St. George Lawn Bowling Club

Strategic Plan 2020 - 2024

**SGLBC Vision:**

SGLBC provides a Sport for Life that promotes a balance of competition in the sport with the recreational aspirations of its members.

**SGLBC Mission**:

* 1. Promote the sport of lawn bowling
  2. Provide facilities and opportunities for bowling
  3. Encourage greater participation
  4. Provide social activities for club members and their friends

**Values:**

**Respect:** We recognize the value of every member, our legacy and our future.

**Fairness:** We strive for impartiality and equity for all members through policies, procedures and programs endorsed by the club.

**Transparency:** We maintain trust through open communication of club business and decisions.

**Positive Culture:** Our membership is built on a positive culture of sporting competition and recreation.

**Volunteerism:** Our club relies heavily on the volunteerism of its members. We actively set realistic expectations and recognize every contribution.

**Community:** SGLBC is an active member of the communities of St. George, Brant County, Six Nations and the Brantford area. We recognize and reflect the spirit of our community.

**Goals:**

Our People

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| **Current State** | **Goal** | **Key Performance Indicator** |
| Formal Player Development program consists solely of Learn to Bowl. | Provide programs and resources for members at different levels to improve skills and knowledge | 1. All members are able to choose from a variety of options to improve their skills and knowledge. |
| Volunteer opportunities are abundant but not always clear in scope. | Set clear expectations for volunteer opportunities.  Determine and provide appropriate acknowledgement for volunteering. | 1. Volunteer opportunities posted regularly by committee responsible. 2. All volunteer opportunities include clear expectations for role. 3. Volunteer recognition is a primary function of each committee requiring volunteers. |
| 50 members in 2019. | Grow membership to approximately 75, including Associate members. | 1. Balance marketing activities within St. George and across Brant county. 2. Balance marketing activities to include seniors, younger adults and youth. |
|  | Reduce average age of members to under 55. | 1. Assign percentage of marketing budget each year to target youth and younger adults. 2. Set annual goals for average member age. |
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Governance

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| **Current State** | **Goal** | **Key Performance Indicator** |
| Volunteer roles are not clearly defined. | Develop job descriptions that represent the expectations for all key volunteer roles. | By 2021, job descriptions are available for Club President, Treasurer, Executive Committee Members, Committee Chairpersons. |
|  |  | By 2021, descriptions and expectations for all volunteer opportunities are included when recruiting takes place. |
| No formal policies or procedures exist. | Develop policies and procedures for key aspects of club business that ensure fairness and transparency. | All members can access policies and/or procedures for Privacy, Volunteer Screening, Expenses, Membership, Code of Conduct, Dispute Resolution. |
|  | Ensure SGLBC continues to adhere to policies of OLBA and Bowls Canada. |  |

Our Finances

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| **Current State** | **Goal** | **Key Performance Indicator** |
| We set an annual budget for the club based on past spending with little input from committees or individual members. | By 2021, develop and maintain a bottom-up driven annual budget procedure that includes member involvement and committee recommendations. | 1. Committees receive financial information regarding past spending by August 31 each year. 2. Committees involve members to gather wants and needs. 3. Committee recommends budget for following year by September 15 each year. 4. Executive Committee drafts final budget by October 1 each year. |
| Expense policy, procedures and forms are non-existent or difficult to understand and manage. | Our Treasurer and all volunteers can access, understand and use the Expense Policy, procedures and forms. | 1. By 2020, an approved Expense Policy, Expense Forms and Expense Procedures are in place and easily accessible for all members/volunteers. 2. Annually, the Finance Committee will review the expense related procedures and forms with members/volunteers to view towards increased understanding and efficiency. |
| We have been successful with grant applications and sponsor outreach, but there is little ability to sustain or grow our application process. | By 2020, past grant applications with summary information are accessible to all members. | 1. Develop club summary format for past grant applications that includes methodology for completing each application. |
|  | By 2021, all members can access and contribute to a central list of potential grants. | 1. Create an online repository for potential grants with ability for all members to contribute. |
|  | By 2022, all members can access a list of current sponsors and a common procedure to initiate new sponsorship. | 1. Develop a sponsorship strategy. 2. Create an online and off-line repository for potential sponsors with the ability for all members to initiate new sponsorship. |