



## STRATEGIC PLAN

### **Bowls Saskatchewan: Strategic Plan** (April 1, 2018 to March 31, 2021)

The primary purpose of Bowls Saskatchewan is to represent our members administratively and competitively provincially and nationally in the sport of lawn bowls. We strive to protect, grow and develop the sport throughout Saskatchewan.

<b>Vision</b>	<b>Lawn Bowls – Where the Grass is Greener</b>
<b>Mission</b>	<b>We promote and grow the sport of lawn bowling through effective programming for everyone.</b>
<b>Values</b>	<b>D – Diversity</b> <b>I - Integrity</b> <b>R - Respect</b> <b>E - Excellence</b> <b>C - Communication</b> <b>T - Transparency</b>
<b>Stakeholders</b>	<i>Sask Sport Inc. / Provincial Bowls Clubs</i> <i>Membership / Bowls Canada Boulingrin (BCB)</i> <i>Media / Provincial associations</i> <i>Potential corporate partners / Municipal partners</i> <i>The public / Potential members</i>

**SWOT ANALYSIS**

<p align="center"><b><u>Strengths</u></b></p> <ul style="list-style-type: none"> <li>• Competent volunteerism</li> <li>• Experience</li> <li>• Passion for sport</li> <li>• Sask Sport Funding</li> <li>• Facilities</li> <li>• Quality / Successful Bowlers</li> <li>• Organized Individuals / Committees</li> <li>• Accessibility</li> <li>• Open to change and innovation</li> <li>• Office Support</li> </ul>	<p align="center"><b><u>Weaknesses</u></b></p> <ul style="list-style-type: none"> <li>• Inability to retain members</li> <li>• Not in all zones</li> <li>• No established club development plan</li> <li>• Lack of promotion / awareness / visibility</li> <li>• Stereotypes</li> <li>• Lack of knowledge of organization</li> <li>• Costs</li> <li>• Deteriorating facilities/equipment</li> <li>• Lack of transparency</li> <li>• Volunteer burn out</li> <li>• Under-utilization of coaches</li> <li>• Policies and procedures not widely understood</li> </ul>
<p align="center"><b><u>Opportunities</u></b></p> <ul style="list-style-type: none"> <li>• Sponsorship / Fundraising</li> <li>• Clarity and Communication</li> <li>• Many potential members</li> <li>• Increase coaching and athlete development</li> <li>• Short Mat development</li> <li>• Hosting Corporate Challenges / Fun Leagues</li> <li>• Social Media / Marketing</li> <li>• Hosting National Competitions</li> <li>• Rental of our facilities</li> </ul>	<p align="center"><b><u>Threats</u></b></p> <ul style="list-style-type: none"> <li>• Tradition / resistance to change</li> <li>• Diminishing memberships</li> <li>• Lack of full zone participation</li> <li>• Loss of/lack of provincial/municipal funding</li> <li>• Lack of support to maintain facilities</li> <li>• Other sports/activities</li> <li>• Weather</li> <li>• Geography</li> <li>• Lack of development opportunities and competition</li> </ul>

## **Bowls Sask Overarching Goals**

### **Participation – VP Sport for All**

1. Increase and sustain membership
  - a. 10% by April 1, 2019 (37 bowlers)
  - b. 20% by April 1, 2021 (80 bowlers)
2. Improve greens quality
3. Increase Grassroots (recreational, non-competitive) opportunities
4. Increase opportunities for developing competitive bowlers

### **Excellence – VP Sask First**

1. Increase number of certified Competition coaches
2. Support continued placement of athletes on National Teams

### **Capacity (Funding) – Secretary/Treasurer**

1. Increase Zone participation
2. Increase revenue through sponsorship opportunities

### **Interaction (Media)**

1. Improve internal communications
2. Develop external communications strategy

## PARTICIPATION

### GOAL #1 a) Increase current Membership by 10% by April 1, 2019

Tasks	Date	Responsible	Consult	Inform	Complete
Align with Communications/Social Media strategy	12/31/19	ED			✓
Establish a second short mat club in Regina	01/01/18	Brandon Watson S4A Chair			✓
Develop a plan to run a recreational league in Regina similar to Nutana's one.	06/01/19	S4A – VP and Chair RLBC Board	NLBC	RLBC	✓

### GOAL #1 b) Increase current membership by 20% by April 1, 2021 (approx. 80 Bowlers)

Tasks	Date	Responsible	Consult	Inform	Complete
Align with Communications/Social Media strategy	12/31/19	ED	Board	Membership	
Increase participation in youth programs	06/01/20	ED	Board Clubs	Membership	
Implement plan for recreational league in Regina	06/01/19	VP/Chair S4A RLBC	RLBC Members, Aon Reed	Board	✓
Promote bowls in schools using Sask First youth members	05/01/19	RLBC ED	Boards of Education, SF youth, Club presidents and coaches	Board	

**GOAL #2 Improve Greens Quality**

<b>Tasks</b>	<b>Date</b>	<b>Responsible</b>	<b>Consult</b>	<b>Inform</b>	<b>Complete</b>
Have all greens in province evaluated	10/11/2017	ED	Clubs	ED & Clubs	✓
Assess Ken Olsvik's reports to determine next steps	06/01/2018	Board, Club Presidents	Ken Olsvik	ED & Clubs	✓
Write criteria and determine funding available for improvements	2018	Secretary/Treasurer ED	Municipalities Sask Sport Jeux Canada Games Grant etc.  Funding already available	Board & Clubs	✓
Communicate with clubs re application process (improvements plus budget)	2018	S/T - VP Finance ED	Board	Clubs	✓
Clubs to provide a report on what they did and measure the improvement	2018	Presidents	Membership	Board & ED	

**GOAL #3 Increase Grassroots (recreational/non-competitive) opportunities**

<b>Tasks</b>	<b>Date</b>	<b>Responsible</b>	<b>Consult</b>	<b>Inform</b>	<b>Complete</b>
Develop opportunities at club level e.g. recreational league, barefoot bowling, midnight bowling, bring a friend night  <i>(note BCB resource material coming in Spring)</i>	Ongoing	ED, Board, All Clubs	Membership, other PSO's, Aon Reed	Membership	✓
Align recreational/non-competitive development opportunities with LTAD	2018	ED	LTAD Experts, BCB, Officials, Coaches	Clubs	

**GOAL #4 – Increase opportunities for developing competitive bowlers**

<b>Tasks</b>	<b>Date</b>	<b>Responsible</b>	<b>Consult</b>	<b>Inform</b>	<b>Complete</b>
Provide athlete development/coaching opportunities	Ongoing	Coaching Coord ED	CAS, CAC, other coaching initiatives	Coaches and Members	✓
Create new competition structure e.g. weekly “novice road to competition” series	2018	Coaching Coord Sask First Cttee	Other PSO's	Board, Members	
Align with external communications strategy	2018	ED David Calam		Board, Members	

Evaluate current structure against LTAD & Bowls Canada	2018	ED David Calam	BCB	Board	
Communicate with Stakeholders Bowls Canada rationale and our rationale	2018	ED David Calam	BCB Club Presidents	Members	
Identify and address challenges with change	2018	ED David Calam	Members	Board, Members	
Communicate with Stakeholders	2018	ED David Calam	Board Club Presidents	Members	
Implement appropriate changes	2019	Board ED	Club Presidents	Members	

## EXCELLENCE

### GOAL #1 Increase the number of certified Competition coaches

Tasks	Date	Responsible	Consult	Inform	Complete
Ensure budget to train coaches	Ongoing	ED Coaching Chair S4A Chair	VP Finance Board Sask Sport	Membership	✓
Provide competition coach workshop in 2018	2018	Coaching Coord	Coaches Athletes Members	ED Board CAS (?)	✓
ID potential coaches and approach	Ongoing	Coaching Chair Clubs	ID'd coaches, Boards	ED Board CAS (?)	✓
Provide Coaching course 1 x per year alternating between Saskatoon and Regina	Ongoing	ED Coaching Chair	Clubs	Membership ID'd Coaches	✓
Provide NCCP grants based on completion of training	On-going	ED	Board	Coaches	✓

### GOAL #2 Support continued placement of athletes on National Teams

Tasks	Date	Responsible	Consult	Inform	Complete
Identify gaps in training / developmental pools	ongoing	SF Committee	ED Board	Board	



Identifying potential National Team athletes	(on going)	Clubs Coaches SF Committee	ED Board	Clubs	
Provide extra opportunities to develop identified athletes e.g. High Performance camp	07/2018	SF Committee ED	BCB CAS CSCMC	ID'd Athletes Clubs	✓
Bring in experts to develop athletes/coaches	07/2018	SF Committee ED	BCB CAS CSCMC	ID'd Athletes Clubs	✓
Provide grants to HP coaches and encourage PD (see above)	2019	SF Committee ED	Board	Athletes	✓

## CAPACITY

### GOAL #1 Increase Zone participation to 5 zones by 2021

Tasks	Date	Responsible	Consult	Inform	Complete
Add outreach to budget for short mat club	2018	S4A Committee VP Finance ED	Board	Members	✓
Provide Program for first year includes compensation for volunteer	2018	Coach S4A Committee Coaching Chair ED	Zone contacts VP Finance	Community	✓
Ongoing support for following 2 years (minimum)	2021	Coach S4A Committee BS Board ED	Zone contacts VP Finance	Community	
Hire intern to research and support opportunities by identifying Zones, coaches, space and community contacts	2019	ED Hiring Committee	Board	Members	

### GOAL #2 Increase revenue through sponsorship opportunities

Tasks	Date	Responsible	Consult	Inform	Complete
Put together a sponsorship package	2018	President VP ED	Board Potential Consultant	Clubs and Membership	
Investigate Sponsorship / Partnering opportunities	2018	ED	PSO's	Clubs	
Approach appropriate sources (for 2019 fiscal)	2019	ED	Board	Board	
<i>*(note - hire consultant (?) – needs more discussion?</i>					

## INTERACTION

### GOAL #1 Improve Internal Communications

Tasks	Date	Responsible	Consult	Inform	Complete
Executive Director visit each club and introduce what Bowls Sask is doing for every level of member and listen to members' concerns	09/30/2018	ED	Board Club Presidents	Members	✓
Review web site for possible improvements to draw bowlers to the site	09/30/2018	ED	Board Web Site	Members	✓

### GOAL #2 Develop an external communications strategy

Tasks	Date	Responsible	Consult	Inform	Complete
Research current Sport Communications Strategies	12/30/2018	ED	PSO's above	Board	✓
Reach out to Membership to add Bowls Sask to Social Media accounts	12/30/18	ED	Board	Members	✓
Write Social Media Policy	12/30/18	ED	Board	Members	✓
Research current Social Media Strategies and engage wider audience	12/30/18	ED	Gym, Curling Football	Board	✓
Analyze our internal / external image	12/30/18	President, PP and VP's	Board Public	ED	✓
Market Analysis to target potential groups of individuals (narrow our	12/30/18	President, PP and VP's	Adaptive Sport/ Special O/ Baby Boomers/	ED	✓

focus to one or two groups of people)			LGBTQ/ Young Families		
Determine Communication opportunities and goals	12/30/18	President, PP and VP's	Other PSO's	Board, Members	
Create Communications strategy	12/30/18	ED	President, PP, VP's	Board	✓