

Strategic Plan

Report

Golf
Nova Scotia



GOLF
NOVA SCOTIA

Introduction

Strategic planning is a process that a Provincial Sport Organization (PSO) undertakes to set priorities, allocate resources, focus energy, 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 sport landscape. Golf NS worked closely with the Sport Nova Scotia Organizational Effectiveness (OE) department to facilitate this process to ensure outcomes align with the Sport Nova Scotia Sport Development Tool (SDT) to capitalize on performance and funding opportunities.

Key Components:

Environmental Scan & SWOT Analysis: Strategic planning requires a thorough understanding of both internal factors (such as strengths and weaknesses) and external factors (such as opportunities and threats). Techniques like **SWOT Analysis** (Strengths, Weaknesses, Opportunities, Threats) and **Environmental Scans** (inter provincial PSO's & National Sport Organization's) are essential and were followed as part of the framework in creating this plan.

Goal Setting: Clear and specific goals are established, aligning with the PSO's budget and operational capacity. These goals must be Specific, Measurable, Achievable, Realistic and Time Bound (**SMART**), and were followed as part of creating this plan.

Implementation: The finalized strategic plan needs to be implemented with the appropriate resources assigned. Once the plan is approved, Sport Nova Scotia's OE department will connect the PSO to each of the SDT Pillar Leads to ensure support is provided such that progress can be monitored.

Progress & Evaluation: Continuous monitoring of the plan by the PSO is essential. Updates at board meetings and AGM's will be required. Regular evaluations allow PSO's to adapt to changing circumstances and make necessary adjustments to their plans.

Conclusion:

Strategic planning is a critical roadmap that ensures that PSO's are working towards clear and strategically aligned goals to maximize their development in between funding cycles. For reference, SDT 2.0 Funding Allocation for Golf NS is detailed below:

2024-2027 Funding Allocations: Nova Scotia Golf Association

Source	YEAR 1 2023-2024	YEAR 2 2024-2025	YEAR 3 2025-2026	YEAR 4 2026-2027
Core	\$ 32,000.00	\$ 32,000.00	\$ 32,000.00	\$ 32,000.00
Participation	\$ 24,000.00	\$ 24,000.00	\$ 24,000.00	\$ 24,000.00
Excellence	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00
Total	\$ 59,000.00	\$ 59,000.00	\$ 59,000.00	\$ 59,000.00



STRATEGIC PLAN

ORGANIZATIONAL EFFECTIVENESS

Initiative	Description
1.1 Financial Management	<p>Specific: Conduct a year-end audit to be presented at the Annual General Meeting. Additionally, assess the feasibility of annual audit compared to industry standards such as financial compilation or reviews</p> <p>Measurable: Completion of the year-end audit by March 31st each year</p> <p>Achievable: The Golf NS Finance Committee, in collaboration with the board and staff, will evaluate and present financial oversight options</p> <p>Relevant: Direct alignment with Sport Development Tool & S.W.O.T analysis</p> <p>Timeline: Yearly commitment</p>
1.2 Grant Revenue	<p>Specific: Review of grant funding opportunities available to Golf NS & its member clubs</p> <p>Measurable: Identify and share relevant grants with member clubs to promote EDIA programming, capital infrastructure and equipment, environmental improvements and youth-focused programs</p> <p>Achievable: Key drivers are the Golf NS Board & Staff</p> <p>Relevant: Direct alignment with Sport Development Tool</p> <p>Timeline: Grant opportunities to be shared with member clubs by Winter 2026</p>
1.3 HR Alignment	<p>Specific: Review current staff roles and job descriptions to ensure alignment with Golf Nova Scotia's strategic direction</p> <p>Measurable: The Golf NS Human Resource Committee to lead review process and present recommendations to the Board of Directors for approval</p> <p>Achievable: Key drivers are the Golf NS HR Committee & Board of Directors</p> <p>Relevant: Direct alignment with Sport Development Tool</p> <p>Timeline: Updated job descriptions and contracts to be finalized by Spring 2026</p>



STRATEGIC PLAN

ORGANIZATIONAL EFFECTIVENESS

Initiative	Description
1.4 Committee Review	<p>Specific: Review the current Golf NS committee structure to ensure alignment with the organization's strategic direction</p> <p>Measurable: Each committee adheres to updated Terms of Reference requirements including Board and AGM reports</p> <p>Achievable: The Golf NS Governance Committee to assess the committee's TOR and present recommendations to the Board of Directors for approval</p> <p>Relevant: Direct alignment with Sport Development Tool</p> <p>Timeline: Renewed Terms of Reference to be effective by end of fiscal 2025/2026</p>
1.5 Golf NS Heritage	<p>Specific: The Golf NS Heritage Committee will collect research and materials to celebrate Golf Nova Scotia's 100th anniversary in 2030</p> <p>Measurable: The Golf NS Heritage Committee will identify cultural records and organizational achievements, highlighting the 2025 Women's Amateur Championship & 2027 Men's Amateur Championship</p> <p>Achievable: The Golf NS Heritage Committee in conjunction with the Golf NS Board of Directors and Executive Director</p> <p>Relevant: Direct alignment with S.W.O.T analysis</p> <p>Timeline: Research and planning will occur over 2025-2030, leading to the centennial celebration</p>
1.6 Policy & Bylaw Review	<p>Specific: Review and update existing Golf NS policies & bylaws to align with current sport system standards and best practices</p> <p>Measurable: Bylaw amendments to be presented at AGM or Special General Meeting as necessary</p> <p>Achievable: Golf NS Staff & Governance Committee to facilitate review process</p> <p>Relevant: Direct alignment with Sport Development Tool</p> <p>Timeline: Review policies and bylaws once per four-year funding cycle</p>



ORGANIZATIONAL EFFECTIVENESS

1.7 Sponsorships

Specific: Review the Golf NS sponsorship goals to support both short & long term organizational objectives

Measurable: Confirm sponsorship goals to offset operational costs and/or promote new/existing programs

Achievable: Key drivers are Board of Directors and Staff

Relevant: Direct alignment with Sport Development Tool

Timeline: Sponsorship revenue program to start Spring 2027



STRATEGIC PLAN

PARTICIPATION & OFFICIATING

Initiative	Description
2.1 Women & Girls Programming	<p>Specific: Increase the participation of women and girls in golf through the Learn to Play programs and organized golf opportunities. Utilize Youth on Course to drive public player memberships</p> <p>Measurable: Increase female participation rates from approximately 100 to 600 participants through the She Plays Golf program and the 2026 She Plays Golf Festival</p> <p>Achievable: Golf Nova Scotia Technical Director as Program Lead</p> <p>Relevant: Direct alignment with Sport Development Tool</p> <p>Timeline: 2026-2028</p>
2.2 Officials Training	<p>Specific: Host calibration courses to align NS Course Rating Officials with others in Atlantic Canada. Golf Canada to provide training, along with leaders from NS and NB. The goal is to train a minimum of 20 Nova Scotia course raters. Officials Training will happen annually with promotion of Level 2 and Level 3 exams</p> <p>Measurable: Approx. 12 NS officials to be trained in each calibration course, and 3 new officials will complete training annually</p> <p>Achievable: Golf NS will host a calibration course bi-annually, in partnership with other Atlantic Golf PSO's</p> <p>Relevant: Direct alignment with Sport Development Tool</p> <p>Timeline: Fall 2025</p>



PARTICIPATION & OFFICIATING

Initiative	Description
2.3 Targeted Groups Programming	<p>Specific: Develop and expand “Come Try Its” and women’s programming with support from a golf professional to create a 4–6 week program. Golf Pro will be compensated with the eventual goal to secure a full-time instructor for ongoing programming. Additionally, Black Lives Matter Golf Women’s & Youth participation will be increased to foster inclusivity.</p> <p>Measurable: Sustain a minimum of 24 Female participants and 35 Youth participants in the program</p> <p>Achievable: Golf NS Executive Director to lead initiative</p> <p>Relevant: Direct alignment with Sport Development Tool</p> <p>Timeline: Program fully realized by 2028/2029</p>
2.4 Indoor Facilities	<p>Specific: Engage with indoor golf facilities to promote partnership opportunities through the Golf Canada Off-Course Facility Membership Program</p> <p>Measurable: Expand membership categories to align with Golf Canada membership model</p> <p>Achievable: Golf NS Executive Director to lead initiative</p> <p>Relevant: Direct alignment with Sport Development Tool</p> <p>Timeline: 2025/2026</p>

PARTICIPATION & OFFICIATING

Initiative	Description
2.5 School Sport Programming	<p>Specific: Increase Golf NS’s involvement with current First Tee Atlantic school-based programming. Leverage partnerships with PGA Atlantic to support program delivery</p> <p>Measurable: Host a minimum of 3 school activations in targeted areas as identified by the First Tee Program</p> <p>Achievable: Golf NS Technical Director to lead program</p> <p>Relevant: Direct alignment with Sport Development Tool</p> <p>Timeline: 2026/2027</p>

COACHING

Initiative	Description
3.1 Community Sport Coach	<p>Specific: Host a minimum of 1 Community Golf Coach course per year</p> <p>Measurable: Obtain a minimum of 10 coaches trained per year</p> <p>Achievable: Golf NS Executive Director and Technical Director in partnership with PGA Canada and the First Tee Program to deliver courses</p> <p>Relevant: Direct alignment with Sport Development Tool</p> <p>Timeline: 2026-2028</p>
3.2 Competition Coach Development	<p>Specific: Design a coach development strategy in collaboration with PGA Atlantic to deliver CNC (Coach of New Competitors) and CDC (Coaching of Developing Competitors) certifications</p> <p>Measurable: Focus on CNC and CDC certifications to increase the number of coach candidates for high performance competitions</p> <p>Achievable: Golf NS Executive Director & Technical Director in partnership with PGA Atlantic</p> <p>Relevant: Direct alignment with Sport Development Tool</p> <p>Timeline: 2027/2028</p>
3.3 Stakeholder Partnership & Program Delivery	<p>Specific: Strengthen partnerships with PGA Atlantic, First Tee, Golf Canada Regional Director and MJT to develop and deliver Learn to Play Programs (Come Try Its for women and girls) and support coach development.</p> <p>Measurable: Improved coordination between key stakeholders; PGA Executive Director, Golf NS Executive Director, First Tee Manager and Golf Canada Regional Director</p> <p>Achievable: Golf NS Executive Director & Technical Director will collaborate with the partners to facilitate delivery of programs</p> <p>Relevant: Direct alignment with Sport Development Tool</p> <p>Timeline: 2027/2028</p>



STRATEGIC PLAN

EXCELLENCE

Initiative	Description
4.1 Nova Scotia Performance Pathway Initiative (NSPPI)	<p>Specific: Create a Nova Scotia Performance Pathway Initiative plan to enhance the high-performance pillar of Golf NS</p> <p>Measurable: Golf NS will create and submit the NSPPI plan to the Canadian Sport Institute Atlantic</p> <p>Achievable: Golf NS Technical Director to lead application process</p> <p>Relevant: Direct alignment with Sport Development Tool</p> <p>Timeline: December 2025</p>
4.2 Development Teams	<p>Specific: Establish Development teams for both Boys & Girls</p> <p>Measurable: Boys & Girls Development Teams will begin start in Fall 2025, with the in-season program starting in Spring 2026</p> <p>Achievable: Golf NS Technical Director to lead program</p> <p>Relevant: Direct alignment with Sport Development Tool</p> <p>Timeline: Teams to be established by Fall 2025, with programming beginning in 2026</p>
4.3 Sport Science	<p>Specific: Continue to provide sport science services to identified athletes, including mental training, nutrition, strength and conditioning training</p> <p>Measurable: Golf NS would formally access the Provincial Performance Science Program as part of the NSPPI submission</p> <p>Achievable: The Canadian Sport Institute Atlantic will provide the sport science expertise for provincial teams</p> <p>Relevant: Direct alignment with Sport Development Tool</p> <p>Timeline: 2025/2026</p>

EXCELLENCE

Initiative	Description
4.4 Junior Invitational Tour	<p>Specific: Continue to develop the Junior Invitational Tour with a continued focus on female participation</p> <p>Measurable: The program will aim to have Females represent 25% of the total participants</p> <p>Achievable: Golf NS Technical Director to lead program</p> <p>Relevant: Direct alignment with Sport Development Tool</p> <p>Timeline: 2026/2027</p>
4.5 Athlete Mentorship for College Scholarships	<p>Specific: Provide mentorship opportunities to athletes seeking college scholarships in partnership with PGA Atlantic and the Maple Leaf Junior Tour (MJT). Ensure athletes are informed about the college pathway and scholarship opportunities.</p> <p>Measurable: The program will ensure that athletes are educated on college opportunities, and WAGR updates will be made after each provincial championships to track athlete progress</p> <p>Achievable: The Golf NS Technical Director will lead the program, collaborating with MJT and PGA Atlantic to facilitate mentorship and education</p> <p>Relevant: Direct alignment with Sport Development Tool</p> <p>Timeline: WAGR will be updated after each provincial championship with ongoing mentorship support throughout the year</p>
4.6 Provincial Team U15	<p>Specific: Create a year-round junior Provincial Team for U15 athletes</p> <p>Measurable: Recruit PGA coaches and CNC certified coaches to participate in the training and development of the U15 Provincial Team</p> <p>Achievable: Golf NS Technical Director to lead program</p> <p>Relevant: Direct alignment with Sport Development Tool</p> <p>Timeline: 2026/2027</p>

EXCELLENCE

Initiative	Description
4.7 Winter Development Program	<p>Specific: Expand the Winter Development program from 24 to 48 participants. Program will continue to provide access mental performance coaches, a nutritionist and strength & conditioning coaches</p> <p>Measurable: Formalize partnerships with PGA Atlantic and the Canadian Sport Institute Atlantic to ensure athletes receive professional coaching and sport science programming throughout the offseason</p> <p>Achievable: Golf NS Technical Director to lead program</p> <p>Relevant: Direct alignment with Sport Development Tool</p> <p>Timeline: 2025/2026</p>