



Canadian Tenpin Federation, Inc.
Fédération Canadienne des Dix-Quilles, Inc.

Our New Horizon

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 prerequisite 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

Our Priority

Build and refine our organization and our systems

Milestones

Appoint a Transition Committee to facilitate hiring a new Executive Director.

Appoint a Governance Committee to complete a governance review.

Implement changes to capitalize on opportunities identified in the governance & operational reviews to ensure best practices are in place.

Timeline

November 2016

November 2016

June 2017

Key Tactics

Transition Committee will review applications for the Executive Director position.

CTF will also conduct and document a review of governance practices.

CTF will conduct an operational review to critically examine its business structures & practices to develop opportunities for improvement.

Strategy 2

Our Priority

Foster International Excellence & Sport Development

Milestones

Establish National Performance targets for Adult & Youth Team Canada.

Create a Draft High Performance Athlete Pathway & share with our community

Timeline

November
2017

November
2017

Key Tactics

CTF HP Leaders will consult the community & establish reasonable targets.

CTF HP Leaders will review LTAD principles & develop a draft model HP Athlete Development Pathway.

CTF HP leaders will consult with CTF Board of Directors to review & refine pathway

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

Our Priority

To attract and retain more youth bowlers.

Milestones

CTF will deploy a recruitment program for bowlers under the age of 21.

CTF will have at least 2500 registered bowlers under the age of 21.

Youth Committee to recommend programs.

Timeline

January
2018

January
2019

January
2018

Key Tactics

CTF will develop and deploy recruitment programs for bowlers under the age of 21.

CTF will take all reasonable opportunities to raise the profile of tenpin bowling in Canada.

Strategy 5 – Recognize Achievements

Our Priority

Continue to recognize achievement.

Milestones

CTF will conduct a review of its achievement recognition programs, with a view to enhancing participation and attracting participants and sponsors.

CTF will deploy a campaign to advertise its achievement awards annually.

Timeline

August
2018

January
2018

Key Tactics

CTF will ensure that its achievement recognition programs are continued or enhanced.

CTF will engage outside advice to identify strategies to leverage achievement recognition programs to attract sponsors.

Strategy 6 – Coach Development

Our Priority

To continue the development of coaches and coaching courses.

Milestones

Conduct a Coach Developer clinic to train more individuals to run Coaching Clinic.

Develop enhanced Professional Development courses to bridge the gap between Competition Introduction and Competition Development.

Conduct Competition Development Courses for western Canada.

Timeline

April
2017

January
2018

April
2017

Key Tactics

CTF will contact viable participants to take part in a Coach Developer Clinic.

CTF will develop 1/2 and full day training courses for coach development.

CTF will advertise and notify participants for upcoming courses.

Strategy 7 - Administration

Our Priority

Align the interests of the bowling community in Canada.

Milestones

CTF will organize a meeting with Bowling Federation of Canada (BFC) where it will workshop strategies to improve alignment.

CTF will consider all reasonable strategies that will improve alignment.

Timeline

August
2018

January
2018

Key Tactics

CTF will consult with leaders of key organizations to identified opportunities for collaboration and alignment.

CTF will engage leaders and its community to develop strategies that will improve alignment between bowling associations.

CTF will implement all reasonable strategies that will improve alignment.

Strategy 8 - Marketing

Our Priority

Leverage these advantages (our success) to increase revenues.

Milestones

Establish a Marketing Committee in conjunction with High Performance.

CTF will have at least one new major sponsor.

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Timeline

January 2017

August 2018

June 2017

Key Tactics

CTF will appoint a Marketing Committee to fulfill the marketing needs of the organization.

Leveraging its new social media platform and its broad-reaching achievement recognition programs, CTF will actively seek new sponsors.

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.

Strategy 9 – Measuring Progress

Our Priority

Consistently measure progress.

Milestones

CTF will establish annual targets for 4 years for:

- participant numbers
- youth participants under 21
- community reach and engagement
- annual revenues

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.

Timeline

January
2017

January
2017

Key Tactics

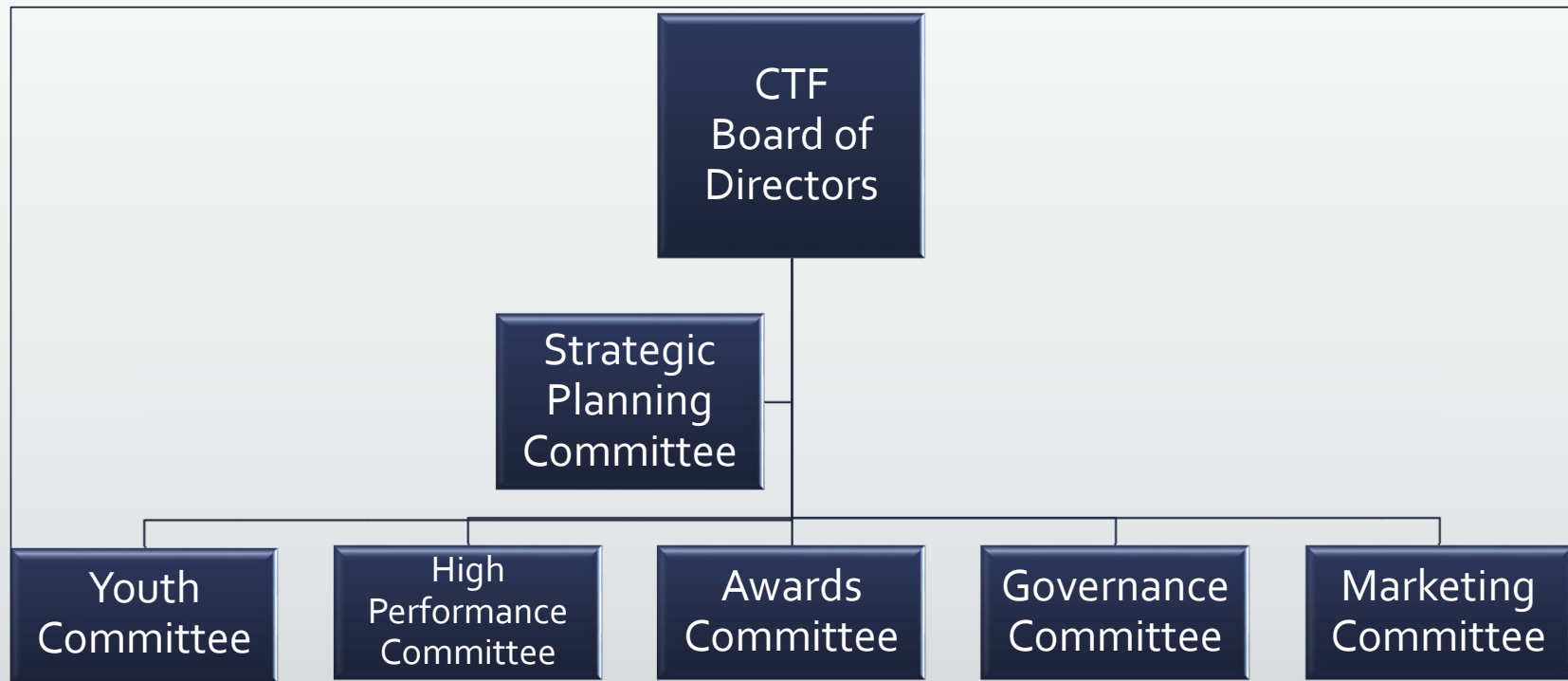
CTF will evaluate progress against the milestones and tactics at least quarterly.

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.

Project Team



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