



Softball in Ontario

Long-Term Player

Development

Implementation Plan

2011-2015



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WE GRATEFULLY ACKNOWLEDGE CONTRIBUTIONS FROM THE FOLLOWING INDIVIDUALS:

- ⇒ CHARLIE GIUDICE of Hamilton, representing Slo-Pitch Ontario
- ⇒ KAREN MILLS of Napanee, representing OASA and/or Male Softball House League.
- ⇒ PETER TIMPF of Port Dover, representing ORSA (Ontario Rural Softball)
- ⇒ TODD BANNISTER of Scotland (Brantford area) representing PWSA (Female Softball)
- ⇒ KEN ODA of Scarborough, representing Softball Ontario's Coaching Program.
- ⇒ SCOTT WILLISTON of Chatham, representing Softball Ontario's Umpire Program.
- ⇒ RORY QUIGLEY of Cobourg, representing Softball Ontario's Participation Committee.
- ⇒ BRUCE YOUNG of Waterloo, representing OASA and/or Male Softball House League.
- ⇒ MARTIN BARRATT-RUTLEDGE of Oakville, representing Select Softball and Female Softball House League.
- ⇒ RANDY BRIDGE of Etobicoke, representing representing OASA and/or Male Softball
- ⇒ JOHN ARISS of Burlington, representing Softball Ontario's Board
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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) 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)



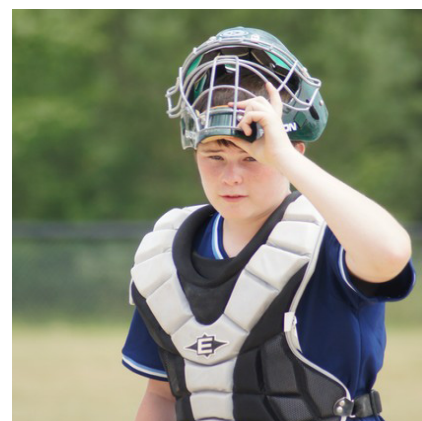
PROGRAMS:

- ⇒ 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

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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
July	27	28	29	30	1 FP U16 Eliminations (M) FP U23 Eliminations (M)	2	3
	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	
August		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)		→	
September		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 www.softballontario.ca	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 www.playsoftball.ca	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"> Explore more game modifications. Develop rule modifications at 10-14 to develop more pitchers and catchers. 	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"> Approach universities to include softball in curriculum for training Phys. Ed teachers. Approach to include softball in professional development sessions for teachers. Include softball in physical education classes. Include softball in competition system for schools. Educate schools on safety of equipment (i.e. bats). 	Ontario LTPD Committee; Softball Ontario Staff; Coaching Committee	January 2013
3	Develop Skill Camps/Programs for different levels: <ul style="list-style-type: none"> For Participation. For Talent Id/Elite. Standardize curriculum for skill development programs. Longer than a 1 or 2 day program (# of weeks). Expand existing skill camps so they are offered on a regular basis. Standardize curriculums for skill camps. 	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"> • Build database of coaches who are willing to act as mentors • Have experienced coaches give back by helping/mentoring at lower levels (earn credits for Professional Development requirement of NCCP). 	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"> • On-line Coach Training • Webinars 	Future Consideration	
5	Create Coach Recognition Program (incentive) <ul style="list-style-type: none"> • For coaches that take training and certification 	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"> • Have experienced coaches give back by mentoring other coaches. • Expose players to coaching younger kids teams. 	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"> Decreased fees for members for resources and competitions 	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"> Allows member communication Easy reporting 	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"> Parks/Rec regarding facilities use and fees (members vs. non-members). Work with local communities to facilitate equitable and fair use of facilities (create a tool kit for local associations to lobby government) 	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	

IMPLEMENTATION

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"> • Date first game can be played. • Date first exhibition game can be played. • Date playoffs can begin/end. • End date for season. 	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"> Internally (between umpires and Softball ON). Externally (other stakeholders like leagues, etc.) 	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"> Stakeholders <ul style="list-style-type: none"> Between Softball Canada and local associations (top down and bottom up) Between Softball ON and Member Associations Between Member Associations Between Member Associations and members With Schools 	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"> For Participation. For Talent Id/Elite. Standardized curriculum for skill development programs. Longer than a 1 or 2 day program (# of weeks). Expand existing skill camps so they are offered on a regular basis. Standardize curriculums for skills camps. 	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"> Approach universities to include softball in curriculum for training Phys. Ed teachers. Approach to include softball in professional development sessions for teachers. Include softball in physical education classes Include softball in competition system for schools Educate schools on safety of equipment (i.e. bats). 	Ontario LTPD Committee; Softball Ontario Staff; Coaching Committee	January 2013
3. Develop communication plan: <ul style="list-style-type: none"> Stakeholders <ul style="list-style-type: none"> Between Softball Canada and local associations (top down and bottom up) Between Softball ON and Member Associations Between Member Associations Between Member Associations and members With Schools 	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"> Explore game modifications. Develop rule modifications at 10-14 to develop more pitchers and catchers. 	Ontario LTPD Committee; Softball Ontario Staff; Coaching Committee	January 2014
7. Develop Coach Mentoring Program: <ul style="list-style-type: none"> Database of coaches who are willing to act as mentors Have experienced coaches give back by helping/mentoring at lower levels (earn credits for Professional Development requirement of NCCP). 	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 developed 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); 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 Home Runs & Strike Outs

APPENDIX B - Statistical Information and Research Data

APPENDIX C - Acronyms

APPENDIX A

APPENDIX A

Softball Ontario Current Home Runs & Strike Outs

HOME RUNS

PLAYER DEVELOPMENT

- Programs
 - Learn To Play (LTP)
 - Try Softball, Active Softball
 - CANpitch
 - Blattball
 - Local Association winter programs for athletes
 - OASA - Spring Board
 - One clinic in East, one in West
 - Recruit adult elite player to deliver clinics
 - PWSA - Colour your Dream Program
 - U12 Player Clinics with instructors
 - Report Card and colour shirt for proficiency
 - OASA - Provincial Team Camp (15-18 year olds)
 - Skill Instruction
 - Skill development by coaches is good
 - AWAD Possibilities
 - Wheelchair softball teams
 - Special Olympics
 - Select Team Program - expands Houseleague programs
 - Current trend on fun rather than winning, equal participation - rules are being changed
 - Rule modifications to make sport accessible for all level of players and making game more age appropriate:
 - More rules at the younger age categories
 - PWSA - U10 Pitching Limit
 - Increasing pitch size for U10 and lower
 - U10 - Pitching Limit
 - OAS Junior Mite
 - Can't score from 3rd on pass ball

- Everyone must play same number of innings
- Excellent resources
 - LTP Manuals
 - U12 Coaches Guide
 - Participation Committee
- Focus on Grassroots and not just elite level of softball
- Positives of Softball:
 - Multi-Skill sport (running, throwing, hitting, catching, etc.)
 - Open to all ability/skill levels
 - Is challenging and fun
 - Uniqueness of game
 - Not suited to one body type
 - Can be played co-ed
 - All ages - cradle to grave
- Season length is based on developmental stage
- Communication from Softball ON about resources (web site, emails, press releases)
- Coach Certification Standards for Competitive Levels
- Good leadership from Softball ON and Softball Canada
- More local associations are interlocking with other local associations with regards to games
- CSGS/U21 Training Program
- Inexpensive cost to play the

- game compared to other sports
- Retention of players

COACHING

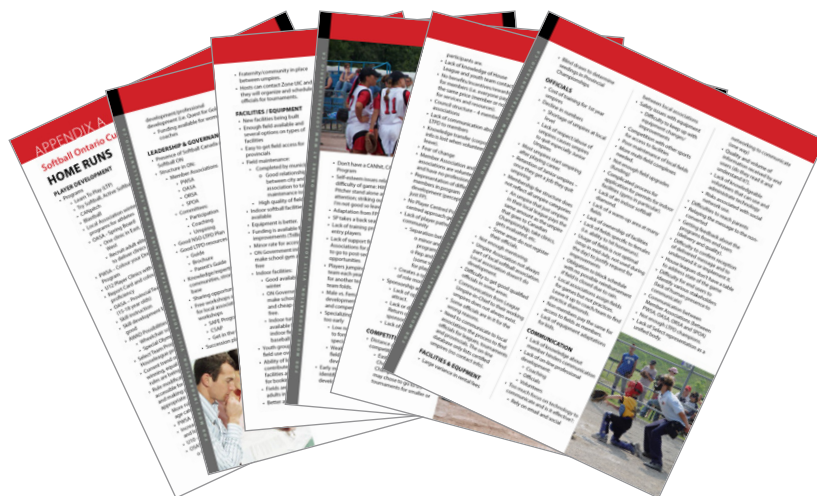
- NCCP
 - Exists and accessible to all coaches
 - Program based on needs of athletes and have appropriate training for coaches
- For Competitive Teams and higher levels of competition there are coaching certification standards (1 Coach per team must have NCCP training)
- OASA - Using existing player events to train coaches
- High quality of Softball ON Coaching Committee
- Lots of information/resources are available
- Coaches are volunteers.
- Former athletes are coming back to coach
- Coaches are front line face of sport (Good coaches keep players in sport)
- Opportunities for coaching assignments at higher levels of softball (i.e. CSGs, National Team level)
- Performance vs. Coaching
- Funding is available for coach



Appendix A - Softball Ontario Current Home Runs and Strike Outs

"Softball Ontario Current Strike Outs" is available in the full version of the "Softball in Ontario Long-Term Player Development Implementation Plan 2011-2015"

You can also find "Softball Ontario Current Strike Outs" online at www.softballontario.ca in the Softball4Life section of the Softball Ontario web page.



APPENDIX B

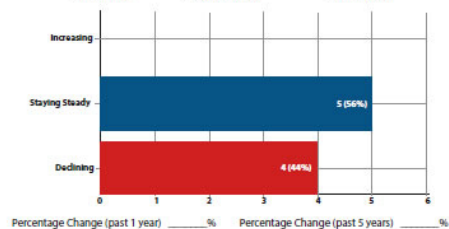
APPENDIX B

SOFTBALL CANADA PROVINCIAL/TERRITORIAL SOFTBALL ASSOCIATION LTPD AUDIT

MEMBERSHIP

1. Is your overall membership...?

- ☐ Declining ☐ Staying steady ☐ Increasing



Response	Past 1 Year	Past 5 Years
Declining	10%	20%
Staying Steady	0	0
Staying Steady	Unknown	0
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?

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

Appendix B - Softball Canada Provincial/Territorial Softball Association LTPD Audit

"Softball Canada Provincial/Territorial Softball Association LTPD Audit" is available in the full version of the "Softball in Ontario Long-Term Player Development Implementation Plan 2011-2015"

You can also find "Softball Canada Provincial/Territorial Softball Association LTPD Audit" online at www.softballontario.ca in the Softball4Life section of the Softball Ontario web page.



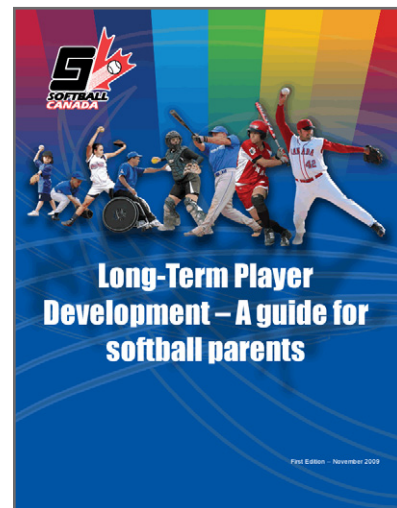
APPENDIX C

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

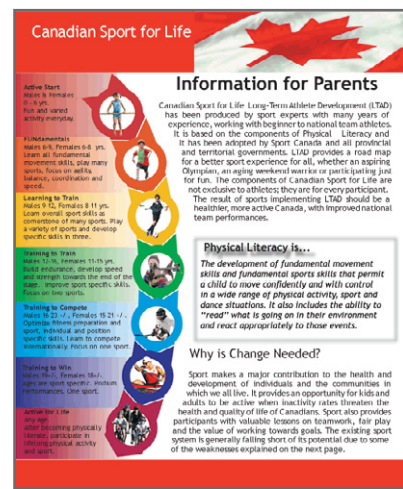
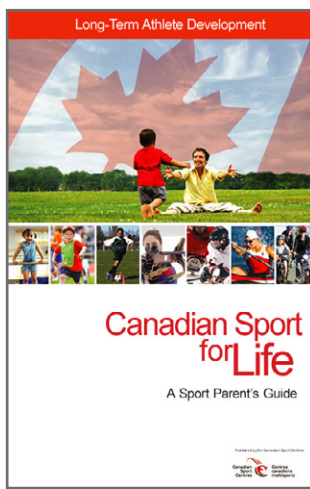
The following Long Term Player Development Resources area available online at www.softballontario.ca and at www.playsoftball.ca!



△ Softball Canada Resources



△ Softball Ontario's SAFE STAR Resources



△ Canadian Sport4Life Resources - www.canadiansportforlife.ca



One Vision, One Voice, One Sport

For all of Ontario



**Provincial Womens
Softball Association**
www.ontariopwsa.com



**Ontario Amateur
Softball Association**
www.oasa.ca



**Ontario Rural Softball
Association**
www.ontarioruralsoftball.ca



**Slo-Pitch Ontario
Association**
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



Ontario

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