



# Softball in Ontario Long-Term Player Development Implementation Plan 2011-2015



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### WE GRATEFULLY ACKNOWLEDGE CONTRIBUTIONS FROM THE FOLLOWING INDIVIDUALS:

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- ⇒ TODD BANNISTER of Scotland (Brantford area) representing PWSA (Female Softball)
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- ⇒ SCOTT WILLISTON of Chatham, representing Softball Ontario's Umpire Program.
- ⇒ RORY QUIGLEY of Cobourg, representing Softball Ontario's Participation Committee.
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- ⇒ JOHN ARISS of Burlington, representing Softball Ontario's Board
- ⇒ ANDRÉ LACHANCE of Quebec, CS4L Consultant
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# Softball in Ontario Long-Term Player Development Implementation Plan

As one of the most popular summer sport in Canada, Softball is played in virtually every province and territory, engaging boys and girls and spectators alike with its exciting rhythm and unpredictable action. One can participate in Softball at any age. Kids start at the age of 5 years and continue well into adulthood. Whether you aspire to play for Canada in a World Championship, Pan American Games or just play Softball for fun, this great game is played by many all over the country. In 2010, Softball Canada had approximately 250,000 registered players in Canada. In Ontario, there are approximately 130,000 registered participants.

This document outlines the initial actions Softball Ontario will undertake to implement the Long-Term Player Development model as developed by Softball Canada with the guidance of CS4L.

This overview of the Softball in Ontario Implementation Plan will address specific objectives and outline a series of action plans, with priority, scope and timelines attached.

**One Vision,  
One Voice,  
One Sport**

*For all of Ontario*

# LTAD AS SPORT POLICY

In 2005, as a result of the creation of the Canadian Sport Policy, Canada began a major project to re-invigorate our national sport system. The new approach was in response to concerns about Canadians' lack of physical activity, the growing obesity epidemic, particularly among children, and the perceived poor performance of Canadian teams internationally. Under the direction of Sport Canada, the Canadian Sport Centre-Vancouver and PacificSport (now PacificSport Vancouver and PacificSport Victoria) were charged with the task of transforming the sport system. As a result, a Long-Term Athlete Development

(LTAD) Expert Group created the generic Canadian LTAD model for able-bodied athletes followed by the LTAD model for athletes with a disability.

"The Canadian Sport for Life: Long-Term Athlete Development" Resource Paper, which describes the generic LTAD model, is based on a comprehensive review of coaching literature, sport science research, and best practices from effective sports programs within Canada and around the world. Exercise and sport science research and experience provided insight and information regarding the role of growth, development, and maturation in athletic development.



These sciences included paediatric exercise science, exercise physiology, sport psychology, psychomotor learning, sport sociology, biomechanics, and nutrition. Analysis of the literature on organizational development also contributed significantly to the development of the generic model. Out of this research came the "10 Key Factors Influencing LTAD" and the "10 S's of Training and Performance". The generic model presents a framework for optimal athlete development with particular reference to growth, maturation, and development, appropriate training,

and suitable competition exposure. It provides a clear pathway for the development of athletes that is easily understood by all stakeholders.

The Federal and Provincial/Territorial Ministers of Sport identified LTAD as the framework for sport and physical activity development and agreed to proceed with its implementation in consultation with national sport organizations (NSOs) and provincial/territorial sport organizations (P/TSOs). As a result, all sports have developed their sport-specific LTAD models through the leadership of their respective NSOs. ○



# SOFTBALL-SPECIFIC LTPD MODEL

In March 2005, Softball Canada formed a Long-Term Athlete Development (LTAD) Steering Committee, made up of softball experts from across Canada, to lead the development of a sport-specific LTAD model. In April 2005, over 20 of the most prominent and experienced softball coaches, players, and administrators gathered in Ottawa, ON for the LTAD Summit to discuss the current state of the sport, the desired state, and what needed to be done to achieve that state. The steering committee held numerous meetings across Canada gathering feedback on the content of a softball-specific LTAD model. Input was also solicited from age category sub-committees formed from participants in the LTAD Summit and selected softball experts. The process was extensive, inclusive, and comprehensive. Through this process, it was decided to change the title to Long-Term Player Development (LTPD) to better reflect the sport of softball.

In 2008, Softball Canada published the *Long-Term Player Development Guide for Softball in Canada* and distributed a copy to every local softball association in Canada.

Since that time Softball Canada has also produced other LTPD resources that are available for download from their web site ([www.softball.ca](http://www.softball.ca)) under the Long-Term Player Development tab. The national adoption and promotion of the LTPD and Canadian Sport for Life (CS4L) have created a clear mandate for LTAD Principles.

The concepts of Long-Term Player Development (LTPD) have been discussed among Softball Ontario stakeholders and administrators over the past few years. The adoption of LTPD at the provincial level in Ontario and the creation of a Softball in Ontario LTPD implementation plan is the next logical step. Using the *Long-Term Player Development Guide for Softball in Canada* overview document as the guiding framework and with support from the Ministry of Health Promotion and Sport, Softball Ontario has taken a leadership role to bring together the four Member Associations that comprise Softball Ontario to discuss the state of the game in Ontario, the desired state, and what needs to be done to achieve that desired state. Through these discussions, this LTPD Implementation Plan was created.

## CURRENT STATUS

### SOFTBALL ONTARIO ORGANIZATIONAL STRUCTURE AND STAFFING

Softball Ontario's office is located in Toronto. Softball Ontario employs a full time Executive Director and is governed by an elected Board of Directors consisting of fifteen (15) members. The Softball Ontario Staff, which will lead the team for the LTPD Implementation plan, consist of the following members;

- ⇒ Wendy Cathcart  
*Executive Director*
- ⇒ Steph Sutton  
*Umpire & Coaching Program Coordinator*
- ⇒ Lisa Crompton  
*Participation Program Coordinator*

- ⇒ Carly Laxton  
*School & CANpitch Program Coordinator*
- ⇒ Nancy Huang  
*Administrative Assistant*

Softball Ontario, the recognized Provincial Sport Organization, three main roles and responsibilities are:

- ⇒ Technical Arm of Sport – by providing various technical programs for the entry level player, coaches, umpires and statisticians.
- ⇒ Communication/Liaison with the Ministry of Health Promotions & Sport – by bringing together one voice for the sport and providing equal representation of each Member Association.

- ⇒ Increase participation in the Sport – by offering and delivering programs and services that are aimed at increasing participation.

Softball in Ontario is run by a council of organizations.

### MEMBER ASSOCIATIONS

*Softball in Ontario consists of four member associations that Softball Ontario brings together. Each Member Association (MA) has a distinct role in providing programs, services and competitive opportunities to the softball players of Ontario. The Member Associations are the Provincial*

*Women's Softball Association (PWSA), the Ontario Amateur Softball Association) OASA, the Ontario Rural Softball Association (ORSA), and the Slo-Pitch Ontario Association (SPOA).*



### PROVINCIAL WOMEN'S SOFTBALL ASSOCIATION (PWSA)

The PWSA is responsible for female fast pitch in Ontario. The association provides programs, services and competitive

# CURRENT STATUS

opportunities for female fast pitch players at all levels – from house league to elite. The PWSA registers and communicates to female fast pitch teams and provides female only player development opportunities (via skills clinics, camps and their newest LTPD clinics that provide age specific training and skill assessment as part of their Colour Your Dream Incentive Program). Talent identification of female fast pitch players is used for awarding outstanding talent and recognizing potential Canada Games and National Team players. The association provides elite competition opportunities such as the Ontario Summer Games, Canada Games and entry to Canadian Championships. They also provide scholarship opportunities for female fast pitch players so they will remain in Ontario. The PWSA registers minor and adult teams which in 2010 represents 178 competitive and 753 recreational teams.



## ONTARIO AMATEUR SOFTBALL ASSOCIATION (OASA)

The OASA is responsible for male fast pitch in Ontario. The association provides programs, services and competitive opportunities for the male fast pitch players at all levels – from house league to elite. The OASA registers and communicates to male fast pitch teams and provides player development opportunities for the male softball player (via their Springboard skills clinics and camps). Talent identification of male fast pitch players is used for awarding outstanding talent and identifying players for the U21 International Championship (or Canada Games) and National Team players. The association provides elite competition opportunities such as

the U21 International Championship (or Canada Games) and entry to Canadian Championships. They also provide scholarship opportunities for male fast pitch players so they will remain in Ontario. The OASA registers minor and adult teams which in 2010 represents 123 competitive and 2,466 recreational teams.



## ONTARIO RURAL SOFTBALL ASSOCIATION (ORSA)

The ORSA is responsible for male and female fast pitch in small town, rural communities in Ontario. The association provides competition opportunities including two out of three Provincial Competitions, sanctions tournaments, and registers and communicates with rural and small town fast pitch teams. The association

provides elite competition opportunities for the rural male fast pitch player such as the Ontario Summer Games. The ORSA registers minor and adult teams which in 2010 represents 156 competitive and 145 recreational teams.



## SLO-PITCH ONTARIO ASSOCIATION (SPOA)

SPOA is responsible for male, female, and co-ed slo-pitch in Ontario. The association provides competition opportunities including regional or zone and Provincial Competitions and sanctions tournaments. The association provides elite competition opportunities for the slo-pitch player such as the Super Series and Masters' Circuit. The association registers mainly adult teams which in 2010 represents 385 competitive and 4,019 recreational teams. ○



# PROGRAMS & COMPETITIONS



Softball Ontario delegates the organization of competitions to the four member associations for the sanctioning, organization and/or hosting of a number of events. Over 200 tournaments (including 84 Provincial Qualifiers, 76 Provincials and numerous sanctioned tournaments) are held throughout the season.

Softball in Ontario is organized so any individual, regardless of age or competitive level, can find an appropriate environment to meet their specific needs and goals. Whether the emphasis is on fun, social or high level competition, softball in Ontario can provide services to anyone.

The following age categories are offered in Ontario by the member associations:

- U8 - Learn to Play or Blastball or T-Ball
- U8 – Junior Mite (*OASA only*)
- U10 – Mite (*PWSA, OASA*) / Atom (*ORSA*)
- U12 – Squirt (*PWSA, OASA & ORSA Male*) / Lassie (*ORSA Female*)
- U14 – Novice (*PWSA only*); Pee Wee (*Softball Canada, ORSA & OASA*)
- U16 – Bantam
- U19 – Midget (*will change to U18 effective 2012*)
- U21 – Juvenile (*OASA only*)
- U23 – Junior (*will change to U21 effective 2012*)
- Intermediate – Open
- Senior – Open
- Masters - 35+



## PROGRAMS:

- ⇒ Blastball (M/F)
- ⇒ Learn To Play Program (M/F)
- ⇒ Try Softball Program



## PROGRAMS:

- ⇒ Learn To Play Program (M/F)
- ⇒ CANpitch Program (M/F)
- ⇒ Softball Skills Clinics (M/F)
- ⇒ Try Softball Program (M/F)
- ⇒ Jamboree Resources
- ⇒ Springboard Skills Sessions (M)



## PROGRAMS:

- ⇒ Learn To Play Program (M/F)
- ⇒ Springboard Skills Sessions (M)
- ⇒ CANpitch Program (M/F)
- ⇒ Softball Skills Clinics (M/F)
- ⇒ Active Softball (M/F)
- ⇒ LTPD U12 Colour Your Dreams Clinics (F)

## COMPETITIONS:

- ⇒ FP Provincial Championships U10 (Mite or Atom)
  - ▷ Female - Open (PWSA); Rural A, B (ORSA); House League Select (PWSA)
  - ▷ Male - A/B (OASA); Rural A, B, C (ORSA); House League Select (OASA)
- ⇒ FP Provincial Championships U12 (Squirt or Lassie)
  - ▷ Female - Open-with seeding brackets (PWSA); Rural A, B (ORSA); House League Select (PWSA)
  - ▷ Male - A/B (OASA); Rural A, B, C (ORSA), House League Select (OASA)



## PROGRAMS:

- ⇒ Springboard Skills Sessions (M)
- ⇒ Skills Camp (F)
- ⇒ Skills Clinics (M/F - to 15)
- ⇒ Team Ontario Training & Id Camps (M-15-19)
- ⇒ Junior Umpire Clinics (12-15)
- ⇒ LTPD U15 Colour Your Dreams Clinics (F)

# PROGRAMS & COMPETITIONS

## COMPETITIONS:

- ⇒ FP Provincial Championships U14 (PeeWee or Novice)
  - ▷ Female - Open with seeding brackets (PWSA); Rural A, B, C (ORSA); House League Select (PWSA)
  - ▷ Male - Elimination, A & B (OASA); Rural A, B, C (ORSA); House League Select (OASA)
- ⇒ FP Provincial Championships U16 (Bantam)
  - ▷ Female - Tier I & II (PWSA); Rural A, B (ORSA); House League Select (PWSA)
  - ▷ Male - Elimination, A & B (OASA); Rural A, B, C (ORSA); House League Select (OASA)
- ⇒ FP Eastern Canadians (M & F) U14 (Novice/Pee Wee)
- ⇒ FP Canadian Jamboree (F) U14 - (PeeWee)
- ⇒ FP Eastern Canadians (M & F) U16 (Bantam)
- ⇒ FP Canadian Championships (F) U16 - (Bantam)



## PROGRAMS:

- ⇒ Team Ontario Training & ID Camps (M/F - 15-19)
- ⇒ Intermediate Umpire Clinics (17-18)
- ⇒ Springboard Skills Sessions (M)
- ⇒ LTPD U16 Colour Your Dreams Clinics (F)

## COMPETITIONS:

- ⇒ FP Provincial Championships U19 (Midget)
  - ▷ Female - Tier I & II (PWSA); Rural A, B (ORSA); House League Select (PWSA)
  - ▷ Male - Elimination, A & B (OASA); Rural A, B, C (ORSA); House League Select (OASA)
- ⇒ FP Provincial Championships U23 (Junior)
  - ▷ Male - Elimination, A & B (OASA); Rural A, B, C (ORSA)
  - ▷ Female - Open (PWSA); Rural Open (ORSA)
- ⇒ FP Eastern Canadians (F) U19 (Midget)
- ⇒ FP Canadian Championships (M & F) U19 (Midget)
- ⇒ FP Canadian Championships (M & F) U23 (Junior)
- ⇒ FP Canada Summer Games (F) U 21
- ⇒ FP International U21 Men's Championship (M)
- ⇒ FP - Ontario High School Fastpitch Tournament (PWSA)
- ⇒ FP - FP Youth World Cup (F) U16



## PROGRAMS:

- ⇒ Team Ontario Training and ID Camps (M & F)

## COMPETITIONS:

- ⇒ FP Provincial Championships (Intermediate)
  - ▷ Female - Open (PWSA); Rural Open (ORSA)
  - ▷ Male - A, B/C (OASA); Rural Open (ORSA)
- ⇒ SP Provincial Championships 23+ (Senior)
  - ▷ Female Open
  - ▷ Male Open
  - ▷ Men's Masters
- ⇒ FP Eastern Canadians (Intermediate)
  - ▷ Female - Open
  - ▷ Male - A, B (OASA); C (ORSA)
- ⇒ FP Canadian Championships (M & F) Senior
- ⇒ SP Canadian Championships (F & M) Senior

# IMPLEMENTATION



### COMPETITIONS:

- ⇒ FP Junior World Championships (M & F) U19 (ISF)
- ⇒ FP International Invitational Tournaments (M & F)
- ⇒ FP World University Games (F) (FISU)
- ⇒ FP World University Softball Championship (F) (ISF)
- ⇒ SP Border Battle (M)
- ⇒ FP Pan American Championship (M & F)
- ⇒ FP Pan American Games (M & F)
- ⇒ FP Senior World Championships (M & F) (ISF)



### PROGRAMS:

- ⇒ NCCP Clinics
- ⇒ NOCP Clinics
- ⇒ Community Fun Teams (M / F)
- ⇒ CSAP Workshops
- ⇒ Non-NCCP Clinics (Hitting for Coaches & Drills, Drills, Drills)
- ⇒ Non-NOCP Clinics (Refresher Clinics)
- ⇒ Scorekeeping Clinics - Basic, Advanced, Refresher

### COMPETITIONS:

- ⇒ FP Masters Provincial Championships
- ⇒ SP Provincial Championships
  - ▷ Female - Competitive, C, D, E, 35+, 40+, 45+, 50+, 55+, 60+, 65+
  - ▷ Male - A, B, C, D, E (League); E (Tournament); 35+, 40+, 45+, 50+, 55+, 60+, 65+
  - ▷ Co-ed - Competitive; C, D, E (League); E (Tournament); 3-Pitch
- ⇒ SP Provincial High School Tournament (F)



# COMPETITION CALENDAR

	MO	TU	WE	TH	FR	SA	SU
June	6	7	8	9	10 FP U16 Rural (M) FP U23 Rural (M)	11	12
	13	14	15	16	17	18	19
	20	21	22	23	24	25	26
	27	28	29	30	1 FP U16 Eliminations (M) FP U23 Eliminations (M)	2	3
July	4	5	6	7	8 FP U14 Eliminations (M)	9	10
	11	12	13	14	15 FP Masters (M)	16	17
	18	19	20	21	22 FP U19 A (M) FP U23 (F) FP Senior (F)	23	24
	25	26	27	28	29 FP Intermediate (M) FP Senior Eliminations (M) Orthodox (M) FP U16 Tier I (F) FP U19 Tier I (F)	30	31



# COMPETITION CALENDAR

MO TU WE TH FR					SA	SU	
1 2 3 4 5					6	7	
					U12 Select (M)		
					FP U12 A & B (M)	→	
					FP U16 A & B (M)	→	
FP Intermediate Rural (M)					→		
FP U14 Tier I (F)					→		
FP U16 Tier II (F)					→		
FP Intermediate (F)					→		
FP Intermediate Rural (F)					→		
FP Senior Canadian Championship (F)					→		
8 9 10 11 12					13	14	
					U16 Select (M)	→	
					FP U10 A & B (M)	→	
					FP U14 A & B (M)	→	
FP U19 B & C (M)					→		
FP U14 Tier I (F)					→		
FP U10 (F)					→		
FP U12 (F)					→		
FP U19 Tier II (F)					→		
SP Senior Canadian Championship (M) - Starts on Sunday, August 7-					→		
FP U19 Canadian Championship (M)					→		
FP U23 Canadian Championship (M)					→		
SP Senior Canadian Championship (F)					→		
FP U23 Canadian Championship (F)					→		
15 16 17 18 19					20	21	
					U10 Select (M)	→	
					U14 Select (M)	→	
					U19 Select (M)	→	
					U10 Select (F)	→	
					U12 Select (F)	→	
					U14 Select (F)	→	
					U16 Select (F)	→	
					U19 Select (F)	→	
FP U19 Canadian Championship (F) - Starts on Sunday, August 14-					→		
FP U14 Canadian Jamboree (F)					→		
FP U16 Canadian Championship (F)					→		
FP Intermediate Eastern Canadian Championships (F)					→		
22 23 24					25 26	27	28
					SP 3-Pitch & Master (M)	→	
					SP 3-Pitch & Master (F)	→	
					SP Senior COED Competitive C, D, E (League), E (Tournament),	→	
FP U14 Eastern Canadian Championships (F)					→		
FP U14 Eastern Canadian Championships (M)					→		
FP U16 Eastern Canadian Championships (F)					→		
FP U16 Eastern Canadian Championships (M)					→		
FP U19 Eastern Canadian Championships (F)					→		
FP U19 Eastern Canadian Championships (M)					→		
29 30 31					1 2	3	4
					SP Senior A, B, C & D (M)	→	
					SP Senior C & D (F)	→	
					FP Intermediate C Eastern Canadian Championships (M)	→	
FP Senior Canadian Championship (M) - Starts on Sunday, August 28-					→		
5 6 7 8					9	10	11
					SP Senior E (League), E (Tournament) (M)	→	
					SP Senior E (F)	→	
FP Intermediate A & B Eastern Canadian Championships (M)					→		
Orthodox Eastern Canadian Championships (M)					→		
Orthodox Eastern Canadian Championships (F)					→		

## Legend

- > Male (M)
- > Female (F)
- > Co-Ed

FP - Fast Pitch  
SP - Slo-Pitch

Age Category:

U8 - Junior Mite  
U10 - Mite / Atom  
U12 - Squirt / Lassie  
U14 - Novice / PeeWee  
U16 - Bantam

U19 - Midget  
U23 - Junior  
Open - Intermediate  
Open - Senior  
35+ - Masters

## Objectives

The objectives of the LTPD Implementation Plan within Ontario are as follows:

1. Distribution of information to align Softball organizations across Ontario with the content of LTPD.
2. System alignment through a review of stakeholder roles and responsibilities.
3. Coach education that aligns coaching competencies with the technical abilities required by players at each stage.
4. Ongoing collaborative decision-making based on player centred principles at all levels of the game.
5. Redesign and introduction of a new and appropriate competition structure for all levels of play.
6. A development strategy for fields and ancillary facilities.

In order to meet these objectives, the following steps have been taken or are planned to assist in the overall implementation strategy for LTPD.

## LTPD Implementation Steps to Date

The objectives:

Implementation Steps - Completed and Planned	Date	Location
Softball Canada (SC) establishes Long Term Athlete Development (LTAD) Steering Committee	Feb. 2005	Various
SC conducts Sustainability Roadshow	2005-2006	Various
Softball Ontario (SO) invites SC's LTPD Manager to Softball Ontario's Get In the Game Symposium to introduce LTAD principles to local Softball Association representatives	Feb. 2007	Toronto, ON
SC establishes LTPD Implementation Committee	Mar. 2008	Ottawa, ON
Softball Canada Board officially approves LTPD model	Sept. 2008	Ottawa, ON
SC presents final LTPD Guide to Provincial/Territorial Associations (including SO's Chair, Executive Director and Member Association (MA) Presidents)	Nov. 2008	Fredericton, NB
P/T's approve LTPD Model	Nov. 2008	Fredericton, NB
SO updates Board & Staff on LTPD	Jan. 2009	Toronto, ON
SO distributes copies of LTPD Guide to all volunteers and Member Associations' Board of Directors	Jan. 2009	Toronto, ON
SO's MAs distribute copies of LTPD brochure to all volunteers and the condensed version to all members	Jan-Jun 2009	Ontario
SO hosts a workshop for Local Softball Associations at their Annual Get In the Game Symposium on practice planning based on LTPD principles	Feb. 2009	Toronto, ON
SO launches a Softball4Life section on its web site introducing the concept of LTPD and providing downloads for Parents at <a href="http://www.softballontario.ca">www.softballontario.ca</a>	Apr. 2009	Toronto, ON
SO expands the Softball4Life section on its website to include a resource center with possible downloads and links, and adds a Softball4Life section to its PlaySoftball web site at <a href="http://www.playsoftball.ca">www.playsoftball.ca</a>	May 2009	Toronto, ON
SO hosts a workshop for Local Softball Associations at their Annual Get In the Game Symposium on Modifying the Game using LTPD principles	Feb. 2010	Toronto, ON
SO applies and receives funding from the Government of Ontario to develop the LTPD Implementation Plan	Nov. 2010	Toronto, ON
SO strikes a LTPD Implementation Planning Committee and secures support from a CS4L Leadership Team Expert and Softball Canada's LTPD Manager	Jan. 2011	Toronto, ON
SO hosts workshops for Local Softball Associations at their Annual Get In the Game Symposium – Volunteer Development; Programs; and Resources already available based on LTPD principles	Feb. 2011	Toronto, ON
SO updates its LTPD (Softball4Life) section of the Softball Ontario and Play Softball web sites to include easy to follow “quick downloads” of LTPD information by stage for Local Softball Associations	Mar. 2011	Toronto, ON
SO produces LTPD Implementation Plan	Jun 2011	Toronto, ON

## LTPD Implementation Planning Process

LTPD information has been available and circulated throughout the membership for the past two years. This will continue to keep our membership informed and educated about LTPD and forms a key part of the overall plan for Softball Ontario and LTPD. Areas of communication will include central and regional presentations, regular updates and online materials.

Softball Ontario established 7 pillars that became the foundation of this implementation plan. These 7 pillars are 1- Player Development, 2- Coach Education, 3- Leadership and Governance; 4- Competition System; 5- Facilities; 6-Officials and 7- Communication. These seven pillars are used by several sport organizations in building a solid implementation plan. While the competition system pillar is not intended to replace an actual competition review that Softball Ontario will eventually produce, it gives a good overview on the direction to take for future development.

This process also followed the solid foundation built by Softball Canada in developing the Long-Term Player Development model in 2008. Softball Ontario clearly believes in the importance of adhering to the key principles set in the Softball Canada LTPD document.

Each action plan presented in each of the pillars is the result of discussions around the strengths (referred as Home Runs in meetings) and weaknesses (referred as Strike Outs in meetings - See Appendix A) of the actual situation for softball in Ontario for this particular pillar.

Committee members were first asked to rank the various initiatives in each pillar. The results can be found in the following pages. The shaded action plan represent the ones which will be considered for the following step:

Priority	Action Plan	Responsibility	Timetable
1	LTPD Implementation Plan presented to Softball Ontario Board of Directors for approval	Softball Ontario Staff	Oct. 2011
2	LTPD Implementation Plan presented to the four Member Associations' Board of Directors for approval	Member Association Presidents; Member Association LTPD representative	Nov. 2011
3	LTPD Presentation to Member Associations' members at Annual meeting.	Presidents and LTPD Representatives; Member Associationss	Nov. 2011
4	LTPD Presentation to Local Softball Associations at Get in The Game Symposium	Member Association LTPD representatives,;Softball Ontario Staff	Feb. 2012
5	LTPD Web Roll out; Getting LTPD in the Public Eye (ongoing 12 weeks of success stories)	All Members and Supporters of the sport	Jan-Jun 2012
6	Member associations adding LTPD links to Softball Ontario page	LTPD Liaison /Associations	Dec. 2011
7	Adding LTPD Brochure and LTPD content to our Coaching Course Materials	Coaching Committee	Jan-Jun 2012
8	Overhaul LTPD section on Softball Ontario websites	LTPD Liaison / Softball Ontario IT	Jan-Feb 2012
9	LTPD material on hand for membership as requested; Hard copy or electronic based.	Member Clubs and general Public	Jan-Jun 2012

# IMPLEMENTATION

## Player Development

Softball Ontario's ongoing commitment is to the PLAYER FIRST mentality. We look to continually push them to get them to the next level both on and off the field.

This will focus on the introduction and education of core values surrounding LTPD and appropriate player development programming. This will include team, association, regional and Male & Female Provincial Team Programs.



Priority	Action Plan	Responsibility	Timetable
1	Standardize rules for age and skill level: <ul style="list-style-type: none"> <li>• Explore more game modifications.</li> <li>• Develop rule modifications at 10-14 to develop more pitchers and catchers.</li> </ul>	Ontario LTPD Committee; Softball Ontario Staff; Coaching Committee	January 2014
2	Target teacher education and professional development opportunities and develop/expand partnerships to get softball in the schools: <ul style="list-style-type: none"> <li>• Approach universities to include softball in curriculum for training Phys. Ed teachers.</li> <li>• Approach to include softball in professional development sessions for teachers.</li> <li>• Include softball in physical education classes.</li> <li>• Include softball in competition system for schools.</li> <li>• Educate schools on safety of equipment (i.e. bats).</li> </ul>	Ontario LTPD Committee; Softball Ontario Staff; Coaching Committee	January 2013
3	Develop Skill Camps/Programs for different levels: <ul style="list-style-type: none"> <li>• For Participation.</li> <li>• For Talent Id/Elite.</li> <li>• Standardize curriculum for skill development programs.</li> <li>• Longer than a 1 or 2 day program (# of weeks).</li> <li>• Expand existing skill camps so they are offered on a regular basis.</li> <li>• Standardize curriculums for skill camps.</li> </ul>	Ontario LTPD Committee; Softball Ontario Staff; Coaching Committee	January 2013
4	Sharing of best practices.	Future Consideration	
5	Establish clear/transparent criteria for selection and standardized selection process for Provincial Teams that can then be used by local associations to select players for teams.	Future Consideration	
6	Advocate/influence for more financial resources on athlete training (a percentage of a player's registration fee goes towards player development programs).	Future Consideration	
7	Partner with other sports to offer programming (eg. 6 weeks of soccer, 6 weeks of basketball, 6 weeks of softball). Discuss and set playing schedules.	Future Consideration	

# IMPLEMENTATION

## Coaching Education

Softball Ontario's Coach Education Program exists to support and foster the development and education of coaches from the grassroots to the elite levels throughout Ontario. The series of clinics within the program not only focus on teaching coaches how to play the game, so much as preparing coaches to impart their knowledge more efficiently and effectively to the players that they work with on a daily basis.

Our goal is to provide coaches across Ontario with the tools necessary to help build the future of Softball in Ontario and to help coaches become the leading force for positive change in the lives of the players they work with.

This program needs to be a shared and cooperative program with a proactive vision for the betterment of the game. Ultimately, OUR success will be measured by the growth of the game, at all levels, in Ontario.

Softball Ontario's coaching clinics are available to any coach. There are a variety of Coaching Clinics held across Ontario on a regular basis.



Priority	Action Plan	Responsibility	Timetable
1	Educate coaches on LTPD principles and available LTPD initiatives.	Ontario LTPD Committee; Softball Ontario Staff; Coaching Committee	March 2012
2	Develop Coach Mentoring Program: <ul style="list-style-type: none"> <li>• Build database of coaches who are willing to act as mentors</li> <li>• Have experienced coaches give back by helping/mentoring at lower levels (earn credits for Professional Development requirement of NCCP).</li> </ul>	LTPD Committee; Softball Ontario Staff; Coaching Committee ; IT Expert; Coaching Community	January 2014
3	Create sharing opportunities for coaches to learn from each other and experts.	Future Consideration	
4	Use of Technology for Training/Education and Professional Development: <ul style="list-style-type: none"> <li>• On-line Coach Training</li> <li>• Webinars</li> </ul>	Future Consideration	
5	Create Coach Recognition Program (incentive) <ul style="list-style-type: none"> <li>• For coaches that take training and certification</li> </ul>	Future Consideration	
6	Host coaching clinics all year long	Future Consideration	
7	Create a database allowing communication amongst active coaches	Future Consideration	
8	Coach Recruitment: <ul style="list-style-type: none"> <li>• Have experienced coaches give back by mentoring other coaches.</li> <li>• Expose players to coaching younger kids teams.</li> </ul>	Future Consideration	

# IMPLEMENTATION

## Leadership and Governance

Leaders play a critical role during change implementation, the period from the announcement of change through the installation of the change. During this middle period the organization is the most unstable, characterized by confusion, fear, loss of direction, reduced productivity, and lack of clarity about direction and mandate. It can be a period of emotionalism, with stakeholders grieving for what is lost, and initially unable to look to the future.

During this period, effective leaders need to focus on two things. First, the feelings and confusion of stakeholders must be acknowledged and validated. Second, the leader must work with them to begin creating a new vision of the altered sport system, and helping everyone to understand the direction of the future. Focusing only on feelings, may result in wallowing. That is why it is necessary to begin the movement into the new ways or situations.

Focusing only on the new vision may result in the perception that the leader is out of touch, cold and uncaring. A key part of leadership in this phase is knowing when to focus on what is important and when to focus on building and moving into the future.

Priority	Action Plan	Responsibility	Timetable
1	Develop strategy to reach out to house leagues	Member Associations; Softball Ontario Staff and Board Members	January 2015
2	Increase incentives for membership: <ul style="list-style-type: none"> <li>Decreased fees for members for resources and competitions</li> </ul>	Future Consideration	
3	Develop Softball Zone Rep network (Softball ON and Member Association knowledgeable) – a Softball Resource person	Future Consideration	
4	Develop membership database that: <ul style="list-style-type: none"> <li>Allows member communication</li> <li>Easy reporting</li> </ul>	Future Consideration	
5	Organizational analysis of fractured local associations (only one of house leagues or rep) vs local associations that have both house leagues and rep.	Future Consideration	

## Facilities

Municipal government facilities should provide broad opportunities for participation and are strategic settings for promoting and implementing CS4L concepts of Physical Literacy, Enhanced Excellence and Active For Life. Communities should ensure that softball diamonds provide public active living opportunities for all ages on softball diamonds and open spaces. The overall facility inventory should accommodate all stages of CS4L.

Softball facilities can assist the development of fundamental movement skills by providing safe and challenging environments for unstructured as well as organized toddler and preschooler play, available everyday. Municipal recreation staff should assess whether or not their equipment and facilities are sized appropriately (smaller athletes require smaller facilities), as equipment that fits well makes learning activities safer and much more enjoyable.

Priority	Action Plan	Responsibility	Timetable
1	Lobby: <ul style="list-style-type: none"> <li>Parks/Rec regarding facilities use and fees (members vs. non-members).</li> <li>Work with local communities to facilitate equitable and fair use of facilities (create a tool kit for local associations to lobby government)</li> </ul>	Future Consideration	
2	Partner with other like sports to develop an indoor training facility for softball and like sports (including lobbying the 2015 Toronto Pan Am Games Committee to make this type of facility one of the Games' legacies).	Softball Ontario Board; Member Associations	March 2015
3	Develop strategy to recommend equipment modifications to fit athlete's needs at various levels/ages	Future Consideration	

## Competition System

Whether an organization is considering a small change to one or two processes, or a system wide change to its organization, it's common to feel uneasy and intimidated by the scale of the challenge. Changing a competition structure can easily become a large challenge for a Provincial Sport Organization (PSO).

The organization knows that a change is needed in their competition system, but the PSO doesn't really know how to go about doing it. Where do you start? Whom do you involve? How do you see it through to the end?

Softball Ontario has identified its priorities based on what is important in building a strong player centered system.

Priority	Action Plan	Responsibility	Timetable
1	Define House League/Select/Rep with clear expectations for each (specifications).	Competition Review Committee; Softball Ontario Staff; Ontario LTPD Committee	January 2015
2	Explore other opportunities and formats for U10 events (Provincials?) based on LTPD principles.	Competition Review Committee; Softball Ontario Staff; LTPD Committee	August 2012
3	Review to better align training to competition ratio recommendations for U10 and other age categories	Future Consideration	
4	Better coordinate Select groups.	Future Consideration	
5	Allow all teams to participate at provincial championships.	Future Consideration	
6	Build a competition format to allow more quality games for weaker teams.	Future Consideration	
7	Develop clear hosting guidelines for various tournaments	Future Consideration	
8	Develop standardized league playing rules, tournament rules and Provincial Championship rules.	Future Consideration	
9	Align competition calendar to allow for longer season	Future Consideration	
10	Influence Softball Canada to push back dates of Canadian Championships	Future Consideration	
11	Better inform teams when conflicts exist because of dates for National Team competitions (i.e. between U19 World and Canadian Championships).	Future Consideration	
12	Research changing the pick-up rule for Eastern Canadian Championships.	Future Consideration	
13	Create Softball Ontario Competition Review Committee.	Future Consideration	
14	Standardize competition structure: <ul style="list-style-type: none"> <li>• Date first game can be played.</li> <li>• Date first exhibition game can be played.</li> <li>• Date playoffs can begin/end.</li> <li>• End date for season.</li> </ul>	Future Consideration	
15	Research reasons for decline in number of hosts applying for events.	Future Consideration	

# IMPLEMENTATION

## Officials

Officials play a critical role in softball and in the sport system in general. Retaining sports officials is a vital component in maintaining levels of participation in organized sports. Abuse and harassment are not the only reasons why the number of officials decline. Sometimes, we tend to leave the officials to themselves and each sport organization has to find ways to integrate officials into policy development as well as making sure they understand LTPD principles so they can best serve the game.

Priority	Action Plan	Responsibility	Timetable
1	Create Retention/Recruitment Plan for officials	Future Consideration	
2	Improve communication: <ul style="list-style-type: none"> <li>• Internally (between umpires and Softball ON).</li> <li>• Externally (other stakeholders like leagues, etc.)</li> </ul>	Future Consideration	
3	Build consistency in program delivery (some areas have people locally for delivery and others don't so cannot offer programs).	Future Consideration	
4	Continue to promote the Respect My Game Program	Future Consideration	
5	Develop local officials program.	Future Consideration	
6	Look at ways to reduce the costs for 1st year umpires.	Future Consideration	
7	Develop Long-Term Officials Development (LTOD) Model	Future Consideration	
8	Build better relationships between local umpire association and local softball association	Future Consideration	

## Communication

Good communication is one of the most important ingredients contributing to the performance and growth of a sport organization. The purposes of communication are persuasion, evaluation, information, motivation and problem solving. There are some keys to sending messages effectively. Engaging the whole organization in the process and creating corporate and personal ownership of the proposed program and accountability for its delivery will help a sport organization reaching its LTPD goals.

Priority	Action Plan	Responsibility	Timetable
1	Develop communication plan: <ul style="list-style-type: none"> <li>• Stakeholders               <ul style="list-style-type: none"> <li>o Between Softball Canada and local associations (top down and bottom up)</li> <li>o Between Softball ON and Member Associations</li> <li>o Between Member Associations</li> <li>o Between Member Associations and members</li> </ul> </li> <li>• With Schools</li> </ul>	Member Associations; SO Marketing and Communication Committee; SO Board and Staff	January 2013
2	Develop database as tool for communication	Future Consideration	
3	Establish a process to introduce programs to schools	Future Consideration	
4	Provide social media training for volunteers	Future Consideration	
5	Develop audit tool for communication effectiveness.	Future Consideration	
6	Establish a communication procedure for Select	Future Consideration	
7	Establish LTPD Champions network.	Future Consideration	



# STRATEGIC INITIATIVES

Following the ranking of each initiative in each of the pillars, the next step was to bring them all together for final ranking, regardless of their provenance (pillar). In this final step, it was not made mandatory to carry at least one strategic initiative per pillar but to have a global look on what should be the priorities for Softball in Ontario for the next four years. Each of the following strategic initiatives is accompanied by timelines. It is important to note that some of the strategic initiatives could be worked on at the same time.

The following list of strategic initiatives will also become a tool to evaluate the success of this plan once implemented and once completed in 2015.

Strategic Initiatives	Responsibility	Timelines
1. Develop Skill Camps/Programs for different levels: <ul style="list-style-type: none"> <li>• For Participation.</li> <li>• For Talent Id/Elite.</li> <li>• Standardized curriculum for skill development programs.</li> <li>• Longer than a 1 or 2 day program (# of weeks).</li> <li>• Expand existing skill camps so they are offered on a regular basis.</li> <li>• Standardize curriculums for skills camps.</li> </ul>	Ontario LTPD Committee; Softball Ontario Staff; Coaching Committee	January 2013
2. Target teacher education and professional development opportunities and develop/expand partnerships to get softball in the schools <ul style="list-style-type: none"> <li>• Approach universities to include softball in curriculum for training Phys. Ed teachers.</li> <li>• Approach to include softball in professional development sessions for teachers.</li> <li>• Include softball in physical education classes</li> <li>• Include softball in competition system for schools</li> <li>• Educate schools on safety of equipment (i.e. bats).</li> </ul>	Ontario LTPD Committee; Softball Ontario Staff; Coaching Committee	January 2013
3. Develop communication plan: <ul style="list-style-type: none"> <li>• Stakeholders               <ul style="list-style-type: none"> <li>o Between Softball Canada and local associations (top down and bottom up)</li> <li>o Between Softball ON and Member Associations</li> <li>o Between Member Associations</li> <li>o Between Member Associations and members</li> </ul> </li> <li>• With Schools</li> </ul>	Member Associations; Softball Ontario Marketing and Communication Committee; Softball Ontario Board and Staff	January 2013
4. Educate coaches on LTPD principles and available LTPD initiatives	Ontario LTPD Committee; Softball Ontario Staff; Coaching Committee	March 2012
5. Explore other opportunities (formats) for U10 events (Provincials?) based on LTPD principles.	Competition Review Committee; Softball Ontario Staff; LTPD Committee	August 2012
6. Standardize rules for age and skill level: <ul style="list-style-type: none"> <li>• Explore game modifications.</li> <li>• Develop rule modifications at 10-14 to develop more pitchers and catchers.</li> </ul>	Ontario LTPD Committee; Softball Ontario Staff; Coaching Committee	January 2014
7. Develop Coach Mentoring Program: <ul style="list-style-type: none"> <li>• Database of coaches who are willing to act as mentors</li> <li>• Have experienced coaches give back by helping/mentoring at lower levels (earn credits for Professional Development requirement of NCCP).</li> </ul>	LTPD Committee; Softball Ontario Staff; Coaching Committee; IT Expert; Coaching Community	January 2014
8. Develop strategy to reach out to house leagues	Member Associations Softball Ontario Staff and Board Members	January 2015
9. Define House League/Select/Rep with clear expectations for each (specifications).	Competition Review Committee; Softball Ontario Staff; Ontario LTPD Committee	January 2015
10. Partner with other like sports to develop an indoor training facility for softball and like sports (including lobbying the 2015 Toronto Pan Am Games Committee to make this type of facility one of the Games' legacies).	Softball Ontario Board; Member Associations	March 2015

# CONCLUSION



**THIS SOFTBALL IN ONTARIO LTPD IMPLEMENTATION PLAN** was created based on the CS4L framework and Softball Canada "*Long-Term Player Development Guide for Softball in Canada*".

Implementing LTPD will require changes to every level of Softball in Ontario and Canada and it will require a concentrated effort to educate parents, coaches, players and administrators about LTPD principles. Leagues will need to change game formats in some age categories. Coaches will need to adjust attitudes and philosophies. We all will need to demonstrate more accountability in our roles. Support for LTPD implementation will need to come from diverse stakeholders who may have to set aside personal interests for the greater success of Softball in Ontario and in Canada.

In order to obtain success, the key will be for our organization to communicate this plan to the softball communities in Ontario. In order to accomplish this goal, Softball Ontario will look at different ways to increase awareness in the province. Ideas such as a LTPD road show to educate the membership on this plan along with collaborative work with all local softball associations in order to complete an audit are among avenues considered in order to bring this plan to life. In addition, a Softball Ontario LTPD Committee will be created to oversee the implementation of the plan and will have representation from all four (4) Member Associations. The creation of a LTPD Committee in each of the member associations will also be promoted and encouraged so we can develop more champions in each of our important structures.

Above all we hope that through the implementation of LTPD, Softball will be a stronger sport at all ages and levels of LTPD. We believe that the implementation will result in better player development which in turn will better our competitive results both locally and nationally. More importantly we believe it will result in players participating in softball for life.

# REFERENCES

Baseball Canada (2007); Baseball Canada Long Term Athlete Development (Canadian Leader in Throwing, Catching and Hitting); Baseball Canada LTAD Working group

British Columbia Soccer (2009); Wellness to World Cup Long Term Player Development Implementation Plan

Canadian Sport for Life Resources center ([www.canadiansportforlife.ca](http://www.canadiansportforlife.ca)); LTAD Resource Papers; Consulted in March to May 2011

Softball Canada (2008); Long Term Player Development Guide for Softball in Canada; First Edition



# APPENDICIES

APPENDIX A - Softball Ontario Current Strike Outs

APPENDIX B - Statistical Information and Research Data

APPENDIX C - Acronyms

# APPENDIX A

## Softball Ontario Current Strike Outs

### PLAYER DEVELOPMENT

- Lack of financial resources for implementation of great Softball ON programs by rural associations
- Win now mentality vs. focusing on the long-term
- Lack of exposure to the Active Start or Fundamentals stage of softball
- Over emphasis on windmill pitching
- Not enough emphasis on exposure to Slo-Pitch at younger age levels so lose players to other sports
- Lack of respect for athletes participating for fun
- Don't have enough rule modifications for younger age categories
- Loss of Olympic sport status hurts hype of sport (aspirations of athletes) and exposure to sport.
- Resistance to implementing Softball in the schools for safety reasons (bats are weapons)
- Kids can't see the game at an elite level – not on TV, etc.
- Don't have a CANhit, CANcatch Program
- Self-esteem issues related to difficulty of game: Hitter and Pitcher stand alone and centre of attention; striking out 3 times – I'm not good so leave sport
- Adaptation from FP to SP
- SP takes a back seat to FP
- Lack of training programs for late entry players
- Lack of support from Member Associations for players looking to go to post-secondary opportunities
- Players jumping from team to team each year – ie. Pitcher leaves for another team so their initial team folds.

- Male vs. Female difference in development are not recognized and compensated for
- Specializing in sport and position too early
  - Low number of participants to form teams leads to specialization
  - Weaker players are put into field and not given chance to develop.
- Early maturing athletes are identified and given more development opportunities
- Low number of participants to form teams
- Season lengths are often too short (season end)
- Encroachment of other sport's seasons affects softball's seasons.
- Weaker kids often get weaker coaching, best coaches work with best athletes
- Checker vs. Chess – late gratification sport, takes a long time to develop the skills and knowledge in softball.
- Chronological based programs
- Lack of availability of modestly priced development programs.
- Access to skills camps/programs based on membership
- HP pathway not well understood or easy to explain.

### COACHING

- Communication related to coaching:
  - Issues communicating availability of resources
  - Lack of understanding of the new NCCP
- Training & Certification
  - Not mandatory for all coaches to be trained or certified at some levels.
  - Timing of when house league coaches are recruited is too late to offer training (LFs are competitive coaches involved in their season)
  - Training offered only in Spring. After season coach may want training but no clinics available.
  - Cost of training
  - Not enough coaches to offer a clinic so cancelled.
  - Geography – cost of travel
  - Lack of PD (gradation) within a coaching context
- Lack of coaches (recruitment)
  - Players keep playing and don't go into coaching
  - Lack of female coaches/role models
- Coaches don't see a need to get training (ball is easy).
- Don't have province wide mentoring program



- Low percentage of local associations who have Coaching Director/Coordinator to offer training and education.
- Win at all costs coach
- Newest players get newest/rookie coaches. When coaches progress to a higher level with a team, they don't come back to the house league.
- If mandatory training exists, is it enforced?
- Lack of professional coaching opportunities (coach as a profession)

## LEADERSHIP AND GOVERNANCE

- Lack of succession planning for volunteers
- Communicating softball world (who to contact for what, who does what, etc.).
- Sustainability of programs once grants are completed.
- Teams/Associations that do not register/affiliate
- Lack of understanding of who our participants are.
- Lack of knowledge of House League and youth team contacts
- No benefits/incentives/rewards for members (i.e. everyone pays the same price (member or not) for services and resources).
- Council structure – 4 member



- associations
- Lack of communication about LTPD to members
- Knowledge transfer (corporate info is lost when volunteers leave).
- Fear of change
- Member Association and local associations are volunteer driven and have no professional staff.
- Representation of different members in program development (perception that it's just FP).
- No Player Centred Policy - Player centred approach gets lost.
- Lack of player pathway in a community
  - Separation between:
    - o minor and adult programs
    - o Rep and house league (some see competition for players)
  - Creates a system with a lack of role models for youth.
- Sponsorship and marketing:
  - Lack of opportunities to attract.
  - Lack or difficulty to provide Return on Investment to sponsors.
  - Lack of staff expertise.

## COMPETITIONS

- Distance and travel costs to get to competitions
  - Eastern Canadian Championships & Canadian Championships -Teams may chose to go to US tournaments for smaller or same cost and development opportunities.
- High School SP season too short.
- Link is weak between OASA and ORSA competitive opportunities.
- Competitions not going to all communities
- Finding hosts is difficult.

- Finding volunteers is an issue.
- Cost of facilities and decreased chance to make profit hosting
- At younger levels, no minimum playing limits (equity) (Each player must play a minimum of 2 innings).
- Competition format - less playing time for weaker teams
- Lack of competitions for house league teams.
- Provincial Games age group
- Select teams have a wide variance in competitive levels. No way to define what a select team is.
- Eastern Canadian Championships
  - ON is winning majority of competitions. Level of competition is not a great development tool.
  - ON must travel to these events because the eastern P/Ts will not travel to ON.
  - With the advent of this event for U14 and U16, teams are focusing on combining to have strong teams to compete and this causes a decrease in overall number of teams in that age category.
- Slo-Pitch
  - Adult - Minimal opportunity for teams of all divisions to compete inter-provincially.
  - Youth – small pockets of youth SP to have competitions
- Not all teams get to compete in a provincial (U16 and above) and extend their season.
- Different rules for league play and tournaments and Provincial Championships (unlimited substitutions).
- Lack of structure for Select at Provincial level tournaments.
- Lack of collaboration/structure/system between House League

Select and Rep play.

- Decision made too early in season on what level team plays at – House League or Rep (April).
- No clear articulated pathway for competitions.
- Competition Calendar isn't well coordinated.
- Blind draws to determine seedings in Provincial Championships

## OFFICIALS

- Cost of training for 1st year umpires
- Decline in numbers
  - Shortage of umpires at local level
  - Lack of respect/abuse of umpires causes umpires to quit especially Junior Umpires
- Most umpires start umpiring after playing career.
- Retention of Junior umpires – once they get a job they quit umpiring
- Membership fee structure does not reflect all umpire categories
  - An umpire that just umpires in their local league pays the same amount as the umpire that goes to Canadian Championship, take clinics, gets evaluated, etc.
  - Some areas do not register their officials.
- Not enough mentoring.
- Umpire Association not always part of local softball association. Local association doesn't do development.
- Difficulty to get good qualified officials in some areas.
- Communication from League Umpire-in-Chief to their working umpires does not always exist.
- Some officials are in it for the wrong reasons.
- Need to communicate to local

associations the process to find officials for leagues, tournaments and provincials. The on-line database only lists certified umpires (no contact info).

## FACILITIES & EQUIPMENT

- Large variance in rental fees between local associations
- Safety issues with equipment
  - Difficulty to keep up with equipment changes/improvements
- Competition with other sports for access to facilities
- Poor maintenance of local fields
- More multi-field complexes needed.
- Not enough field upgrades (funding)
- Complicated process for application for permits for indoor facilities (gyms in particular).
- Lack of an indoor softball diamond.
- Lack of a warm-up area at many fields
- Lack of ownership of facilities
- Lack of fields specific to females (i.e. ability to hit homeruns).
- Usage of fields is not optimal (stop in mid-July, not used during the day) to justify request for improvements
- Obligation to block schedule with no possible reimbursement if field is closed due to rain.
- Local associations assign fields for games but not practices. Leave it up to coach/team to find practice diamonds.
- Non-members pay the same for access to fields as members.
- Lack of equipment adaptations for kids.

## COMMUNICATION

- Lack of knowledge about member hinders communication

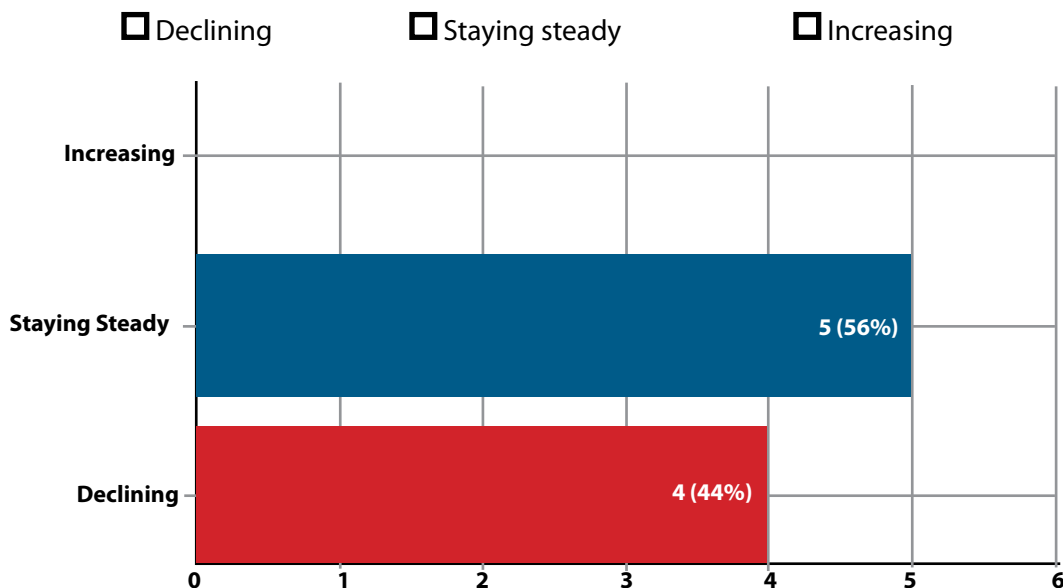


- Lack of on-line professional development:
  - Coaching
  - Officials
  - Volunteers
- Too much focus on technology to communicate and is it effective?:
  - Rely on email and social networking to communicate (one way)
  - Quality and volume of information received by end users (do they read it and understand it?).
  - Lack of knowledgeable volunteers that can use and administrate technology
  - Risks associated with social network use.
- Difficulties to reach parents
- Relaying the message to the non-converted
- Getting feedback about the programs from end users (delivery and quality).
- Difficulty to confirm reception of delivered message and to understand it or implement it.
- House leagues don't have a table to address state of the game
- Difficulty for end users to identify various stakeholders (lack of human presence to communicate)
- Communication between Member Associations (between PWSA, OASA, ORSA and SPOA)
- Not enough LTPD champions.
- Lack of Select representation as a unified body.

## SOFTBALL CANADA PROVINCIAL/TERRITORIAL SOFTBALL ASSOCIATION LTPD AUDIT

### MEMBERSHIP

#### 1. Is your overall membership...?



Percentage Change (past 1 year) \_\_\_\_\_%      Percentage Change (past 5 years) \_\_\_\_\_%

Response	Past 1 Year	Past 5 Years
Declining	10%	20%
Staying Steady	0	0
Staying Steady	Unknown	
Declining	11%	8%
Declining	9%	10%
Declining	50%	95%
Staying Steady	N/A	N/A
Staying Steady	-	-
Staying Steady	-	-

#### 2. What are the player registration numbers in each age category and classification?

SLO-PITCH					
Age Category	HL	Select	A/Tier I	B/Tier II	C
Adult	33920		4010		-
Co-Ed	38860		1428		-
Masters	6300		1174		-
Youth	1300		0		-

FAST PITCH					
Age Category	HL	Select	A/Tier I	B/Tier II	C
Unknown Age	8351		0		-
U8	5302		48		-
U10	3021		622		-
U12	2783		1046		-
U14	2385		1036		-
U16	2794		1027		-
U18/19	1653		1069		-
U21/23	12335		426		-
Intermediate			835		-
Senior					-
Masters			128		-

**3. How many teams are in your Association for each age category and classification?**

SLO-PITCH					
Age Category	HL	Select	A/Tier I	B/Tier II	C
Adult	1696		233		-
Co-Ed	1943		84		-
Masters	315		68		-
Youth	65		0		-

FAST PITCH					
Age Category	HL	Select	A/Tier I	B/Tier II	C
Unknown Age	Not tracked at this time.		0		-
U8			0		-
U10			53		-
U12			79		-
U14			80		-
U16			74		-
U18/19			78		-
U21/23			31		-
Intermediate			45		-
Senior			11		-
Masters			6		-

**4. How many clubs/associations are in your Association?**

- This is not tracked by the Member Associations at this time.

**5. How many leagues are in your Association?**

- This is not tracked by the Member Associations at this time.

**6. Does your association track player retention?**

Yes

No

## COMMUNICATION/INFORMATION

**1. Does all your Board have a copy of Softball Canada's LTPD document?** Yes - 50% No - 50%

Comments:

- It has been made familiar to them through changes we have implemented. It is available to them to read.
- Minor Committee members do and the lead executive but not the remaining executive members
- Softball Ontario's Board has received a copy.

**2. Do you feel your Board has a good understanding of LTPD?** Yes - 38% (3) No - 62% (5)

Comments:

- Not entirely apparent. Most understand specific changes that have been implemented and why.
- I would say they have an understanding of its intent with understanding the document.
- Only a few of the lead executive and some minor committee members have a good understanding.
- minor committee members fairly good but not other board members

**3. Does your Association have an LTPD web page or do you have a link to Softball Canada's LTPD's web page?** Yes - 22% (2) No - 78% (7)

Comments:

- This is a good idea
- We will shortly after reading this question.
- Link
- link to Softball Ontario and Softball Canada's websites
- Softball Ontario has LTPD information and downloadable resources on both its main web page and its web page (playsoftball.com) aimed at serving the new participant and local softball associations.

**4. Does your P/T have either a standing LTPD Committee or an LTPD Working Group?**

Yes - 25% (2) No - 75% (6)

Comments:

- We have a 3-person committee known as the season review and player development committee that looks for ways to improve our league and association. Many of these reviews and changes revolve around LTPDG
- Not specifically for Softball Canada's LTPD plan but we do have a Springboard Committee - coordinates clinics for youth to promote participation and teach player skills - includes coach workshops with instruction in organizing a practice, game strategies, rule interpretation
- only now with two members from the minor committee
- Softball Ontario's Board charged the Participation Committee with the responsibility of communicating general CS4L and LTPD information to the Softball Community and then developed an Implementation Planning Committee to develop its LTPD Strategic Plan.

**5. Do you have LTPD Champion(s) in your Association?** Yes - 75% (6) No - 25% (3)

Comments:

- 2
- (it may be me...)
- 5+
- One (1)
- 1 soon

Identity of LTPD Champion(s):

- Martin Barratt-Rutledge House/Select JOhanna Malisani: REP
- Rory Quigley
- Dave Northern, Sheryl French, Bruce Young, Gary Wren, George Ryder, Leanne Ashbridge
- Ken Oda
- Peter Timpf



- 6. Do you have a plan to train LTPD Champions?** Yes - 33% (3) No - 67% (6)  
Comments:  
  - The PWSA has LTAD clinics that they offer to the membership
- 7. Do you provide the LTPD brochure to players/parents each year?** Yes - 11% (1) No - 89% (8)  
Comments:  
  - a better idea for coaches to accept and proliferate through parents as necessary - ie team focus for practices based on LTPD etc
- 8. Do you provide the LTPD Parent Guide to parents each year?** Yes - 12% (1) No - 88% (7)  
Comments:  
  - a good idea
- 9. Have you hosted an LTPD information workshop for your membership?** Yes - 11% (1) No - 89% (8)  
Comments:  
  - I think best served to start from association/board level and work down -a good idea overall
  - Softball Ontario has annually hosted a workshop at its "Get In The Game Symposium" for local Softball Association on CS4L and LTPD since 2007. Presentations from this Symposium on CS4L and LTPD are then posted on its web page.
- 10. How else have you communicated LTPD to your membership?**  
Comments:  
  - Right now it's Board level only
  - By trying to develop our younger aged programs to follow the LTPD philosophies
  - One on one.
  - Information at our Annual Membership meetings
  - Via Softball Ontario's SAFE Softball Administrators Fundamental Excellence Program.
  - Via Softball Ontario's Participation Program newsletter.
- 11. How do you plan to communicate LTPD to your membership in the future?**  
Comments:  
  - With a new website for 2012, we will dedicate an entire section to educating parents, players and coaches on benefits and comprehension of LTPD
  - Parent Guide -web site -re-write it into our by-laws and rules. -Coaches manual
  - Possibly through our website and through our affiliated coaches - as a first steps
  - Slo-pitch not included to this point. When included we would begin the process of sharing info.
  - Through our LTAD player clinics and through information posted on the website with links to Softball Canada's LTAD. More information could be posted in our newsletter
- 12. What tools or resources would assist you in communicating LTPD to your membership?**  
Comments:  
  - Links to updated documents. Links to additional web resources for continued learning. Promotional material. Video material – i.e. youtube - of the proponents of LTPD (softball Canada) speaking in support of their recommendations. Get a PHD or Team Canada Coach speaking of the benefits and more people will listen.
  - Posters, brochures, internet, workshops, demonstrations
  - Computer friendly documents that could be downloaded and then sent to participants or used in workshops

**13. Have you ever conducted a membership survey?** Yes - 33% (3) No - 62% (5)

Comments:

- 2010 and we will continue to do so
- 2002 (give or take a year)
- We have conducted surveys within certain age groups but I am unaware of a survey across all age divisions.

**14. Do you have an Association newsletter?** Yes - 78% (7) No - 22% (2)



## COACHING

### NCCP

1. For the NCCP contexts listed below, please indicate the resources given to the coach as part of the fee for the designated NCCP clinic:

Resources	Community Sport - Initiation	Community Sport - Ongoing	Competition - Introduction	
	Learn to Coach	Keep Coaching	What to Coach & How to Coach	Level 3 Technical
LTP Manual(s)	Yes	No	No	No
Coaches Guide	??	Yes	Yes	Yes
LTP CD ROM	No	No	No	No
LTPD Brochure	Yes	Yes	Yes	Yes
LTPD Guide	No	Yes	No	No
CANpitch Brochure	Yes	Yes	Yes	Yes
Rulebook	No	Yes	No	No
Other: SO Resource Order Form	Yes	Yes	Yes	Yes
Other: Certificate	Yes	Yes	Yes	Yes
Other: Respect My Game	Yes	Yes	Yes	Yes
Other: Canada Food Guide	Yes	No	Yes	No



**2. Please list the coaching certification standard that your Association requires for each age category and classification listed below:**

Coaching Certification	OASA	ORSA	PWSA	SPOA
House League	-	-	-	-
Select	-	-	-	N/A
U6	N/A	-	N/A	N/A
U8	Lv 1 Tech or Keep Coaching	-	N/A	N/A
U10	Lv 1 Tech or Keep Coaching	-	Grass Roots or Learn to Coach	N/A
U12	Lv 1 Tech or Keep Coaching	-	Lv 1 Cert. or Comp.Intro-What to Coach	N/A
U14	Lv 1 Cert. or Comp.Intro-What to Coach	-	Lv 2 Cert or Comp.Intro-What & How to Coach	N/A
U16	Lv 2 Cert or Comp.Intro-What & How to Coach	-	Lv 2 Cert or Comp.Intro-What & How to Coach	N/A
U19	Lv 2 Cert or Comp.Intro-What & How to Coach	-	Lv 2 Cert or Comp.Intro-What & How to Coach	N/A
U23	Lv 2 Cert or Comp.Intro-What & How to Coach	-	Lv 2 Cert or Comp.Intro-What & How to Coach	N/A
Intermediate	-	-	Lv 2 Cert or Comp.Intro-What & How to Coach	
Senior	-	-	Lv 2 Cert or Comp.Intro-What & How to Coach	-
Masters	-	N/A	N/A	-

**3. What percentage of your Association's registered coaches meet the coaching certification standard set by your Association?**

Comments:

- REP - at least one coach per team must be Comp-Intro trained status. We currently do not have a min standard for house coaches. Implementing free community coach certification
- 1/2 would be fare
- 27% of our coaches are certified
- head coaches 80% ass't coaches approx 30%
- 96%

**4. What are your coaching certification statistics for each age category?**

Certification Statistics overall from Member Association's Competitive Teams Only

PWSA	# of Coaches	705	Certified	244	Not Certified	461
OASA	# of Coaches	385	Certified	81	Not Certified	304
ORSA	# of Coaches	322	Certified	32	Not Certified	300

Ontario does not track House League Coach Certification

**5. Does your Association mentor coaches using your Provincial Team Program?**

Yes - 33% (3)      No - 62% (5)

Comments:

- Our house league utilizes REP player peers to provide mentorship for younger players while introducing them to “coaching” and we have coach mentorship opportunities by providing leadership for new coaches.
- Certified coaches visit practices to help facilitate/assist the coach.
- We are starting a mentoring program at our LTAD clinics where the instructors work with the club team coaches

**COACHING DEVELOPMENT**

**1. Please list the name of the coaching development programs that your Association offers (do not include the NCCP). Please provide a brief description (1-2 sentences) of the program in the space provided on the right.**

Survey Comments:

- We use certified pitching and hitting coaches to teach house league coaches how to teach their kids the proper technique, then follow up with in-season development clinics for kids
- We encourage new caches to help run developments nights. We try to put on a coaching day but do not make it mandatory
- Workshops are offered at our annual Springboard Clinics. Approximately 20 coaches per year.
- Springboard Clinics offer a coaching development session @ held each spring - 2 h session
- The LTAD development clinics where the instructors work with the club team coaches. We are in our first year. We hope to have about 25-30 coaches impacted by the program this year.

Softball Ontario Programs:

- Drills, Drills, Drills for Beginner Coaches
  - o 4 hours
  - o This clinic provides new (and more experienced) coaches, with helpful tips on running, creating and why to use drills. The clinic features participation by all attending.
  - o Note: Softball Ontario recommends that participants at this clinic have a minimum of Grass Roots or Learn to Coach.
  - o # held per year: 2-3 Clinics per year
  - o Average # of Coaches Attend: 15-25 Coaches
- Hitting for Coaches
  - o 4 hours
  - o Starting at the feet and working up, each element of the stance, swing and follow through is covered. Also included in this clinic are segments on the mental aspect of hitting. The clinic features participation by all attending.
  - o Note: Softball Ontario recommends that participants at this clinic have a minimum of Level 1 Technical/Practical.
  - o # held per year: 1-2 Clinics per year
  - o Average # of Coaches Attend: 10-15 Coaches
- Rules for Coaches
  - o 4 hours
  - o This clinic gives coaches, managers and players the opportunity to discuss rule information and interpretations with a qualified Softball Ontario umpire instructor.
  - o # held per year: 0-1 Clinic per year
  - o Average # of Coaches Attend: 5-10 Coaches

**2. What percentage of clubs in your Association reimburses coaches for taking NCCP training and education?**

Comments:

- Reimburse: 100% -new for 2011
- Reimburse: 100%
- Reimburse: information not available to OASA, I only know that my own local association reimburses coaches
- Reimburse: 100%
- Reimburse: I don't know. I would think most associations help support their coaches

**3. Please list the name of any coaching resources or services that your Association offers (i.e. Book/DVD library, etc.). Please provide a brief description (1-2 sentences) of the resource or service in the space provided on the right.**

Comments:

- Umpire Casebook – includes 880 FP & SP cases. Provides a better understanding of the rules and their implications for umpires, coaches, players.
- Diamond Drills – drills for all skills of softball.
- Learn to Play Manual Level 1 – explains how to run the Learn to Play Program for 5-6 year olds. Contains 18 lesson plans of activities and lead up games for a coach to follow, key teaching points and progressions for all the basic skills.
- Learn to Play Manual Level 2 – explains how to run the Learn to Play Program for 7-8 year olds. Contains 18 lesson plans of activities and lead up games for a coach to follow, key teaching points and progressions for all the basic skills.
- Learn to Play Manual Level 3 - explains how to run the Learn to Play Program for 9-10 year olds. Contains 18 lesson plans of activities and lead up games for a coach to follow, key teaching points and progressions for all the basic skills.
- Learn to Play CD-ROM – This is a three (3) CD set containing one (1) CD for each level of the Learn to Play Program.
- Pitcher/Catcher Manual – a pocket sized book outlining the key points involved in pitching and catching.
- Skills Manual – a pocket sized book outlining the key points in the technical skills of softball.
- CANpitch Program DVD – supplement to the CANpitch program which has put into practice a standardized training program for pitchers, aged 6-12.
- Softball Skills & Drills DVD – covers fundamental of the sport in full detail and provides best practice drills to master each technique and tactic.
- Softball Pitching DVD – visual learning experience on the finer points of fast pitch pitching.
- Coaching Youth Softball – presents 20 or more of the most important tactics and techniques for coaching youth softball.
- Softball Fundamentals – book – provides softball fundamentals for pitching, fielding, hitting and baserunning. Also includes game like drills.
- Softball Coaching Bible – book – top U.S. coaches share their principles, insights, strategies, methods and experience.
- The Softball Pitching Edge – book - Cheri Kempf goes beyond basics as she covers pre-motion presentation, stance, posture, timing, location, and speed.
- Coaching Fast pitch – Hall of Fame Coach Kathy Veroni and pitching expert Roanna Brazier share their insights and experiences in coaching fast pitch softball.
- Softball Drill Book – packed with 180 drills from top NCAA Women's College Coaches.
- Softball Skills & Drills – book – fundamentals and 170 drills on all softball skills.
- Level 1 Coaching Manual – manual provided to coaches at Level 1 clinic.
- Level 2 Coaching Manual – manual provided to coaches at Level 2 clinic.

- Level 3 Coaching Manual – manual provided to coaches at Level 3 clinic.

## ATHLETE PROGRAMS & SERVICES

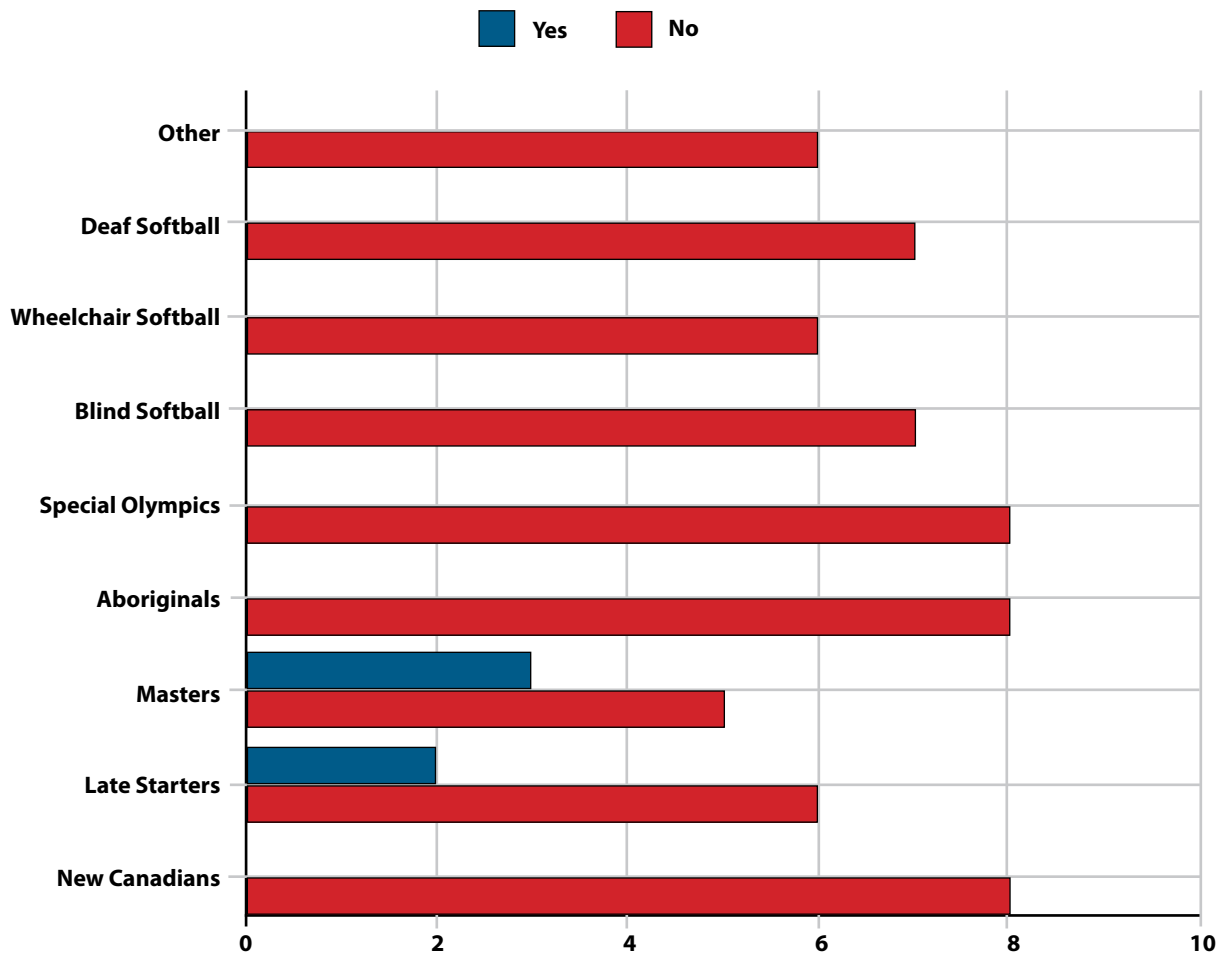
1. Does your Association have a player development plan? Yes - 50% (1) No - 50% (1)

### AGE CATEGORY SPECIFIC PROGRAMMING

1. Please list the name of the player development programs that your Association offers. Please provide a brief description (1-2 sentences) of the program in the space provided on the right.

- See Implementation Plan for this chart.

2. Do you have programs for special target groups such as ...?



New Canadians	Y	0% (0)	N	100% (8)
Late starters in the sport of softball	Y	25% (2)	N	75% (6)
Masters	Y	38% (3)	N	62% (5)
Aboriginals	Y	0% (0)	N	100% (8)
Special Olympics	Y	0% (0)	N	100% (8)
Blind Softball	Y	0% (0)	N	100% (7)
Wheelchair Softball	Y	0% (0)	N	100% (6)
Deaf Softball	Y	0% (0)	N	100% (6)

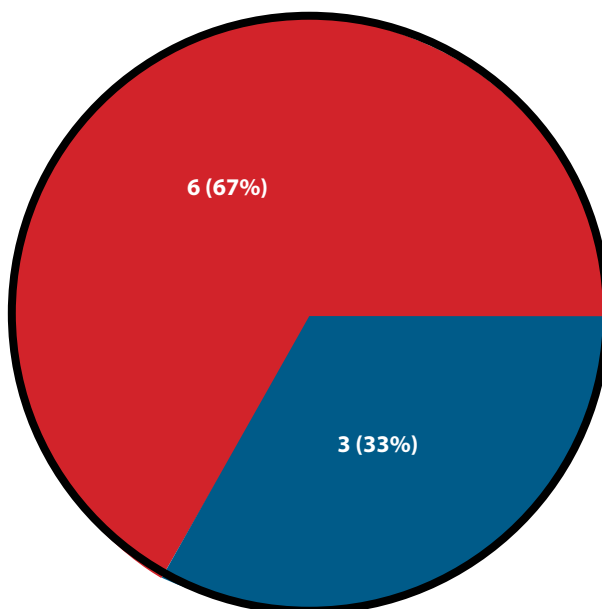
## COMPETITION/TRAINING

1. **Review the Competitions summary document attached and update for your Association's information if necessary.**

- See Implementation Plan for this chart.

2. **Does your Association sanction all tournaments in your province?** Yes - 38% (3) No - 62% (5)

■ Yes ■ No



3. **Do you co-ordinate with another sport with regards to setting the training and competition calendar in your Province/Territory?** Yes - 0% (0) No - 100% (9)

Are you aware of any local associations who co-ordinate with another sport with regards to setting the training and competition calendar for their leagues? Yes - 22% (2) No - 78% (7)

Comments:

- Other sports do their own thing (hockey) and we work around them.
- South Lennox Stone Mills Minor Softball (house league) coordinates with local soccer league Eastern Ontario Minor Softball Association coordinates with local soccer and ball hockey league

4. **What is the typical length of the season for teams in your Association?** \_\_\_\_\_(weeks)

Comments:

- 18 weeks
- 13 to 14 weeks
- 22
- 14 to 16 weeks
- 14 weeks
- Forty-six (46) weeks.
- 12 - 15 WEEKS
- 15 Weeks May to Mid August
- 12-14

**5. What is the typical start date of the season for league play for teams in your Association? (mm/dd/yy)**

Comments:

- 05/09
- May 24th/ 2011
- 05/01/11
- 05 16 11
- 05/10/11
- 05/15/2011
- 05/01/11
- 05/01/2011
- 05/15/11

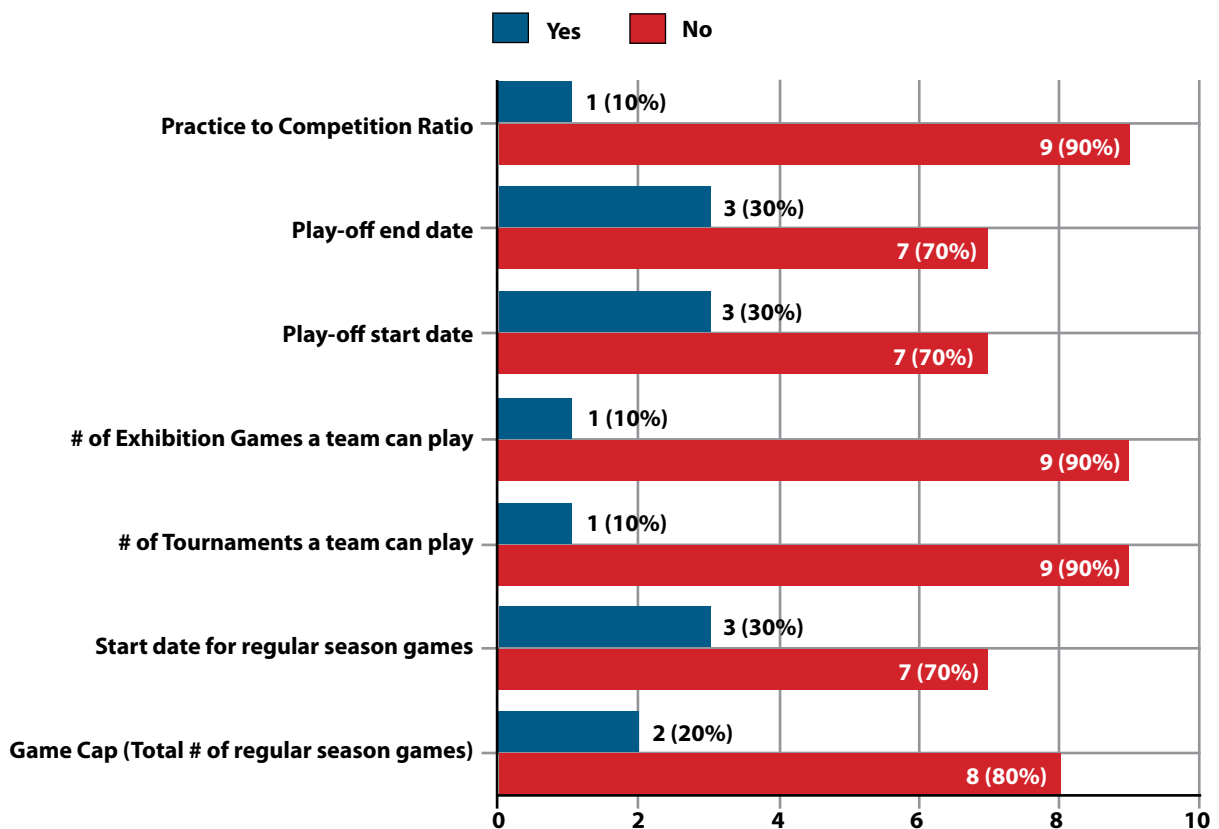
**6. What is the typical end date of the season for teams in your Association? (mm/dd/yy)**

Comments:

- 09/09
- Aug 20th/2011
- 09/20/11
- 07 30 11
- 08/10/11
- 08/15/2011
- 08/31/11
- 08/15/2011
- 08/15/11

**AGE CATEGORY SPECIFIC PROGRAMMING**

**1. Does your Association set the following seasonal guidelines for minor softball?**





Game Cap (Total # of regular season games)	Y	20% (2)	N	80% (8)
Start date for regular season games	Y	30% (3)	N	70% (7)
# of Tournaments a team can play	Y	10% (1)	N	90% (9)
# of Exhibition Games a team can play	Y	10% (1)	N	90% (9)
Play-off start date	Y	30% (3)	N	70% (7)
Play-off end date	Y	30% (3)	N	70% (7)
Practice to Competition ratio	Y	10% (1)	N	90% (9)

**2. Does your Association have a Provincial/Territorial Championship at the following age categories and classifications?**

AND

**3. What percentage of total teams per age category participated in your Provincial Championship last year? For example, U12: 22 teams out of 46 total teams in the P/T participated in the 2010 Provincial Championship = 48%.**

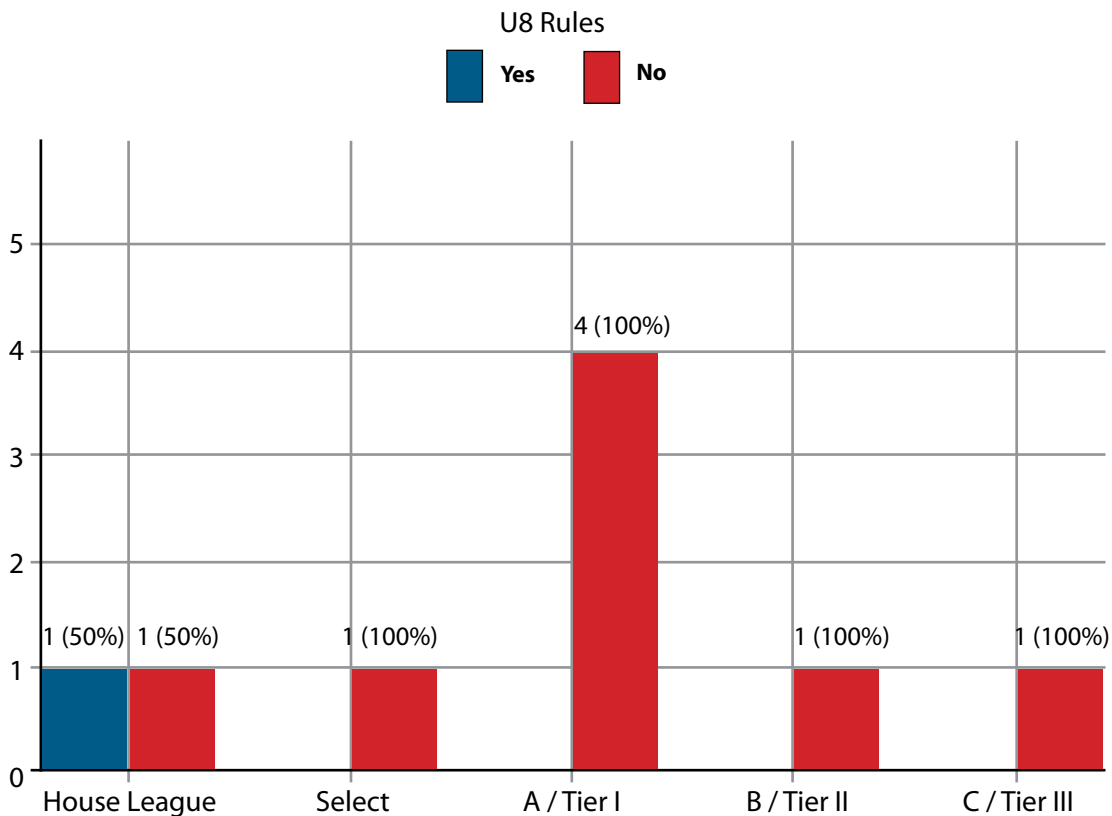
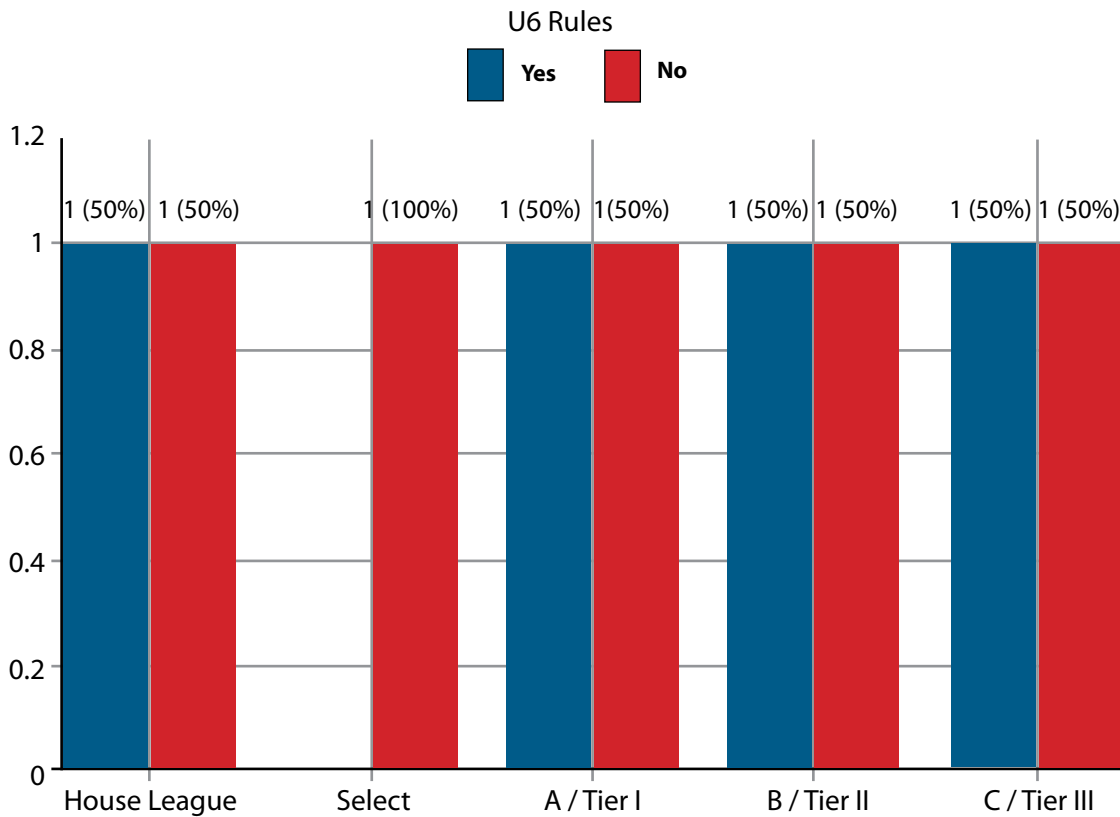
SLO-PITCH					
Age Category	HL	Select	A/Tier I	B/Tier II	C
Adult	89%		11%		-
Co-Ed	96%		4%		-
Masters	84%		16%		-
Youth	100%		0%		-

FAST PITCH					
Age Category	HL	Select	A/Tier I	B/Tier II	C
Unknown Age	No Provincial		No Provincial		-
U8	No Provincial		No Provincial		-
U10	76%		24%		-
U12	65%		35%		-
U14	58%		42%		-
U16	65%		35%		-
U18/19	51%		49%		-
U21/23	90%		10%		-
Intermediate					-
Senior					-
Masters					-

**4. Does your Association host competitions within the school system?**

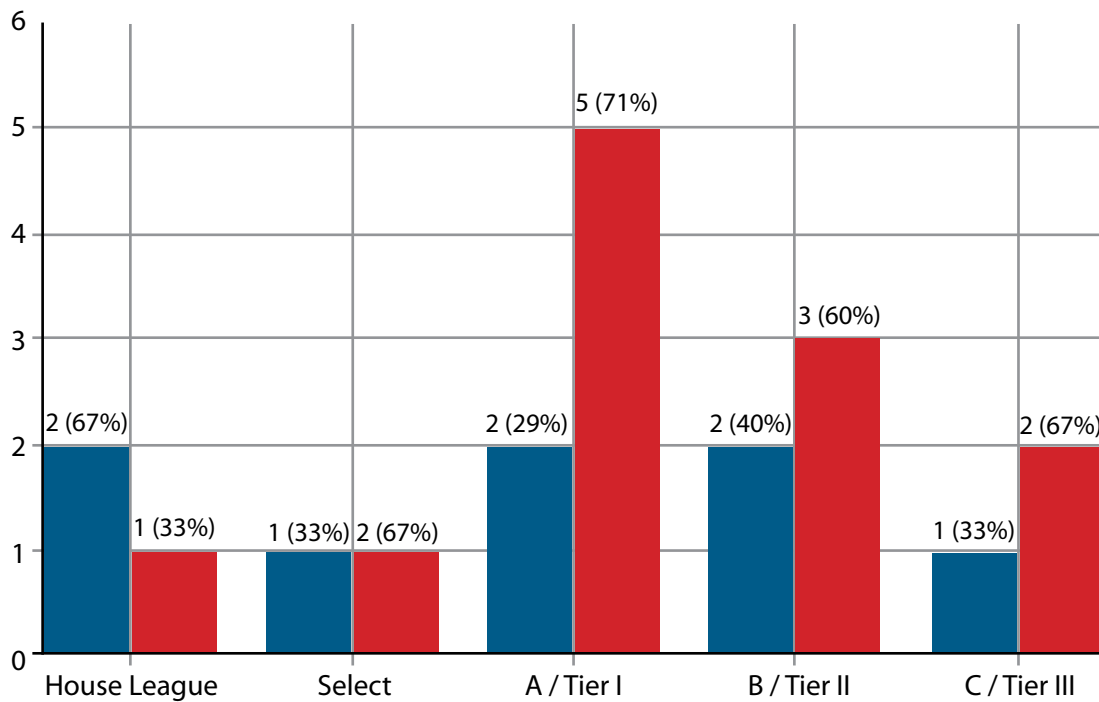
Elementary School	Yes - 0% (0)	No - 100% (10)
High School / Secondary School	Yes - 30% (3)	No - 70% (7)
College / University	Yes - 20% (2)	No - 80% (8)

5. For each age category listed below, do you feel the rules used by your Association at Provincial/ Territorial Championships follow the recommendations in Softball Canada's Competition Review document, Play Ball?



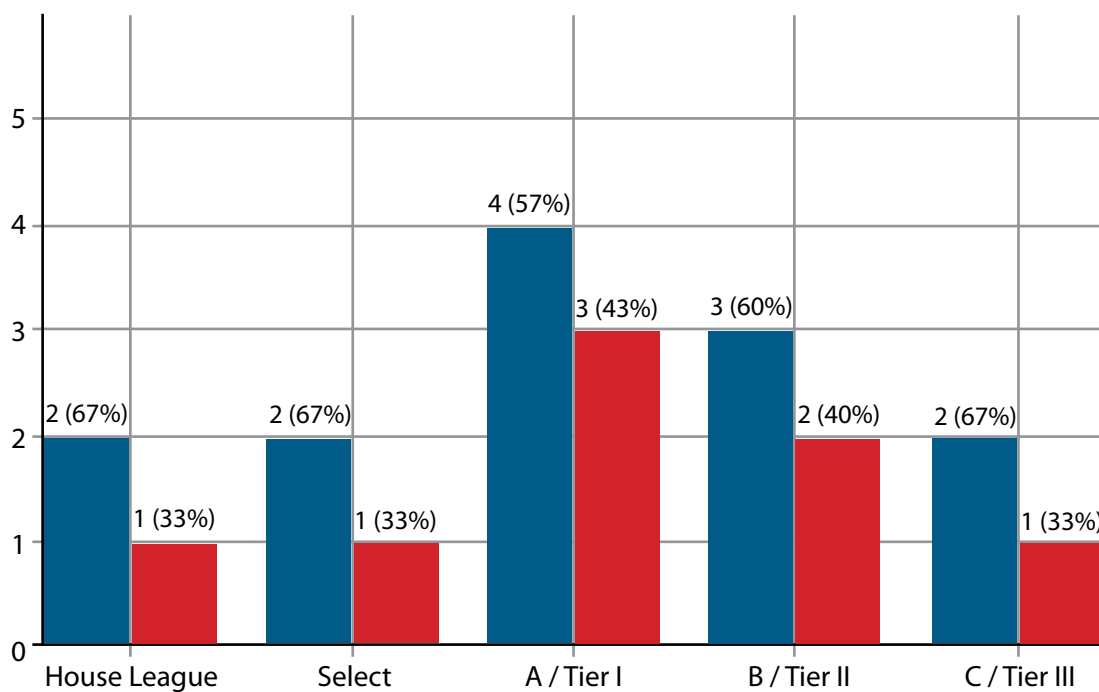
### U10 Rules

Yes No



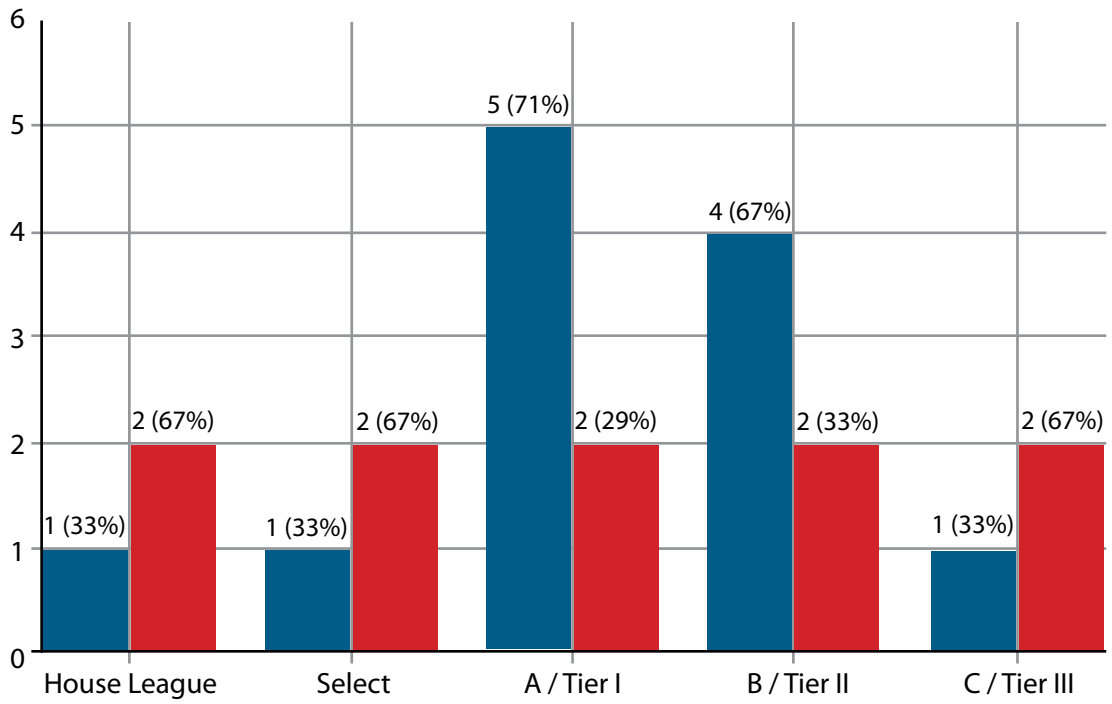
### U12 Rules

Yes No



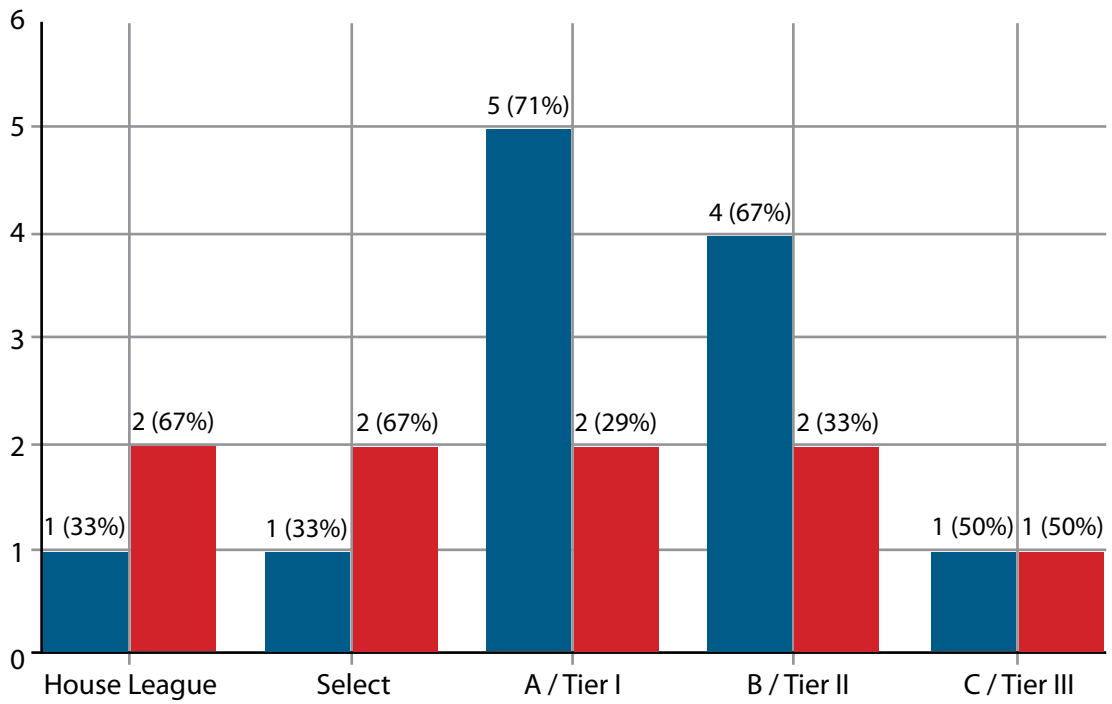
U14 Rules

Yes No



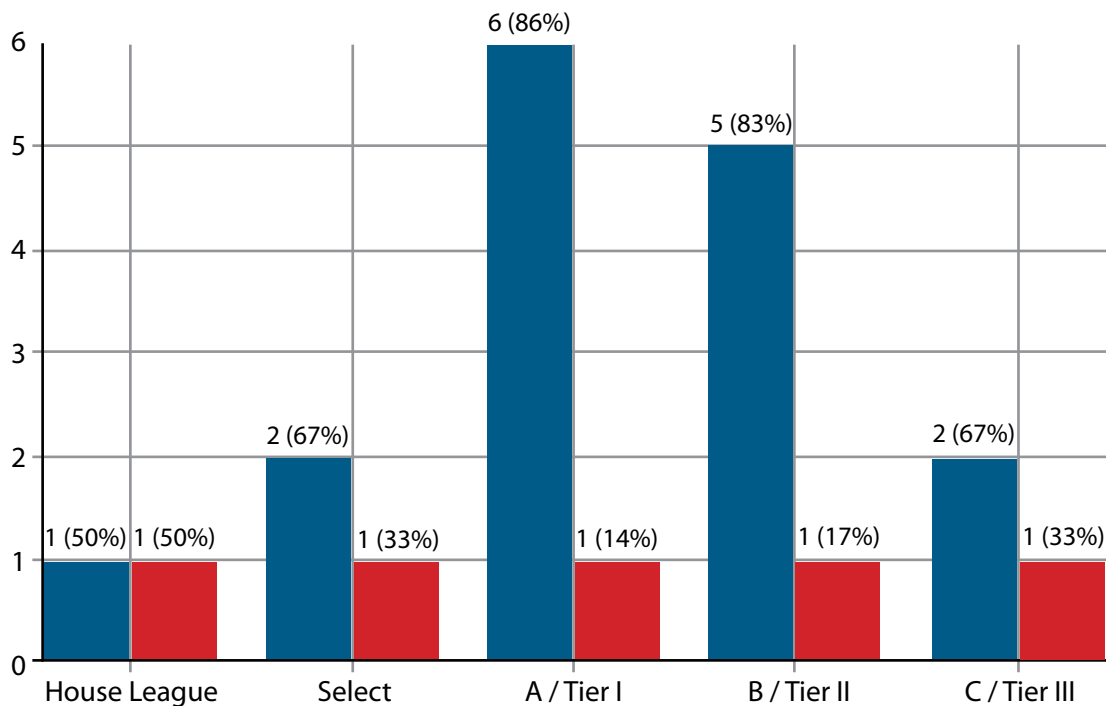
U16 Rules

Yes No



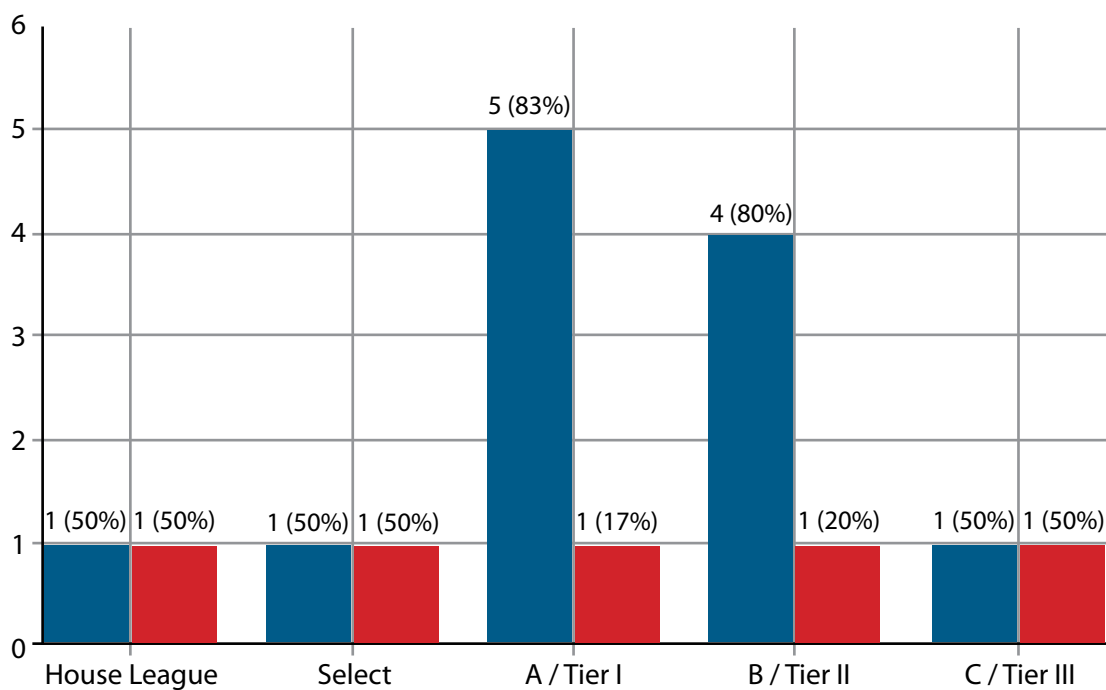
### U18/19 Rules

Yes No



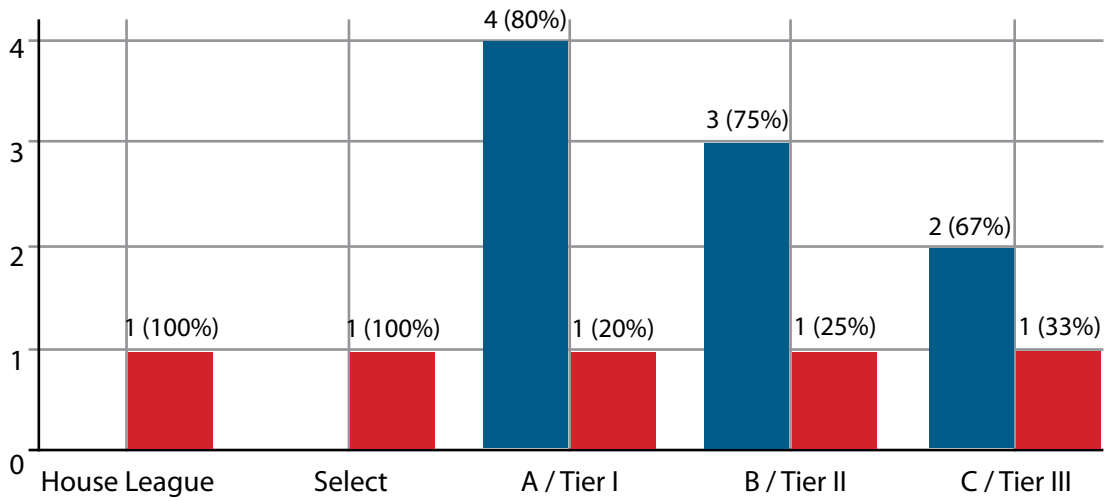
### U21/23 Rules

Yes No



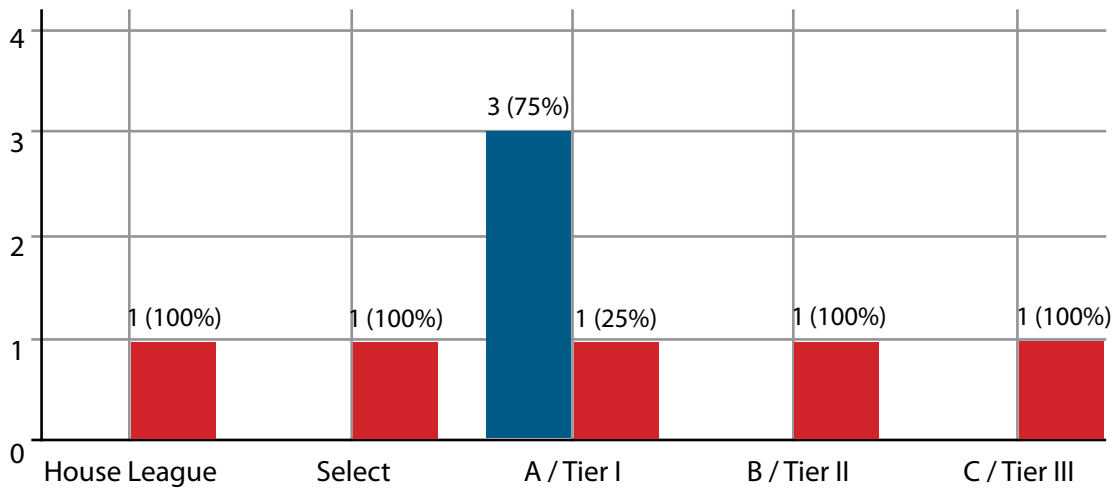
### Intermediate Rules

Yes No



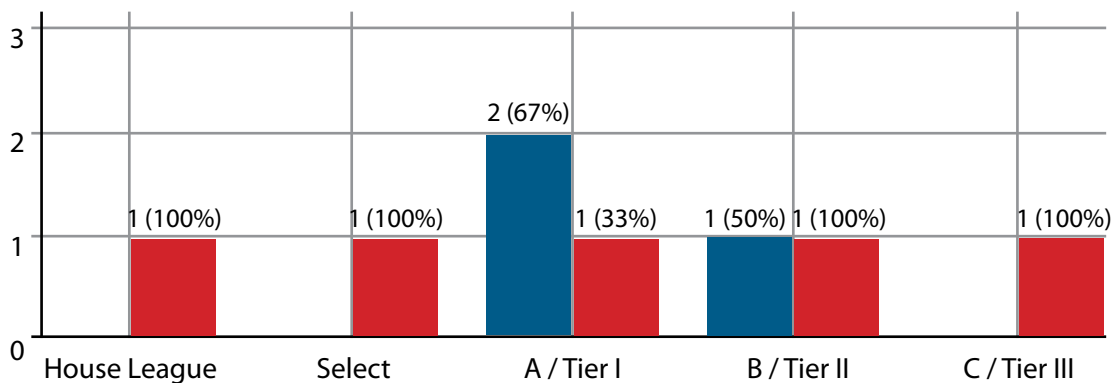
### Senior Rules

Yes No



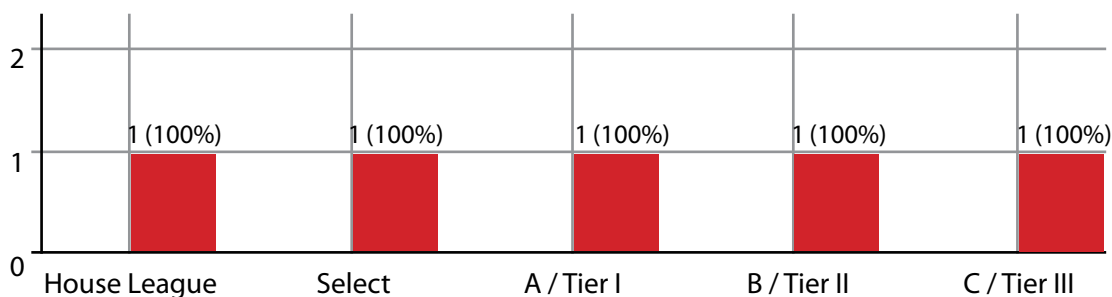
### Masters Rules

Yes No



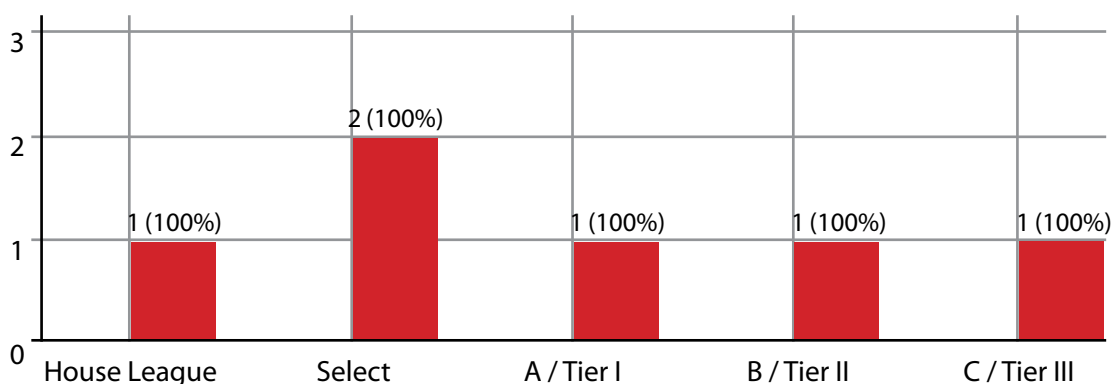
### Elementary School Rules

Yes No



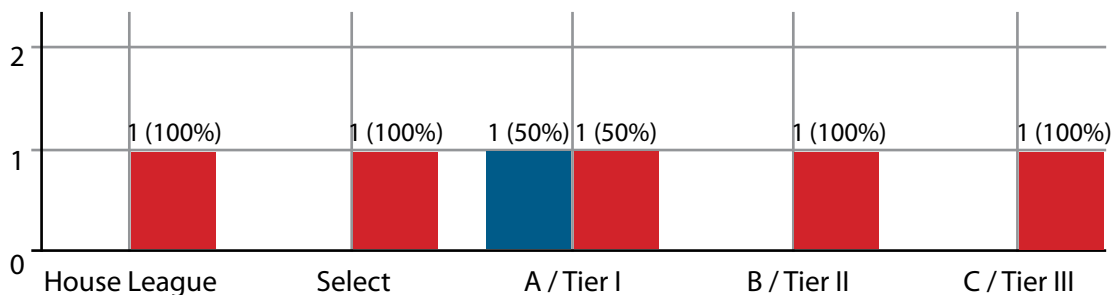
### High School Rules

Yes No



### College / University Rules

Yes No



***If you answered “No” in for any age category in Question #3, please describe what you feel needs to change to align your competition with LTPD principles or the rationale why you don’t think a change is needed.***

**Comments:**

- We follow most Softball Canada rules, but make modifications for the younger age groups, Squirt and Below.
- More practice to game ratio needs to be better.
- For the younger ages (U8 and U10), shorter games, rules for equal playing time and more skill based competitions are needed. However, for age groups U12 and up, since our Association is focused primarily on rep ball players and teams, the changes are not necessary. The LTPD principles may

apply more to house league level play in ages above U10 level.

- We currently declare provincial champions at mite and squirt levels.
- Our provincial tournaments are double knock-out format; review document suggests Round Robin format
- Slo-pitch does not use these categories. We have only high school and adult programs of varies levels (no real coaching at the adult levels--just in high school)
- The reason that I answered no in the U10 division is because we have a provincial championship and not a jamboree. In the U14 and U16 divisions I answered no because we don't have pitching restrictions. I don't think pitching restrictions are needed in the U16 division. I think pitching restrictions should be in place in the U14 division.

**6. What system is used for season ending play in leagues – Playoff/Elimination format (P), Round Robin Tournament format (RRT) or Other Format (please indicate the format used)?**

Age Category	Play-off Elimination	Play-off Elimination	Play-off Elimination	Round Robin	Other
	Single Knockout	Double Knockout	Series (i.e. best of 3 games)		
U6	0% (0)	0% (0)	0% (0)	0% (0)	100% (4)
U8	0% (0)	0% (0)	33% (1)	0% (0)	67% (2)
U10	0% (0)	67% (4)	0% (0)	33% (2)	0% (0)
U12	0% (0)	67% (4)	0% (0)	33% (2)	0% (0)
U14	0% (0)	71% (5)	0% (0)	14% (1)	14% (1)
U16	0% (0)	100% (5)	0% (0)	0% (0)	0% (0)
U18/19	0% (0)	83% (5)	0% (0)	17% (1)	0% (0)
U21/23	0% (0)	100% (4)	0% (0)	0% (0)	0% (0)
Intermediate	0% (0)	100% (3)	0% (0)	0% (0)	0% (0)
Senior	0% (0)	100% (1)	0% (0)	0% (0)	0% (0)
Masters	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)

**7. What system is used for season ending play in provincial play – Playoff/Elimination format (P), Round Robin Tournament format (RRT) or Other Format (please indicate the format used)?**

Age Category	Play-off Elimination	Play-off Elimination	Play-off Elimination	Round Robin	Other
	Single Knockout	Double Knockout	Series (i.e. best of 3 games)		
U6	0% (0)	0% (0)	0% (0)	0% (0)	100% (1)
U8	0% (0)	33% (1)	33% (1)	33% (1)	0% (0)
U10	0% (0)	40% (2)	20% (1)	40% (2)	0% (0)
U12	0% (0)	80% (4)	20% (1)	0% (0)	0% (0)
U14	0% (0)	67% (4)	17% (1)	17% (1)	0% (0)
U16	0% (0)	60% (3)	20% (1)	20% (1)	0% (0)
U18/19	0% (0)	40% (2)	20% (1)	40% (2)	0% (0)
U21/23	0% (0)	75% (3)	25% (1)	0% (0)	0% (0)
Intermediate	0% (0)	100% (4)	0% (0)	0% (0)	0% (0)
Senior	0% (0)	67% (2)	33% (1)	0% (0)	0% (0)
Masters	0% (0)	50% (1)	0% (0)	50% (1)	0% (0)



## HIGH PERFORMANCE PROGRAMMING

### 1. Provincial Summer Games

a. *Is Softball a part of your Provincial Summer Games?* Yes - 67% (4) No - 33% (2)

b. *What age category?*

AND

c. *What classification?*

Comments:

- U16 (Bantam Boys') ORSA
- U16 (Bantam Girls') PWSA

d. *How is the team selected to represent each region:*

- Club team through Qualifying Tournament

e. *How is the coach selected to lead each region:*

- Coach of club team through Qualifying Tournament

f. *Are players selected to compete in the Provincial Summer Games provided with development opportunities to improve?*

Yes - 33% (1) No - 67% (2)

Comments:

- Extra Bases (Vaughan) Rising Stars (Brantford)

g. *Are teams selected to compete in the Provincial Summer Games provided with development opportunities to improve?* Yes - 33% (1) No - 67% (2)

Comments:

- Extra Bases (Vaughan) Rising Stars (Brantford)

h. *Are coaches selected to compete in the Provincial Summer Games provided with development opportunities to improve?* Yes - 0% (0) No - 100% (2)

### 2. Canada Summer Games or U21 Men's Championship

a. *Does your Association have a scouting network in place to identify players?*

Yes - 57% (4) No - 43% (3)

b. *Does your Association host regional camps to identify players?* Yes - 29% (2) No - 71% (5)

c. *Does each camp utilize the same on-field plans and processes (softball and/or fitness tests, drills, etc.)?* Yes - 33% (2) No - 67% (4)

d. *Do you incorporate regional camp drills into the Provincial/Territorial camp?*

Yes - 43% (3) No - 57% (4)





#### 4. Please list the number of Ontario athletes on National Teams?

NATIONAL TEAM	2011	2010	2009	2008	2007	2006	2005	2004
Junior Women's National Team	TBD	10*	N/A	N/A	8	N/A	N/A	N/A
Junior Men's National Team	N/A	N/A	3	3	N/A	N/A	5	N/A
Senior Women's National Team	9	6	5	5	6	7	6	4
Senior Men's National Team	N/A	N/A	6	6	11^	7	N/A	8

All Teams consisted of 17 players except the following: \* out of 18 players ^ out of 25 players

## LEADERSHIP

### CLUB DEVELOPMENT

- Does your Association promote Softball Ontario's Softball Association Fundamental Excellence (SAFE) Program?**  
 Yes - 43% (3)                      No - 57% (4)
- Does your Association promote Softball Ontario's Certified Softball Administrator Program (CSAP)?**  
 Y 43% (3)                      N 57% (4)
- Please use the table below to indicate any program or services for clubs that are offered by your Association. Please provide a brief description (1-2 sentences) of the program in the space provided on the right.**

Program Name	# held/year (i.e. how many?)	Average # attending/year	Description
Certified Softball Administrator Program (CSAP)	6	70	CSAP is a training program for Softball Association volunteer administrators. Each Workshop is either four (4) or eight (8) hours. Workshops available include: Sponsorship, Fundraising, Grants, Marketing, Risk Management, Demographics, Conflict Management, Special Event Management, and Website Management.
Get In The Game Symposium	1	75	The Get In The Game Symposium is a yearly meeting where Softball Association administrators meet to discuss the state of Softball in Ontario, network with other Softball Associations from across the province, and learn about new programs and services that are designed to help their Associations.
Softball Association Fundamental Excellence (SAFE) STAR Program			The SAFE STAR Program is a quality assurance program designed to encourage Softball Associations to adopt best practices in association management and encourage them to implement Long Term Player Development within their Association. The SAFE STAR Program also ensures a strong connection between the Association and Softball Ontario.

## FACILITIES/EQUIPMENT

**1. Please list if your Association rents or owns any facilities.**

Ball Diamond(s) Rent: Yes - 6 Own - No

Indoor Facility Rent: Yes - 4 Own - No

**2. Do you partner with another sport with regards to renting or owning facilities?**

Yes - 0% (0) No - 100% (8)

**3. Do you partner with another sport with regards to owning equipment? Yes - 0% (0) No - 100% (8)**

**4. Please list the quantities of equipment owned by the Association.**

Item	Softball Ontario	Survey
Batting Cage (fixed)	0	2
Batting Cage (portable)	0	3
Bats - regular	0	184
Bases - regular	0	21
Balls (Regular)-11"	0	2296
Balls (Indoor)	622	292
Balls (Whiffle)	0	298
Hitting Nets/Screens	8	30
Batting Helmets	0	30
Catcher's Equipment (set)	0	11
Radar Gun	1	3
Training Aids	0	12
Pitching Machine	0	12
LTP Starter Kits	50	8
Active Softball Board Game	106	0
Pitching Comeback Targets	14	0
Rawlings Gloves	450	0
Throw Down Bases	200	0
Invinci Bats	248	0

## OFFICIALS

**1. What are the umpire registration numbers in each classification?**

LEVEL	#'s Male	#'s Female	#'s Total
Junior Umpire	483	112	595
Level I	485	56	541
Level II FP	452	59	511
Level II SP	245	13	258
Level III FP	146	5	151
Level III SP	81	10	91
Level IV FP	11	1	12
Level IV SP	16	1	17
Level V FP	483	112	595
Level V SP	485	56	541
ISF	452	59	511

2. **Is your overall umpire membership...?**       **Declining**       **Staying steady**       **Increasing**
- Percentage Change (past 1 year)      \_\_\_\_\_%
- Percentage Change (past 5 years)      \_\_\_\_\_%

Response	Past 1 Year	Past 5 Years
Declining	5.2% decline	2.6% decline

3. **At what level is your Association experiencing the most drop-off in umpire numbers?**
- Level 0 (not certified) and Level 1.

**OTHER**

1. **Please describe any other information about your Association that you feel would be relevant to developing an LTPD Implementation Plan for Ontario:**

Comments:

- Our association purchases dozens of balls every year (hard, soft, whiffle, dimple et al) and regularly updates and upgrades equipment like bases. We do not supply helmets outside of beginner clinics for unregistered players. We do supply team bats for every team, game and practice balls etc and all training aids including nets, fitness equip (medicine balls, hurdles, pylons etc) batting tees and pitching machines are available upon request.
- Working in 2011 to move our junior mite/mite provincial tournaments closer to suggested "Playball" format
- At this point SPO has less of a development component because most leagues are adult. We have only recently moved into the high schools. We are made up of new players and players who have developed in the other associations.

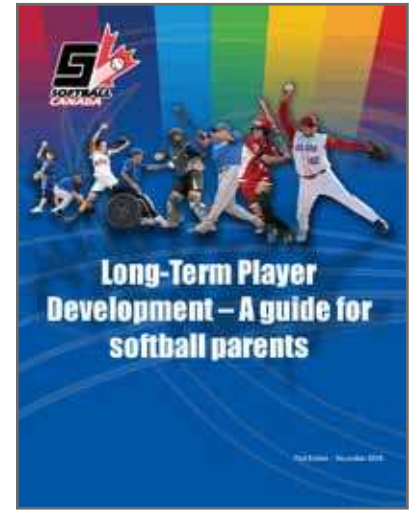
# APPENDIX C

## ACRONYMS

Age Categories	- Junior Mite (U9); Mite (U10); Squirt (U12); Pee Wee (U14); Novice (U14); Bantam (U16); Midget (U19); Junior (U23); Juvenile(U21); Intermediate (Open); Senior (Open); Orthodox (Open) Masters (Over 35); Co-ed (Open).
Classifications/ Divisions A, B, C, D, Select	- A further grouping of teams within classifications that is used to determine Provincial Championship Tournament assignment for OASA.
Classifications/ Divisions A, B, C	- A further grouping of teams within classifications that is used to determine Provincial Championship Tournament assignment for ORSA.
Classifications/ Divisions Tier I, II, Select	- A further grouping of teams within classifications that is used to determine Provincial Championship Tournament assignment for PWSA.
Category Competitive, A, B, C, D, E (League), E (Tournament)	- a further grouping of teams within classifications that is used to determine Provincial Championship Tournament assignment for SPOA.
CS4L	- Canadian Sport For Life
CSAP	- Certified Softball Administrators Program
Elimination	- A tournament used to determine the OASA or SPO representative(s) to competition(s) beyond the provincial scope (i.e. Canadian or Eastern Canadian Championship).
FP	- Fast Pitch
HL	- House League
HP	- High Performance
LF	- Learning Facilitator
LTAD	- Long-Term Athlete Development
LTP	- Learn to Play Program
LTPD	- Long-Term Player Development (Softball has chosen to use the term player instead of athlete)
MA	- Member Association
NSO	- National Sport Organizations (example: Softball Canada)
NCCP	- National Coaching Certification Program
NOCP	- National Officials Certification Program
OASA	- Ontario Amateur Softball Association
ORSA	- Ontario Rural Softball Association
Provincial Championship	- A tournament or play-down series determining the Provincial Champions or finalists and lower placing.
P/T or P/TSO's	- Provincial Sport Organizations
PWSA	- Provincial Women's Softball Association
Qualifiers	- A tournament determining participation and seeding for a Provincial Championship Tournament.
SAFE Star	- Softball Association Fundamental Excellence Program
Select Team	- A team comprised of players chosen from teams competing in the same house or local league during the season with no players signed to a OASA or PWSA players' certificate.
SC	- Softball Canada
SP	- Slo-Pitch
SPOA	- Slo-Pitch Ontario Association
SO	- Softball Ontario
UIC	- Umpire-in-Chief

# LTPD RESOURCES

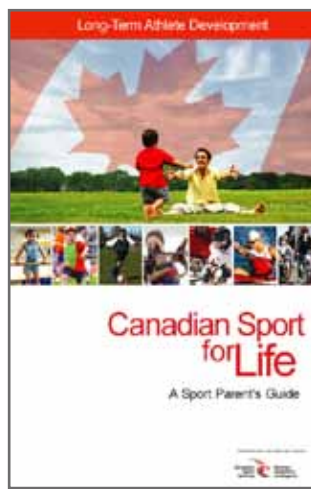
The following Long Term Player Development Resources are available online at [www.softballontario.ca](http://www.softballontario.ca) and at [www.playsoftball.ca](http://www.playsoftball.ca)!



△ Softball Canada Resources



△ Softball Ontario's SAFE STAR Resources



△ Canadian Sport4Life Resources - [www.canadiansportforlife.ca](http://www.canadiansportforlife.ca)



# One Vision, One Voice, One Sport

*For all of Ontario*



**Provincial Womens Softball Association**  
[www.ontariopwsa.com](http://www.ontariopwsa.com)



**Ontario Amateur Softball Association**  
[www.oasa.ca](http://www.oasa.ca)



**Ontario Rural Softball Association**  
[www.ontarioruralsoftball.ca](http://www.ontarioruralsoftball.ca)



**Slo-Pitch Ontario Association**  
[www.slopitch.org](http://www.slopitch.org)



Softball Ontario's Long Term Player Development Implementation Plan was based on Softball Canada's Long-Term Player Development Guide for Softball in Canada.

For more information, visit Softball Canada online at [www.softball.ca](http://www.softball.ca)



# Ontario

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