



# STRATEGIC PLAN 2025-2029

Connecting the  
Softball Community

# TABLE OF CONTENTS

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<b>FOREWARD BY PRESIDENT AND CEO</b>	<b>3</b>
<b>ABOUT SOFTBALL CANADA</b>	<b>4</b>
<b>THE STRATEGIC PLANNING PROCESS</b>	<b>5</b>
<b>OUR VISION</b>	<b>6</b>
<b>OUR MISSION</b>	<b>6</b>
<b>OUR VALUES</b>	<b>6</b>
<b>OUR OPERATING PRINCIPLES</b>	<b>6</b>
<b>STRATEGIC PILLARS AND COMMITMENTS</b>	<b>7</b>
<b>ORGANIZATIONAL SUSTAINABILITY</b>	<b>8</b>
<b>GROWTH OF SOFTBALL</b>	<b>9</b>
<b>PATHWAY TO PODIUM</b>	<b>10</b>



Thank you to Sport Canada  
for their support in our programming.

# FOREWARD BY PRESIDENT AND CEO

On behalf of Softball Canada, we are excited to share with you, our strategic plan for **2025-2029: *Connecting the Softball Community***. Canada is undeniably a world leader in softball, a fact we wholeheartedly embrace and celebrate. The sport is an essential part of our national identity, fostering pride and unity across our communities. As we reflect on the growth of softball in Canada, we recognize our commitment to enabling success for all participants, with increased participation and a dedication to excellence at every level, from grassroots programs to our national teams competing on the global stage.

This strategic plan was developed through extensive collaboration with numerous members from the Canadian softball community, including our Provincial/Territorial partners, coaches, players, officials, and volunteers. Their insights have been instrumental in shaping this vision, and their ongoing support will be crucial as we strive to achieve our goals. Connecting the Softball Community outlines our strategies in athlete development, coach education, safe sport practices, umpire development, and international competition success.

Our goal is to foster a positive and enjoyable experience for all participants and fans while striving for podium finishes for Canada. In the following sections, we present a comprehensive outline that addresses various aspects of Softball Canada's operations, from grassroots development to elite performance programs. We believe this strategic plan will serve as a valuable resource, empowering stakeholders within the Canadian softball community to enhance their organizations and initiatives.

We believe that flexibility, creativity, and perseverance will be essential for navigating the upcoming 5-year cycle. By staying committed to our strategic priorities of organizational stability, the growth of softball, and pathways to podium success, we can overcome challenges and emerge even stronger.

***Together, as a connected softball community, we will strive to make softball in Canada more accessible, diverse, and vibrant than ever before.***



# ABOUT SOFTBALL CANADA

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The Canadian Amateur Softball Association, commonly known as Softball Canada, is a not-for-profit National Sport Organization (NSO) based in Ottawa, Ontario founded in 1965. It is recognized and financially supported by the Government of Canada as the National Governing Body for the sport of softball. Softball Canada is administered by a nine-member Board of Directors elected by the country's 12 Provincial and Territorial Associations, and is supported by eight staff members working in the National Office.

Softball Canada's Coach and Umpire Development programs are recognized as worldwide leaders in the sport of softball, and all six of Canada's National Teams (Women's, U18 Women's and U15 Women's; Men's, U23 Men's and U18 Men's) are perennial medal threats in all international competitions.

With funding annually provided by Sport Canada, membership fees, sales and sponsorship, Softball Canada develops new programming to target various segments of its membership, including the very successful Learn to Play and Canpitch programs. The Long Term Player Development Guide for Softball in Canada serves as Softball Canada's framework for decision-making.



# THE STRATEGIC PLANNING PROCESS



The strategic plan reflects a collaborative effort and valuable input from various stakeholders throughout the process. Guided by a Strategic Planning Group, including LBB Strategies, Softball Canada staff, and the Board of Directors, the process unfolded as follows:

## **Phase 1: Kickoff Meeting - February 2024**

- Project launch
- Defining desired outcomes
- Discussing administrative and communication considerations

## **Phase 2: Current State Assessment and Stakeholder consultation - March to May 2024**

- Evaluating the current state and the previous strategic plan
- Conducting interviews with Softball Canada staff and board members
- Engaging stakeholders, including PTSOs, executive directors, presidents, officials, and coaches

## **Phase 3: Assessment Outcomes Report - June to August 2024**

- Developing the framework and options
- Establishing vision, mission, and values
- Identifying organizational priorities

## **Phase 4: Drafting the Strategic Plan - September to October 2024**

- LBB Strategies to outline the strategic plan
- Consulting with staff and the board for final adjustments

## **Phase 5: Presentation of the 2025-2029 Strategic Plan at the Softball Canada AGM - November 9, 2024**

Softball Canada extends its gratitude to the board members, staff, PTSOs, officials, and coaches for their contributions to this strategic plan.

## OUR VISION

Canada, the world leader in softball

*We strive to be the world's best from grassroots to podium, on and off the field of play.*

## OUR MISSION

Enable success for all in softball

*Together we offer programs and activities creating an environment of success for all people involved in softball.*

## OUR VALUES

- Respect and Integrity
- Diversity, Equity and Inclusion
- Safety
- Experience and Fun

## OUR OPERATING PRINCIPLES

- Respect for all
- Long Term Player Development principles guide decision making
- Effective communication in both official languages
- Successful organizational management

# STRATEGIC PILLARS AND COMMITMENTS

## 1. ORGANIZATIONAL SUSTAINABILITY COMMITMENTS

- 1.1 Aligned Sport System*
- 1.2 Enhanced Recognition*
- 1.3 Inclusive, Safe and Welcoming*
- 1.4 Organizational Strength*

## 2. GROWTH OF SOFTBALL COMMITMENTS

- 2.1 Sustainable Growth*
- 2.2 Viable Coaching, Officiating, and Volunteering System*
- 2.3 Meaningful Competition System*

## 3. PATHWAY TO PODIUM COMMITMENTS

- 3.1 International Success*
- 3.2 Quality Feeder System*
- 3.3 Strengthened High Performance Coaches*
- 3.4 Enhanced Performance Environment*



# 1 ORGANIZATIONAL SUSTAINABILITY

## 1.1 Aligned Sport System

**Strategic objective:** Align with and support PTSOs and partners in the pursuit of common goals.

**Key Success Indicator:** *PTSOs and partners highly value Softball Canada tools, programs and services and are aligned with Softball Canada.*

## 1.2 Enhanced Recognition

**Strategic objective:** Work with PTSOs/partners to increase marketing and communication initiatives.

**Key Success Indicator:** *Softball is highly recognized and visible in Canada and abroad.*

## 1.3 Inclusive, Safe, and Welcoming

**Strategic objective:** Align with PTSOs and partners on Safe Sport and DEI initiatives across Canada.

**Key Success Indicator:** *Softball Canada and its PTSOs/partners meet Safe Sport and DEI requirements and participants recognize softball as a safe, welcoming, and inclusive sport.*

## 1.4 Organizational Strength

**Strategic objective:** Strengthen Softball Canada by adopting best business and governance practices and ensuring financial growth.

**Key Success Indicator:** *Softball Canada complies with the new governance code, its staff highly value the workplace environment and Softball Canada's financial performance and sustainability improve yearly.*







# 2 GROWTH OF SOFTBALL

## 2.1 Sustainable Growth

**Strategic objective:** Enable and support PTSOs to increase participation and retention in softball at all LTPD stages for all participants: athletes, coaches, officials, volunteers.

**Key Success Indicator:** Participation in softball continually increases, and retention improves.

## 2.2 Viable Coaching, Officiating and Volunteering System

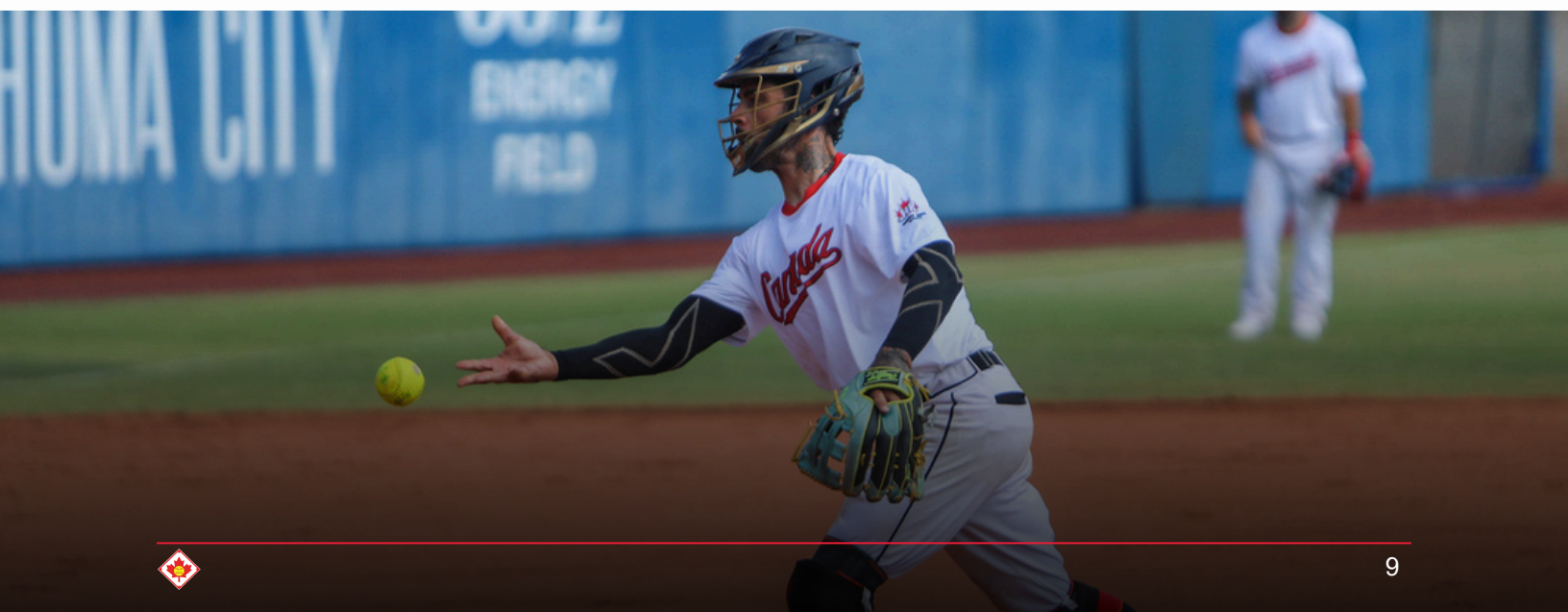
**Strategic objective:** Help recruit, retain and develop coaches, officials and volunteers.

**Key Success Indicator:** Coaches, Officials and Volunteers are supported and stay longer in the system.

## 2.3 Meaningful Competition System

**Strategic objective:** Offer a meaningful competition system that enhances participation and positive experiences.

**Key Success Indicator:** Increase the volume of meaningful games at domestic competitions.





# 3 PATHWAY TO PODIUM

## 3.1 International Success

**Strategic objective:** Achieve international success by enhancing the High Performance program for all national teams.

**Key Success Indicator:** All national teams improve their international results and have access to an improved High Performance environment and program.

## 3.2 Quality Feeder System

**Strategic objective:** Help improve and broaden the talent pool of athletes for all national teams.

**Key Success Indicator:** Increase the number of players meeting the Performance Metrics at the High Performance stages of LTPD.

## 3.3 Strengthened High Performance Coaches

**Strategic objective:** Invest in the training and enhanced opportunities of High Performance coaches.

**Key Success Indicator:** More High Performance coaches are involved in the High Performance pathway and are well supported.

## 3.4 Enhanced Performance Environment

**Strategic objective:** Competition and training opportunities that support the development and performance of our national teams.

**Key Success Indicator:** Meaningfulness of competitions, camps, and activities for all national teams.





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