

**Racquetball Canada Operational Plan: 2019-2020**

**President** – Gwen Smoluk  
**Director of High Performance**- Darrell Davis  
**Director of Athlete Development** – Bobbie Mack  
**Athlete Director** – Christine Richardson  
**Director at Large** – Sue MacLeod  
**Director at Large** – Vacant  
**Administrator of High Performance/Sport Development** – Geri Powell  
**Tournament Chair** – Adrian Webb  
**HPC** – High Performance Committee 1-20  
**SDC** – Sport Development Committee 30-51

**Director of Finance** – Bob Papineau  
**Director of Sport Development** – Terry Nelson  
**Director of Marketing and Communication** – Jan Hanson  
**Director of Interprovincial Relations** – Allan Meston  
**Director at Large** – Reg Atkins  
**Executive Director** – Donna Harris  
**Financial Assistant** – Cheryl Adlard  
**Draw-Master** - Cheryl McKeeman  
**ADC** – Athlete Development Committee 21-29  
**MC** – Marketing Committee 68-82

<b>PLAYER DEVELOPMENT – 2019 STRATEGIC GOAL</b>									
Establish and sustain a Racquetball development framework that produces positive member experience and supports success at the elite level.									
2019 Strategic Objective	Year 4 Tactics	HML	Accountability		0	1/4	1/2	3/4	Y
Critical Benchmark			Who	Timeline					
<b>High Performance – Athlete Development</b> Ensure national team members have training programs, coaching and support services necessary for international success.	1. Hold regular HPC meetings to discuss athletes' progress, issues and ways to improve HP Program.	H	Darrell, Geri, Donna	Monthly					
	2. Select HPC members based on skill/expertise.	M	HPC	Annually					
	3. Confirm that a qualified National Team coach is associated with every Development and Junior Team athlete.	H	Darrell Geri Donna	August 2019					
	4. Support athletes and coaches in preparing a YTP.	H	Geri	July/August 2019					
	5. Review and collect all athletes YTP.	H	Geri Donna (review)	August annually					
	6. Educate athletes and coaches on the benefits of having and updating a YTP and review contracts	H	Darrell Geri Donna	July 2019					
	7. Provide events for top prospects, junior and development team athletes and utilize these as opportunities for development and scouting	M	Darrell Geri Christine Adrian Jan/Donna	August Annually					

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	8. Athlete Handbook updated and distributed to all team Canada athletes (and parents where applicable).	H	Geri	August 2019					
	9. Create/build of IST program that includes athlete and coach education as well as testing and monitoring protocols.	H	HPC Geri Donna	September 2019 for implementation in 2020					
	10. Establish selection criteria for athletes/coaches for International events that will result in strongest potential for podium results.	H	HPC	April 2019					
	11. Meet selection criteria timelines for all international events.	H	HPC Donna	Annually					
	12. Provide funding to qualified national accredited coaches to support athletes at National and International events.	H	HPC	Quarterly					
	13. Monitor funding process for athletes.	H	Geri Donna	Quarterly					
	14. Update, prepare and collect signed agreements that specify annual commitments with NT Athletes, NT Coach and travel team coaches	H	HPC Geri	August annually					

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	15. Establish regular HP communication to coaches and athletes about programs and HP Committee decisions that directly affect HP program and athletes	M	HPC	quarterly					
	16. Study and attempt to implement internationally successful HP programming for strategies in Canada.	M	HPC Geri	Ongoing					
	17. Ensure HP Coaches have PD plan.	M	Geri	August Annually					
	18. Prepare AAP submission	H	Geri Darrell	Annually					
	19. Design a survey (exit interview) that can be distributed specifically to former/current National Team coaches and athletes to determine if they are staying involved in racquetball and the reasons for their decisions, with the idea that it may help retain athletes at the Junior, Development and Elite levels.	L	HPC with a member at large	August 2019					
	20. Undertake a technical review and use the ADM and LTAD model to classify events, development and competitive opportunities	H	ADC HPC Donna	March – May 2019					

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<b>Grassroots - Athlete Development</b>	21. Implement strategies that will retain players, including coaching and officiating.	M	ADC	Annually					
	22. Reaching out to other NSO's or groups to develop strategies for attracting Junior players	H	ADC Donna	Ongoing					
	23. Update National Junior Development Centre application and Review National Development Centre submissions for approval.	L	Bobbie Geri Donna	October 2019					
	24. Work with PSO's to offer regional clinics (coach and athlete) that are geared to specific levels of athlete development	H	ADC HPC	Annually					
	25. Create template for facilitating programming (learn to play programs or women's programs, Boys and Girls Club, Underrepresented populations and New Canadians). Templates available on website. Integrate the How To Guides with existing NCCP programs	L	ADC	March 2020					
	26. Implement a pilot project for coaching development and athlete development (to start target specific centres – YMCA collaboration	M	ADC	August 2019					

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			Who	Timeline					
	between leadership program (coaching) and Racquetball)								
	27. Yearly review of the Development grant program and set standards for funding approval. Approval of submissions that meet Racquetball Canada criteria.	M	Bobbie Geri Donna ADC	March 2020					
	28. Create awareness about the adaptive ball and adaptive programming for participants who would find the existing ball challenging (new players, senior players).	H	ADC	Ongoing					
	29. Use “Come Try (Let’s Play) Racquetball System in provincial programming and schools to convert new participants.	M	ADC Provinces	Ongoing					

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SPORT DEVELOPMENT – 2019 STRATEGIC GOAL									
Optimize the opportunities to participate and progressively develop in racquetball.									
2019 Strategic Objective	Year 4 Tactics	HML	Accountability		0	¼	1/2	3/4	Y
Critical Benchmark			Who	Timeline					
Activate a comprehensive strategy to increase the number of courts.	30. Act as a resource with facilities/clubs and provide programming for existing courts.	H	SDC	Ongoing					
	31. Clarify the officiating pathway (post on website)	H	SDC Donna	June 2019					
	32. Create news item on new website regarding the importance of respecting officials	H	SDC Donna	June 2019					
	33. Create online officiating program (including Tech A training and a challenge test) including monthly quiz with officiating questions on website.	M	SDC Donna	March 2020					
	34. Encourage PSOs to develop officials up to Level 2	H	SDC	Ongoing					
	35. Create and communicate a policy that outlines the process of official certification and re-certification at Level 3	M	SDC	September 2019					
	36. Continue and clarify the process/procedure for written evaluations of Level 3 officials (incorporate into pathway).	M	SDC	January 2019					

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Critical Benchmark			Who	Timeline					
	37. Add an officiating column to rankings or results to indicated and track who officiated each match	H	Donna Terry	May 2019					
	38. Mandatory Tech A certification for all national and junior national participants.	H	SDC	April 2019					
	39. Conduct a Tech A certification clinic at all RC National Events.	H	SDC	May 2019					
	40. Provide support for Canadian officials to attend National and International events.	M	Donna Cheryl Bob Terry	Ongoing					
	41. Review current honorarium level for all officials.	L	Donna Cheryl Terry SDC	September 2019					
	42. Add officials and their level as a feature of the new membership database	H	Donna Terry	May 2019					
<b>Coaching</b>	43. Master Coach Developer in each province.	M	Geri	March 2020					

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Critical Benchmark			Who	Timeline					
<b>**2020 and beyond look at splitting this into a grassroots and HP areas not all falling into SDC* Collaborate between HPC And SDC in meantime)</b>			SDC Provinces						
Enable and promote the delivery of all completed NCCP contexts.	44. Offer coaching clinics at all levels across the country.	<b>M</b>	SDC	Annually					
	45. Offer professional development opportunities for coaches.	<b>M</b>	SDC Geri Donna	Annually					
	46. Monitor NCCP certification requirements	<b>H</b>	Geri	Annually					
	47. Attract and train a diverse group of coaches	<b>H</b>	SDC Geri	Ongoing					
<b>Other initiatives</b>	48. Update the current ranking system	<b>M</b>	Terry	Ongoing					
	49. Develop an un-biased ranking policy for non-active players.	<b>H</b>	SDC	May 2019					



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Critical Benchmark			Who	Timeline					
	50. Assistance is available to all tournament directors by the RC Draw master	M	SDC Adrian Terry Cheryl M	Ongoing					
	51. Review submitted rule changes for rule book every 2 years.	L	SDC Geri	Oct 2020					

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<b>OPERATIONAL EXCELLENCE – 2019 STRATEGIC GOAL</b> Strengthen systems and structures that enable the achievement of strategic goals and ensure legal and financial accountability.									
2019 Strategic Objective	Year 4 Tactics	HML	Accountability		0	¼	1/2	3/4	Y
Critical Benchmark			Who	Timeline					
Establish a systematic approach to board recruitment, orientation, development, recognition and succession planning.	52. Define job descriptions for all volunteer positions and terms of references for committees.	H	Donna	ongoing					
	53. Support Nominating Committee.	M	Donna Gwen	May 2019					
Ensure governance structure is effective and contributes to achievement of strategic goals.	54. Revise RC values and move to a management by values system	M	Donna BOD	May 2019					
	55. Create a values info graphic demonstrating the integration of RC and True Sport Values	M	Donna BOD	May 2019					
	56. Complete a review of all policies for currency and alignment with values and establish a revision cycle	H	Donna BOD	May 2019 then ongoing					
	57. Revise board and committee structure	H	Donna BOD	May 2019					
	58. Explore the option (potential) to move to a “one board” national structure, piloting with MB and/or Atlantic Canada if possible	H	Donna Gwen	ongoing					

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Establish policies that cover all key areas of human resource, meet legislative requirements and provide a competitive approach to compensation.	59. Create a Human Resources policy and update annually. (just changed the order of the words)	M	BOD Donna	May 2019					
Establish policies that cover all key areas of human resource, meet legislative requirements and provide a competitive approach to compensation.	60. Review of all positions with honorariums and have open competition for all positions after contract term is completed.	M	Donna Geri Relevant committee	Annually					
Improve Racquetball Canada’s working relationship with Provincial Sport Organizations.	61. Increase awareness of RC resources for PSO’s through regular RC and provinces conference call (interprovincial calls)	M	Donna Allan	Ongoing					
Maintain relationships with national and International partners that support achievement of RC strategic goals.	62. Submit reports to Sport Canada	H	Donna Cheryl	By required deadlines					
Maintain relationships with national and International partners that support achievement of RC strategic goals.	63. Support the attendance of Canadian representatives on International and National Boards	L	BOD	Ongoing					
Ensure the long-term financial viability of racquetball in Canada	64. Maintain delivery of financial reports to the Board and membership group.	H	Donna Bob Cheryl	Monthly					

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Critical Benchmark			Who	Timeline					
	65. Prepare Sport Canada submission and reports as required.	H	Donna Geri Cheryl	Ongoing					
	66. Ensure that all information is offered in both official languages including website.	H	Donna Geri	Ongoing					
	67. Revise membership structure and system to meet both National and Provincial funding requirements, where applicable. (just changed order of words)	H	Donna SDC Ad Hoc Membership Working Group	September 2019					

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<b>MARKETING &amp; PROMOTION – 2019 STRATEGIC GOAL</b>									
Establish an appealing brand that resonates with youth and young adults.									
2019 Strategic Objective	Year 4 Tactics	HML	Accountability		0	1/4	1/2	3/4	Y
Critical Benchmark			Who	Timeline					
Develop and execute a comprehensive marketing plan that addresses fundraising, sponsorship, partnerships and event management.	68. Develop and implement strategies for the recruitment of marketing and communication volunteers	M	Jan Donna	March 2020					
	69. Develop a marketing and communication plan which includes a focus on branding	M	Jan Donna Cheryl	March 2020					
Bring the brand to life through effective use of social media and management of association communications and events.	70. Use Constant Contact for newsletters and communication with the membership, stakeholders and partners.	H	Jan	ongoing					
	71. Develop and distribute targeted posters to PSO's and clubs.	L	SDC	Ongoing					
	72. Continue to work on the website and focus on the development of provincial websites and support.	H	Jan Donna Provincial reps	May 2019					

## Racquetball Canada Operational Plan: 2019-2020

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<b>MARKETING &amp; PROMOTION – 2019 STRATEGIC GOAL</b>									
Establish an appealing brand that resonates with youth and young adults.									
2019 Strategic Objective	Year 4 Tactics	HML	Accountability		0	1/4	1/2	3/4	Y
Critical Benchmark			Who	Timeline					
Expand the number of informational platforms	73. To provide live- streaming of matches at the Canadian Championships where possible.	H	Jan Donna	May 2019					
	74. Continue to use social media platforms and monitor social media trends.	H	Jan Geri	Annually					
	75. Provide resources to enable the onsite communications & marketing management of at least one national event and explore ways to support national events when it is not possible to have RC marketing reps on site.	L	Jan MC	Ongoing					
	76. Develop a plan for promoting international results and news when Team Canada is competing	M	Jan	Ongoing					
Improve media visibility and public image of racquetball and its elite athletes.	77. Implement plan for profiling to the media the athletes/sport to generate media interests.	H	Jan MC HPC	Ongoing					

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<b>MARKETING &amp; PROMOTION – 2019 STRATEGIC GOAL</b>									
Establish an appealing brand that resonates with youth and young adults.									
2019 Strategic Objective	Year 4 Tactics	HML	Accountability		0	1/4	1/2	3/4	Y
Critical Benchmark			Who	Timeline					
	78. Offer media and social media training for athletes and encourage them to use social media to promote themselves and the sport	M	Jan Donna	May 2019					
	79. Use the RC awards programs and Racquetball Canada Hall of Fame, to recognize members, to profile the sport and to recognize athletes who have retired from high performance training and competition at the junior and elite.	H	Jan Gwen Hall of Fame Committee.	Ongoing					
	80. Compile an inventory of national awards programs appropriate for honoring Racquetball athletes and builders including the Canadian Sport Hall of Fame and the Order of Canada. Make nominations where appropriate.	M	Jan Provincial reps	Ongoing					
	81. Update list of external awards bestowed on Racquetball Canada members	L	Jan Provincial reps	Annually					

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<b>MARKETING &amp; PROMOTION – 2019 STRATEGIC GOAL</b> Establish an appealing brand that resonates with youth and young adults.									
2019 Strategic Objective	Year 4 Tactics	HML	Accountability		0	1/4	1/2	3/4	Y
Critical Benchmark			Who	Timeline					
	82. Create guidelines for athlete and organizational sponsorship	L	Prov. Reps Geri Donna	Annually					