

SQUASH BC

STRATEGIC PLAN
2023-2028



SQUASH BC PROFILE

OUR MISSION

TO GROW, PROMOTE & SUPPORT
THE SPORT OF SQUASH
THROUGHOUT BRITISH COLUMBIA

OUR VISION

SQUASH IS A THRIVING, ACCESSIBLE
& INCLUSIVE SPORT FOR ALL
BRITISH COLUMBIANS TO ENJOY

OUR VALUES

ACCESS & INCLUSION

We ensure our sport has an
accessible and inclusive
environment for all
participants

COLLABORATION

We develop, foster &
facilitate relationships in our
community that support the
growth and betterment of
our sport

GROWTH MINDSET

We take action and
capitalize on opportunities
to increase participation,
develop infrastructure, and
grow our sport

INNOVATION & SHARING

We build industry-leading
programs, services, and
resources that can be
leveraged by our community
and partners

SERVICE EXCELLENCE

We enhance the experience
of our stakeholders and
community members across
all our operations

STRATEGIC FRAMEWORK

STRATEGIC PRIORITIES

GROW & PROMOTE OUR SPORT

Grow & Diversify
Grassroots Participation

Grow & Diversify
Competitive Participation

Enhance the Profile &
Awareness of Squash

SUPPORT & ENGAGE OUR COMMUNITY

Engage & Serve
Individual Members

Engage & Serve
Facility Members

Support & Celebrate
our Sport Ambassadors

DEVELOP & PROTECT OUR INFRASTRUCTURE

Strengthen & Protect
Facilities & Courts

Recruit & Develop
Coaches, Officials &
Volunteers

ORGANIZATIONAL FOUNDATION: SUSTAINABLE & EFFECTIVE SQUASH BC

Effective Team | Strong Governance | Revenue Generation

Strategic Priorities 2023-2028

GROW & PROMOTE OUR SPORT

Grow & Diversify Grassroots Participation

- **8,000+ annual grassroots program participants** by 2028 (from 2,000 in 2022-23)
- **50% female grassroots program participants** by 2025
- Introduce squash to **20,000+ new participants** over five years
- **Launch New Programs:** Squash in Schools, Community Champions, and programs that target historically underserved and/or equity-deserving groups
- **Expand Active Programs:** Roving Ambassador, Squash Starters, Junior Pathway, Post-Secondary, and Women in Squash

Grow & Diversify Competitive Participation

- **5,000+ annual competition participants** by 2028 (from 4,000 in 2022-23)
- **40% female competition participants** by 2026
- Expand **Provincial Championship Series** to include Post-Secondary Championships, Junior Silver Series Finals, and more events

Enhance the Profile & Awareness of Squash

- **200,000+ annual marketing impressions** by 2028 (from 150,000 in 2022-23)
- Develop and deploy general squash participation tracking system, giving Squash BC data on how many people play squash in BC



13K+

Annual Program, Tournament & League Participants by 2028

20K+

New Participants introduced to Squash from 2023-2028

40000+

Squash BC Individual Members
by 2028

500%

Increase in Squash BC Facility
Members from 2023 to 2028



Strategic Priorities 2023-2028

SUPPORT & ENGAGE OUR COMMUNITY

Engage & Serve Individual Members

- **4,000+ individual members** by 2028 (from 2,400 in 2022-23)
- Develop and launch **Annual Individual Member Satisfaction Survey** in Year 2
- Improve Individual Member Satisfaction Score in Years 3-5 through enhancement of member benefits & delivery of member engagement activities

Engage & Serve Facility Members

- **45+ facility members** by 2028 (from 30 in 2022-23)
- Launch **Facility Member Tools & Resources Shared Drive** in Year 1
- Develop and launch **Annual Facility Member Satisfaction Survey** in Year 2
- Improve Facility Member Satisfaction Score in Years 3-5 through increased facility member service & engagement activities

Support & Celebrate our Sport Ambassadors

- Launch **Sport Ambassador Survey** in Year 1 to gain feedback from our Coaches, Officials, Facility Representatives, Committee Volunteers, and Squad Athletes
- Improve on identified survey metrics through Sport Ambassador Engagement efforts in Years 2-5

Strategic Priorities 2023-2028

DEVELOP & PROTECT OUR INFRASTRUCTURE

Strengthen & Protect Facilities & Courts

- Launch **Facility Sustainability Scorecard** and associated Provincial Index in Year 1 to assess at-risk, struggling, and thriving squash facilities across BC
- Develop **Court Advocacy Framework** and Resource Package by Year 2, to be used to support at-risk facilities and advocate for new facility opportunities

Recruit & Develop Coaches, Officials & Volunteers

- Create new active **Coach, Official & Volunteer Inventory** database in Year 1, including Safe Sport Requirements
- Improve **Safe Sport Requirements** completion rate across these groups annually
- Improve certification rate across active coaches and officials annually through certification course and professional development calendar
- Develop and pilot facility member Safe Sport Requirements for staff and volunteer coaches





Organizational Foundation

SUSTAINABLE & EFFECTIVE SQUASH BC

Effective Team

- **Active & Effective People** throughout Squash BC Board, Staff, and Volunteer team
- **Values Alignment** across all Squash BC operations
- **Efficient Systems** in place to improve work, track and report on identified metrics, and optimize performance towards Strategic Priority targets

Strong Governance

- **Risk Management:** Governance model in place to shield the organization from risk
- **Financial Sustainability:** Financial governance practices yield balanced budgets annually and the long-term sustainability of our Building the Future Fund
- **Safe Sport:** Policies and practices support a safe environment for all participants, volunteers, coaches, officials, and other stakeholders in our sport

Revenue Generation

- **Growth Focus:** Revenue generation that fulfills Strategic Priority growth targets
- **Diversified Sources:** Increased revenue across fundraising, corporate partnerships, grants, and operations
- **Operational Revenue:** Reduction in external reliance through increased revenue captured from programs, services, events, and membership

SQUASH BC

STRATEGIC PLAN 2023-2028



SQUASH BC

Contact

 office@squashbc.com

 604-737-3084

 SquashBC.com

