



Baseball Nova Scotia

Strategic Planning Template

**Topic #1: Organizational Readiness**

<b>Initiative</b>	<b>Operational Objective</b>	<b>2019/2020</b>	<b>2020/2021</b>	<b>2021/2022</b>	<b>2022/2023</b>
1.1 Policy Development	Consistently review current organizational policies, as well as identify gaps and address those areas through creation or editing of policy.	-develop inventory of current policies and conduct gap analysis  -address immediate policy needs of organization	-investigate costs and options for development of Abuse and Harassment policy  -Update and refresh BNS Handbook  -address policy needs	-finalize Abuse and Harassment policy, Investigations policy, and Dispute Resolution policy  -finalize Board Orientation process that outlines and differentiates roles between Board and staff	-all required policies developed and public  -annual review process established and in practice
1.2 Association Governance and Support	Create additional supports for member associations in governance	-identify current supports available to associations  -reach out to other PSO's for sharing of best practices in club governance support	-survey associations for what supports they believe BNS can provide. Committee to review survey results	-create governance checklist for associations and support material to accomplish items on checklist	-official association initiation program in place  -governance support manual provided to all associations
1.3 Championship Support	Create and implement strategies to further enhance delivery of BNS events (Provincials, National Eliminations, Qualifiers, etc.)	-identify and create FAQ for Championship hosting  -create separate document with Handbook material for Championship hosts	-review feedback and implement changes to Championship hosting in BNS Handbook	-consider alternate formats for championship support given the public health measures in place  -enhance hosting packages and resources	-Championship checklist developed and provided to all hosts  -annual review in place for Provincial stipends

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>-bios with roles and responsibilities of all staff and board members on website</li> <li>-establish organizational Vision, Mission Statement, Values, and Behaviours</li> </ul>	<ul style="list-style-type: none"> <li>-Develop SafeSport section of BNS website</li> <li>-review Vision, Mission Statement, Values, and Behaviours to ensure they still align with organizational objectives</li> </ul>	<ul style="list-style-type: none"> <li>-all preseason meetings to be done virtually to encourage attendance and eliminate barriers to participation</li> </ul>	<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>-criteria developed for used of BNS logo (clothing, promotional material, etc.)</li> <li>-review and update online catalogue (Fan Gear)</li> </ul>	<ul style="list-style-type: none"> <li>-create a vendor approved list for sale and use of BNS merchandise</li> </ul>	<ul style="list-style-type: none"> <li>-create document outlining acceptable usage of BNS logo and approval process for usage on apparel or promotional material</li> </ul>	<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>-begin developing recognition opportunities for current partners</li> </ul>	<ul style="list-style-type: none"> <li>- recognize partners with BNS branded clothing</li> </ul>	<ul style="list-style-type: none"> <li>-continue to review and enhance partnerships</li> </ul>	<ul style="list-style-type: none"> <li>-annual evaluation process in place for existing partnerships</li> <li>-partner recognition program in place</li> </ul>

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**Topic #2: Participation**

<b>Initiative</b>	<b>Operational Objective</b>	<b>2019/2020</b>	<b>2020/2021</b>	<b>2021/2022</b>	<b>2022/2023</b>
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.	-rebrand provincial Rally Cap program as a 'coach-athlete' introduction to baseball program  -develop on field training for coaches or potential coaches	-audit associations that currently utilize the Rally Cap program  -canvass association who currently do not utilize the Rally Cap program	-leverage partnership with Blue Jays Academy to increase Rally Cap presence in communities	-100% buy in to Rally Cap program by member associations
2.2 Winterball	Enhance the Winterball program by strengthening the linkage between schools accessing the program and local associations	-explore and create a system to track Winterball participants registering as new members to local associations	-evaluate effectiveness of tracking Winterball and association registration impacts	-status quo due to public health protocols	-review rotation of camps annually  -maximize number of sessions (100% of kits provided are used and correspond with a session)
2.3 My First Pitch	Promote the My First Pitch program to 11U coaches through coach development opportunities	-conduct 10 My First Pitch sessions across the province with a focus on coaches at 11U	-change name and broaden material to encompass coaches of all levels	-promote NCCP My First Pitch virtual training  -differentiate from BNS Pitching Clinic for older levels	-review rotation of sessions annually
2.4 Recreational	Increase administrative support for recreational programming through online and face-to-face opportunities from BNS	-recreational skills camp with high performance players and coaches (each region to host one camp)	-create best practices for recreational baseball, via a survey of associations and committee work  -pilot a Regional Recreational jamboree	-Recreational Committee to convene and form provincial recommendations for Competition Committee	-annual regional recreational event or Jamboree is part of Calendar of events (5 events annually)

					-established recreational guidelines reviewed and updated annually
2.5 Girls	Increase opportunities for girls in baseball by offering stable programming, and resources for female athletes, coaches, officials, and volunteers	-offer 12U Girls Provincial Championship  -investigate female central database system  -Girl's development weekend conducted for officials and coaches	-offer 14U Girls Provincial Championship  -Bluenose League Girls league offered at 12U and 14U  -create central database for female members	-revisit outcomes from 2020/2021 and adjust for current year	-central database of all girls participating in baseball developed by BNS  -Championship opportunities for multiple age levels of girls
2.6 Challenger	Increase awareness and opportunities for Challenger Baseball.	-continue to work with Challenger Coordinator to create awareness of program	-explore opportunities for expanding Challenger in regions that currently have no program	-adapt to public health measures to offer Challenger programming at the community level	-Challenger program accessible to all areas of Nova Scotia
2.7 Bluenose League	Continue to monitor and evaluate current practices for provincial league	-create option for A/AA teams to declare perceived competitiveness during registration for Bluenose (to be factored into scheduling)	-review leagues and consider additional divisions to create opportunities for athletes to participate	-finalize Bluenose Committee recommendations to better align competition structure with age appropriate LTAD ideals for baseball	-biannual review of league by Competition Committee
2.8 Provincial Championships	Continue to monitor and evaluate current practices for provincial championships	-review and update Championship delivery	-update Championship hosting package	-explore formats that may be possible to conduct championships while adhering to public health protocols	-biannual review of Provincials by Competition Committee

2.9 Regional Priorities	Ensure equitable access to all BNS programming to every region, and develop mechanisms for delivery	-review calendar of programs delivered and distribute programming equitably (NCCP, umpire, grassroots, etc.)	-identify communities and areas for further growth of programming	-expand virtual options for meetings (Regional, Bluenose, etc.) training (NCCP, PD, etc.), and other services to eliminate geographical barriers for participation	-Annual review of current programming and distribution of services in a provincially equitable way
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)	-ad hoc committee to address length of games at all levels	-review, discuss, and adopt game modifications to shorten game lengths	-implement Bluenose League rules for competition that include time limits, time between inning limits, and run per inning limits	-Annual review of current rules and structures
2.11 Recruitment	Develop strategies to engage non-members and outside groups with the purpose of increasing registration at the community level	-Pilot Baseball5 in partnership with Baseball Canada  -develop and execute Indigenous community engagement strategy	-collaborate with other PSO's in a multi-sport approach to recruitment  -explore opportunities to create pathways for underrepresented groups (new Canadians, etc.)	-engage local community groups that work with newcomers to Canada (YMCA, etc.) and link individuals to local associations through come try baseball sessions	-Volunteer recruitment strategy in place  -Explore non-member service opportunities annually

**Topic #3: Coaching and Officials**

<b>Initiative</b>	<b>Operational Objective</b>	<b>2019/2020</b>	<b>2020/2021</b>	<b>2021/2022</b>	<b>2022/2023</b>
3.1 Coaching Recruitment and Retention	Explore strategies to assist associations in the continued recruitment and retention of volunteer coaches	-begin logging contact information and create database for all coaches that attend Recreational Coaching Education sessions	-explore and develop strategy to recruit volunteers and parents to attend NCCP courses	-Develop Intro to Coaching program that encourages parents with limited experience in baseball to begin coaching. Topics to include managing the bench, creating a line up, logistics (booking fields, umpires, etc.), and other topics. The goal is to create comfort with parents in volunteering with their kids teams.	-database available with contact information for all coaches in Nova Scotia  -coach recognition and referral program in place  -tool in place to track retention; province showing year to year increases in retention
3.2 Coaching Professional Development	Develop opportunities for continuous learning beyond the NCCP and strategies for communication of such opportunities	-create visible inventory of professional development opportunities and communicate to associations	- offer Super Clinic weekend with special guests	-incorporate monthly virtual meetings for coaches to attend with specific topics (attendees receive PD points)	-annual 'Superclinic' conducted with outside speakers for professional development of coaches
3.3 Coaching Mentorship	Create mentorship opportunities for young athletes transitioning into coaching	-identify 2-3 former athletes to transition to coaching in high performance programs	-continue to identify athletes to transition into coaching  -utilize current mentorship program available from CSCA for further development of existing coaches	-Create a BNS Coaching League Mentorship program that educates one to two individuals per association to lead NCCP and SafeSport initiatives in their community.	-BNS fully utilizing mentorship program available for females (with individuals identified yearly for program)  -BNS mentorship program in place for coaches and umpires

3.4 Coaching Education (NCCP)	Continue to review and assess current NCCP delivery model	-associations provided with NCCP package prior to the season with full information on required courses, and spreadsheet to be submitted back to BNS with confirmed coaches for 2019 (to communicate back required courses for each coach earlier)	-promote early attendance of NCCP courses (as opposed to attending courses later in the season)	-educate associations on new NCCP pathway  -mandate Safe Sport NCCP training for all coaches	-regional needs met for NCCP clinics with biannual session held for all Regional courses
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	-promote NCCP Rules module to coaches as PD opportunity  -short Rules and Relationship with Umpires section in Recreational Coach sessions	-status quo (build on outcomes from previous year)	-officials to attend grassroots coaching sessions to address FAQ's	-Game Management material available for coaches and umpires  -Communication mechanism in place for players and coaches to ask questions to umpires (online forum)
3.6 Coach Developers	Address provincial Coach Developer needs and establish pathways to becoming a Coach Developer	-identify current Coach Developer gaps, identify new Coach Developers and explore training options in Atlantic Canada	-status quo and review as needed	-train additional CD's to offer virtual courses  -establish 1-2 Master CD's for evaluations	-each region has a minimum of one Coach Developer
3.7 Official Retention	Establish and enhance retention strategy through continued support and addressing low retention levels	-Increase our evaluation program for umpires in their first three years of officiating	-continued development of evaluation program  -expand program outside of existing areas	-implement a mentorship program to improve experience for new officials	-Official Mentorship program in place (Level 3 and up as mentors)  -Established feedback mechanism in practice for all new umpires  -All areas of province with associations have adequate official coverage to host events

3.8 Official Recruitment	Develop new strategies to recruit officials in every region	-Increase the number of Certified course conductors and national supervisors as per the Baseball Canada Umpire committee Standard	-conduct Caravan -place two officials on senior conductor pathway	-work with returning officials to get membership numbers back to pre-COVID numbers	-Rural Umpire recruitment and incentive program updated and reviewed annually  -referral program in place for current umpires to bring in new officials
3.9 Female Officials and Coaches	Continue identifying initiatives to increase female participation, and establish support mechanisms for retention	-Recognition program developed and executed for female umpires and coaches  -create a "Female Umpire Program Director" within BNSUD. With the assistance of the Executive, the role of this person will be to oversee the female umpires in the province.	-offer all female clinic with Nationally Certified course conductor	-Female Initiative Committee to explore and implement strategies to increase female official membership	-programs and events in place to allow for proper development of female officials and coaches to develop (girls events, championships, etc.)



**Topic #4: Excellence**

<b>Initiative</b>	<b>Operational Objective</b>	<b>2019/2020</b>	<b>2020/2021</b>	<b>2021/2022</b>	<b>2022/2023</b>
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	-establish High Performance committee to review current policies and standards; provide report to BNS Board	-identify gaps in linking programs  -Technical Director to attend sessions for all programming to ensure BNS standards are met	- continue to have program coaches guest coach with other programs in pathway	-High Performance Manual review and updated annually; manual defines pathway and expectations of each team
4.2 Identifying Excellence Athletes	Create measurables and scouting standards to identify athletes with potential to make a National or Collegiate program	-begin collecting testing protocols from Baseball Canada to establish targets for current HP athletes	-status quo	-enhance partnerships with private organizations to capture data through testing to better identify potential excellence athletes	-annual testing and monitoring protocols developed and utilized for selection of athletes for Excellence program
4.3 Support for Excellence Athletes	Ensure identified Excellence athletes have full access to additional technical and training supports (CSCA, etc.)	-establish yearly plan for utilization of CSCA services for 17U, 15u, and 16U Girls program	-status quo	-enhance partnerships with private organizations to better promote excellence athletes for college opportunities  - support excellence athletes (17U, 15U, and 16U Female) through financial supports to create scouting profiles for college recruitment.	-Excellence athletes are receiving year-round support through CSCA regardless of geographic constraints
4.4 High Performance Coach Pathway	Establish mechanism for identifying, mentoring, and supporting potential High Performance coaches	-track utilization of guest coaches for each HP program  -consult with other PSO's on best practices for mentorship and development of HP coaches	-identify former High Performance athletes for introduction into programs as guest coaches	-conduct education sessions and NCCP training for current 17U athletes	-full mentorship program in place with annual identification of new coaches and placement into program

4.5 High Performance Coach Professional Development	Ensure current High Performance coaches have opportunity to enhance their knowledge through PD opportunities	-develop professional development annual plan for current HP coaches	-send High Performance coaches to a baseball specific convention/conference and create debrief opportunity	-continue to explore virtual professional development opportunities	-annual budget line for HP Professional development  -inventory of professional development opportunities developed (local and out of province) and available to all current HP coaches
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	-identify 1-2 coaches per region to assist in HP ID camps and tryouts	-create communication pathway with coaches in local associations for the purpose of identifying athletes for High Performance programs	-identify specific coaches in each region to serve as BNS HP Regional coach (attends training and aids in identifying athletes)	-established 'High Performance Centers' in each region with local coaches conducting testing and instruction