

Saskatchewan Broomball Association Strategic Planning Document

Broomball in Saskatchewan

Throughout the growth of this great game of Broomball, one thing rings true from the very first documented game in 1909 right through to today's version of the game; that ***"Throughout the game the best of friendly spirit prevailed"***. This holds true for the sport to this day. Even though games are more competitive and there are larger championships to play for including Western, National and International events today, the competitors continue to show this "spirit" on and off the ice.

This sport brings together the ***community*** as all have a genuine interest in the competition. Throughout the years this "gathering" of people has been a common thread within the culture of the game. From the festivals of 1911, to the church leagues of the 20's and 30's right to the competitive leagues of the 21st century, Broomball continues to draw people from all backgrounds. First Nations involvement has been very strong in the Province of Saskatchewan as well there are many French speaking communities within the province that also fully participate.

Broomball is a very ***family oriented game*** as kids can play with their parents, husbands with their wives. Broomball combines a social gathering with physical activity, team work, and sportsmanship. The Mixed Category brings with it this very unique opportunity for families to come together and enjoy physical and social activity.

The sport in Saskatchewan offers programs for both male and female participants and co-ed participation. Programs are available for ***all levels of participation*** from local recreation league level to elite National Championships.

Mission

The Saskatchewan Broomball Association is a Provincial Sport Organization that provides leadership and guidance to develop and promote the sport of Broomball at all skill levels.

Vision

The Saskatchewan Broomball Association represents an amateur recreational sport that will establish a unique competitive environment, thereby experiencing respect, fun, fitness, and life-long social relationships.

Value Statements

Fun

We believe that the sport of Broomball is fun for all participants and that this will encourage participation and help to promote the sport.

Socializing

Broomball is a gender, age, and family friendly sport that encourages participants to feel a sense of belonging.

Participation for All

Broomball provides the participant the opportunity to set goals and compete at all ages and skill levels.

Uniqueness of Our Sport

Broomball is a unique winter pastime that anyone can play.

Discipline/Ethical

We behave according to high moral standards in accordance with the organization's rules of conduct and ethics.

Teamwork

We work together to achieve the goals of the organization.

Fairness

We believe in fairness, on and off the ice, characterized by equality, integrity and trust.

Communication

We believe in honest and open communication and respect for the views, roles and contributions of all participants.

Strategic Priorities and Goals

Strategic priorities identify the outcomes that the SBA has selected as priorities for the strategic planning period. These will drive the tactical (operational) plans of our organization for this period. The services and specific outcome statements that were selected for the SBA for the 2006 to 2009 period include:

- Within the next three years, our associate members (school and recreation associations) will be motivated and excited to try our sport and become full members.
- Within the next three years, our Juvenile members will be committed and dedicated to continue playing the sport of Broomball.
- Within the next three years, other potential members will have the desire and excitement to become a member of the SBA.

- Within the next three years, the membership will feel valued.
- Within the next three years, member leagues will be more responsible and involved in the SBA.
- Within the next three years, volunteers will be more comfortable with getting involved with the association.

Relevant environmental factors requiring a response during the 2006 to 2009 planning period include:

1. Facilities (quality, lack of, cost, availability)
2. Difficulty establishing sport in urban centres
3. Complexity of SBA policies/procedures and process

Attachments

Attached to this document are a number of pages of supplemental information.

Appendix A – Action Plans

This section describes the action plans based on the strategic goal statements that were chosen as priority for the next three years.

Appendix B – Yearly Objectives

These are the yearly goals that are set out by each committee which are reflected in the budgeted figures.

Appendix C – Strategic Planning Session Report #1

This document is a summary of the first planning session that was facilitated by Patti Kelm of Cornerstone Learning Development.

Appendix D – Strategic Planning Session Report #2

This is a summary of the final planning session meeting facilitated by Don Gray, SBA President.

Appendix E – Executive Summer Planning Session Report

This is a summary of the Executive planning meeting facilitated by Don Gray, SBA President.

Appendix F – Planning Process Timelines (available upon request)

This page describes the events that occurred to get this document in place.

Appendix G – Membership Survey Results (available upon request)

This is an actual copy of all the responses that were submitted by the membership of the SBA prior to meeting with Patti Kelm. All planning decisions were made based on the information submitted by the membership in this document.

APPENDIX A - ACTION PLAN 2006 – 2009

KEY ISSUE: SPORT DEVELOPMENT

STRATEGIC GOAL STATEMENT:

- Within the next three years, our associate members (school and recreation associations) will be motivated and excited to try our sport and become full members.

Key Actions:	Year			Responsible
	05-06	06-07	07-08	
Broomball Blitz Program				
1. Establish a Broomball Blitz program committee	X			Ryan Bender
2. Develop structure of the Broomball Blitz program	X			Broomball Blitz (BB) Committee
3. Begin educating the leagues of the program – call for facilitators	X			Ryan Bender
4. Educate/train instructors and facilitators of the program		X		BB Committee
5. Develop a resource package for distribution CD/DVD		X		SBA Office
6. Initiate point of contact for the key areas	X			Ryan Bender/ SBA Office
7. Program Implementation			X	BB Committee
8. Program evaluation and review			X	SBA Executive
Loaner Kit Program				
1. Establish follow up procedures for the current loaner kit program	X	X		SBA Office

KEY ISSUE: SPORT DEVELOPMENT

STRATEGIC GOAL STATEMENT:

- Within the next three years, our Juvenile members will be committed and dedicated to continue playing the sport of Broomball.

Key Actions:	Year			Responsible
	05-06	06-07	07-08	
1. Establish a system for easing the transition from Juvenile to Senior participation	X			Nicole Turner
2. Implement the system with the Senior and Minor categories		X		SR & MR Committee SBA Executive
3. Evaluate the program			X	

KEY ISSUE: SPORT DEVELOPMENT

STRATEGIC GOAL STATEMENT:

- Within the next three years, other potential members will have the desire and excitement to become a member of the SBA.

Key Actions:	Year			Responsible
	05-06	06-07	07-08	
1. Develop an education package that explains the benefit of becoming a member of the SBA		X		Membership Committee
2. Create a promotional DVD/CD to include with the loaner kit/promotional packages		X		SBA Executive
3. Develop communication tools (questionnaire etc)		X		SBA Office
4. Develop communication needs/ideas	X			Membership Committee
5. Establish a membership committee to develop program needs	X			Don Black

KEY ISSUE: RECOGNITION

STRATEGIC GOAL STATEMENT:

➤ Within the next three years, the membership will feel valued.

Key Actions:	Year			Responsible
	05-06	06-07	07-08	
1. Increase the circulation and number of times the association newsletter is sent out to the membership	X			SBA Office
2. Develop ongoing recognition for volunteers by creating a tier system for recognition (service awards)		X		Volunteer Recognition Committee
3. Develop a volunteer recognition committee to begin work on volunteer recognition	X			Rejean Denis

KEY ISSUE: ORGANIZATIONAL AND PROFESSIONAL DEVELOPMENT

STRATEGIC GOAL STATEMENT:

➤ Within the next three years, member leagues will be more responsible and involved in the SBA.

Key Actions:	Year			Responsible
	05-06	06-07	07-08	
1. Develop an education package explaining the roles and expectations of all members at all levels.	X			Carla Buell
2. Increase the communication link between the league reps and the SBA office/Executive		X		Carla Buell
3. Develop a yearly league evaluation process		X		League Reps/ SBA Executive

KEY ISSUE: PARTICIPATION

STRATEGIC GOAL STATEMENT:

➤ Within the next three years, volunteers will be more comfortable with getting involved with the association.

Key Actions:	Year			Responsible
	05-06	06-07	07-08	
1. Establish an SBA fact sheet describing the structure of the SBA as well as time commitment expectations for all levels of volunteer		X		Rachelle Raymond
2. Develop a volunteer executive mentorship program		X		Rachelle Raymond
3. Implement mentorship program with the membership			X	SBA Executive

APPENDIX B – YEARLY OBJECTIVES

Goals:

Administration

1. Increase the level of office efficiency while staying within approved budgets

Capacity

1. Operate successful category and annual meetings within approved budgets
2. Increase the knowledge of staff by attending professional development workshops
3. Create a strategic planning document that has realistic and attainable goals
4. Promote the sport of Broomball through the creation of video archives, participation T-shirts for the Midget and Bantam categories, and the creation of promotional brochures
5. Host one Regional tournament in the Province this season

Participation

1. Host an Aboriginal Provincial Championships with 20 teams from various categories
2. Assist the host group with the Broomball event at the First Nations Winter Games
3. Host a Juvenile Provincial Championship with 6 boys and 4 girls teams
4. Host a Midget Provincial Championship with 5 girls and 5 boys teams
5. Host a Bantam Provincial Championship with 3 boys and 3 girls teams
6. Host a Non Contact Provincial Championship with 8 men's teams
7. Host a Senior Mens and Ladies Provincial Championship with 14 teams
8. Host a Mixed Provincial Championship with 16 teams
9. Host a Masters Provincial Championship with 6 teams
10. Operate 6 learn to clinics at various schools throughout the Province
11. Have 32 schools/recreation groups utilize our loaner kit program (become Associate Members)
12. Operate a successful fundraising program for our members
13. Further develop our officials through six TOC evaluations and two officials clinics
14. Produce a rules manual to be used by all SBA participants and circulate to the membership
15. Operate one Level 2 Coaching Clinic
16. Operate two Level 1 Coaching Clinics
17. Operate one Level 1 and Level 2 Instructors Clinic

Excellence

1. Send two ladies and two men's teams to the Senior Nationals in Blainville, QC
2. Send one ladies and one men's team to the Juvenile Nationals in Windsor, ON
3. Send one ladies and one men's team to the Westerns Championship in Yellowknife, NWT
4. Send one official to the Westerns, Senior Nationals, Juvenile Nationals and North American Championships
5. Award four individual and two team athlete assistance awards

Sask Lotteries Trust Fund

1. Allocate all MAP funds to the membership as per the SBA MAP guidelines
2. Complete the writing portion of the Sport History project

Other

1. Pay membership dues and be an active member of the Canadian Broomball Federation

APPENDIX C – STRATEGIC PLANNING SESSION REPORT

August 26 & 27, 2005

On August 26 and 27, 2005, the Board and staff of the Saskatchewan Broomball Association met to engage in a Strategic Planning process that would provide direction to the organization for the 2006 to 2009 period. The session outcomes were as follows:

- To build a strategic foundation for the activities of the organization
- To create ownership in the planning process through involvement (both board and members)
- To fulfill SSI planning requirements
- To become a more purposeful, effective and efficient organization

1. Strategic Context

Setting the strategic context for planning involves identifying the historical and environmental factors (inside and outside of the organization) that should be considered in planning for the future.

1.1 Historical Factors

- Strong role at national level
- SBA a leader in the country
- Only provincial organization with staff
- Strong history of broomball in Saskatchewan (100 years)
- Membership base relies heavily on staff compliment
- Good success with hosting events and volunteer involvement

1.2 Environmental Factors

- Facilities (quality, lack of, rising costs, availability)
- Small membership base
- Membership demographics (aging; cultural difference - first nations)
- Lack of volunteers; leadership within volunteer base; same volunteer base
- Marketing
 - Need to establish an affordable marketing strategy
 - Lack of media cooperation
 - Lack of ownership/participation from members in marketing
- Difficulty establishing sport in urban centres; keeping rural programs going; programming approach in rural and urban need to be different
- Sport development (clinics)
- Complexity of SBA policies/procedures and process

2. Organizational Values

Organizational values identify what makes the organization unique. They also drive decisions around establishing or making changes to the services and programs of the organization.

Fun

- Encourages participation
- Promotes the sport

Socializing

- Sense of belonging to something
- Gender and age friendly
- Safe and relaxing atmosphere
- Family and peer group friendly

Participation for All

- Involve all genders, ethnicities, ages and skill levels
- Recreational amateur focus
- Opportunity to set goals, travel and compete (recreation through national levels)
- Sense of accomplishment

Respect

- Encourage fair play at all levels
- Encourage respect for all – other players, coaches, officials, volunteers and our organization

Uniqueness of Our Sport

- Anyone can play
- Unique sub-culture
- Try something new!

Task: Draft belief statements for values identified.

Task Group: Kelly and Don

Target Date: September 6, 2005

3. Target Groups and Strategic Partners

Target groups are the individuals, groups and/or communities that are the direct recipients of the services of the organization – those they exist to serve and hope to impact.

3.1 Target Groups

- **Athletes**
 - Bantam (13 and under)
 - Midget (15 and under)
 - Juvenile (19 and under)
 - Senior Men (no age requirement)
 - Senior Women (no age requirement)
 - Masters Women (30 and over)
 - Masters Men (40 and over)
 - Mixed (male and female) – Recreational, Intermediate, Open
 - Men's Non Contact
 - Aboriginal (all categories)
- **Officials** (Recreational, Affiliated, Registered)
- **Coaches** (Recreational/Non-certified, Level I, Level II)
- **Administrative Volunteers** (Event Coordinators, League Reps, Host Committee Volunteers)
- **Board Members & Staff**
- **Member Leagues**
- **Communities** (First Nations, Urban inner city, Host Communities)
- **Schools & Recreation Associations**

- **Canadian Broomball Federation**
- **Potential Members** (Individuals, Non-affiliated teams leagues)

3.2 Strategic Partners

Strategic partners represent those groups that have an interest in the organization and may be indirectly impacted by their services and programs. These are the groups that the organization has some type of ongoing relationship with that they want to maintain.

- Sask Sport
- CBF & Other Provincial Broomball Associations
- Sport Canada
- FSIN (Board)
- Forest Ice

4. Services

Services are delivered to the target groups via the programs, activities and events of the organization. They identify “what” the organization does, while programs, activities and events represent “how” the organization delivers their services and impacts the target groups.

- Training
- Sport Development
- Recognition
- Organizational & Professional Development
- Participation

Figure 4.1: Summary of Services, Target Groups & Programs

SERVICE	TARGET GROUPS	PROGRAMS, ACTIVITIES & EVENTS
Training	<ul style="list-style-type: none"> • Coaches • Officials • Athletes 	<ul style="list-style-type: none"> • Evaluations • Clinics (coaching & officials), • Skill/strategy clinics
Sport Development	<ul style="list-style-type: none"> • Communities • Schools & Recreation Associations • Potential members • FSIN 	<ul style="list-style-type: none"> • Ticket Sales • MAP funding; • School or community clinics • Loaner kits
Recognition	<ul style="list-style-type: none"> • All members 	<ul style="list-style-type: none"> • Awards night • Provincial all-star teams • Tournament all-stars • Board recognition • Medals; Hall of Fame
Organizational & Professional Development*	<ul style="list-style-type: none"> • Leagues • SBA Executive • Staff • CBF • Volunteers • Communities 	<ul style="list-style-type: none"> • Planning sessions, Per diems • National leadership to CBF (infrastructure) • AGMs (CFF & SBA) • Organizational development packages • MAP Funding • Raffle programs • Database • Conferences, symposiums

Participation	<ul style="list-style-type: none"> • Athletes • Coaches • Official, Volunteers 	<ul style="list-style-type: none"> • Provincial events • Nationals • Loaner kits, • Insurance
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***Note:** The service of Organizational & Professional Development is suggested as a replacement for the two services of Organizational Development and Education & Training that were identified at the planning session, due to the overlapping strategic outcomes that were identified and the close relationship of the programs, activities and events of the two.

6. Mission

Mission represents the primary purpose of the organization – why it exists. It is an expression of how it intends to achieve the vision.

- The SBA provides leadership, guidance and resources that enable participation for all
- The SBA provides a game for fun, fitness, and friendships for life
- Sport development, training, education, participation levels and organizational development.

Task: Craft draft Mission statement

Task Group: Scott, Don and Sandy

Target Date: September 6, 2005

7. Vision

Vision paints a picture of the desired future – how the organization intends to impact the lives of the people they serve.

- We are a recreational amateur sport
- We will create an opportunity for our members to develop a healthy lifestyle and maintain life long relationships.
- To experience the uniqueness of our sport.
- Respect, fun, socializing
- The SBA develops and promotes participation for all. Within the sport of broomball we create an environment to experience fun, to socialize, and to respect the game

Task: Craft draft Vision statement

Task Group: Scott, Don and Sandy

Target Date: September 6, 2005

8. Strategic Outcomes

Strategic Outcomes describe the impact the organization hopes to have in the lives of their target groups. They describe desired benefits or changes that will be experienced by individuals, groups and/or communities as a result of the delivery of their services. These will drive the tactical (operational) plans of the organization.

Figure 8.1: Strategic Outcomes for Services

SERVICE	STRATEGIC OUTCOMES
Training	<ul style="list-style-type: none"> • Coaches with the knowledge and skill set to coach at their level. • Officials with the knowledge and skill set to officiate at their level. • Athletes with improved skill sets to play at their desired level.
Sport Development	<ul style="list-style-type: none"> • School and Recreation Associations that motivated and excited to try our sport and become members. • Juvenile members who are committed and dedicated to continue playing the sport of broomball. • Other potential members who have the desire and excitement to become a member. • FSIN members and communities with an increased awareness as to the benefits of the sport of broomball. • FSIN members and communities with an increased awareness of the benefits of being a member of the SBA.
Recognition	<ul style="list-style-type: none"> • Members who are motivated to participate in the awards program • Members who are aware of the accomplishments of others (athletes, officials, coaches, teams etc) • Host communities that receive appreciation for their efforts (host committee, MLAs, mayor etc) • Members who feel valued.
Organizational & Professional Development	<ul style="list-style-type: none"> • Member Leagues that are more organized. • Member Leagues that are more responsible and involved in SBA. • SBA Executive members that become more educated on various planning and administrative capacities. • Volunteers who become more knowledgeable re: rules and regulations about broomball as well as hosting events. • Staff members that become better resources for the members (increased knowledge) • Board members with increased knowledge and skill to handle situations that arise. • Board members with increased knowledge and experience of administrative process. • Communities that realize the benefits of hosting events
Participation	<ul style="list-style-type: none"> • Athletes who appreciate the game and all aspects of it (social, safety) • Athletes that compete at their own comfort level • Coaches with experience in delivering their service to the athlete • Coaches who become more knowledgeable to implement change • Officials who become stronger and more experienced in maintaining and developing the integrity (sportsmanship, respect, leadership, flow) of the game. • Volunteers who are more comfortable at getting more involved with the association. • Volunteers who become stronger and more comfortable.

9. Strategic Priorities

Strategic priorities identify the outcomes that the organization has selected as priorities for the strategic planning period. These will drive the tactical (operational) plans of the organization for this period.

The services and specific outcomes that were selected for SBA for the 2006 to 2009 period include:

Sport Development

- School and Recreation Associations that motivated and excited to try our sport and become members.
- Juvenile members who are committed and dedicated to continue playing the sport of broomball.
- Other potential members who have the desire and excitement to become a member.

Recognition

- Members who feel valued.

Organizational & Professional Development

- Member Leagues that are more responsible and involved in SBA.

Participation

- Volunteers who are more comfortable at getting more involved with the association.

Relevant environmental factors requiring a response during the 2006 to 2009 planning period include:

- Facilities (quality, lack of, cost, availability)
- Difficulty establishing sport in urban centres
- Complexity of SBA policies/procedures and process

10. Linking the Strategic Plan to the Annual Plan

In order to ensure that the strategic plan is integrated into the annual planning of SBA for the 2006 to 2009 planning period, the following steps are suggested.

Step #1: Identify key actions that will contribute to the achievement of each priority strategic outcome (3 to 5).

Step #2: Assign responsibility for key actions to relevant individuals/groups.

Step #3: Identify when each key action will be implemented during the 2006 to 2009 strategic planning period (Year 1, Year 2, Year 3).

Step #4: Consider resource allocations in current budget and determine if resources need to be redistributed for the next fiscal year to reflect implementation of key actions.

APPENDIX D – STRATEGIC PLANNING SESSION REPORT

October 21 & 22, 2005

On October 21st & 22nd, 2005 members of the SBA Executive and staff met to engage in Step 10 of the strategic planning process. Present at this session were: Don Gray (SBA President), Albert Wollbaum (Masters Rep), Carla Buell (Treasurer), Greg Perreux (Executive Director), Scott Julé (Technical Chair).

In order to ensure that the strategic plan is integrated into the annual planning of the SBA for the 2006 to 2009 planning period, the following steps were suggested:

- Step #1:** Identify key actions that will contribute to the achievement of each priority strategic outcome.
- Step #2:** Assign responsibility for key actions to relevant individuals/groups.
- Step #3:** Identify when each key action will be implemented during the 2006 – 2009 strategic planning period.
- Step #4:** Consider resource allocations in current budget and determine if resources need to be redistributed for the next fiscal year to reflect implementation of key actions.

BARRIERS TO ACHIEVING SUCCESS

It was felt that in order to get a good indication of the process required to achieve each goal statement that the barriers would need to first be identified. The items that are marked with an “x” are barriers that have been achieved already or are attainable with minimal effort. The other unmarked ones will take some effort to overcome.

1. Within the next three years, our associate members (school and recreation associations) will be motivated and excited to try our sport and become full members.
 - Facilitators
 - Point of contact (towns recreation directors)
 - Structure of the program – needs to be developed
 - Time commitment – restructuring of priorities
 - Protocol for following up with these groups
 - Location of the group
 - x Administration
 - x Ice availability/cost (rural)
 - x Equipment/Loaner Kits
 - x Financial barriers

2. Within the next three years, our Juvenile members will be committed and dedicated to continue playing the sport of Broomball.
 - Better communication between categories
 - Promotion of the sport/promotion of the senior leagues
 - Implementing a process for graduating players
 - Making the connection to the existing leagues/teams
 - Financial assistance for the young player
 - x Database – utilizing this tool to its full potential

3. Within the next three years, other potential members will have the desire and excitement to become a member of the SBA.
 - Better communication link
 - Educating potential members of the benefit of becoming a member
 - Re-evaluating the current fee structure/identifying other financial barriers
 - Volunteer time commitment
 - Strategy/Administration
 - Promotion of the sport/Association
 - Lack of competition in certain areas

4. Within the next three years, the membership will feel valued.
 - Better communication via newsletters/emails/website
 - Recognition of a job well done by volunteers via communication tools
 - Implementing a protocol for follow up
 - Creating a volunteer recognition tier structure
 - Promoting this value initiative
 - × SBA Volunteer Executive/Staff time commitment
 - × Volunteer recognition nights
 - × Player awards/provincial medals

5. Within the next three years, member leagues will be more responsible and involved in the SBA.
 - Better communication via exchange of meeting minutes
 - Empowerment of the member/league
 - Creating a fact sheet describing all SBA processes
 - Self evaluation/SBA evaluation of the league successes/weaknesses
 - Better communication between league reps and SBA
 - × SBA exposure at local levels
 - × SBA attendance at league meetings

6. Within the next three years, volunteers will be more comfortable with getting involved with the association.
 - Fact sheet/SBA structure sheet/Volunteer expectations sheet
 - Different levels of volunteers – mentorship
 - Rewards/recognize with general thank-you's
 - Initiating a volunteer mentorship program
 - Time/commitment issues
 - Identify volunteer strengths – recruit based on these strengths
 - × Recognition

KEY ACTION ITEMS FOR THE NEXT THREE YEARS

After analysing the barriers to success, the committee began working on creating the actions for each goal statement and assigning a timeline and responsibility to each action. See Appendix A for the detailed Action Plans.

**APPENDIX E - Executive Summer Planning Meetings
Manitou Springs Hotel - Watrous, SK
June 16 & 17, 2006**

Review of Strategic Planning Document

- The three year strategic planning document was developed last summer with input from the membership at various meetings, surveys and general feedback.
- Mission, Vision and Values were also created.

Action: SBA Office to add Mission, Vision, and Values to the SBA website.

Action: SBA Office to add Mission Statement to the SBA letterhead.

- Review of Key Actions for 2005-2006 season.
- Action items assigned to Executive Members – see attached

Some new ideas/comments were made on some of the Action Items:

(a) Within the next three years, our Juvenile members will be committed and dedicated to continue playing the sport of Broomball – It was suggested that a player profile sheet be produced so that players who are graduating from a Juvenile team can be matched up with a team in the Senior League in their area.

(b) Within the next three years, the membership will feel valued – It was suggested that a volunteer award/recognition be given to the host committee/community for the hard work that is put into hosting a Provincial/Western/National event.

Deadlines for 05-06 items will be September 1/06.

Deadline for 06-07 items will be July 1/07.