



# BASEBALL NOVA SCOTIA STRATEGIC PLAN

2023-2027



# About Baseball Nova Scotia

Baseball Nova Scotia is a not-for-profit organization that governs the sport across the province.

Here's a quick snapshot of the organization by the numbers in 2022:

- 8915 members
- 7043 Male Players
- 1352 Female Players
- 845 Male Coaches
- 137 Female Coaches
- 363 Male Umpires
- 27 Female Umpires
- Cape Breton- 547 members
- Northern- 1767 members
- Metro North- 3111 members
- Metro South- 2410 members
- Southern - 1490 members
- 3 paid full time staff (Executive Director, Technical Director, and Operations Manager) and two seasonal employees (Program Coordinator and Technical Assistant)
- 11 Board members (President, Vice President of Operations, Vice President of Finance, Vice President of Female Baseball, Secretary, Supervisor of Umpires, and five Regional Directors.



[www.baseballnovascotia.com](http://www.baseballnovascotia.com)





## Our Vision

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

## Our Mission

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.

### Respect

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

### Excellence

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

### Education

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

### Transparency

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

## Our Values



# Strategic Plan: 2023-2027

The organization's current Strategic Plan is due to expire in 2023. The organization's previous plan covered 2019 to 2023. The plan guided the organization in identifying key outcomes annually over the past four years.

Like 2018, Baseball Nova Scotia relied on input from all of its stakeholders in developing the core objectives of the new plan. November 25th-27th, 2022 brought together BNS members from around Nova Scotia. The participants shared a wealth of experiences from a variety of vantage points. In attendance was BNS staff, BNS Board members, association Presidents, Challenger Baseball volunteers, girls baseball organizers, umpire representatives, high performance coaches, and more.

This plan will drive the annual outcomes as the organization works towards the 2027 Outcomes

The Strategic Plan focuses on the four key pillars for sports organizations (as identified by Sport Nova Scotia) and answering identified questions through the SOAR process.

25%

Organizational Effectiveness

25%

Participation

25%

Coaching and Officiating

25%

Excellence





# Strategic Plan: SOAR Process

## STRENGTHS

What makes us unique?

How do our strengths fit in the sport world?

What our greatest achievements?

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## OPPORTUNITIES

What are our members asking for?

What new opportunities should we focus on?

What current challenges can create opportunity?

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## ASPIRATIONS

What do we want to be?

What initiatives would help support our aspirations ?

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## RESULTS

How do we know we've achieved our aspirations?

Can we translate our aspirations into something measurable?

What resources are needed?

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# Strategic Plan: **Timeline**

NOVEMBER 25TH - 27TH 2022

## STRATEGIC PLANNING MEETINGS

*Members from around Nova Scotia gather to provide input towards Baseball Nova Scotia's new plan*

DECEMBER - JANUARY 2022 - 2023

## BNS STAFF AND BOARD REVIEW

*BNS staff and Board will be tasked with reviewing information gathered during meetings with members and creating a draft document.*

FEBRUARY 2023

## DRAFT PLAN SENT TO PARTICIPANTS

*Prior to the final document being released, participants from the November meeting will have the opportunity to review the draft document and provide feedback*

MAY 2023

## BNS STRATEGIC PLAN 2023-2027 RELEASED

*Baseball Nova Scotia will present its 2023-2027 Strategic Plan to membership*





# Participation

2022 Sport Development Tool Scores:

- 3rd overall (out of 58 sports)
- High scores in Membership Growth and Retention, Non-Member Servicing, Targeted Groups (Women and Girls, Athletes with Disabilities, and Regional Services), Sport Development and Entry Programs, and Distribution of Membership
- Opportunity for improvement in Club Development, and Targeted Groups (African Nova Scotia, Newcomers, and Indigenous Communities)

Competition	Recreational	Grassroots	EDI
Bluenose League  Provincial Championships	Leagues	Rally Cap  Baseball5	Girls Baseball  Challenger Baseball  Under-Represented Groups





# Participation

## Competition

### Bluenose League

- Provincial League with an emphasis on development.
- Customizable schedules suited to the needs of clubs and communities
- Participation from all five Regions
- 140 registered teams in 2022
  - 1.Metro North- 35 teams
  - 2.Northern - 34 teams
  - 3.Metro South - 32 teams
  - 4.Southern - 24 teams
  - 5.Cape Breton - 15 teams

### Provincial Championships

- 27 events offered in 2022
- 158 teams participated
  - 1.Metro North-39 teams
  - 2.Northern - 34 teams
  - 3.Metro South - 34 teams
  - 4.Southern - 28 teams
  - 5.Cape Breton - 23 teams
- Events are cost shared with stipends provided from BNS

## Recreational

### League Support

- Recreational Leagues register with Baseball Nova Scotia
- Associations/Leagues govern own rules and operations
- Leagues utilize BNSUD for umpires







# Participation

## Grassroots

### Rally Cap

- Official introduction to baseball program for Baseball Canada and Baseball Nova Scotia
- Toronto Blue Jays become major sponsor in 2022
- Training material and Blue Jays hats available to participating associations

### Baseball5

- new five-on-five, five-inning street version of the game of Baseball that can be played anywhere
- increase accessibility to baseball, maintaining the uniqueness of the game, while it eliminates the structural complexities
- rubber ball is only required equipment
- will replace Winterball as the off-season program delivered to schools (has not yet been launched)

## Equity, Diversity, and Inclusion

### Girls Baseball

- 1352 athletes in 2022 (16% of membership)
- Bluenose League and Provincial Championships offered in 12U and 14U divisions

### Challenger Baseball

- 317 athletes and 400 buddies in 2022
- 75 children, youth and adults participated in Challenger Baseball through three Try-It Events.
- 70% of our athletes are male and 30% are female (female participation increasing)
- Programs in Antigonish, Dartmouth, East Hants, Glace Bay - (Little League), Hammonds Plains, Pictou County, Strait Area, Sydney (Little League), Sydney Mines (Little League) and Truro
- Bedford program on hold in 2022
- Bridgewater adding program for 2023

### Targeted Under-Represented Groups

- Indigenous people
- Newcomers to Canada
- Black Nova Scotians
- LGBTQ



# Participation Plan 2023-2027

Operational Sub-Pillars	Sub-Pillar Focuses	Key Objective	2027 Outcome Success Metrics
Competition	Bluenose League	Provide a structured competition environment that promotes development in a province-wide league.	<ol style="list-style-type: none"> <li>1. Bluenose League has representation that aligns with membership numbers in each region (example: 15% of overall BNS membership in Cape Breton equates to 15% of teams in Bluenose League from Cape Breton)</li> <li>2. Bluenose League has female team representation from every region in each division.</li> </ol>
	Provincial Championships	Ensure a competitive and organized event to determine Provincial Champions is conducted annually at every division.	<ol style="list-style-type: none"> <li>1. Provincial Championship evaluation mechanism established for annual review to collect feedback from hosts and participants for the purpose of continual improvement of championship delivery.</li> </ol>
Recreation	Leagues	Support communities in offering quality regional competition opportunities to members.	<ol style="list-style-type: none"> <li>1. Established BNS Recreational Rules are utilized by all recreational leagues across the province.</li> <li>2. Bi-annual recreational meeting held virtually to review rule changes and share ideas about recreational baseball (winter meeting).</li> <li>3. Central league website available for all recreational leagues to utilize for information (similar to the Bluenose League website).</li> <li>4. Associations and coaches are provided with a 'Recreational Baseball Coaching' toolkit prior to each year (complete with drills, structure, important information, and more).</li> </ol>
Grassroots	Rally Cap	Effectively support and promote the program to associations as the official introduction to baseball for all kids aged 4-8.	<ol style="list-style-type: none"> <li>1. 100% of associations offering programming to kids aged 4-8 are utilizing the Rally Cap program.</li> <li>2. Rally Cap Coordinator established for each of the five BNS regions.</li> <li>3. Rally Cap training session conducted annually via Zoom for association leaders.</li> </ol>
	Baseball5	Bring Baseball5 to the forefront as a low-cost option for communities and schools to introduce kids to baseball.	<ol style="list-style-type: none"> <li>1. Ten Baseball5 sessions per year are conducted at schools around Nova Scotia.</li> <li>2. BNS runs annual Baseball5 competition in each of the five regions (winter or spring)</li> </ol>
EDI	Girls	Grow and expand opportunities for girls in baseball, while eliminating barriers to participation.	<ol style="list-style-type: none"> <li>1. 75% of associations have a team in all levels of the girls divisions in the Bluenose League</li> <li>2. Marketing for girls baseball is conducted annually with a budget allocation.</li> <li>3. A minimum of one special event scheduled annually (Girl's Day in Baseball, regional girls clinics, etc.) with a budget allocation.</li> </ol>
	Challenger	Extend reach and scope of Challenger program so communities can offer a quality experience for athletes with a disability.	<ol style="list-style-type: none"> <li>1. All targeted towns or associations offer Challenger Baseball programming</li> <li>2. Conduct a minimum of one 'Try It' event annually.</li> </ol>
	Underrepresented Groups	Identify underrepresented groups in baseball and society, and explore initiatives to encourage participation.	<ol style="list-style-type: none"> <li>1. Established document with EDI strategy completed and available to members.</li> <li>2. Ad-hoc committees that meet annually to review strategy and update annual outcomes.</li> <li>3. Inventory of resources established for BNS and member associations to further identified EDI initiatives.</li> </ol>



# Coaching and Officiating

2022 Sport Development Tool Scores:

- 3rd overall (out of 58 sports)
- High scores in Coach and Officials Database, Coach and Officials Education, Coach Requirements, Distribution of Trained Coaches and Officials, Coach Developers, PD Opportunities, Gender Equity,
- Opportunity to improve scores in Inclusion and Safesport.

Coach Development	Umpire Development	Safesport	EDI
NCCP Professional Development	Training  Retention  Recruitment	Prevention  Response	Female Umpires and Coaches  Under-Represented Groups





# Coaching and Officiating

## Umpire Development

### Training

- Hybrid learning module – online modules based on umpire level, plus in person training session – practical umpiring
- Looking to add a recap session at the end of the in person session or virtual
- Offered 30 in person sessions across the Province in 2022 – looking to possibly increase this to 35
- Of 390 registered officials, 377 completed all of their online modules, 379 attended an in person training session
- Adult umpire program in development for experienced baseball people to get into umpiring and be able to advance more quickly
- Mentoring program in development for less experienced umpires
- 9 new Baseball Canada Course Conductors – at least 2 in every BNS Region.
- 20 umpires in the National Program.
- Baseball Canada Umpires provides BNSUD with VLOGS, Diamond Gems, Rule Myths on their website.

### Retention

- Approximately 45% turn over from year to year

### Recruitment

- Utilized Facebook, Twitter, Instagram to promote registration and clinics
- Need help from associations to promote the need for registered officials throughout the Province.

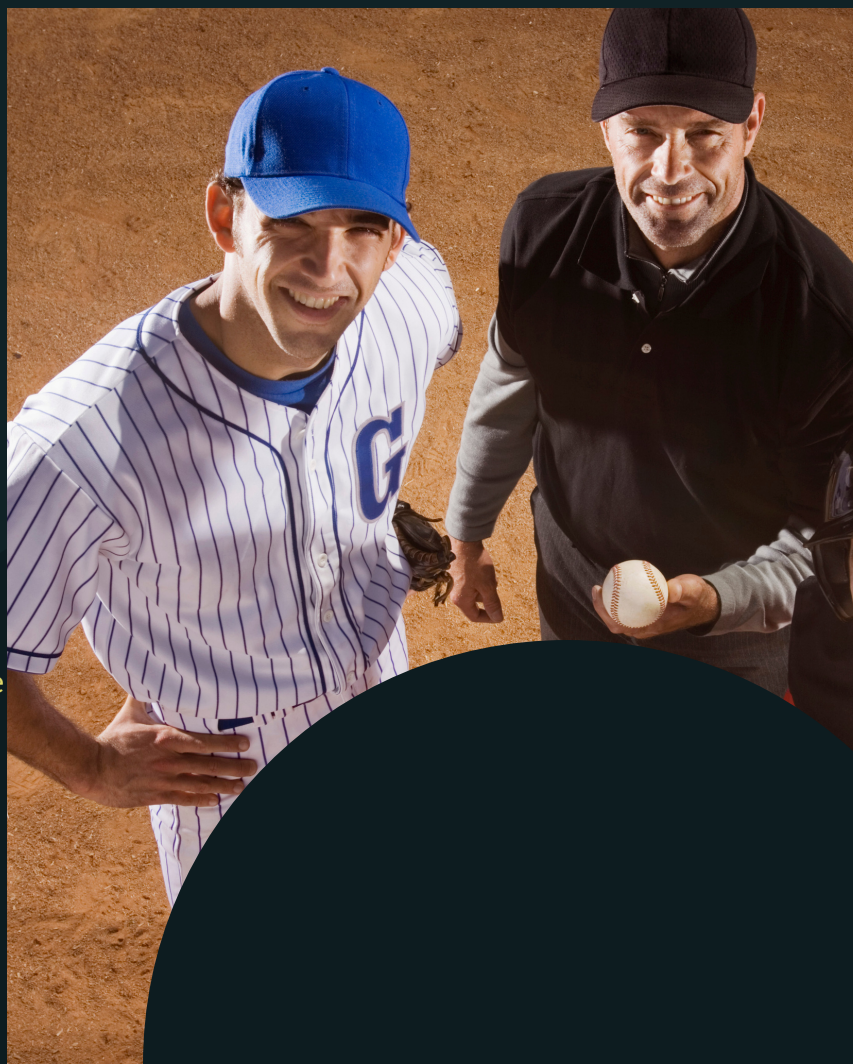
## Coach Development

### NCCP

- Hybrid of online and in person training offered
- Mandatory for attendance at Provincial Championships
- 43 NCCP sessions offered in 2022
- 255 new coaches completed Online training
- 532 participants in NCCP courses in 2022
- Initiation and Teaching & Learning offered for free until July 1st

### Professional Development

- Full suite of Baseball Canada Vlogs available
- Coaching Education Sessions offered for free (has not happened since 2019)



# Coaching and Officiating



## Safesport

### Prevention

- Complaint Policy introduced in 2022
- Screening will be mandatory for all volunteers in 2023 (Criminal Record Checks)
- Code of Conduct in development
- Safesport Online training mandatory for all coaches

### Response

- Complaint Policy outlines timelines
- Independent 3rd party complaint mechanism to be implemented in 2023

## Equity, Diversity, and Inclusion

### Female Coaches and Umpires

- 137 female coaches in 2022 (14% of coaches)
- 27 female umpires in 2022 (7% of umpires)
- All female umpire clinic conducted in 2022

### Under-Represented Groups

- Currently no plan in place to recruit or service other under-represented groups in coaching and umpiring



# Coaching and Officiating Plan 2023-2027

Operational Sub-Pillars	Sub-Pillar Focus	Key Objective	2027 Outcome Success Metrics
Coach Development	NCCP	Ensure NCCP clinics are accessible and provide coaches with the best quality training.	<ol style="list-style-type: none"> <li>1. NCCP delivered in an efficient matter (less time commitment) with both in person and virtual option.</li> <li>2. Modified NCCP requirements targeted to recreational and grassroots level coaches (including a 'Coaching Toolkit')</li> </ol>
	Professional Development	Create opportunities outside of the NCCP for coaches to further their own knowledge and education in baseball.	<ol style="list-style-type: none"> <li>1. Annual clinics offered (virtual and in person) with an emphasis on specific skill sets (pitching, hitting, fielding, drills, etc.).</li> <li>2. Enhanced promotion of non-BNS professional development opportunities through email notifications (Baseball Canada, CSIA, etc.)</li> </ol>
Umpire Development	Retention	Identify core issues for umpire retention and implement strategies to ensure year over year retention.	<ol style="list-style-type: none"> <li>1. Utilize visual aids (Green Arm Bands, etc.) to communicate an umpire's experience level in an effort to make coaches, parents, and players soften their approach to interacting with learning officials.</li> <li>2. Develop a secondary set of discipline guidelines to address the abuse of new or inexperienced officials.</li> <li>3. Further enhance mentoring program for officials aspiring to advance in the sport.</li> <li>4. Progressive increases in retention from year to year.</li> </ol>
	Recruitment	Advertise and promote opportunities in umpiring to prospective new officials with a goal of addressing umpire shortages.	<ol style="list-style-type: none"> <li>1. Partnerships developed for purpose of recruitment (school system, etc.).</li> <li>2. Annual review of recruitment strategies to reduce barriers to entry (costs, training, etc.).</li> </ol>
Safesport	Prevention	Ensure proper screening and education of all volunteers to prevent maltreatment in baseball.	<ol style="list-style-type: none"> <li>1. Code of Conduct, Criminal Record Checks, Vulnerable Sector Checks, and Safe Sport training mandatory for all adult members of BNS working directly with youth.</li> <li>2. Communication of Safe Sport policies and best practices posted to website and social media channels.</li> </ol>
	Response	Create and implement policies for addressing alleged maltreatment in baseball.	<ol style="list-style-type: none"> <li>1. Independent 3rd party complaint mechanism implemented and available to members.</li> <li>2. Tracking system in place for all Safe Sport related events for logging incidences and response.</li> </ol>
EDI	Female Umpires and Coaches	Employ strategies for the recruitment and retention of females in coaching and umpiring.	<ol style="list-style-type: none"> <li>1. Increase of 30% for female coaches and umpires from 2022.</li> <li>2. Marketing strategy developed to showcase opportunities for females to coach and umpire.</li> <li>3. Minimum of one female only NCCP clinic and umpire clinic per region conducted annually.</li> <li>4. Female Coach Developer identified and trained</li> </ol>
	Underrepresented Groups	Address diversity gaps to create a more welcoming space for more underrepresented persons to take on leadership roles in baseball.	<ol style="list-style-type: none"> <li>1. Aligned strategy with recruitment of underrepresented players to increase number of coaches and umpires.</li> </ol>

# Excellence

2022 Sport Development Tool Scores:

- 10th overall (out of 58 sports)
- High scores in Performance Planning and Programming, Athlete Support (Benchmarking), Coaching, Daily Training Environment, Competition, and Results
- Opportunity for improvement in Athlete Support (Interactions), and Performance Services.

Programming	Athlete Services	Coaching	Leadership
Male Pathway	Training	NCCP	Staffing Support
Female Pathway		Professional Development	Administrative Support
		Recruitment	





# Excellence

## Programming

### Male Pathway

- How can we better support the 13U, 15U, and 17U programs?
- What opportunities exist to enhance our male HP programming?

### Female Pathway

- How can we better support the 14U, 16U, 21U, and Senior programs?
- What opportunities exist to enhance our female HP programming?

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## Athlete Services

### Training

- How can we better support identified Excellence athletes? (National team identified or potential college athletes - not necessarily all HP program members)
- What is BNS's role in supporting identified Excellence athletes?
- Are there other opportunities in the following?
  1. Athletic training
  2. Nutrition
  3. Mental Performance
  4. Recovery
  5. Baseball training



# Excellence



## Coaching

### NCCP

- What current challenges exist in coaches obtaining necessary NCCP certification?
- How can BNS address these challenges?

### Professional Development

- What opportunities are available and feasible to enhance our coaches skill sets?

### Recruitment

- Are there strategies that should be used to recruit qualified and experienced baseball people into high performance program coaching positions?
- Are there ways BNS can make HP coaching positions more enticing?

## Leadership

### Staffing Support

- What role should BNS play in the onfield development of HP athletes, given the organizations current staffing capacity?

### Administrative Support

- Are additional administrative supports needed for HP teams?



# Excellence Plan 2023-2027

Operational Sub-Pillars	Sub-Pillar Focus	Key Objective	2027 Outcome Success Metrics
Programming	Male Pathway	Support and offer a high performance program to prepare athletes for enhanced opportunities in baseball.	<ol style="list-style-type: none"> <li>Representation on high performance teams reflects membership numbers by region (example: 20% of membership in the Southern Region translates to 20% of High Performance team members from the Southern Region).</li> <li>Strategy in place to alleviate challenges face by athletes from rural areas to participate on Provincial teams.</li> <li>Structured interaction between programs to ensure progression of athletes (High Performance Development Plans)</li> <li>Direct communication with association and team leaders annually to identify athletes for High Performance teams</li> </ol>
	Female Pathway	Support and offer a high performance program to prepare athletes for enhanced opportunities in baseball.	<ol style="list-style-type: none"> <li>Representation on high performance teams reflects membership numbers by region (example: 20% of membership in the Southern Region translates to 20% of High Performance team members from the Southern Region).</li> <li>Strategy in place to alleviate challenges face by athletes from rural areas to participate on Provincial teams.</li> <li>Structured interactions between programs to ensure progression of athletes (High Performance Development Plans).</li> <li>Direct communication with association and team leaders annually to identify athletes for High Performance teams</li> </ol>
Athlete Services	Training	Identify prospects for National, college, or other elite programs, and ensure they receive proper support in athletic development.	<ol style="list-style-type: none"> <li>Part time Excellence Coach in place that devotes ten hours per week to working directly with identified athletes.</li> <li>Identified athletes are provided with enhanced services (physical training, mental preparation, nutrition, etc.) that are arranged and partially financially offset by BNS.</li> </ol>
Coaching	NCCP	Increase pool of coaches that meet NCCP requirements for Baseball Canada Championships.	<ol style="list-style-type: none"> <li>Annual budget line dedicated to training identified potential Provincial team coaches.</li> <li>Identify and provide opportunity for a minimum of one coach annually to become Competition Development trained.</li> </ol>
	Professional Development	Support coaches in accessing resources to further their own development.	<ol style="list-style-type: none"> <li>Coaches have regular check ins with Excellence Coach to share ideas and experiences.</li> <li>Fund available for current Provincial coaches to further education (ABCA membership, conference attendance, etc.)</li> </ol>
	Recruitment	Identify and approach potential coaches for provincial team programs.	<ol style="list-style-type: none"> <li>Financial incentives in place for Provincial team coaches that commensurate with demands of program.</li> </ol>
Leadership	Support	Provide supports to coaches and managers of BNS teams to ensure programs are operated to a high standard.	<ol style="list-style-type: none"> <li>High Performance Package provided to all coaches and athletes that outlines expectations, processes, and other important information.</li> </ol>

# Organizational Effectiveness

2022 Sport Development Tool Scores:

- 11th overall (out of 58 sports)
- High scores in Board Operations, Planning, Policies & Practices, Club OE, Budgeting & Monitoring Finances, Staffing, HR Practices, and Communications
- Opportunity for improvement in Revenue Sources



Policy	Governance	Risk Management	Member Support
Development	Staffing	SafeSport	Association Support
Review	Board	Financial	Services
	Committees		



# Organizational Effectiveness

## Policy

### Development

- What is our current policy suite?
- What are our current policy gaps?

### Review

- What current policies are out of date?
- Is our current policy review process sufficient?

## Risk Management

### SafeSport

- What is our current SafeSport strategy?
- What areas are the organization currently susceptible in?

### Financial Management

- Is there opportunity to create additional financial safeguards for the organization?
- Is there opportunity to improve our budgeting and financial management practices?

## Governance

### Staffing

- Does our current staffing structure best serve members?
- Is there a need to increase staffing capacity to address needs of the organization and membership?
- Can we enhance services given current limitations?

### Board

- Does the current Board structure allow make sense?
- Should responsibilities of Board members be revisited?
- Are we practicing good governance?

### Committees

- What committees need to be standing?
- What committees need to be ad-hoc?

## Member Support

### Association Support

- What areas do our associations require additional support in?
- How can we better work with clubs in enhancing their own organizational effectiveness?

### Services

- What opportunities are there to provide additional services to members? (administrative, etc.)

# Organizational Effectiveness Plan 2023-2027

Operational Sub-Pillars	Sub-Pillar Focus	Key Objective	2027 Outcome Success Metrics
Policy	Development	Identify current gaps in organizational policies and access means necessary to address needs.	<ol style="list-style-type: none"> <li>Budget line devoted to Policy Development annually.</li> <li>Full policy suite available on BNS website</li> </ol>
	Review	Execute process to evaluate existing policies and update as needed.	<ol style="list-style-type: none"> <li>Annual Policy Review process undertaken every February</li> </ol>
Governance	Staffing and Board	Continuously evaluate staffing and Board structure to ensure the goals and needs of the organization are being met.	<ol style="list-style-type: none"> <li>Staffing capacity has expanded to meet needs of members and key stakeholders.</li> <li>Strategy in place to help ensure more diverse representation on the Board.</li> <li>Formal review for roles of staff and Board completed and updated to reflect modern needs of the organization.</li> <li>Board Orientation package developed and provided during onboarding session for new Board members</li> <li>Gender equity on BNS Board is, at minimum, reflective of BNS membership (example: if 30% of BNS membership is female, Board representation will match that).</li> </ol>
	Committees	Utilize standing and ad-hoc committees to address issues and promote the growth of baseball.	<ol style="list-style-type: none"> <li>Committee review completed to identify which areas require a standing committee with regular interaction and what areas only require an ad-hoc committee on an as needed basis.</li> <li>Committees are formed with emphasis on diversity (gender equity, regional representation, underrepresented groups.)</li> </ol>
Risk Management	Safe Sport	Create a stable and executable organizational plan for prevention and response to Safe Sport issues.	<ol style="list-style-type: none"> <li>Organization is 100% complaint with Safe Sport requirements as outlined by Sport Nova Scotia and the government.</li> <li>Safe Sport Policy finalized with accompanying relevant policies (Abuse and Harassment, Social Media, etc.).</li> <li>Annual review of Safe Sport policies and procedures conducted.</li> </ol>
	Financial	Practice ethical and responsible financial management to ensure sustainability and growth of the organization and baseball around the province.	<ol style="list-style-type: none"> <li>Annual process in place to link budget to annual outcomes associated with Strategic Plan.</li> </ol>
Member Support	Association Support	Collaborate with community stakeholders in developing appropriate PSO supports for volunteers to enhance the effectiveness of their association.	<ol style="list-style-type: none"> <li>BNS has templates in place for association governance and policy development.</li> <li>BNS conducts annual debrief meetings with association Presidents to review previous season and preview upcoming season.</li> <li>BNS has formal strategy in place to assist associations with fund development (through grants and fundraising opportunities).</li> <li>Club licensing program in place to recognize existing associations as official</li> </ol>
	Services	Offer services and supports from BNS that add value to membership of the organization.	<ol style="list-style-type: none"> <li>Staffing and Board objectives aligned with Services requested by members.</li> <li>BNS formally assists in supporting regional/community initiatives (fund development, lobbying for facility upgrades, etc.).</li> </ol>