



Engage. Inspire. Lead.

Soccer Nova Scotia
Strategic Direction 2017





As President and Executive Director of Soccer Nova Scotia, we are proud to introduce our new four-year Strategic Plan to you. The development of this plan is grounded in consultation: from a stakeholder survey that assisted us in articulating our strengths, weaknesses, opportunities and threats, to consultations with staff, technical directors and the SNS board to identify priorities and goals to guide our work over the coming years.

At the centre of every discussion was one question: How do we do what is best for Nova Scotia's players—and by extension, for our coaches, our referees and ultimately for the sport of soccer in this province? Our answer to this question is organized around goals in three key strategic priority areas:

Organizational Leadership, through which we will continue to develop and build a model democratically operated provincial soccer organization that is transparent, professional and financially sustainable;

Developing the Game, centred on strengthening the sport in the province through a commitment to excellence in standards and support and development of players, coaches and referees; and

Partnership and Engagement, which will guide us in fostering enthusiasm for soccer by working with volunteers, players, parents, coaches and referees alongside community, public and corporate partners.

In the following pages, you will see our goals within each priority area clearly laid out. In the coming months, each goal will be developed into specific action plans, which will be monitored by the Executive Director and the Board.

Soccer Nova Scotia's Strategic Plan provides the clarity and direction necessary for us to grow the game of soccer in Nova Scotia, from the grassroots to elite, high-performance. It signals our commitment to a player-centred approach that is responsive to our members and geared to creating partnerships, and that will welcome all who wish to participate in the beautiful game.

We thank all who have contributed to and supported Soccer Nova Scotia's work. We are excited to embark on fulfilling the goals we've established, and look forward to continuing to lead the way in fostering the growth of Nova Scotia's soccer community.

— Steve Allt, PRESIDENT OF BOARD and Brad Lawlor, EXECUTIVE DIRECTOR

**LETTER FROM
PRESIDENT
OF BOARD/
EXECUTIVE
DIRECTOR SNS**

ABOUT SOCCER NOVA SCOTIA

For over a century, Soccer Nova Scotia has taken the lead in governing and promoting soccer in Nova Scotia. Today, more than 24,000 players, 2,000 coaches and 700 referees participate in the sport here, creating a vibrant soccer community of volunteers and soccer professionals who share the values of fair play, respect and passion for the game of soccer.

SNS is a non-profit organization. Our elected volunteer board of directors works closely with our professional staff to provide leadership and support to members by governing all aspects of the sport of soccer in the province; promoting participation in the sport; enhancing the standards of play at all levels; assisting in the development of athletes, coaches, officials and administrators; and providing quality services and programs at all levels. SNS is a proud member of Canada Soccer.



VISION:

Soccer Nova Scotia: A community driven, nationally recognized leader in the development and growth of soccer.

MISSION:

Our mission is to provide leadership to our members by building vibrant communities through a player-centred approach embracing the values of fair play, respect and a passion for the game of soccer.

VALUES:

Player-centred Players are our primary focus.

Respect We work to create a respectful environment.

Inclusion We foster an inclusive community and work with and support our members to achieve success within the game of soccer.

Innovation We are constantly looking for new and creative ways to improve the experience for our members.

Quality We strive to achieve bests in everything that we do.

Integrity We are committed to being open and transparent.

VISION,
MISSION
AND
VALUES





*Nova Scotians who think sport,
think soccer.*

**STRATEGIC
PRIORITY
AREA ONE**

ORGANIZATIONAL LEADERSHIP

A model democratically operated provincial soccer organization, built on a foundation of transparent governance, staff professionalism and financial sustainability.

GOALS:

- Build unity within Nova Scotia's soccer community and enhance connectivity beyond provincial boundaries.
- Continue to develop and implement high standards in governance and board practice, including board recruitment and development, ensuring transparency in strategic planning and decision-making, and endeavouring to be a model of a democratically operated provincial soccer organization.
- Work cooperatively with the Presidents' Forum and operational committees to initiate a process to review and recommend strategies to achieve consistency, efficiency, accountability and effectiveness in technical standards, taking into consideration the varied needs, realities and resources of soccer communities across the province.
- Ensure input from and participation of those in rural Nova Scotia, to ensure that plans, policies and tactics are evaluated from both urban and rural perspectives.
- Explore opportunities to address financial barriers to participation in the sport.
- Explore opportunities to improve all member leagues throughout Nova Scotia.
- Explore opportunities to increase participation at the grassroots level.
- Ensure that SNS has the financial and human capacity to meet the priorities of the plan.
- Support staff development and enhance productivity through professional development and clarity in staff structure, authority and accountability.
- Advocate for and support the development of soccer fields and facilities in Nova Scotia.

DEVELOPING THE GAME

Committed to excellence in standards, growth in participation and strength in Nova Scotia's soccer community.

STRATEGIC PRIORITY AREA TWO

GOALS:

PLAYERS

- Increase overall player enrolment and retention through the communication of a clear player pathway.
- Explore opportunities to improve support to those with barriers to participation in the sport.
- Clearly communicate the value of the LTPD model, including educating all participants about their contribution to and opportunities for success within the model.
- Increase the consistency of quality in grassroots programming through consistent support, communication and implementation of technical standards.
- In consultation with SNS operational committees and league technical leaders, review and refine the SNS competition structure and rules to reflect membership needs and improve member experience.
- Develop a strategy for improving participation and accessibility of soccer in rural Nova Scotia.

COACHES

- Expand the number of trained/certified soccer coaches in Nova Scotia.
- Expand the availability and accessibility of coach training and development in Nova Scotia.
- Support the development of Nova Scotia's performance stream coaches.

REFEREES

- Expand the number of certified referees in Nova Scotia.
- Create a long-term officials development plan.
- Expand the number of certified female referees in Nova Scotia.
- Provide leadership and direction for referee assignors in Nova Scotia.
- Expand the availability and accessibility of referee training and development in Nova Scotia, including referee development of young adult players, with attention paid to challenges faced in accessing training in rural areas.
- Support the development of Nova Scotia's Performance stream referees.
- Create a respectful game-time environment for players, parents, coaches and referees.

**STRATEGIC
PRIORITY
AREA THREE**

PARTNERSHIP AND ENGAGEMENT

Working with volunteers, players, parents, coaches and referees, alongside community, public and corporate partners, to foster enthusiasm for and commitment to the game of soccer.

GOALS:

- Foster good relationships with existing partners and explore opportunities to expand those partnerships.
- Target development of new partnerships and facilities, including with schools.
- Develop strategies to improve corporate contributions to all levels of soccer in Nova Scotia.
- Leverage interest in the Canadian Premiere League to expand interest in, enthusiasm for and support of soccer at all levels.
- Enhance parent experience through improved communication, clarity of the player development pathway and respect for parental investments in time, money and attention.
- Work with the administrative staff to develop a grassroots volunteer recruitment, engagement and retention plan.
- Develop a communications strategy for SNS, identifying key audiences, messages and tactics, including utilization of traditional and social media platforms to share the benefits of participation in soccer and the successes of Nova Scotia's soccer community.
- Improve communication with leagues, districts, clubs, parents, players, coaches, referees and general public.





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