

APPROVED STRATEGIC PLAN 2019-2024

As Recommended by the Executive Director
and Approved by the Board of Directors

Feb 10, 2019

BACKGROUND

The following is the foundational basis that supports the recommendation in this new strategic plan :

- Building on the five-Year Preferred Future Plan (May 2015); 2015-2018 Strategic Plan (May 2015), progress review of the strategic plan at the three-year mark (April 2018) and the 2018 viaSport Evaluation Report Card
- Taking into account the current environment of squash in BC.

Common Themes Found:

- Revenue generation is critical to stabilization and growth of squash in BC
- Marketing and communications tools and resources are needed to:
 - support and drive revenue generation
 - increase awareness and understanding of our sport
 - bring greater value to clubs and individual members.
- Grow squash participation through youth, women and inclusion programs
- Recognition and acceptance that participation in squash like many sports is declining. In certain parts of BC there are loss of courts this has impacted the sports decrease participation. With decreased squash participation also results in decreased membership.
- Local champions are a key success factor at thriving squash facilities.
- Facilities without coaches are in more jeopardy of losing courts far more often than those with coaches.
- Strengthen Squash BC's value proposition to create a stronger understanding of the value the organization is key to success.

Refocus on Squash BC's Mission

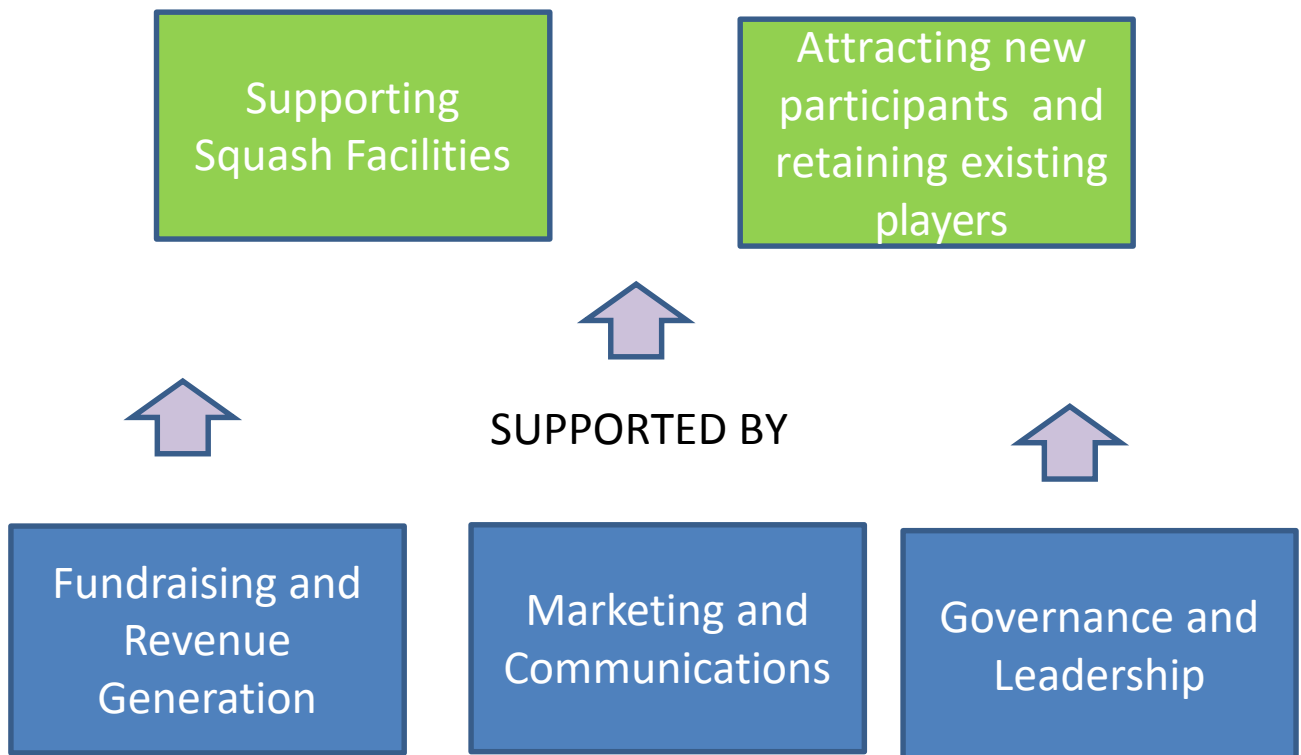
Squash BC is a not for profit organization providing leadership and direction for the growth and development of squash in BC

The Growth Initiative | Two Phased Approach

Years 1 & 2 (2019-2021) Stabilization and Preparing for Growth

Years 3-5 (2022-2024) Growth

Stabilization and growth will be reliant on new funding. Without new funding only incremental growth will be possible.



RECOMMENDATIONS

Supporting Squash Facilities

- SQBC acts as the central resource of best practices with respect to squash programs and member services – tools and resources available on line and delivered in a variety of ways.
- Provide roving coaches for facilities without regular coaching services.
- Offer specialized assistance as appropriate to clubs in potential jeopardy and to encourage building of new courts that are accessible to the public.

Attracting New Participants and Retaining Existing Players

- Develop a network of community champions to “create a squash community” at the grassroots level – e.g. promote squash in local facility with efforts also directed to non-squash players in the clubs operating community. Enhance the support with tools and other support mechanisms.
- Develop and implement new programs and enhance existing programs to introduce more people to our game.
- Continue to enhance existing programs e.g. Jr Pathway, Women’s Squash Week, etc.
- Develop programs and tools of interest to players or all levels to increase the value proposition of membership.

THE ABOVE IS SUPPORTED BY:

Fundraising and Revenue Generation

- Generate new funds to stabilize the organization and strategically allocate these funds to develop and grow squash in BC.
- Align the 2020 Fund with the Building the Futures Fund.
- Match donations to support the Goodwill Fund Challenge.
- Corporate sponsorships for the BC Championships and other SQBC properties.
- Effective stewardship of Squash BC's donations program.

Marketing & Communication

- Develop resources, tools and mechanisms to best support squash internally and externally.
- Digital and social presence – website supporting Squash BC key messaging as the “go to” place.
- Recognition program for donors, sponsors and volunteers.
- Generating awareness of about squash and its benefits to the priority markets in the general public.
- Build Squash BC's value proposition:
 - to build a stronger understanding of who squash BC is within the squash community
 - strengthen our communications directed to increasing membership

Leadership and Governance

- Maintain and improve the quality of our governance and operations.
- Convert non members squash to members for individuals and facilities and clubs.

What Next? | The Key initiatives for 2019-2021

Key Considerations

- Currently we will maintain and **moderately enhance the core services** that Squash BC provides at this time. No recommended changes.
- To grow squash in BC **new funds are mandatory** so that it supports a healthy and thriving sport.

Recommendations

The top growth priorities when new funds become available.

- Tools and materials to support revenue generation and fundraising
- Appropriate **staff** and contractor is needed to support sport development and programs to grow participation and support BC's squash facilities.
- **Online tools and resources** to support facilities and individual members
- **Roving coach/ambassador** program
- Build a **local champions** program of volunteers at local squash facilities
- **Schools** program
- **High performance** programs for our top young players
- **Post Secondary** program
- Make squash **inclusive and accessible**
- **Advocacy for more courts in BC** and supporting clubs in jeopardy
- **Generating greater awareness** about the sport of squash province-wide

Note: The Roving coach/ambassador program can support programs associated with local champions, schools, post secondary and inclusion

The following is a list of budget recommendations for programs when new funds become available. These programs represent an enhancement and or a reinstatement to a program that was adversely impacted over the past years as a result of reduced funding.

- Volunteer recognition
- Travel to engage with members
- Coaches and Officials professional development
- BC Teams at Canadian Championships (Teams, Masters U23, Nationals)
- Expand mini rules and certifications courses/clinics

Current Programs and Services

NO changes recommended. Stay the course and continue to enhance.

- Service and support to members and other stakeholders
- Jr Pathway Program
- Women and girls squash programs
- Growth of doubles
- viaSport evaluation report card and next steps
- SQBC policies and procedures revisions
- Competitive play including Provincial Championships, Squads, Leagues, Tournaments
- Rankings and membership management
- Coaching and officiating – retention, recruitment, recognition and training
- Governance – policies and procedures, internal systems
- Leadership – supporting our people – Board, Committees, staff, volunteers, coaches and officials, members

How additional funding will grow the game in BC

New funds will enable Squash BC to deliver on its priority growth programs that are not possible today.

The Strategic Plan (2019-2024) focuses on several of the planned growth priorities. Below is a snap shot of the future of squash in BC.

A roving coach/ambassador program that focuses on grassroots coaching that support clubs and facilities without coaching

"In 2018 we piloted a roving coach strategy in the northern BC communities of Terrace, Smithers, Prince Rupert and Prince George. In this program visiting Pro Michael Thompson and myself engaged these communities championing the sport with matches and clinics over a five-day period. The results were outstanding."

Steve Hawyes
Terrace, BC

A champions program built around volunteers at local squash facilities

"Participation and membership for squash in Revelstoke increases when there is grassroots coaching as well as mentorship. This level of engagement gets results."

Kevin Dorrius
Club President, Revelstoke Racquet Den
Revelstoke, BC

Support and implement programs at post-secondary institutions and in schools.

"I was introduced to the game of squash while attending SFU. As a student having the courts on campus with flexible access was very helpful in building my skills. I have been playing the game for forty years."

Sharira Tejpar
Women's Master and League Player
Vancouver, BC

Online tools and resources to support facilities and individual members

"The simple truth is that if clubs prosper and participation spikes, facilities remain open."

With the right tools, Squash BC can build in specialized expertise that will help squash facilities and communities to be sustainable."

Kevin Kydd
Former Squash BC Executive Director
Langley, BC

Currently only 78% of BC clubs and facilities have a full time coach.

Additional growth priorities will include:

- Pro-actively advocating for more public squash facilities
- Increasing public awareness about the game of squash and its positive health attributes
- Assisting high performance adult and junior athletes to excel in nat'l and int'l competition.
- Expanding on the record of success for women's programs

"Squash BC's Women's Squash Week event is the most successful program we do to attract new female players"

Rebecca Vassilakakis
2018 Emerging Leader Recipient
Nelson Squash Club