



2026-2030 Strategic Plan

Land Acknowledgement

The BC Amateur Softball Association (Softball BC) gratefully acknowledges that we play, train, and compete in facilities located on many traditional and unceded territories of First Nations throughout British Columbia. We recognize and honour the distinct cultures and histories of Indigenous peoples - First Nations, Metis, Inuit - across the province, and we are committed to advancing reconciliation and fostering relationships built on respect and understanding.

About Us

Softball BC is a not-for-profit organization and the governing body for the sport of softball in British Columbia. We believe that our amazing sport is for everyone and for life.

Softball BC is committed to providing a fun, fair, safe and inclusive environment for participants to enjoy the game at all levels. Through sanctioning, we provide guidelines and regulations for groups running events, programs and tournaments, helping to ensure a safe, fair and positive environment.



Vision

Softball for everyone. Led with purpose. Powered by community.

Mission

To grow softball across British Columbia by supporting players, coaches, umpires, clubs and volunteers through inclusive pathways that develop people, strengthen communities, and inspire excellence.



Our Values

Inclusion

We celebrate diversity and strive to create environments where everyone feels they belong; where everyone is welcomed, respected, and represented.

Integrity

We lead with transparency, honour our commitments, and remain accountable to those we serve.

Community

We value meaningful relationships, open communication, and collaboration that strengthens our sport across the province.

Excellence

We pursue excellence within the game and beyond through continuous learning, meaningful engagement, and the development of players, coaches, umpires, and volunteers.

Enjoyment

We foster a lifelong love of softball through fun, welcoming, and meaningful experiences for all.

Safety

We champion participant safety in softball, creating environments that are supportive, respectful, and free from physical, emotional, psychological, and cultural maltreatment, as defined by the UCCMS.



Strategic Priorities

Grow the Game - Participation, retention, and access across all levels of play and regions in BC

Key Focus Areas

- Grassroots and retention programming
- Equity in access (regions, genders, underserved populations)
- LTPD-aligned development pathways
- High-performance support and tracking

Goals:

- 1.1 Strengthen and expand boys' and men's softball by supporting existing programs and increasing visibility, development, and participation.
- 1.2 Establish meaningful softball opportunities in every region of BC, ensuring that all districts have access to player, coach, and umpire development, programming, participation, and competition at age- and stage-appropriate levels.
- 1.3 Explore flexible formats and rule adaptations to improve retention levels.
- 1.4 Strive for club programming to align with Long-Term Player Development (LTPD) principles / Softball Canada Athlete Development Matrix, while adapting to evolving national and international competition structures.



Key Performance Indicators

- Total participation growth (%) across age, gender, and region year-over-year.
- Retention rate (%) of players from season to season across age, gender and region.
- Regional access coverage (% of clubs by region with age-and stage-appropriate programming).
- Growth in membership (%) through the addition of new clubs/associations.

Develop Our People – Training, mentorship, and recognition of coaches, umpires, and volunteers

Key Focus Areas

- NCCP pathway and certification access
- Mentorship and peer support for coaches and umpires
- Retention and recognition of leaders across all roles
- Training in Safe Sport, inclusion, trauma-informed practice



Goals - General

- 2.1 Provide training for all players, coaches, umpires, volunteers and spectators in Safe Sport, inclusion, and trauma-informed youth engagement / sport programming.
- 2.2 Introduce a recognition and retention program for coaches, umpires, and volunteers, including service milestones, awards, and storytelling campaigns that celebrate impact and diversity.
- 2.3 Offer coaching and umpire development forums and workshops annually in all districts to improve access to training and community-building.

Goals - Coaches

- 2.4 Increase the number of active certified coaches through targeted campaigns, with a focus on underrepresented groups.
- 2.5 Direct the Coach Development Committee to review curriculum gaps, potential barriers to access, and priority areas for professional development.

Goals - Umpires

- 2.6 Maintain an umpire advancement pathway aligned with national frameworks.
- 2.7 Track regional representation and attrition rates for umpires to identify gaps and invest in targeted support, retention and/or recruitment initiatives.
- 2.8 Launch a provincial Umpire Mentorship Program, especially in underserved regions and entry levels.
- 2.9 Provide hybrid (online + in-person) Level 1 and 2 umpire certification options across all regions by to increase accessibility and reduce travel barriers.

Key Performance Indicators

- Number of certified coaches and umpires (absolute + % growth, active vs. inactive).
- Diversity of leaders (% of coaches/umpires/volunteers by gender, underrepresented group).
- Mentorship engagement (# of participants matched in umpire mentorship programs).
- Recognition and retention score (e.g., % of volunteers/coaches/umpires retained year over year, plus qualitative satisfaction surveys).

Build Safe and Welcoming Environments – Inclusive opportunities for all participants to participate, develop and thrive

Key Focus Areas

- Safe Sport compliance and culture building
- Equity, diversity and inclusion
- Truth and reconciliation
- Psychological safety, trauma-informed environments



Goals

- 3.1 Mandate Respect in Sport or equivalent training for all coaches, umpires, and club board members to increase the shared understanding of Safe Sport.
- 3.2 Create a confidential incident tracking and support mechanism for harassment, discrimination, or safety concerns, with referrals and resolution guidance.
- 3.3 Develop an equity-in-access strategy that removes barriers to participation for underserved and equity-deserving groups.
- 3.4 Develop regional diversity, equity and inclusion implementation strategies, co-designed with Indigenous, 2SLGBTQIA+, and newcomer communities, to support place-based inclusion efforts.
- 3.5 Establish a Culture and Ethics Task Force to drive province-wide initiatives in inclusion, equity, and safety, with annual reporting on progress and recommendations.
- 3.6 Launch a province-wide culture audit to identify and address exclusionary, unsafe, or toxic behaviours across clubs, districts, and teams.
- 3.7 Develop and implement a “Play Kind” values-based behaviour change campaign, with club toolkits, social media content, and player/spectator pledges.

Key Performance Indicators:

- Safe Sport compliance rate (% of required personnel with Respect in Sport or equivalent training).
- Number of incidents reported through the Safe Sport or confidential support system.
- Number of incidents resolved, time to resolution and satisfaction levels with the Safe sport process.
- Inclusion and equity index (club-level survey scores)/

Build Capacity among Clubs / Associations – Build strong associations, deliver quality programming, and model good governance

Key Focus Areas

- Leadership development for club and district leaders
- Access to governance, equity, and policy tools
- Responsive service, localized support, and engagement

Goals:

- 4.1 Deliver a Club Leadership Education Series focused on governance, policy, risk management, Safe Sport, and inclusive programming.
- 4.2 Update the club accreditation and affiliation processes (and supporting tools and templates) through the lens of i) good governance, ii) diversity, equity, inclusion, and iii) Safe Sport.
- 4.3 Track and report on club-level programming (e.g., gender balance, fee models, travel requirements) annually to support data-informed decisions.
- 4.4 Develop and launch a centralized Club Capacity Toolkit and online platform that provides tools, templates and resources for clubs (including staff and volunteers) across rural and urban contexts.
- 4.5 Increase diversity and representation from equity-deserving groups across players, coaches, umpires, and club/association leadership.

Key Performance Indicators

- Club capacity accreditation (% of clubs meeting updated governance/accreditation standards).
- Toolkit usage (# of downloads/accesses of centralized capacity tools/resources).
- Club leadership diversity (% of club/district boards with representation from equity-deserving groups).



Build a Resilient Organization – Strengthen Softball BC’s operational excellence, financial health, and system partnerships

Key Focus Areas

- Governance modernization and Operational Effectiveness Initiative (OEI) implementation
- Financial sustainability and diversified revenue
- Staff development and operational systems

Goals:

- 5.1 Fully implement OEI recommendations, including governance updates, committee mandates, and board policy revisions and renewal.
- 5.2 Maintain compliance with Safe Sport and viaSport policy requirements across governance, conduct, and operational standards.
- 5.3 Diversify revenue by increasing non-membership income streams through partnerships, grants, sponsorships, and fundraising.
- 5.4 Modernize financial systems and reporting tools to support transparency, forecasting, and accountability at all levels of the organization.

Key Performance Indicators

- Financial diversification ratio (% of revenue from non-membership sources).
- Governance modernization implementation rate (% of OEI recommendations completed).
- Operational efficiency score (staff/board survey on systems, policies, and reporting tools).



Strategic Initiatives

Fully Implement the Organizational Effectiveness Initiative (OEI)

Completing the Organizational Effectiveness Initiative is foundational. It modernizes Softball BC's governance, clarifies roles, and embeds compliance and accountability across the organization. A series of recommendations have been provided as part of the OEI. Softball BC must invest time and resources into implementing the recommendations provided.

Why it's critical:

- Unlocks trust, clarity, and transparency.
- Positions Softball BC to lead system-wide reform and meet Safe Sport and funding standards.

The project contributes to strategic priorities 4 and 5.

Reignite and Grow the Boys' and Men's Game

Participation in male categories is in decline. This initiative targets a major growth opportunity through tailored outreach, programming, and visibility.

Why it's critical:

- Directly named as a workshop priority.
- Balances gender equity across the system.
- Supports long-term player retention and competitive depth.

The project contributes to strategic priority 1.

Culture Shift – Confronting and Transforming Toxic Norms in Softball

Toxic, exclusionary, or harmful behaviours remain a barrier to participation and retention in softball. This initiative focuses on building a culture of psychological safety, inclusion, and respect across all levels—from grassroots to governance—through education, accountability, and community leadership.

Why it's critical:

- Clearly reflected in member and staff feedback as a root cause of disengagement.
- Addresses burnout, bullying, and exclusion that disproportionately affect youth, women, 2SLGBTQ+, and racialized participants.
- Reinforces a values-aligned environment necessary for Safe Sport and EDI goals.
- Signals leadership and accountability from Softball BC.

The project contributes to strategic priorities 2 and 3.



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