



BALLON SUR GLACE  
BROOMBALL  
CANADA

# STRATEGIC PLAN

## 2025 2028



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STRATEGIES FOR GROWTH AND INNOVATION

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# INTRODUCTION

## OVERVIEW OF BROOMBALL CANADA



Welcome to Broomball Canada's Strategic Plan, where our mission is driven by an unwavering dedication to grow and strengthen broomball across the nation. Guided by a commitment to inclusivity and excellence, we are focused on expanding participation, advancing gender equity, and fostering opportunities for First Nations communities to engage in our sport. Since our inception, Broomball Canada has been at the forefront of developing programs that reflect our core values: community, accessibility, and innovation.

With a clear focus on diversity, operational effectiveness, and talent development, we are well-positioned for sustainable growth. Thank you for joining us on this journey as we strive to make broomball a vibrant, inclusive, and enduring part of Canada's sporting landscape.



# A WORD FROM THE BOARD OF DIRECTORS

As the Board of Directors of Broomball Canada, it is with great pride that we present this strategic plan, which will guide our organization over the next three years. This plan is the result of dedicated input from members of our community, partners, and stakeholders, all of whom share a vision of making broomball accessible, inclusive, and thriving across Canada.

Our commitment to growing broomball is grounded in a belief that the sport should be accessible to all Canadians, regardless of background, gender, or location. This plan prioritizes four key areas: grassroots development, high-performance pathways, inclusive leadership, and enhanced communication. Each of these goals reflects our mission to encourage Canadians to enjoy broomball and to provide opportunities for success at every level of competition.

We are particularly excited about our focus on gender equity and First Nations participation, as these initiatives represent Broomball Canada's commitment to inclusion and community connection. By fostering diversity within our teams, coaches, and leadership, we are building a stronger, more resilient organization that reflects Canada's values.

This strategic plan provides a clear roadmap for Broomball Canada's future, and we look forward to working together with our community to bring these goals to life. Thank you for your continued support and dedication to broomball.

**BOARD OF DIRECTORS,  
BROOMBALL CANADA**



# A WORD FROM THE DIRECTOR

I am thrilled to share this strategic plan with the broomball community, a roadmap that represents Broomball Canada's vision for growth, inclusion, and excellence. Over the next three years, this plan will serve as our guide as we work to expand participation, develop talent, and ensure that broomball remains a sport that all Canadians can enjoy.

Our plan is built on the foundation of our values: inclusivity, community, and excellence. These values shape our priorities, from enhancing youth programs and high-performance opportunities to increasing gender equity and welcoming First Nations communities. Through these initiatives, we aim to make broomball accessible to all and to foster a supportive environment where everyone has the chance to succeed.

This plan also emphasizes our commitment to transparency and accountability. Each goal and objective is paired with measurable outcomes, ensuring that we stay focused and adaptable as we work toward achieving them. We are excited to embark on this journey and are grateful for the passion and dedication of everyone involved in broomball. Together, we are building a stronger, more vibrant broomball community.

Thank you for your support, and I look forward to working with all of you as we bring this vision to life.



**BARBARA WLODARCZYK**  
**EXECUTIVE DIRECTOR**

# VISION & MISSION



## VISION

At Broomball Canada, our vision is to make broomball the sport that unites and inspires families, communities, and champions across the nation. **"We play Broomball: the Canadian sport for all families, communities, and champions"** is more than just a statement—it's our guiding principle. We aspire to elevate broomball by fostering inclusivity, setting standards of excellence, and creating connections that transcend the game itself. Our goal is to ensure broomball enriches lives, strengthens communities, and becomes a cherished sport for generations to come.

## MISSION

At Broomball Canada, our mission is **"To encourage Canadians to enjoy the sport of Broomball and achieve success at all levels of competition."** We are dedicated to fostering a passion for broomball across communities, empowering athletes to reach their potential, and promoting a love for the game that transcends generations. By emphasizing inclusivity, skill development, and sportsmanship, we aim to make broomball a rewarding experience for all Canadians, from newcomers to elite competitors, while building a strong foundation for the future of the sport.



# VALUES

Broomball Canada's values reflect our commitment to building an inclusive, community-focused, and high-quality sport experience for all Canadians

## 01

### Respect

We embrace all people irrespective of age, race, gender, culture, socio-economic status, sexual orientation or religion with dignity, compassion, empathy and honesty

## 02

### Integrity

We believe in doing what's right. We are committed to instilling a culture of trust and accountability, that values and rewards fair-play

## 03

### Inclusion

We create a safe environment for all people. Everyone should have the opportunity to be actively involved in whatever sport they choose, in whatever capacity they choose

## 04

### Collaboration

We respect the unique ways every individual contributes to our sport while working towards a common purpose of being Active for Life.

## 05

### Excellence

We strive for excellence in our organization, our people and our performance. We honor the rich history of Broomball in Canada and continue to evolve for the future

## 06

### Transparency

We operate with openness and accountability, ensuring our community and stakeholders are informed and engaged in every step we take



# INDUSTRY ANALYSIS



## OVERVIEW OF THE FEDERATION

Founded to promote and develop broomball in Canada, the CBF has a long-standing commitment to fostering community involvement, nurturing competitive athletes, and supporting coaches. With a dedicated team of volunteers, athletes, and professionals, the CBF is poised to advance broomball by enhancing its programs, strengthening partnerships, and innovating its approach to athlete and community engagement.

## COMPETITION AND INNOVATION

Broomball competes within the landscape of amateur sports, facing the challenges of limited visibility compared to mainstream sports. The CBF is committed to leveraging technology, such as digital engagement and live-streaming, to boost visibility, and remains focused on developing accessible programs that encourage more Canadians to play.



# SWOT ANALYSIS

This SWOT analysis provides an overview of some of Broomball Canada's current strengths, weaknesses, opportunities, and threats, helping us identify key areas to focus on as we work toward our strategic goals

# S

## Strengths

- Dedicated community support and volunteers
- Strong ties with local communities
- Growing youth involvement

# W

## Weakness

- Limited national visibility compared to other sports
- Budget constraints for program expansion
- Limited access to resources in remote areas

# O

## Opportunities

- Partnership potential with educational institutions
- Digital engagement and live-streaming events
- Expansion into underrepresented communities

# T

## Threats

- Competing sports with greater funding
- Decline in volunteerism due to economic factors
- Regulatory and compliance challenges



# & PROBLEMS PROPOSED SOLUTIONS

PROBLEMS	SOLUTIONS
Limited participation among underrepresented groups	Develop gender-specific recruitment programs and outreach initiatives for First Nations communities and new provinces.
Low visibility and limited public awareness	Enhance digital presence through targeted social media and establish partnerships with media outlets for event coverage.
Gender imbalance in coaching and leadership roles	Implement recruitment and training programs aimed at increasing female and First Nations representation in coaching and leadership positions.



# WHERE WE ARE HEADED

## GOALS

- Broomball Canada is committed to expanding the reach, impact, and inclusivity of broomball across Canada.
- Our goals for the next three years focus on:
  - Increasing participation in underrepresented communities.
  - Promoting gender equity at all levels.
  - Empowering First Nations communities to engage with Broomball Canada
- By creating a more diverse and welcoming environment, we aim to build a strong foundation for broomball that reflects the diversity of Canada.
- We are dedicated to fostering sustainable growth and ensuring that broomball is a sport for all, united by shared values of respect, inclusivity, and community.

## OBJECTIVES

- To achieve our goals, we have set objectives focused on:
  - Expanding opportunities for participation, especially for women and First Nations communities.
  - Building pathways for growth in coaching, leadership, and athlete development.
- These objectives emphasize:
  - Increasing gender diversity within coaching programs.
  - Providing targeted resources for underrepresented communities.
  - Supporting First Nations involvement at the grassroots and elite levels.
- By aligning our objectives with measurable key performance indicators, we can ensure:
  - Accountability.
  - Adaptability to the evolving needs of the sport and our diverse community of players, coaches, and supporters.





# STRATEGIC PRIORITIES

The Canadian Broomball Federation's four strategic priorities are focused on building a stronger, more inclusive sport nationwide. These priorities—Grassroots Development, High-Performance Development, Inclusive Coaching and Leadership, and Enhanced Communication and Promotion—form the foundation of our plan to grow participation, support athlete success, foster diverse leadership, and increase broomball's visibility across Canada.

## Enhanced Club and Grassroots Development

## Enhanced Performance

## Effective Leadership

## Proactive Communication

# STRATEGIC PRIORITY 1: GRASSROOTS DEVELOPMENT



Key Outcomes	Initiatives	Milestones
1.1 - Increase Participation and Engagement Across Provinces	<ul style="list-style-type: none"> <li>1.1.1 - Develop targeted programs for each province, assessing and addressing specific needs.</li> <li>1.1.2 - Initiate engagement efforts in new areas (e.g., First Nations communities, Canadian Forces) to broaden broomball's reach.</li> </ul>	<ul style="list-style-type: none"> <li>Number of new teams and participants across provinces.</li> <li>Increase in membership in previously underrepresented regions.</li> </ul>
1.2 - Enhance Youth Involvement	<ul style="list-style-type: none"> <li>1.2.1 - Create programs that retain young athletes, especially girls, in sport.</li> <li>1.2.2 - Partner with schools, colleges, and universities to establish intramural broomball programs.</li> </ul>	<ul style="list-style-type: none"> <li>Growth in youth membership.</li> <li>Number of partnerships with educational institutions.</li> </ul>
1.3 - Provide Financial and Equipment Support to Smaller Regions	<ul style="list-style-type: none"> <li>1.3.1 - Establish a funding pool dedicated to supporting provinces and territories with limited resources.</li> <li>1.3.2 - Offer equipment grants to ensure accessibility.</li> </ul>	<ul style="list-style-type: none"> <li>Number of grants and financial assistance provided.</li> <li>Increase in participation in national championships from smaller regions.</li> </ul>

# STRATEGIC PRIORITY 1: GRASSROOTS DEVELOPMENT

Key Outcomes	Key Performance Indicator			
	2025	2026	2027	2028
1.1 - Increase Participation and Engagement Across Provinces		<ul style="list-style-type: none"> <li>Develop targeted programs for each province, assessing and addressing specific needs.</li> </ul>	<ul style="list-style-type: none"> <li>Roll out Long Term Development program, updated with Sport for Life</li> <li>15% increase in youth membership</li> </ul>	<ul style="list-style-type: none"> <li>25% increase in youth membership in Canada</li> </ul>
1.2 - Enhance Youth Involvement		<ul style="list-style-type: none"> <li>Achieve a 10% increase in school, college or university programs</li> </ul>	<ul style="list-style-type: none"> <li>Achieve a 25% increase in the number of trained coaches at the community coach (BF2) level</li> </ul>	
1.3 - Provide Financial and Equipment Support to Smaller Regions	<ul style="list-style-type: none"> <li>Social media campaign to reinvigorate Lace to the Top and equipment program</li> </ul>	<ul style="list-style-type: none"> <li>Establish a funding pool dedicated to supporting provinces and territories with limited resources.</li> </ul>		<ul style="list-style-type: none"> <li>New provincial/territorial participation in national championships</li> </ul>



# STRATEGIC PRIORITY 2: ENHANCED PERFORMANCE



Key Outcomes	Initiatives	Milestones
2.1 - Increase Visibility and Participation in High-Performance Programs	<ul style="list-style-type: none"> <li>2.1.1 - Organize high-performance clinics and camps, led by top athletes.</li> <li>2.1.2 - Increase sponsorships to support athlete travel to high-performance events</li> </ul>	<ul style="list-style-type: none"> <li>Growth in clinic attendance and athlete participation.</li> <li>Increase in sponsorship funds.</li> </ul>
2.2 - Enhance Physical and Technical Training for High-Performance Athletes	<ul style="list-style-type: none"> <li>2.2.1 - Establish structured training programs covering fitness, nutrition, and skills.</li> <li>2.2.2 - Enhance physical testing for high-performance athletes with clear improvement goals.</li> </ul>	<ul style="list-style-type: none"> <li>Improvement in athlete physical test results (target: 5% annual improvement by 2027).</li> <li>Increased medals/titles in international competitions.</li> </ul>
2.3 - Promote Diversity in High-Performance Coaching and Athlete Representation	<ul style="list-style-type: none"> <li>2.3.1 - Implement recruitment strategies for underrepresented groups in coaching.</li> <li>2.3.2 - Set gender representation goals within coaching staff.</li> </ul>	<ul style="list-style-type: none"> <li>Increase in BTC/BTE-trained female and First Nations coaches.</li> <li>Balanced representation across provinces at national events</li> </ul>

# STRATEGIC PRIORITY 2: ENHANCED PERFORMANCE

Key Outcomes	Key Performance Indicator			
	2025	2026	2027	2028
2.1 - Increase Visibility and Participation in High-Performance Programs	<ul style="list-style-type: none"> <li>Establish partnership with military and First Nations communities for the Juvenile National program</li> <li>Host 2 major competitions</li> </ul>	<ul style="list-style-type: none"> <li>Host 2 major competitions</li> <li>Host World Championships</li> </ul>	<ul style="list-style-type: none"> <li>Nationwide membership and registration system established and aligned</li> <li>Host 2 major competitions</li> </ul>	<ul style="list-style-type: none"> <li>25% increase in new teams competing to qualify for Nationals</li> <li>Host International Series (USA vs Canada)</li> <li>Host 2 major competitions</li> </ul>
2.2 - Enhance Physical and Technical Training for High-Performance Athletes	<ul style="list-style-type: none"> <li>Develop comprehensive yearly training and competition plan for each National Team category</li> </ul>		<ul style="list-style-type: none"> <li>5% annual improvement in athlete physical testing results</li> </ul>	<ul style="list-style-type: none"> <li>HP plan review to be conducted</li> </ul>
2.3 - Promote Diversity in High-Performance Coaching and Athlete Representation		<ul style="list-style-type: none"> <li>Implement gender and diversity recruitment targets for coaching</li> </ul>	<ul style="list-style-type: none"> <li>50% increase in BF2/BTC/BTE-certified female and First Nations coaches by 2027</li> <li>10% growth in trained female officials</li> </ul>	

# STRATEGIC PRIORITY 3: EFFECTIVE LEADERSHIP



Key Outcomes	Initiatives	Milestones
3.1 - Strengthen Succession and Recruitment Planning	<ul style="list-style-type: none"> <li>3.1.1 - Develop a succession plan to identify potential future leaders.</li> <li>3.1.2 - Create recruitment and onboarding processes to bring in diverse candidates.</li> </ul>	<ul style="list-style-type: none"> <li>Presence of a formal succession plan by Year 2.</li> <li>Targeted increase in diversity among board and staff.</li> </ul>
3.2 - Ensure Financial Sustainability and Accountability	<ul style="list-style-type: none"> <li>3.2.1 - Secure additional funding sources beyond Sport Canada.</li> <li>3.2.2 - Provide financial accountability training to all board members.</li> </ul>	<ul style="list-style-type: none"> <li>Secure additional funding sources beyond Sport Canada.</li> <li>Provide financial accountability training to all board members.</li> </ul>
3.3 - Promote Gender Equity and Diversity in Governance	<ul style="list-style-type: none"> <li>3.3.1 - Implement gender and diversity targets within board positions.</li> <li>3.3.2 - Develop programs that support equity and inclusivity.</li> </ul>	<ul style="list-style-type: none"> <li>Achievement of set gender diversity targets within governance roles.</li> </ul>
3.4 - Effective Leadership and Enhanced Governance Structures	<ul style="list-style-type: none"> <li>3.4.1 - Enhanced governance structures and policies that align with Sport Canada's standards.</li> </ul>	<ul style="list-style-type: none"> <li>Conduct annual governance training for Board and staff.</li> </ul>



# STRATEGIC PRIORITY 3: EFFECTIVE LEADERSHIP

Key Outcomes	Key Performance Indicator				
	2024	2025	2026	2027	2028
3.1 - Strengthen Succession and Recruitment Planning		<ul style="list-style-type: none"> <li>Development of nomination committee for recruitment planning</li> <li>Review Board and Staffing job descriptions</li> </ul>	<ul style="list-style-type: none"> <li>Presence of formal succession plan</li> <li>Updated job descriptions using skills matrix</li> <li>Incorporate gender equity training into onboarding process</li> </ul>		
3.2 - Ensure Financial Sustainability and Accountability		<ul style="list-style-type: none"> <li>Development of financial audit and risk committee</li> </ul>	<ul style="list-style-type: none"> <li>Achieve 20% of revenue from non-government funding sources</li> </ul>		<ul style="list-style-type: none"> <li>Established cash reserve</li> </ul>
3.3 - Promote Gender Equity and Diversity in Governance		<ul style="list-style-type: none"> <li>Annual report on board diversity</li> </ul>		<ul style="list-style-type: none"> <li>Achieve gender-equitable board composition</li> </ul>	
3.4 - Effective Leadership and Enhanced Governance Structures	<ul style="list-style-type: none"> <li>Conduct governance review and identify areas for improvement</li> </ul>	<ul style="list-style-type: none"> <li>Implement updated policies and procedures across all levels.</li> <li>Development of governance and ethics committee</li> </ul>	<ul style="list-style-type: none"> <li>Complete a governance audit to ensure compliance.</li> <li>Incorporate good governance training into onboarding process</li> </ul>		<ul style="list-style-type: none"> <li>Board-driven development of the new Strategic Plan</li> </ul>

# STRATEGIC PRIORITY 4: PROACTIVE COMMUNICATION



Key Outcomes	Initiatives	Milestones
4.1 - Strengthen Social Media and Digital Presence	<ul style="list-style-type: none"> <li>4.1.1 - Maintain consistent social media engagement to promote broomball.</li> <li>4.1.2 - Support provinces with communication resources and training.</li> </ul>	<ul style="list-style-type: none"> <li>Increase in social media followers and engagement rates.</li> <li>Quarterly digital engagement reports.</li> </ul>
4.2 - Boost Awareness of Broomball Nationwide	<ul style="list-style-type: none"> <li>4.2.1 - Use advertising and live-stream events to reach new audiences.</li> <li>4.2.2 - Develop partnerships with media outlets to cover major events.</li> </ul>	<ul style="list-style-type: none"> <li>Increase in event attendance and online viewership.</li> <li>Number of media mentions and partnerships.</li> </ul>
4.3 - Improve Communication with Key Groups, Including First Nations	<ul style="list-style-type: none"> <li>4.3.1 - Conduct outreach to First Nations communities and establish communication channels</li> <li>4.3.2 - Collect data on membership to support targeted development</li> </ul>	<ul style="list-style-type: none"> <li>Growth in First Nations membership.</li> <li>Completion of a membership analysis report by end of Year 2</li> </ul>

# STRATEGIC PRIORITY 4: PROACTIVE COMMUNICATION

Key Outcomes	Key Performance Indicator			
	2025	2026	2027	2028
4.1 - Strengthen Social Media and Digital Presence	<ul style="list-style-type: none"> <li>Use social media insights to determine what is effective marketing, and continue in that path</li> </ul>	<ul style="list-style-type: none"> <li>Increase engagement by 25% through consistent digital outreach.</li> </ul>	<ul style="list-style-type: none"> <li>Achieve 30% overall growth in social media followers</li> </ul>	
4.2 - Boost Awareness of Broomball Nationwide	<ul style="list-style-type: none"> <li>50% Increase in Senior Nationals Livestream grant</li> </ul>	<ul style="list-style-type: none"> <li>25% increase in viewership of major events</li> </ul>		<ul style="list-style-type: none"> <li>50% increase in viewership of major events</li> </ul>
4.3 - Improve Communication with Key Groups, Including First Nations	<ul style="list-style-type: none"> <li>Use the built-in email platform in RAMP to communicate with athletes and coaches regarding new programs, events or campaigns</li> </ul>	<ul style="list-style-type: none"> <li>Membership analysis report complete</li> <li>Continue social media campaigns targeting female and First Nations athletes</li> </ul>		



# FUTURE OUTLOOK AND GOALS

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As Broomball Canada moves forward, maintaining a focus on effective execution, adaptability, and continuous improvement will be essential to ensure our long-term sustainability and growth.

By prioritizing gender equity and fostering an inclusive environment within all levels of our organization, we can enhance the diversity and strength of our teams, making broomball a sport for everyone.

With a clear roadmap and a committed team driving our strategy forward, we are confident in our ability to overcome challenges and reach our goals.



# CONCLUSION

The Canadian Broomball Federation is committed to fostering a vibrant broomball community in Canada. Through our focus on grassroots development, high-performance programs, strong governance, and effective communication, this strategic plan will guide us in achieving measurable outcomes that align with our mission. By staying adaptable, inclusive, and community-driven, we are confident that the next three years will bring significant growth and advancement for broomball across the nation.



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BALLON SUR GLACE  
BROOMBALL  
CANADA

Canada





# BROOMBALL CANADA BOARD OF DIRECTORS AND STRATEGIC PLANNING WORKING GROUP

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*Jenna James, Athlete Representative*

*Brady Lechner, Athlete Representative*

*Megan Foster, Facilitator, Mosaic Engagement*

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We are proud to present this ambitious vision of Broomball Canada over the next 3 years, to pave the way for even more Canadian athletes enjoying the sport of Broomball and achieving their full potential at all levels.

**WE THANK YOU FOR YOUR CONTINUED SUPPORT OF  
BROOMBALL CANADA !**

