

# BASEBALL CANADA STRATEGIC PLAN

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2023 - 2028  
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# TABLE OF CONTENTS

- 3** FOREWORD BY PRESIDENT AND CEO
- 4** ABOUT BASEBALL IN CANADA
- 6** THE STRATEGIC PLANNING PROCESS
- 7** OUR VISION OF SUCCESS
- 7** OUR MISSION TO WIN
- 8** OUR VALUES INSPIRING OUR ACTIONS
- 9** OUR AMBITIONS FOR THE NEXT 4 YEARS
- 10** OUR 3 STRATEGIC PILLARS AND COMMITMENTS

# LEXICON

- BCan** Baseball Canada
- B5** Baseball5
- EDIA** Equity, Diversity, Inclusion and Accessibility
- HP** High Performance
- HR** Human Resources
- IST** Integrated Support Team
- LTD** Long Term Development
- MNT** Men's National Team
- NCCP** National Coaching Certification Program
- PTSO** Provincial and Territorial Sport Organization
- TIS** Talent Identification and Scouting
- WBSC** World Baseball Softball Confederation
- WNT** Women's National Team

Baseball Canada wishes to thank Sport Canada for its support and financial contribution.  
Baseball Canada is the Canadian member of the WBSC and the Canadian Olympic Committee.



# FOREWORD BY PRESIDENT AND CEO

The crack of the bat, the smell of fresh cut grass, a beautiful summer day spent with family, friends and teammates are some of the things that make baseball unique to thousands of Canadians each year.

Whether you're a coach, official, volunteer, fan or player, Baseball Canada is committed to maintaining and enhancing all of the things that make baseball special for you.

With this in mind, we're pleased to unveil Baseball Canada's Strategic Plan for 2023-2028, a plan that will shape our organization in the coming years and act as guide to our vision of **"CANADA IS A LEADING BASEBALL NATION"**

Coming out of years of uncertainty around the globe and into our homes, it has been amazing to see the efforts of people and communities who have worked together to make sure that baseball was delivered in a quality and safe environment. These efforts have not gone unnoticed and will be significant building blocks as we embark on a new era in Canadian baseball.

Baseball Canada's newest strategic plan was built with people and communities at the forefront who will play a large role in our goal of growing the game in

Canada. Through a revised model, Baseball Canada is committed to a modern governance structure that will allow to diversify decision making and lead baseball in Canada to new and exciting opportunities.

On the following pages we have laid out a plan for all stakeholders in the Canadian baseball community, touching on all areas of Baseball Canada's operations from grassroots to high performance.

Our hope is that this Strategic Plan becomes more than just a document that lives on our website but rather a reference material that those in the Canadian baseball community can use to benefit their own organizations and communities.

We're extremely proud of the hard work and collaboration from those at the national, provincial and local levels who helped build this plan from the beginning to the finished product. Ultimately, it will be through efforts like these that will aid in delivering on the goals of this plan and making baseball in Canada more accessible, diverse and better than it's ever been before.

Play ball!



**Jean Boudrias** President, Baseball Canada



**Jason Dickson** CEO, Baseball Canada

# ABOUT BASEBALL IN CANADA

A sport with a rich history tracing back to the earliest moments of the game, baseball's roots have been firmly entrenched in Canadian soil for generations. Since 1964, Baseball Canada has held the title of being the official governing body for amateur baseball in Canada with ten provincial bodies as members, delivering baseball experiences at the local level for thousands of Canadians each summer.

Starting at the introductory levels when a child first picks up a ball and glove to provincial and national teams or active for life teams, Baseball Canada plays a large role in the health, growth and development of the game.

Internationally, Baseball Canada has national teams at the men's, women's and U-18 levels competing in World Baseball Softball Confederation (WBSC) world championships, along with Pan Am Championships, the World Baseball Classic and the Olympic Games. Since 2004, Baseball Canada National teams have won four Pan Am games medals, nine world cup medals and competed in both the 2004 and 2008 Olympic Games.

**Baseball in Canada and its Provincial and Territorial Sport Organizations are fully engaged to support baseball fans, participants, and organizations at all levels.**







# BASEBALL IN CANADA IS

**200,000** athletes enjoying the game

**30,000** coaches creating a positive experience on and off the field of play

**13,000** officials/umpires ensuring the integrity of the rules of baseball

**10** PTSDs developing and leading baseball in Canada

**1000** local associations and clubs making baseball accessible across Canada

**278** tournaments offering meaningful competitive experiences

**13** national and international competitions



# THE STRATEGIC PLANNING PROCESS

This strategic plan is the result of teamwork and effort. Led by a STRATEGIC PLANNING WORKING GROUP composed of staff and volunteers and the sport consultancy firm LBB STRATEGIES, the strategic planning process consisted of the following milestones:

**phase 1** Situation analysis and baseline metrics  
(with BCan employees and Board)

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**phase 2** Stakeholders' consultation (board members, BCan staff, PTSOs, athletes, coaches, umpires and officials) – virtual focus groups (Fall 2022)

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**phase 3** Strategic plan workshop at BCan convention (November 2022)

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**phase 4** Development of strategic plan (Winter-Spring 2023)

BCan wishes to thank its board members, staff, PTSOs, athletes, coaches, umpires and officials for contributing to the development of this strategy.



# OUR VISION OF SUCCESS

CANADA IS A LEADING BASEBALL NATION

# OUR MISSION TO WIN

STRIVE for excellence in everything we do

MAKE baseball the sport choice for Canadians

CREATE an inclusive, safe, and welcoming sport system for all

ENABLE optimal conditions for success at all levels







# OUR VALUES INSPIRING OUR ACTIONS

EQUITY, DIVERSITY, INCLUSION, ACCESSIBILITY (EDIA)

RESPECT and INTEGRITY

POSITIVE and SAFE EXPERIENCE

TEAMWORK and COLLABORATION

INNOVATION and AMBITION



# OUR AMBITIONS FOR THE NEXT 4 YEARS

BY 2028, WE WISH TO ACHIEVE THE FOLLOWING **STRATEGIC OUTCOMES**

**growth** Annual growth in participation with enhanced diversity and inclusion.

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**pathways** Aligned and meaningful coaching, officiating and competition pathways.

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**performance** Strong, aligned and coordinated player development and high-performance systems.

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**organization** A modernized and progressive organization and sport system.



# OUR 3 STRATEGIC PILLARS AND COMMITMENTS

**01**

**growth**

## 6 COMMITMENTS

- 1.1 ATHLETES
- 1.2 COACHES
- 1.3 OFFICIALS
- 1.4 COMPETITIONS
- 1.5 FACILITIES
- 1.6 ASSOCIATIONS

**02**

**development  
& performance**

## 4 COMMITMENTS

- 2.1 WOMEN'S NATIONAL TEAM
- 2.2 MEN'S NATIONAL TEAMS
- 2.3 HP COACHING & IST
- 2.4 TALENT & SCOUTING

**03**

**organizational  
excellence**

## 5 COMMITMENTS

- 3.1 GOOD GOVERNANCE
- 3.2 OPERATIONS
- 3.3 FINANCIAL GROWTH
- 3.4 COMMUNICATION  
& MARKETING
- 3.5 SYSTEM LEADERSHIP



01

growth

GROW BASEBALL  
IN CANADA



## OUR COMMITMENTS AND DESIRED OUTCOMES BY 2028

### 1.1 GROWTH AND RETENTION OF ATHLETES

#### Commitment

- Canada is recognized as a leader in EDIA participation

#### Desired outcomes

- 3% to 5% of participation growth and retention annually with increased diversity and inclusion in the participants
- Rally Cap and Baseball5 programs are the best delivered and most recognized by all sports

### 1.2 COACHES

#### Commitment

- BCan is recognized as a leader in diverse and inclusive coaching development, with a focus on women and girls

#### Desired outcomes

- Sustained growth and retention rate
- 90% of local Associations in Canada have a coach developer within 1 hour drive
- Every Women/Girls team at Nationals has a women coach (proper NCCP/other credentials) on staff
- Improved conversion rate from trained to certified coaches
- Established partnership program for development of Provincial HP coaches

### 1.3 OFFICIALS

#### Commitment

- BCan is recognized as a leader in officials' development in both Men and Women and EDIA targeted groups

#### Desired outcomes

- National alignment on umpire levels 1-5
- 80% of Local Associations in Canada have an umpire instructor/supervisor within 1 hour drive, for levels 1&2, 3-hour drive for Level 3&4
- All BCan Championship scorers have minimum level 1 accreditation
- All BCan Championships have 1 level 2 scorer per field in use

### 1.4 COMPETITIONS SYSTEM AND INTERNATIONAL HOSTING

#### Commitment

- BCan has developed and deployed an improved meaningful (LTD age and stage appropriate) BCan Competitions system (Competitions system review or CSR). Subject to the CSR, examples of improvements and desired outcomes are as follows:

#### Desired outcomes

- Alignment with Boys and Girls – 13U, 15U, 18U & Adult leagues
- Increased profile of 16U and Canada Cup
- Assess the creation of an Academy National Championship
- National championships with all provinces
- Create a Baseball5 National Championship
- Improved National events/competitions/championships at various (age) levels by 2027
- Age and stage (LTD) appropriate National Championships, including additional events identified as a need (15U Canada Cup type event)
- Explore options to compete at 15U/23U/B5 International level

### 1.5 BASEBALL FACILITIES

#### Commitment and desired outcome

- In partnership with its PTSO and Academies, Baseball Canada has influenced financial investment in baseball facilities at the grassroots and performance levels

### 1.6 BASEBALL ASSOCIATIONS

#### Commitment

- More healthy associations to grow the game of baseball in Canada

#### Desired outcome

- Better connectivity with BCan/PTSO/Associations on Safe Sport and Policy support
- Enhanced engagement with BCan/PTSO/Associations to best support and grow Rally Cap and Baseball5





02

# development & performance

ENABLE SUCCESS  
AT ALL LEVELS

## OUR COMMITMENTS AND DESIRED OUTCOMES BY 2028

### 2.1 WOMEN'S NATIONAL TEAM (WNT)

#### Commitment

- Achieve Top 3 World Ranking with sustained success on the World Baseball stage

#### Desired outcomes

- Develop a HP WNT strategy
- Align the WNT program with the BCan Women and girls' baseball strategy
- Develop a national scouting network to identify next gen athletes

### 2.2 MEN'S NATIONAL TEAMS

#### Commitment

- Achieve Top 10 World Ranking with sustained success on the World Baseball stage

#### Desired outcomes

- Develop an HP MNT strategy
- Maintain a comprehensive year-round 18U National Team Program with enhanced Professional Baseball, Alumni & Corporate connectivity/partnership
- Development and delivery of a self-sufficient funded 15U or 23U National team
- Enhanced number of 18U National Team graduates in Collegiate and Professional Baseball

### 2.3 HIGH PERFORMANCE (HP) COACHING AND INTEGRATED SUPPORT TEAM (IST)

#### Commitment

- BCan offers enhanced employment, volunteering and contractual conditions for HP coaches and IST thus attracting and retaining the best HP leaders

#### Desired outcomes

- Improved and enhanced working conditions for HP coaches
- Create a bank of IST specialized in Baseball for all national teams
- Develop a Women HP coaching pathway, aligned with the BCan Women and girls' strategy

### 2.4 FEEDER SYSTEM, TALENT IDENTIFICATION AND SCOUTING (TIS)

#### Commitment

- BCan's TIS is well established across Canada and delivered with PTSOs and Academies

#### Desired outcomes

- Explore options for Regional/National training centres across Canada for training and competition preparation for Men's and Women's National teams
- Maintain the present system at the 18U level while creating linkage and connectivity with the US based Academy system that is starting to attract Canadian high school players
- Maintenance and growth of our scouting and player development connectivity with affiliated professional, international, independent, and collegiate Baseball organizations for identification and invitation to our Senior National Team
- Create a performance analytics program



03

# organizational excellence

## STRENGTHEN BCAN AND SPORT SYSTEM

# OUR COMMITMENTS AND DESIRED OUTCOMES BY 2028

### 3.1 GOOD GOVERNANCE

#### Commitment

- BCan has adopted a modernized, strategic and competency-based governance model

#### Desired outcomes

- BCan has modernized its bylaws to comply with the Law and best governance practices (Canadian Sport Governance Code)
- BCan has offered continued education and training for BCan's Board/committees and PTSO board members

### 3.2 AGILE AND EFFECTIVE OPERATIONS

#### Commitment

- BCan has strengthened its operational and HR structure to better advance its strategic plan and enhance efficiencies and leadership

#### Desired outcomes

- BCan has implemented the EDIA and safe sport policies and strategies across its programs, operations and ecosystem
- BCan has streamlined and improved the effectiveness of its office operations and processes
- BCan has implemented a national registration system
- BCan has recruited a sponsorship and marketing expert staff and/or agency

### 3.3 FINANCIAL GROWTH AND SUSTAINABILITY

#### Commitment

- BCan has developed and deployed a financial business strategy plan that generated consistent diversified and enhanced revenues over the next 5 years

#### Desired outcomes

- Increased registration fees
- Secured corporate partnerships and sponsorships (in kind and cash) for all BCan activities and marketing assets (NT, programs, events)
- Maximized public grants at all levels (national, provincial, and local)
- BCan has improved its financial management practices

### 3.4 COMMUNICATION AND MARKETING

#### Commitment

- BCan's brand equity and notoriety has improved and is within the top sport brands in Canada

#### Desired outcomes

- BCan has deployed a multifaceted national marketing and communication strategy

### 3.5 SYSTEM ALIGNMENT AND LEADERSHIP

#### Commitment

- BCan is one of most aligned sport systems in Canada

#### Desired outcomes

- BCan has developed and implemented a successful BCan/PTSO/Academies alignment strategy that resulted in growing and advancing baseball in Canada (Baseball in Canada alignment strategy)
- BCan to lead the alignment strategy in areas such as Women and girls in Baseball, EDIA, safe sport and integrity, integrated membership system, good governance, LTD, Coaching and officiating, Competitions, Rally cap and B5, Development and Performance, facility development, marketing
- BCan to increase its strategic involvement with MLB and WBSC





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