



**BC**

# **STRATEGIC PLAN**

**2020-21 to 2023-24**

**January 2020**

Draft



# BOWL BC STRATEGIC PLAN 2020-21 to 2023-24

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# BOWL BC STRATEGIC PLAN 2020-21 to 2023-24

## 1. INTRODUCTION

The Bowling Proprietors' Association of British Columbia (dba Bowl BC) currently has 40 Member Bowling Centres and over 10,500 program and competition participants. The 2020-21 to 2023-24 Strategic Plan provides direction and purpose for the next four years, and will help to increase participation in bowling in British Columbia.

In preparation for the planning meeting, a Data Scan Report was created to review programming and membership information for the period 2015 – 2020, with trends noted and gaps identified. Member Centre interviews took place in late 2019, with proprietors providing their insight into their own and Bowl BC's challenges and opportunities.

This is the first significant multi-year plan for the association and a major challenge will be to address these critical issues identified as requiring heightened attention over the plan period.

1. Membership
2. Coaching Development
3. Revenue Diversity
4. Volunteers

The Plan is in effect from September 2020 through to August 2024.

## 2. FOUNDATION STATEMENTS

### 2.1 Vision

The new Vision is a bold statement that positions bowling as a force in BC sport and recreation activity. Looking to this preferred future the new Vision sets out a challenging destination for the sport by 2030.

***Bowling is the largest participation sport in British Columbia.***

### 2.2 Mission Statement

The Mission Statement describes the purpose of the association and the ways in which that purpose is achieved daily.

***Bowl BC leads, develops, promotes and delivers bowling services, programs and competitions for all British Columbians.***

### 2.3 Values

These Value statements describe Bowl BC's organization's behaviour and the critical factors that affect the association's decisions and priorities.

**Bowl BC will:**

1. *strive to provide **ACCESSIBLE** and **INCLUSIVE** programs and opportunities;*
2. *act **COLLABORATIVELY** through beneficial partnerships and positive relationships with stakeholders working together for the benefit of the sport;*
3. *ensure **ETHICAL** decision-making;*
4. *be **MEMBER-BASED** and **PARTICIPANT-CENTRED**;*
5. *focus on the provision of a **SAFE SPORT** environment.*

### **3. AREAS OF FOCUS AND GOALS FOR 2020-2024**

The plan framework provides focus for each area of work and ensures that all facets of the wide range of association responsibilities are considered. The Goal Statement determined for each Area of Focus outlines the primary target of achievement for each Area by the end of the 4-year Plan.

#### **3.1 Development Pathway**

Goal Statement: To increase participation by 30%

#### **3.2 Technical Development**

Goal Statement: To increase trained and certified coaches by 25%

#### **3.3 Organizational Sustainability**

Goal Statement: 95% of BC bowling centres are Bowl BC members

### **4. STRATEGIC PRIORITIES**

All the Strategic Objectives listed in section 5 are important to support the association's work and progress toward the Goals noted in section 3. However, a short list of strategic priorities is highlighted as being critical to the successful achievement of the plan:

1. that at least 95% of bowling centres in the province are engaged and active Bowl BC members.
2. the number of bowling participants increases, and more participants in open bowling become involved in league play and competitions.
3. there is on-going, mutually beneficial and successful collaboration between all of the bowling organizations in BC.
4. establishing a credible baseline of statistical information about the membership, the sport and general bowling participant in BC.
5. the coaching development programs for both 5 pin and 10 pin bowling are technically strong, delivered throughout the province and help to integrate the role of the coach more completely into development of the sport.
6. more volunteers are supporting the work of the association.

## 5. STRATEGIC OBJECTIVES

Strategic objectives have been developed within each Area of Focus and component topics. Through achievement of these strategies, the Section will reach its goals, fulfill the Mission and progress toward the longer-term Vision.

### 5.1 AREA OF FOCUS: DEVELOPMENT PATHWAY

**GOAL: To increase participation by 30%**

#### STRATEGIES – SPORT DEVELOPMENT

Participant Recruitment	<ul style="list-style-type: none"> <li>▪ enhance the “Kids Bowl Free” program with the addition of coaching sessions</li> <li>▪ engage “Kids Bowl Free” participants on their first visit by providing “Lets Go Bowling” booklet and a scorecard</li> <li>▪ connect new participants with other bowling opportunities by making league information available to birthday party visitors, spring break open play and Kids Play Free events</li> <li>▪ expand the schools program, including a “free day for schools” initiative</li> <li>▪ encourage bowlers to bring their friends to special introductory events</li> <li>▪ develop targeted social media content in conjunction with Member Centres</li> <li>▪ encourage member centres to have coaches available to participants during spring break open play</li> <li>▪ <b>develop</b> a “Wellness” initiative for communities by helping to partner member centres and local wellness programs (stroke clubs, cardiac clubs, fitness clubs, weight loss clubs)</li> <li>▪ <b>work</b> with selected Member Centres and Aboriginal Friendship Centres to develop relationships and bowling programming</li> </ul>
Participant Retention	<ul style="list-style-type: none"> <li>▪ develop a “Spoil Your Bowlers” Toolbox for Member Centres</li> <li>▪ encourage individual bowler success and enjoyment through coaching assistance programs</li> <li>▪ share information between Member Centres about successful in-house fun events for youth and adults</li> <li>▪ <b>promote</b> “Safe Sport” initiatives and opportunities to ask questions or submit complaints</li> </ul>
League Play	<ul style="list-style-type: none"> <li>▪ promote the importance of league play through online stories of achievements, special events and participants</li> <li>▪ investigate and if appropriate, develop and promote local inter-centre league play</li> </ul>
Special Olympics Programs	<ul style="list-style-type: none"> <li>▪ work with BC Special Olympics and assist Member Centres to develop relationships with Special Olympic local groups</li> <li>▪ work with BC Special Olympics to develop a crestring program for use with local Special Olympics initiatives</li> <li>▪ investigate and if feasible, develop a course for coaches working with Special Olympians</li> </ul>

<b>AREA OF FOCUS: DEVELOPMENT PATHWAY</b>	
<b>GOAL: To increase participation by 30%</b>	
<b>STRATEGIES – SPORT DEVELOPMENT CONT'D</b>	
Participants with a Physical Disability	<ul style="list-style-type: none"> <li>▪ <b>explore</b> future collaborations with disability sport organizations and their local clubs or associations (eg: BC Blind Sports, Sportability, BC Wheelchair Sports)</li> <li>▪ investigate and if feasible, work with disability sport orgs to develop a course for coaches working with athletes with a disability</li> </ul>
<b>STRATEGIES – PERFORMANCE</b>	
Athlete Identification	<ul style="list-style-type: none"> <li>▪ work with the NSO and selected 5 pin and 10 pin coaches to develop an athlete identification system that can be applied by coaches throughout the province</li> <li>▪ work with identified athletes to introduce them to the Bowl BC provincial program opportunities and expectations</li> </ul>
Athlete Training	<ul style="list-style-type: none"> <li>▪ <b>integrate</b> the Athlete ID system with the LTAD Train to Perform and Train to Compete stages using the approved technical, tactical, physical and psychological components, to create team and individual athlete Bowl BC training programs</li> <li>▪ <b>select</b> and train coaches who will work with identified athletes to deliver the Bowl BC training programs</li> <li>▪ design and support annual training camps for singles and teams attending national championships</li> </ul>
Integrated Support Team Services	<ul style="list-style-type: none"> <li>▪ identify and develop a team of medial and sport science professionals to work with provincial team bowlers and coaches (eg: physiotherapy, sport psychology, nutrition, injury prevention and recovery)</li> <li>▪ <b>investigate</b> access to the viaSport Regional Alliances’ services for identified and registered regional and/or provincial athletes in applicable communities (PacificSport Centres, PISE, Fortius etc)</li> </ul>
Provincial Team	<ul style="list-style-type: none"> <li>▪ organize provincial team support services including travel and uniforms</li> <li>▪ develop and distribute annual media promotion materials for provincial team athletes and coaches</li> <li>▪ develop and maintain annual athlete agreement policies and protocols</li> </ul>
<b>STRATEGIES - COMPETITIONS</b>	
All Competitions	<ul style="list-style-type: none"> <li>▪ investigate, and if appropriate, launch an online registration system for competitions</li> </ul>
Youth Bowling Competitions	<ul style="list-style-type: none"> <li>▪ encourage development of more in-house youth bowling competitions to keep young bowlers engaged</li> <li>▪ review, revise as needed and reinstate the bantam, junior and senior coach group</li> <li>▪ encourage and incentivise a Youth Bowling Coordinator position for each member centre</li> <li>▪ develop cross-over tournaments for transitional activities (C5, Master, YBC, Youth Provincials)</li> </ul>

## AREA OF FOCUS: DEVELOPMENT PATHWAY

**GOAL: To increase participation by 30%**

### STRATEGIES – COMPETITIONS CONT'D

<p>Adult Bowling Competitions</p>	<ul style="list-style-type: none"> <li>▪ increase Bowl BC visibility at all member centres and tournaments</li> <li>▪ provide easily accessible information for all tournaments and encourage centre leagues to make the information available to their bowlers</li> <li>▪ target former youth bowlers or graduating youth bowlers to join adult leagues with incentives and special initiatives</li> <li>▪ develop “novice” events for newer bowlers to try league or tournament bowling</li> <li>▪ develop and support coaching sessions targeted to newer adult bowlers to accelerate their competency</li> </ul>
<p>55+ Competitions</p>	<ul style="list-style-type: none"> <li>▪ promote “Bowl 4 Life” advantages and opportunities through Member Centres and Bowl BC communication vehicles</li> <li>▪ <b>develop</b> and support coaching sessions and additional support sessions for strength, flexibility, balance and agility targeted to 55+ adults</li> <li>▪ encourage 55+ trips to mini-tournaments, to highlights social participation and continued activity</li> </ul>

### DEVELOPMENT PATHWAY INDICATORS OF SUCCESS

- steadily increasing number of new female and male participants to the sport in all age groups
- increasing percentage of participants staying in the sport
- more opportunities locally for competition and social engagement
- a more complete provincial program driving athlete excellence with improved coaching support
- improved 5-pin and 10-pin performance at national championships
- BC 10 pin athletes regularly qualify for international play
- a stronger and more complete competitions program for all age-groups

<b>5.2 AREA OF FOCUS: TECHNICAL DEVELOPMENT</b>	
<b>GOAL: To increase trained and certified coaches by 25%</b>	
<b>STRATEGIES – COACHING DEVELOPMENT</b>	
NCCP	<ul style="list-style-type: none"> <li>expand the current 5 pin Community Initiation Course material to include stronger technical content</li> <li>offer two to three 5 pin and 10 pin coaching courses in each of the zones over the 4-year plan period</li> <li>work with the NSO to ensure an adequate number of facilitators and evaluators are available in BC to meet programming needs</li> </ul>
Mentorship	<ul style="list-style-type: none"> <li>develop a mentor / mentee program with opportunities in both 5 pin and 10 pin disciplines, as identified by zone needs</li> <li>adapt the national Role Model Program between junior bowlers and coaches</li> </ul>
Professional Development	<ul style="list-style-type: none"> <li>provide coaching sessions on pertinent topics during selected tournaments</li> <li>establish an annual Coaching Conference</li> </ul>
Coaching Communication	<ul style="list-style-type: none"> <li>develop and provide a parent’s coaching workshop to introduce the coaching pathway and coaching opportunities</li> <li>encourage coaches to communicate regularly with parents / guardians re: their child’s progress and opportunities</li> </ul>
<b>STRATEGIES – OFFICIALS DEVELOPMENT</b>	
Cdn Ten Pin Officials Program	<ul style="list-style-type: none"> <li>ensure an adequate number of trained personnel for the Tournament Manager positions</li> <li>investigate the need for and provide opportunities for training and development of 10 pin officials through the Technical Officials Program</li> <li>integrate 10 pin rules discussions with coaching courses</li> </ul>
Cdn 5 Pin Tournament Officials Program	<ul style="list-style-type: none"> <li>promote the content and opportunities of the 5 pin Officials Program through more program communication and materials for Member Centres</li> <li>work with Canadian 5 pin to qualify an adequate number of trainers to meet programming needs</li> <li>integrate 5 pin rules discussions with coaching courses</li> </ul>
<b>TECHNICAL DEVELOPMENT INDICATORS OF SUCCESS</b>	
<ul style="list-style-type: none"> <li>BC has an adequate number of trained and active 5 pin and 10 pin coach developers</li> <li>every zone has 5 pin and 10 pin coaching courses offered over a multi-year period</li> <li>the coaching development pathway provides more formal and consistent opportunities for personal growth</li> <li>BC has an appropriate number of trained 5 pin and 10 pin officials to meet the needs of the competitions program</li> <li>more bowlers are aware of the opportunities to be involved in the sport as a coach and / or official</li> </ul>	



### 5. 3 AREA OF FOCUS: ORGANIZATIONAL SUSTAINABILITY

**GOAL: 95% of BC bowling centres are Bowl BC members**

#### STRATEGIES – BOWLING CENTRE MEMBERSHIP

Recruitment	<ul style="list-style-type: none"> <li>communicate regularly with all non-member bowling centres about Bowl BC programs and opportunities, and track and analyse reasons for non-membership</li> <li>investigate, and if appropriate, launch a “new Member Centre” fee structure and incentives</li> <li>develop a “new Member Centre” package providing outline of services and benefits for Centres and opportunities for bowlers</li> </ul>
Retention	<ul style="list-style-type: none"> <li>analyse the current Member Centre fee structure and value provided, and revise as necessary</li> <li>communicate regularly with Member Centres to keep them engaged and involved</li> </ul>
Services	<ul style="list-style-type: none"> <li>develop and institute a participant audit system with all Member Centres to track participant numbers for open bowling, special events and league play, for use in provincial marketing and advocacy</li> <li>conduct an annual Member Centre services and benefits survey and analysis to determine preferred services, and to identify gaps and additional opportunities</li> </ul>

#### STRATEGIES – BUSINESS OPERATIONS

Governance	<ul style="list-style-type: none"> <li>work with the BC 5 Pin, BC 10 Pin and the Masters’ Association to collaborate on development and delivery of plan initiatives for the benefit of the sport, participants and all organizations</li> <li>regularly review all governance documents, including Bylaws and Policies, and revise as needed</li> <li>develop a monitoring and evaluation system for programming work, with baseline data and incremental targets</li> <li>review governance structure and investigate inclusion of bowlers to key programming committees</li> <li>develop and launch a Board of Directors succession initiative</li> </ul>
Revenue Generation	<ul style="list-style-type: none"> <li>investigate funding and grant opportunities through opportunities such as community funds, corporate funds, hosting grants, gaming, viaSport programming grants</li> <li>investigate fundraising opportunities through cause marketing or shared fundraising endeavours</li> <li>investigate advertising opportunities through social media and other online opportunities</li> </ul>
Financial Management	<ul style="list-style-type: none"> <li>maintain balanced budgets and exemplary financial management procedures</li> </ul>
Human Resources	<ul style="list-style-type: none"> <li>develop and maintain Human Resource Policies including Employee Policies and Volunteer Management Policies</li> <li>develop a volunteer initiative to recruit new volunteers, improve volunteer retention and recognize volunteer contributions</li> </ul>

<b>AREA OF FOCUS: ORGANIZATIONAL SUSTAINABILITY</b>	
<b>GOAL: 95% of BC bowling centres are Bowl BC members</b>	
<i>STRATEGIES – MARKETING AND COMMUNICATIONS</i>	
Sponsorship	<ul style="list-style-type: none"> <li>▪ develop a series of sponsorship initiatives that will connect appropriate businesses with bowlers</li> <li>▪ investigate cross-sponsorship opportunities within communities to increase the sport’s profile and connect with potential bowlers</li> </ul>
Communication	<ul style="list-style-type: none"> <li>▪ develop and communicate a clear communication pathway involving Bowl BC, Member Centres and bowlers</li> <li>▪ improve clarity, comprehension and accessibility of information to limit need for follow-up</li> <li>▪ ensure that all programs, services and opportunities are clearly described on the website</li> <li>▪ use the website and social media to promote services and benefits to Member Centres</li> <li>▪ create feedback opportunities for Member Centres and participants</li> </ul>
Promotion	<ul style="list-style-type: none"> <li>▪ investigate streaming of major competitions through the Bowl BC website</li> <li>▪ develop an initiative to promote the positive aspects of bowling as a brand</li> <li>▪ investigate cross-promotions with other sports to increase access to new participants and promote bowling</li> <li>▪ work at a provincial level with education, other sport organizations and selected not-for-profits and guide parallel industry connections by Member Centres at a local level</li> </ul>
<i>ORGANIZATIONAL SUSTAINABILITY INDICATORS OF SUCCESS</i>	
<ul style="list-style-type: none"> <li>▪ 95% of Bowling Centres in the province are Bowl BC members</li> <li>▪ the annual satisfaction survey shows all Member Centres support and benefit from Bowl BC services and programs</li> <li>▪ the relationship with other provincial bowling organizations is strong with aligned goals and collaborative programming</li> <li>▪ the association is in a healthy financial position and able to support the new initiatives in the plan</li> <li>▪ revenue is more diversified and can be safely projected out 2 – 3 years with some multi-year agreements in place</li> <li>▪ public awareness of bowling as a recreational activity and a sport increases</li> </ul>	

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