**Provincial Women’s Softball Association of Ontario**

**Strategic Plan**

**2016 – 2019**



Table of Contents

[Document Control: 2](#_Toc481523536)

[Change Record 2](#_Toc481523537)

[Reviewers 2](#_Toc481523538)

[Distribution 2](#_Toc481523539)

[Vision: 3](#_Toc481523540)

[Mission Statement: 3](#_Toc481523541)

[Operating Principles: 3](#_Toc481523542)

[Values: 3](#_Toc481523543)

[Pillars of the Plan: 4](#_Toc481523544)

[Pillar 1: Enhanced Participation 4](#_Toc481523545)

[Pillar 2: Enhanced Excellence 4](#_Toc481523546)

[Pillar 3: Enhanced Capacity 4](#_Toc481523547)

[Pillar 4: Enhanced Interaction 4](#_Toc481523548)

[Pillar 1: Enhanced Participation 5](#_Toc481523549)

[Success Measures: 5](#_Toc481523550)

[Major Initiatives – Roles 5](#_Toc481523551)

[Pillar 2: Enhanced Excellence 6](#_Toc481523552)

[Success Measures: 6](#_Toc481523553)

[Major Initiatives – Roles 6](#_Toc481523554)

[Pillar 3: Enhanced Capacity 7](#_Toc481523555)

[Success Measures: 7](#_Toc481523556)

[Major Initiatives – Roles 7](#_Toc481523557)

[Pillar 4: Enhanced Interaction 8](#_Toc481523558)

[Success Measures: 8](#_Toc481523559)

[Major Initiatives – Roles 8](#_Toc481523560)

[Addendum 9](#_Toc481523561)

[Strategic Plan Ratification (per Ministry) 9](#_Toc481523562)

[Reviews 9](#_Toc481523563)

# Document Control:

## Change Record

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| --- | --- | --- | --- |
| Date | Author | Version | Change Reference |
| 01.30.2017 | D. Malisani | 0.1 | Draft created based on Ministry feedback on Strategic & Operational Plan  |
| 02.06.2017 | J. Gray-Baker | 0.2 | Table of ContentsPillar Two, Pillar Three |
| 02.08.2017 | J. Gray-Baker | 1.0 | Board approved version issued to Ministry |
| 02.17.2017 | J. Gray-Baker | 1.1 | Ratification per Ministry added under Addendum section  |
| 02.28.2017 | J. Gray-Baker | 1.2 | Approved by Ministry |
| 04.30.2017 | J. Gray-Baker & D. Malisani | 2.0 | Board approved version |

## Reviewers

|  |  |
| --- | --- |
| Name | Position |
| P. Sparling | PWSA, Vice President |
| T. Bannister | PWSA, Board Member |
| L. Turton | PWSA, Past President |
| D. Jones | PWSA, Registrar |
| J. Gray-Baker | PWSA, Secretary |
| J. Hartley | PWSA, Board Member |
| D. Mills | PWSA, Board Member |
| D. McConnell | PWSA, Board Member |
| L. Vassos | PWSA, Board Member |
| C. Bilinski | PWSA, Treasurer |
| D. Malisani | PWSA, President |

## Distribution

|  |  |  |
| --- | --- | --- |
| Copy No. | Name | Location |
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# Vision:

*Develop leadership, teamwork and programming for female Fastpitch players in the Province of Ontario. Through volunteer and coach education, programs such as Respect in Sport, NCCP coach education and significant governance policies and principles, provide competent mentors and role models for our athletes. Provide athlete skill development through programming such as skills camps, Colour your Dream camps, High performance camps and academies. To prepare athletes to compete at the Canada Summer Games, National and International level of competition.*

# Mission Statement:

*To promote and foster the game of Fastpitch softball for female athletes in the Province of Ontario.*

# Operating Principles:

*• To improve and promote the game of softball for women in Ontario;*

*• To provide opportunities for athletes to develop their potential;*

*• To offer programs that will enhance and develop playing/coaching;*

*• To encourage athletes to strive to excel in softball;*

*• To ensure that all participants are treated equally and given the*

 *opportunity to achieve their full potential;*

*• To annually declare Ontario Champions in each classification as outlined in the Provincial Women’s Softball Association’s Operating Rules.*

# Values:

*To provide a safe, respectful and fun environment and culture within our game for volunteers, coaches and especially our athletes.*

# Pillars of the Plan:

## Pillar 1: Enhanced Participation

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

## Pillar 2: Enhanced Excellence

*The pool of talented Ontario players has expanded and Canadian National players and teams are systematically achieving world class results at the highest levels of International competition through fair and ethical means*.

## Pillar 3: Enhanced Capacity

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

## Pillar 4: Enhanced 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 1: Enhanced Participation

## Success Measures:

1. *Increase the number of registered participants (players, coaches, and volunteers).*
2. *Increase the use of Domestic programs in Ontario.*
3. *Increase the number of trained and certified coaches.*

## Major Initiatives – Roles

1. *Identify 2014 participation numbers and track subsequent years.* ***(PWSA Association Treasurer)***
2. *Develop and promote membership benefits and domestic programming to stakeholders and potential new members.* ***(PWSA Strategic Planning Committee)***
3. *Set coaching certification standards for all rostered coaches****. (PWSA Rules and Constitution Chairman)***

# Pillar 2: Enhanced Excellence

## Success Measures:

1. *Achieve the minimum of 1 Ontario team medaling in all 4 Canadian Championships.*
2. *Achieve 5 Ontario athletes on all National teams.*
3. *Achieve a gold medal at the 2017 and 2021 Canada Summer Games.*
4. *Partner with the NSO to deliver the Regional Training Academy East*

## Major Initiatives – Roles

1. *Identify strategies to ensure Ontario representation at all Canadians****. (PWSA Treasurer and Team Ontario Head Coach)***
2. *Develop an annual “Provincial Team High Performance training plan and performance goal” that aligns with the National Plan.* ***(PWSA President and PWSA High Performance Management Officer)***
3. *Develop the High Performance athlete curriculum in conjunction with Softball Canada.* ***(PWSA President)***
4. *Identify, develop, deliver and communicate High Performance pathway programs.* ***(PWSA Canada Games Committee, High Performance Management Officer and Website/Social Media Committee)***
5. *Create benchmarks for our Team Ontario athletes.* ***(PWSA High Performance Management Officer)***
6. *Softball Academy East* ***(PWSA President)***
7. *Team Ontario 2021* ***(PWSA Canada Games Committee, High Performance Management Officer)***

# Pillar 3: Enhanced Capacity

## Success Measures:

1. *Pilot an online component for coach training and certification where individuals receive an NCCP (Coach) status.*
2. *Increase the number of technology tools.*
3. *Improve the quality of coaches.*
4. *Ensure that all programs are LTPD compliant and that LTPD implementation is ongoing.*
5. *Increase current and new revenue.*
6. *Effective organizational management/development.*
7. *Facilities that suit the game, sport stream and age.*

## Major Initiatives – Roles

1. *The Links tool to SO, SC & CAC coaching information is on website.* ***(PWSA Website Committee)***
2. *Increase the use of technology.* ***(PWSA Website Committee & PWSA Coordinators)***
3. *Review all policies and procedures every 3 years.* ***(PWSA Policy & Protocol Committee)***
4. *Update Risk Management plan every year.* ***(PWSA Policy & Protocol Committee)***
5. *Improve facility alignment.* ***(PWSA Appointee & PWSA Strategic Planning Chairman)***
6. *Create a strategy to expand current revenue streams & identify new revenue streams.* ***(PWSA Strategic Planning Committee)***

# Pillar 4: Enhanced Interaction

## Success Measures:

1. *Strengthen alignment with SC, including strategic plan.*
2. *Enhance grassroots communications.*
3. *Increase brand recognition of PWSA, in cooperation with Softball Ontario and its other Member Associations.*
4. *Develop marketing strategies that include analytics and increase sponsor dollars.*
5. *Conduct effective lobbying that includes being on the program for major events, hosting National & International events.*
6. *Capture the economic impact for hosting a Provincial Championship for a local softball association & its community.*
7. *Strengthen the leadership at the grass roots.*

## Major Initiatives – Roles

1. *Distribute PWSA’s Strategic Plan to Softball Canada, Softball Ontario, and its other Member Associations.* ***(PWSA Strategic Planning Committee)***
2. *Review Softball Canada’s annual survey from Ontario’s membership****. (PWSA President and PWSA Strategic Planning Chairman)***
3. *Develop a communication plan with best practices to interact with all members.* ***(PWSA Website & Social Media Committee)***
4. *Develop a marketing plan using Softball Canada’s template to attract sponsors for dollars and goods in kind.* ***(PWSA Strategic Planning Chairman)***
5. *Promote the benefits of hosting a National or International event in Ontario.* ***(PWSA Playoff Chairman)***
6. *Complete the STEAM plan to determine the economic impact of hosting a Provincial Championship in an Ontario Community.* ***(PWSA President)***

# Addendum

## Strategic Plan Ratification (per Ministry)

PWSA has recognized and adopted the attached Strategic and Operational Plans.

These were developed as practice in 2016 and will be reaffirmed and ratified on an annual basis.

# Reviews

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| --- | --- | --- | --- | --- |
| Board Meetings | Date of Review | Content Reviewed | Signed by | Dated on |
| January 2018 | January 14, 2018 |  | J. Gray-Baker | January 18, 2019 |
| April 2018 |  |  |  |  |
| September 2018 |  |  |  |  |
| November 2018 |  |  |  |  |
| January 2019 |  |  |  |  |