



BASEBALL CANADA STRATEGIC PLANNING DOCUMENT

2010 - 2014





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PURPOSE OF THE PLAN

The purpose of this strategic planning document is to articulate for all members of Baseball Canada a common vision to develop the sport of baseball throughout our country. Adoption of this plan will help to guide all Baseball Canada decision making processes during the years 2010 to 2014.



HOW THE PLAN WAS DEVELOPED

During a Baseball Canada Board meeting in November of 2007, discussion centered around trying to set in motion a strategic plan for the organization and the following steps were taken:

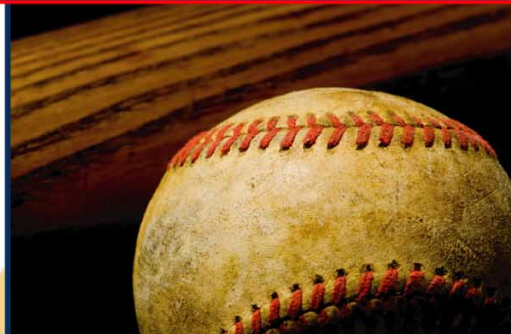
Timeline	Actions
November 2007	Planning Committee formed
March 2008	First meeting as a committee and direction came to send out questionnaire
April 2008	Sent out questionnaire to all Board members of Baseball Canada
June 2008	During the AGM weekend, the Planning Committee reviewed the questionnaire results and worked on a Vision statement
October 2008	Conference call to try to reach consensus on a Vision
November 2008	Convention – Board participated in a workshop and information gathered
January 2009	Business Plan documents created from the workshop
February 2009	Working documents sent to Board and PSO's
March 2009	3 hour workshop with full Board participation
July 2009	Committee met in workshop format with Richard Way as facilitator to develop plan
December 2009	Delivered draft of document to committee members for review
January 2010	Committee reviewed and revised draft
February 2010	Draft document circulated to Board and PSO's for comments, including online questionnaire
March 2010	Committee received and reviewed comments from Board members and PSO's
April 2010	Revised draft circulated
June 2010	Plan adopted by Baseball Canada's Board



THE HISTORY OF BASEBALL IN CANADA

The first recorded game of baseball took place in Beechville, Ontario, on June 4, 1838.

It is widely accepted that baseball evolved in numerous pockets all over the world somewhat simultaneously and eventually amalgamated into the game we know today.



LONDON



Baseball as played in Ontario, referred to as the "Canadian Game", had 11 players per side, five bases, the bats resembled those used in cricket or rounders, and all 11 opposing batters had to be retired before an inning was concluded. Around 1860, Southwestern Ontario became the first Canadian region to adopt the American (9 players, 4 bases) version of the rules.

Most of Canadian baseball grew in a north-south fashion versus east-west. As professional baseball began to emerge, teams from Atlantic Canada played mostly against New England teams, Quebec would play against New York clubs, and British Columbia teams played most of its baseball against Washington State teams.

HALIFAX

On May 1, 1879, Bill Phillips, from Saint John, New Brunswick, became the first Canadian to appear in a major league game. The first baseman for Cleveland went hitless, but banged out three hits in his second game, the very next day. Phillips batted .271 that season, playing in all but one of Cleveland's 82 games. He did not homer that season, but was the first Canuck to hit a major league homerun in 1880.

CALGARY



At least 75 Canadian cities and towns have played host for minor and major league franchises, most of them being franchises for American-based leagues. In 1913, 24 Canadian communities had minor league teams, a number not equalled before or since.

MONCTON



The Great Bambino, Babe Ruth, had many Canadian ties, including hitting his first homerun in Canada in 1914. Ruth was playing for the Boston Red Sox farm team, the Providence Greys, against the Toronto Maple Leafs at Hanlan's Point ballpark on Toronto Island. The biggest influence in Ruth's life was a Canadian, Brother Matthias, who hailed from Cape Britain, Nova Scotia. Ruth's wife was also Canadian. Ruth's roommate was Huntsville, Ontario's George "Twinkletoes" Selkirk, and it was Selkirk who eventually took over Ruth's spot in the Yankees outfield, and wore Ruth's number three.

VICTORIA



MONTRÉAL

The Toronto Maple Leafs were the most successful minor league franchise, having won 15 International League pennants. The Montreal Royals won the IL pennant 11 times, and the Junior World Series three times. Both teams sent many outstanding players to stardom in the Major Leagues.

Perhaps the most memorable year in minor league history, and arguably Canada's proudest moment in baseball, came in 1946 when the Brooklyn Dodger GM decided to take a chance, signing Jackie Robinson (who broke baseball's colour barrier) and sending him to their farm club in Montreal. Canada not only accepted Jackie Robinson and his wife Rachel, but we embraced them. Jackie went on to lead the IL in hitting (.349), runs (113) and stolen bases (40), and his team won the pennant, playoff championship, and finally, the Junior World Series.



Baseball Canada was officially formed in 1964 as the Canadian Federation of Amateur Baseball. First recorded President of Baseball Canada was Bob Lacoursiere of Saskatchewan while the present day President is Ray Carter of British Columbia.

Major League Baseball first expanded outside of the United States in 1969 with the Montreal Expos. In 1977, the Toronto Blue Jays became the second Canadian team.

TORONTO

SASKATOON

1992 and 1993, the Blue Jays won back to back World Series.

Baseball Canada won their first ever World Cup Medal with a Bronze place finish in the 2009 World Cup held in Italy.

Canadian MLB award winners:
Cy Young – Fergie Jenkins, 1971; Eric Gagne, 2003
MVP – Larry Walker, 1997; Justin Morneau, 2006
Rookie of the Year - Jason Bay, 2004



VISION

Is a clear conceptual picture of a desired future state.

Leading Canadians in the pursuit of excellence and promoting lifelong quality experiences in baseball.



MISSION

Short description of who we are, what we do, and what we intend to do to realize our vision.

Baseball Canada is dedicated, through collaborative leadership, to develop, promote and deliver ethical athlete centered programs which allow individuals to maximize their potential.



VALUES

Values in a keyword format that are our beliefs or ideals.

- Respect
- Excellence
- Fairness
- Quality
- Teamwork



PRINCIPLES

Basic generalization that something is accepted as true and a basis for reasoning or conduct.

Bilingual approach, good governance, timely accurate accessible communication, cooperative approach, transparent accountability, best business practices, stakeholder relationships.





MANDATE

Authorization to act in a particular way on issues given by the electorate to its representative.

Each of Baseball Canada’s, Provincial Baseball Associations’, Regional (Affiliate) members’ and local clubs’ responsibilities are outlined below to give clarity on all activities surrounding: governance, program delivery, competitions and development of policy.



Baseball Canada	
1	Govern baseball nationally.
2	Represent Canadian Baseball Internationally on and off the field.
3	Provide a Long Term Athlete Development Model for Baseball in Canada
4	Develop player, coach, official and volunteer programs in Canada
5	Sanction and provide national competitions
6	Monitor and abide by policies and financial requirements of the Federal Institutions
7	Develop, regulate and review playing rules, equipment standards and codes of ethics.
8	Provide exposure and resources to the growth and development of the sport nationwide.
9	Provide leadership in defining roles, regulations and responsibilities.
10	Network with other organizations for the betterment of Baseball in Canada.
11	Administer baseball governance in a democratic manner.



Provincial Baseball Associations	
1	Govern the game of baseball within their province.
2	Represent their province within Baseball Canada on and off the field.
3	Communicate and deliver LTAD model to regions or local groups.
4	Deliver player, coach, official and volunteer programs to regions and local clubs.
5	Plan, sanction and deliver provincial championships within province.
6	Adhere to the policies and financial requirements of Baseball Canada and Provincial government agencies.
7	Ensure the communication of and compliance with Baseball Canada playing rules and equipment standards.
8	Communicate opportunities for growth and development of the sport within the province.
9	Network with Baseball Canada, Regions (Affiliates) and Local clubs on a communication strategy that nurtures the sport.
10	Administer baseball governance in a democratic manner within the province.





Region (Affiliate)	
1	Organize baseball at the league level.
2	Represent region in provincial baseball on and off the field.
3	Provide guidance and deliver LTAD model at the regional level.
4	Deliver player, coach, officials and volunteer programs.
5	Adhere to applicable policies and financial requirements.
6	Ensure communication and compliance with Baseball Canada, PBA and affiliate player rules, equipment standards and bylaws, regulations and policies.
7	Administer baseball governance in a democratic manner within region.



Club (Local)	
1	Govern baseball locally.
2	Represent local area within the region and provincial baseball matters on and off the field.
3	Implement LTAD model at the local level.
4	Organize teams in accordance with the rules and regulations within its jurisdiction.
5	Recruit and retain players, coaches, officials and volunteers.
6	Adhere to applicable policies and financial requirements.
7	Administer baseball governance in a democratic manner within the locality.





STRENGTHS AND CHALLENGES

Like all national sporting organizations, it becomes a priority when looking at developing a strategic plan that you must also look at the strengths and challenges you presently have within that organization. This section tries to deal with where we see Baseball Canada at the present time and hopefully allows us an opportunity to address the challenges as we move forward in the process.



Strengths	
■	Financial stability and staff.
■	National Team programs and elite development.
■	Coaching and Umpiring development programs.
■	LTAD development plan implemented.
■	Respected internationally- hosting and programs.
■	Popular national sport.

Challenges	
■	Planning for the future.
■	Grass roots program buy-in from all provinces.
■	Communication right to the grassroots level.
■	National registration program.





BASEBALL CANADA NOW - BASEBALL CANADA FUTURE

Topic #1: **MARKETING**

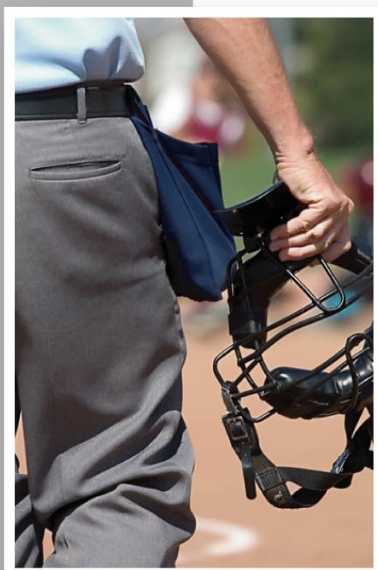


Initiatives	Operational Objectives
1.1 - Marketing Plan	<ul style="list-style-type: none"> 1.1.1 - Develop a comprehensive marketing plan to create awareness of Baseball Canada in the general population as well as provide opportunities to diversify revenue sources.
1.2 - Branding	<ul style="list-style-type: none"> 1.2.1 - Position Baseball Canada as the leader of amateur baseball in Canada.
1.3 - Sponsors	<ul style="list-style-type: none"> 1.3.1 - Have 5 major corporate national sponsors by 2014.
1.4 - Partnership	<ul style="list-style-type: none"> 1.4.1 - Develop a cohesive partnership with the Toronto Blue Jays, Major League Baseball and Independent baseball.
1.5 - Advertising <i>(spokeperson, promotional items)</i>	<ul style="list-style-type: none"> 1.5.1 - Develop an advertising campaign that would create awareness of who we are and what we can offer.
1.6 - Baseball Canada Day	<ul style="list-style-type: none"> 1.6.1 - Create an annual day when the Provinces all celebrate the great game of baseball in Canada.



BASEBALL CANADA NOW - BASEBALL CANADA FUTURE

Topic #2: OFFICIALS

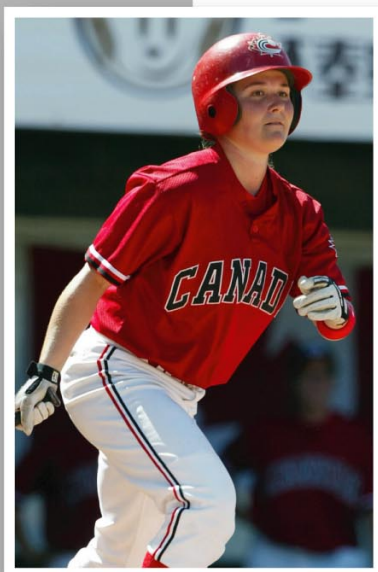


Initiatives	Operational Objectives
2.1 - Recruitment	<ul style="list-style-type: none"> 2.1.1 - Develop a recruiting program that targets past players and coaches. 2.1.2 - Recruit officials from other sports. (i.e hockey,basketball)
2.2 - Retention	<ul style="list-style-type: none"> 2.2.1 - Simplify the wording of rules of the game to make them more umpire friendly for the young ones.
2.3 - Online training	<ul style="list-style-type: none"> 2.3.1 - Develop an online training system for entry level officials by using the nccp.baseball.ca template. (officials.baseball.ca)
2.4 - Training Standards	<ul style="list-style-type: none"> 2.4.1 - Develop one national way of training officials to be delivered through the online medium and the technical clinic.
2.5 - Mentoring	<ul style="list-style-type: none"> 2.5.1 - Develop a mentoring program that will help the young officials gain confidence in their abilities and encourage them to continue officiating.
2.6 - National Scorekeepers programs	<ul style="list-style-type: none"> 2.6.1 - Develop a national scorekeeper certification program.
2.7 - Code of conduct / philosophy	<ul style="list-style-type: none"> 2.7.1 - Develop a philosophy that adheres to Baseball Canada`s core values of respect of all participants.



BASEBALL CANADA NOW - BASEBALL CANADA FUTURE

Topic #3: DEVELOPMENT PROGRAMS



Initiatives	Operational Objectives
3.1 - Rally Cap Buy In	<ul style="list-style-type: none"> 3.1.1 - Continue development of tools to promote and establish the Rally Cap Program to new centres.
3.2 - Rules adaptation	<ul style="list-style-type: none"> 3.2.1 - Develop new rules that will allow for enhancement of the game in the Country.
3.3 - Grand Slam	<ul style="list-style-type: none"> 3.3.1 - Develop and implement a development program that suits LTAD and that follows Rally Cap program.
3.4 - Winterball	<ul style="list-style-type: none"> 3.4.1 - Enhance the WinterBall Experience to other target groups. 3.4.2 - Ensure retention of all past and future groups using our program. 3.4.3 - Ensure that all schools using the kit are identified to a minor local association in their area, and that a relationship is established between the school and local associations.
3.5 - Promotion / Sale	<ul style="list-style-type: none"> 3.5.1 - Work with the Marketing and Communication plans towards the promotion of our Development Programs.





BASEBALL CANADA NOW - BASEBALL CANADA FUTURE

Topic #4: COACHING

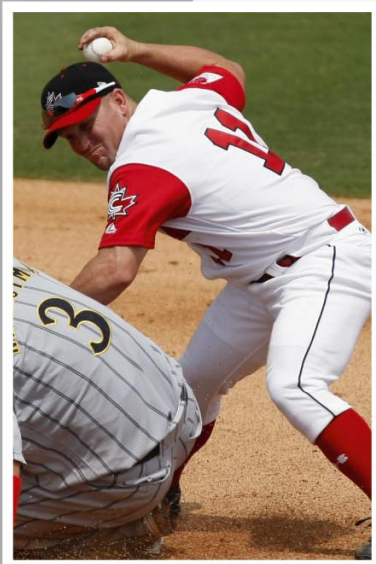


Initiatives	Operational Objectives
4.1 - Winterball Enhancement	<ul style="list-style-type: none"> 4.1.1 - Continue towards the transition of the NCCP while meeting targets goals as setup by CAC and Baseball Canada. 4.1.2 - Develop communication plan with Provincial offices and coaches in the old NCCP.
4.2 - Learning Facilitator-Evaluator Recruitment	<ul style="list-style-type: none"> 4.2.1 - Develop a strategy to attract and recruit enough LF/E to fit the needs of the provinces while assuring an effective quality control process.
4.3 - Coach Behaviour	<ul style="list-style-type: none"> 4.3.1 - Educate coaches on proper communications methods with players, volunteers, parents and umpires. 4.3.2 - Develop and adopt a national code of conduct. (coaches, parents and players)
4.4 - Coach Philosophy	<ul style="list-style-type: none"> 4.4.1 - Develop a coaching philosophy that is appropriate by age-level and that fits the overall Baseball Canada vision.
4.5 - Coaching Resources	<ul style="list-style-type: none"> 4.5.1 - Develop and provide in-depth, comprehensive coaching material in multi-media format to answer the needs of coaches in various contexts and for various topics. 4.5.2 - Evaluate the need for a Mentoring Program and prepare a costing model.
4.6 - Coaching Recruitment	<ul style="list-style-type: none"> 4.6.1 - Develop and increase the number of grass-root coaches.

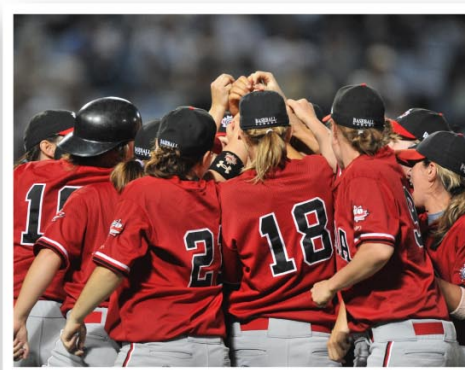


BASEBALL CANADA NOW - BASEBALL CANADA FUTURE

Topic #5: NATIONAL TEAMS



Initiatives	Operational Objectives
<p>5.1 - Senior Team</p> <p>Junior Team</p> <p>Women's Team</p>	<ul style="list-style-type: none"> 5.1.1 - Develop criteria etc. allowing the teams to move up in the ranking of international baseball.
<p>5.2 - FISU Team and U16 Team</p>	<ul style="list-style-type: none"> 5.2.1 - Develop either a FISU or U16 Baseball Canada team.
<p>5.3 - Athlete Development Model</p>	<ul style="list-style-type: none"> 5.3.1 - Investigate a model that would service HP or Elite teams across the country including off-season training.





BASEBALL CANADA NOW - BASEBALL CANADA FUTURE

Topic #6: RECRUITMENT

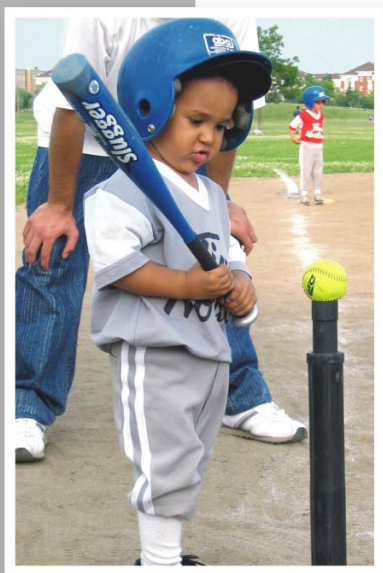


Initiatives	Operational Objectives
<p>6.1 - Target Audience: (Girls/Women, Masters, Aboriginals/Ethnic Groups, Volunteers, Individuals with disabilities, Pre-Mosquito Aged Boys)</p>	<ul style="list-style-type: none"> 6.1.1 - Develop and support initiatives to address the under-representation of various focus groups.
<p>6.2 - Registration System</p>	<ul style="list-style-type: none"> 6.2.1 - Develop a national registration system for all members.
<p>6.3 - Welcome Kit</p>	<ul style="list-style-type: none"> 6.3.1 - Develop a welcome kit for registrants up to and including peewee.
<p>6.4 - Development Programs as a recruitment/retention tool</p>	<ul style="list-style-type: none"> 6.4.1 - Develop tools to promote and establish the Rally Cap Program in new centres. 6.4.2 - Maintain sponsorship program to allow for the same number of WinterBall Kits annually; growth will be based on economic factors. 6.4.3 - Finalize Grand Slam as the recruitment program for 9-12 year olds.
<p>6.5 - Registration Campaign</p>	<ul style="list-style-type: none"> 6.5.1 - Develop a registration campaign that includes incentives for associations to grow the sport.
<p>6.6 - Relations with other NSO's</p>	<ul style="list-style-type: none"> 6.6.1 - Investigate which NSOs we could partner for cross-promotion of our sports.



BASEBALL CANADA NOW - BASEBALL CANADA FUTURE

Topic #7: NATIONAL CHAMPIONSHIPS



Initiatives	Operational Objectives
7.1 - Hosting / PSO	<ul style="list-style-type: none"> 7.1.1 - Review existing documents and update with revised standards ensuring consistency from event to event.
7.2 - Canada Cup Format	<ul style="list-style-type: none"> 7.2.1 - Develop a competition that ensures that the top players are exposed to talent evaluators or recruiters for the next level.
7.3 - Club vs. All Star Teams	<ul style="list-style-type: none"> 7.3.1 - Review and discuss with membership team (PSO) structure for Nationals. Reach a consensus to determine a set format for all teams that attend.
7.4 - Policy Development to stimulate Participation and Hosting	<ul style="list-style-type: none"> 7.4.1 - Use the LTAD and funding sources to stimulate provinces to host and to participate in national championships.
7.5 - Training of BC Reps & Hosts	<ul style="list-style-type: none"> 7.5.1 - Review and update the Baseball Canada Reps operation manual as required, outlining the roles and responsibilities of their position involved with Nationals.
7.6 - Regional Competitions	<ul style="list-style-type: none"> 7.6.1 - Review the current structure for inclusion by all Provinces.



BASEBALL CANADA NOW - BASEBALL CANADA FUTURE

Topic #8: COMMUNICATIONS

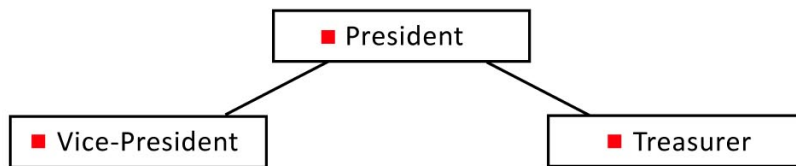


Initiatives	Operational Objectives
8.1 - Sharing best practices (Internal)	<ul style="list-style-type: none"> 8.1.1 - Create a culture among Baseball Canada and PBAs to share best practices allowing all stakeholders to enhance services offered to members.
8.2 - Trust Transparency & Visibility (Internal)	<ul style="list-style-type: none"> 8.2.1 - Increase visibility of Baseball Canada with PBAs to allow for transparency in finance and programs implemented.
8.3 - Frequency of meetings (Internal)	<ul style="list-style-type: none"> 8.3.1 - Align the frequency of meetings with needs of Baseball Canada.
8.4 - Social Media (External)	<ul style="list-style-type: none"> 8.4.1 - Utilize fully the use of social media opportunities to allow for better visibility of Baseball Canada.
8.5 - Website (External)	<ul style="list-style-type: none"> 8.5.1 - Maintain an active, relevant and interactive website to allow the membership to remain informed on Baseball Canada's activities.
8.6 - Relationships with other baseball providers (External)	<ul style="list-style-type: none"> 8.6.1 - Establish positive relationships with other appropriate baseball programs in Canada.



BASEBALL CANADA ORGANIZATIONAL STRUCTURE

EXECUTIVE COMMITTEE (elected every two years)



DIRECTORS (appointed yearly)

- British Columbia
- Saskatchewan
- Ontario
- New Brunswick
- Prince Edward Island
- Alberta
- Manitoba
- Quebec
- Nova Scotia
- Newfoundland & Labrador

(Executive Committee and Directors form the Board of Directors)

COMMITTEES

- Championship
- Coaching
- Female Development
- Planning
- Human Resources
- Umpires
- Sport Development
- High Performance
- Finance

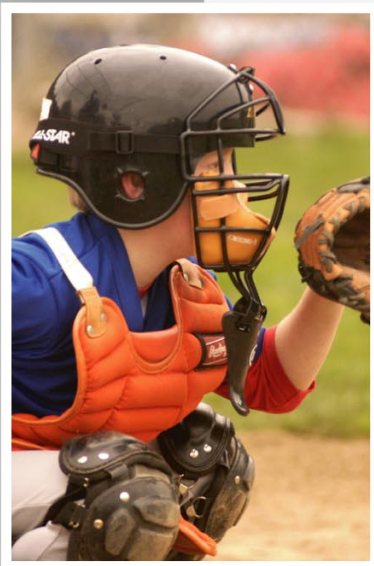
BASEBALL CANADA STAFF

MANAGEMENT:

- Director General
- Head Coach, Director of National Teams
- Manager of Baseball Operations

ADMINISTRATION:

- Media Coordinator
- Administrative Coordinator
- Program Coordinator
- Accountant (contract)
- Administrative Assistant (part-time)





BENEFITS - PROGRAMS AND SERVICES OF BASEBALL CANADA

International Relationships

- Access to IBAF and COPABE competitions and policies
- Hosting of World Championships, Qualifiers in Senior, Junior and Women’s events
- Serve on committees and opportunities for players, coaches, scorekeepers and umpires

National Teams / Elite Development

- | | |
|------------------|------------------------------|
| ■ Men’s Senior | ■ Alumni Program |
| ■ Women’s Senior | ■ Mizuno Camp |
| ■ Junior | ■ Athlete Assistance program |
| ■ FISU team | |

National Championships

- Male events-Senior, Junior, Midget, Baseball Canada Cup, Bantam, Pee Wee East, Pee Wee West, Pee Wee Central
- Female events- Bantam Girls, Invitational Pee Wee Girls and Women’s Open events
- Hosting, Playing, Coaching, Umpiring, Volunteering

Programs

- Rally Cap
- Winterball
- NCCP –Including Initiation, Regional Coach, Provincial Coaching, Competitive coach training, Facilitator training, Guest Coaching Opportunities
- Umpire training- including supervision, training and both national and International assignments

Materials

- Rulebooks
- Program guides, pamphlets, DVD’s, manuals

Awards

- National Awards: Volunteer of the Year (Provincial recognition), Coach of the Year, Grassroots coaching (Provincial), Umpire of the Year, Umpire- Lifetime Achievement, National Team Awards

National Relations

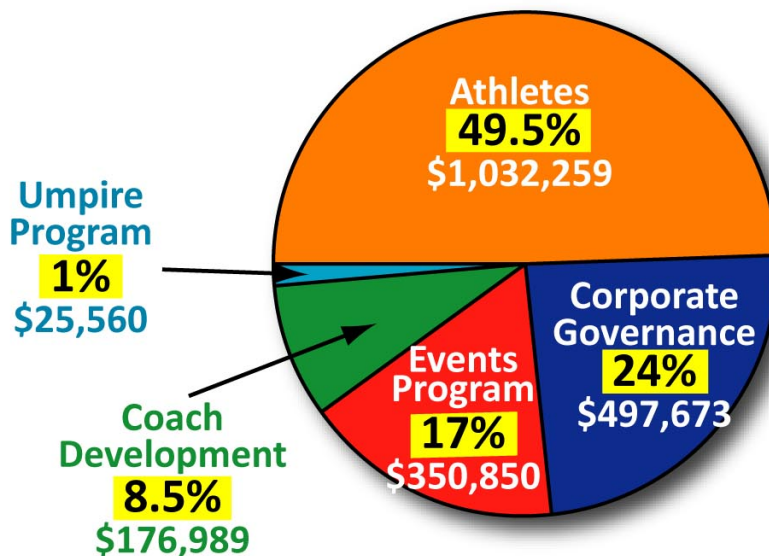
- Member of the COC
- Relationship with Sport Canada, CAC





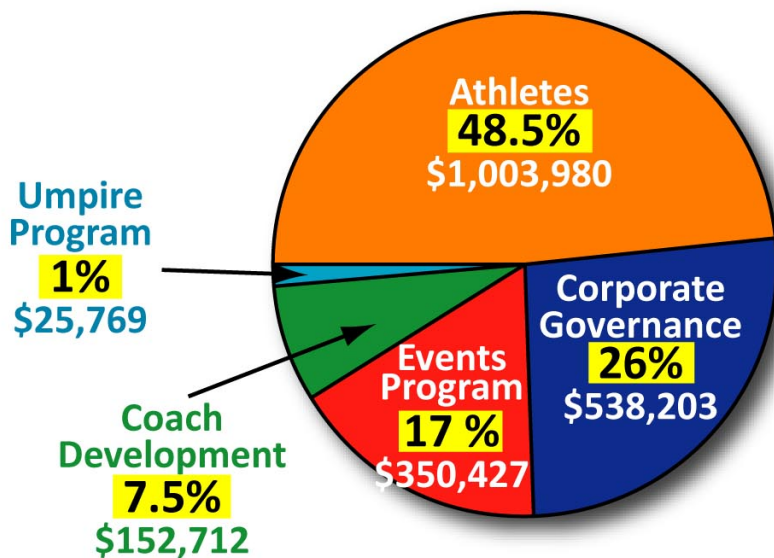
FINANCIAL CHART FOR PRESENT AND FUTURE

2008 / 2009 - REVENUES



Total revenues: \$2,083,331

2008 / 2009 - EXPENDITURES

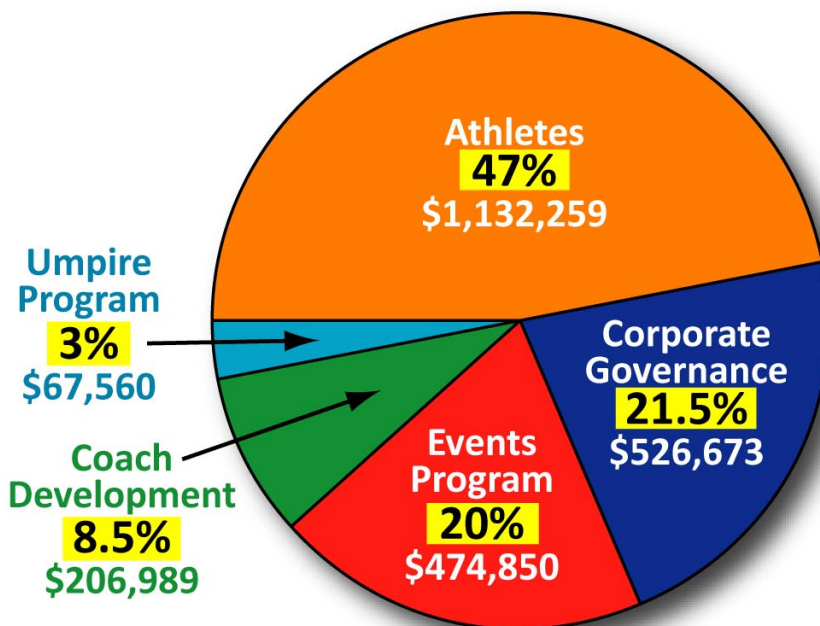


Total expenditures: \$2,071,094



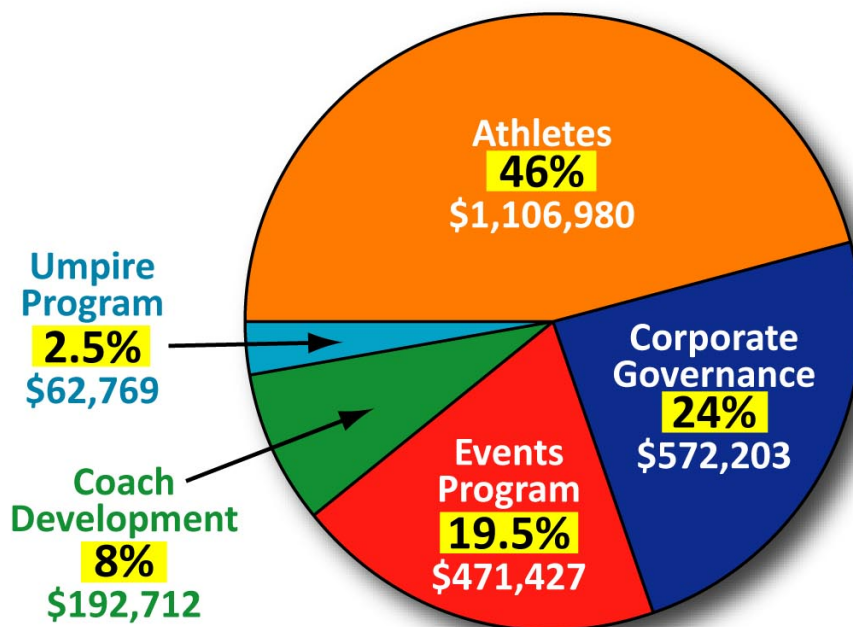


2014 - REVENUES



Total revenues: \$2,408,331

2014 - EXPENDITURES



Total expenditures: \$2,406,091

Note: Based on 2008-09 figures but adding new strategies/plans.





GLOSSARY OF TERMS

Terms

- **Region (Affiliate):** organization or region that delivers programs of the PSO or PBA.
- **Baseball Canada or CFAB (Canadian Federation of Amateur Baseball):** the national governing body for the sport of baseball.
- **Board:** governing Board of Baseball Canada comprised of three elected and 10 appointed directors.
- **CAC (Coaching Association of Canada):** a not for profit amateur sport organization with the mandate to improve coaching in Canada.
- **COC (Canadian Olympic Committee):** National Not-for-profit organization committed to sport Excellence for all aspects of Canada’s involvement in Olympic and Pan- American competitions. Baseball is now only involved in the Pan Am movement after being voted out of the upcoming games.
- **COPABE (Pan American Baseball Confederation):** continental governing body for baseball in North, South and Central America- one of the five continental federations affiliated with IBAF.
- **Grand Slam:** developing age group based program delivered after the “Rally Cap” program.
- **IBAF (International Baseball Federation):** the world governing body for the sport of Baseball.
- **LTAD (Long Term Athlete Development):** a plan developed and approved by the Federation to deliver an athlete-centered approach in athlete development allowing all to develop to their potential in a scientific and practical way.
- **LTOD (Long Term Officials Development):** a plan to deliver an official development program for umpires focused on long term development.
- **MLB (Major League Baseball):** Professional Organization that delivers professional baseball with 30 teams in the USA and Canada.
- **NCCP (National Coaching Certification Program):** coach training and certification program that monitors coaches in all sports.
- **NSO (National Sport Organizations):** a government sanctioned sporting organization within a nation –example Baseball Canada.
- **PBA or PSO (Provincial Baseball Association or Provincial Sporting Organization):** Provincial jurisdiction responsible for delivering baseball (particular sport) within their borders.
- **Rally Cap:** national grassroots development program that delivers a training program based upon achieving one of six “caps” to move forward.
- **Winterball:** national introductory program with partners Sport Canada and MLB using schools to introduce baseball to students from grades 3-6.