



2023-2026 Strategic Plan

Strategic planning is an important tool used by the Bowls Canada Board of Directors to guide decisions and determine priorities for the organization. The strategic planning process involves using consultation, research and analysis of current trends to predict the future trends and conditions that will impact an organization in the years to come.

Bowls Canada has a dedicated Strategic Planning Committee that reports directly to the Board of Directors. This Committee is not only responsible for the work involved in drafting the plan, but they also monitor progress through a series of key performance indicators.

Bowls Canada unveils a new vision with the launch of the 2023-2026 strategic plan:

Cultivate a fun, inclusive, and excellent lawn bowls culture that brings communities together.

The new vision retains the belief that the Canadian bowls club can and should be a connecting force within a local community -- a place where Canadians can gather to enjoy physical activity, comradery and social interaction. The focus on cultivating a fun, inclusive and excellent culture recognizes the social forces moving throughout Canadian society that will impact sport at all levels for years to come. With this vision, Bowls Canada invites Canadians to find the sense of belonging that they have been missing throughout the pandemic years at their local bowls club.

Bowls Canada Boulingrin Strategic Plan 2023-2026 outlines a three-year plan that will foster growth and development in the sport through collaborative relationships with provincial association members and local clubs.

The plan is focused on four main goals:

1. Diversification and Growth
2. Sustainable Solutions
3. Reaching the Podium
4. Good Governance

The ***Diversification and Growth*** goal is all about bringing new participants to the game through raising the visibility of the sport. It seeks to provide innovative ways to enter the game in ways that align with current participation trends in Canada. This goal also recognizes the many challenges being faced in lawn bowls right now, including the need to ensure that the sport is safe and welcoming for every participant at every level. Lawn bowls is facing a volunteer crisis at levels not previously seen. Before ramping up new programs for new participants, it is essential that clubs are ready to receive an influx of a new and diverse demographic of participants through training and resources. This plan also embraces the essential role that many municipalities play in the care of local clubs.

Through ***Sustainable Solutions***, Bowls Canada recognizes the challenge of not only finding new ways to ensure the long-term viability of the organization, but the need to provide innovative resources that will help the sport as a whole. This means empowering local clubs and our membership of provincial bowls associations with tools and resources. Climate change is having a profound impact on the world and lawn bowls is not exempt. Weather is impacting the game in a variety of ways. It impacts the length of the season, the ability to play during extreme temperature days and the health of the green. This plan recognizes the role that Bowls Canada has in caring for our greens and the role that our sport has to play in caring for our planet.

Reaching the Podium recognizes that high performance sport is fundamental for the existence of national sport associations such as Bowls Canada. Our goal is to reach the podium in ways that foster inclusive and safe cultures for existing high-performance athletes while also paving the way for the competitors of the future. Elite sport can provide legacies through facility developments, increased visibility and development of coaching resources that impact all levels of participants. This plan recognizes the responsibility that high-performance programs have on the development of the entire sport.

Finally, the ***Good Governance*** goal is the thread that binds the organization. Strong and capable leadership at all levels is necessary to implement and sustain the change that is required to ensure the sport of lawn bowls flourishes for years to come.

Our Vision

Cultivate a fun, inclusive, and excellent lawn bowls culture that brings communities together.

Our Mission

To provide leadership that facilitates inclusive participation and excellence for the sport of lawn bowls in Canada.

Our Values

Integrity - We execute our commitments with honesty, respect, and transparency while adhering to the ethical and professional standards of Canadian amateur sport.

Inclusion - We foster a fun, safe, and welcoming environment both on and off the greens.

Collaboration - We commit to meaningful engagement with our stakeholders and value their collective experience.

Innovation - We commit to responding to our ever-changing world with efficiency, agility, and creativity.

Excellence - We strive for excellence in performance and character in everything we do from the boardroom to the podium.

Diversification and Growth

Bowls Canada will develop tools and resources that will raise the visibility of lawn bowls across Canada leading to increased participation and diversity in our game.

Achievements	Indicators of Success	Examples of tactics
<p>A national promotion and communication strategy is developed to increase the participation in lawn bowls in Canada by 2026.</p>	<ul style="list-style-type: none"> • Tangible evidence of a strategy • BCB hosts an open competition by 2026 • At least 66% of the PSOs engage in the new rebranding strategy as evidenced by their websites and communications by 2026 • 10% Increase in overall PSO membership numbers by 2026 • 66% of PSOs are tracking and reporting participant numbers and demonstrate an increase in participation with a focus in demographic categories. 	<ul style="list-style-type: none"> • Offer access to national open competitions • Implement the new rebranding strategy • Provide customizable marketing tools & intentional outreach practices for implementation at club level • Create/Enhance forums/opportunities to share best practices amongst our members • Identify new/enhanced formats of play that increase attractiveness, visibility, and retention to the game of lawn bowls
<p>Opportunities are available for participants with disabilities that align with the Bowls Canada LTD Para Bowls pathway in every member Province by 2027</p>	<ul style="list-style-type: none"> • 66% of PSOs are tracking participant and membership diversity markers by 2026 • 100% of PSOs are promoting Just Roll With It or similar programming by 2026 • Tangible evidence that BCB has explored the potential impacts of expanding the Para Bowls pathway to include cognitive disabilities 	<ul style="list-style-type: none"> • Actively promote, enhance, and provide outreach practices to facilitate Just Roll With It programming at local clubs. • Explore collaboration with national bodies focusing on delivery of programming that is inclusive of participants with cognitive disabilities (e.g. Special Olympics Canada and "Autism Canada")
<p>An Equity, Diversity, and Inclusion strategy that empowers local bowls clubs to attract, recruit, and retain under-represented populations such as youth, newcomers, Indigenous, LGBTQ2S+, and BIPOC to the sport of lawn bowls is developed by 2026.</p>	<ul style="list-style-type: none"> • Tangible evidence of a strategy that seeks to increase participation of individuals from under-represented populations such as youth, newcomers, Indigenous, LGBTQ2S+, and BIPOC communities. 	<ul style="list-style-type: none"> • Explore opportunities to develop resources and programs to attract and retain youth to lawn bowls. • Explore opportunities to collaborate with under-represented populations in Canada as identified by our members and stakeholders.

Achievements	Indicators of Success	Examples of tactics
		<ul style="list-style-type: none"> • Identify a development strategy based on the opportunities and needs of our members. • Develop resources that focus on inclusion of under-represented groups (such as Newcomers, Indigenous groups, BIPOC, LGBTQ2S+, and other underrepresented communities) into Belonging in Bowls campaign. <ul style="list-style-type: none"> • Develop and deliver a Newcomers Engagement process that helps clubs customize resources to attract, recruit, and retain Newcomers to Canada and help remove barriers to participation • Collaborate with Indigenous groups to develop programming that will attract members of these communities
<p>A Municipal Strategy that promotes the inclusion of lawn bowling as a valuable activity in municipal strategic and operational plans is developed by 2026.</p>	<ul style="list-style-type: none"> • Tangible evidence that a strategy exists • Five municipalities engage with the strategy through a Memorandum of Understanding outlining both club and municipality needs • 5% Increase in quantity of venues where bowls can be played by 2026 • Number of existing outdoor greens in 2023 are maintained or increased by 2026 	<ul style="list-style-type: none"> • Implement a municipal strategy that promotes the importance of lawn bowling within local communities • Promote lawn bowls through an open dialogue with local municipalities (nation-wide) to discuss opportunities to support existing and new clubs within their jurisdiction • Engage with the Federation of Canadian Municipalities to open a dialogue regarding opportunities to support existing and new lawn bowls clubs across the country

Sustainable Solutions

Bowls Canada will provide innovation, tools, and resources which support the long-term viability of the sport across Canada.

Achievements	Indicators of Success	Examples of tactics
<p>Customizable tools and resources that support PSOs and clubs in meeting their needs for creating long-term sustainability including quality greens are developed and available by 2026.</p>	<ul style="list-style-type: none"> • Bowls Canada’s Belonging in Bowls series is completed and accessible to all clubs in Canada • 50% of outdoor clubs engage in a national greens assessment strategy 	<ul style="list-style-type: none"> • Develop and promote tools to create and sustain welcoming, safe, and inclusive cultures that encourage retention • Develop and promote tools to support sustainable club assets and financial models • Develop tools/guidelines to sustain human resource (volunteer and paid) development, recruitment, and retention at club and PSO levels • Encourage and promote development and/or adaptation of multi-use surfaces for lawn bowls. • Create and promote resources that assist clubs with developing and sustaining quality greens
<p>Sustainable human and financial resources for Bowls Canada are secured and enhanced on an annual basis.</p>	<ul style="list-style-type: none"> • Implementation of a multi-year budget planning tool • Bowls Canada is able to deliver on its strategic plan commitments • The organization diversifies revenue sources by increasing advertising and sponsorship by 10%. • the overall revenue bottom line is grown through a source beyond Sport Canada funding. • Bowls Canada implements a diverse, equitable, and competitive human resource model as compared to like-sized and peer organizations 	<ul style="list-style-type: none"> • Diversify revenue streams at the national level. • Support an equitable, competitive human resource model for Bowls Canada that is supported by a values-based management framework. • Develop a long-term financial strategy that supports the vision and mission of Bowls Canada
<p>Program delivery guidelines that mitigate the impact of climate change within lawn bowls are developed by 2026.</p>	<p>A national sustainability strategy is developed and available by 2026</p>	<ul style="list-style-type: none"> • Provide educational tools and resources to assist PSOs and clubs in developing sustainable practices • Minimize environmental impacts and carbon footprints at national events

Reach the Podium

Bowls Canada will foster an inclusive and safe culture of high-performance excellence within a robust development system, supported by a growing talent pool, producing consistent international podium results.

Achievements	Indicators of Success	Examples of Tactics
Athletes are systematically guided and supported along a sustainable high-performance pathway to international medals on an ongoing basis.	<ul style="list-style-type: none"> • BCB hires and retains qualified coaching staff at a national level on an ongoing basis • National and Regional level athletes understand the current pathway and can navigate their way along it by 2026 • An updated Long-term Development strategy that references the roles played by coaches, umpires and quality facilities is available by 2026 • An Athletes' Council or similar structure is created by 2026. • Athletes and HP Leadership (including coaches) engage in transparent and effective two-way communications as evidenced by monthly reporting and annual survey data. 	<ul style="list-style-type: none"> • Recruit, foster and dedicate resources -- including professional coaches and staff -- to support and enhance a High-Performance program • Lead the development of nationally aligned pathways for participants and athletes, supported by effective system collaboration and development including umpires, coaches, and clubs. • Ensure all BCB resources are developed, promoted, and delivered with a consistent message of safety, inclusiveness, and accessibility while emphasizing effective learning strategies and sustainability • Support and maintain transparent and effective two-way communications between athletes, coaches, and high-performance leaders.
Opportunities for quality competition are developed, supported and promoted by 2026.	<ul style="list-style-type: none"> • Canada hosts at least one international open competition by 2026 • Updated national competition structure that includes para and able-bodied events is in place by 2026 • Regional competition structure is identified by 2026 	<ul style="list-style-type: none"> • Host International Open Competitions • Modify and support a sustainable national competition structure for both able-bodied and para bowlers that aligns with Long-term Development pathways. • Develop and foster a Regional Competition Series that brings together Canada's best athletes and developing athletes and is aligned with Long-term Development pathways.
A robust coaching culture is developed and supported. By 2026.	<ul style="list-style-type: none"> • Regional Coach Network is expanded to include seven major regions by 2026: Maritimes, Eastern Ontario/Quebec, South Western Ontario, MB/SK, Alberta, Mainland BC, and Vancouver Island BC • Measured through the CAC Locker Database, overall number of NCCP coach events triples by 2026 as compared to 2019 	<ul style="list-style-type: none"> • Maintain and expand a Regional Coaching Network such that Train to Compete and Learn to Compete athletes are served in every major region of the country • Increase the coach event numbers at every level within the coaching development pathway. • Recruit and develop coaches within the Performance Coach context to support Para athletes. • Recruit and support athlete cross-over into coaching.

Achievements	Indicators of Success	Examples of Tactics
	<ul style="list-style-type: none"> • At least three Performance Coach certified coaches are able to support Para Athletes by 2026 • Five retired national team athletes are engaged in a coaching role at some level within the coach pathway. 	

Good Governance

Bowls Canada, in collaboration with its Provincial Association members, will provide values-based strategic leadership that ensures relevant policies, protocols, and resources are in place to foster organizational excellence.

Achievements	Indicators of Success	Examples of Tactics
<p>Governance best practices are developed and shared throughout lawn bowls in Canada on an ongoing basis.</p>	<ul style="list-style-type: none"> • Tangible evidence that best practices have been shared with the PSOs • At least 50% of the PSOs have engaged in shared best governance practices as evidenced by completion of the BCB sanctioned governance training, adoption of one or more policy templates, and/or implementation of a national governance process* • 33% of clubs have registered for the Club Development Pillar of BiB 	<ul style="list-style-type: none"> • Develop and share best practice governance practices throughout lawn bowls in Canada • Intentionally engage and share practices and resources with Provincial Association members, Canadian sport partners, and other Bowls Member National Authorities • Pilot and promote a program/strategy for good governance champions at the club and PSO level. • *(e.g. nominating/recruiting process, onboarding processes, board training processes etc.)
<p>Transparent, compliant, and meaningful policies and procedures that align with our organizational values are developed and maintained on an ongoing basis.</p>	<p>As evidenced by survey data, Directors, athletes, members, staff can:</p> <ul style="list-style-type: none"> • find policies • identify that policies are relevant • identify that the policies and procedures meet needs of organization and its members • express confidence that policies meet needs <p>BCB policy use and effectiveness are documented and evaluated at the national level</p>	<ul style="list-style-type: none"> • Carry out a detailed risk management audit on an annual basis • Review and update BCB by-laws, procedures and policies on an ongoing basis.

Achievements	Indicators of Success	Examples of Tactics
<p>An equitable, diverse and inclusive board is supported and developed to ensure we have the skill sets and capacity needed to achieve our mission.</p>	<p>A consistently diverse and skilled Board of Directors is achieved by 2026:</p> <ul style="list-style-type: none"> • 40:60 gender ratio • 20:80 BIPOC ratio • At least two Directors are functional in both official languages • At least three Directors come from different provinces/territories • At least one director has experienced high performance competition within the last eight years • At least 90% of desired skills identified in a skills audit are recruited to the board <p>Diverse and skilled Committee Members</p> <ul style="list-style-type: none"> • At least one member of the HP leadership team is female • National Committees are gender equitable as defined by a 40:60 ratio <p>Evidence of a strategy that fosters equity, diversity and inclusion at decision-making tables throughout the organization</p>	<ul style="list-style-type: none"> • Support and develop an equitable, diverse, inclusive and qualified Board of Directors. • Bowls Canada will develop and implement skill-based recruitment strategies that attract qualified people for director positions, and national committees within the organization • Bowls Canada will develop and implement a strategy to foster equity, diversity and inclusion at decision-making tables throughout the organization.