



BOWLS CANADA BOULINGRIN

STRATEGIC PLAN WITH
KEY PERFORMANCE
INDICATORS
2015 - 2018





Acknowledgements

The Bowls Canada Boulingrin Board of Directors would like to thank all stakeholders who were involved in shaping this strategic plan. We believe that the Canadian bowls community will be better served because of your willingness to work together to make a difference.

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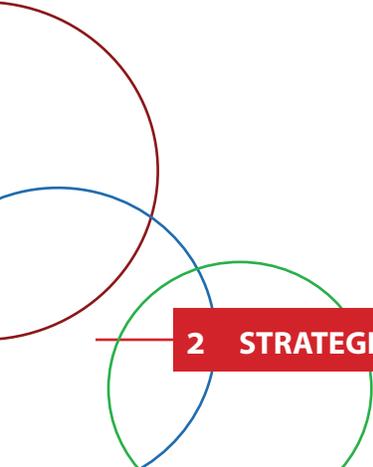


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Message from the President

Canadian sport is one of the largest not-for-profit sectors in the country, employing more than 250,000 and bringing together over 10 million participants. We know that more than four million Canadians serve as volunteer coaches, officials and directors. Our sport is a part of this dynamic sector.

These are challenging times for bowls and changing times for sport in Canada. We have taken many of these important factors of change and challenge into consideration in the writing of this strategic plan.

Bowls Canada (BCB) is held to the same standard as the most populous Sport Canada funded National Sport Organizations (NSOs). Increasingly, NSOs are asked to do more with less, be creative in how they seek out funding and demonstrate that they are meeting or exceeding the business standards required by funders. We also must engage membership through proactive means and ensure our sport is structured in a way that aligns with the Canadian Sport for Life framework. While this is no small task, we are up to the challenge and this new strategic plan lays out our course for action over the next several years.

We are very proud of the process we developed to support the achievement of a relevant plan that will serve the best interests of BCB and its provincial partners. We have been realistic in our expectations and believe this plan will help BCB fulfill its mission, while reflecting the values that we hold most dear. Clearly identifying the challenges has allowed us to develop a strategic plan that will enable us to achieve a bold and inspiring long term vision for Canadian bowls.

Join me in acknowledging Tim Mason, Pat Vos and Mary Wright for their role in designing an inclusive and far reaching strategic planning process and to Laura Lochanski, Bruce St. Louis and David Calam as members of the strategic plan writing team. Our Executive Director Anna Mees has been a constant throughout the process and together with the support of Dina Bell-Laroche of the Sport Law & Strategy Group, have provided the leadership, care and support required to pull this important initiative together in such a timely manner.

I urge you to review this strategic plan with the understanding that this document is a culmination of a number of engagement processes that provided the leaders of BCB with a realistic assessment of where we are, a clarity of where we are headed and the understanding of what we need to monitor and measure to continuously adapt to an ever changing sport landscape. For more information on BCB and the numerous reports that were prepared to support our strategic thinking, please visit www.bowlsCanada.com.



Yours in Sport,

Ian Tyzzer, President



Message from the Executive Director

I have been fortunate to meet many passionate bowlers during this strategic planning process, making it clear the potential for the sport is limitless. This plan provides us the means to close the gaps in our sport in a manner that will allow us to develop a solid foundation upon which to grow and flourish. Communication and partnership will be key factors in the plan's successful implementation.

This is meant to be a living document that supports our work. The specific operational measurements (indicators and targets) are not included in this document, but will be available on our website for those interested in tracking our progress. As a three-year strategic plan, this document is meant to serve as a map to guide us towards achieving our long-term vision for 2022. The landscape of Canadian amateur sport is ever shifting. Focusing on a three-year window helps to ensure that our plan is aligned with the current environment, while continuing to strive towards our longer term goals.

I am very thankful to Tim Mason, Pat Vos and Mary Wright for their role in ensuring that we had an inclusive and visionary strategic planning process. I am extremely grateful to Laura Lochanski, Bruce St. Louis, and David Calam for their guidance, expertise and patience throughout the writing process. Finally, I must thank Dina Bell-Laroche of the Sport Law & Strategy Group. Her leadership and support has been invaluable throughout this journey.

As Executive Director, it is my privilege to operationalize this strategic plan. While the road ahead will bring many challenges, I am committed to creating a positive and professional environment within our national office; a culture that is responsive to the needs of our members, proactive in addressing issues and seizing opportunities, and models the values we promote and believe in. I look forward to working with each of you as, together, we move this strategic plan off the shelf and onto the greens.



Yours in sport,

Anna Mees, Executive Director



Important Terms

The Strategic Planning Committee acknowledges that there are many different ways to frame a strategic plan. After careful analysis we have used the terms below to frame our thinking and have defined them here so that readers better understand and interpret our plan in a consistent manner:

Strategic planning is a process of defining and prioritizing our organization's future direction and making decisions on allocating resources to pursue this strategy.

Vision defines the desired state of Bowls Canada and is a long-term view, describing how we would like the world to be. It is bold, powerful and inspirational.

Mission defines the fundamental purpose of our organization, succinctly describing why we exist.

Values are beliefs that are shared within our organization. They drive our culture and priorities and provide a framework for decision making. They are often referred to as the glue that connects a mission to a vision statement.

Goals are defined as the longer term areas the organization needs to achieve progress in to support the achievement of its vision. The goals that are included in this strategic plan took into account the renewed Canadian Sport Policy and the Canadian Sport for Life frameworks to establish the five key priority areas for Bowls Canada to 2022 and beyond. These longer term goals have targets attached to them that informed the development of the strategic objectives.

Strategic objectives form the basis of our strategic plan. These are defined as the areas of priority ranked by their importance in achieving the organization's mission based on internal and external factors. They provide a clear direction of where the organization is headed over the next three years and are central to the achievement of our longer term goals.

SMARTER Performance Management: Bowls Canada is using the SMARTER approach to monitor, measure and report our progress: Specific, Measurable, Achievable/Attainable, Realistic, Time-bound, Evaluate, Re-assess Regularly

Key Performance Outcomes are defined as a type of performance measurement that helps leaders assess what they will be tracking to determine success. KPOs can include qualitative, quantitative, directional and many more assessments.



Overview of the Strategic Planning Process

When the Bowls Canada Board determined in the fall of 2013 that a new strategic direction was required, we envisioned creating a comprehensive, relevant guiding document that would be co-created by the Board, staff and key stakeholders, with a goal of increasing trust among members. In the process, we identified opportunities, created meaningful solutions to recognized challenges and renewed our commitment to a shared vision, mission and values statement. The process was designed to be as inclusive as possible, while respecting the timelines and budget for Bowls Canada. An online membership survey gathered input from over 500 individual bowlers across Canada in February 2014. A Strategic Planning Summit was held in March 2014 in Toronto, Ontario, where thirty participants came together to use the survey results and their own expertise to lay a foundation for the future direction of the organization. The Summit participants were representative of various organizations from across the country including provincial bowls organizations, local club developers, champions of long-term athlete development, officials, coaches, social bowlers, competitive bowlers, as well as high performance athletes, innovators, strategic planning and sport experts, communications specialists and marketing professionals. The strategic plan writing committee used the work generated at the Summit to create this plan which was approved by the Bowls Canada Board in July 2014 and shared at the 2014 Bowls Canada Annual General Meeting. The Bowls Canada Board is committed to keeping our membership updated on our progress as we work together to implement and achieve the goals and objectives outlined in this plan.





Our Mission, Vision and Values

Our mission, vision and values provide Bowls Canada with a foundation to identify key strategies to leverage the opportunities and to minimize the risks that stand in the way of us doing so. The strategic planning process gave us the platform to renew our commitment to our mission, vision and values and to refine these statements so that they accurately reflect the work of Bowls Canada as one of Canada's National Sport Organizations.

Mission

Bowls Canada is the national organization whose mission is to advance the sport of bowls in Canada.

Vision

Bowls without barriers.

Values

Bowls Canada believes in values that inspire confidence in our decisions and reflect a shared commitment and passion for growing the game of bowls. Here is our call to **A.C.T.I.O.N.**





Current Situation

In preparation for the Strategic Planning Summit, a number of relevant documents were reviewed to generate a comprehensive strategic overview of the key issues affecting Bowls Canada over the next three years. These documents included:

- Current Bowls Canada strategic plan
- Bowls Canada’s LTAD framework
- Findings from the National Survey issued in February 2014
- Conversations with key informants by the Executive Director over a six-month period leading up to the Summit
- Canadian Sport Policy

The following considerations were shared with participants during the Strategic Planning Workshop and served to highlight the priority areas for Bowls Canada to focus on over the next three years as it looked to create a powerful future for the sport to 2022 and beyond.

Current State	→ Future State
Decreasing availability of government funding	→ Sport Canada’s evolving funding criteria means that Bowls Canada will have to make significant shifts to maintain its’ National Sport Organization status
Increasing performance expectations	→ The increasing amount of pressure to perform on the world’s stage with fewer funding dollars and higher podium expectations means that Bowls Canada will need to be strategic in our high performance programming
Long-term Athlete Development framework is not being implemented to benefit the bowls community	→ Most National Sport Organizations are putting resources towards implementing the strategies that are contained within their respective LTAD documents. For Bowls Canada, this means building on the work already initiated and completing a comprehensive competition review. It will also require a highly collaborative effort between Bowls Canada and provincial associations which are ready, willing and able to make the necessary changes



Current State	Future State
Increasing competition for corporate dollars	→ Corporate Canada is providing less one-off sponsorships with non-profits. This means that Bowls Canada will need to establish meaningful relationships with corporate partners who wish to align with our vision and share our values
Increasing competition for a piece of the “participation pie”	→ With a growing number of new activities available to Canadians, we need to work that much harder to move bowls to the top of their list for participation
Inadequate staffing structure and over-worked volunteers	→ Clarity of roles and responsibilities are critical in order for staff and volunteers to leverage each other’s contributions and to feel that they are valued by Bowls Canada
Competing priorities -- crisis management culture	→ Putting out fires seems to be the daily norm rather than applying proactive management strategies. Bowls Canada needs to manage by values and apply risk management principles to enable and facilitate change
Disengaged and fractured community pulling in multiple directions	→ It takes trust to build a community. Bowls Canada is committed to working alongside its provincial partners to support the growth of the sport and unite under a common purpose
Lack of clarity in current and long term strategic direction for the organization	→ The strategic planning process and the engagement of all concerned is a clear direction of Bowls Canada’s commitment to focus, prioritize and measure progress
Participation in the sport is declining across most of the provinces	→ A common strategy with a unified implementation plan will be required to address this disturbing trend
Clear need for proactive communications to connect with participants	→ It is critical that we identify who we need to connect with and be strategic about how we engage them with Bowls Canada



Long-term Goals to 2022 and Beyond

Bowls Canada has identified longer term goals to help strengthen the organization and add structure to the strategic plan. The success of these goals will be monitored, measured and reported to the key stakeholders using a variety of methods.

The following goals represent the pinnacle of success for Bowls Canada by 2022.

Goal: A strong and unified Canadian bowls community

We know success is possible by 2022 when:

- Our provincial partners collaborate strategically towards a common national vision for the growth and success of bowls in Canada and abroad.
- 60% of affiliated clubs know and embrace Bowls Canada’s mission, vision and values in their clubs or on their websites.
- Clubs, Provincial Bowls Associations and Bowls Canada clearly understand their own and each other’s roles and responsibilities.

Goal: Sustainable national organization

We know success is possible by 2022 when:

- Bowls Canada has the resources it needs to attract and retain quality people and implement effective business practices.
- Funding sources have been diversified and the overall budget has grown by 50%.



Goal: Leverage our high performance success

We know success is possible by 2022 when:

- Supported and showcased world class performances are inspiring and motivating more people to get involved in bowls.





Goal: Applicable and accessible LTAD programs

We know success is possible by 2022 when:

- Bowls Canada and its partners offer a range of comprehensive coaching, officiating and recreational programs that are accessible across the country based on the principles of long-term athlete development and the Canadian Sport for Life framework.

Goal: Increased awareness of our sport

We know success is possible by 2022 when:

- More Canadians are benefiting from the health and social benefits that bowls provides.





Strategic Objectives with Key Performance Outcomes 2015-2018

Please note that these strategic objectives are not in order of priority. All are equally important to the sustainability and growth of Bowls Canada.

LEGEND	
PA – Provincial Association	NSO – National Sport Organization
HOC – Host Organizing Committee	

A. Identify and diversify the numbers of participants (formerly known as national members) in our sport:

We will actively seek out opportunities to convert existing participants who are not formally connected to Bowls Canada and explore ways to engage new bowlers.

Key Performance Indicator (measurable)	Target	Examples of Supporting Partner Actions
1. A baseline to measure affiliated and non-affiliated bowlers (including age, location, gender, ethnicity, disabilities) is established.	2017	All PAs support the collection of membership data
2. A national strategy to engage new bowlers is established.	2018	PAs use the parts of the strategy that are relevant to their situations
3. Every province has access to resources that contribute to the development of a “customer service oriented” club culture.	2017	PAs promote the adoption of the “storefront” resources
4. Every province has access to qualified National Coaching Certification Program (NCCP) Learning Facilitators and Evaluators.	2016	PAs host NCCP coaching clinics and professional development coaching opportunities (e.g. camps)
5. Every province has access to a qualified officials trainer.	2017	PAs host umpire training clinics
6. 100,000 Canadians have viewed bowls as tracked through social media	2018	PAs and Clubs share and promote links



B. Strengthen Bowls Canada collaboration between the NSO and the PAs:

We will serve as a hub to connect and align our provincial members to build collective agreement on key areas of priority to advance the sport.

Key Performance Indicator (measurable)	Target	Examples of Supporting Partner Actions
1. A Presidents' Council is created and its members are meeting a minimum of six times annually	2016	PAs collaboratively participate in the Presidents' Council PAs share information with their executive and clubs
2. National Operational Committees have a full complement of volunteers and are meeting at least three times per year	2016	PAs collaboratively provide feedback regarding programming and delivery PAs actively promote available positions on national committees to their membership
3. A Memorandum Of Understanding is available and signed by all National Championship Host Organizing Committees by 2018	2018	PAs collaboratively provide feedback regarding programming and delivery HOCs collaboratively provide feedback regarding programming and delivery
4. National membership structure review is completed and priorities are identified and ready for implementation.	2017	PAs work collaboratively with NSO to review and establish a financial model that makes sense for the sustainability of the sport.
5. A collaborative partner engagement process is implemented with all PAs leading to the creation of individualized MOU's outlining respective roles, responsibilities, shared outcomes, financial partnerships and reporting.	2018	Eight PAs participate in the collaborative partner engagement process Eight PAs provide feedback on effective roles, responsibilities and shared outcomes, financial partners etc
6. Bowls Canada's strategic plan is made available to the PAs for use in developing their strategic plans	2018	Five PAs use the national strategic plan to help guide their strategic decisions and planning



C. Meet Sport Canada eligibility criteria:

We will ensure that we have reviewed funding expectations and addressed gaps in our current status that affect our eligibility as a NSO.

Key Performance Indicator (measurable)	Target	Examples of Supporting Partner Actions
1. Bowls Canada meets the definition of a national sport organization eligible for federal funding as per the Sport Canada Sport Funding and Accountability Framework	2015 & 2017	Member provinces support national actions required to meet definition
2. Sport Canada funding is secure	2016	Member provinces support national actions required to secure federal funding at a national level
3. Bowls Canada maintains eligibility and funding support each subsequent year following 2015	2016, 2017, 2018	Member provinces support national actions required to secure federal funding at a national level
4. Ways are identified by the Board to ensure the enhanced achievement of Sport Canada requirements	2016	Member provinces work with their provincial funding bodies to ensure they are meeting provincial/territorial/federal government requirements
5. Risk assessment that aligns with Sport Canada requirements is completed	2017	Member provinces support national actions required to secure federal funding at a national level





D. Develop and implement a coordinated communications plan for Bowls Canada:

We will create a proactive strategy to engage and inform our key stakeholders.

Key Performance Indicator (measurable)	Target	Examples of Supporting Partner Actions
1. Bowls Canada is fulfilling a role as the primary communication hub for the sport using its website as the primary location for sourcing information	2017	PAs with websites have direct links to information on national website – e.g., Championship pages, coaching information, officiating information, etc.
2. A common brand is developed and is promoted to all members (PAs)	2017	PAs endorse the common brand and use it on their websites, publications, etc.
3. A media strategy is in place and includes a mechanism to connect with media at a national, provincial and community base	2016	HOCs of national events endorse and implement the media strategy PAs access the media kits PAs actively promote the promotional resources
4. A communications strategy that meets Sport Canada requirements is available and includes a mechanism to connect with members, clubs and the general public	2016	PAs endorse and support the communications strategy
5. Bowls Canada connects directly with 75% of affiliated clubs	2018	PAs promote a positive and collaborative relationship with the national organization to their member clubs Clubs are maintaining up to date information on the “Find a Club” page on the Bowls Canada website Clubs subscribe to the Extra Ends e-newsletter



E. Review, promote, build support for, and implement Long-term Athlete Development (LTAD):

We will focus on increasing the provinces' awareness of their role in implementing LTAD and co-developing the necessary resources to build engagement in delivering programs that reflect LTAD principles.

Key Performance Indicator (measurable)	Target	Examples of Supporting Partner Actions
1. Comprehensive review of the competition structure from club to national level is registered with Sport Canada	2017	PAs collaboratively participate in the review
2. Provincial LTAD “champions” are identified and national resources are mobilized to support them in promoting LTAD in at least 2/3 of the member PA’s	2016	PAs work with Bowls Canada to identify individuals.
3. An education strategy is available to connect PAs to LTAD	2017	PAs use the tool and provide feedback on its usefulness.
4. An LTAD specific communications strategy is developed and ready for implementation	2017	PAs tap into and use the national communications strategy
5. Canadian Sport for Life (CS4L) / LTAD stage appropriate programs and services are available for participants, participants with disabilities, coaches and umpires.	2018	PAs are accessing and promoting the CS4L and LTAD available programming

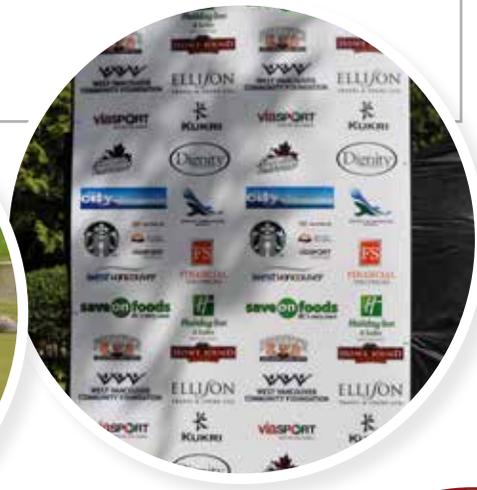




F. Position Bowls Canada as an attractive marketing property:

We will focus on developing the necessary marketing tools and position required to create a viable marketing platform for Bowls Canada.

Key Performance Indicator (measurable)	Target	Examples of Supporting Partner Actions
1. A national operational committee specific to marketing is created and operating	2016	PAs identify and promote application for potential qualified committee members
2. A review of existing funding partners and sponsors has been conducted with possible leveraging opportunities being sourced	2016	PAs collaborate with NSO on potential leads that could prove to benefit the sport as a whole
3. Marketing “properties” are identified and realistic targets are set for attracting potential sponsors	2016	PAs and HOC’s work collaboratively to identify roles and responsibilities regarding marketing for the sport as a whole
4. Two new National team sponsors are identified and are signed on to support the program	2017	PAs collaborate with NSO on potential leads that could prove to benefit the sport as a whole
5. A review of possible provincial government funding opportunities is conducted with recommendations prioritized and a plan forward is identified	2017	PAs participate in the review process





G. Continue the transition to a policy board:

We will continue to develop effective strategies to support a policy driven culture for the national organization.

Key Performance Indicator (measurable)	Target	Examples of Supporting Partner Actions
1. Review existing and create new policies as required	2017	PAs and NSO work collaboratively to ensure provincial and national policies do not conflict
2. Review and modify existing Board job descriptions as required	2018	PAs review job descriptions and promote positions to qualified individuals.
3. National committee structures and terms of references are reviewed and modified accordingly	2017	PAs review terms of reference and promote positions to qualified individuals.
4. Maintain compliance with the new federal not-for-profit corporations Act	2016-2018	PAs ensure compliance with not-for profit requirements within their own provinces
5. Develop and implement a “Policy Board” Orientation process for new and existing Board members	2017	PAs and NSO collaborate on best practices to prepare volunteer boards
6. Develop Board and Executive Director succession plans	2017	PAs develop succession plans within their own jurisdictions
7. Incorporate risk-based decision-making framework	2015	PAs work towards developing risk-based decision making frameworks





H. To create a dynamic, values driven national office culture at Bowls Canada:

We will put in place effective management practices to ensure stability and sustainability

Key Performance Indicator (measurable)	Target	Examples of Supporting Partner Actions
1. Recruit and retain the right people with the right competencies to implement the strategic plan	2016 - 2018	Partners encourage qualified individuals to apply for committee and staff positions with NSO
2. Acquire and maintain the technology required to implement the strategic plan	2018	Partners continue to link with NSO technology and provide constructive feedback on functionality
3. The Board endorse a commitment to manage by values and the staff find tangible ways to live Bowls Canada values	2017	Partners recognize and support Bowls Canada values
4. Create and nurture a national office culture that contributes to staff satisfaction and retention	2016	Partners provide collaborative and constructive feedback on office service levels
5. Align expectations of the level of membership services with available resources and communicate to key stakeholders	2016-2018	Partners provide collaborative and constructive feedback on office service levels





Summary

Good strategic planning requires a solid methodology, engaged stakeholders, accurate reporting and a shared understanding of what is imperative for the organization to focus on over the short and longer term. We believe that Bowls Canada has generated a relevant and meaningful plan that will support the organization over the next three years as we prepare to consolidate our work, strengthen our partnerships and enhance our business practices.

In particular, the key areas of focus over the next year will be to ensure that Bowls Canada retains its status as a recognized and federally funded NSO as this is a critical component of achieving our goals and objectives.

We learned from this experience that we are stronger as a united team working to support the growth of bowls in Canada. We are optimistic that we have the growing trust of our key partners to work with us to achieve the strategic outcomes contained herein. It is vital that the bowls community continue to collaborate to explore synergies and economies of scale. We also know that we cannot stand still. There is a sense of urgency that underpins the work that we do on behalf of this great sport. The time to take ACTION is before us. We urge the stewards of the game to work with us to help the sport of bowls to realize its full potential.

