Tenpin bowling is serious fun for everyone
CTF Strategic Plan

Phase 1
Review and Analysis
January/February 2016

Phase 2
Concept Development
Board Meeting June, 2016

Phase 3
Draft Planning
June to October 2016

Phase 4
Review/Ratification
Annual Members Meeting
November 2016

Phase 5
Member Communication
Phase 1: Association Survey Results

- Surveys Sent – 15907  Opens – 5889  Responses - 1068
- 78% know who we are.
- 36% know what we do.
- 41% want Communication, Tournaments, Recognition & Awards.
- 71% awards Recognition, Tournaments & Communication are important.
- 30% feel the future of bowling is uncertain.
- 43% see the bowling long term goals as Promote the Sport & Increase Participation.
- 90% feel that Centre Certification, Sanctioned Leagues & Rules are important.
- 38% recommend improving our Communication, Recognition & Promotion.
OUR STRENGTHS

Tenpin Bowling Is:

- Accessible
- Social
- Rich in tradition

Our Values:

- Authenticity
- Openness
- Encouragement
- Tradition
Here’s how we roll...

- Canadian Tenpin Federation is the best in class at:
  - Welcoming new participants
  - Recognizing achievement
Phase 2: Our Key Opportunities:

1. Organizational excellence is a perquisite to future success.
2. International excellence and sport development are the foundation of our organization.
3. Our community supports CTF and wants to be more engaged.
4. Young bowlers are our future, and our numbers are not growing sufficiently.
5. Our participants value our recognition programs and are challenged to improve.
6. Strengthen our Coach Development Program.
7. Bowling is governed by multiple organizations in Canada and these organizations need to be better aligned.
8. Our large and accessible community is of interest to sponsors.
9. We need to do more to measure our progress and success.
Phase 3: The Plan

Strategy 1

<table>
<thead>
<tr>
<th>Our Priority</th>
<th>Milestones</th>
<th>Timeline</th>
<th>Key Tactics</th>
</tr>
</thead>
<tbody>
<tr>
<td>Build and refine our organization and our systems</td>
<td>Appoint a Transition Committee to facilitate hiring a new Executive Director.</td>
<td>November 2016</td>
<td>Transition Committee will review applications for the Executive Director position.</td>
</tr>
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<td></td>
<td>Appoint a Governance Committee to complete a governance review.</td>
<td>November 2016</td>
<td>CTF will also conduct and document a review of governance practices.</td>
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<td></td>
<td>Implement changes to capitalize on opportunities identified in the governance &amp; operational reviews to ensure best practices are in place.</td>
<td>June 2017</td>
<td>CTF will conduct an operational review to critically examine its business structures &amp; practices to develop opportunities for improvement.</td>
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<tr>
<td>Foster International Excellence &amp; Sport Development</td>
<td>Establish National Performance targets for Adult &amp; Youth Team Canada.</td>
<td>November 2017</td>
<td>CTF HP Leaders will consult the community &amp; establish reasonable targets.</td>
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<td></td>
<td>Create a Draft High Performance Athlete Pathway &amp; share with our community</td>
<td>November 2017</td>
<td>CTF HP Leaders will review LTAD principles &amp; develop a draft model HP Athlete Development Pathway.</td>
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<td></td>
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<td></td>
<td>CTF HP leaders will consult with CTF Board of Directors to review &amp; refine pathway</td>
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</tbody>
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Strategy 3

Our Priority: Grow our community and interact more by listening and sharing.

Milestones:
- Will interact with our community through at least one social media platform.
- CTF will have at least 2500 social media followers.
- CTF will deploy a campaign to share its membership value proposition with its audience.

Timeline:
- January 2017
- January 2018
- June 2017

Key Tactics:
- CTF will examine platforms for social media and choose the one most likely to engage its participants.
- CTF will develop a plan to launch and manage a social media feed and advise its active contacts. Will report on current activities.
- Develop and share a membership value proposition. Develop and deploy a campaign to share CTF’s membership value proposition.
## Strategy 4

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<tbody>
<tr>
<td>To attract and retain more youth bowlers.</td>
<td>CTF will deploy a recruitment program for bowlers under the age of 21.</td>
<td>January 2018</td>
<td>CTF will develop and deploy recruitment programs for bowlers under the age of 21.</td>
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<tr>
<td></td>
<td>CTF will have at least 2500 registered bowlers under the age of 21.</td>
<td>January 2019</td>
<td>CTF will take all reasonable opportunities to raise the profile of tenpin bowling in Canada.</td>
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<td></td>
<td>Youth Committee to recommend programs.</td>
<td>January 2018</td>
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Strategy 5 – Recognize Achievements

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<tr>
<td>Continue to recognize achievement.</td>
<td>CTF will conduct a review of its achievement recognition programs, with a view to enhancing participation and attracting participants and sponsors.</td>
<td>August 2018</td>
<td>CTF will ensure that its achievement recognition programs are continued or enhanced.</td>
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<tr>
<td></td>
<td>CTF will deploy a campaign to advertise its achievement awards annually.</td>
<td>January 2018</td>
<td>CTF will engage outside advice to identify strategies to leverage achievement recognition programs to attract sponsors.</td>
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# Strategy 6 – Coach Development

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<tbody>
<tr>
<td>To continue the development of coaches and coaching courses.</td>
<td>Conduct a Coach Developer clinic to train more individuals to run Coaching Clinic.</td>
<td>April 2017</td>
<td>CTF will contact viable participants to take part in a Coach Developer Clinic.</td>
</tr>
<tr>
<td></td>
<td>Develop enhanced Professial Development courses to bridge the gap between Competition Introduction and Competition Development.</td>
<td>January 2018</td>
<td>CTF will develop 1/2 and full day training courses for coach development.</td>
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<tr>
<td></td>
<td>Conduct Competition Development Courses for western Canada.</td>
<td>April 2017</td>
<td>CTF will advertise and notify participants for upcoming courses.</td>
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<tr>
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<td>Align the interests of the bowling community in Canada.</td>
<td>CTF will organize a meeting with Bowling Federation of Canada (BFC) where it will workshop strategies to improve alignment.</td>
<td>August 2018</td>
<td>CTF will consult with leaders of key organizations to identified opportunities for collaboration and alignment.</td>
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<tr>
<td></td>
<td>CTF will consider all reasonable strategies that will improve alignment.</td>
<td>January 2018</td>
<td>CTF will engage leaders and its community to develop strategies that will improve alignment between bowling associations.</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>CTF will implement all reasonable strategies that will improve alignment.</td>
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## Strategy 8 - Marketing

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<td>Leverage these advantages (our success) to increase revenues.</td>
<td>Establish a Marketing Committee in conjunction with High Performance.</td>
<td>January 2017</td>
<td>CTF will appoint a Marketing Committee to fulfill the marketing needs of the organization.</td>
</tr>
<tr>
<td></td>
<td>CTF will have at least one new major sponsor.</td>
<td>August 2018</td>
<td>Leveraging its new social media platform and its broad-reaching achievement recognition programs, CTF will actively seek new sponsors.</td>
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<tr>
<td></td>
<td>CTF will have at least one new major sponsor.</td>
<td>June 2017</td>
<td>CTF will make formal presentations to at least 4 prospective sponsors annually. CTF will explore opportunities to work with one or more agents in seeking sponsors.</td>
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</tbody>
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**Strategy 9 – Measuring Progress**

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</table>
| Consistently measure progress. | CTF will establish annual targets for 4 years for:  
- participant numbers  
- youth participants under 21  
- community reach and engagement  
- annual revenues | January 2017 | CTF will evaluate progress against the milestones and tactics at least quarterly.  
The Strategic Planning Committee will be accountable for monitoring and reporting on progress toward each of the milestones and tactics.  
With input from CTF Board of Directors, CTF will review milestones and tactics annually and will update targets as appropriate.  
CTF will deploy an annual member/stakeholder satisfaction survey. |
| CTF will deploy a process for reporting to its board and/or participants on achievement of milestones and targets listed herein, and other milestones or progress as determined appropriate. | January 2017 | | |
Project Team

- CTF Board of Directors
  - Strategic Planning Committee
    - Youth Committee
    - High Performance Committee
    - Awards Committee
    - Governance Committee
    - Marketing Committee
Quality Management and Performance Measures

- Hire Executive Director
- Present a Governance Review
- Create an Athlete Pathway
- Social Media Growth
- Increased Youth Participation
- New look Achievement Awards
- Improved Marketing & Communications with Progress Updates
- Enhanced Coach Development Programs