

# Memo



**Date:** Mar 22, 2011  
**File:** 0550-01  
**To:** City Manager  
**From:** Director, Recreation & Cultural Services  
**Subject:** Kelowna Lawn Bowling Club Business Plan

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## **RECOMMENDATION:**

THAT Council receives, for information, the Business Plan from the Kelowna Lawn Bowling Club as attached to the report from the Director of Recreation & Cultural Services dated March 22, 2011;

AND THAT Council support a one-time grant of \$5,000 for Kelowna Lawn Bowling Club towards their 2011 operations;

AND FURTHER THAT the grant of \$5,000 be paid from Council Contingency.

**PURPOSE:** The report is in response Council's request during 2011 budget deliberations for an update on the operations and Business Plan for the Kelowna Lawn Bowling Club (KLBC). The report also seeks consideration for a one-time grant of \$5,000 towards the KLBC's 2011 operations.

## **BACKGROUND:**

In 2010 the KLBC faced significant financial challenges related to deteriorating playing greens and its effects on maintaining and building a membership base to support the KLBC's operations. In February 2010 the KLBC approached the Council for financial support towards their operation and specifically rehab of the playing greens.

At the April 6, 2010 Council meeting, Council approved a one-time grant of \$10,000 towards a turf rehab program. In order to implement this program the facility was shut down for the summer with the focus to bring the turf back to an acceptable playing standard. Additional items as part of this Council report included:

- The development of an operational plan that illustrates how the Club and facility would be successful long term.
- A one-time budget supplemental for \$5,000 be submitted as part of the 2011 provisional budget. The intent of this supplemental was to provide transitional support for the KLBC as they rebuild their membership and program due to the extended closure in 2010.

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### Kelowna Lawn Bowling Club Business Plan

The KLBC has developed a 5 step approach to becoming financially viable and increase membership. The plan is attached for Council's information and provides additional information on the KLBC's activities and plans. The plan addresses the following areas:

1. Membership development and management
  - a. Focus on increasing membership; from 41 players in 2009 to 69 players in 2011
  - b. Restructure membership program and dues
2. Publicity and communications
  - a. Increase profile of the KLBC through establishment of a Publicity Committee and activities that will bring increased exposure to the KLBC and facility
3. Hosting open houses and tournaments
  - a. Increase activities of the KLBC through hosting two open houses and two tournaments
4. Corporate sponsorship
  - a. Establish a Corporate Sponsorship Committee to support revenue generation goals
5. Gaming Grants
  - a. Continue to monitor and pursue opportunities around Gaming Grants. This remains an un-budgeted item and any success becomes a new revenue source for the KLBC

### General Club Information

- The KLBC has been a local club since 1909
- KLBC has been located at its present location since 1940 with the clubhouse added in 1976
- Membership in 2009 was 41; 2010 was not a full year due to turf rehab program and extended closure of facility
- KLCB is 1 of 4 club's in the Valley and 8 in the Interior
- The KLBC are members of the Interior Lawn Bowling Association, Bowls BC and Bowls Canada Boulingrin

The lease for the facility with the Kelowna Lawn Bowling Club expired in 2007 and has been in overholding under the same terms and conditions as contained in the initial lease.

**INTERNAL CIRCULATION TO:** General Manager, Community Services; Manager, Sport & Events; Financial Planning Manager; Property Manager

**FINANCIAL/BUDGETARY CONSIDERATIONS:** As per the Council report of April 6, 2010, a supplemental for \$5,000 was submitted as part of the 2011 provisional budget. The intent of this supplemental was to provide transitional support for the Club after being shut down for the turf rehab program most of 2010. Given the volume of submissions and priorities, this submission was placed as a priority 2. During the 2011 budget deliberations Council requested a report be brought forward prior to final budget regarding the Club's operational plan.

The KLBC has made significant strides with the condition of the playing greens. As the KLBC continues to rebuild their membership and program, the support of \$5,000 would be significant during the 2011 transitional period. The \$5,000 has been included in the KLBC's 2011 operational budget to assist in balancing the 2011 budget. Should the funding not be supported the KLBC

would continue to examine expenses and search other revenue means. A concern would be the reduction of turf maintenance and its impact on membership. In reviewing funding options with the Finance Department it is proposed the funding come from Council Contingency in order to minimize the impact on taxation and recognizing that this is a one-time grant.

Staff recognize the efforts of the KLBC to become financially viable and their efforts in developing the sport of lawn bowling, however, the ongoing concern remains the long term sustainability of the KLBC. If the KLBC is unable to demonstrate long term sustainability the City will be placed in the position to either financially support the KLBC on an ongoing basis or plan for a different use for that site. Staff will continue to monitor the success of the steps outlined in their Business Plan.

**PERSONNEL IMPLICATIONS:** Staff from the Recreation & Cultural Services Department will continue to liaise with the Club in regards to the implementation of the plan and activities of the Club.

**EXTERNAL AGENCY/PUBLIC COMMENTS:** Attached package provided from the KLBC and includes:

1. KLBC Letter-dated March 22, 2011
2. Business Plan 2011-2012
3. Budget
4. Green Rehab Story and Pictures
5. 2011 Schedule of Events

**ALTERNATE RECOMMENDATION:**

THAT Council receives, for information, the Business Plan from the Kelowna Lawn Bowling Club as attached to the report from the Director of Recreation & Cultural Services dated March 22, 2011;

AND THAT Council support a one-time grant of \$5,000 for Kelowna Lawn Bowling Club towards their 2011 operations;

THAT Council considers the funding of \$5,000 at Final Budget.

**Considerations that were not applicable to this report:**

LEGAL/STATUTORY AUTHORITY

LEGAL/STATUTORY PROCEDURAL REQUIREMENTS

EXISTING POLICY

TECHNICAL REQUIREMENTS

COMMUNITY & MEDIA RELATIONS CONSIDERATIONS

Submitted by:



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J. Gabriel, Director, Recreation & Cultural Services

Approved for Inclusion:



J. Vos, General Manager, Community Services

cc: General Manager, Community Services  
Director, Financial Services  
Director, Infrastructure Planning  
Director, Civic Operations  
Director, Real Estate & Building Service

# KELOWNA LAWN BOWLING CLUB

Kelowna City Park  
Orchard Park Post Office Box 21004  
Kelowna, B.C. V1Y 9N8

March 22, 2011

Kelowna City Hall  
1435 Water St.  
Kelowna, B.C. V1Y 1J4

Mayor Shepherd and Council,

Reference: The KLB Club Business Plan for 2011/12

First we want to express our profound gratitude for the assistance provided last season to enable us to work our magic on the bowling green at city park.

And MAGIC it was as you will see from the photos attached. No one involved in the sport believed we could restore the facility to it's current condition, except us. It took many, many hours of dedication and hard work by many volunteers and one paid horticulturist, but we did it and are very proud of the result.

However, this undertaking is a two part process – restore the facility and then rebuild the membership to its former levels, which provides the revenue to become self-sustaining. We have the green now but the membership is not yet sufficient to generate the necessary revenue. This season our main focus is to increase membership.

We have two membership drives and 2 open houses planned. Along with the regular open bowling, we will be establishing some new and exciting leagues, such as beginners, competitive, working peoples evening league and offering a trial membership punch card. In addition, we will be canvassing corporate organizations, other sporting organizations, social groups, educational organizations, etc. for possible members through attendance at open houses, etc. We will be open 7 days per week. The progressive, passionate committee assigned to this task are very confident we will successfully double our membership this season.

The fund raising committee will be searching for corporate sponsors with a goal of obtaining 3 this season and an additional 7 next season. The search for the first 3 will be at the beginning of the season and the search for the next 7 will begin in July/August. The committee will also be planning tournaments – 2 this season and more next. We have heard Gaming funds may become available, so are planning to apply for a share. We are also looking into other organizations that provide funding for clubs such as ours. Alas, though we must plan and apply now, most of this funding will not come to fruition until next season.

At the moment Lawn Bowling is an alternative sport for those seniors who are not physically able to play tennis or badminton or baseball. It is active enough to provide some physical exercise, some mental/emotional stimulation and of course a lot of fun. We say, at the moment, because we are aggressively looking for ways to bring in a younger dynamic.

It is also our fervent wish to pursue the formation of a Junior Program within the next two years, when our financial position has improved to a fully self-sustaining organization. That being said we will start making in-roads to the local high schools this season.

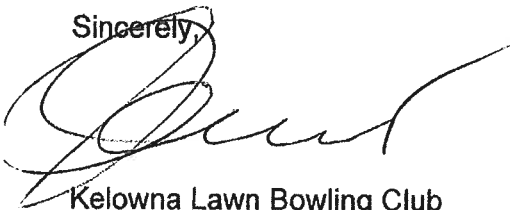
At the age of 102, KLB's history tracks right along side of Kelowna itself and has been residing in the park since 1940. We bring a positive harmony to the park – children alongside adults/seniors – attracting many visitors. We are also the most senior club in all of BC and are 1 of 4 clubs in the Valley, 8 in the Interior. We are members in good standing with the ILBA, Bowls BC, and the national organization – Bowls Canada Boulingrin.

We absolutely want to be completely self-sustaining and as you can see are working hard to reach that goal by the end of this season, but we do need a little bit of help this season.

Thank-you for listening and for considering our request. A positive response would mean the world to us as it would solidify our survival this season and going forward.

We would also like to acknowledge Jim Gabriel and Ted Sophonow. These gentlemen have provided excellent advice and support over both season for which we are very thankful.

Sincerely,



Kelowna Lawn Bowling Club



# KELOWNA LAWN BOWLING CLUB

## BUSINESS PLAN 2011-2012

**The Purpose:** To return the Kelowna Lawn Bowling Club to a viable operation within two years.

**Definition:** Viable Operation means able to support itself financially.

### The Plan - 2011:

- A. Continue professional contracted greens management – at an estimated yearly cost of \$9,000.

Having a quality green is fundamental to the sport of Lawn Bowls. By maintaining a high quality green as our number one objective we can embark on the rest of the plan to aggressively market the sport of Lawn Bowls, increase our membership and increase our revenue.

- B. Using a 2011 financial budget of \$21,500, create a 5 step plan to meet or exceed the budget thus making the club financially viable. (See attached 2011 Budget).

#### **1. Focus on Increasing Membership, Membership Offerings and Membership Fees**

It is estimated that the following membership changes will yield revenue of \$11,175 towards the \$21,500 budget. This is an increase of \$5,500 from the 2009 membership levels.

- i. Increase membership in 2011 by 28 - back to the 2004 levels:  
- from 41 players in 2009,  
- to a goal of 69 players.

We will achieve the proposed growth by focusing on publicity to market our newly renovated green made possible by the City grant of \$10,000 in 2010, and by hosting 2 membership drives and 2 open houses.

- ii. Raise the dues for most of the membership classes by as much as 33%, for example a yearly full membership from \$150 to \$200.
- iii. Introduce a new "Single League" class of membership where players can play in a single league (one day per week) for a yearly fee of \$125.

Our expectation is that this kind of fee offering will appeal to working persons and to those who want to participate in Lawn Bowls just once a week. They can graduate to a full membership and play in multiple leagues or play on any day of the week by paying the extra \$75 to bring their fees to the "full" fee of \$200.



# KELOWNA LAWN BOWLING CLUB

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- iv. Introduce a new \$15 “Try-Before-You-Buy” 3-play punch card to allow new players to try the game before committing to the larger yearly membership offerings.
- v. Introduce a “Buddy System” and coaching strategy that will make new members feel welcome as they try out the sport of Lawn Bowls.

## **2. Focus on Publicity and Communications**

The following actions will facilitate the projected 28 player increase in membership mentioned in 1-i above.

- i. A “Publicity” committee will be formed to liaise with the Media – newspaper and radio – to create public awareness. We have already formed an association with the famed Kelowna Horticultural guru Don Burnett. Mr. Burnett has pledged to help us publicize the sport of Lawn Bowls and our Club that has existed in City Park for the past 71 years.
- ii. Place information brochures in Senior Centers, Recreational facilities, Residential facilities, and sports educational booklets.
- iii. Build a website. We have already begun the process of building a new Kelowna Lawn Bowling website to advertise the club and direct new prospects to the appropriate Membership committee.
- iv. Simply PLAY more. By playing every day of the week, our visibility in City Park will attract more spectators to try the game.

## **3. Hosting Open Houses and Tournaments**

By hosting at least two open houses and two tournaments, it is estimated the club will increase our visibility and will net about \$1,600-\$2,000 towards the \$21,500 budget.

- i. Host Open Houses in early May for both public attendance and for other Okanagan Lawn Bowls clubs.
- ii. Host the largest BC Interior tournament of the year – the “BC Bowls Cash Tournament”. This tournament is attended by competitive players up and down the Okanagan valley from Kamloops to Osooyos and by players from the BC coast.
- iii. Host the BC Interior “Presidents Cup”. This tournament is attended by the Presidents from each of the BC Interior Lawn Bowls clubs.





# KELOWNA LAWN BOWLING CLUB

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## 4. Corporate Sponsorships

Establish a Corporate Sponsorship committee to seek out Corporate advertising and tournament sponsorship revenue. Our goal in 2011 is to find at least three Corporate sponsors yielding revenue of at least \$900 towards the \$21,500 budget.

## 5. Gaming Grants

Apply to BC Government Gaming and New Horizons programs for specific capital replacement grants. These grants are often rejected, but can be a bonus if accepted for equipment replacement and/or special capital projects.

## **The Plan – 2012:**

- A. Create a financial budget similar to 2011 – around the \$22,000 mark, BUT, replace the 2011 \$5000 City grant contribution with:
1. Increased membership revenue of \$3000 by adding yet another 10-20 members bringing the total club membership to about 80-90 players.
  2. Increased Corporate sponsorship revenue by \$2000 by adding another seven Corporate Sponsors bringing total Corporate Sponsors to 10.

**Kelowna Lawn Bowling Club - City Park**  
**Budget For Year 2011 (Compiled Sep 28, 2010)**

REVENUE	Budget 2011			Un-audited 2010			Actual 2009			Actual 2008		
	No.	Rate	Total	No.	Rate	Total	No.	Rate	Total	No.	Rate	Total
Membership - Full	30	200	6000	24	150	3600	35	150	5250	34	150	5075
- Single League / Day	30	125	3750			0			0			0
- Trial	10	50	500	3	50	150	1	50	50	0	50	0
- Visually Impaired	4	100	400	3	75	225	3	75	225	10	75	750
- Junior Full (and indoor mat)	3	50	150	1	40	40	1	40	40	1	40	590
- Social	10	25	250	5	25	125	3	25	75	5	25	125
- Drop In	25	5	125	12	5	60			0			0
- Associate and Fee Donations			0						50			
- Life Member	2	0	0	2	0	0	2	0	0	1	0	0
<b>Total Membership (Full,SL,VI,JR,Life)</b>	<b>69</b>		<b>11175</b>	<b>30</b>		<b>4200</b>	<b>41</b>		<b>5690</b>	<b>46</b>		<b>6540</b>
BC Affiliation Fee Refunds			0			0			21			0
Tournaments & Open Houses			1600			0			0			0
League Dues			200			100			737			0
Hospitality (BBQs,etc.)	3	250	750			881			0			155
Net Vending (Pop, etc.)			300			200			113			0
Fundraising (Raffles, etc.)			250			109			658			392
Clubhouse Rentals			725			250			600			550
Bank Interest, Supplies Sales and Miscel.			300			138			487			893
Private Donatons			300			339			4250			25
Corporate Banners / Sponsorships			900			0			1500			0
City Contributions			5000			10000			4500			0
BC Gaming and Other Grants			0			0			0			0
<b>TOTAL REVENUE</b>			<b>21500</b>			<b>16217</b>			<b>18556</b>			<b>8555</b>
<b>EXPENSES</b>												
<b>Greens</b>												
Labour (25hr/wk X 24wks), Consulting Fees	600	15	9000	400	15	6500	117	15	2320	193	15	2890
Supplies (Sand,Fert,Seed,Fung,Gas,etc.)			3000			3789			2428			2489
Tools, Shed & Equip Maint.			1000			286			6070			5761
Irrigation System Maint.			200			0			0			0
Equipment Purchase/Rentals			800			923			0			0
<b>Total Greens</b>			<b>14000</b>			<b>11498</b>			<b>10818</b>			<b>11140</b>
<b>Surrounds (Lawn, Flowers, etc.) - City/KLBC</b>			<b>0</b>			<b>0</b>			<b>0</b>			<b>0</b>
<b>Clubhouse</b>												
Supplies (Hospitality,Bathroom,etc.)			1000			940			1021			278
Utilities and Repairs (Electric,Water,Phone)			1600			1595			2056			2223
Insurance (Contents + BC Bowls Liability)			940			940			1583			1480
<b>Total Clubhouse</b>			<b>3540</b>			<b>3475</b>			<b>4660</b>			<b>3981</b>
<b>Lawn Bowling Club Expenses</b>												
BC Affiliation Fees	69	22	1519	30	22	701	41	22	936	46	22	1047
Office Supplies			400			388			179			139
Publicity			300			77			130			10
Events (Tournaments,Trophies,etc.)			1100			122			3350			261
Bank Charges and Miscel.			500			74			472			781
Supplies for Sale			100			64			2027			818
Donations to Bowls BC, Tournament Players			0			0			504			0
<b>Total Lawn Bowling Club Expenses</b>			<b>3919</b>			<b>1426</b>			<b>7598</b>			<b>3056</b>
<b>TOTAL EXPENSES</b>			<b>21459</b>			<b>16399</b>			<b>23076</b>			<b>18177</b>
<b>NET INCOME (loss) for the year</b>			<b>41</b>			<b>(182)</b>			<b>(4520)</b>			<b>(9622)</b>

## The 2010 Greens Rehab Story In A Nutshell – Oct 14, 2010 – Byron Nate

By the fall of 2009, the Kelowna Lawn Bowling greens had deteriorated into an unplayable condition. The greens rehab project started in the fall and winter of 2009. A five person committee – Joanne West, Byron Nate, Mike Smith, Al Hanet and Peter McGowan, wrote a proposal to the City of Kelowna asking if the City Parks Department could take over our greens maintenance or consider replacing the green with artificial turf at a cost of \$300,000.

With the new President, Byron Nate, snowbirding in Mesa Arizona, Joanne West headed up our cause during the winter of 2009/2010 and worked very hard to negotiate some kind of deal with the City's Mr. Jim Gabriel, Director of Recreational and Cultural Services. The City had said no to our submission requests, but proposed that we receive a one time \$10,000 grant in 2010 to rehab the green and a proposed additional grant of \$5,000 in 2011 to re-build the club membership.

In April 2010, Mr. Gabriel presented our case to City Council who voted unanimously in support of the one time grant for \$10,000.

With \$10,000 in hand, but not knowing what to do with it, Byron Nate appealed to the Kelowna horticultural guru, Don Burnett, for his suggestions on how to rehab our green. Don said he was not an expert in Golf Greens turf management, but he would help us try to find help. Through Don's Saturday morning gardening radio show, we appealed to any listeners for help with the greens.

The next day, Mr. Martin Kroll dropped by and said he heard our story on the Don Burnett show. He explained he was a semi-retired horticulturalist and would like to help us with the greens. Upon introduction to the executive and review of his previous golf course experience and references, Martin was contracted to begin work on May 3<sup>rd</sup>, 2010.

At the April 2010 spring Semi-annual General Meeting, the City money and greens rehab project was explained to the membership. The Club would be closed for at least 3 months, maybe the whole season, while the greens were under construction. About 28 members out of 41 still paid their 2010 membership fees in support of the project, even though they would not likely play on their own green this year.

Both the Vernon Lawn Bowling Club (President Bill Aldag) and the Penticton Lawn Bowling Club (President Anita McCaw) offered Kelowna members to play as guests while our greens were under construction.

The rehab plan came mostly from the long time greens guru from the Vernon Lawn Bowling Club – Mr. Ken Adamoski. He said if he only had \$10,000, he would raise the plinth 1 inch, core the green heavily, fill the whole thing with sand and re-seed. It didn't happen exactly that way, but sort of the same thing only in 2 stages – one in the spring and one in the fall.

The following pictures show the greens rehab progress. By the end of July, the Green was in very good shape and the Club was opened for 6 weeks, Aug 1<sup>st</sup> to Sep 14<sup>th</sup>, after which a second major coring, sanding, leveling and seeding was done.

In summary, the project cost \$11,300 (\$10,000 from City of Kelowna), knowledge gleaned from the Bowls Canada book "Bowling Green Maintenance and Management", from the Penticton Steven Frost Greens Assessment, from Vernon's Ken Adamoski's 17 years of experience, from our contractor Mr. Martin Kroll, from the City's Mr. Ted Sophonow, from Evergro's Mr. Ladd LyGeyt and from many other golf and lawn bowling greens keepers. Hire yourself a retired horticulturalist, gather a team of volunteers, raise the plinth an inch, put in 36 yards of sand, 16 bags of peat moss, 2 yards of Natures Gold. 10 baas of fertilizer and 50 pounds of seed. Add 800 or so hours of work and voila - you have a

*LAWN BOWLING GREEN*

# Kelowna Lawn Bowling Club, Turf Rehab Photos

Before Restoration May 2010



KLBC Members at work on the turf restoration.



Rehabilitation completed August 2010



# **Interior Lawn Bowling Association**

## **2011 Schedule of Events**

### **Tentative**

#### **Open Houses:**

Wednesday May 11<sup>th</sup>, Penticton LBC  
Wednesday May 18<sup>th</sup>, Kelowna LBC  
Wednesday May 25<sup>th</sup>, Kamloops, McArthur Park LBC  
Sunday May 29<sup>th</sup>, Vernon LBC  
Saturday June 4<sup>th</sup>, Osoyoos LBC  
Saturday June 11<sup>th</sup>, Kamloops, Riverside LBC  
Wednesday June 15<sup>th</sup>, Salmon Arm LBC  
TBA - Merritt LBC

#### **Tournaments:**

ILBA Spring Tournament - McArthur Park LBC  
June 17<sup>th</sup>, Pairs  
June 18<sup>th</sup>, Singles  
June 19<sup>th</sup>, Triples  
Funtastic Mixed Triples - Vernon LBC  
July 1<sup>st</sup>, 2<sup>nd</sup> & 3<sup>rd</sup>  
Bonney Cup (Mixed Triples) - Penticton LBC  
July 23<sup>rd</sup> & 24<sup>th</sup>  
Bowls BC Ca\$h Mixed Triples – Kelowna LBC  
Aug. 27<sup>st</sup> & 28<sup>th</sup>  
President's Cup -Kelowna LBC  
Sept. 14<sup>th</sup>  
ILBA Fall Tournament - Penticton LBC  
Sept. 9<sup>th</sup>, Colts Pairs  
Sept. 10<sup>th</sup>, Fours  
Sept. 11<sup>th</sup>, Novice Pairs