



BOWLS CANADA  
BOULINGRIN

# Bringing Canadians **TOGETHER** through Bowls

STRATEGIC PLAN  
**2019-2022**



## 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.

### Strategic Planning Committee Members:

David Calam, Ian Howard, Jennifer MacDonald, Rob Law, Wayne Hatt, Jeff Harding, and Anna Mees

**Commonwealth Games Photography Credit:** Dan Galbraith and Yan Huckendubler



@bcbbowls



Bowls Canada Boulingrin

# Canada

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# Message from the President

Bowls has flourished since being first played in Canada (1785) at The Garrison, Annapolis, Nova Scotia. The game has weathered the many challenges presented by our fast changing society. Today over 200 clubs in communities large and small provide playing opportunities.

Driving the committee formed to develop the 2019-2022 Strategic Plan was the question “how can bowls thrive and not merely survive”. A second driving question, “will this enable clubs and provincial associations to continue providing a safe, healthy, and all-inclusive sport environment”, was also continuously asked. Ensuring the answers to these questions were consistently positive provided the foundation upon which this plan was built.

While the 2019-2022 Strategic Plan incorporates successful strategies of past plans, it also strikes out in new directions. Examples include evaluating how best to create more indoor bowls activity and increasing expert knowledge concerning top quality green care management. Without a doubt, the new strategies will be challenging to achieve, however, accomplishing them is a worthy goal. Past strategic goals were met by all at Bowls Canada with high energy, creativity and perseverance. Going forward to meet the new goals will be no different.

Fortunately, Bowls Canada is led in the day to day operations by a staff who possess strong professional skills and have extensive knowledge of modern day sports management. Both attributes are needed to efficiently manage a growing national sport organization. The Board of Directors is confident the leadership of our staff will achieve the goals of this 2019-2022 Strategic Plan. The new plan delivers well thought through goals and objectives to all Bowls Canada stakeholders and I believe it illustrates a strong and sensible leadership approach to growing the game in Canada.

Bowls Canada works closely with Sport Canada, whose funding assistance is most appreciated and is important help to achieving the goals of this plan. Provincially, the relationship is a partnership with each of our member Provincial Associations, one of frequent collaboration and contact. Internationally, World Bowls, Commonwealth Games Canada and fellow bowls playing nations frequently share awareness of changes to the way bowls is perceived elsewhere. All of these resources were of significant assistance as this Strategic Plan was developed.

I am excited and confident that this plan will lead to many more exceptional bowls experiences across Canada and will empower clubs and provincial associations to continue bringing Canadians together through bowls.

Please join me in thanking the hard work and critical thinking of those who joined Anna Mees and myself in developing the 2019-2022 Strategic Plan. Thank you, Jennifer MacDonald, Rob Law, Wayne Hatt, David Calam and Jeff Harding - your dedication is exemplary.

Yours in sport,



Ian Howard  
President



# Message from the Executive Director

I have been privileged to spend the last four years implementing a strategic plan that has allowed for the development of a solid foundation upon which bowls in Canada can begin to grow. During that work I have met passionate and dedicated volunteers and bowlers from coast to coast who are working tirelessly to provide exceptional bowls experiences for their fellow Canadians. Thanks to that work, Bowls Canada is now well positioned to embrace the challenges of promotion and growth.

I believe that the 2019-2022 strategic plan has the potential to unite Canadian bowlers in a common vision and direction. As a three-year strategic plan, this document will serve as a map to guide us towards achieving our long term vision for 2025. The direction provided in this document will assist the Bowls Canada Board of Directors to make effective decisions that honour the values and vision we aspire to achieve.

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 David Calam, Ian Howard, Jennifer MacDonald, Wayne Hatt, Rob Law and Jeff Harding for their role in ensuring that we implemented a comprehensive and visionary strategic planning process.

As Executive Director, it is my privilege to operationalize this new strategic plan. While the road ahead will bring many challenges, I am committed to maintaining 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 of Directors initiated the strategic planning process in the autumn of 2017, they envisioned the creation of a comprehensive, relevant and updated document that built on the successes of the 2015-2018 plan. After reviewing the 2015-2018 'report card', it was clear that many of the concepts developed from the highly collaborative process in 2014 are still relevant today.

The Strategic Planning Committee used a variety of methods to gather information to help form the direction for 2019-2022, starting with the collected reflections from a series of provincial town halls that took place from October to December in 2017. These town halls provided opportunities for local bowlers and clubs to share their concerns, challenges and successes. In order to ensure that all bowlers from across Canada had the opportunity to provide input, a survey was launched in April 2018. More than 375 bowlers representing over 100 clubs across Canada took the opportunity to share their thoughts on what Bowls Canada initiatives and priorities would have the most positive impact on their clubs and bowling experiences. The final methodology was a comprehensive environmental analysis where the Strategic Planning Committee examined internal and external factors that impact bowls in Canada. This included analyzing national and global trends, as well as an in-depth review of the state of bowls in Canada and the status of the organization.

The Strategic Planning Committee used all of this information to create a dynamic, inclusive and forward thinking plan designed to advance both the organization and the state of bowls in Canada. This plan was approved by the Board of Directors in January 2019 and shared with the members through the Presidents' Council in February 2019. 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 Vision, Mission and Values

Our vision, mission, and values provide Bowls Canada with a foundation to identify and implement 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.

## Vision

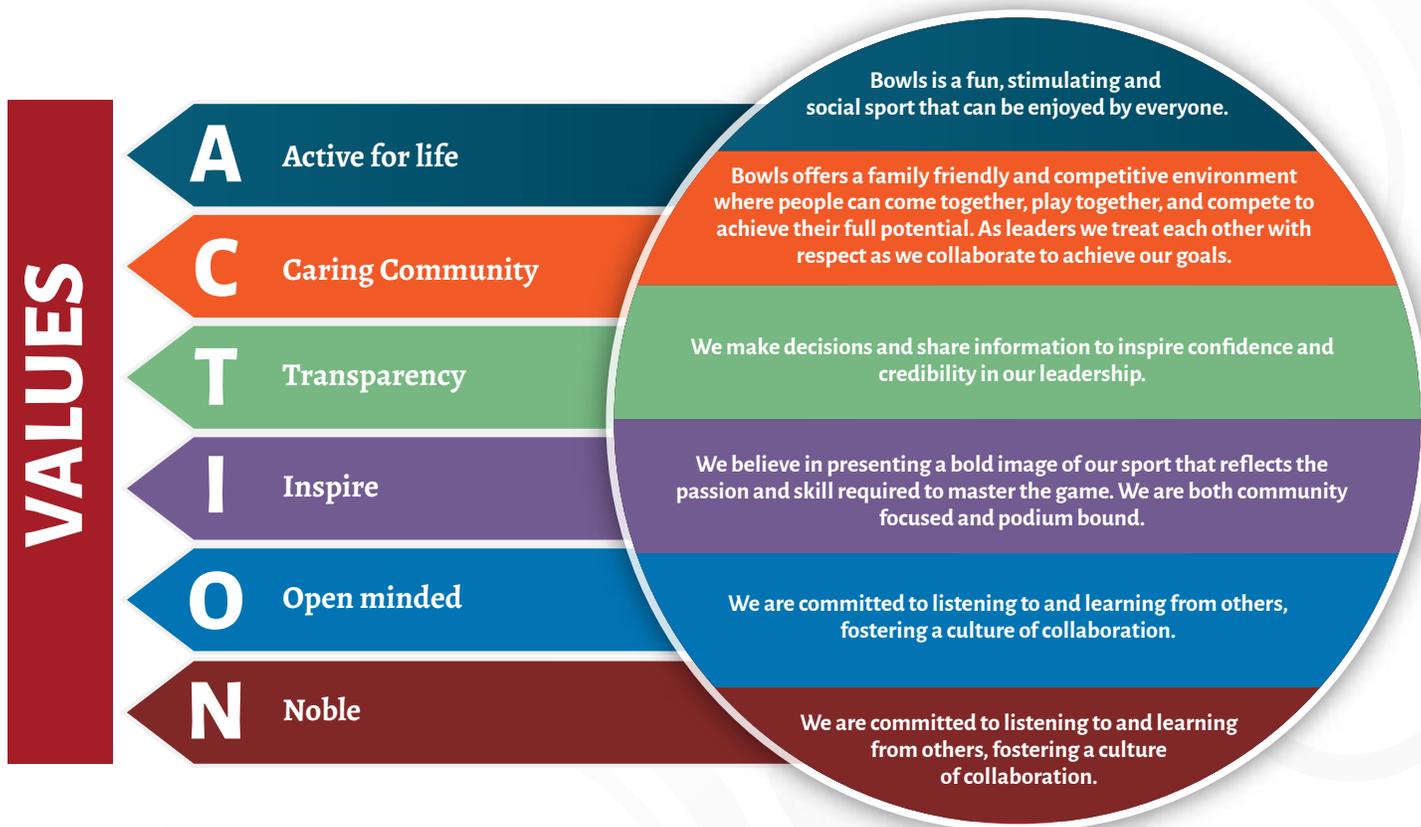
Bringing Canadians together through bowls.

## Mission

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

## 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 and Desired Future State

In preparation for developing the 2019-2022 Strategic Plan, a number of relevant resources were reviewed to generate a comprehensive strategic overview of the key issues and opportunities impacting Bowls Canada over the next three years. These resources included:

- Current BOWLS CANADA strategic plan
- BOWLS CANADA's long-term bowler development framework
- Reflections from the Provincial Town Halls in autumn 2017
- Findings from the BCB National Priorities Survey issued in April 2018
- Analysis of Canadian trends as published by the Business Development Bank of Canada and the 2019 Statistics Canada "Insights on Canadian Society" (developed from the 2016 national census)
- Review of global amateur sport trends in leading bowls nations such as Scotland, England and Australia
- Canadian Sport Policy

The following strategic considerations serve to highlight the priority areas for BOWLS CANADA over the next three years as we look to create a powerful future for the sport to 2022 and beyond.

## Current State

### DECREASING AVAILABILITY of government funding

Bowls Canada was successful in making the required organizational shifts to secure recognition as a National Sport Organization (NSO).

While the organization's achievements to meet the many criteria required for recognition has exceeded expectations, the bar set by Sport Canada continues to evolve and we must be mindful of not being complacent with our success.

There has been an increase in the number of recognized sports since 2015 vying for funding. There is no increase in the overall amount of funding available for sport at the national level.

It must be recognized that although federally we have secured recognition, many of our provincial bowls associations are still working to meet the required recognition criteria and many may benefit from help provided by Bowls Canada moving forward.

## Future State

### DECREASED RELIANCE on government funding.

As the nationally recognized sport governing body, Bowls Canada continues to meet all criteria required by Sport Canada to ensure funding eligibility.

At the provincial level, all provincial bowls associations meet the funding criteria required by their respective provincial governments. Bowls Canada continues to source and grow revenue sources independent of government funding.



### **INCREASING PERFORMANCE EXPECTATIONS** for international performance

There continues to be considerable emphasis placed on performance results for future funding and opportunities to compete internationally. Competing at recognized international events such as Commonwealth Games and World Championships is essential to our continued recognition as an NSO.

The costs of competition continue to rise in areas such as travel, accommodation, and expert support services. Additionally, preparation and training requirements continue to become more sophisticated as performance continues to evolve on the international scene.

### **INCREASING COMPETITION** for corporate dollars

Corporate Canada is looking for specific and tangible value for their sponsorship investments and demand a measurable “return on investment”. An expert review of BCB revealed that the organization does not have the necessary assets, infrastructure or resources (fiscal or human) to attract or service Corporate Canada outside of bowls vendors. Local community clubs, and sometimes Provincial Bowls Associations, have a much greater opportunity to capitalize on community corporate partnerships as they are relationship driven at the local level. The types of donations/sponsorships often take the form of goods in kind rather than cash.

### **Bowler Development FRAMEWORK IS NOT IMPLEMENTED** in a collaborative and comprehensive manner across the bowls community

Long-term athlete development continues to be an ever increasing priority for governments of all levels. Bowls Canada has made progress in this area, albeit slow. The comprehensive competition review is complete at the national level. The new Canadian Sport for Life Society recognized BCB as one of only 12 sports in 2018 as a targeted sport for expert support over the next few years to help implement an “Activation Plan”. While a large education gap continues to exist in clubs and needs to be improved, more and more PSOs are ready and willing to take steps towards implementing formal bowler development strategies.

### **EFFECTIVE AND STRATEGICALLY IMPLEMENTED** high performance programming

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 continue to be strategic in our high performance programming.



### The focus is moved away from soliciting national sponsorship and towards the implementation of an **EFFECTIVE DONATIONS PROGRAM.**

Investing in a deliberate and focused donations strategy will help Bowls Canada diversify revenues while seeking support for programming and development. Bowls Canada can also continue to build relationships and remain open to opportunities with potential partners who align with our vision and share our values.

### Collaborative implementation of the Bowler Development pathway leads to **INCREASED BOWLER RECRUITMENT AND RETENTION.**

Currently there are localized opportunities at regional, provincial and national levels for developing long-term bowler development projects. By collaborating together, Bowls Canada and the Provincial Bowls Associations will be able to take advantage of these opportunities and adapt them in ways that will increase bowler recruitment and retention.



## Current State

There is a **LACK OF SIGNIFICANT GROWTH** in the sport at all levels – local to global.

New activities continue to evolve and grow in popularity. The types of sports that “post baby boomer” Canadians want to engage in are different from what bowls is used to being. Canadians are seeking activities with lower organization, more informal structure, higher energy and higher physical components, easier/quicker methods to determine an outcome. Examples include speed climbing, skateboarding, and pickleball). Additionally, Canadians these days are less interested in the “work” that comes with organized and structured sport that is found in a typical bowls club. They are more willing to pay higher fees for a time-limited program than buy a less expensive “membership” that comes with obligations.

Attracting and **RETAINING TALENTED VOLUNTEERS AND STAFF CONTINUES TO BE CHALLENGING** as the demands placed on the organization continue to grow in scope and complexity.

Although new resources and procedures for national volunteers have enabled the organization to make considerable progress implementing an effective policy-based governance model, recruiting volunteers at all levels remains a significant challenge. Clubs, provincial associations and the national association are all competing for volunteers from the same small pool of committed and talented individuals. This results in over-worked volunteers and under-resourced governance and operations at all levels.

A renewed staffing structure with clear roles and responsibilities and emphasis on values-based management places the organization in an opportunity to effect constructive change. Staff are currently recruited based on finding appropriate skill sets to implement the strategic plan. Competing with the salary standards that are normalized at the national sport organization level place the organization in a precarious situation for retention.

## Future State

A **COMMON STRATEGY WITH A UNIFIED IMPLEMENTATION** plan is supported by PSOs, BCB and World Bowls.

There is an opportunity for Bowls Canada to collaborate with stakeholders to identify new ways to attract participation. Creative and innovative approaches to membership structures, access to programming and fee structuring are needed for the sport to evolve and thrive.

Deliberate engagement at the global level will increase the overall awareness of the sport and provides opportunities to share best practices with and from other national bowls authorities.



The organization is led by **DYNAMIC, SKILLED AND SUPPORTED VOLUNTEERS AND STAFF.**

Bowls Canada needs to continue to find ways to show appreciation and value for its human resources, both volunteer and staff. Continuing to find innovative ways to support the development of leading-edge skills while maintaining a values-based culture will help in recruiting and retaining volunteers and staff.



## Current State

The national bowls **COMMUNITY IS NOT YET FULLY UNITED** or engaged in a common future direction for the sport.

Many provincial bowls associations view BCB as an ally, however, only a few actively seek out collaborative opportunities to engage. While it is healthy to have constructive debate, there needs to be a level of trust in order to move forward. While not everyone agrees with all the decisions of how the organization is moving forward, there now seems to be more trust that BCB is doing the best it can within its resources to work for the betterment of the sport.

The strategic planning process and implementation is a **CLEAR DIRECTION OF BOWLS CANADA'S COMMITMENT** to focus, prioritize and measure progress

The strategic planning process has improved significantly in the last four years: it is more visual for the public and clearly drives organization direction, decision making and resource allocation. Decisions are not made in a vacuum, but also consider global trends, other international bowls associations and the current Canadian sport system.

Implementation of proactive and effective communication strategies that **CONNECT THE BOWLS COMMUNITY IS A CHALLENGE.**

Communication still continues to be elusive although channels for communication and the national level have quadrupled since 2015. The establishment of the Presidents' Council allows for consistent and transparent communications with the Provincial Bowls Associations, but is reliant on the information being shared beyond this Council. It continues to be difficult to communicate why seemingly unpopular decisions must be implemented if the sport is to sustain itself and ultimately grow.

## Future State

The national bowls **COMMUNITY IS UNITED AND ENGAGED** in a common future direction for the sport.

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.



There is a **COLLABORATIVE ENGAGEMENT AT THE STRATEGIC PLAN LEVEL AMONGST PSOS AND BCB** that allows for a common and clear direction to focus, prioritize and measure progress of common goals and initiatives.

In order to maximize limited resources, a common and aligned strategic direction will help maximize limited resources at all levels. Bowls Canada is committed to working with its provincial associations and international federations to collaborate on aligning a common strategic direction.

PSOs, clubs and local bowlers engage in **EFFECTIVE AND MEANINGFUL COMMUNICATION WITH BCB**

Effective communication is vital to the success of the organization. It is essential that we identify our key stakeholders and ensure that they are engaged with Bowls Canada. It is necessary to continue to explore new and innovative communication methods.



# Long-term Goals to 2025 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 2025:

**A strong and unified Canadian bowls community** - We know success is possible by 2025 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 and respect their own and each other's roles and responsibilities;
- Bowlers across Canada are cultivating a welcoming culture of harmony, support and respect.

**Increased awareness of our sport** - We know success is possible by 2025 when:

- The number of Canadians registered in bowls programs and clubs has increased by 10% over 2015 registration numbers;
- More Canadians are participating in and benefiting from the health and social benefits that bowls provides;
- More Canadians recognize and respect the value the sport of bowls brings to individual and community health;
- The demographic of Canadians participating in bowls is more representative of the diversity of Canadian society.

**Thriving Canadian high performance program** -- We know success is possible by 2025 when:

- We see a 30% increase in applications to the national high performance program as compared to 2018;
- Canadian squad members are consistently placing in the top five rankings at international events;
- Team Canada bowlers are respected athletes within the national and international community.

**Applicable and accessible development programs** -- We know success is possible by 2025 when:

- Bowls Canada and its partners offer a range of comprehensive coaching, officiating and recreational programs based on the principles of long-term athlete development and the Canadian Sport for Life framework and are accessible across the country;
- Development programs include development of volunteers, clubs, facilities, and are more all-encompassing as per the survey results;
- Clubs implement long-term bowler development programs developed by BCB.

**Sustainable national organization** -- We know success is possible by 2025 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% from 2014 levels;
- We have a membership structure that allows the sport to grow and flourish across the country;
- Provincial Bowls Associations, Canadian bowlers and Canadian communities perceive that Bowls Canada is delivering valued services and programs.

# Strategic Objectives with Key Performance Outcomes 2019 -2022

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

**Diversify and grow the numbers of participants in a thriving bowls community:** We will seek out opportunities and explore new ways to engage current and potential bowlers.

## Key Performance Outcomes

1. An updated membership and participation structure is implemented to support maintenance of a robust bowls community and provide increased opportunities for Canadians to experience bowls.
2. Bowls Canada is recognized at the federal and international levels as the national authority for Parabolws in Canada.
3. A national recruitment and promotion strategy is created that includes the strategic targeting of new and diverse participation markets.
4. Sustainable methods are developed to identify Canadians participating in bowls and demographic information required by government funders is collected and maintained.
5. Bowler recruitment, promotion and retention is supported through the development of relevant resources and sharing of best practices.
6. A comprehensive bowler retention strategy is developed that includes components such as facility maintenance and development, bowler development, club sustainability and effective communication.
7. A strategy is created to connect clubs to their communities by maximizing the relevance and value that bowls clubs can play to engage and promote community health.

**Enhance communication and collaboration between Bowls Canada and the Provincial Bowls Associations:** We will serve as a hub to connect and align our provincial members to build collaborative agreement on key areas of priority to advance the sport.

## Key Performance Outcomes

1. Bowls Canada implements a formal outreach strategy that promotes a structured and scheduled communication process to share information with and receive feedback from Provincial Bowls Associations, clubs and participants.
2. A national branding strategy that promotes a common foundation of communication across various mediums at all levels is developed, implemented and shared.
3. A common communication platform is developed to make the sharing of innovation and best practices more accessible to Provincial Bowls Associations and bowls clubs.
4. National initiatives are created for leaders from the club, provincial and national levels to engage with experts and share best practices.
5. A formal strategy is developed to enhance our communications with Canadian bowlers, especially those with whom we are not currently connecting.
6. Bowls Canada maximizes and promotes our official language resources such that awareness of the sport of bowls grows within both the French and English speaking communities.

Enhance **organizational excellence** through values-based leadership and effective governance. We will continue to develop an effective, sustainable and robust national organization.

### Key Performance Outcomes

1. Bowls Canada financial resources are diversified and expanded such that operational revenue from sources outside of federal government core funding grow 20% beyond what was identified in the 2018 financial statements.
2. An effective Board of Directors is supported to lead the organization through the implementation of current training practices, appropriate resources and successful succession planning.
3. Dynamic, professional and values--driven staff are in place to implement the operational aspects of the strategic plan and are appropriately supported.
4. National, provincial and club governance is supported through the development and promotion of collaborative policy resources and sharing of best practices.
5. Bowls Canada is recognized as a leading national sport organization through implementation of innovative business practices that are compliant with government regulations and funding requirements.

Create **exceptional bowls experiences** through enhanced system excellence. We will focus on creating and sharing resources to support the development of technical leadership, coaching, implementation of bowler development pathways and innovative grassroots programming

### Key Performance Outcomes

1. A strategy is developed to educate and empower clubs to maintain and develop quality programs, facilities and greens that contributes to retaining and attracting bowlers.
2. Participants across the country have access to trained officials and accredited coaches for every stage of bowler development.
3. Explore the potential of an indoor facility with the capacity to host national level competitions in Eastern Canada.
4. The number of clubs offering indoor bowls opportunities grows by 15%.
5. The participation of identified bowlers with disabilities grows by 25%.
6. Developmentally appropriate reference materials, participation pathways and programs targeted at new and existing bowlers in the Fundamentals, Learn to Play and Learn to Compete bowler development stages are identified or developed to share with Provincial Bowls Associations and clubs across Canada.



**Deliver an inspirational high performance bowls program.** We will continue to find innovative and efficient ways to deliver a quality high performance program that empowers our athletes to succeed at the highest levels.

### Key Performance Outcomes

1. The High Performance program -- lead by qualified coaches, supported by appropriate experts, and meeting Sport Canada criteria -- results in Bowls Canada athletes achieving targeted international results:
  - **2019** – Athletes qualify for maximum participation opportunities for 2020 World Bowls Championships
  - **2020** – Athletes finish in the in the top 8 for 75% and in the top 4 for 50% of the qualified disciplines at the World Bowls Championships.
  - **2021** – Athletes qualify for maximum participation and funding opportunities for the 2022 Commonwealth Games
  - **2022** – Athletes finish in the top 8 for 75% and in the top 4 for 50% of the qualified disciplines at the 2022 Commonwealth Games.
2. Facilitate a qualification process with the goal of Canadian Para-bowlers participating in the 2022 Commonwealth Games.
3. Implement transparent and robust selection processes so that the pool of national squad applicants grows by 15% and the existing squads express confidence in the identification of teams to events such as World Bowls Championships and Commonwealth Games.
4. Implement a coach-led regional high performance network that connects BC, the Prairies, Ontario, and Atlantic Canada and allows for athletes to be identified and supported in a cost-effective manner.
5. Provide opportunities for aspiring athletes in the Learn to Compete and Train to Compete development stages to gain relevant competition experience through Bowls Canada supported events or sanctioned competitions at the regional and national level.
6. A formal athlete-led mechanism is implemented with the intent to directly involve athletes in the decision-making process of the organization, engage national squad athletes and provide feedback to the organization.



# 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.

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 on exploring 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 remains before us. We call on bowls supporters across the country to join us as we

## BRING CANADIANS TOGETHER THROUGH BOWLS.



