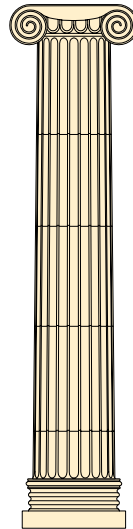
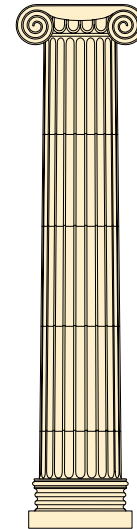


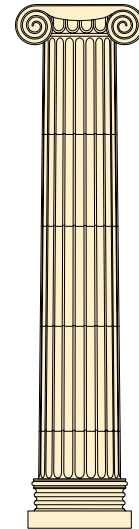
ADVOCATE



GENERATE



COLLABORATE



PARTICIPATE

SPORT NOVA SCOTIA STRATEGIC PLAN

Table of Contents

Page

Message from the Chair

3

Historical Perspective

4

Executive Summary

5

Vision and Mission Statements

6

Our Values

7

Organizational Goals and Objectives

8

"Advocate" Strategies

10

"Generate" Strategies

11

"Collaborate" Strategies

12

"Participate" Strategies

13

Message from the Chair

The province's sport system has seen tremendous growth over the past three decades. Our organization is very fortunate to be part of this growing community and we are working to help our members meet the challenges of this growth. To maximize its effectiveness, Sport Nova Scotia has embarked upon a new strategic plan. This plan clearly defines the organization's focus and streamlines its activities. In this new decade, we believe Sport Nova Scotia is poised to make a valuable contribution to the growth and development of sport in our province.

Of course, the successes of our organization would not be possible without the support of our members and key stakeholders as well as the dedication of our board of directors and staff. Our members include provincial sport organizations, multi sport organizations and individuals who remain committed to sport. Key stakeholders such as the Medical Society of Nova Scotia, Recreation Nova Scotia, the Nova Scotia Sport and Recreation Division and the Canadian Sport Centre Atlantic have been an integral part of Sport Nova Scotia's growth.

In order to make the most out of its resources, Sport Nova Scotia will continue collaborating with like-minded organizations. Our partnerships have proved successful to date and we will continue to build upon them. Sport Nova Scotia has also renewed its commitment to work with and for its provincial sport organization members.

The *Strength Through Communications* project allowed us to get a better sense of where Sport Nova Scotia was filling the needs of provincial sport organizations and where it was missing the mark. With a renewed focus, we hope to serve all of our members with greater effectiveness than ever before.

As we move forward with our new strategic plan, advocating, generating, collaborating and participating, I hope you will join Sport Nova Scotia in its vision to help Nova Scotians get active through sport.

Best Regards,

Rob McMahon

Historical Perspective

Sport Nova Scotia, a non-profit association incorporated in 1971, is a federation of provincial sport governing bodies. Its non-voting membership also includes individuals and organizations that share a mutual interest.

When Sport Nova Scotia was first incorporated, the purpose of the association was to promote, encourage and stimulate interest in amateur sport in Nova Scotia. The specific objectives of the association were:

- a) To promote and develop co-operation between local, provincial and federal governments, school and park authorities, municipal councils, recreation commissions and private groups in providing and sharing facilities that meet standards acceptable to the participating member organizations;
- b) To act as the medium in developing and bettering all aspects of sport in Nova Scotia;
- c) To communicate information to member organizations regarding the source and accessibility of financial assistance;
- d) To encourage the development of leadership within each of the member organizations;
- e) To recognize the potential of individuals in the province and promote their participation in national and international competition;
- f) To provide an administrative center that facilitates communication between and within member organizations throughout the province;
- g) To engender better communication and public relations among the member organizations and the general public.

In 1997 Sport Nova Scotia embarked on an advocacy campaign that brought greater awareness of the benefits of sport to Nova Scotia, including economic, social (and health) benefits.

Due to this advocacy campaign, marketing initiatives and the many partnerships that have been formed over the past few years, Sport Nova Scotia has increased the profile of sport within the province as well as nationally. As a result, Sport Nova Scotia has increased its resources and delivered more programs to its member organizations.

Sport Nova Scotia will continue all of these worthwhile endeavors with a renewed commitment to collaboration with its member organizations and other external stakeholders.

Executive Summary

The Vision is clear, “that all Nova Scotians will achieve better health and a sense of achievement through active participation in recreational and competitive sport experiences throughout their lives”. Working with the Provincial Sport Organizations, Sport Nova Scotia is committed to the goal of increasing the number of Nova Scotians actively participating in amateur sport by 10% by 2010.

Sport Nova Scotia, through consultation with its members and stakeholders has developed this strategic plan, which puts a renewed emphasis on collaboration and consultation. To achieve the goals set out in this plan, it is imperative that all work with a sense of shared vision.

Organizational goals and objectives have been identified under the “Four Pillars” of Advocate, Generate, Collaborate and Participate. These four pillars represent the ways in which the mission of Sport Nova Scotia will be implemented. One pillar cannot stand alone. Each pillar is interconnected and interdependent with the others. The “advocate” role has a tremendous impact on not only fund generation, but general participation as well. The “generate” role exists to support the other roles of advocacy and participation.

Presently there is acknowledgement of the link between sport and health benefits within the Province. Sport is as much about achieving a healthy lifestyle as it is about achieving podium success. Increasing participation will have individual benefits, financial benefits and significantly reduce health costs associated with inactivity.

This document represents some of the issues and challenges currently facing the organization. While the plan has been developed with a vision for the future, this document is meant to be dynamic and evolving to meet new challenges.

This plan was developed through the collaborative efforts of board, members, staff and stakeholders alike. Special thanks to all contributors.

Mission Statement

Sport Nova Scotia is a voice for sport that promotes the benefits of health, personal development and achievement for all participants.

Sport Nova Scotia provides support, direction and leadership to its member organizations in their delivery of sport opportunities to Nova Scotians.

Vision Statement

That all Nova Scotians will attain better health and a sense of achievement through active participation in recreational and competitive sport experiences throughout their lives

Our Values

Sport Nova Scotia is committed to these fundamental values:

Health: We believe that all Nova Scotians will enjoy greater health benefits through increased participation in sport

Participation and Excellence: We believe in the right of all Nova Scotians to participate in amateur sport with an equal opportunity to pursue personal excellence.

Fair Play: We believe in fair play characterized by equity, integrity, trust and respect.

Fun and Safety: We believe in sport being fun and safe for all participants.

Responsibility: We believe the sport system and its leaders have a responsibility to educate all participants, to foster the values of ethical behavior and to provide sport activities for participants of all ages and skill levels.

Organizational Goals and Objectives

ADVOCATE

Goal: Increase public awareness of the benefits of participation in amateur sport and serve as the advocate on behalf of member organizations for increased funding.

Objective #1: To translate effective public relations campaigns into increased resources for the sport system in Nova Scotia

Objective #2: To translate effective public relations campaigns into increased participation.

GENERATE

Goal: Attract sufficient resources for ongoing advocacy, leadership and member services.

Objective: To increase overall, self-generated financial resources by 5% annually.

Organizational Goals and Objectives cont'd

COLLABORATE

Goal: Develop an effective, efficient sport delivery system throughout Nova Scotia through open communication between all internal and external stakeholders.

Objective: To achieve yearly 90% member satisfaction.

Objective: To achieve a stronger, more effective relationship with key external stakeholders through semi-annual meetings.

PARTICIPATE

Goal: Increase participation and the quality of sport in Nova Scotia, through the development and implementation of programs and services, with and for Provincial Sport Organizations.

Objective: To increase the number of Nova Scotians actively participating in amateur sport by 10% by 2010.

ADVOCATE

Organizational Goal and Objectives	Strategy	Tactics	Who	Timeline
<p>Goal</p> <p>➤ Increase public awareness of the benefits of participation in amateur sport and serve as the advocate on behalf of member organizations for increased funding</p> <p>Objectives</p> <p>➤ To translate effective public relations campaigns into increased revenues for the sport system in Nova Scotia</p> <p>➤ To translate effective public relations campaigns into increased participation</p>	<p>To continue to develop lobbying, marketing and PR campaigns that effectively target both the public and the private sector for increased funding and participation</p>	<ul style="list-style-type: none"> ◆ Develop method for ongoing feedback from PSOs on advocacy issues and activities ◆ Review and evaluate current Advocacy activity ◆ Best Practice review of Provincial and National Sport Bodies for Advocacy work ◆ Develop success criteria for advocacy initiatives ◆ Prioritize activity initiatives ◆ Eliminate non-productive activity ◆ Establish improvement plan for continuing activity 	<p>PR Officer/Advocacy Committee</p> <p>PR Officer/Advocacy Committee PR Officer/Student</p> <p>PR Officer/Advocacy Com.</p> <p>PR Officer/Advocacy Com PR Officer/Advocacy Com PR Officer/Advocacy Com</p>	<p>End of February (After PSO President/Senior Staff Meetings) January + Annually</p> <p>September (pending summer student funding)</p> <p>On-Going</p> <p>January + Annually January + Annually January + Annually</p>
<p>➤ To translate effective public relations campaigns into increased participation</p>	<p>To utilize influential individuals and their personal networks in a one to one lobby effort</p>	<ul style="list-style-type: none"> ◆ Create a list of individuals that will have access to decision makers within the private and public sector ◆ Elicit their cooperation in lobby effort 	<p>PR Officer/Advocacy Committee/Board</p> <p>PR Officer/Advocacy Committee/Board</p>	<p>April + Annually</p> <p>April + Annually</p>
	<p>Increase partnership involvement in Advocacy initiatives</p>	<ul style="list-style-type: none"> ◆ Review current advocacy activity of other sport related organizations ◆ Determine where partnering may increase the effectiveness of the advocacy effort. 	<p>PR Officer</p> <p>PR Officer</p>	<p>On-Going</p> <p>On-Going/Project-to-Project Basis</p>
	<p>Encourage grassroots lobbying campaign</p>	<ul style="list-style-type: none"> ◆ Work with PSOs to develop a plan for increased grassroots individual lobbying i.e. letter writing campaigns, email, lobbying to MLA s and other decision makers, etc. 	<p>PR Officer</p>	<p>February</p>

GENERATE

Organizational Goal and Objective	Strategy	Tactics	Who	Timeline
<p>Goal</p> <p>➤ Attract sufficient resources for ongoing advocacy, leadership and member services</p> <p>Objective</p> <p>➤ To increase overall, self-generated financial resources by 5% annually</p>	Increase funding from Non-government sources	<ul style="list-style-type: none"> ◆ Expand partnerships, general public donations i.e. bequeaths, fundraising, sponsorships 	Director of Marketing/Sport Fund/KidSport	On-Going
	Increase funding from Government	<ul style="list-style-type: none"> ◆ Align goals and objectives of Sport Nova Scotia with the Office of Health Promotion and other Government Departments to maximize lobbying efforts 	Board/Acting CEO	Done via Strategic Plan
	Increase non-financial donations	<ul style="list-style-type: none"> ◆ Develop contra agreements with suppliers of necessary equipment and products ◆ Encourage PSOs to identify needs for supplies that might be filled by these agreements 	Director of Marketing Director of Marketing	On-Going On-Going
	Provide additional support to PSOs to enhance their fund generating capability	<ul style="list-style-type: none"> ◆ Coordinate corporate funding approaches with the PSOs 	Director of Marketing	On-Going

COLLABORATE

Organizational Goal and Objectives	Strategy	Tactics	Who	Timeline
<p>Goal</p> <ul style="list-style-type: none"> ➤ Develop an effective, efficient sport delivery system throughout Nova Scotia through open communication between all Sport stakeholders 	<p>Establish electronic communication tools that will increase the effectiveness of communication with and between PSOs</p>	<ul style="list-style-type: none"> ◆ Review and evaluate web site for effectiveness, organization and utilization ◆ Create pass-worded site for PSOs only that houses resource material, orientation information and communication archives ◆ Review policies and guidelines for internal and external communications 	<p>PR Officer/e-Marketing Coordinator</p> <p>e-marketing Coordinator</p> <p>PR Officer</p>	<p>Compete + on-going</p> <p>April</p> <p>Complete + will be updated in February</p>
<p>Objectives</p> <ul style="list-style-type: none"> ➤ To achieve yearly 90% member satisfaction ➤ To achieve a stronger, more effective relationship with key external stakeholders through semi-annual meetings 	<p>Strengthen communication and understanding of respective roles with key external stakeholders</p>	<ul style="list-style-type: none"> ◆ Communicate completed Strategic Plan to all stakeholder organizations and members. ◆ Strategic plan outline to be placed on web site. ◆ Communicate semi-annual review of goal achievement to key stakeholders and members (Reporting Periods – Dec. to May & June to Nov.) ◆ Receive and review strategic plans of all key Sport Nova Scotia stakeholders 	<p>PR Officer</p> <p>e-Marketing Coordinator CEO/PR Officer</p> <p>CEO</p>	<p>January</p> <p>January</p> <p>Semi-annual (Jan. and July of each year)</p> <p>Gather for new CEO – March 2004</p>
	<p>Measure member satisfaction annually</p>	<ul style="list-style-type: none"> ◆ Develop Member Satisfaction Survey to measure effectiveness of program delivery, consultation and administrative services 	<p>Acting CEO/Director of Sport Development</p>	<p>April</p> <p>Get back by June and put in semi-annual progress report</p>
	<p>Actively participate in joint programs and endeavors with external stakeholders that support the mission and vision of Sport Nova Scotia</p>	<ul style="list-style-type: none"> ◆ Conduct consultations with key stakeholder organizations to discuss opportunities for partnering and review areas of duplication 	<p>Acting CEO/Director of Sport Development</p>	<p>Semi-annually</p>

PARTICIPATE

Organizational Goal and Objective	Strategy	Tactics	Who	Timeline
<p>Goal</p> <p>➤ Increase participation and the quality of sport in Nova Scotia through the development and implementation of programs and services for Provincial Sport Organizations</p> <p>Objective</p> <p>➤ To increase the number of Nova Scotians actively participating in amateur sport by 10% by 2010</p>	<p>Increase effectiveness and satisfaction of consultation and administrative services delivered by SNS Staff</p>	<p>(After one-on-one consultation with PSOs, satisfaction survey and measurement of effectiveness):</p> <ul style="list-style-type: none"> ◆ Review current services offered by SNS staff ◆ Determine specific needs of PSOs ◆ Define SNS staff roles and allocate resources based on needs of PSOs 	<p>Mgmt. Staff</p> <p>Mgmt. Staff</p> <p>Mgmt. Staff</p>	<p>August</p> <p>August</p> <p>September</p>
	<p>Provide quality programs that are supported and utilized by PSOs</p>	<ul style="list-style-type: none"> ◆ Develop success criteria for programs to measure against ◆ Prioritize programs and services offered ◆ Eliminate unnecessary programs ◆ Establish improvement plan for continuing programs ◆ Meet annually with president of PSOs 	<p>Mgmt Staff</p> <p>Mgmt. Staff</p> <p>Mgmt. Staff</p> <p>Mgmt. Staff</p> <p>CEO, Mgmt. Staff</p>	<p>March</p> <p>August</p> <p>Dec. + Annually</p> <p>September</p> <p>Annually</p>
	<p>Support PSO Leadership and Organizational Development</p>	<ul style="list-style-type: none"> ◆ Work with Sport and Rec. Division and PSOs to determine needs of PSOs and to deliver solutions ◆ Provide opportunities for professional development in leadership and HR for PSO staff and Boards ◆ Assist in developing standard HR practices for hiring and performance management for PSOs ◆ Assist in coordinating best practices and policy development and sharing for PSOs 	<p>Acting CEO</p> <p>Mgmt. Staff</p> <p>Mgmt. Staff</p> <p>Mgmt. Staff</p>	<p>Quarterly</p> <p>Quarterly</p> <p>September</p> <p>Quarterly</p>

Participate continued on next page

PARTICIPATE continued

Organizational Goal and Objective	Strategy	Tactics	Who	Timeline
<p>Goal</p> <p>➤ Increase participation and the quality of sport in Nova Scotia through the development and implementation of programs and services for Provincial Sport Organizations</p>	<p>Strive to remove barriers to sport participation in Nova Scotia</p>	<ul style="list-style-type: none"> ◆ Collaborate on efforts to increase the quality and quantity of facilities for Sport ◆ Work to reduce non-participation due to financial constraints of the individual ◆ Work with PSOs and facilities to increase accessibility to programs for physically and developmentally challenged individuals 	<p>Acting CEO, PR Officer, Director of Sport Development, Advocacy Committee KidSport, Sport Fund</p> <p>Mgmt. Staff</p>	<p>On-Going</p> <p>On-Going</p> <p>On-Going</p>
<p>Objective</p> <p>➤ To increase the number of Nova Scotians actively participating in amateur sport by 10% by 2010</p>	<p>Target increased participation in under represented segments of population, specifically, women, aboriginal, disabled and financially disadvantaged.</p>	<ul style="list-style-type: none"> ◆ Grow existing projects i.e. KidsSport and Excellence in Action ◆ Collaborate with Sport & Rec. Division in their Aboriginal Participation programs. ◆ Highlight these areas of focus in SNS Communication vehicles 	<p>KidSport, Director of Marketing, PR Officer</p> <p>Director of Sport Development</p> <p>PR Officer</p>	<p>On-Going</p> <p>On-Going</p> <p>On-Going</p>
	<p>Identify consistent participation measurement tool</p>	<ul style="list-style-type: none"> ◆ Ensure measurement tools and methods are consistent with PSO and key stakeholder mandates 	<p>Director of Sport Development/CEO</p>	<p>September</p>