

2020-23

# STRATEGIC PLAN



## VALUES

Fairness, inclusivity,  
safety, respect, fun.

## MISSION

'Excelling in leadership, development  
and participation in Canadian softball.'

## VISION

'The provincial/territorial leader in Canadian softball.'





# Table of **CONTENTS**

- 1** Overview
- 2** Pillar 1- Participation
- 5** Pillar 2- Excellence
- 8** Pillar 3- Interaction
- 9** Pillar 4- Capacity
- 11** Contact us

# OVERVIEW

## MASTER GOAL

*Increase player registration across Ontario through a school-centred approach*



## OPERATING PRINCIPLES

*Programs are fundamentally geared to participant enjoyment*

*Softball participation is encouraged in all Ontarians*

*Respect for each other is paramount & communication is key*

*LTPD and the Athletes Development Matrix guides program decision-making*

# Pillars

1

**Participation**

*People playing softball at any level, anywhere in Ontario.*

2

**Excellence**

*People developing their softball skills (playing, coaching or umpiring) to the best of their ability.*

3

**Interaction**

*The Ontario softball community operating cohesively as one.*

4

**Capacity**

*Capability in the Ontario softball system to create and deliver value.*



10th July 2019

# PILLAR 1

## PARTICIPATION

People playing softball at any level, anywhere in Ontario.



### Strategic Goal

- SO= Softball Ontario
- MA= Member Association

# 1

Establish and track baseline, participation rates for all Softball Ontario affiliated participants<sup>1</sup>.

- 1) Consolidate aggregate participation rates and liaise with Softball Canada with respect to submission and national integration.
- 1) Collect annual participation data within MA affiliate organizations and submit to Softball Ontario.

# 2

Maintain overall youth player participation rates across Ontario.

- 1) Identify the main reasons for youth players not returning to play.
- 2) Ensure appropriate playing options are promoted to players and their parents.
- 1) Provide sustained, quality softball experiences for youth players, where enjoyment is the priority.

# 3

Drive new participation in softball into the Ontario school system (particularly in the elementary school system).

- 1) Create a Schools Softball Development Strategy.
- 2) Revisit Softball Ontario's softball introductory program for schools and adjust if appropriate.
- 3) Establish a team of softball development officers (see Strategic Goal #15).
- 4) Establish annual operating targets with respect to # of schools approached/visited, children introduced to softball, and children joining a local softball association as a result.
- 1) Liaise with Softball Ontario with respect to connection of local softball associations to targeted schools.

<sup>1</sup> Defined as any player, coach, umpire or other such person who is registered with a club, association, league or other such organization that is affiliated to Softball Ontario or any of its Member Associations.



# PILLAR 1

## PARTICIPATION

People playing softball at any level, anywhere in Ontario.



### Strategic Goal

- SO= Softball Ontario
- MA= Member Association

# 4

Reduce overall umpire attrition at age U15-U21.

- 1) Survey non-returning umpires (U15-U21) to better understand reasons for attrition rates.
- 2) Target extra support, development and mentorship for umpires aged U15-U21.
- 1) Drive safe, respectful and supportive playing environments for young umpires around the province within each MA.

# 5

Drive enhanced volunteerism across the Ontario softball community.

- 1) Promote the benefits of volunteerism in the softball community where possible.
- 1) Promote volunteer appreciation events and activities where possible among member organizations.
- 2) Target the involvement of new volunteers in smaller, project-based volunteer activities.
- 3) Conduct outreach into local high schools, colleges and universities to target young adults who have volunteering requirements built into their academic programs.

# 6

Target player retention across softball, particularly at the following age groups: U14, U16 and U19.

- 1) Track player growth or contraction across all youth age groups over time.
- 2) Establish a plan for more structured links between fast-pitch and slo-pitch softball in younger age groups.
- 1) Annually survey non-returning players (U14-U19) to better understand reasons for attrition rates.
- 2) Examine the softball competition structure at U14-U19 to provide increased opportunity for players to compete.
- 3) Execute Softball Ontario's plan for integration of fast-pitch and slo-pitch softball (per SO.2).



# PILLAR 1

## PARTICIPATION

People playing softball at any level, anywhere in Ontario.

### Strategic Goal

- SO= Softball Ontario
- MA= Member Association

# 7

Build relationships with traditional and non-traditional groups and drive increased inclusion of under-represented populations across Ontario.

- 1) Create a Female Umpire Development Strategy.
  - 2) Establish an outreach plan for softball participation in targeted First Nations communities.
  - 3) Explore new potential funding mechanisms to support outreach initiatives.
  - 4) Incorporate the NCCP's Aboriginal Coaching Modules into SBO Coach Development planning.
  - 5) Measure and monitor program implementation and effectiveness.
- 1) promote umpiring as a softball pathway for girls and women (in line with SBO Strategy)
  - 2) Establish targeted, partner softball associations/leagues who can drive outreach into identified First Nations communities.
  - 3) Support and promote the programs in local areas where possible.



# PILLAR 2

## EXCELLENCE

*People developing their softball skills (playing, coaching or umpiring) to the best of their ability.*

### Strategic Goal

- SO= Softball Ontario
- MA= Member Association



# 8

Advance Ontario to be the leader in provincial/territorial representative softball performance, within Canada and internationally.

- 1) Drive for inclusion in the Ontario High Performance Sport Initiative (OHPSI) funding program.
- 2) Promote and celebrate the success and inclusion of Ontario athletes in Team Canada programs.
- 1) Target the aggregate make-up of all Canadian national team players to be at least 40% from Ontario (senior and junior combined).
- 2) Target Team Ontario Male and Female teams to medal in the 2021 Canada Summer Games.
- 3) Target Ontario to have at least 1 team medal in every Canadian championships in all female and male divisions.
- 4) Integrate the Athlete Development Matrix with Softball Canada's High Performance Camps & Skills Academies.

# 9

Drive the Athlete Development Matrix (ADM) into all levels of Ontario softball program and competition design

- 1) Undertake an ADM compliance audit of all Softball Ontario affiliated competitions/leagues.
- 2) Establish and promote clear ADM communications, outlining what is required to make competitions/leagues ADM-compliant at various age groups.
- 3) Establish and undertake a broad ADM education campaign to the broad Ontario softball community.
- 1) Set appropriate policies and rules to drive ADM compliance in Member Association-run or affiliated leagues and competitions.
- 2) Liaise with Softball Ontario on broader ADM communication, education and promotion with respect to ADM-related competition reform.



# PILLAR 2

## EXCELLENCE

*People developing their softball skills (playing, coaching or umpiring) to the best of their ability.*

### Strategic Goal

- SO= Softball Ontario
- MA= Member Association



# 10

Establish and enforce appropriate coaching certification standards across various levels of the game, including standardizing base level qualifications.

- 1) Coordinate the agreement of basic coaching standards across all Softball Ontario Member Associations, as well as Member Association-appropriate specific standards.
- 2) Align the availability of coaching clinics with coach education needs that arise from new standards.
- 1) Drive agreed collective, as well as Member Association-specific, appropriate coaching standards into all Member Association programs and competitions.
- 2) Liaise with Softball Ontario on the provision of coaching clinics for member organizations to meet new coaching standards.

# 11

Drive consistency in pitching and catching excellence across all of softball in Ontario.

- 1) Expand the CANPitch program to be consistently running at least 20 clinics/year across Ontario.
- 2) Launch a companion CANSnatch program to CANPitch.
- 3) Expand the Regional CANPitch Coaches pool and create a pool of Regional CANSnatch Coaches for appropriate program delivery.
- 1) Liaise with Softball Ontario on the hosting of CANPitch clinics, in line with Member Association requirements.





# PILLAR 2

## EXCELLENCE

*People developing their softball skills (playing, coaching or umpiring) to the best of their ability.*

### Strategic Goal

- SO= Softball Ontario
- MA= Member Association



# 12

Establish a minimum target for Canada Summer Games and International WBSC assignments for umpires.

- 1) Increase the number of Level 3 male and female umpires year over year by 5%.  
2) Increase in the # of umpires increasing their Levels year over year by 5%.
- 1) Liaise with Softball Ontario on the hosting of umpire mentoring and development programs within each Member Association.



# PILLAR 3

## INTERACTION

*The Ontario softball community operating cohesively as one.*

### Strategic Goal

- SO= Softball Ontario
- MA= Member Association



# 13

Establish annual grassroots surveying across the Ontario softball community.

- 1) Establish standardized surveying structure with Member Associations.
- 2) Co-ordinate survey results and make available to Member Associations.
- 1) Drive and promote the completion of satisfaction surveys, through Member Association affiliate organizations.
- 2) Analyse/interpret survey results as needed to support MA operational plan execution.

# 14

Expand Softball Ontario's annual provincial softball summit volunteer appreciation event.

- 1) Double the delegate registration of the annual conference by 2023 from 2019.
- 2) Enhance promotion of the annual conference to the broad Ontario softball community.
- 3) Expand conference sponsorship and partnership engagement (in pre-conference activation and on-site activities).
- 1) Actively promote the annual conference to Member Association organizations and participants.



# PILLAR 4

## CAPACITY

*Capability in the Ontario softball system to create and deliver value.*

### Strategic Goal

- SO= Softball Ontario
- MA= Member Association



# 15

Establish a development staff team to engage and develop softball participation in Ontario schools.

- 1) Establish a staffing model (with an associated required operating investment plan) through which to reasonably executive Strategic Goal #3.
- 2) Recruit, train and resource the aforementioned staffing team in line with required skill sets.
- 1) Liaise directly with Softball Ontario development staff as appropriate, including any onboarding or introduction required in certain markets, communities and/or locations.
- 2) Provide appropriate resources and support to the Softball Ontario development staff team locally, where possible.

# 16

Explore new government funding and grants opportunities, particularly tied to new development activities.

- 1) Undertake a full overview of funding and granting opportunities either directly or potentially available to Softball Ontario and its Member Associations.
- 2) Undertake a structured campaign to solicit new and/or enhanced government funding and granting revenue.
- 3) Boost Softball Ontario's granting revenue by 50% by 2023.
- 4) Advise Member Associations of funding or grant opportunities identified that will be applying for, to receive necessary data/information to complete applications.
- 1) Support Softball Ontario with any information needed for funding or grant applications.



# PILLAR 4

## CAPACITY

Capability in the Ontario softball system to create and deliver value.

### Strategic Goal

- SO= Softball Ontario
- MA= Member Association



# 17

Expand the coach and umpire development capacity across the softball community in Ontario.

- 1) Partner with Member Associations and their affiliated associations to increase NCCP certified coaches at all levels by 10% overall by 2023.
  - 2) Explore the possibility of launching female coach and female umpire mentorship programs.
  - 3) Explore opportunities to enhance the relationship with the Coaches Association of Canada.
  - 4) Explore opportunities to partner / pilot Softball Canada eLearning modules, webinars, clinics for coaches and umpires.
  - 5) Partner with Member Associations to increase the overall umpiring pool by 10% overall by 2023.
- 1) Partner with Softball Ontario and local associations to offer coaching and umpiring clinics.
  - 2) OASA / ORSA / PWSA all will increase the number of NCCP certified coaches in all age groups from U14 and up, each year.



# STRATEGIC PLAN 2020-23



For More Information, Please Contact

## Softball Ontario

85 Scarsdale Rd. Suite 301

Toronto, ON M3B 2R2

416-426-7150

[info@softballontario.ca](mailto:info@softballontario.ca)

[softballontario.ca](http://softballontario.ca)

