



# **BOWLS ALBERTA**

**Strategic Plans 2018 - 2022**





# Bowls Alberta

## Mission, Vision and Values

### Mission

Bowls Alberta is the provincial organization whose mission is to advance and enhance the sport of bowls in Alberta.

### Vision

To promote both participation and excellence in the sport of lawn bowls for all ages and abilities.

### Values

#### **Inclusive**

We offer a sport with no limitations;  
a sport for all to enjoy regardless of age, demographics and ability.

#### **Quality**

We strive to offer developmentally appropriate programs for everyone.

#### **Responsibility**

Our operations are responsible and based on sound fiscal practices.  
We ensure safe, respectful and fun opportunities for all participants.

#### **Integrity**

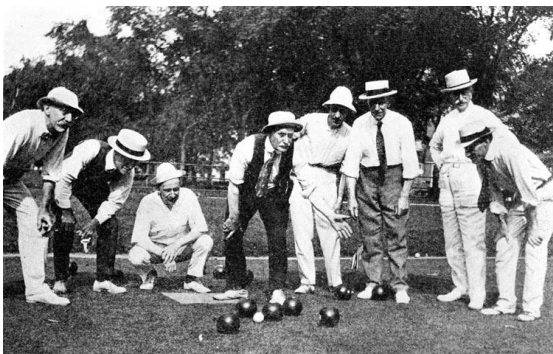
We act in a fair, transparent and respectful manner enabling honorable delivery of our programs.

#### **Enjoyment**

We encourage enjoyable participation; in learning, playing, and facilitating the game.

#### **Excellence**

We encourage our athletes to strive for personal bests and excellence on the national and international stage.



# Bowls Alberta Strategic Plans 2018 - 2022

## Long Term Goals to 2022 and beyond

Over the past year we have gathered input from our member clubs, event participants, and from the association's committees. Analyzing the feedback, three essential priorities stood out to aid in guiding our sport over the next five years and to lay a foundation of long term growth and achievement of bowls in Alberta, as well as nationally and internationally.

- 1. Sustainable Future for Bowls**
- 2. Strong and Unified Bowls Alberta Community**
- 3. Quality Sport Development & Achievements**



Except for membership fees, our association has previously relied solely on external revenue sources. We recognize a need to broaden our sources of revenue to not only survive, but to thrive. In 2016, Dignity Memorial became a sponsor for our provincial Senior Triples competition. In 2017, a partnership with two hotels provided discounted rates to association members while also providing commission to our organization. Our goal is to build upon this partnership and seek other revenue opportunities such as sponsors for events, donations from participants, and organized fundraisers.

To grow our sport, the member clubs need to be vibrant and highly visible in their communities. We need to offer them support in meeting the biggest challenges they struggle with. Our association must aim to facilitate increased collaboration among the clubs to ensure they share best practices, support each other in hosting events, and meet their needs of increasing membership. A representative from each member club on the newly formed Marketing & Membership Committee will create an avenue for creating awareness of our sport and increased participation in bowls not only in the neighborhoods of the clubs but across the province.



Bow Valley Club pictured above – one of the fastest growing community clubs in 2017.

Quality is achieved when there is a commitment to follow a process of continual improvement. Recently, our organization has advanced in several areas including development of coaches, increased participation from social bowlers in provincial events, providing resources for athlete development, and recognizing outstanding achievements in the sport. We need to be more intentional in striving for excellence in all dimensions of our sport. Identifying and providing skill development opportunities for athletes, increasing youth participation, qualifying umpires serving at the club, provincial, and national level, and supporting and encouraging coaches are some of the ways we can attain higher standards in complimentary dimensions of the sport.



Club Coach course taught in Calgary

The first year of this plan will be challenging and dependent upon leadership and volunteer efforts. But an annual evaluation and readjustment of goals will help direct each new year. With annual reports of accomplishments and shortfalls we anticipate an increased understanding among our member clubs of the direction we are heading as well as of the challenges we are facing. Growth and celebration is inevitable as we look towards celebrating the 30<sup>th</sup> anniversary of our association amidst several 100<sup>th</sup> anniversary celebrations occurring at many of our member clubs over the next few years.



Joanna Cooper



Greg Wilson

Two Alberta players from the Canadian Squad, representing Canada at the Commonwealth Games.

# Strategic Objectives with Time Frames and Key Performance Objectives

## 1. Sustainable Future for Bowls



Key Performances	Accountable & partners	Target Year	Measurables
<p><b><u>Alternate Sources of Revenue</u></b></p> <ul style="list-style-type: none"> <li>• Explore the options/benefits of a provincial merchandising program</li> <li>• Maximize grant opportunities to support sport development priorities</li> <li>• Seek sponsors for provincial teams and/or uniforms</li> <li>• Increase casino fund donations for specific programs from members (clubs)</li> <li>• Hold an annual raffle</li> <li>• Set up a participant donation program through ASC</li> <li>• <u>Provincial Membership &amp; Marketing Committee</u> in place: <ul style="list-style-type: none"> <li>○ board member as chairperson</li> <li>○ development and sharing of marketing tools with member clubs</li> <li>○ securing sponsors for provincial events</li> <li>○ development of a provincial sponsorship and marketing plan</li> <li>○ increased media presence</li> </ul> </li> </ul>	<p>President</p> <p>Executive Director</p> <p>Treasurer</p> <p>Executive Director</p> <p>Board Committee Chair</p>	<p>2019</p> <p>2020</p> <p>2021</p> <p>2018</p> <p>2018</p> <p>2018</p> <p>Ongoing 2018- 2022</p>	<p>Annual revenue of \$500</p> <p>Annual raffle revenue of minimum \$2,000</p> <p>Increased revenue of \$1000 per year through sponsorship &amp; corporate donations for the next 5 years</p>
<p><b><u>Effective Leadership and Direction Setting</u></b></p> <ul style="list-style-type: none"> <li>• Target new board members with specific skills</li> <li>• Prepare succession plans for board &amp; staff positions</li> <li>• Ensure the essential committees are in operation with strong leadership</li> <li>• Achieve ‘Club Excellence Certification’ program</li> <li>• Take the pledge to align our practices with ‘Phase 1 of the Responsible Coaching Movement (RCM)’</li> </ul>	<p>President &amp; Board members</p> <p>President</p>	<p>2018</p> <p>2020</p> <p>ongoing</p> <p>2019</p> <p>2018</p>	

<ul style="list-style-type: none"> <li>Contract a member to develop and implement the Provincial Awards program under the direction of the ED and board <ul style="list-style-type: none"> <li>Additional inductees onto the Bowls AB Wall of Fame</li> <li>Awards of vests to coaches and officials for more than 10 years of contributions</li> </ul> </li> <li>Update association policies</li> </ul>	<p>Executive Director</p> <p>President</p>	<p>2019</p> <p>On going 2018 - 2022</p> <p>2020</p> <p>ongoing</p>	
<p><b><u>Supportive Thriving Clubs</u></b></p> <ul style="list-style-type: none"> <li>Members support provincial events and competitions</li> <li>Active participation of members in leadership roles at the provincial level</li> <li>Clubs collaborating with each other to offer leagues and tournaments that meet the changing needs of memberships</li> <li>Develop a volunteer support &amp; recognition program</li> <li>Develop club membership system and incentives that facilitates broader participation numbers</li> <li>Improve member registration system to include #'s from corporate groups; and identification of various groups (Indigenous, New Canadians, Disadvantaged)</li> <li>Promote alternate programs to increase membership and participation (barefoot bowls, identified group league, school program) and get clubs to buy in</li> </ul>	<p>Clubs</p> <p>President</p> <p>Executive Director</p> <p>Marketing Committee</p> <p>Executive Director</p> <p>Marketing Committee &amp; Coaching Committee</p>	<p>2018</p> <p>On going 2018 - 2022</p> <p>2018</p> <p>2019</p> <p>2020</p> <p>2019</p> <p>On going 2018 - 2022</p>	<p>30% participation of all club members in provincial events</p> <p>2 new interclub leagues/tournaments set up in each of Edmonton and Calgary</p> <p>Barefoot Jack Attack and specific leagues set up at 40% of member clubs</p>
<p><b><u>Increased Awareness of our Sport</u></b></p> <ul style="list-style-type: none"> <li>Highlighting the health and social benefits that bowls provides through various organizations that share the same values</li> <li>Encourage and support clubs in hosting corporate events and/or fundraisers <ul style="list-style-type: none"> <li>research, develop and package a program and game formats available to clubs to facilitate the hosting of large corporate groups</li> <li>research, develop and package material for annual fundraisers</li> </ul> </li> <li>Diversify participation by actively recruiting youth, minority groups, new comers, and para athletes</li> <li>Prepare a 30<sup>th</sup> anniversary celebration of LBAA</li> <li>Host an international event every 5<sup>th</sup> year <ul style="list-style-type: none"> <li>Host Committee set up and functioning</li> <li>International Competition held</li> </ul> </li> </ul>	<p>Executive Director</p> <p>Executive Director &amp; Clubs</p> <p>Marketing Committee</p> <p>Board</p> <p>President Member Club</p>	<p>Ongoing 2018-2022</p> <p>2018</p> <p>2019</p> <p>Ongoing 2018-2022</p> <p>2018/19</p> <p>2019</p> <p>2020</p>	<p>50% increase in youth; 50% increase of para athletes</p> <p>Hosted an international competition in 2020</p>

## 2. Strong and Unified Bowls Alberta Community



Key Performances	Accountable & partners	Target Year	Measurables
<p><b><u>Clubs meeting excellence standards</u></b></p> <ul style="list-style-type: none"> <li>• Offer support to clubs for budget, program and long-range planning</li> <li>• Share resources with club for setting policies and developing club procedural manuals</li> <li>• Encourage clubs to have a strong coaching program in place to ensure the positive development new members/players and to further develop skills of all members for maximum enjoyment of the game</li> <li>• Encourage member clubs to achieve the 'Club Excellence Certificate'</li> </ul>	<p>Executive Director</p> <p>Clubs</p> <p>Head Coach</p> <p>President</p>	<p>2019</p> <p>2018</p> <p>2019</p> <p>2019</p>	<p>60% of clubs with an annual budget and long-range plans in place</p> <p>7 out of 9 clubs offered members a quality coaching program</p> <p>70% of clubs certified</p>
<p><b><u>Shared green maintenance training and support</u></b></p> <ul style="list-style-type: none"> <li>• Provincial Greens Committee, comprised of one greens keeper from Calgary and one from Edmonton <ul style="list-style-type: none"> <li>○ Committee to assist in an advisory capacity to ensure clubs receive the support and knowledge to improve and maintain playable, tournament ready greens</li> </ul> </li> <li>• Provide financial assistance through a Greens Grant program for greens that need substantial renovation work</li> </ul>	<p>President</p> <p>Treasurer</p>	<p>2019</p> <p>2020</p>	<p>Minimum of two clubs requesting and receiving assistance from the Greens Committee</p> <p>\$5000 budgeted to assist clubs</p>
<p><b><u>Interclub leagues and tournaments</u></b></p> <ul style="list-style-type: none"> <li>• Increased competitive events other than provincial tournaments for 'learn to train', 'train to train' and 'train to compete' LTAD stages</li> <li>• Development of youth programs at all clubs</li> </ul>	<p>Club Boards</p> <p>Youth Development Committee</p>	<p>2020</p> <p>2021</p>	<p>70% of clubs offering club /city / or zone competitions geared to LTAD stages</p> <p>50% clubs running a youth program</p>

<p><b><u>Increased participation of club members in provincial events</u></b></p> <ul style="list-style-type: none"> <li>• Mandate fulfilled by Bowls Program Committee of ensuring quality participant experiences</li> <li>• Continue to offer a variety of meaningful provincial competitions for various stages of (LTAD) bowler development</li> <li>• Give recognition of valuable volunteers that assist in hosting provincial events</li> </ul>	<p>President Vice President</p> <p>Awards Committee</p>	<p>Ongoing 2018-2022</p> <p>2019</p>	
<p><b><u>Developed provincial awards program</u></b></p> <ul style="list-style-type: none"> <li>• Celebrate the clubs through an annual ‘club of the year award’</li> <li>• Give awards for outstanding achievements by athletes, coaches, and officials, and builders and supporters of the sport</li> </ul>	<p>Executive Director / Contracted staff</p>	<p>2019</p>	<p>Minimum of five awards presented at the AGM</p>
<p><b><u>Provincial newsletter</u></b></p> <ul style="list-style-type: none"> <li>• Ensure communication of all events and opportunities across the province and within cities and zones</li> <li>• Creating awareness among clubs of successes</li> <li>• Providing opportunity to celebrate and connect</li> </ul>	<p>Marketing Committee &amp; Member Clubs</p>	<p>Ongoing 2018-2022</p>	<p>Bowls AB Newsletter distributed minimum of twice a year; Minimum three clubs distributing club newsletters</p>





### 3. Quality Sport Development and Achievements



Key Performances	Accountable & partners	Target Year	Measurables
<p><u><b>Support for athletes / participants through Committees</b></u></p> <ul style="list-style-type: none"> <li>• <b>Bowls Program Committee:</b> <ul style="list-style-type: none"> <li>○ chaired by a Vice President of the board</li> <li>○ committee members representative of member clubs</li> <li>○ development of revised and updated competition formats and documents</li> <li>○ outstanding developmentally appropriate competitions and events supported by Clubs and members</li> <li>○ support for sending Alberta champions and teams to National Competitions</li> <li>○ organize a Western Canadian Open in conjunction with the ADC committee</li> </ul> </li>   <li>• <b>Youth Development Committee:</b> <ul style="list-style-type: none"> <li>○ passionate chairperson with vision</li> <li>○ representation from across the province through committee members</li> <li>○ organized development camps</li> <li>○ planned fundraising events to be held on an annual basis; funds to facilitate provincial travel for youth</li> <li>○ development of material and programs to target school aged youth</li> </ul> </li>   <li>• <b>Athlete Development Committee:</b> <ul style="list-style-type: none"> <li>○ chaired by a Vice President of the board</li> <li>○ maintain an athlete identification points system</li> <li>○ plan and host athlete skill development camps</li> </ul> </li> </ul>	<p style="text-align: center;">Board Vice-President</p>           <p style="text-align: center;">Board President &amp; Committee Chairperson</p>     <p style="text-align: center;">Board Vice-President &amp; Provincial Coach</p>	<p style="text-align: center;">Ongoing 2018-2022</p>     <p style="text-align: center;">2019</p>  <p style="text-align: center;">2018</p> <p style="text-align: center;">2019</p> <p style="text-align: center;">2018</p> <p style="text-align: center;">2020</p> <p style="text-align: center;">2019</p> <p style="text-align: center;">Ongoing 2018-2022</p>	<p style="text-align: right;">Teams at National events including AB Wildcard teams invited</p>      <p style="text-align: right;">\$2,000 raised through fundraising events</p> <p style="text-align: right;">Minimum of 20 school groups participating at various clubs</p> <p style="text-align: right;">Minimum of four development camps held across the province; minimum 50 participants annually</p>

<ul style="list-style-type: none"> <li>○ participate and/or organize skill development tournaments with neighboring provinces</li> <li>○ support athletes that will represent AB at National events</li> <li>○ organize a North South Annual Challenge</li> </ul>	Provincial Coach  President & Provincial Coach	2018/19  Ongoing  2019-22	Development Tourney held in BC in 2018 and in AB in 2019
<ul style="list-style-type: none"> <li>● <b>Coaching Committee:</b> <ul style="list-style-type: none"> <li>○ AB Head Coach chairing the committee</li> <li>○ comprised of a coach from each club</li> <li>○ ensure consistent coaching across the province support club and competition coaches</li> <li>○ Identify and encourage members that will make excellent coaches</li> <li>○ Distribute and encourage use of resources supplied by Bowls Canada Boulingrin</li> <li>○ Provide information regarding courses and grants for coaches to excel</li> </ul> </li> <li>● <b>Officiating Committee:</b> <ul style="list-style-type: none"> <li>○ an appointed head Umpire each year</li> <li>○ an active committee with northern and southern representation</li> <li>○ increased opportunity for developing officials</li> <li>○ maintain records and recording accomplishments of officials</li> <li>○ set high standards for officials running quality provincial events</li> <li>○ goal of two qualified officials at each member club</li> <li>○ use of provided stickers at provincial championships.</li> </ul> </li> </ul>	President Clubs  Provincial Coach    Executive Director      President Head Umpire    Officiating Committee	Ongoing 2018-2022           2020           Ongoing 2018-2022           2020    2018	70% of clubs represented on the provincial coaching committee           40 active Club, 2 Competition and 1 Performance Coach           100% of clubs received copies of resources available           90% of clubs have two members qualified as umpires



Key Performances	Accountable & partners	Target Year	Measurables
<p><b><u>Support and Recognition of Volunteers</u></b></p> <ul style="list-style-type: none"> <li>Enhanced and supported award program supported by a contracted member</li> <li>Research, develop and package a bowls specific volunteer recruitment and support program for clubs to utilize</li> </ul>	<p>President Awards Committee</p> <p>Marketing &amp; Membership Committee</p>	<p>2019</p> <p>2019</p>	
<p><b><u>Targeted Support for Para Athletes</u></b></p> <ul style="list-style-type: none"> <li>Annual provincial support and organized events for the visually impaired</li> <li>continue to work closely with ASRAB (Alberta Sport and Recreation Association for the Blind) to support our visually impaired bowlers and their directors</li> <li>develop and implement a plan to target younger visually impaired Albertans and invite them into our sport in collaboration with ASRAB</li> <li>Development of a program for wheelchair athletes <ul style="list-style-type: none"> <li>explore the regulations of wheelchair bowls as played in several Commonwealth countries</li> <li>collaborate with staff of the Alberta Cerebral Palsy Sports Association (ACPSA), from Wheelchair Sports Alberta (WSA), and from the Edmonton Rocks Wheelchair Curling Association</li> <li>gather support from Bowls Canada in developing a program</li> <li>explore the options of grants to help facilitate developing a program.</li> </ul> </li> </ul>	<p>Bowls Program Committee Clubs</p> <p>Executive Director &amp; ASRAB</p> <p>Executive Director</p> <p>Bowls Canada Boulingrin</p> <p>Executive Director</p>	<p>Ongoing 2018-2022</p> <p>2018 through to 2020</p> <p>2018</p> <p>2019</p> <p>2019</p>	<p>20% increase in visually impaired members per year from 2018-2020</p>

