



Performance Pathway Plan  
2015-2019

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## EXECUTIVE SUMMARY

Squash Nova Scotia (SNS) aims to foster and promote a squash community for players of all abilities from across the province to improve the profile of the sport and its enjoyment by its members. SNS oversees all avenues of the sport - from junior programming, to senior teams, coaching and officiating. This performance pathway plan, as part of the Nova Scotia Performance Pathway Initiative (NSPPI), was created by identifying gaps in current programming, recognizing opportunities in the province for the sport, and establishing criteria to enhance high performance programming as a whole. Through this plan, SNS is looking to enact high performance best practices in our organization and create better opportunities for our athletes to train and develop in our province.

This document outlines the performance pathway plan for Junior Development in the province of Nova Scotia for athletes ranging from 11 to 18 years of age. According to the LTAD, up to age 13 and 14 is the age athletes should be participating in a variety of sports before specialization occurs. When specialization does occur for an athlete, they will be better prepared to make that commitment having had a couple of years of fundamentals. Squash is a late specialization sport. The overarching goal of SNS's performance pathway plan is to develop male and female squash players who can achieve a top 10 national ranking in their age group (U15, U17 and U19).

As part of the performance pathway plan, both long term and short term goals were established for SNS. All goals relate to the critical factors required for success in high performance sport: athlete development, coaches and officials, competition, daily training environment, sport science, and governance/management. The main goals for SNS's performance pathway plan include:

- Establish a High Performance (HP) position on the SNS board to oversee The HP Standard Program (See LTAD and Beyond the Nick)
- Create a self-sustaining HP program, a center of excellence and a culture of excellence on the SNS Board
- Coordinate the competition schedule with representatives from New Brunswick and PEI to design a competition plan for performance. Have as many Gold, Silver, Bronze competitions as there are clubs in the Maritime Region
- Establish a position for a full time Provincial Coach/Technical Director
- Create Selection Criteria and Develop a Provincial Team
- Create selection criteria for funding to support athletes and coaches to attend national ranking and championship events
- Create a Talent Identification process in the LTAD model
- Increase squash specific training loads of athletes to equal junior programs at other national training centres across the country
- Establish Provincial Team skills standard test, mandatory training camps, mandatory competitions - regionally and nationally
- A strategic training schedule and participate in available programs
- Use technology to drive program and create data collection methods for athletes
- Reactivate/Invite inactive certified coaches to coach again
- Offer certification course for coaches and officials
- Support Level 4 certification and LF certification

A series of programs was created to assist SNS in the achievement of these goals.

The first program focuses on the creation of a Junior Provincial Squash Team. There will be a Provincial Team Coach who will select athletes based on previously established criteria. The HP

Committee (developed in Program four) on SNS as well as the PT coach would develop the team selection criteria. Inactive certified coaches and the new certification of coaches will also be initiated here to carry out the tasks involved with creating a team. Mandatory training camps, competitions and yearly training programs to better align with the NSO and provide financial support to athletes who qualify for national ranking and championship events. SNS is looking to recruit more athletes into the sport in order to increase the base from which high performance squash players can be developed. As part of this program, standard benchmarks and skill test will be used to assist in identification to this program.

The second program is centred on a restructuring of competition for Junior Athletes. Presently, high performance juniors compete in Adult competitions. Through the new program we aim to strategically design a competition plan for performance for juniors. Gold -Silver- Bronze Junior only competitions will be designed. These competitions will be aligned with NB, PEI and other competitions from other regions. Players from other regions will be invited/encouraged to participate as well.

The third program is around coaching - certification of new coaches but just as important, inviting inactive highly certified coaches back to coaching. With a structured High Performance Pathway in place, hopefully new and past coaches will be excited and reinvigorated in the opportunities presented.

The fourth program is the Implementation of the above programs. This program fills a gap in SNS's current governance structure by establishing a High Performance position and committee. This committee will be responsible for implementing the performance pathway plan and tracking the outcomes in an efficient and timely manner. This committee will also be responsible to create a culture of excellence not only on the board, but also within the entire squash community in Nova Scotia. Communication and transparency will be critical. It will include who is responsible, the communication of the aforementioned programs and the timeline of implementation and the funding and budgetary concerns.

SNS's participation in the NSPPI has been a worthwhile experience. The process of developing a performance pathway plan provided the organization with a valuable opportunity to identify existing gaps in our organization, ranging from governance structure to high performance programming, and to establish goals and programs that are specifically targeted at bridging and eliminating these gaps. The plan will be adapted as our athletes, coaches, and officials increase or return, and as junior squash athletes in NS comes to make an impact on the national stage.

## **PREAMBLE**

Squash Nova Scotia (SNS) is the governing body for the sport of squash in Nova Scotia. It is a branch of Squash Canada (SC) and a member of Sport Nova Scotia. The mission of SNS is to foster and promote a squash community for players of all abilities from across the province.

With the number of junior athletes training and will to train in the province, it is essential that SNS improve its high performance programming. This performance pathway plan provides mechanisms of support and sets guidelines and expectations for the province's top junior competitors. The plan has been written in a way that incorporates the ability to adapt and grow with the athletes in the province as well as the organization as a whole.

## **BACKGROUND TO THE SPORT**

Squash is a racquet sport played by two players (or four players in doubles) in a four-walled court with a small, hollow rubber ball. This fast-paced game has been described as turbocharged chess — the more skilled a player is, the more strategic the game becomes. Players are also continually challenged mentally and physically.

The objective of the game is for players to take turns hitting the ball against the front wall, above the tin and below the out line. The ball may strike the side or back walls at any time, as long as it hits below the out line. A ball that lands on the out line or the line along the top of the tin is considered to be out. After the ball hits the front wall, it is allowed to bounce once on the floor (and any number of times against the side or back walls) before a player must return it. Players may move anywhere around the court but accidental or deliberate obstruction of the other player's movements is forbidden. Players typically return to the centre of the court after making a shot.

Each game is played to 11 points. The player who scores 11 points first wins the game except if the score reaches 10-all, when the game continues until one player leads by two points. Either player may score points (PAR – point-a-rally). The server, on winning a rally, scores a point and retains the service; the receiver, on winning a rally, scores a point and becomes the server. A match consists of winning 3 games out of 5.

Squash is played in 185 countries, on nearly 50,000 courts, and the World Squash Federation (WSF) now has 150 Squash playing National Associations in membership. It is the sole International Federation for the sport, as recognised by the International Olympic Committee (IOC), and maintains responsibility for the Rules of the Game, Court and Equipment Specifications, Refereeing and Coaching. The WSF maintains a World Calendar of events, organizes and promotes World Championships for Men, Women, Junior Men, Junior Women and Masters age groups in both singles and doubles Squash; and leads its Member Nations in programmes for the development of the sport. Squash Canada is a member of the WSF.

This document outlines the Performance Pathway Plan for squash in Nova Scotia for athletes ranging from 11 to 18 years of age.

## **BACKGROUND TO THE PLAN**

A variety of stakeholders were involved in the process of constructing the Performance Pathway Plan for SNS. The late Gordon Brown, to whom this document is dedicated, Niamh Campbell, and Janet MacLeod (Level 3, Canada Games Coach, Advanced Coaching Diploma Candidate, VP Kings County

Squash Club) were the three individuals involved directly in the NSPPI process. This working group completed a workshop as well as 2 one-on-one meetings with the plan facilitator, Peter Davis, along with representatives from the Canadian Sport Centre Atlantic and the Department of Health and Wellness. Janet MacLeod, in consultation with Alfred Seaman, President of Squash Nova Scotia, ensured that the plan was well aligned with the NSO throughout the planning process.

The working group met on numerous occasions to work on the performance plan and invited representatives from the Department of Health and Wellness and Canadian Sport Centre Atlantic to attend several meetings to ensure that the plan was on track. Leading up to approval, the working group presented the performance pathway to the SNS Board of Directors to ensure that all the needs of the organization were met and the board fully supported these new ventures.

## **KEY STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS**

### **Strengths**

Key strengths include quality facilities in the region, a small number of qualified coaches and officials, sport science resources offered by the Canadian Sport Centre Atlantic, and a small group of dedicated volunteers. There are a high number of competitions (adult) through out the Maritime region.

### **Weaknesses**

Key weaknesses include a small participant base from which to draw high performance athletes, inactive coaches who are certified at higher levels (why aren't they coaching anymore?), the lack of selection criteria for providing financial support to athletes, a lack of consistent high performance programming for juniors, the absence of high performance governance, no full time Technical Director, high turnover in the board and therefor little succession and long term planning.

### **Opportunities**

Key opportunities for athletes arise from seeing the recent success of other athletes in our region (two national champions U15 and U17 from PEI). There are high level junior tournaments in Ontario and Quebec. Moncton has received the Pan Am Legacy Squash courts from the Pan Am Games in Toronto, so there will be opportunities to host national calibre events and training within our region.

### **Threats**

Key threats include competition with other sports and other commitments; it is not a very high profile sport - the juniors that play are usually the children of adults who play. Athletes will often leave the sport after Canada Games. Squash is primarily a recreational activity so there is little understanding of culture of excellence of this sport in this region.

## **KEY PERFORMANCE AND PROGRAM GAPS**

### **Critical Success Factor:** *Athlete Development*

The main gap that was identified in terms of athlete development is that there is currently no structure for high performance athletes in the province. Without a talent identification process and framework for athletes to work through to become their best we are putting ourselves at a disadvantage in comparison to other provinces.

**Critical Success Factor:** *Coaches and Officials*

SNS has a number of certified coaches who are not coaching at all. Some clarity as to why this has happened would be beneficial to prevent it in the future before certifying more coaches. There is only one certified LF and they too, are inactive at present.

**Critical Success Factor:** *Competition*

Due to the small number of competitive juniors in the province, SNS has difficulty providing athletes with challenging junior competitive experiences that prepare them for national level competitions; such opportunities are taken for granted by coaches and athletes in other parts of the country. It is crucial that NS's competition schedule be coordinated with competition schedules for the other Atlantic provinces, so that there is a sufficient number of competitions held in the region each season that bring the best junior squash players together to challenge one another and provide optimal competitive experiences. Also critical for success is the development of selection criteria and provision of financial support that assists the top NS juniors to compete in national ranking and championship events.

**Critical Success Factor:** *Daily Training Environment*

SNS has no structure for youth at clubs to progress to a high performance level. Not only is there no established program for these youth but there is no daily training plan for those players that are competing at a high level.

**Critical Success Factor:** *Sport Science*

SNS has a very small number of athletes and coaches who are benefitting from the sport science resources at the Acadia University. Many athletes and parents are not fully educated on the benefits of different methods of training (strength, mental preparation, etc.) and development off the court.

**Critical Success Factor:** *Governance/Management*

SNS does not have a High Performance Committee. It is important that such a committee be established in order to improve the organization and scheduling of competitions. Specific competitions with the appropriate age classes and distances need to be scheduled on dates that allow them to serve as selection events for qualifying players onto provincial teams for national-level competitions. There needs to be coordination with the other Atlantic Provinces so that scheduling conflicts can be minimized and players from NB and PEI can travel to NS for competitions and player from NS can travel to NB and PEI for competitions.

SNS does not have a clearly defined pathway for high performance for juniors. There are no selection criteria in place for providing financial support to athletes who represent the province at national-level competitions.

SNS lacks a full time Executive Director. There are no clearly defined roles on the board and the turnover and lack of plans- succession, marketing, and sponsorship - make it extremely challenging to proceed. Personal agendas may also be a contributing factor to the gaps here.

**PERFORMANCE TARGETS**

<b><u>Performance Target 1</u></b>				
<b>Athletes are performing to meet the standards set by High Performance Committee to be eligible as Team Nova Scotia members</b>				
<b>2017</b>	<b>2017</b>	<b>2018</b>	<b>2018</b>	<b>2019</b>
Team NS standards established and published, team beginning to be selected	4 Junior athletes qualified (no specific age group)	4 Junior athletes qualified (U19 and U17)	6 Junior athletes qualified (male and female U19 and U17)	8 Junior athletes qualified (male and female U19, U17 and U15)

<b><u>Performance Target 2</u></b>				
<b>A member of Team Nova Scotia achieves top 20 national ranking for their age group.</b>				
<b>2017</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
Team NS standards established and published, team beginning to be selected	One athlete in top 20	One athlete in top 20	Two athletes in top 20	Three athletes in 3 different age groups in top 20
4 athletes attending nationals	4 athletes attending nationals	5 athletes attending nationals	6 athletes attending nationals	6 -8 athletes attending nationals

<b><u>Performance Target 3</u></b>				
<b>Junior Team Nova Scotia placing in the top 10 of the Canadian Junior Championships</b>				
<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
One athlete in top 20	Same athlete in top 15	1 athlete in top 20 1 athlete in top 15	1 athlete in top 10 1 athlete in top 20 1 athlete in top 15	1 athlete in top 10 1 athlete in top 20 1 athlete in top 15

<b><u>Performance Target 4</u></b>			
<b>Have 1 athlete invited to be on the National Training squad for the Canadian Junior Team</b>			
<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
One athlete in top 20	Same athlete in top 15	1 athlete in top 20	1 athlete in top 10 invited to participate

		1 athlete in top 15	in National Jr Team Squad training
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**LONG TERM AND SHORT TERM PROGRAM GOALS**

<b>LONG TERM GOALS</b>		
<b>Goal</b>	<b>Achieved no later than</b>	<b>Key Measurable</b>
<b>LTG 1:</b> Using a strategic training schedule (yearly plan), increase specific training loads of athletes to equal junior programs at national training centres.	Winter 2020	A consistent plan that all athletes in the province follow, overseen by provincial coach Regular face-to-face time with Provincial Coach; standard skill and fitness testing
<b>LTG 2:</b> Have junior squash athletes utilizing resources at CSCA or Acadia on a weekly basis	2017/2018 Season	At least 2 members from Provincial Team <u>consistently</u> attending and regularly training at the CSCA or Acadia
<b>LTG 3:</b> Have a full time Provincial Level 3 Coach and/or Technical Director that manages and coordinates all tasks related to High Performance	Winter 2020	Coach or Technical Director hired dedicated to HP
<b>LTG 4:</b> Increase the active participation and certification of Level 3 coaches and certify one Level 4.	2019/2020 Season	2-3 Level 3 Coaches actively coaching and one Level 4 trained and certified Coach
<b>LTG 5:</b> Host a Junior National Event	Winter 2020/21	Host a national event using local officials and coaches and athletes

<b>SHORT TERM GOALS</b>		
<b>Goal</b>	<b>Achieved no later than</b>	<b>Key Measurable</b>
<b>STG 1:</b> Recruit members for High Performance Committee	Winter 2016	Committee established
<b>STG 2:</b> Re activate/invite inactive certified coaches to renew coaching	Winter 2016	Coaches will be coaching on a regular basis
<b>STG 3:</b> Develop selection procedures for selecting athletes and coach to be on Junior Provincial Team (within this develop criteria for funding athletes to Jr. Nationals)	Winter/Spring 2016	Selection criteria created for athletes and coaches
<b>STG 4:</b> Develop Talent Identification (skill test standard) of athletes for recruitment purposes	Ongoing process	Each age group, both male and female, will be represented by at least one athlete (U13, U15, U17 and U19)
<b>STG 5:</b> Coordinate a competition schedule of Gold Silver Bronze for Juniors only with representatives from NB and PEI	Summer 2016	Coordinated schedule created to ensure that NB and PEI athletes are able to attend competitions in NS and NS athletes are able to attend competitions in NB and PEI
<b>STG 6:</b> Create a High Performance Standard of training and Culture of excellence	2016 on going	Training camps will be organized to introduce and monitor cross-training methods. Developmentally appropriate training programs will be provided for development between camps.

## **PROGRAM OVERVIEW**

**Program 1:** Development of Junior Provincial Squash Team

**Program 2:** Coach Development and Re engagement of existing coaches

**Program 3:** Competition Restructuring and Alignment for Junior Athletes

**Program 4:** Implementation Plan

## PROGRAMS

<b>Program 1 : Development of Junior Provincial Squash Team</b>		
<b>Pillars:</b> Athlete Development, Competition, Daily Training Environment, Sport Science, Coaching, Governance/Management		
<b>Program Description:</b> This program will focus on developing new guidelines for identification, training, performance, athlete protocol and funding for Nova Scotia's high performance (HP) junior squash athletes in the creation of Nova Scotia Provincial Squash Team.		
<b>Key Milestones</b>	<b>Expected Date of completion</b>	<b>Key Performance Outcomes</b>
1. High Performance Committee and Provincial Coach (program 2) established to oversee the process of creating and implementing new guidelines for HP training and funding	Spring 2016	1. High Performance Committee established  2. Criteria for athletes to be a part of a HP group established  3. Funding guidelines created for athletes who have met TNS qualifying standards to attend national ranking and championship events.  4. Criteria for HP group and funding guidelines for competitions publicized on SNS website by Spring 2016  5. A training camp is held in Sep 2016 for HP athletes. Cross-training methods are
2. Criteria established for junior squash athletes to be identified and maintain status as a part of a HP group that will be eligible for funding, training camps, sport science opportunities, etc.	Summer 2016	
3. Criteria publicized on SNS website for interested participants	Summer 2016	
4. Create and publicize guidelines for funding eligibility for major events (national ranking and championship events)	Fall 2016	

<p>5. Create training yearly training program identified as HP athletes and invite present and past coaches to participate in implementing plan at local clubs</p>	<p>Season of 2016/2017</p>	<p>introduced and monitored at camps. Continuation of similar camps in subsequent years if successful.</p> <p>6. At least 2 members from TNS attending and completing regular training at the CSCA/Acadia.</p> <p>7. An increased number of athletes meet provincial standard</p> <p>8. NS achieves top 20 ranking at the Canadian Junior Championships.</p>
<p>6. Introduce Sport Science sessions (mental training, nutrition, etc.) into training camps for high performance athletes. Include sessions on nutrition, psychological preparation, etc. at training camp</p>	<p>Season of 2016/2017</p>	

**KEY STAKEHOLDERS/ACCOUNTABILITIES**

<p><b>Key Driver</b> - High Performance Committee in partnership with Provincial Team coach and club coaches</p>	<p><b>Other stakeholders necessary for effective implementation</b></p> <ul style="list-style-type: none"> <li>● SNS Board of Directors</li> <li>● Coaches</li> <li>● Clubs</li> <li>● Athletes</li> <li>● Parents</li> <li>● Canadian Sport Centre Atlantic</li> <li>● Sport Nova Scotia</li> <li>● Department of Health and Wellness</li> </ul>
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**Alignment:**  
LTG #1,2,3,4,5 STG #1,2,3,4

## Program 2: Coach Development and Re engagement

**Pillar:** Coaching

### Program Description:

With this program we aim to increase the focus on coaching in the province. We will secure a process for the selection and requirements of a volunteer coach coordinator for Team Nova Scotia and also look to re engage already certified coaches and find out why they have not been coaching. This program will bring structure to not only the selection process but also the retention of coaches in our province working with our high performance athletes.

Key Milestones	Expected Date of Completion	Key Performance Outcomes
1. Create job description/duties/roles for Provincial Coach	November 2015	<ol style="list-style-type: none"> <li>1. Job description for Provincial Coach will be established</li> <li>2. Provincial Coach will be selected</li> <li>3. All certified coaches will be contacted</li> <li>4. All active coaches and stakeholders in coaching will know and understand HP Objectives</li> <li>5. Coaching Clinics and certification upgrades will be made available</li> <li>6. 1-2 more Level 3 certified coaches will be actively coaching in the province</li> </ol>
2. Select Provincial Coach	February 2016	
3. Provincial Coach, along with HP Director and Committee, establish programming for Program 1	February 2016	
4. Connection made with all inactive coaches to understand why they are not coaching presently (burnout? Lack of consistency? Lack of clear programs?)	February 2016	
5. Offer and support coaching clinics and coaching certification upgrades to interested people who understand the HP objectives	November 2015	
6.	November 2015, ongoing	

### KEY STAKEHOLDERS/ACCOUNTABILITIES

<b>Key Driver</b> <ul style="list-style-type: none"> <li>• Provincial Coach and HP Committee</li> </ul>	<b>Other stakeholders necessary for effective implementation</b> <ul style="list-style-type: none"> <li>• Coaches</li> <li>• SNS Board</li> <li>• Squash Clubs</li> <li>• Board members and coaches from other sports in Nova Scotia</li> </ul>
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|----------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                        | <ul style="list-style-type: none"><li>• Canadian Sport Centre Atlantic</li><li>• Sport Nova Scotia</li><li>• Department of Health and Wellness</li></ul> |
| <b>Alignment:</b> STG #1,2,6 LTG # 3,4 |                                                                                                                                                          |

### Program 3: Competition Restructuring and Alignment

**Pillars:** Athletes, Competition, Daily Training Environment, SS/SM, Coaching, Officials

**Program Description:**

The program will oversee the organization and hosting of events in the province and the development of officials for these events. As part of this program, the HP committee of SNS will, in coordination with the other local PSO's, create a Junior Only Competition/Tournament structure and schedule. The committee will coordinate with the other Atlantic provinces in order to draw up a competition schedule that maximizes opportunities for all age groups and levels in this sport. The Gold Silver Bronze competitions will be the standard for Juniors in this province and this region so that minimal competition will be against adults. Hosting a national event will be a goal

		<p><b>Key Performance Outcomes</b></p> <ol style="list-style-type: none"> <li>1. HP committee establishes regular competitions for TNS athletes</li> <li>2. HP creates competition opportunities for TNS athletes with other provinces</li> <li>3. Host a junior national competition</li> <li>4. Gold Silver Bronze become the standard for Junior squash participation throughout the region</li> </ol>
1. Competitions Committee within HP committee is established	Spring 2016	
2. Meeting held with NB and PEI to coordinate competition schedules (also align with NSO competitions)	Summer 2016	
3. Run Gold Silver Bronze Junior Only competitions within three Maritime Provinces	Starting in Fall 2016	
4. Align Regional competitions with National Gold events	Ongoing; Winter 2018	
5. Host a national Junior competition	Winter 2020	

### KEY STAKEHOLDERS/ACCOUNTABILITIES

<p><b>Key Driver</b></p> <ul style="list-style-type: none"> <li>• Competitions Committee</li> </ul>	<p><b>Other stakeholders necessary for effective implementation</b></p> <ol style="list-style-type: none"> <li>1. SNS Board of Directors</li> <li>2. Coaches</li> <li>3. Parents</li> <li>4. Volunteers</li> <li>5. Sport Nova Scotia</li> </ol>
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|-------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------|
|                                                       | <ul style="list-style-type: none"><li>6. Department of Health and Wellness</li><li>7. Canadian Sport Centre Atlantic</li></ul> |
| <p><b>Alignment:</b><br/>LTG #3, 5    STG #4, 5,6</p> |                                                                                                                                |

## Program 4: Implementation Plan

**Pillars:** Governance/Management

### Program Description:

Implementation of these new programs is the most crucial aspect of having a successful high performance plan. The high performance committee that will be established and will be responsible for identifying and educating individuals on their roles and responsibilities in terms of implementation. They will create a method to track progress and provide updates to the Board of Squash Nova Scotia on the plan.

		Key Performance Outcomes
1. High Performance Director and Committee established on Board of SNS	Winter/Spring 2016	<b>1. The expectation and roles and plans will be clearly visible and transparent</b> <b>2. All stakeholders will know and understand the Pathway Initiative</b> <b>3. A new, user friendly website</b>
2. High Performance Committee creates an implementation plan and delivers to Board of Directors and all concerned parties.	Summer 2016	
3. HP committee creates tracking tools/data collection for funding, athlete development (skills, fitness, nutrition) competitions, camps, coaching	Summer 2016	
4. HP Director and Committee reaches out to all clubs and club coaches to communicate the new plan and the expectations surrounding it	Summer 2016	
5. Modify Website to include information on the NSPPI	Summer 2016	

### KEY STAKEHOLDERS/ACCOUNTABILITIES

#### Key Driver

- High Performance Committee

#### Other stakeholders necessary for effective implementation

- 1.SNS Board of 2.Directors
- 3.Coaches
- 4.Parents
- 5.Volunteers
- 6.Sport Nova Scotia
- 7.Department of Health and Wellness

**Alignment:**  
STG #1,2,6 LTG #3

## KEY STAKEHOLDERS AND PARTNERSHIPS

In order to successfully execute the Performance Pathway plan, a number of different stakeholders will need to work effectively together. The key stakeholders necessary are listed in the following table:

Key Stakeholder(s)	Primary Role
<b>NSO</b>	Squash Canada has a Long Term Participant and Athlete Development (LTPAD) model (Beyond the Nick) that provides a pathway to high performance for the provinces. The NSO also sets qualifying standards for national ranking and Canadian Junior and Senior Championship events. The NSO administers the NCCP for squash.
<b>Board of Directors</b>	The SNS Board will ultimately be in charge of selecting and approving an High Performance Committee and a Provincial Team Coach that will oversee the execution of the NSPPI for squash. As SNS is the governing body of the sport in the province, the Board has a crucial role in supporting the plan brought forth by the High Performance Committee and supporting the clubs, coaches, and athletes where necessary.
<b>Coaches</b>	Squash Nova Scotia will rely heavily on the selected Provincial Coach and subsequently the club coaches for the implementation of this plan. Support from coaches is essential for accomplishing the goals and programs set out for Athlete Training and Performance by developing yearly training plans, exposing athletes to increased on-ice and off-court training loads, running training camps, and accompanying athletes to major competitions. SNS is prepared to support returning and present club coaches who are interested in and committed to improving their qualifications and experience.
<b>Clubs</b>	Clubs provide the main training site for the province's high performance athletes, and therefore, SNS is dependent on their support for the implementation of the NSPPI. Clubs allow coaches to use public and private court time for training sessions for the athletes. The HP Committee will work closely with clubs and their coaches to ensure that athletes are in an environment that will allow growth and development and is aligned with the Performance Pathway Plan. SNS also relies on clubs to host competitions, with support and guidance provided by the High Performance Committee.

<b>Parents</b>	Parents are crucial players in the careers of young athletes. SNS relies on parents in the province to act as coaches, judges, volunteers, board members, chauffeurs, and financial aid for their children. We will rely on parents heavily for the success of this plan to act in all of these roles and to provide feedback on the Performance Pathway Plan.
<b>Canadian Sport Centre Atlantic</b>	As part of the committee that will review the Performance Pathway Plan, we have not utilized the Canadian Sport Centre Atlantic. We aim to increase the number of athletes taking advantage of these services both in Metro and at Acadia University. SNS will use the CSCA/Acadia for consultation on areas of the Performance Pathway Plan, such as athlete performance, training, coach selection, Canada Games budgeting, etc.
<b>Sport Nova Scotia</b>	Sport Nova Scotia is considered a stakeholder for this plan as it is the governing body for all PSOs in the province. SNS is relied on for support financially as well as through crucial programs such as coaching support, PSO Admin programming, program consultation, etc. Through SNS, SquashNS has access to many more resources than we would have as an independent organization.
<b>Department of Health and Wellness</b>	Similar to the CSCA, SNS will rely on the Department of Health and Wellness in a consultative role. Working with our assigned Sport Consultant will allow SNS to make use of available funding and guidance (coaching, governance, competition hosting, etc.).
<b>Facilities /Clubs</b>	Squash athletes rely heavily on the availability of court usage - often at prime times of the day when usage is at a premium. Currently there are approximately 15 courts in metro and another 10 courts throughout the province. Only one of these court facilities is a “squash only” facility. The relationship between club/facility owners and athletes and coaches cannot be understated. It is vital that good relationships are maintained so that the high performing athlete does not interfere with the recreational players of this province.

## **IMPLEMENTATION/TRACKING**

Implementation and tracking of the performance pathway plan will be the responsibility of the newly formed High Performance Committee. For its composition, the committee will draw from board members, coaches, parents, and other relevant stakeholders.

Once this committee is formed the initial meeting will serve to create both the implementation plan as well as the method of tracking progress. This will go to the Board of Directors for review and approval to ensure all programs have been assigned to appropriate individuals and the committee is set up for success.

It will be mandated through SNS that the High Performance Committee meet a minimum of three times per year to review and update the plan. One of these three meetings will serve to evaluate the year as a whole (in terms of KPOs and milestones) and adjust the plan accordingly. The committee will be required to provide updates at SNS Board of Directors meetings and the AGM.

## **COMMUNICATION**

SNS developed this performance pathway plan in order to improve the performance of our athletes and coaches on the national and international stages. Disseminating information about the plan to our members and securing feedback from them about it will be critical to the plan's success. It was communicated at the AGM in the spring of 2015 that this process was about to begin. However, due to a very tragic circumstance, this final plan has not been communicated to all the stakeholders. The president of SNS has trusted the insights and has appreciated the dedication and passion that has gone into its creation.

Information regarding the high performance plan will be available on the SNS website, along with the strategic plan for the organization as a whole. Contact information to learn more about the plan will also be available, making it easy for athletes, coaches, and parents to learn more if they are interested.

## **ALIGNMENT**

Throughout the planning process, the committee tried very hard to ensure that the performance pathway plan was directly aligned with that of Squash Canada. SNS's plan falls nicely into the Beyond the Nick plan for developing High Performing athletes. This program provides a clear and measurable pathway for squash players who aim to progress to the highest levels of competition.

The performance pathway plan will be a new step for SNS. The plan will allow SNS to create a structured program for our highest performing athletes and those that are aspiring to compete at the highest possible level. This is aligned with the organization's commitment to providing the programming for all abilities in all regions needed to ensure that our athletes are constantly improving.

Establishing the performance pathway plan will provide SNS clubs with much needed visible goals for their junior squash players: to train hard so that they meet performance standards that qualify them to receive funding to compete at national ranking and championship events and to become members of the high performance training group. The creation of an High Performance Committee as well as the creation of a new operational plan will complement the pathway performance plan. These steps will help clubs to ensure that the programming they provide is developmentally appropriate and includes the necessary elements whereby participants who aspire to national success are supported in their development as high performance athletes.

Development of and reaching out to current coaches and officials are other areas of focus for SNS and its clubs. This is directly aligned with the coach development and competition alignment components of the performance pathway plan. SNS would like to grow its presence on the national stage and is aware that properly certified coaches and officials are necessary for the progress of the sport as a whole..

## **APPENDIX**

### **Budgetary Considerations for Programs\* - Based on above Key Milestones**

#### **Program 1**

##### **Team Nova Scotia**

- 1.1 no cost
- 1.2 no cost
- 1.3 no cost
- 1.4 no cost
- 1.5 Travel cost (accommodation/food), coaching, training clubs, gear
- 1.6 Travel cost (accommodation/food), coaching, club/court fees

#### **Program 2**

##### **Coaching**

- 2.1 no cost
- 2.2 no cost
- 2.3 no cost
- 2.4 Cost related to course costs and certification and travel (accommodation/food)

#### **Program 3**

##### **Competition Restructuring**

- 3.1 no cost
- 3.2 Travel cost (accommodation/food),
- 3.3 Costs related Coaching, travel (accommodation/food), uniform
- 3.4 Minimal cost
- 3.5 Cost related to a National Tournament budget - food, accommodation travel, club/court fees, uniforms

#### **Program 4**

##### **Implementation Plan**

- 4.1 no cost
- 4.2 no cost
- 4.3 costs related to software cost for data collection and tracking
- 4.4 some local travel costs
- 4.5 Website technology costs

*\* There has been little history of tracking and documenting expenses associated with many of the activities in this organization because there has never been a plan so extensive as this one. Many of the*

*expenses were incurred every 3 years or so based on the up coming Canada Games cycle. With more planning and therefore more documentation and accountability for this planning, the budget will become much clearer.*