



# Racquetball Canada Strategic Plan 2024-2028

Racquetball Canada

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# RACQUETBALL CANADA

## About

Racquetball Canada is the National Sport Organization for the sport of racquetball. As a member of the **Canadian Olympic Committee**, our mission is to coordinate, govern and encourage the advancement of racquetball from the grassroots to the elite level across Canada. We want to be seen as a visible, vibrant sport enjoyed coast to coast by Canadians of all ages and abilities.

Racquetball Canada is committed to work forward and lead in equity, diversity, and inclusion, and stand against any form of racism, discrimination, or harassment on and off the court to ensure all Canadians see themselves represented in our sport.

Racquetball Canada is also a proud member of the **International Racquetball Federation** and the **Pan American Racquetball Confederation**. National teams compete in the Pan Am Games, Pan Am Championships and the World Games as well as the World Championships at both the junior and elite level. Racquetball Canada also partners with local organizers to host tournaments including Canadian Championships and National Team selection events. Racquetball Canada receives funding from the Government of Canada through **Sport Canada**. This enables our organization to provide Canadians access to our sport as part of a healthy and active lifestyle and help high performance athletes participate and succeed in competitions.

Racquetball Canada works closely with our provincial associations and partners to offer developmental and high-performance programs across Canada for athletes, coaches and officials. We partner with the **Coaching Association of Canada** and the provincial and territorial coaching associations to offer coach training programs. We follow **Canadian Sport for Life Principles** with our competition review and we use Racquetball Canada's Long Term Athlete Development to lead growth and development of our sport.

# MISSION, VISION AND VALUES

## Mission

- To coordinate, govern and encourage the advancement of Racquetball from grassroots to elite levels across Canada

## Vision

- Fill Canada's Racquetball Courts

## Values

- The values we believe to be instrumental in making decisions and impacting how we interact. We believe in managing Racquetball Canada according to these values and ensuring that the **Principles of True Sport** are activated on the field of play including integrity, safe and inclusive, one connected family and excellence.



# STRATEGIC PLANNING PROCESS

Racquetball Canada created the 2024 - 2028 Strategic Plan in conjunction with the staff, board members, coaches, officials, athletes, provincial members, provincial staff and stakeholders at a planning meeting in Winnipeg in May of 2023. The session was facilitated by Carolyn Trono from Sport for Life. Together we worked to determine if our mission, vision and values were still relevant. We decided to change our vision for the next four years to focus on filling our racquetball courts with all Canadians and simplify the values that we make decisions by to include integrity, safe and inclusive, one connected family and excellence. The vision and values will help us to make decisions over the next four years. We then created a new pillar to our strategic plan that had not been there in the past. This was the pillar of capacity. We now have four pillars instead of three. The four pillars are organizational excellence, high performance, participation and capacity. Based on expertise we created strategic goals for each pillar for the year 2028 and benchmarks which will help lead our operational planning.

***“I feel Racquetball Canada and the provinces are all on the same page heading in the same direction. I am excited for the growth of our sport”***

***Cher Allen  
Board Member***



# PILLARS



## Racquetball Canada's Four Pillars;

- Organizational Excellence
- High Performance
- Participation
- Capacity Building

will help support Racquetball Canada in filling Racquetball Courts across Canada by 2028

# STRATEGIC GOALS



# BENCHMARKS

## Organizational Excellence:

- A. Racquetball Canada will have functioning reporting system to gather data
- B. All information from Racquetball Canada will be transparent and public
- C. RC will meet with each province minimum of bi - annually
- D. 1 or 2 people in each province will work with RC.
- E. Maintain relationships with national and International partners that support achievement of RC strategic goals.
- F. Racquetball Canada will increase revenue by 10 percent and diversify avenues for revenue generation.
- G. Racquetball Canada is a leader in policy compliance and succession planning maintaining it's top spot on Sport Canada Report Card

## High Performance:

- A. Podium finish at all international events
- B. Develop 2 new National Team Coaches that represent Canadians (Comp Dev Certified or ACD)
- C. Have 5 new Level 3 Officials that represent Canadians
- D. Expand IST team that works with players, coaches and staff
- E. Expand training camps schedule to support all levels of the National Team Program.





## Participation:

- A. All provinces will adopt the current registration system.
- B. Retention of 80 percent of our current members
- C. Gain net of 15 % new members
- D. Support Provinces in Starting Programming at 5 Empty Clubs

## Capacity:

- A. 80 percent of clubs/facilities will be represented by a club ambassador
- B. Provinces will have a strong governance board.
- C. Every club with an ambassador will have an active trained coach.
- D. Every province will have a pool of certified level 2 officials -
- E. 80 percent of Clubs will receive a five star standard of achievement in Racquetball  
Canada's verified program specially focused on Safe Sport



# DIVERSITY STATEMENT

Racquetball Canada is finding new ways to ensure inclusion and diversity in our sport and to ensure racquetball is welcoming and safe for all. We work hand in hand with our partners to provide tools, information and resources to enable those involved to create positive experiences for all. We encourage our sport community to continue to learn with us.

Racquetball Canada resolves to continue to incorporate inclusion, diversity, and equity matters in its strategies, plans, actions, and operations, including technical programs, business management, sponsorship, marketing, media and communications.

Racquetball Canada will ensure that the organization provides Under-Represented Groups with a full and equitable range of opportunities to participate and lead.

Racquetball Canada is committed to work forward and lead in equity, diversity, and inclusion, and stand against any form of racism, discrimination, or harassment on and off the court to ensure all Canadians see themselves represented in our sport.

Racquetball Canada s'engage à se tourner vers l'avenir et à être un chef de file en matière d'équité, de diversité et d'inclusion, et à s'opposer à toute forme de racisme, de discrimination ou de harcèlement sur le terrain et à l'extérieur, afin de s'assurer que tous les Canadiens et Canadiennes se voient représentés dans notre sport.



# GOVERNANCE

## Board of Directors

Racquetball Canada's Board will consist of seven (7) Directors, as follows:

- a) Director of Finance
- b) Athlete Representative
- c) Five (5) Directors at Large

Any person, who is 18 years of age or older and a Registered Participant, who has the power under law to contract, who has not been declared incapable by a court in Canada or in another country, and who does not have the status of bankrupt, may be nominated for election as Director.

**Senior Staff Restriction:** No individual currently serving as an employee or contractor of the Corporation may be a director. No Director may become the Executive Director or interim Executive Director of the Corporation during their term as a director or for twelve months thereafter.

**Athlete Representative Eligibility:** To be eligible for nomination as the Athlete Representative, an individual must be a person currently on a national team or competing at the international level or a person who is retired and was a member of a national team or competed at the international level, not more than nine years previously, in the sport of racquetball.

**Directors-at-Large:** Directors-at-Large may be appointed, by the Board, to serve as Directors of various portfolios related to the operations of the Corporation (e.g., Marketing, Legal, etc.). Directors-at-Large may have more than one portfolio and may be assigned and removed duties by Ordinary Resolution of the Board.

**Gender Standard:** In advancement of gender balance for women and men on the Board of Directors, while ensuring the prevailing criterion for election is eligibility, ability and professional performance, the Board shall be constituted in a manner such that no gender accounts for more than 60% or less than 40% of the total number of Directors.

Gender Balance: Elections will be held at the Annual Meeting in accordance with the following:

- (a) In years when the 40% gender standard is not assured, a gender specific election will be held first to elect male or female candidate(s) sufficient to meet the standard.
- (b) When the minimum 40% gender standard is assured, all candidates of either gender will be included on the same ballot in an election to fill the remaining vacancy(s):
  - (i) When more than one Director position must be filled, the election will be for one Director at a time with all nominated candidates eligible in each election.
  - (ii) As specified by the Act, a candidate receiving more than fifty percent (50%) of the votes will be declared elected as a Director.
- (c) In the event of a tie, or if the candidate with the most votes does not receive a majority of votes, on any ballot:
  - i. If there are more than two (2) candidates for an available position, the candidate with the fewest votes will be dropped from the ballot and a new vote will be held;
  - ii. If there are only two (2) candidates for the available position, a second vote will take place. If there is still a tie, additional rounds of voting will occur until a winner is declared.
- (d) In an election with only one (1) qualified candidate, candidate will be declared elected as a Director by Ordinary Resolution

**Terms:** Elected Directors will hold office for three years

- Term Maximum: Directors will serve up to a maximum of nine (9) years.

## Committees

### Standing Committees:

- The Board has three Standing Committees which advise the Board of issues of governance:
  - Governance, Ethics
  - Nominating Committee
  - Finance, Audit and Revenue Generation Committee

### Operating Committees:

- Racquetball Canada has five Operating Committees that support the work of the Board of Directors and Staff. These committees work closely with staff related to planning and delivery and can make recommendations to the Board related to their area of expertise.
  - Athlete Development Committee
  - Hall of Fame Selection Committee
  - High Performance Committee
  - Marketing Committee
  - Sport Development Committee

### Provincial Representatives:

Provincial Representatives are designated by their Provincial Associations and act as the point of liaison for their province. The Provincial Representatives or their designate attend the Annual Meeting and vote on behalf of their province. We communicate on a regular basis with the Provincial Associations through their representative and hold regular meetings to ensure open lines of communication.

## Policies and By-laws

Racquetball Canada has worked alongside the **Sport Law & Strategy Group** to develop updated, comprehensive, user-friendly policies and procedures. Racquetball Canada encourages its provincial associations and affiliated clubs to adopt the policies for their own use.

**Racquetball Canada's Policy Suite** is comprehensive and reflects current best practices that will guide the organization in its operations including policies that support our values, help ensure accountability and transparency and that deal with bullying, abuse, harassment, discrimination, maltreatment and conflict. Racquetball Canada also adheres to the **Universal Code of Conduct to Prevent & Address Maltreatment of Sport (UCCMS)**.

**Racquetball Canada's By-laws** are in line with the Canadian Sport Governance Code.

