

Strategic Plan

Report



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	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 Measurable: Completion of the year-end audit by March 31st each year Achievable: The Golf NS Finance Committee, in collaboration with the board and staff, will evaluate and present financial oversight options Relevant: Direct alignment with Sport Development Tool & SWOT analysis Timeline: Yearly commitment
1.2 Grant Revenue	Specific: Review of grant funding opportunities available to Golf NS & its member clubs Measurable: Identify and share relevant grants with member clubs to promote EDIA programming, capital infrastructure and equipment, environmental improvements and youth-focused programs Achievable: Key drivers are the Golf NS Board & Staff Relevant: Direct alignment with Sport Development Tool Timeline: Grant opportunities to be shared with member clubs by Winter 2026
1.3 HR Alignment	Specific: Review current staff roles and job descriptions to ensure alignment with Golf Nova Scotia's strategic direction Measurable: The Golf NS Human Resource Committee to lead review process and present recommendations to the Board of Directors for approval Achievable: Key drivers are the Golf NS HR Committee & Board of Directors Relevant: Direct alignment with Sport Development Tool Timeline: Updated job descriptions and contracts to be finalized by Spring 2026



STRATEGIC PLAN

ORGANIZATIONAL EFFECTIVENESS

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



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

PARTICIPATION & OFFICIATING



STRATEGIC PLAN

Initiative	Description
2.1 Women & Girls Programming	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 Measurable: Increase female participation rates from approximately 100 to 600 participants through the She Plays Golf program and the 2026 She Plays Golf Festival Achievable: Golf Nova Scotia Technical Director as Program Lead Relevant: Direct alignment with Sport Development Tool Timeline: 2026-2028
2.2 Officials Training	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 Measurable: Approx. 12 NS officials to be trained in each calibration course, and 3 new officials will complete training annually Achievable: Golf NS will host a calibration course bi-annually, in partnership with other Atlantic Golf PSO's Relevant: Direct alignment with Sport Development Tool Timeline: Fall 2025

PARTICIPATION & OFFICIATING

Initiative	Description
2.3 Targeted Groups Programming	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. Measurable: Sustain a minimum of 24 Female participants and 35 Youth participants in the program Achievable: Golf NS Executive Director to lead initiative Relevant: Direct alignment with Sport Development Tool Timeline: Program fully realized by 2028/2029
2.4 Indoor Facilities	Specific: Engage with indoor golf facilities to promote partnership opportunities though the Golf Canada Off-Course Facility Membership Program Measurable: Expand membership categories to align with Golf Canada membership model Achievable: Golf NS Executive Director to lead initiative Relevant: Direct alignment with Sport Development Tool Timeline: 2025/2026

PARTICIPATION & OFFICIATING

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

COACHING

Initiative	Description
3.1 Community Sport Coach	Specific: Host a minimum of 1 Community Golf Coach course per year Measurable: <i>A minimum of 10 coaches trained per year</i> Achievable: Golf NS Executive Director and Technical Director in partnership with PGA Canada and the First Tee Program to deliver courses Relevant: Direct alignment with Sport Development Tool Timeline: 2026-2026
3.2 Competition Coach Development	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 Measurable: Focus on CNC and CDC certifications to increase the number of coach candidates for high performance competitions Achievable: Golf NS Executive Director & Technical Director in partnership with PGA Atlantic Relevant: Direct alignment with Sport Development Tool Timeline: 2027/2028
3.3 Stakeholder Partnership & Program Delivery	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. Measurable: Improved coordination between key stakeholders; PGA Executive Director, Golf NS Executive Director, First Tee Manager and Golf Canada Regional Director Achievable: Golf NS Executive Director & Technical Director will collaborate with the partners to facilitate delivery of programs Relevant: Direct alignment with Sport Development Tool Timeline: 2027/2028

EXCELLENCE

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

EXCELLENCE

Initiative	Description
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STRATEGIC PLAN

4.4 Junior Invitational Tour	Specific: Continue to develop the Junior Invitational Tour with a continued focus on female participation Measurable: The program will aim to have Females represent 25% of the total participants Achievable: Golf NS Technical Director to lead program Relevant: Direct alignment with Sport Development Tool Timeline: 2026/2027
4.5 Athlete Mentorship for College Scholarships	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. 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 Achievable: The Golf NS Technical Director will lead the program, collaborating with MJT and PGA Atlantic to facilitate mentorship and education Relevant: Direct alignment with Sport Development Tool Timeline: WAGR will be updated after each provincial championship with ongoing mentorship support throughout the year
4.6 Provincial Team U15	Specific: Create a year-round junior Provincial Team for U15 athletes Measurable: Recruit PGA coaches and CNC certified coaches to participate in the training and development of the U15 Provincial Team Achievable: Golf NS Technical Director to lead program Relevant: Direct alignment with Sport Development Tool Timeline: 2026/2027

EXCELLENCE

Initiative	Description
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4.7 Winter Development Program

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

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

Achievable: Golf NS Technical Director to lead program

Relevant: Direct alignment with Sport Development Tool

Timeline: 2025/2026