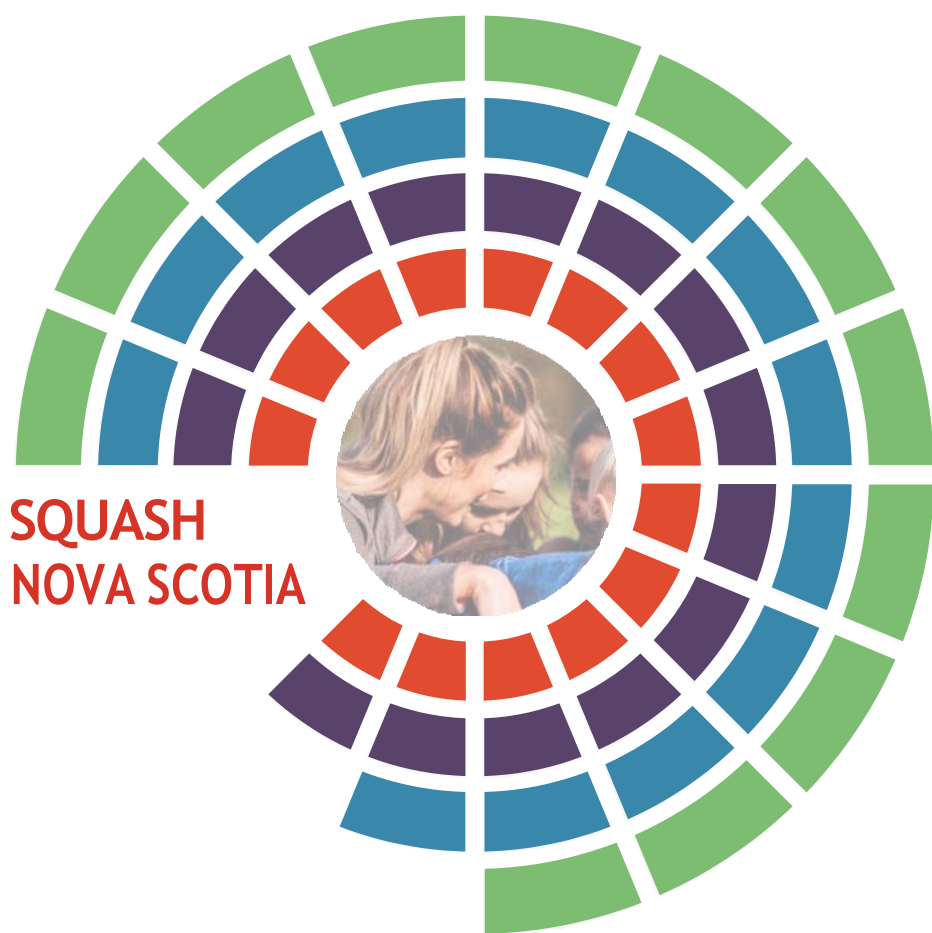


# Strategic Plan

## Report



## Introduction

Strategic planning is a process Provincial Sport Organizations (PSO's) undertake to set priorities, allocate resources, focus energies, and ensure that stakeholders are working towards common goals. It provides a framework for making decisions on how a PSO can achieve its objectives and fulfill its mission in a challenging and changing amateur sports landscape.

## Definition

Strategic planning is the process of envisioning a desired future for a PSO and devising the most effective ways to achieve that future. It involves the PSO analyzing its internal and external environments, setting goals, and strategically aligning these goals alongside the Sport Nova Scotia Sport Development Tool process to capitalize on performance and funding opportunities.

## Key Components

Strategic planning requires a thorough understanding of both internal and external factors affecting the PSO. Techniques like SWOT Analysis (strengths, weaknesses, opportunities and threats) and Environmental Scans (a review of inter provincial PSO's & NSO's) are essential and were followed as part of creating this plan. Goals using the SMART methodology (specific, measurable, achievable, realistic and time bound) were also used in creating this plan.

## Implementation

Once the plan is live, it will need to be implemented with the appropriate resources assigned. Sport Nova Scotia's Organizational Effectiveness department will share this plan with each of the Sport Development Tool Pillar Leads and the CCTH Sport & Recreation Lead to ensure Squash Nova Scotia has the support necessary to achieve its objectives.

## Progress & Evaluation

Continuous monitoring of the plan is essential. Updates at board meetings and AGM's is recommended, as will be keeping regular communication with the Pillar Leads. Regular evaluations will allow Squash Nova Scotia to adapt to changing circumstances and make necessary adjustments to its plan.

## Conclusion

Strategic planning is a road-map that ensures that PSO's are working towards clear and strategically aligned goals, while maximizing scoring potential on the Sport Development Tool process. Goals implemented from this Strategic plan will maximize Squash Nova Scotia's funding opportunities for when Sport Development Tool 3.0 arrives in 2027. For reference, Squash Nova Scotia's Funding Allocation for Sport Development Tool 2.0 is detailed below.

2024-2027 Funding Allocations: Squash Nova Scotia

Source	YEAR 1 2023-2024	YEAR 2 2024-2025	YEAR 3 2025-2026	YEAR 4 2026-2027
<b>Core</b>	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00
<b>Participation</b>	\$ 12,000.00	\$ 12,000.00	\$ 12,000.00	\$ 12,000.00
<b>Excellence</b>	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00
<b>Total</b>	\$ 25,000.00	\$ 25,000.00	\$ 25,000.00	\$ 25,000.00

# OE Strategic Planning Framework



## SQUASH NOVA SCOTIA - STRATEGIC PLAN 2024-2027

	2024-25	2025-26	2026-27
<b>ORGANIZATIONAL EFFECTIVENESS</b>	FINANCIAL REVIEW		
	COMMUNICATIONS PLAN		
	BOARD MEMBER ORIENTATION		
<b>PARTICIPATION &amp; OFFICIATING</b>	EDI/BIPOC - NEWCOMERS		
		EDI ACCESSIBLE SQUASH	EDI - WOMEN & GIRLS
			OFFICIATING DEVELOPMENT
<b>COACHING</b>	SAFESPORT IMPLEMENTATION		
		INCREASE COACH CAPACITY	
			COACH DEVELOPMENT
<b>EXCELLENCE</b>	JNR PROVINCIAL TEAM SELECTION		
	JNR PROV TEAM PGRM/SUPPORT	MAJOR EVENT HOSTING	
			HP SUSTAINABLE FUNDING MODEL

Green = 2024-25 (6)  
 Orange = 2025-26 (4)  
 Yellow = 2026-27 (4)



## Strategic Plan 2024-2027

### Pillar 1: Organizational Effectiveness

Initiative	Description
1.1 Financial Review & Multi-Year Budgeting	<p>Develop 2-year budget and report on actual vs. budget on a quarterly basis (minimum)</p> <p>Updates at monthly meetings/AGM's</p> <p>Treasurer to present at Board Meetings – build in accounting system, reporting package and present at monthly meeting, build budget</p> <p>To be in effect by end of fiscal 2024 – March 31<sup>st</sup>, 2024</p>
1.2 Communications	<p>Develop and execute a Communications plan</p> <p>Improve communication to members and clubs. Could include posters for type of ball to use, announcements, monthly newsletters delivered to clubs, website rebuild, comms calendar – Comms to advise board</p> <p>Updates at monthly meetings/AGM's</p> <p>Develop a written plan, driven by Head of Communications in conjunction with Communications Committee that can be used year on year</p> <p>Plan to be in effect by December, 2024</p>
1.3 Review Board Member Responsibilities & Develop Board Recruitment Strategy & Orientation	<p>All roles to be reviewed and redefined</p> <p>Embed succession planning into board processes (mentorship)</p> <p>Formalize board orientation process</p> <p>Updates at monthly meetings/AGM's</p> <p>President, in conjunction with OE dept Sport Nova Scotia to drive</p> <p>All roles reviewed by January 2026</p>

**Pillar 2: Participation & Officiating**

Initiative	Description
2.1 EDI – BIPOC / Newcomers	<p>Develop initiatives to grow participation among BIPOC &amp; newcomers. Increase programming targeted at newcomers and BIPOC community. Run 3 ‘Try Squash’ programs in 3 different communities’ 1x Halifax, 1x Valley, 1x Cape Breton</p> <p>Updates at monthly meetings/AGM’s</p> <p>Sport Nova Scotia Coordinator to drive, engaging ISANS, reach out to Muslim Communities</p> <p>To be in effect by March 1<sup>st</sup>, 2024</p>
2.2 EDI - Accessible Squash	<p>Pilot and develop initiatives to grow participation in Squash for people with diverse abilities including wheelchair Squash. Run 1 event that exposes the sport to Para or wheelchair-based athletes</p> <p>Updates at monthly meetings/AGM’s</p> <p>To be driven by Director of Developmental Programming <b>(to be recruited)</b></p> <p>To be in effect by October ‘25</p>
2.3 EDI – Women & Girls	<p>At Feb 2024 there are 71 active female members of SNS. Increase membership to 90 active female members. Host a 1-day women’s team tournament annually and provide financial incentive for out of metro participants</p> <p>Updates at monthly meetings/AGM’s, # can be tracked in Club Locker</p> <p>Driven by Director of Competitive Programming</p> <p>Tournament in effect by 24/25 season. Reach 90 female members by Dec 2026</p>
2.4 Officiating Growth & Development	<p>Increase the number of Club Referees &amp; Local Referees by 10% (baseline # May 2024) by developing and implementing officials training resources across all levels. Potential drivers include Lunch &amp; Learns, clinics, online resources, and mentorship. Specifically focused on entry level officiating so that we can build at grassroot level</p> <p>Updates at monthly meetings/AGMs. # based therefore easily measured</p> <p>Director of Officiating to drive</p> <p>In effect by January 2025 with 10% increase achieved by March 2027</p>

### Pillar 3: Coaching

Initiative	Description
3.1 Safe Sport	<p>Implement screening requirements and tracking</p> <p>Provide training &amp; education around Safe Sport policies and best practices. Conduct at least one virtual meeting to educate Squash NS membership on Safe Sport. All members invited, coordinate with Sport NS</p> <p>Updates at monthly meetings/AGMs</p> <p>PSO coordinator to lead. Self-select to be included in Sport NS Safe Sport Implementation</p> <p>To be completed/in effect by December 2024</p>
3.2 Increase Coaching Capacity	<p>Increase training and support for female coaches. Add 1 certified female coach</p> <p>Increase the total number of coaches (specifically coaches, not instructors) advancing through NCCP pathways by 3, including at least 1 additional certified coach. Currently 13 coaches at various levels, some not certified and not active</p> <p>Updates at monthly meetings/AGMs</p> <p>Director of Coaching to drive. Provide financial support (i.e.. Pay for courses) for a coach looking to advance through the NCCP pathway. Conduct the sessions required to certify one female coach and advance 3 new coaches through the pathway</p> <p>To be completed/in effect by end of fiscal year 2025/2026</p>
3.3 Coach Development	<p>Establish formal coach mentorship program with incentive for mentor &amp; mentee to complete. Communicate the program to membership and provide update on results in monthly In the Nick</p> <p>Provide access to coaching resources (online and in-person)</p> <p>Updates at monthly meetings/AGM's</p> <p>Director of Coaching to drive. Work with other provinces to develop mentorship program/how often mentor/mentee work together, establish milestones for mentee to achieve</p> <p>To be completed/in effect by Dec 2026</p>

**Pillar 4: Excellence**

Initiative	Description
4.1 Jr Provincial Team Selection	<p>Develop and document requirements and selection process for annual Jr Provincial Team</p> <p>Updates at monthly meetings/AGM's/document and approved by board</p> <p>Director of Coaching and Director of Competitive Programming to drive</p> <p>To be completed/in effect by September 2024</p>
4.2. Jr Provincial Team Programming & Support	<p>Develop and document training and competition plan for Jr Provincial Team, including liaison with CSIA for sport science, nutrition, strength and conditioning, other provinces for coordination of training camps, etc.</p> <p>Updates at monthly meetings/AGMs. Completed document of programming</p> <p>Driven by Provincial Coach and Manager, to be approved by the board. Identify what training programs and competitions a Provincial Team athlete have to attend/consequences for failure to meet requirements</p> <p>To be completed September 2024</p>
4.3 Major Event Hosting	<p>Host a national level squash event in HRM. This supports HP athletes with meaningful competition experience, supports referee development, and drives excitement for squash</p> <p>Updates at monthly meetings/AGMs</p> <p>Director of Competition to drive - measured by the event taking place</p> <p>To be completed/in effect by January 2026 or sooner</p>
4.4 Sustainable Funding Model for HP	<p>Establish sustainable funding model for high performance programs, including sponsorships, grants, and other revenue streams. Allocate a portion of event revenue to HP programs and enter into a multiyear partnership with a title sponsor</p> <p>Updates at monthly meetings/AGM's</p> <p>Driven by the board of directors with support from PSO Coordinator. Apply learning from other sports. Work with Treasurer to assign a budget specific to HP initiatives. Create a document that describes the Squash NS Jr Provincial Team and HP program to present to potential sponsors or to include with grant applications</p> <p>To be completed/in effect by September 2026</p>