



2019-2022

STRATEGIC PLAN



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Canada

Thank you to Sport Canada
for their support of our programming.





2019–2022 STRATEGIC PLANNING PROCESS

Softball Canada's previous Strategic Plan took in the period of 2015 to 2018. That Plan utilized an extensive consultation process that generated input from a variety of constituents. Two elements were produced, the Strategic Plan and an associated Operational Plan which provided for specific actions to reach the Success Measures for the Quadrennial. The review at the end of 2018 showed that a significant majority of success measures had been achieved or had shown progression towards being fully accomplished.

Looking towards the 2019–2022 process, the objective was once again to get as wide a consultation process as possible so that all interested stakeholders had the opportunity to be heard and be a part of the final product.

Nora Sheffe, a Planning Facilitator, who had successfully guided us through the previous Planning process was again contracted to help us develop the new Plan. The process began with the development of an on-line survey which went out January 2018 to Provincial/Territorial Presidents, Executive Directors, and Softball Canada's Board and Staff. Responses came in from 41 of the 42 people canvassed. Those responses were tabulated and then presented at the Softball Canada Board meeting at the end of February. At that meeting the Board and Staff reviewed the responses and worked through framing a template of the new Plan. This process included reviewing and refining the Vision, Mission, Operating Principles, and Values from the previous Plan and incorporating feedback from the survey and comments from those in the meeting. At the meeting, it was decided to retain the 4 Pillar approach to the Plan but remove the word Enhanced from each Pillar – Participation, Excellence, Capacity and Excellence. A preliminary look at Success Measures for each Pillar was also undertaken. A summary document was then produced and reviewed.

The next step was developing and distributing a grass roots survey, which was done in summer 2018. The survey was widely circulated through Softball Canada email lists, social media channels, and through those same avenues by our Provincial/Territorial members. The resulting 885 responses provided excellent feedback to the process and were summarized in a document which was shared with our Provincial/Territorial partners, Board and Staff. As part of that sharing process and in order to continue to facilitate the feedback process, a series of small focus groups were held by phone with our Provincial/Territorial Presidents, Executive Directors, and any Technical Staff they wished to identify. The survey results were reviewed, and the opportunity was provided for any additional input on the Plan development. Seven Provincial/Territorial Presidents and 11 Staff members took part, with 11 member associations represented.

In November at the Annual Meeting in Montreal, a full day session was held with Provincial/Territorial Presidents, Executive Directors and the Softball Canada Board and Staff to move the Plan to a more finished product. This was followed by a workshop that included the wider group of Annual Meeting delegates. Following these sessions, Nora Sheffe completed a template of the Plan for final refinement.

Softball Canada Staff met in December and provided some minor additions/revisions to the Plan and began the process of developing a corresponding Operational Plan, with work continuing into the new year.

The final draft of the Strategic Plan and the Operational Plan were then reviewed at the March 1, 2019 Board meeting, with minor revisions being done prior to the acceptance of both documents.

Softball Canada would like to thank all those that played a role in developing this Plan. We appreciate your interest and efforts on behalf of the game.



VISION

The world leader in softball.

MISSION

Excelling in leadership, development, and participation in softball.

OPERATING PRINCIPLES

- LTPD framework guides decision making
- Programs and competitions meet participants' needs
- Active for Life, Competitive for Life, and Podium Pathway streams support sustainability
- Effective communication in official language of choice
- Effective organizational management
- Respect for all

VALUES

Softball Canada believes in:

- Providing fair and inclusive access
- Supporting safe and fun environments
- Operating with respect and integrity





4 PILLARS OF THE PLAN

Pillar 1 – Participation

A significantly higher proportion of Canadians from all segments of society are involved in quality softball activities at all levels and in all forms of participation.

Pillar 2 – Excellence

The pool of talented players has expanded, and Canadian players and teams are systematically achieving world-class results at the highest levels of international competition through fair and ethical means.

Pillar 3 – Interaction

The components of the softball system are more connected and coordinated as a result of the committed collaboration and communication amongst the stakeholders.

Pillar 4 – Capacity

The essential components of an ethically based, player/participant centered development system are in place and are continually modernized and strengthened.



Pillar 1

PARTICIPATION

SUCCESS MEASURES

01

MAKE EVIDENCE-BASED DECISIONS

MAJOR INITIATIVES

Develop reliable metrics for all

- SC to develop single form with standard format between all programs (e.g. only ask for data once or twice a year for all programs)
- PT to provide opportunity to self-identify within registration process

ROLES

● SC = Softball Canada ● PT = Provinces/Territories

02

INCREASE PARTICIPATION ACROSS ALL PROGRAMS

Collect baseline 2018 #s for Player, Coach, and Umpire registration and program participation, tracking subsequent years

● ●
SC/PT

Build relationships with traditional + non-traditional groups + organizations

● ●
SC/PT

Create strategies for increased inclusion of underrepresented populations (Indigenous Peoples, New Canadians, and Women & Girls) across all programming

● ●
SC/PT to develop strategies to engage groups and create quality sport experiences while understanding and addressing factors influencing participation

Distribute and promote new PSA

●
SC

Use Provincial/National High Performance Players to showcase softball

● ●
SC/PT





Pillar 2

EXCELLENCE

SUCCESS MEASURES

MAJOR INITIATIVES

ROLES

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01

ACHIEVE AN OVERALL TOP 3 RANKING AT WBSC WORLD CHAMPIONSHIPS THAT CANADA PARTICIPATES IN DURING THE PERIOD

Develop bi-annual National Team High Performance training plans and performance goals, including results tracking, Gold Medal Profile (GMP)/Winning Style of Play (WSP)

● SC

02

INCREASE THE TALENT LEVEL OF PLAYERS ALONG THE PODIUM PATHWAY

Athlete Development Matrix (ADM)/GMP integration within High Performance Camps & Skills Academies

● ● SC to lead with PT support/implementation

03

ACHIEVE A COMPETITIVE STANDARD AT THE FEMALE AND MALE BORDER BATTLE

Set Male and Female Border Battle goals on an annual basis

● SC

04

AVERAGE AT LEAST 7 PT ACROSS ALL CANADIAN CHAMPIONSHIPS DURING THE PERIOD

PT to promote and encourage participation

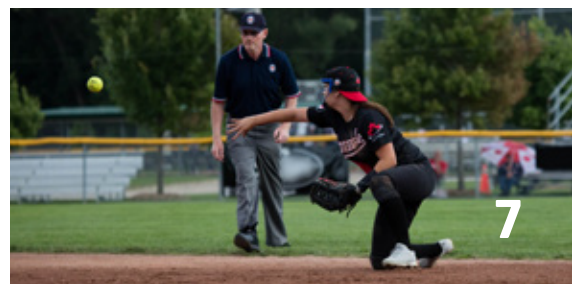
- SC to promote Canadian Championships on social media, coordinate elite athlete visit opportunities, develop video clips, involve alumni
- PT to involve alumni, Canada Games Teams to promote participation

05

MAINTAIN AT LEAST 10 PT FOR MALE/FEMALE TEAMS AT THE CANADA SUMMER GAMES

PT to begin player identification at the end of Train to Train and within the Train to Compete stage (at least 2 years out)

- SC to work with CSG on Technical Package and ensure compliance
- PT to offer programming to support participation



INTERACTION

SUCCESS MEASURES

01

MAINTAIN AND GROW RELATIONSHIPS

MAJOR INITIATIVES

Partner with key organizations

- SC to continue to work on softball's inclusion in major events, both domestically and internationally and promote Canadian hosts, personnel and ideas
- SC to continue to work collaboratively with key domestic partners and other NSOs
- PT to engage in their jurisdiction with key partners

ROLES

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02

ENHANCE ONGOING COMMUNICATION WITH MEMBERS AND PARTNERS

Social Media

● ●

SC/PT to develop a robust social media presence utilizing role models throughout softball

Increase the communication between Softball Canada and PT

● ●

SC/PT to increase contact between Annual Meetings through scheduled calls and consultations

Ensure the stream of information to the Local Associations

● ●

SC/PT to continue with the annual grassroots survey, share results, and develop a coordinated communication path to the grassroots

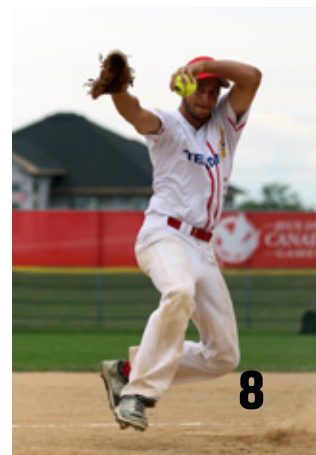
03

HAVE A COORDINATED, COLLABORATIVE SAFE SPORT PROGRAM

Work with High Performance athletes, PT and Local Associations to develop policies and procedures that provide a uniform Safe Sport experience for all participants

● ●

SC/PT and Local Associations



Pillar 4

CAPACITY

SUCCESS MEASURES

MAJOR INITIATIVES

ROLES

● SC = Softball Canada ● PT = Provinces/Territories

01

**INCREASE FUNDING/
DIVERSIFY FUNDING**

Enhance marketing and fundraising

● ●

SC/PT together and separate – determine shared needs/products, use experts to assist in the process

02

ENSURE SUFFICIENT STAFFING TO IMPLEMENT STRATEGIC AND OPERATIONAL PLAN

CEO and Board of Directors to annually review staffing to meet objectives

●
SC

03

EFFECTIVE ORGANIZATIONAL MANAGEMENT/DEVELOPMENT

Review all policies every 2 years (unless annual review is indicated)

●
SC

Maintain adequate financial reserves

●
SC

Continue to align programming with LTPD Model and ADM. Revise ADM and associated LTPD resources based on Sport for Life (S4L) updates

● ●

SC lead with PT support/implementation

04

CREATE, IMPLEMENT AND IMPROVE PROGRAMS

Continue to develop E-Learning and enhance programming and resources in Coaching

● ●

SC/PT to determine future initiatives, discuss on calls and at the AGM, develop communication tools to inform local associations and coaches

Continue to manage/improve quality sport programming including Canpitch and Timbits Softball, and investigate other programming possibilities in Player Development Programs

● ●

SC lead with PT support/implementation

Continue to implement the Long-Term Officials Development Plan

● ●

SC lead with PT support/implementation



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