

# **Baseball Nova Scotia**

## **Strategic Plan**

### **2019-2023**



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# The Process....

## Overview

From November 30<sup>th</sup> to December 2<sup>nd</sup>, 2018, Baseball Nova Scotia took its first steps in creating the organizations Strategic Plan for 2019-2023. This was an important weekend in establishing the path Baseball Nova Scotia would be taking in the next four years.



## Participants

Approximately 50 people were invited to participate.

Invitees included:

- BNS Board, Executive, and staff
- Association Presidents, volunteers, and coaches
- Current and former athletes
- Officials
- Sport Nova Scotia staff
- Canadian Sport Center staff
- Nova Scotia Government representatives
- Baseball Canada Executive Director, Jim Baba

## Topics

Through 2017 and 2018, Baseball Nova Scotia participated in the Sport Development Tool evaluation. This process served as a mechanism for Sport Nova Scotia to gain a comprehensive understanding of each PSO in the areas of:

- Organizational Effectiveness
- Participation
- Coaching and Officials
- Excellence

Not only did this process offer the opportunity to evaluate current programs offered in comparison to other sports, but it also has major implications on funding.

The Executive of Baseball Nova Scotia saw this as an opportunity to align our Strategic Plan with the funding allocation model presented by Sport Nova Scotia.



## **November 30th-December 2nd, 2018**

After the format was decided and participants identified, the BNS Strategic Planning weekend took place at the Hotel Barrington. BNS Board, Executive and staff participated all weekend, while other individuals with specific areas of expertise attended different sessions throughout the weekend.

Jim Baba of Baseball Canada facilitated the meetings. Jim has guided Baseball Canada, as well as other Provincial baseball organizations through their respective strategic plans.



### Friday, November 30th

6:00-9:00: Organizational Effectiveness

### Saturday, December 1st

8:30 am - 12:00 pm: Participation

12:00 - 1:00 pm – Lunch

1:00 - 3:30 pm - Coaching and Officials

3:45 - 6:00 pm – Excellence

### Sunday, December 2nd

9:00 am - 12:00 pm: Board Meeting for Next Steps

## **Initiatives, Operational Objectives and Yearly Outcomes**

Establishing Baseball Nova Scotia's organizational Initiatives and Operational Objectives provided the necessary framework for the four-year plan, but establishing Yearly Outcomes is equally important. These outcomes are used to create plans of action for each cycle in order to achieve the ultimate organizational objectives.



Identifying where Baseball Nova Scotia wanted to be at the end of 2023 was an important step. Knowing where we want to be, allows us to create our Yearly Outcomes during the planning phase of each year. By not setting Yearly Outcomes upfront for four years, the organization will have the flexibility to adapt to the changing environment on a year-to-year basis if necessary.



## **Results and Follow-Up**

The Strategic Planning weekend was a huge success. Three days of discussion culminated in the creation of a draft document for Executive and Board review. The document reflected 34 operational objectives across four identified pillars. The Board would meet again January 26th, 2019 and create a single document for review by membership.

Each Regional Director identified involved members within their region to review the document and provide feedback. Overall, the document was reviewed by 19 people from different areas and backgrounds across Nova Scotia. This feedback was used in editing our final Strategic Plan. The organization's Vision, Mission Statement, and Values were also established as a result.

# BASEBALL NOVA SCOTIA: VISION, MISSION STATEMENT AND VALUES

## Vision

To provide all Nova Scotians with opportunities to experience baseball in a safe and inclusive environment

## Mission Statement

Baseball Nova Scotia strives to promote and deliver services and programs in an equitable manner across the province. Our focus is to lead by example in governance support, athlete focused participation opportunities, coaching and officiating development, and excellence programming.

## VALUES AND BEHAVIOURS

### 1. Respect

To act with honesty and integrity  
To practice ethically driven decision making  
To lead by example

### 2. Education

To create encouraging learning opportunities and supportive environments  
To support our leaders to create leaders for the future

### 3. Transparency

To be accountable for all decisions  
To embrace feedback and encourage collaboration

### 4. Excellence

To help our people be the best at what they do  
To strive to be a provincial sport leader

# Organizational Effectiveness

Initiative	Operational Objective	2022/2023
1.1 Policy Development	Consistently review current organizational policies, as well as identify gaps and address those areas through creation or editing of policy.	<ul style="list-style-type: none"> <li>• All required policies developed and public</li> <li>• Annual review process established and in practice</li> </ul>
1.2 Association Governance and Support	Create additional supports for member associations in governance	<ul style="list-style-type: none"> <li>• Official association initiation program in place</li> <li>• Governance support manual provided to all associations</li> </ul>
1.3 Championship Support	Create and implement strategies to further enhance delivery of BNS events (Provincials, National Eliminations, Qualifiers, etc.)	<ul style="list-style-type: none"> <li>• Championship checklist developed and provided to all hosts</li> <li>• Annual review in place for Provincial stipends</li> </ul>
1.4 Trust, Transparency, and Visibility	Increase visibility of Baseball Nova Scotia with membership, allowing for transparency in finances, program delivery, and other aspects of the organization	<ul style="list-style-type: none"> <li>• Independent evaluation of finances conducted annually</li> <li>• Living document of Calendar of Events available; inclusive of all activities</li> </ul>
1.5 Marketing and Communication Strategy	Define, create, and implement plan to create awareness of Baseball Nova Scotia to the general population, as well as improve communication with current membership	<ul style="list-style-type: none"> <li>• Inventory and update of all relevant social media platforms performed annually</li> <li>• Branding policy developed and utilized</li> </ul>
1.6 Partnerships	Strengthen current partnerships, while exploring opportunities for further collaborations	<ul style="list-style-type: none"> <li>• Annual evaluation process in place for existing partnerships</li> <li>• Partner recognition program in place</li> </ul>

# Participation

Initiative	Operational Objective	2022/2023
2.1 Rally Cap	Develop strategy to further instill the Rally Cap program as the official 'Introduction to Baseball' program and create supports for associations to effectively offer the program.	<ul style="list-style-type: none"> <li>• 100% buy in to Rally Cap program by member associations</li> </ul>
2.2 Winterball	Enhance the Winterball program by strengthening the linkage between schools accessing the program and local associations	<ul style="list-style-type: none"> <li>• Review rotation of camps annually</li> <li>• Maximize number of sessions (100% of kits provided are used and correspond with a session)</li> </ul>
2.3 My First Pitch	Promote the My First Pitch program to 11U coaches through coach development opportunities	<ul style="list-style-type: none"> <li>• Review rotation of sessions annually</li> </ul>
2.4 Recreational	Increase administrative support for recreational programming through online and face-to-face opportunities from BNS	<ul style="list-style-type: none"> <li>• Annual regional recreational event or Jamboree is part of Calendar of events (five events annually)</li> <li>• Established recreational guidelines reviewed and updated annually</li> </ul>
2.5 Girls	Increase opportunities for girls in baseball by offering stable programming, and resources for female athletes, coaches, officials, and volunteers	<ul style="list-style-type: none"> <li>• Central database of all girls participating in base- ball developed by BNS</li> <li>• Championship opportunities for multiple age levels of girls</li> </ul>
2.6 Challenger	Increase awareness and opportunities for Challenger Baseball.	<ul style="list-style-type: none"> <li>• Challenger program accessible to all areas of Nova Scotia</li> </ul>
2.7 Bluenose League	Continue to monitor and evaluate current practices for provincial league	<ul style="list-style-type: none"> <li>• Biannual review of league by Competition Committee</li> </ul>

## Participation

2.8 Provincial Championships	Continue to monitor and evaluate current practices for provincial championships	<ul style="list-style-type: none"> <li>• Biannual review of Provincials by Competition Committee</li> </ul>
2.9 Regional Priorities	Ensure equitable access to all BNS programming to every region, and develop mechanisms for delivery	<ul style="list-style-type: none"> <li>• Annual review of current programming and distribution of services in a provincially equitable way</li> </ul>
2.10 Retention and Game Modifications	Explore opportunities to enhance playing, coaching, and officiating experience through the modification of current rules (appropriate to the age and skill level)	<ul style="list-style-type: none"> <li>• Annual review of current rules and structures</li> </ul>
2.11 Recruitment	Develop strategies to engage non-members and outside groups with the purpose of increasing registration at the community level	<ul style="list-style-type: none"> <li>• Volunteer recruitment strategy in place</li> <li>• Explore non-member service opportunities annually</li> </ul>



# Coaching and Officiating

Initiative	Operational Objective	2022/2023
3.1 Coaching Recruitment and Retention	Explore strategies to assist associations in the continued recruitment and retention of volunteer coaches	<ul style="list-style-type: none"> <li>• Database available with contact information for all coaches in Nova Scotia</li> <li>• Coach recognition and referral program in place</li> <li>• Tool in place to track retention; province showing year to year increases in retention</li> </ul>
3.2 Coaching Professional Development	Develop opportunities for continuous learning beyond the NCCP and strategies for communication of such opportunities	<ul style="list-style-type: none"> <li>• Annual 'Superclinic' conducted with outside speakers for professional development of coaches</li> </ul>
3.3 Coaching Mentorship	Create mentorship opportunities for young athletes transitioning into coaching	<ul style="list-style-type: none"> <li>• BNS fully utilizing mentorship program available for females (with individuals identified yearly for program)</li> <li>• BNS mentorship program in place for coaches and umpires</li> </ul>
3.4 Coaching Education (NCCP)	Continue to review and assess current NCCP delivery model	<ul style="list-style-type: none"> <li>• Regional needs met for NCCP clinics with biannual session held for all Regional courses</li> </ul>
3.5 Coach and Official Relationship	Create a program to enhance the relationship between Officials and Coaches, with the goal of establishing a more respectful environment	<ul style="list-style-type: none"> <li>• Game Management material available for coaches and umpires</li> <li>• Communication mechanism in place for players and coaches to ask questions to umpires (online forum)</li> </ul>
3.6 Coach Developers	Address provincial Coach Developer needs and establish pathways to becoming a Coach Developer	<ul style="list-style-type: none"> <li>• Each region has a minimum of one Coach Developer</li> </ul>

# Coaching and Officiating

3.7 Official Retention	Establish and enhance retention strategy through continued support and addressing low retention levels	<ul style="list-style-type: none"> <li>• Official Mentorship program in place (Level 3 and up as mentors)</li> <li>• Established feedback mechanism in practice for all new umpires</li> <li>• All areas of province with associations have adequate official coverage to host events</li> </ul>
3.8 Official Recruitment	Develop new strategies to recruit officials in every region	<ul style="list-style-type: none"> <li>• Rural Umpire recruitment and incentive program updated and reviewed annually</li> <li>• Referral program in place for current umpires to bring in new officials</li> </ul>
3.9 Female Officials and Coaches	Continue identifying initiatives to increase female participation, and establish support mechanisms for retention	<ul style="list-style-type: none"> <li>• Programs and events in place to allow for proper development of female officials and coaches to develop (girls events, championships, etc.)</li> </ul>



## Excellence

Initiative	Operational Objective	2022/2023
4.1 High-Performance Pathway	Review structure and goals of current Provincial teams, while ensuring equal opportunities for access to High-Performance programming province wide	<ul style="list-style-type: none"> <li>High-Performance Manual review and updated annually; manual defines pathway and expectations of each team</li> </ul>
4.2 Identifying Excellence Athletes	Create measurables and scouting standards to identify athletes with potential to make a National or Collegiate program	<ul style="list-style-type: none"> <li>Annual testing and monitoring protocols developed and utilized for selection of athletes for Excellence program</li> </ul>
4.3 Support for Excellence Athletes	Ensure identified Excellence athletes have full access to additional technical and training supports (CSCA, etc.)	<ul style="list-style-type: none"> <li>Excellence athletes are receiving year-round support through CSCA regardless of geographic constraints</li> </ul>
4.4 High-Performance Coach Pathway	Establish mechanism for identifying, mentoring, and supporting potential High-Performance coaches	<ul style="list-style-type: none"> <li>Full mentorship program in place with annual identification of new coaches and placement into program</li> </ul>
4.5 High-Performance Coach Professional Development	Ensure current High-Performance coaches have opportunity to enhance their knowledge through PD opportunities	<ul style="list-style-type: none"> <li>Annual budget line for HP Professional development</li> <li>Inventory of professional development opportunities developed (local and out of province) and available to all current HP coaches</li> </ul>
4.6 Regional High-Performance Coaches	Create and develop relationships with coaches in each region to assist BNS High-Performance teams in conducting training and identifying athletes	<ul style="list-style-type: none"> <li>Established 'High-Performance Centers' in each region with local coaches conducting testing and instruction</li> </ul>

## What now?

Baseball Nova Scotia's 34 identified initiatives come with specific operational objectives. To achieve these operational objectives, this Strategic Plan must serve as a living document. Baseball Nova Scotia will be calling on members annually to help establish the upcoming year's outcomes. These outcomes must be created using SMART principles

- **Specific** – well defined and focused
- **Measurable** – targeted results
- **Achievable** – realistic growth goals
- **Relevant** – goals that reflect both current and long-term needs
- **Timely** – action items attached to timeframes

### Yearly Timeline

- **April** – Yearly Identified Outcomes completed
- **October** – Six-Month Check-In and Progress Report
- **February/March** – Final Reports and following year's Outcomes established

As Baseball Nova Scotia moves forward in growing the game across the province, a collaborative approach between communities, Boards, coaches, athletes, officials, and everyone with a vested interest in the game will be vital to the plan's success.

*Together, we can make sure that every Nova Scotian's experience in baseball is fun, positive and memorable.*

