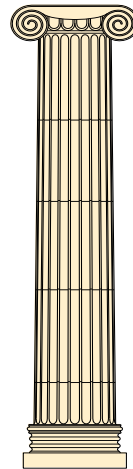
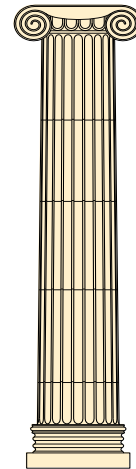


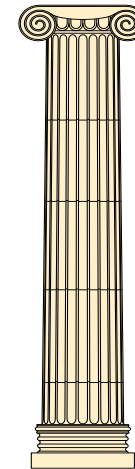
ADVOCATE



GENERATE



COLLABORATE



PARTICIPATE

SPORT NOVA SCOTIA STRATEGIC PLAN

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Message from the Board

The province's sport system has seen tremendous growth over the past years. 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 this strategic plan. This plan clearly defines the organization's focus and streamlines its activities. 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 Nova Scotia Department of Health and Wellness, the Canadian Sport Centre Atlantic, Recreation Nova Scotia, Doctor's Nova Scotia and the Nova Scotia Gaming Corporation, through the Support4Sport program, 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.

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

Best Regards,

Sport Nova Scotia Board of Directors

Kelly Kolke, Chair
Kim Deveau
Jamie Ferguson, CEO, Ex-Officio
Kevin Cameron
Ben Zisseron
Ambrose White, VC, Finance
Yetta Withrow, VC, Administration

Liam Blanchard, PSO Professional Staff
Representative
Derrick Dempster
Barbara Pike, Secretary
Debbie Buckoski, Director of Finance &
Administration, Ex-Officio
Barry Ring

John Whynacht
James Boudreau, Past Chair
Stephen Gallant, Department of Health
& Wellness, Ex-Officio
Andrew Oxner

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.

The evolution of these objectives is captured in this plan. Sport Nova Scotia will continue all of these worthwhile endeavors with a 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.

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.

Research has shown that participation in sport provides many benefits, with improved health often at the top of the list. However, studies have shown that the benefits of participation in sport are in fact much broader. Sport participation, particularly among youth, has been proven to contribute to crime prevention, poverty reduction, academic achievement and building capacity in communities. When coupled with the positive impact sport can have on our economy its clear sport has an important role to play in the development of our citizens and our province.

In addition to improving athlete performances, increasing opportunities for Nova Scotians to take part in sport will help grow these benefits and increase sport’s positive contribution to Nova Scotia.

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

Sport Nova Scotia is a non-profit, non-government organization. We are a federation comprised of a membership of approximately 60 Provincial Sport Organizations with over 160,000 members across our province.

Our 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.

Our 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.

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.

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>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"> ◆ Receive feedback from PSOs on advocacy issues and activities ◆ Review and evaluate current Advocacy activity ◆ Develop and monitor success criteria for advocacy initiatives 	<p>Dir PR&Comm/Advocacy Committee</p> <p>Dir PR&Comm /Advocacy Committee</p> <p>Dir PR&Comm/CEO</p>	<p>Ongoing</p> <p>Ongoing</p> <p>On-Going</p>
<p>Objectives</p> <p>➤ To translate effective public relations campaigns into increased revenues for the sport system in Nova Scotia</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>Dir PR&Comm/Advocacy Committee/CEO/Board</p> <p>Dir PR&Comm/Advocacy Committee/CEO/Board</p>	<p>Annually</p> <p>Project basis</p>
<p>➤ To translate effective public relations campaigns into increased participation</p>	<p>Increase partnership involvement in Advocacy initiatives</p>	<ul style="list-style-type: none"> ◆ Review advocacy activity of other sport related organizations ◆ Determine where partnering may increase the effectiveness of the advocacy effort. 	<p>Dir PR&Comm</p> <p>Dir PR&Comm</p>	<p>On-Going</p> <p>On-Going/Project basis</p>
	<p>Encourage grassroots lobbying campaign</p>	<ul style="list-style-type: none"> ◆ Work with PSOs to develop a plan for grassroots individual lobbying i.e. letter writing campaigns, email, lobbying to MLA s and other decision makers, etc., when appropriate 	<p>Dir PR&Comm/Advocacy Committee</p>	<p>Project basis</p>

GENERATE

Organizational Goal and Objective	Strategy	Tactics	Who	Timeline
<p><u>Goal</u></p> <p>➤ Attract sufficient resources for ongoing advocacy, leadership and member services</p> <p><u>Objective</u></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	On-Going
	Increase funding from Government	<ul style="list-style-type: none"> ◆ Align goals and objectives of Sport Nova Scotia with The Nova Scotia Department of Health and Wellness and other Government Departments to maximize lobbying efforts 	Board/ CEO	On-Going
	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> <p>➤ Develop an effective, efficient sport delivery system throughout Nova Scotia through open communication between all Sport stakeholders</p> <p>Objectives</p> <p>➤ To achieve yearly 90% member satisfaction</p> <p>➤ To achieve a stronger, more effective relationship with key external stakeholders through semi-annual meetings</p>	Establish electronic communication tools that will increase the effectiveness of communication with and between PSOs	<ul style="list-style-type: none"> ◆ Review and evaluate web site for effectiveness, organization and utilization ◆ Review policies and guidelines for internal and external communications 	Dir of Marketing/Dir PR&Comm Dir PR&Comm/CEO	On-Going On-Going
	Strengthen communication and understanding of respective roles with key external stakeholders	<ul style="list-style-type: none"> ◆ Communicate semi-annual review of goal achievement to key stakeholders and members ◆ Review strategic plans of all Sport Nova Scotia stakeholders 	CEO/Dir PR&Comm CEO	August and December each year On-Going
	Measure member satisfaction annually	<ul style="list-style-type: none"> ◆ Deliver Member Satisfaction Survey to measure effectiveness of program delivery, consultation and administrative services 	CEO/Senior Staff	Include in Semi Annual report each year
	Actively participate in joint programs and endeavors with external stakeholders that support the mission and vision of Sport Nova Scotia	<ul style="list-style-type: none"> ◆ Conduct consultations with key stakeholder organizations to discuss opportunities for partnering and review areas of duplication 	CEO	On-Going

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>Increase effectiveness and satisfaction of consultation and administrative services delivered by SNS Staff</p>	<ul style="list-style-type: none"> ◆ Review services offered by SNS staff ◆ Define SNS staff roles and allocate resources based on needs of PSOs 	<p>CEO/Senior Staff CEO/Senior Staff</p>	<p>On-Going On-Going</p>
	<p>Provide quality programs that are supported and utilized by PSOs</p>	<ul style="list-style-type: none"> ◆ Develop and monitor success criteria for programs ◆ Prioritize programs and services offered ◆ Meet annually with president of PSOs 	<p>CEO/Senior Staff CEO/Senior Staff CEO/Senior Staff</p>	<p>Annually Annually</p>
<p>Objective</p> <p>➤ To increase the number of Nova Scotians actively participating in amateur sport</p>	<p>Support PSO Leadership and Organizational Development</p>	<ul style="list-style-type: none"> ◆ Work with Nova Scotia Health and Wellness and PSOs to determine needs of PSOs and to deliver solutions 	<p>CEO/Senior Staff</p>	<p>On-Going</p>
		<ul style="list-style-type: none"> ◆ Provide opportunities for professional development in leadership and HR for PSO staff and Boards 	<p>CEO/Senior Staff</p>	<p>On-Going</p>
		<ul style="list-style-type: none"> ◆ Assist in developing standard HR practices for hiring and performance management for PSOs 	<p>CEO/Senior Staff</p>	<p>On-Going</p>
		<ul style="list-style-type: none"> ◆ Assist in coordinating best practices and policy development and sharing for PSOs 	<p>CEO/Senior Staff</p>	<p>On-Going</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>Objective</p> <p>➤ To increase the number of Nova Scotians actively participating in amateur sport</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>CEO/Senior Staff</p> <p>CEO/Senior Staff</p> <p>CEO/Senior Staff</p>	<p>On-Going</p> <p>On-Going</p> <p>On-Going</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 targeted programs ◆ Highlight these areas of focus in SNS Communication vehicles 	<p>CEO/Senior Staff</p> <p>Dir PR&Comm</p>	<p>On-Going</p> <p>On-Going</p>
	<p>Identify consistent participation measurement tool</p>	<ul style="list-style-type: none"> ◆ Work with governments and other stakeholders to determine consistent measures 	<p>CEO</p>	<p>On-Going</p>