



**Squash Canada
Inclusion, Diversity, Equity &
Accessibility (IDEA)
Strategic Plan 2021-2024**

**Adopted, Squash Canada Board of Directors
November 12, 2021**

Background

In June 2020, Squash Canada's Board established the mandate for a Diversity, Equity & Inclusion Taskforce. The Taskforce was charged with creating a strategic framework for diversity, equity, and inclusion. The task force engaged squash community members from across the country who represented players, coaches, officials, administrators, parents, and volunteers and who were from diverse backgrounds.

The Taskforce met as a large group and subgroups to identify gaps and opportunities related to programming, promotion, and metrics. A significant project that occurred in collaboration with the Female Engagement and Gender Equity Committee was the creation and administration of a national survey on diversity, equity, and inclusion, which was completed in May 2021.

Based on work from the Taskforce and data captured through the national survey the following key areas were identified as barriers/gaps to full participation and engagement in squash by people from underrepresented groups:

- Lack of accessibility to courts, programs, and qualified coaching limits opportunities for underrepresented groups
- Lack of visible role models and mentors in all areas of the squash (i.e. coaches, administrators, officials, players) contributes to the perception that there is not a place for everyone in squash.
- Continued need for education/communication related to diversity, equity, and inclusion to "know and do better" for underrepresented communities

To address these gaps, the Taskforce prepared a three-year strategic plan focused on diversity, equity, and inclusion. The expected results and key initiatives identified through this strategic plan align and support Squash Canada's vision to *"be a world leading squash nation, while inspiring all Canadians to participate"* and its mission *"to provide a safe and inclusive environment for all Canadians to enjoy, develop, and excel at the sport of squash through collaborative leadership, services, and programs"*.

The four pillars of participation, performance, development, and governance that provide the foundation for Squash Canada's Strategic Plan are used to anchor results and key indicators within the diversity, equity, and inclusion strategy.

Squash Canada Inclusion, Diversity, Equity & Accessibility Strategic Plan 2021-2024

Participation: Squash promotion and marketing, towards participation of underrepresented groups

Expected Results

- Increase involvement of underrepresented groups at all levels and in all areas of squash
- Marketing and communication materials promote and respect diversity
- Profile regularly through marketing/media athletes, coaches, officials, volunteers, and administrators from underrepresented groups.

Key Initiatives

Key Initiatives 2021-2022	Key Initiatives 2022-2023	Key Initiatives 2023-2024
<ul style="list-style-type: none"> • Review 2021 IDEA survey information and responses related to numbers of underrepresented groups to establish potential targets for growth. • Review and update all marketing materials to ensure inclusive language and images reflect diversity • Begin to use IDEA (Inclusion, Diversity, Equity & Accessibility) in communications, promotional/marketing materials. • Collaborate with four larger PT's and other interested PT's to establish pilot programs in those regions targeting Indigenous people and persons with disabilities. • Establish a resource hub where PT's, coaches, officials, and clubs can access marketing and programming materials focused on underrepresented groups. • Network and promote participation in targeted games (i.e. Maccabi, Ismaili, and North American Indigenous Games, Arctic Winter Games) • Create a social media calendar that identifies days throughout the year where we recognize our diverse communities. • Encourage and support PTA adoption of a Gender Inclusion Policy. 	<ul style="list-style-type: none"> • Expand the female engagement mentorship program to include other underrepresented groups • Start regular IDEA marketing campaign to find and celebrate successes of squash community members from underrepresented groups. • Collaborate with larger PT's and other interested PT's to establish pilot programs in those regions targeting 2SLGBTQ+ communities. • Facilitate the expansion of Urban Squash program into other PT's • Support the expansion of pilot programs targeting Indigenous people and persons with disabilities into other PT's through education and information sharing. • Expand and update resource hub content based on contributions from members and staff research • Work with a corporate partner to create specific content that can be distributed during IDEA days of importance. 	<ul style="list-style-type: none"> • Compare results of 2023/2024 IDEA survey vs. 2021 related to overall participation of underrepresented groups. Set new targets/initiatives based on results. • Squash Canada collaborates with four largest PT's to target 'New Canadians' program. • Support expansion of existing pilot programs for underrepresented groups into smaller regions/PT's • Expand IDEA marketing program featuring success stories of squash programming with underrepresented groups that promotes the strength of the social and community aspects of the sport

Key Performance Indicators:

- *New programming targeted for underrepresented groups has been developed and implemented for three underrepresented communities by August 2023.*
- *Mentorship programs for players from underrepresented groups established*
- *Promotional materials developed and implemented that highlight underrepresented members of the Canadian squash community*

Metrics

- *An increase of female participation by 15% from June 2021 to June 2024*
- *At least a 5% increase in identified ethnic groups (as identified in the 2021 IDEA Survey), Indigenous, and 2SLGBTQ+, and persons with a disability participating in squash by June 2024 (based on 2021 survey numbers)*
- *At least one major IDEA marketing event per year featuring success stories from underrepresented members of the squash community*
- *Four PT's running targeted programming for Indigenous people and persons with disabilities*

Performance: Supporting the infrastructure and athlete pathways needed to drive excellence

Expected Results:

- Collaborates with PTs to provide underrepresented athletes opportunities to progress to high performance pathways
- Squash Canada teams/squad members model inclusive behaviours and are recognized as allies for underrepresented groups

Key Initiatives

Key Initiatives 2021-2022	Key Initiatives 2022-2023	Key Initiatives 2023-2024
<ul style="list-style-type: none"> • Gather baseline participation numbers of underrepresented athletes at provincial and national levels in talent pipeline (i.e. Training squads, high potential camps, etc.) and collaborate with PT's to set growth targets • Work with Pros/PT's to identify barriers related to participation of athletes in the high-performance stream and strategize/collaborate on barrier removal • Develop mandatory training to all national teams/squads and Canada Winter Games participants on diversity, equity, & inclusion • Develop an athletes' 'oath' for national teams/squads to pledge to and uphold in support of inclusion, diversity, equity, and accessibility as part of a commitment pathway to uphold diversity, equity and inclusion for all participants. 	<ul style="list-style-type: none"> • Participation numbers of underrepresented athletes at provincial and national levels in the talent pipeline (i.e. Training squads, high potential camps, etc.) have hit established targets and new targets identified • Assess strategies implemented to remove barriers for athletes from underrepresented groups moving in the high-performance stream and revise as needed. • Identify potential competition pathways that target para-athletes and athletes with an intellectual disability. • Implement annual mandatory training to all national teams/squads on diversity, equity, & inclusion • Encourage PTs to have its team members pledge to the IDEA athlete 'oath' 	<ul style="list-style-type: none"> • Participation numbers of underrepresented athletes at provincial and national levels in the talent pipeline (i.e. Training squads, high potential camps, etc.) have hit established targets and review overall numbers • Assess strategies implemented to remove barriers for athletes from underrepresented groups moving in the high-performance stream and revise as needed • Begin implementation of competition pathways that target para-athletes and athletes with an intellectual disability. • Review and update, as needed, athletes' 'oath' for national teams/squads to support and uphold inclusion, diversity, equity, and accessibility. Oath to be signed annually

	<ul style="list-style-type: none"> • Implement mandatory training to all squash participants attending Canada Winter Games on diversity, equity, & inclusion • Implement an athletes' 'oath' for national teams/squads to support and uphold inclusion, diversity, equity, and accessibility. Oath to be signed annually. • Review code of conduct policies to identify the consequences for a coach, referee, player who acts contrary to Squash Canada's vision and values related to IDEA. 	
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Key Performance Indicators

- *Baseline data established related to diversity of athletes in talent pipeline at provincial and national levels*
- *Initiatives implemented between PT's and Squash Canada to reduce barriers and improve opportunities for underrepresented athletes to pursue high performance pathways*
- *Athlete's oath implemented for all teams/squads*

Metrics

- *Diversity of athletes attending regional training centers by 2024 exceed baselines identified in 2021-2022*
- *Para-athlete pathways classified and identified by June 2024*
- *100% of national squad members/team members taking the IDEA Athletes' Oath by March 31, 2022*

Development: Enhancing key components of sport development: facilities, coaching, officiating, club and athlete development programming

Expected Results

- Increase number of certified coaches from underrepresented groups.
- Increase number of certified officials from underrepresented groups.
- Mentorship programs established for athletes, officials, and coaches from underrepresented groups.

Key Initiatives

Key Initiatives 2021-2022	Key Initiatives 2022-2023	Key Initiatives 2023-2024
<ul style="list-style-type: none"> • Review and determine learning modules focused on diversity, equity & inclusion to be added as a requirement for coaching and officiating certification. • Explore possibility of adding a requirement for certified coaches and officials to engage in continuing education on IDEA to maintain certification (potentially through incentive program). 	<ul style="list-style-type: none"> • Expand mentorship program from Female Engagement & Gender Equity committee to encourage and develop coaches and officials from underrepresented groups. • Pilot targeted officials/coach training programs for underrepresented groups in at least 2 PT's. • Launch learning modules focused on diversity, equity & inclusion as a required component for coaching and officiating certification. 	<ul style="list-style-type: none"> • Compare results of 2023/2024 IDEA survey vs. 2021 related to coaching/officials. Set new targets/initiatives based on results. • Assess impact of the added IDEA modules to coaching/officials certification related to completion and reaction surveys of participants on values/needs. Use data to update/adapt training modules as needed.

<ul style="list-style-type: none"> • Source programs/resources for PTs and Clubs to educate staff, board, and volunteers (PT Games staff, tournament volunteers) on diversity, equity & inclusion. • Gather baseline data related to numbers of underrepresented groups as coaches & officials to establish potential targets for growth. • Source materials and update resource hub for best practices at building/encouraging diversity, equity, and inclusion in sport programming. 	<ul style="list-style-type: none"> • Add continuing professional development requirement for certified coaches and officials related to IDEA to maintain certification • Share and promote programs/resources to PTs and Clubs to educate staff, board, and volunteers (PT Games staff, tournament volunteers) on diversity, equity & inclusion. • Source materials and update resource hub for best practices at building/encouraging diversity, equity, and inclusion in sport programming. 	<ul style="list-style-type: none"> • Expand pilot program for targeted officials/coaches training programs for underrepresented groups to at least 2 other PT's. • Assess impact of requirement of continuing professional development related to IDEA for certified coaches/officials. Based on feedback/data, update requirements and resources as necessary. • Review source materials and update resource hub for best practices at building/encouraging diversity, equity, and inclusion in sport programming.
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Key Performance Indicators

- *Baseline data established related to diversity of certified officials and coaches*
- *Resource hub with best practices for IDEA established members/stakeholder use*
- *Mentorship programs established for coaches/officials in underrepresented groups*
- *Targeted programming to certify officials and coaches from underrepresented groups*

Metrics

- *Diversity of certified officials and coaches by June 2024 exceeds baselines established in 2021-2022*
- *Increase of 10% in the number of females engaged in the officials and coaches certification programs from the baseline levels reported in the Gender Equity National Survey conducted in 2019*
- *Coaching certification in squash requires completion of IDEA module*
- *Targeted programming to certify officials and coaches from underrepresented groups have been completed in at least 2 PT's*

Governance: Continued improvement of how we work, including revenue generation, engagement and collaboration with Members

Expected Results

- Policies and processes promote and maintain the values of inclusion, diversity, equity and accessibility.
- Embed staff and committee structures into Squash Canada to promote and advance IDEA initiatives
- Increase involvement and employment of underrepresented groups within administration and governance of squash
- Establish partnerships with underrepresented groups established to promote mutual understanding and education.
- Utilize tools and metrics to regularly monitor and improve engagement and experience of underrepresented groups in squash

Key Initiatives

Key Initiatives 2021-2022	Key Initiatives 2022-2023	Key Initiatives 2023-2024
<ul style="list-style-type: none"> • Create a standing committee on Inclusion, Diversity, Equity & Accessibility (IDEA) with 	<ul style="list-style-type: none"> • Gather demographic information in Club Locker to determine overall numbers of underrepresented 	<ul style="list-style-type: none"> • Administer IDEA survey and compare/review results in context with 2021 data.

<p>representation from all regions and continue with Female Engagement & Gender Equity as a subcommittee. Other subcommittees as needed/identified.</p> <ul style="list-style-type: none"> Establish permanent staff role whose responsibilities include overseeing the IDEA initiatives for Squash Canada and scope of the staff role of Gender Equity Project Lead to include oversight of diversity and inclusion. Commence review of policy/processes (i.e., Recruitment/hiring, e-training sessions closed captioned, accessibility features of national/regional training facilities) to identify and address potential barriers to diversity, equity, inclusion and accessibility. Update Squash Canada event hosting policies to include the following: <ul style="list-style-type: none"> Land Acknowledgements in all printed materials, websites, and as a part of any official programming/speeches and statement supporting/acknowledging IDEA. Inclusive dress codes for all participants Equitable scheduling of events for all genders. Edit & update Club Locker to have the membership renewal process gather demographic information. Review Squash Canada staffing mix related to underrepresented groups and identify strategies/opportunities to increase diversity in staff. Include annual training/discussion at AGM related to equity/diversity/inclusion topics. <p>Strategize with PT's on how to improve recruitment of board members from underrepresented groups.</p>	<p>groups participating in events and signing up for memberships.</p> <ul style="list-style-type: none"> Share demographic data to other Squash Canada committees to help inform initiatives. Implement recruiting and selection strategies to attract and hire qualified candidates with the goal of having at least 1 or 10% (whichever is greater) of permanent Squash Canada staff members from an underrepresented group. Collaborate with PT's to implement strategies related to board recruitment and staff hiring that targets underrepresented groups. Prepare IDEA survey to launch in 2023-2024 to build off 2021 efforts. Source and provide training or discussion topic at AGM related to equity/ diversity/inclusion. Squash Canada current board members actively involved in identifying potential future board members from underrepresented groups who may be recruited to run for office. Source & promote funding and sponsorship resources for squash programming to underrepresented groups. Collaborate with PT's to determine current composition of boards and challenges/barriers to establishing diversity/inclusion targets. 	<ul style="list-style-type: none"> IDEA Standing Committee identifies results/initiatives for input into SC Strategic Plan. Review & update policies/processes to continue to be responsive and compliant to IDEA trends and best practices. Review and assess board composition at national and PT levels to determine levels of representation of underrepresented groups and on-going barriers//issues. Review and assess information from Club Locker to determine overall numbers of underrepresented groups participating in events and signing up for memberships and identify trends/concerns.
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Key Performance Indicators

- Club Locker customized to capture demographic data*
- IDEA Standing Committee established and operating*
- Permanent staff resources at Squash Canada dedicated to IDEA function*
- Targeted recruitment and succession plans established to improve diversity of board/staff*
- Sponsorship/funding sources established for IDEA initiatives*

Metrics

- *Demographic data related to squash participation can be obtained through Club Locker reports by 2024*
- *By 2024 at least one permanent staff member of Squash Canada identifies from an underrepresented group*
- *30% of the positions on the Squash Canada Board of Directors are held by persons from at least two of the identified Underrepresented Groups by 2023.*
- *1 permanent staff resource dedicated to oversight of IDEA initiatives by 2024*

Conclusion & Acknowledgements

The development of this strategic plan would not have been possible without the contributions of the following individuals who participated in our IDEA Taskforce: Anis Kahn, Alice Jin, Becks Dudley, Brianna Jefferson, Chris Yap, Eric Hart, Runa Rita, Sandra White, and Spider Jones. As well, the work of the Female Engagement and Gender Equity committee, and Tara Mullins and Stephanie Edmison in particular, provided the roots of Squash Canada's diversity, equity and inclusion efforts. Their leadership and efforts provide a foundation that this strategic plan can build from.

This plan, along with Squash Canada's overall three-year strategic plan, sets an ambitious agenda to promote awareness and growth of the sport in a way where everyone, regardless of their background, can find their place to fully participate and enjoying being part of Canada's squash community.

Respectfully submitted by,

Lisa Henderson, Co-Chair DEI Taskforce
Shaun Thorson, Co-Chair DEI Taskforce