginner to competitive • 'Competitive' coaches - from District to Prov. Tournaments > keep record of individual coaches' trng. > train District coaches to allow for District-run coaching sessions</p>	<p>Publicity External [i.e. not the Newsletter] <i>Events - Tournaments</i> > Write up advance publicity notices for media: website, newspapers [main & District], Community Centres, Television, radio, etc. > Write up results of <i>events</i> for papers, Television, radio, etc. <i>Events - Open Houses, Club Functions, etc.</i> > Liaise with Districts and Clubs to assist with event planning, publicity, etc.</p>	<p><u>Funding/Grants</u> > provide the necessary documentation to acquire the funding to Marketing Coordinator > work with BOM to maintain the funding documentation</p>
<p><u>Provincial Uniforms</u> > work with Custodian to ensure Prov. uniforms are ordered for rep. players > work with Marketing Coord. if sponsorship is involved.</p>	<p><u>Risk Management</u> > identification, assessment and prioritization of 'risks' > 'risks' occur due to: uncertainty in the financial market; threats from project failures; legal liabilities</p>	<p><u>Officiating Development</u> > develop, administer and deliver programs for officials > keep record of individual officials' trng. > train District officials to allow for District-run officiating sessions</p>	<p>Corporate Sponsorship <i>Uniforms - Provincial Team Representatives</i> > Research potential sponsorship options for funding Team BC uniforms <i>Elite Athletes - BC Players on National Team</i> > Research sponsorship for elite</p>	<p><u>Budget</u> > prepare an annual Budget for Bowls BC for the AGM after having received a Program Planning Budget from every Director</p>
<p><u>Special Events</u> > work with Marketing Coord. to create fun and interesting Special Events for Publicity purposes</p>			<p>Grants/Specific Funding [i.e. Hosting BC] <i>Government</i> > Hosting BC (hosting events in BC) > BC Sport Participation Program <i>Corporate / Private</i></p>	

District Representatives

Interior	Mainland	North Island	South Island
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Strategic Plan - March 2014

Planning Model - From Vision to Action



Strategic Plan - March 2014

Scope	Timeline	Resource	Action Required
<p>Strategic Goals</p> <p>To Provide Effective Leadership And Direction</p> <p>Leadership Bowls BC Leadership will be based on striving toward our Vision. Continuity and stability of direction must be maintained by achieving the Strategic Goals. Continuity and stability will be achieved through Succession Planning. This is defined as: <i>"a process for identifying and developing our members who have the potential to fill key leadership positions." "Feeder groups are established from which management positions can be realized."</i></p> <p>Bowls BC will develop these "Feeder Groups" as initiatives and progress depends on volunteers to achieve our goals. See Form A</p> <p>Financial stability and accountability are critical through changing times. Bowls BC BOM has a paid Financial Administrator to provide this constancy and expertise.</p> <p>Direction Bowls BC has produced this Strategic Plan for the sole purpose of providing Direction to the BOM. The Direction is specified in:</p> <ul style="list-style-type: none"> • Structure of the BOM that dictates the Governance • Strategic Goals that lay out the course of action 	<p style="text-align: center;">5 year commitment</p> <p>Feb. 2014 - Sept. 2014</p> <p>Oct. 2014 - Sept. 2015</p> <p>Oct. 2015 - Sept. 2016</p> <p>Oct. 2016 - Sept. 2017</p> <p>Oct 2017 - Sept. 2018</p> <p>Feb. - Mar. 2014 prior to SAGM this year, then deliver Sept. each yr. prior to AGM from 2015 - 2018 incl.</p> <p>Feb. 1014 - Sept.2018</p> <p style="text-align: center;">5 year commitment</p>	<p>BOM > Dir. Of Admin. under Governance</p> <p>Directors plan their goals and determine their annual Budget and work with that Budget</p> <p>Dir. Of Admin. Under Governance & Member Services</p> <p>Marketing Coord. and BOM work together for funding & grant opportunities</p> <p>BOM</p> <p>Sept. - 2014 prior to Fall AGM annually</p>	<p><u>Continuity</u> > maintained achieved with goal of no more than 50% of BOM changing each year. > Directors prepare an annual goal-setting plan aligned with his/her Budget e.g. Coaches set goal of certifying 5 members each yr. at "Club" level and 2 members each yr. at "Competitive" level. e.g. Officiating - same # of members become officials. e.g. PDP - 5 Clubs host Seminar program each yr.</p> <p>"Feeder Groups" - Form A is delivered [mail/email] to every Club president to complete and bring to the April SAGM 2014. Thereafter, Club reps. will bring completed Form A to the Fall AGM</p> <p><u>Financial Stability</u> - Fin. Admin. ensures that "Deliverables" in ViaSport Contract are achieved & reported.</p> <p><u>Strategic Goals</u> - revisit annually to check on completed and on-going goals.</p>

Strategic Plan - March 2014

Scope	Timeline	Resource	Action Required
<p>To Increase Membership And Participation</p> <p>Membership Bowls BC has hired a Marketing & Advancement Coordinator to provide professional marketing assistance.</p> <p>Bowls BC BOM will work with every Club to ascertain their individual membership requirements and priorities and how to best market their Club to fit with their neighbouring Community.</p> <p>Bowls BC BOM will work with Club reps. and Executives to learn the demographics of the Club's area in order to deliver appropriate marketing material. See Form B</p> <p>Participation Participation will begin with the Club Executives providing Bowls BC BOM with the requested information as noted on Form A, B, C & E. The completion of these Forms will give the BOM the most current, accurate and relevant information about their Club and needs of their Club.</p> <p>Participation by the Club Executives directly with Bowls BC BOM will stimulate a renewed interest in the Club's promotion of the sport within their Community.</p> <p>Participation in an activity starts with an enthusiastic and supported Club membership. Bowls BC BOM will endeavour to encourage that enthusiasm.</p>	<p>Feb. 1- Mar. 31-2014</p> <p>Mar. 31- June 30-2014</p> <p>Feb.1 - Mar. 15-2014</p> <p>Feb. 1 - Mar. 15-2014</p> <p>Feb.1 - Sept. 30-2014</p>	<p>Marketing & Advancement Coord. & his Budget</p> <p>Dir. Of Administration - Internal Communication and Marketing Coord. & his Budget</p> <p>Dir. Of Sport Development & Education</p> <p>BOM</p>	<p>Membershin The Marketing Coord. will: > prepare marketing material for every Club > enlist the help of elite BC bowlers to assist with marketing the sport e.g. attend Club functions, arrange 'fun' games with Club bowlers</p> <p>Membership - Form B is delivered [mail/email] to every Club president to complete and bring to the April SAGM 2014. Thereafter, Club reps. will bring completed Form B to the Fall AGM</p> <p>Participation - Form C & E are delivered [mail/email] to every Club president to complete and bring to the April SAGM 2014. Thereafter, Club reps. will bring completed Form C & E to the Fall AGM</p>

Strategic Plan - March 2014

Scope	Timeline	Resource	Action Required
<p>To Conduct Top Quality Competitions And Events</p> <p>Competitions</p> <p>Bowls BC BOM is aware of the strength and popularity generated within District competitions. This enthusiasm of competing in District tournaments and championships needs to be simulated in the Provincial Championships.</p> <p>Bowls BC BOM needs to inspire and support bowlers who have not entered a Provincial Championship previously. New conditions of play are set for entry into certain formats of the major Provincial Championships. These new conditions are to ensure that the less experienced bowlers in BC get the opportunity to play in a Provincial Championship whereas in previous years, they might not have been asked to participate.</p> <p>Bowls BC BOM will continue to work closely with District Games Chairs to ensure that there is connection between participating and playing well in the District tournaments and feeling confident to enter a Provincial Championship.</p> <p>Club coaches should be aware of its members who are entered into a Provincial Championship and offer those players additional coaching. Bowls BC BOM will offer specialized coaching for Districts where teams are entering the Provincial Championships.</p> <p>Events</p> <p>Bowls BC Marketing & Advancement Coordinator will work with hosting Clubs and individuals entered into the Provincial Championships to capitalize on media and publicity opportunities to highlight lawn bowls.</p>	<p>Feb. 1 - Mar. 15-2014</p> <p>May 1 0 June 15-2014</p> <p>May 1 - June 15-2014</p> <p>June 1 - 30-2014</p>	<p>Dir. Of Operations - Games and his Budget</p> <p>Dir. Of Administration - Member Services [webpage, newsletter, emails, mail outs]</p> <p>Dir. Of Sport Development & Education - Coaching - PDP & Coaching Budget</p> <p>Marketing Coordinator - external Publicity Budget</p>	<p>_____</p> <p>District host Clubs give Provincial Entry forms to all participants.</p> <p>Player Special Coaching - Dir. Of Sport Development contact District Reps. to get names of Provincial entries.</p> <p>_____</p> <p>Hosting Clubs of Provincials - Marketing Coord. to liaise with hosting Clubs.</p>

Strategic Plan - March 2014

Scope	Timeline	Resource	Action Required
<p><i>To Develop Skills And Knowledge To Achieve A Higher Performance Level</i></p> <p><i>Skills And Knowledge</i> Sports Development and Education at all levels is vital in achieving our Vision.</p> <p>Bowls BC BOM are developing a strong playing, coaching and officiating infrastructure. Through two-way communication with the Club Executives and District Representatives, Bowls BC BOM are committed to keep members informed of skills training opportunities.</p> <p>Bowls BC BOM will provide the openings for members to gain further skills and knowledge of lawn bowls. As previously mentioned under <i>To Increase Membership and Participation</i>, Bowls BC is committed to work toward training Competitive Coaches. This level of Coaches will work with members who wish to increase their technical skills of playing lawn bowls.</p> <p><i>Higher Performance Level</i> Bowls BC already has a Player Development Program that can be modified for any level of player. A Structured Practice Book is available through Bowls BC Director of Sport Development - Coaching.</p> <p>Bowls BC members who win a Provincial Championship are expected to attend a High Performance Training Camp prior to their participation at the National Championships. This will be a Condition of Play on the Provincial Championship Entry Forms.</p>	<p>Feb. 1 - Sept. 2014</p> <p>Forms completed by Club Executives to Bowls BC BOM by April SAGM - 2014</p> <p>Feb. 1 - Sept. 30- 2014</p> <p>June - Sept. 2014</p> <p>July 31 - Aug.7- 2014 [dates are subject to change]</p>	<p>Dir. Of Sport Development & Education - Player Development Program, Coaching - funds allocated in Budget</p> <p>Dir. Of Sport Development & Education - Coaching - funds allocated in Coaching</p> <p>Dir. Of Sport Development & Education - Player Development Program Budgets</p> <p>- Player Development Program [PDP] and Coaching Budgets</p>	<p><u>Communication</u> - critical to improve communication with District Reps. and Club Executives to garner their opinions and priorities for their Clubs</p> <p><u>Forms A, B, C</u> - contact Club Executives to ensure that these Forms are completed and brought to the SAGM in April 2014</p> <p><u>Coaching Seminars</u> - as a ViaSport "Deliverable", confirms that the PDP Seminars as approved at AGM 2013 Budget are conducted as requested by Clubs.</p> <p><u>High Performance Training</u> - > formulate teams to practice against Provincial Reps.</p>

Strategic Plan - March 2014

Scope	Timeline	Resource	Action Required
<p><i>To Work Under a Management Structure To Effectively Administer Our Sport</i></p> <p><i>Management Structure</i> Bowls BC BOM has adjusted its Management Structure to better direct their resources for the benefit of its members. Each BOM member has a more defined Job Description. These new Job Descriptions ensure more inter-connection with District Representatives and Club Executive that will result in more 2-way communication.</p> <p>The re-organization also improves the ability to reflect the requirements in the Contract Agreement with ViaSport - their main funding source.</p> <p><i>Effectively Administer</i> Bowls BC BOM recognizes that Financial sustainability is critical. To seek out additional revenue streams through funding, grants, strategic alliances and sponsorship will be a priority.</p> <p>Bowls BC BOM has adjusted their Budget to better fund Programs of Player Development, Coaching, Officiating and Leadership for members.</p> <p>Bowls BC BOM will provide its members access to its spending practices regarding its Programs through the Financial Statements provided at the AGM.</p> <p>Bowls BC BOM will coordinate the sport management with Club Representatives to assist in achieving our goals. The Strategic Plan has created a focused structure of Governance.</p>	<p>SAGM - April 2014</p> <p>March 31-2014</p> <p>Feb. 1 - June 30-2014</p> <p>Feb.1 - Sept.30-2014</p> <p>By March 25-2014</p>	<p>Board of Management - all positions</p> <p>Dir. Of Administration - Governance & Member Services Budgets</p> <p>Financial Admin. to provide Marketing Coord. Financial info. reqd. to seek funding/grants</p> <p>Financial Administrator and Marketing & Advancement Coordinator</p> <p>Dir. Of Sport Development - specifically</p> <p>Board of Management - all positions</p> <p>Dir. Of Administration - Member Services</p>	<p><u>Structure</u> Dir. Of Administration - Governance > provide all Club Executives with the new BOM Structure</p> <p><u>Club Executive Structure</u> Form D & E - Dir. Of Admin. Ensures these Forms are delivered [mail/email] to every Club president to complete and bring to the April SAGM 2014. Thereafter, Club reps. will bring completed Form D & E to the Fall AGM</p> <p><u>Funding Agreement</u> Financial Admin. and Executive Committee - ensure ViaSport "Deliverable" are achieved</p> <p><u>Funding</u> Marketing & Advancement Coordinator - research other funding sources and sponsorship opportunities</p> <p><u>Program Improvements</u> Dir. Of Sport Development - continue to expand Program participation for all members</p> <p><u>Strategic Plan</u> > ensure that the new Strategic Plan is placed on the webpage minimum 2 weeks prior to SAGM</p>

Strategic Plan - March 2014

Scope	Timeline	Resource	Action Required
<p><i>To Develop And Maintain Strategic Relationships</i></p> <p><i>Strategic Relationships</i></p> <p>Relationships, partnerships and connections are important to maintain and/or initiate as they enrich our knowledge and enthusiasm of sport.</p> <p>Bowls BC BOM will actively communicate with other sporting groups and Community groups to learn about their marketing programs.</p> <p>Bowls BC BOM will connect with other sporting groups and Community groups to understand their strategy on Management and Leadership.</p>	<p>Feb. 1 - June 30-2014</p>	<p>Marketing Coord. and his Budget</p>	<p>Marketing & Advancement Coordinator will meet with Executive Committees from other sporting and Community groups such as:</p> <ul style="list-style-type: none"> > winter played sports - curling, ice hockey, skating Clubs, floor curling, fitness Clubs > Community and Cultural groups - Lions, Elks, Shriners, Retired Teachers Association, Chinese Cultural Centre

Strategic Plan - March 2014

Scope	Timeline	Resource	Action Required
<p><i>To Improve Our Two-way Communication</i></p> <p><i>Communication</i> Communication will only be achieved if more than one party engages in the conversation. Successful communication involves:</p> <ul style="list-style-type: none"> • Contact • Trust • Interaction • Exchange of ideas <p>Bowls BC BOM is excited to provide Club Executives the opportunity to give direct input into so many areas as:</p> <ul style="list-style-type: none"> • Their members Abilities and Experience to govern • Their Marketing Initiatives and Plans • Their Sport Development Opportunities • Their Club Executive Structure and Needs <p>Bowls BC BOM is mandated by their Contract Agreement with ViaSport to persuade Club Executives and/or District Representatives to fully participate in the choice and formation of the Sport Development Programs offered to members.</p> <p>Bowls BC BOM and the Marketing & Advancement Coordinator will work together to utilize technology to improve communications, conduct meetings, and administer the business of Bowls BC BOM more cost effectively.</p>	<p>2014 And every fiscal period for next five years: Oct. 2014 - Sept. 2015 Oct. 2015 - Sept. 2016 Oct. 2016 - Sept. 2017 Oct. 2017 - Sept. 2018</p> <p>Feb. 1 - Mar. 15-2014</p> <p>April SAGM - 2014 - Sept. 2014</p> <p>Marketing Coordinator: Feb. 1 - June 30-2014</p> <p>BOM: Feb. 1 - Sept.30 - 2014</p>	<p>Directors contacting District Reps. to gain their input regarding the Programs under their management.</p> <p>Directors ensuring the Form A, B, C, D and E are distributed in a timely manner to Club Executives. > Directors and their Budgets</p> <p>BOM and Marketing Coord. - Marketing Budget</p>	<p>Bowls BC BOM has created Form A, B, C, Forms will be delivered to all Club Executives. Club Executives are asked to complete the Forms and have their Club Reps. return all of these Forms to the Director of Administration at the April SAGM - 2014.</p> <p>Dir. Of Sport Development & Education</p> <p>Marketing Coordinator will: > write up publicity notices re: dates of major tournaments; results of those tournaments; Bowls BC elite bowlers Int'l successes > liaise with Clubs and Districts to assist with their publicity notices for: Open Houses; local tournaments; and other as requested.</p>

Strategic Plan - March 2014

Roles & Responsibilities

Executive Committee

The role of the Executive Committee is to provide Strategic leadership to Bowls BC (the sports organization) on behalf of its members and stakeholders.

The Executive Committee is responsible for creating achievable plans, an appropriate organizational structure, removing barriers for success and recognizing accomplishment.

Recruiting and retaining skilled volunteers is critical.

Board of Management

The role of the Board of Management is to provide for the day-to-day operational management of Bowls BC according to its Vision, Values and Mission and Strategic Goals.

The Board is responsible to its membership and stakeholders to:

- Provide for the care and responsible management and future comfort and security of the sport of bowls in the Province of BC and to support the initiatives and Governance of Bowls Canada Boulingrin - the National Governing body.
- Develop a Strategic Plan that initially encompasses a 5-year time period and includes goals with a defined Scope, Timeline and Resource. The Board will bi-annually monitor its achievements and results of the specific Strategic Goals. The Board's Management Structure, the Executive Committee, Directors and Coordinators will jointly pursue the necessary action to successfully complete the Strategic Goals.
- Ensure each Director will annually prepare an action plan and Budget to achieve his/her Strategic Goals.
- Communicate with Club members, District Representatives and stakeholders to enable their input to the Strategic Goals and share the results achieved.
- Regularly scan the external operating environment to ensure the organizations Strategic direction remains relevant and achievable.
- Assess Risks facing the organization and establish a policy framework, based on its core values, from which all operational policies and actions develop.
- Adopt an annual budget for financial performance and monitor results on a timely basis.
- Ensure that policies and procedures are relevant, clear and up-to-date.
- Ensure that Bowls BC complies with all relevant laws and conforms to the highest standards of financial and ethical behaviour.

Strategic Plan - March 2014

ACTION REQUIRED SORTED BY TIME PERIOD [DAYS AND MONTHS]					
<i>- find detail under Strategic Goals</i>					
DATES	Dir. Of Operations - Harry	Dir. Of Administration - Lynn Chwartacki	Dir. Of Sport Development & Education - Alan Stirling	Marketing & Advancement Coord. -	Financial Administrator - Jackie West
Mar. 24 -Mar.31		<u>Club Exec. Structure</u> - dist. Forms A, B, C, D, & E to Club Executives	<u>Club Exec. Structure</u> - dist. Forms A, B, C, D, & E to Club Exec.	<u>Club Exec. Structure</u> - dist. Forms A, B, C, D, & E to Club Exec.	
Mar.25 - Mar.31	<u>Prov. Entry Forms</u> - alter Conditions of Play for players & for w/e trng. Camp prior to Nat'l's.	<u>Strategic Plan</u> - work with BOM and Robin to continue revision		<u>Membership</u> - prepare marketing material for Clubs for SAGM dist.	
Mar. 25 - Apr. 11	<u>Prov. Hosting Clubs</u> - confirm dates with hosting Clubs. Prepare Convenor's Handbook to deliver at SAGM to hosting Clubs.	<u>Strategic Plan</u> - place new SP on webpage/ensure all Clubs have copy prior to April SAGM		<u>Marketing Relationships</u> with other sporting and Community groups	<u>Funding Agreement</u> - ensure that "Reporting Requirements" are completed for ViaSport
Mar.31- June 30				<u>Publicity Notices</u> - write up media releases for bowling event/Club Open Houses	<u>Funding</u> - provide Marketing Coord. with reqd. info. for him to research funding/grants
Mar.31- May 31	<u>Prov. Entry Forms</u> - mail or deliver to Dist. Games Chairs and hosting Club of Dist. Tournaments		<u>Coaching</u> - confirm with Head Coach that he has prepared Coaching Clinics for every District	-	
April.1- Sept.30		<u>Communication</u> - ensure member comments on Forms are dist. To Directors	<u>Program Improvements</u> - continue to expand Program participation based on f/b from member comments on Forms	<u>District and Prov. Championships</u> - prepare media releases promoting Championships & w/results	<u>Contract Agreement</u> - work with Bowls BC President to complete requirements as needed
June - Sept.			<u>Coaching Seminars</u> - arrange PDP seminars, coaching and officiating clinics as reqd.		
July - Aug. 7	<u>Prov. Rep. Players trng.</u> - arrange w/e trng. Camp for rep. players - work with PDP coach for trng. Camp format & opposition		<u>PDP trng. Camp w/e</u> - select participants to play against Prov. Rep. players - work with Games Director		