

# Provincial Women's Softball Association of Ontario

## Strategic Plan

2025 – 2028



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# Executive Summary

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The Provincial Women’s Softball Association (P.W.S.A.) enters its next strategic cycle with a renewed commitment to empowering girls and women through the sport of softball. The 2025–2028 Strategic Plan outlines a bold, measurable, and future-focused direction that strengthens our organizational capacity, broadens our reach, and elevates pathways for development and performance across the province.

Anchored in our mission and values, this plan focuses on three strategic priorities:

- **Organizational Effectiveness** – Building a strong internal foundation through improved governance, volunteer support, financial sustainability, and consistent, transparent communication. These efforts ensure long-term stability and operational excellence.
- **Growing the Game** – Increasing participation and community engagement by strengthening school partnerships, delivering impactful community programs, enhancing marketing and outreach efforts, and creating more accessible entry points into the sport.
- **Driving Performance** – Elevating the competitive and development pathway by strengthening coach and official education, expanding mentorship opportunities, establishing consistent performance metrics, and fostering a safe, inclusive, and equitable sport environment.

With clearly defined milestones, measurable targets, and a commitment to accountability, this plan is designed to guide meaningful progress and ensure that the P.W.S.A. continues to inspire and support athletes, coaches, volunteers, and officials at every level.

Together, we will build a stronger, more vibrant, and more inclusive future for women’s softball across Ontario.

# Foreword

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The Provincial Women’s Softball Association (P.W.S.A.) is dedicated to fostering a thriving, fun, safe, and inclusive community for women and girls in softball. By aligning strategic goals with actionable steps, we aim to create opportunities, overcome challenges, and empower future generations. Over 95 years, the P.W.S.A. has continued to evolve, innovate, and expand its impact, ensuring access to softball for athletes of all ages, abilities and competitive levels.

Grounded in its mission to empower women and girls through sport, the P.W.S.A. has been a driving force in shaping softball at local, provincial, and national levels. With a steadfast commitment to inclusivity, technical excellence, and community engagement, the association now looks toward the future with a renewed vision for growth and opportunity.

This Strategic Plan outlines our roadmap for advancing participation, fostering excellence, and strengthening the softball community across Ontario. It reflects our proud legacy – and marks a bold step forward in empowering future generations through the game we love.

## President’s Message

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I am proud to present the Provincial Women’s Softball Association’s Strategic Plan for 2025–2028. This plan reflects our commitment to organizational effectiveness, growing the game, and driving performance at every level.

Over the past several years, we have made important progress across our programs, strengthened our community partnerships, and supported athletes, coaches, officials, and volunteers across the province. Looking ahead, we are focused on building a stronger pipeline of youth participation, enhancing school and community engagement, and elevating our high-performance pathway.

This plan sets clear priorities, measurable goals, and accountability for delivery. With your continued support and collaboration, we will advance women’s softball, create more opportunities for athletes, and ensure our sport remains strong, inclusive, and competitive.

Thank you to our members, volunteers, partners, and community for your dedication to our sport.

Respectfully,

Debbie Malisani (she/her)  
President, P.W.S.A.

# P.W.S.A. Strategic Framework

This framework illustrates how the core elements of the Provincial Women’s Softball Association guide our direction, decision-making, and priorities for 2025–2028.



# P.W.S.A. Operating Principles

- To improve and promote the game of softball for women in Ontario.
- To provide opportunities for athletes to develop their potential.
- To offer programs that will enhance and develop playing/coaching.
- To encourage athletes to strive to excel in softball.
- To ensure that all participants are treated equally and given the opportunity to achieve their full potential.
- To annually declare Ontario Champions in each classification as outlined in the Provincial Women's Softball Association's Operating Rules.

# P.W.S.A. Strategic Priorities

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For 95 years, our organization has been a proud steward of female softball in the province—creating opportunities, building communities, and empowering generations of athletes. As we look to the future, we remain committed to strengthening that legacy through focused and intentional action.

Our strategic priorities reflect a shared vision to grow the game, enhance performance, and ensure long-term organizational strength. By investing in our people, refining our systems, and expanding our reach, we aim to build a resilient, inclusive, and high-performing organization ready to lead the next chapter of our sport.

## **Strategic Priority #1: Organizational Effectiveness**

Strengthen the foundation of our organization and support long-term success. We are committed to enhancing our internal capabilities and operational excellence.

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### **Key Outcome #1: Modern Governance & Accountability**

P.W.S.A. operates with fully compliant governance, updated policies, consistent processes, and strong board accountability.

#### **Initiatives:**

- Conduct a full governance review
- Update bylaws, policies & processes
- Implement risk & compliance procedures
- Annual Board governance training

#### **Milestones:**

- Approved bylaws & policies – Q2 2026
- Complete governance review – Q4 2026
- Publish updated governance documents within 30 days of approval
- Conduct yearly Board governance session – starting Q2 2027

#### **Targets:**

- 100% compliance with Sport Recognition requirements by 2026
  - 100% of Board members complete annual governance training
  - Annual review cycle completed every Q4
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### **Key Outcome #2: Strengthened Volunteer System**

P.W.S.A. has clear volunteer expectations, improved onboarding, and better retention supported by annual recognition.

#### **Initiatives:**

- Define and document all volunteer roles
- Standardize onboarding and training
- Launch annual volunteer recognition program
- Develop recruitment & retention strategy

#### **Milestones:**

- Complete volunteer role review – Q1 2026
- Publish standardized volunteer role profiles – Q2 2026
- Launch onboarding & training modules – Q1 2027
- First annual volunteer recognition cycle – 2027 season

**Targets:**

- 100% of volunteer roles documented
  - 10% annual increase in volunteer retention
  - Onboarding satisfaction rating 4.5+/5 by 2027
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**Key Outcome #3: Sustainable Financial Management & Communication**

P.W.S.A. maintains stable financial operations supported by multi-year forecasting, diversified revenue, and clear communication systems.

**Initiatives:**

- Conduct annual financial reviews
- Create 3-year financial forecast
- Implement financial risk management practices
- Improve internal & external communication workflows

**Milestones:**

- Annual financial reviews completed – Q4 annually starting 2026
- 3-year forecasted updated – Q4 annually starting 2026
- Budget approved by December 1 annually - Starting 2026
- Financial risk plan approved – Q3 2027
- Communication plans implemented – Q2 2026

**Targets:**

- 15% increase in non-registration revenue by 2028
- Quarterly financial summaries delivered to Board & membership
- 20% reduction in repetitive member inquiries by 2027

## **Strategic Priority #2: Growing the Game**

Expand the reach and visibility of female softball across Ontario by implementing targeted strategies that increase participation, enhance engagement, and strengthen the sport's overall footprint.

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### **Key Outcome #1: Participation Growth & Community Engagement**

More athletes, schools, and partners participate in P.W.S.A. programming, strengthening the softball community across the province.

#### **Initiatives:**

- Launch province-wide school outreach program
- Expand player-to-coach pathway for older athletes
- Pilot OUS High School invitational expansion
- Strengthen House League & HL Select engagement

#### **Milestones:**

- School outreach pilot launched – Q2 2026
- Recruit 3+ older players into coaching annually – starting 2026
- First high school invitational hosted – 2027
- Community Engagement Toolkit released to help associations promote softball — Q2 2027

#### **Targets:**

- Engage 10+ high schools by 2028
  - 10% increase in new athlete registration by 2027
  - 5 new community partners by 2028
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### **Key Outcome #2: High-Impact Programs & Events**

P.W.S.A. offers consistent, valuable programming that supports learning, engagement, and development for all participants.

#### **Initiatives:**

- Relaunch Softball Summit
- Provide free/new skills camps for new associations
- Create and publish Engagement Series content
- Partner with Team O & High-Performance coaches for content/camps

#### **Milestones:**

- Engagement Series launched – Q1 2026
- Softball Summit relaunched – Fall 2027
- Deliver 3+ free camps annually – Starting 2027
- Confirm Summit panelists annually – by June starting 2027

### Targets:

- Minimum 15 participants per camp
  - 500+ annual engagements with content
  - 4.5+/5 participant satisfaction score for Summit
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### Key Outcome #3: Strong Brand & Increased Visibility

The P.W.S.A. brand grows in reach, connection, and recognition across Ontario through storytelling and consistent digital presence.

### Initiatives:

- Softball Stories campaign
- Monthly “Kudos Corner” recognition
- Website updates + media library
- Umpire engagement + promotion (spotlights, features)

### Milestones:

- Softball Stories launched – Q2 2026
- Monthly website highlights – Starting January 2026
- Umpire Spotlight launched – Fall 2026
- Kudos Corner launched – January 2027

### Targets:

- Increase website traffic by 15% annually
- 10% quarterly social media engagement growth
- Minimum two umpire highlights at major events annually

## ☆ Strategic Priority #3: Driving Performance

Ensure that all participants are treated equitably and given the opportunity to achieve their full potential.

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### Key Outcome #1: Training & Development Pathways

Clear, accessible learning pathways strengthen the development of athletes, coaches, and officials.

#### Initiatives:

- Create Pathways Guide (athletes, coaches, umpires)
- Deliver gender equity & bias training
- Expand mentorship programs
- Provide annual Board governance & leadership training

#### Milestones:

- Bias training launched – Q4 2026
- Pathways Guide published – Q2 2027
- Mentorship offerings expanded annually – Starting 2026
- Annual Board training – Q2 annually starting 2026

#### Targets:

- 500+ downloads of Pathway Guide by 2027
  - 100% Board participation in annual training
  - 10% annual increase in mentorship program engagement
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### Key Outcome #2: Safe, Inclusive & Positive Environment

Athletes experience a safe, developmentally appropriate environment supported by education for coaches and parents.

#### Initiatives:

- Age-specific training modules for U9/U11
- Mandatory preseason coach/parent meetings
- Community outreach to underrepresented groups
- Team O skill development opportunities

#### Milestones:

- Age specific modules released – Q3 2026
- Mandatory meetings held annually – Starting in 2026
- Launch 2 outreach partnerships - 2027
- Deliver 3+ Team O sessions annually – starting 2026

**Targets:**

- 90%+ coach completion of annual training
  - 85%+ attendance at parent/coach meetings
  - 10% increase in participation from underrepresented communities by 2028
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**Key Outcome #3: Performance Metrics & High-Performance Standards**

A consistent, data-driven system informs athlete development, coaching decisions, and high-performance standards.

**Initiatives:**

- Baseline testing for all HP athletes
- Full LTPD alignment
- Implement data tracking technology
- Annual review cycles + year end reporting

**Milestones:**

- Baseline testing conducted – Annually starting 2026
- Full LTPD alignment - 2027
- Data tracking tool implemented – Q3 2027
- 2 – 3 review cycles completed annually – Starting 2027

**Targets:**

- 100% HP athletes complete annual baseline testing
- 100% programs aligned with LTPD by 2027
- Year-end report issued annually to Board & members

# Four-Year Strategic Rollout (2025–2028)

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2025 – Foundation: Establish governance, approve bylaws & policies.

2026 – Expansion: Relaunch Summit, expand programs, begin outreach pilots, launch early training.

2027 – Optimization: Strengthen programs, increase visibility & community engagement.

2028 – Evaluation: Final review, reporting, and development of the next strategic plan.

## Monitoring, Measurement & Reporting

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P.W.S.A. is committed to transparent reporting and continuous improvement. The following framework outlines how progress will be monitored, measured, and communicated.

To ensure our strategic initiatives achieve their intended impact, we will actively monitor progress, measure performance, and report results to relevant stakeholders. This framework provides a clear structure for tracking key milestones, evaluating outcomes, and identifying areas that require attention. By combining regular monitoring with actionable reporting, we promote accountability, support timely decision-making, and drive continuous improvement. The following outlines the specific components of our monitoring, measurement, and reporting approach:

### 1. Monitoring

- Regular tracking of progress against strategic initiatives and operational activities will be conducted through established dashboards and reporting tools.
- Key milestones, deliverables, and timelines will be monitored on a recurring basis to identify deviations early and enable corrective actions.
- Stakeholder feedback and operational observations will be incorporated to capture qualitative insights alongside quantitative data.

### 2. Measurement

- Performance will be assessed using defined key performance indicators (KPIs) for each strategic initiative and operational area.
- KPIs will be measurable, actionable, and linked directly to desired outcomes to ensure alignment with organizational objectives.

### 3. Reporting

- Reports will be produced on a regular schedule, including monthly operational updates, quarterly strategic reviews, and annual performance summaries.
- Reporting will be tailored for different audiences, providing actionable insights for internal teams and transparent performance information for external stakeholders.
- Visual dashboards, scorecards, and executive summaries will be used to enhance clarity, engagement, and decision-making.

- Reports will highlight achievements, identify risks or gaps, and recommend corrective actions where necessary.

#### **4. Continuous Improvement**

- Insights from monitoring and measurement activities will inform the ongoing refinement of strategies, processes, and initiatives.
- Lessons learned from completed initiatives will be documented and integrated into future planning cycles to promote organizational learning and growth.

**Policy Name:** Strategic Plan

**Ratification Date:** December 17, 2025

**Review Date:** January 2027