



Canadian Tenpin Federation

March 31, 2024



Strategic Plan - 2024-2029

Introduction

We are a National Sport Organization dedicated to the promotion and development of all types of tenpin bowling in Canada.

Our vision for Canada to be a nation of tenpin bowlers and we seek to see more Canadians experience success at all levels of competition.

We are setting ambitious targets for the future and to achieve these we must all continuously challenge ourselves to strive to achieve great successes together.

Mission Statement

To ensure the advancement of Tenpin Bowling in Canada by fostering excellence in coaching and education and to provide outstanding awards, recognition programs, and services for all our registered participants, our members, and affiliated associations.

Vision Statement

Our vision is to enhance the profile of The Canadian Tenpin Federation both nationally and internationally.

- To have an effective governance structure, successful provincial and local development programs
- To lead the way in continuing to build successful coaching structures for all age and skill levels.
- To prepare our top athletes to compete at the best of their ability at international events.

Values

True Sport	The True Sport Principles express an approach to sport that most Canadians already believe in, and practice, Canadian Tenpin Federation believes they are universal to all sport, including tenpin bowling at all levels.
Professionalism	We treat everyone with equity, embracing best and safe practices, leading by example and making informed decisions that reflect the realities and needs of our sport system.
Community	We recognize in our actions and decisions that together we are effective.
Resourcefulness	We are a small organisation that does more with less through the ingenuity, expertise and dedication of our volunteers and staff.
Transparency	We are open and inclusive about the actions and decisions we take, disclosing where we can and communicating when we cannot.

Priorities

Governance	Coaching Development
Youth Program Development	Membership Value
Education & Training for Associations	Championship Tournaments
High Performance Development	Playing Rules

Strategic Pillars

1. Organisation & Governance
2. Growth & Development
3. Engagement & Relationships
4. High-Level International Performance





1. Organisation & Governance

Through continual strengthening of our governance, culture and financial capacity, Canadian Tenpin Federation and its members are recognized as a leading organization in Sport.

We will achieve this by:

- Continuing to embed good governance and safe sport practices across the organization to align with industry best practices.
- Exploring efficiencies and redeveloping our systems and resources using digital tools and platforms.
- Leveraging shared passion and collaboration with all PTSO's to enhance the overall Canadian Tenpin Sport System.
- Diversifying funding sources and partnerships to secure long-term financial health of the organization and its programs.
- Develop a Leadership succession plan.
- Recruiting volunteers and developing a volunteer's strategy

Key performance Indicators will be:

- ✓ Governance structures, policies and procedures are aligned with “best practices,” as set out in the Canadian Sport Governance Code
- ✓ Annual reflection of our members, participants and staff of a sport culture that delivers a safe an inclusive environment for all.
- ✓ A diverse staff and board ensure we have the skill set and capacity needed to achieve our mission.
- ✓

2. Growth & Development

Canadian Tenpin Federation with support its Provincial and Local Members to attract and retain more tenpin bowlers, train more coaches and officials, and grow our sport infrastructure with a safe and welcoming sport environment.

We will achieve this by:

- Focusing on youth development through a progressive athlete pathway from beginners and school programs to competitive programs.
- Actively working to identify and reduce barriers to improve access opportunities for underrepresented groups to attract and retain a diverse community of tenpin bowlers across the sport.
- Ensure the delivery of a qualify coaching pathways that provides training and certification with competency-based technical proficiency to support tenpin bowlers at all levels.
- Collaborating with our members to train, certify and retain officials with ongoing professional development to support the delivery of the sport at all levels.
- Maintain and execute aligned and meaningful calendar of domestic competitive events to support all levels of competition.
- Provide national programs and best practice resources to all locals to support a safe and inclusive program for all participants.

Key Performance Indicators will be:

- Membership base growth across Canada has grown by 20%.
- Ten percent more girls and women participating in organised tenpin bowling.
- More youth staying and competing in sport.
- Twenty-five percent more certified coaches actively supporting athletes across Canada.
- Thirty active national judges

3. Engagements & Relationships

Collaborating with our members and partners of Canadian Tenpin Federation will strengthen communications, enhance brand, and engage members, participants, and the tenpin bowling community to increase the prominence of tenpin bowling as a sport in Canada.

We will achieve this by:

- ❖ Executing a strategic marketing and sponsorship plan in collaboration with a diversified marketing and communications committee.
- ❖ Building our audience across a mix of digital/social marketing channels, exploring advocacy with tenpin bowling professionals and influencers.
- ❖ Increasing media awareness of Canadian Tenpin Federation and its programs/athletes to gain positive publicity.
- ❖ Actively engaging with international organisations including Pan Am Bowling, Commonwealth, and International Bowling Federation.
- ❖ Building new partnerships with Canada-wide, non-endemic sport categories, along with impactful relationships with key tenpin suppliers.

Key Performance Indicators will be:

- Customer experience reflective of advocacy and positive feedback.
- Increase in the number of digital engagements via various platforms including website and understand needs of who is taking part and why.
- Media partners endorse Tenpin Canada activities and achievements, shared locally, regionally, and internationally, thus garnering positive publicity increase each year.
- Close collaboration of key organisations, including supporting positions on key tenpin bowling committees or boards.
- Close collaboration with bowl Canada to build continued relationship building.

4. High Level International Performance

The success of our national teams, on and off the field of play is of the paramount importance. We will strengthen the growth of the high-performance committee and develop and deliver a sustainable sport-development programs and athlete pathway that balances athlete wellness and performance excellence. As performance benchmarks are met, we will recognize and celebrate the achievements across the sport to build role models for tomorrow.

We will achieve this by:

- ✓ Employing world-class technical leadership that includes and develops Canadian Coaches through ongoing professional development opportunities at the Provincial and National levels.
- ✓ Providing targeted and identified athletes and personal coaches meaningful international training and competition programs encompassing all pinnacle events.
- ✓ Supporting the year-round operation of national training centers and laying the foundation for the growth of athletes
- ✓ Identifying a pipeline of high-potential athletes and providing support along their journey in collaboration with PTSO's, focused on performance at the next World Youth Championships and beyond.
- ✓ Hosting international events on a bi-annual basis to inspire the next generation and build our sport profile and expertise.

Key Performance Indicators will be:

- Canada is a consistent top ten nation at Worlds.
- Canada is a consistent podium nation at Zone Level
- Canada is a top three country at Pan Am Games
- Canada hosts international events on a regular basis
- Canada's top bowlers can train and prepare at targeting training bowling centers, one in each province.

THE TRUE SPORT PRINCIPLES IN ACTION

What does True Sport in action look like?
Behavioural indicators of someone who
lives True Sport include...



GO FOR IT

...having a growth mindset, demonstrating perseverance when faced with challenges, and having a willingness to experiment with creative solutions or approaches.



KEEP IT FUN

...expressing enjoyment through laughter, smiling, and creativity, and demonstrating hustle through effort and eagerness.



STAY HEALTHY

...focusing on physical, psychological, and social well-being.



PLAY FAIR

...understanding and respecting the rules of the game, contributing to an equitable environment, and having a willingness to hold themselves and others accountable.



INCLUDE EVERYONE

...inviting, welcoming and sharing sport with all people, particularly those from equity-deserving groups.

RESPECT OTHERS

...using polite and respectful language and actions and being welcoming and inclusive towards all.



GIVE BACK

...initiating and supporting positive community contributions.



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