

A Sport for All - A Sport for Life

**STRATEGIC PLAN**

2019 - 2023

www.bowlsbc.com

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

**Vision**

To give all British Columbians the opportunity to play Bowls and to make it their sport of choice.

**Mission**

To facilitate the growth and development of the sport of Bowls by providing a distinctive community experience that is appealing, healthy and accessible to all.

**Values**

* Teamwork – To improve and increase the sport of Bowls by working together
* Inclusion – To welcome everyone
* Custom and innovation – To appreciate tradition and to support modernization
* Sportsmanship – To demonstrate acceptance, respect and fair play
* Improvement– To provide instructional programs for all levels and aspects of the sport
* Clarity – To be clear and open about the decisions made by the Board of Management

**Strategic Objectives**

To realize the Vision and achieve the Mission, Bowls BC is focused on four goals:

Governance

* To ensure good governance is implemented at all levels of Bowls BC in order to deliver and support the Strategic Plan

Marketing

* To update the current image of Bowls by marketing a positive and modern image that appeals to all members

Membership

* To develop, strengthen and grow Clubs by developing and initiating member recruitment and retention plans

LTAD

* To deliver an accessible development pathway for players at all levels of the sport

**Review of Last Five Years**

Bowls BC’s first Strategy was a mixture of strengthening and stretching ourselves to achieve various goals and trying to become fairer to all concerned. The Board of Management was committed to making changes in areas where inequalities existed.

**The Next Five Years**

The Board of Management provides the following five year (2019 - 2023) Strategic Plan for all members of Bowls BC. As with the previous Strategic Plan, the Board of Management hope to work in partnership with the Districts, Clubs and members to focus on the Objectives as noted in this Strategic Plan.

The President, on behalf of the Board, shall maintain lead responsibility for coordination of all Strategic Planning and may assign specific tasks to members as he or she determines. As noted, communication will be instrumental in achieving success.

**Strategic Objective**

Governance - To ensure good governance is implemented at all levels of Bowls BC in order to deliver and support the Strategic Plan

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| **Measurable Objectives** | **Initiatives** | **Measurement of Success** | **Resource & Timeline** |
| Governance and PolicyGovernance processPolicy adoption and implementationDispute resolutionRisk management | > update and/or revise all Policies & Procedures as required by 2020 AGM> provide Governance education > ensure the Strategic direction remains relevant and achievable> Injury & Concussion Management, Harassment, Abuse & Bullying polices – update & keep current to minimize risk & ensure due diligence as required | \* website confirms revised Policies & Procedures by AGM 2020\* membership involvement in establishing fair policies | **Within 1 year** | **Within 5 yrs.** |
| Director of Administration working with the Board | Board of Management with District Reps. drawing on their respective District Clubs for input |
| LeadershipBoard of DirectorsMission, Vision and ValuesVolunteer management and recognitionClub and organizational engagement | > update Job Descriptions to be relevant to the roles and responsibilities & publicize on website by 2020 AGM.> attract members with experience, leadership skills and knowledge to join the Board> acquire a full Board at the 2019 AGM> examine what value a paid Executive Director would bring to the organization by 2020 AGM> undertake to meet the essentials of the Clubs through increased & better communication | \* website confirms revised Job Descriptions as required by AGM 2020\* an increase in the number of candidates seeking Board positions\* skilled & consistent attention to the Strategic direction set by the Board\* increased participation by member Clubs at AGM’s | Board work with member ClubsNominations Committee and each Board memberPresident and Marketing Director investigate paid Board position | Board will develop terms of office to be incorporated into roles for succession planning to ensure continuity of ideas and long-term projects |
| Strategic PlanningStrategic planning and organizational strategy | > organize around Strategic priorities> complete a census of all Clubs to establish a clear statistical baseline for future growth> create a “living” Strategic Plan document by Aug. 2019 | \* as of Aug. 2019, Strategic Planning topics are consistent on Board Agendas\* initiatives are discussed & activated annually based on the “living” document | Board members align “living” Strategic Plan document initiatives based on member Club requirements discussed annually at AGM | Board adjusts Strategic initiatives based on member participation and needs |
| Revenue Generation and FinanceFinancial accountabilityBudgetingFundraising and revenue generation | > provide members with an opportunity to fully discuss the annual budget at every AGM> ensure that Provincial member fees are spent on member-needed programs> approve an annual budget in alignment with the Strategic Plan Objectives> pursue funding sources & grant prospects to increase program opportunities by 5% by 2023 | \* Strategic Objectives are achieved based on Board budgets\* improvement in obtaining funding & strategic direction by 2023 | Board maintains focus on annually member approved areas of program funding | Increased funding achieved through Marketing Director working with Board |

**Strategic Objective**

Marketing - To update the current image of Bowls by marketing a positive and modern image that appeals to all members

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| **Measurable Objectives** | **Initiatives** | **Measurement of Success** | **Resource &Timeline** |
| Promote a positive modern image | > develop new systems to improve information flow [Facebook, Website]> promote and protect Bowls BC standard branding message at all levels of competition and events> create a variety of marketing initiatives to promote & support programs in development> create a more modern & positive image through less stringent playing rules, the encouragement of family groups & improved media coverage. | \* noticeable change in perception of what the sport is all about through community acceptance by 2023\* higher recognition amongst community, corporate and government\* increase understanding and curiosity about the game | **Within 1 year** | **Within 5 yrs.** |
| Marketing Director reports directly to President and under guidance from BoardDistrict Reps. annually providing marketing materials to the Clubs in their Districts | Continued reference to best practices from other Provinces and countries |
| Improve internal Communication | > educate & support member Clubs through the District networks> communicate that members’ input to the Board is wanted> visits to each Club by a Board member twice a year > present Bowls BC as a “listening partner” to the Clubs | \* increased two-way communication and reception of ideas with Club members\* Board Agendas consistently contain Club topics for discussion | Board members responsibility to visit each Club twice annually | Reliable and steady involvement from Board |
| Develop an external communication strategy | > research current sport communications strategies by Oct. 2019 AGM> write social media policy by Oct. 2019 AGM> stronger engagement with community and membership through website, social media and advertising of major events> promote the sport as a “Sport For Life” | \* Board and Marketing Director working together to research other sport’s media approaches\* community visibility & engagement increases | Marketing Director compiles research on other sport media communication strategies for presentation at 2019 AGM  | Board continues to advance the external communication strategies throughout the 5-year plan |
| Create a strategy to connect Clubs to their Communities | > consult with all Clubs to discover their marketing needs by Oct. 2019> present the findings at the 2019 AGM for discussion with all Clubs attending the meeting> prepare the required and preferred marketing material for distribution at the 2020 SAGM > produce and circulate all marketing materials at the SAGM> learn from other sports about their marketing strategies > market lawn bowls as a sport for all ages | \* marketing research completed and ready for discussion with Clubs by Oct. 2019\* marketing material produced and distributed to Clubs at the 2020 SAGM\* interaction made by Marketing Director with other sports organizations\* Marketing Director & Board develop promotional material proving the versatility of the sport | Board & Marketing Director working with District Reps. to liaise with Club reps. for distribution of marketing material | Continuous communication with community Parks & Recreation and other sports groups to share best practices over the 5-year period |

**Strategic Objective**

Membership - To develop, strengthen and grow Clubs by developing and initiating member recruitment and retention plans

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| **Measurable Objectives** | **Initiatives** | **Measurement of Success** | **Resource & Timeline** |
| Membership growth & retention strategiesIncrease Bowls BC membership by 5% by 2023 | > develop a plan to attract members & circulate to all Clubs> explore and engage outside human resources to encourage growth> solicit input from Clubs as to their retention strategies – what works best etc. and then publish this material for all Clubs> create a strategy to connect Clubs to their communities to be distributed at 2020 SAGM | \* 5% increase in the number of registered bowlers by 2023\* a record of consistent member retention is kept on the database system \* Clubs sharing best practices | **Within 1 year** | **Within 5 yrs.** |
| Board and Marketing Director work together to assist ClubsDatabase is used to record progress of plan for the year | Continuity of vision and mission be communicated to all membersDatabase records over the 5 years |
| Non-member servicingIncrease awareness in Clubs being used for corporate, youth and charitable functionsProvincial distributionMarketing material distributed to areas with no Clubs | > develop & implement a plan for public awareness of Bowls for recruitment of new players.> offer a broad range of non-member activities through corporate, charitable or casual functions. > promote coaching services to non-member sport programs organized by schools, colleges and community recreation. | \* recognized & reported increase in Club functions for non-members by 2020 AGM\* increase in youth members as noted on database system by 2020 AGM\* increase in new Clubs by 2020 AGM | Board and Marketing Director to develop programs to promote sport to non-member groups and schools | Continued annual marketing and education |
| Developmentally appropriate programmingAvailability of adaptive sport opportunities  | > accessibility improvements in all Clubs for wheelchairs> provide Clubs with disability aids & materials such as bowling arms & launchers> provide Clubs with LTAD developmentally appropriate programs for all levels of member abilities> continue to work with Blind Bowls and support our blind athletes in competitive events | \* participation of bowlers with disabilities grows by 1% by 2023\* reduction in the difficulties that prevent the participation of disabled people\* Rep. from Blind Sports becomes member of Board by 2019 AGM | Board promotes and publicises the policies on equity and inclusion as posted on the website | Continued annual marketing and education |
| InclusionGender inclusive programmingIndigenous communitiesLGBTQ12S identifiedNewcomers to Canada | > ensure all marketing material is gender inclusive> continue to be gender neutral with the percentile split between male and female at nearly 50/50> meet with Indigenous community leaders to promote Bowls as a sport of choice> highlight the LGBTQ12S participation in BBC through website/social media events> contact Visitor Centres throughout BC and provide brochures on local Bowls Clubs | \* continued 50/50 split with male & female members\* an increase in the number of Indigenous members \* Clubs actively visit Indigenous communities & offices to introduce the sport\* increase in participation by underrepresented groups\* reduction of adversities in Clubs | Director of Administration working with Marketing Director to ensure all Bowls material printed supports policies. | Continued annual marketing and education |

**Strategic Objective**

LTAD - To deliver an accessible development pathway for players at all levels of the sport

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| **Measurable Objectives** | **Initiatives** | **Measurement of Success** | **Resource & Timeline** |
| CoachingCoaching pathwayProfessional development opportunitiesTrained & certified coachesCoach developersCoach requirements for competitions | > prepare a coaches lesson plan for continued coaching courses> track and enter all eligible professional development opportunities into the Locker > organize non-certification learning opportunities> utilize viaSport Master Learning Facilitator (MLF) exchange> ensure coach requirements are met for Provincial competitions  | \* 5% increase in trained coaches by 2023\* record of trained coaches listed on NCCP database\* increase of 1% of MLF by 2023\* potential coaches in all Districts are identified & approached annually | **Within 1 year** | **Within 5 yrs.** |
| Director of Sport Development & Education working with NSO coaching materials and instructors | Continuity of coaching certification encouragement and training over the 5 year plan |
| Coach mentorship programmingCoaching inclusionCoaching programs | > formalize a coach mentorship program & post on website> continue to apply NCCP resources to train coaches> emphasize to all Clubs that there is a coaching program for all levels of players – from beginner to high performance | \* increase in number of higher level trained coaches by 2023\* distribution of LTAD to all Clubs at 2020 SAGM | Board and Clubs working on annual mentorship strategy | Constancy of coaching program throughout the years |
| OfficiatingOfficial’s education programTrained & certified officials | > have one trained umpire in every Club by 2020 AGM> develop a mentoring plan for officials by 2020 SAGM | \* reported increase in number of trained officials – one per Club | Provincial Head Umpire working with District Umpire chairs | Working toward 2 umpires per Club by 2023 |
| ExcellenceBC athletes on Canadian National Teams | > record athletes results when participating in Inter-National events> identify any gaps in training and developmental pools | \* .5% increase in number of athletes playing for Canada by 2023 | Sport Development & Education coaching programs | Remain focused on producing high performance athletes for the 5 year period |
| High performance strategyAthlete development pathwayHigh performance coaching and athlete programmingAthlete conversion | > promote LTAD program and ensure all Clubs have copy by 2020 SAGM> budget for training coaches> increase by 2% the number of District competitive athletes that enter the Provincial Championships by 2023> organize training camps prior to major Provincial and National events annually starting 2020> focus on psychology, nutrition and game strategy> organize mental preparation strategy sessions | \* Clubs promote LTAD to their members\* monies are budgeted for training coaches\* entries into the Provincial Championships increase\* better understanding of game strategy and the importance of diet prior to a competition | Board working with District Coaching Directors to encourage continued training of all members at whatever level is suitable to that member | Maintain high expectations of athletes representing BC at the National Championships |
| Team BC SelectionTalent identification and recruitment | > select talented athletes based on the LTAD levels of training and methodology> ensure talent identification and training camps are planned annually & well publicised | \* selected athletes perform more successfully at Provincial Championships after using LTAD | Selection Committee chosen by Board of Management will annually select Team BC | Uphold the standards of support and encouragement for all athletes |