

Soccer Nova Scotia

Strategic Plan
May 2013



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EXECUTIVE SUMMARY

The 2013 Soccer Nova Scotia Strategic Plan is a framework for improvement that has been constructed on the three core pillars of the association - Member Services, Sustainable Capacity and Developing the Game. Since its establishment in the 1970's as the governing body of soccer, Soccer Nova Scotia has a history of providing its members with the support and leadership to make soccer the most popular sport in the province.

The following plan outlines a set of priorities designed to help Soccer Nova Scotia focus on activities that will enable it to continue to be a province leader. These priorities are the outcomes of learning, experience and member engagement. They are a road map that will help to navigate Soccer Nova Scotia to continued success over the next five years.

Each strategic priority has been given a set of activities to guide the SNS committees, stakeholders and staff. These activities help to define what is needed to deliver on the priority as well as how success will be measured. The activities are the starting line in a process that is intended to evolve as our needs change and new opportunities arise.

Each activity in this plan will be assigned to an individual or committee to develop a plan demonstrating how they intend to deliver on their strategic responsibilities. Once approved the plan will be evaluated on an annual basis by the Strategic Planning committee who will report on the progress of SNS strategic initiatives.

As part of the annual review process the Strategic Planning committee will also be tasked with ways to evolve the strategic initiatives by identifying new priorities and evaluating the effectiveness of existing ones. The outcome of this review process may lead to adjustments that will help the association to evolve and achieve its goal to continue to be the leading sport organization in the province.



THE PLAN

The future of soccer in Nova Scotia is dependant on a vibrant, healthy provincial sport organization. Over the past 30 years Soccer Nova Scotia has grown from a small association with 3500 members to a provincial leader with over 27,000. Through this journey Soccer Nova Scotia (SNS) has prioritized objectives to unite its membership and to support the construction of new infrastructure, the development of policy, organizing competition and increased registrations. Although these objectives may not have been part of a detailed strategic plan, through these Soccer Nova Scotia nurtured a large community of soccer enthusiasts.

Setting goals is instrumental in helping the association stay focused, sustain its growth and adapt to the continually changing soccer landscape. Realizing this the Soccer Nova Scotia Strategic Planning committee engaged in a year long process with the objective of creating a five-year strategic roadmap for the future of the organization.

The process kicked off in February of 2012 when the committee organized a strategic planning session with SNS board members who shared their ideas on a vision for a new Soccer Nova Scotia. Over the following months the strategic planning committee solicited input from staff, key committees and the association's members, and crafted these ideas into a set of priorities. Once the committee had a draft of the priority framework it held a series of presentations throughout the province. Following these presentations, the strategic planning committee fine-tuned the plan for final approval.

The pillars and priorities that make up this strategic plan are based on the fundamental needs of the association. They are built upon a foundation centered on the core values of the organization. At the root of each priority is a set of activities that outline how the strategic component will manifest itself in actions. These activities are woven into the operational model of SNS and are designed to help the association fulfill its strategic mandate over a five year period. Soccer Nova Scotia staff, volunteers and membership will work to deliver on these activities constantly measuring results, refining approach and consulting with its members.

Over the next five years our strategy is to grow our member's passion for the game by providing leadership, support, advocacy and educational opportunities through a focused commitment to Member Services, Sustainable Capacity and Game Development.



OUR VISION

To make organized soccer available to all Nova Scotians who want to play the game.

OUR MISSION

Our mission is to provide leadership and support to our members by helping them build vibrant soccer communities through volunteers and soccer professionals sharing the values of fair play, respect and a passion for the game of soccer.



THE FUTURE FOR SNS

Over the next three years Canada will host two of the world's largest soccer events, the 2014 FIFA U-20 Women's World Cup and the 2015 FIFA Women's World Cup. Both events will enhance the popularity of the sport increasing interest in the game and Canadian participation. This strategic plan is structured to capitalize on this opportunity by helping members become better administrators, educators, motivators and game changers so they can take advantage of the energy and awareness these events will bring to the game.

By placing a focus on Member Services, Sustainable Capacity and Game Development this plan will help SNS members deliver a consistent, high quality soccer experience. Building on these pillars, the association will be well positioned to capitalize on the interest created by Canada's World Cup opportunities. Improving how we deliver services, manage our assets and provide soccer programming will lead to increased numbers of participants and will help SNS grow its membership to over 30,000 by 2017.

The World Cup spotlight on the soccer stage will make it easier for SNS to develop partnerships with key sponsors who share the same values. Attracting new sources of revenues through sponsorships will play an essential role in developing the game while ensuring it remains economically affordable. This additional revenue will provide more opportunities to market soccer in Nova Scotia creating local interest and assisting in the growth of participation. The message will be simple, soccer is fun and available to everyone.

As the membership grows so will the importance of infrastructure to sustain this growth. There will be an increasing need to improve the quality of our existing fields and to build new ones to support more programs and players. By 2017, there will be more artificial surfaces (both indoor and outdoor) throughout Nova Scotia.

Volunteers are the lifeblood of soccer at the grassroots level. Without the unselfish dedication of these coaches, managers and administrators, it would not be possible to deliver quality programs that are affordable. As we move forward new volunteers will have access to the information they need to learn how they can contribute. SNS members will be able to access a shared province-wide database of volunteers for screening and qualifications. An actively managed volunteer retention program will help SNS members retain their key people and grow their volunteer base. By 2017, the number of soccer volunteers will have increased in Nova Scotia and their contributions will be widely acknowledged.

There will be more qualified soccer coaches and referees in Nova Scotia and those new to these positions will have access to more educational resources both on-line and on the field. There will be more skill and mentoring programs available for coaches and referees. The parents and fans who attend soccer matches will appreciate the importance of these positions and respect the people who hold them.



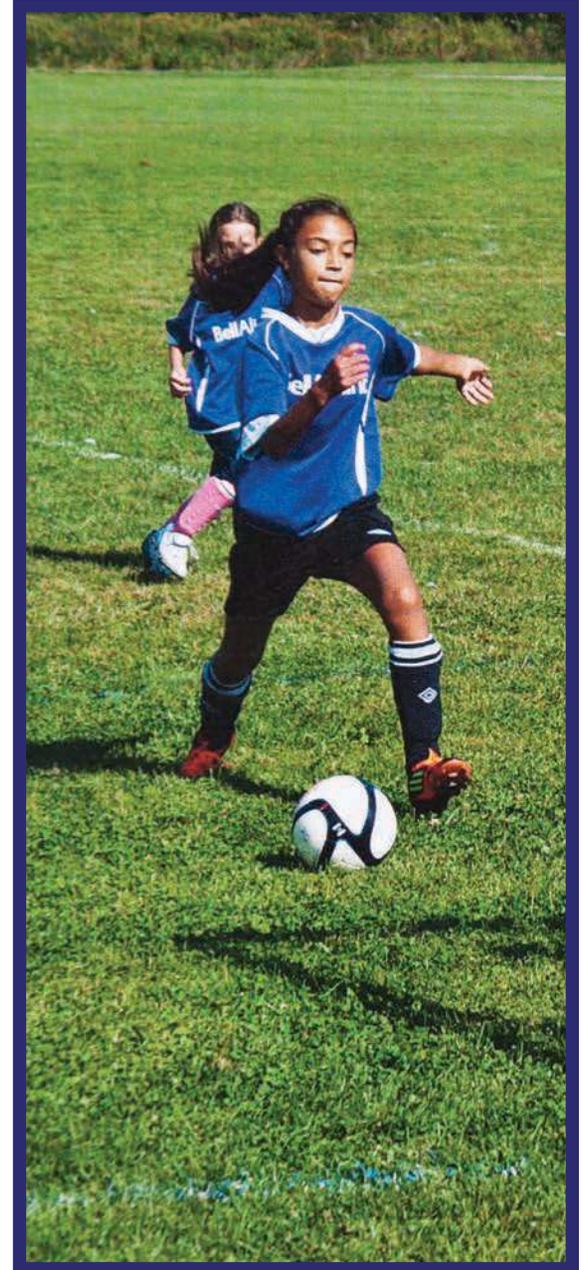
Member Services



Sustainable Capacity



Developing the Game



STRATEGIC PILLARS

The foundation of this plan is based on three pillars that are at the core of Soccer Nova Scotia's strategic initiatives.

Member Services

As the governing body for soccer in Nova Scotia, SNS is a member-driven organization that exists to service its membership. The priorities and activities under this pillar of the plan will increase SNS's commitment to helping its members become better at what they do. SNS intends to do this by working closely with leagues, districts and community clubs providing them with more opportunities to better service players, coaches, volunteers, referees and all others involved in the sport. The first step in this process will be the establishment of a Member Services Committee to oversee the delivery of the strategic initiatives in this plan. The initiatives are driven by the following priorities:

1. Demonstrate leadership in the development of programs that support clubs, inter-district leagues and districts in their efforts to improve their governance, administration, technical and operational delivery
2. Support clubs, inter-district leagues and districts in their efforts to market the sport and increase participation
3. Communicate the value of SNS and clearly outline the role it plays in the development of the sport
4. Leadership, education and communication of a code of conduct/ethics for the sport

5. Leadership in volunteer screening and volunteer management services
6. Support the development of relationships with the CSA, Sport NS, other provincial sport organizations, all levels of government and with private organizations that are or could be involved with the sport

Sustainable Capacity

The focus of the activities in this pillar is centered on growing membership by promoting the sport, supporting the development and maintenance of infrastructure and managing the association's assets - financial, human and physical. Ensuring SNS is around in the future takes planning. The following priorities are designed to retain and grow membership, generate alternate revenue sources and support infrastructure development.

1. Support and advocate the development of soccer infrastructure throughout the province
2. Lead the development of a multi-year financial planning process to assist the association better understand its future needs
3. Lead in the development of a succession plan for key SNS staff members
4. Lead in the development of a plan to maximize alternate revenue sources to ensure the association is capitalizing on all opportunities
5. Support SNS initiatives to expand the use of technology, increase



STRATEGIC PILLARS

- efficiency of operations and reduce costs for the association
6. Lead a review of SNS organizational structure with the goal of ensuring that it is able to deliver on its strategic priorities
 7. Lead in the marketing of the sport in the province with a focus on promoting the retention and growth in members
 8. Lead in the development of provincially inclusive soccer programs that promote fun while facilitating retention and growth in participation

Developing the Game

SNS will continue to invest heavily in developing the game by promoting and implementing the CSA's Long-Term Player Development (LTPD) program. Provincial and High performance training programs will chart the player pathway allowing those who demonstrate a high level of athleticism for the game to achieve their development objectives. Referees and coaches will have more development opportunities ensuring that Nova Scotia has the talent it requires to support a new player pathway. To ensure the province has the right landscape to grow the association plans to undertake a review of its competitive structure. The following list of priorities will provide direction for these changes and improvements.

1. Lead in the communication, education and promotion of the CSA LPTD model
2. Increase the quality and quantity of referees through continued support and promotion of developmental programs

3. Lead a review of the competition structure in the province and develop a set of recommendations for improvement
4. Lead the development and delivery of programming pathway initiatives for the players who demonstrate advanced skill and commitment to the game
5. Increase the quality and quantity of coaches through continued support and promotion of developmental programs

SNS strategic priorities represent a road map for continuous improvement and growth. This plan will be reviewed and results measured on an annual basis by the SNS Strategic Planning committee. The review process will provide recommendations for improvements to the plan that will help the association deliver on its mission and values.



NEXT STEPS

Following the adoption of this plan by SNS membership and the formation of the recommended committees, the strategic plan will be used as a cornerstone in the development of each SNS committee's 2014 mandate. The first step for these committees will be to prepare a plan that demonstrates how they will deliver on the activities they are responsible for in this plan.

As all the SNS committees formulate their plans the Strategic Planning committee will begin work on a strategic measurement framework that will help SNS evaluate the progress and evolve its strategic initiatives so that it can report to the membership at the end of each year.

The impact of this plan will begin to take shape following the June 2013 SNS AGM and will be implemented over a five year period.



APPENDIX - STRATEGIC ACTIVITIES

1.0 Member Services

1.1 Demonstrate leadership in the development of programs that support clubs, inter-district leagues and districts in their efforts to improve their governance, administration, technical and operational delivery

#	Activity	Time	Output	Outcome	Responsible	Support
1	Establish a Member Services Committee	2013	New SNS Committee	Improve communication and increase knowledge with regards to administrative and operational programs.	SNS Board	CEO
2	Identify operational and administrative best practices	2013	Meetings with executives of Districts	An Operations Manual for Clubs and Districts	CEO	SNS Board
3	Continue to support Regional Technical Development	2013	RTD Grant	Continue to fund the RTD program for all districts with the goal of improving the technical delivery at all levels.	LTPD Committee	Director of Player and Coach Development
4	Administrative and Operational Seminars	2014	regional presentations	Visit each NS region and present operational and administrative best practices	CEO	
5	Governance Standardization	2014	by-law and policies template for Districts & Clubs	Provide clubs and districts with a starting point for the development of their by-laws and policies.	Constitution Committee	CEO



#	Activity	Time	Output	Outcome	Responsible	Support
6	Encourage and support the development administrative/operational services amongst all clubs and Districts	2014	Administrative Support Program	A program designed to support the employment of Club Administrators in small clubs and rural communities	Member Services Committee*	CEO
7	Club/District Review	2015	List of recommendations	Develop an annual process for helping clubs/districts evolve and improve their operational and administrative standards	Member Services Committee*	CEO
8	Create a program for rewarding clubs and districts which demonstrate operational best practices.	2015	Club/District Rating	Reward Clubs and Districts that work to improve operational, administrative and technical delivery. Encourage them to continue to do so.	Member Services Committee*	CEO

1.2 Support clubs, inter-district leagues and districts in their efforts to market the sport and increase participation

#	Activity	Time	Output	Outcome	Responsible	Support
1	Develop a member recruitment strategy for clubs and districts	2013	A list of recommendations	Increase the total number of SNS registered players	Marketing Committee	CEO
2	Develop a strategic approach to recruiting and retaining volunteers across all levels of the association.	2013	Volunteer Recruitment/Retention plan	A clear understanding of what needs to be done in order to recruit and retain all types of volunteers.	Member Services Committee*	CEO, Director of Coaching
3	Communicate the SNS Volunteer Recruitment/Retention plan to all Districts, Clubs and Leagues.	2014	Volunteer Seminar	Get member engagement and involvement in the plan. Have the membership adopt the plan and implement its elements.	CEO	Member Services Committee*
4	Visit each region and present recruitment strategy	2014	Seminar Events in each region	Educate club on how to grow registrations	CEO	Marketing Committee



#	Activity	Time	Output	Outcome	Responsible	Support
5	Report annually on player registration trends	2014	Annual Report	Educate Clubs and Districts on registration opportunities	CEO	Marketing Committee
6	Development of marketing collateral for registration. (i.e. posters, ads, forms etc.)	2014	Registration Marketing Package	A set of marketing pieces that clubs can use to assist them in their registration.	Marketing Committee	CEO

1.3 Communicate the value of SNS and clearly outline the role it plays in the development of the sport

#	Activity	Time	Output	Outcome	Responsible	Support
1	Create a value proposition for SNS	2013	A list of items that demonstrates the important things SNS does for the soccer community	Educate the membership and other associated organizations on SNS's value and points of differentiation	Strategic Planning Committee	CEO
2	Effectively communicate strategic activities and SNS Value proposition to all SNS members, Clubs, leagues and associated bodies	2014	Communication Plan	Demonstrate the contribution SNS makes to the soccer community	Marketing Committee	CEO, Marketing staff
3	Provide a platform for strategic planning input from the membership.	2014	Strategic Insights	Recommendations for the evolution of the strategic plan	CEO	Strategic Planning Committee
4	Annual report on the implementation of the strategic plan		Report	A report card on the strategic plan	Vice-President	Strategic Planning Committee
5	Create a Soccer Hall of Fame	2014	A Hall of Fame Induction process and presentation	Annual induction of members to the Soccer Hall of Fame	Member Services Committee	Events Committee



1.4 Leadership, education and communication of a code of conduct/ethics for the sport

#	Activity	Time	Output	Outcome	Responsible	Support
1	Review SNS Code of Conducts & Ethics	2013	Revised Policies	Ensure that the SNS policies for member conduct and ethics is updated and reflects the association's needs.	Volunteer Screening and Harassment Committee	CEO
2	Communicate the Code of Conduct and Ethics policies to District members as part of an annual seminar on club operations and administration.	2013	Presentation	Educate District members on the importance of the Code of Conduct and Ethics. Encourage them to create educational programs in their respective districts.	CEO	SNS Staff
3	Identify/adopt an online education opportunities as a method for teaching volunteers, trainers, referees, players and coaches the importance of conduct and ethics.	2014	Online Learning	Educate more members on the importance of appropriate behaviour on and off the pitch.	Member Services Committee*	SNS Staff
4	Identify/Adopt a certification process for code of conduct/ethics education	2015	Certification	Educate members who are in influential or front line roles on the importance of appropriate behaviour when participating/volunteering.	Member Services Committee*	SNS Staff
5	Evaluate code of conduct/Ethics educational process on an annual basis.	2015	Evaluation report with recommendations	Increase the number of certifications and improve the delivery of the training program.	Member Services Committee*	SNS Staff



1.5 Leadership in volunteer screening and volunteer management services

#	Activity	Time	Output	Outcome	Responsible	Support
1	Communicate the recommended process for undergoing volunteer police checks.	2014	Police Check Guidelines & Policy	Increase the number of volunteers who are getting police checks. Make it easier and more accessible to all members.	Volunteer Screening and Harassment Committee	SNS Staff
2	Develop a process for screening volunteer applications.	2014	Volunteer Registration	Expand the volunteer registration process, collect more information and reduce the association's risk by better managing its resources.	Volunteer Screening and Harassment Committee	CEO, Member Services Committee*
3	Launch a province-wide, online volunteer database	2015	Volunteer Online Registration	Make it easy for all SNS members to register their volunteers and manage their services. Improve volunteer retention.	Member Services Committee*	SNS Staff
4	Develop a method for recognizing volunteer contribution	2015	Recognition Program	Increase volunteer retention by rewarding people who donate their time	Member Services Committee*	SNS Staff
5	Register all volunteers in a provincial database	2015	Complete database of volunteers	Reduce the association's risk and provide the membership with a complete list of all the volunteers in the province.	Member Services Committee*	Support Staff



1.6 Support the development of relationships with the CSA, Sport NS, other provincial sport organizations, all levels of government and with private organizations that are or could be involved with the sport

#	Activity	Time	Output	Outcome	Responsible	Support
1	Nova Scotia representation at the CSA level	2013	Candidate Identification plan	Nova Scotia representation on CSA committees	President	SNS board
2	Representation at the Sport Nova Scotia level	2013	Candidate Identification plan	Have a person familiar with SNS involved with the provincial sports governing body.	Executive Committee	CEO
3	Participate in provincial sport social events	2013	Soccer rep. at event	Networking and learning about other organizations, opportunities and government relations.	Executive Committee	CEO
4	Work with all levels of government regarding infrastructure programs to maximize investment in soccer facilities	2013	Communication plan	Increase government investment in infrastructure for soccer	CEO	Executive Committee
5	Strengthen Relationships with Atlantic Sport Centre	2013	Strategic Partnership	Continue to improve the development of provincial programming. Field nationally competitive All-star programs.	CEO	SNS Director of Coaching, SNS High Performance Director
6	Strengthen relationships with local, national and international University Sports association	2014	Strategic Partnership	An educational process for player progression/pathway into University Sports.	SNS Director of Coaching, SNS High Performance Director	CEO
7	Encourage government to fund programs for youth sports and healthy lifestyle.	2014	Communication plan	Ensure all current levels of government funding are sustained	CEO	Executive Committee



#	Activity	Time	Output	Outcome	Responsible	Support
8	Develop a relationship with the provincial school board	2014	Strategic Partnership	Develop school programming and partner with the school board on deliver. Tie soccer to health and promotion.	CEO	SNS Director of Coaching, SNS High Performance Director
9	Grow relationship with provincial Special Olympics organization	2014	Strategic Partnership	Increase participation and programming for special needs.	CEO	SNS Director of Coaching, SNS High Performance Director
10	Strengthen Relationships with Nova Scotia School Federation	2014	Strategic Partnership	Grow soccer participation as a school sport and improve the quality of the school programs.	CEO	SNS Director of Coaching, SNS High Performance Director
11	Advocate the cooperation of the soccer organizations in Atlantic Canada	2015	Provincial Association discussions	Continue developing the working relationship with the Atlantic soccer associations within the CSA to create playing and training opportunities for SNS players	CEO	SNS Board



2.0 Sustainable Capacity

2.1 Support and advocate the development of soccer infrastructure throughout the province

#	Activity	Time	Output	Outcome	Responsible	Support
1	Conduct an inventory of infrastructure throughout the province and establish a quality rating system.	2013	Infrastructure Evaluation Report and Recommendations	Evaluate the state of infrastructure in the province. Outline the locations that require additional infrastructure.	Strategic Planning Committee	CEO
2	Create a SNS Infrastructure development policy	2013	New Policy	Clearly define the role SNS will play in future infrastructure maintenance and development.	Strategic Planning Committee	CEO
3	Develop an action plan for Infrastructure improvement and long-term development.	2014	Action plan	Outline how SNS membership will accomplish sustainable infrastructure maintenance and development. Define the roles of participants (i.e. clubs, districts, politicians etc.), strategies for engagement and create a list of priorities.	Strategic Planning Committee	SNS Staff
4	Annual Infrastructure Evaluation Reviews	2015	Annual Evaluation Report and Recommendations	Highlight the importance of infrastructure to the long term sustainability of the game and leverage the report to generate support and advocate engagement by all infrastructure stakeholders.	SNS Staff	CEO



2.2 Lead the development of a multi-year financial planning process to assist the association better understand its future needs

#	Activity	Time	Output	Outcome	Responsible	Support
1	Five year projected budget/forecast that aligns with the strategic plan	2013	New Budget Format	Create a budget that ties to the strategic direction of the associations and demonstrates how revenues are invested in a strategic manner.	finance committee	CEO
2	Prepare a five year player fee structure	2013	Player Fee Schedule	Clearly define the SNS fees to clubs and leagues over the next five years with a breakdown of the costs on per player bases.	finance committee	CEO
3	Establish a quarterly report to assist committees in understanding their fiscal progress.	2013	Committee Budget Reports	Create fiscal accountability amongst all SNS committees.	finance committee	CEO

2.3 Lead in the development of a succession plan for key SNS staff members

#	Activity	Time	Output	Outcome	Responsible	Support
1	Expand our network of communication for prospecting new candidates.	2013	A list of contacts	Develop relationships with the key people who can help SNS identify candidates for future career opportunities	HR Committee	CEO
2	Define clear job descriptions for all employees and review these annually	2013	Job Descriptions	Create a clear definition of each staff members role for the record.	HR Committee	CEO
3	Review the current staff and ensure that there is a clear understanding of the roles of each employee, there future plans and intentions	2013	Staff Objectives	Define objectives for all staff members and ensure that SNS is providing the tools necessary for them to meet their objectives.	CEO	HR Committee



#	Activity	Time	Output	Outcome	Responsible	Support
4	Define the steps for succession once a staff member has given notice of departure	2013	Succession Plan	Create a process that will ensure SNS can efficiently and effectively succeed staff members with minimal impact on the association's business.	HR Committee	CEO

2.4 Lead in the development of a plan to maximize alternate revenue sources to ensure the association is capitalizing on all opportunities

#	Activity	Time	Output	Outcome	Responsible	Support
1	Evaluate the association's value properties & funding opportunities	2013	Evaluation Report & Recommendations	A list of alternate revenue sources	Marketing Committee	CEO, marketing Staff
2	Review the SNS sponsorship policy	2013	Revised policy	Ensure there is a clear understanding of the roles all SNS stakeholders play in the sponsorship process, specifically as it pertains to SNS and SNSTC.	Marketing Committee	CEO, SNSTC, Marketing Staff
3	Establish a Fundraising Committee	2013	New Committee	A focus effort on the development of alternate revenue resources through fundraising activities.	SNS Board	Marketing Committee
4	Develop a SNS/SNSTC partner presentation for soliciting sponsorship opportunities	2013	Sponsorship Presentation Template	Solicit investment from partners whose values are in alignment with CSA/SNS/SNSTC.	Fundraising Committee	Marketing Support Staff
5	Set fundraising baseline and goals for alternate revenue resources	2014	Fundraising Targets	Decrease the association's revenue dependency on player fees	Fundraising Committee	Marketing Support Staff



#	Activity	Time	Output	Outcome	Responsible	Support
6	Annual Fundraising Reviews	2014	Reporting	Produce a simple, clear review of fundraising progress versus set goals. Review the list of alternate revenue sources and add new opportunities.	Fundraising Committee	Marketing Support Staff

2.5 Support SNS initiatives to expand the use of technology, increase efficiency of operations and reduce costs for the association

#	Activity	Time	Output	Outcome	Responsible	Support
1	Review/Audit operational and administrative processes	2013	Efficiency Report	Identify opportunities to reduce costs and increase efficiency	CEO	SNS Staff
2	Use technologies to reduce the environmental footprint of the association.	2014	Expanded website(Portal for SNS)	Where appropriate, reduce the association's dependency on paper.	Executive	CEO
3	Review SNS Player registration system and investigate options.	2014	Audit Report and Recommendations	Determine if the current player registration system meets the association's needs and is cost effective for the membership.	CEO/Staff	SNS Board
4	Review learning programs and determine which ones could be delivered online	2014	e-Learning programs	Use the web to provide easy access to learning programs for coaches, referees and administrators	CEO/Staff	Coaching and Player Development
5	Provide staff with training opportunities on SNS supported technologies and systems.	2014	Funds for Training	Increase the adoption rate of new technology amongst SNS staff.	SNS Board	CEO



2.6 Lead a review of SNS organizational structure with the goal of ensuring that it is able to deliver on its strategic priorities

#	Activity	Time	Output	Outcome	Responsible	Support
1	Create an impact assessment for the association based on the strategic activities	2014	Impact Report	A list of the changes that will be required in order to deliver on the strategic plan.	Finance Committee, Strategic Planning committee	CEO
2	Create a Implementation plan with a specific timeline for the delivery of strategic priorities. Include a clear definition of strategic targets for each priority	2014	Implementation Plan	A roadmap to successfully implementing the strategic activities.	Strategic Planning Committee	CEO
3	Establish Strategic quarterly progress reporting	2015	Progress Reports	Reports to all stakeholders on the strategic progress	CEO	SNS Staff

2.7 Lead in the marketing of the sport in the province with a focus on promoting the retention and growth in members

#	Activity	Time	Output	Outcome	Responsible	Support
1	Establish a provincial market baseline participation report.	2013	Market Report	A detailed assessment of participation, demographics, SWOT and ROI. The market report will address two key points, the state of the sport and its potential growth opportunities.	Marketing Committee	CEO, Marketing staff
2	Communicate the importance of diversity in all marketing messages.	2013	Inclusive media design	Raise awareness around the diverse audience for the game.	Marketing Committee	CEO, Marketing staff
3	Create a funding model for marketing initiatives	2013	Budget	SNS investment in marketing the game over the next 3 years	Marketing Committee	CEO, Marketing staff
4	Create a 3-year marketing plan	2014	Marketing plan	Increase youth soccer registrations	Marketing Committee	CEO, Marketing staff



#	Activity	Time	Output	Outcome	Responsible	Support
5	Provide marketing support for all grassroots and event-driven SNS sanctioned initiatives.	2014	Marketing funding	Increase the profile of the SNS brand at the community and recreational levels of play.	Marketing Committee	CEO, Marketing staff
6	Survey the membership on their perception of Soccer NS communications	2014	member feedback report	Develop a communications plan for SNS	Marketing Committee	CEO, Marketing staff

2.8 Lead in the development of provincially inclusive soccer programs that promote fun while facilitating retention and growth in participation

#	Activity	Time	Output	Outcome	Responsible	Support
1	Establish a Grassroot/Event Committee	2013	New Committee	Increase the number of grassroots programs and events focused on creating a fun opportunity for current and new soccer players.	SNS board	Market Committee, CEO, LPTD Committee
2	Create a province-wide, grassroots initiative focused on introducing new players to the sport while making it fun to learn the game.	2014	New Program	Increase the number of opportunities for new players to experience the game. Bring the game to the player as opposed to inviting the player to play the game.	Event Committee	Market Committee, CEO, LPTD Committee
3	Develop a series of SNS events designed to promote fun and unique experiences that go beyond games, tournaments and practices.	2014	Events	Change the player's perspective on the sport by creating opportunities that are not focused on winning or hard work. Demonstrate why soccer has some of the most passionate players and supporters in the world. Teach them how to love the game.	Event Committee	CEO, LPTD Committee



#	Activity	Time	Output	Outcome	Responsible	Support
4	Develop school programming	2015	New Program	Expand SNS soccer programming to schools. Leverage school programs as a entry point into the sport.	Event Committee	CEO, LTPD Committee



3.0 Developing the Game

3.1 Lead in the communication, education and promotion of the CSA LPTD model

#	Activity	Time	Output	Outcome	Responsible	Support
1	Develop and deliver LTPD awareness seminars in each soccer region	2013	Educational info	More informed coaches on LTPD	SNS Director of Coaching Development	LTPD Committee

3.2 Increase the quality and quantity of referees through continued support and promotion of developmental programs

#	Activity	Time	Output	Outcome	Responsible	Support
1	Assessor Development in all Soccer NS regions	2013	Introductory course program	Have 2 Qualified Assessors in each SNS region by 2015	SNS Referee Development Committee	SNS Chief Assessor
2	Develop a Recruitment & Retention strategy	2013	A plan for Recruitment and retention of referees	Grow the total number of level 1 referees in province by 10% by 2015.	SNS Referee Development Officer	Local referee Associations
3	Assessor retention in all SNS regions	2014	Continuing Education program	Continued education of those already accredited, to ensure that evaluation techniques reflect the game requirements	SNS Referee Development Committee	SNS Chief Assessor
4	Create a Mentoring program for young referees	2014	A standardize mentorship program	Increase the total number of mentors in the province by 10% by 2016	SNS Referee Development Officer	Local referee Associations
5	Develop a Referee knowledge base to facilitate communication and sharing amongst the province's referee community.	2014	online content and referee engagement	Create an online knowledge base and get referees around the province to participate in knowledge sharing	SNS Referee Development Committee	SNS Referee Development Officer



#	Activity	Time	Output	Outcome	Responsible	Support
6	Launch a Instructor Development program focused on engaging new Referees to the game.	2014	Introductory courses	Increase the number of referee instructors in the province and ensure there is at least 1 qualified instructor in each region.	SNS Referee Development Officer	SNS Chief Referee Instructor
7	Grow the Instructor Development program offering Advanced Instructor training.	2015	Advanced courses	Increase the number of advanced referee instructors in the province.	SNS Referee Development Officer	SNS Chief Referee Instructor

3.3 Lead a review of the competition structure in the province and develop a set of recommendations for improvement

#	Activity	Time	Output	Outcome	Responsible	Support
1	Form a competitions review committee	2013	committee	Mandate for the review of the competitive structure of soccer in NS	SNS Board	CEO
2	Take inventory of competition structure in other provinces	2013	Inventory of leagues and programs	Comparison of NS structure vs other provinces	Competition Review Committee	Provincial Associations
3	Survey of NS stakeholders	2013	Questionnaire	Receive feedback from stakeholders	Competition Review Committee	District, Leagues, Clubs
4	Create a list of recommended changes based on committee research	2014	Competitions Model	Improve competition and level of play in the province	Competition Review Committee	District, Leagues, Clubs
5	Develop transition plan for any recommended changes	2014	Transition plan	Plan of action with timeline for adopting new structure	Competition Review Committee	District, Leagues, Clubs



#	Activity	Time	Output	Outcome	Responsible	Support
6	Implement Recommendations for competition improvements	2015	Changes to competitive structure	New policies for competition	Competition Review Committee	District, Leagues, Clubs

3.4 Lead the development and delivery of programming pathway initiatives for the players who demonstrate advanced skill and commitment to the game

#	Activity	Time	Output	Outcome	Responsible	Support
1	Collaborate with the CSA on the new National Model for Player Development in Canada	2013	Report and Recommendations	Improved PSO Model of Development	Director of Player Development	SNS Long Term Player Development Committee
2	Identify with High Quality Training Environment programs in Canada	2013	Recommendations for the creation of High Quality training programs	Excel Pathway for SNS Players	Director of Player Development	SNS Long Term Player Development Committee
3	Develop and Implement an Excel Pathway for advanced players increasing their training environment	2013	Program standards/ performance indicators	Increase # of quality players for next level environments (NTC, professional, university)	Director of Player Development	SNS Long Term Player Development Committee
4	Review current provincial programming and initiatives (best with best) - include regional delivery of programs (U12-U16/18)	2014	Report and Recommendations	Regions producing players ready for provincial/NTC participation	Director of Player Development	SNS Long Term Player Development Committee
5	Create a 4 year plan for Canada Games teams	2014	Blueprint for Canada Games program	Preparation of Canada Games players for 2017 Canada Games	Director of Player Development	SNS Long Term Player Development Committee



#	Activity	Time	Output	Outcome	Responsible	Support
6	Establish and facilitate links with Professional clubs in Canada and Abroad	2015	Identify opportunities	Coaching development opportunities. Opportunity for players to train at a professional level	CEO	Director of Coaching Director of Player Development

3.5 Increase the quality and quantity of coaches through continued support and promotion of developmental programs

#	Activity	Time	Output	Outcome	Responsible	Support
1	Update inventory of coaches	2013	Accurate list of coaches and credentials	Baseline of coaches and credentials across the Province	Executive Director	Clubs/ regional technical directors
2	Establish targets for all regions	2013	Targets for # of coaches and qualifications	Ensure all regions reach their targeted # of coaches by 2015	Director of Coaching	Regional technical Directors
3	Learning Facilitator training in all SNS regions	2014	A Learning Facilitator course	Increase the number of Mini and Youth certified coaches by 10% by 2015.	Director of coaching	Sport NS, NSHW, RTD
4	Develop a knowledge base for coaches (mini and youth)	2014	New section on the Website	Create an online coaching community where coaches can share information and communicate.	Director of coaching	Regional technical Directors
5	Encourage and support the mentoring of coaches	2014	A coach mentorship program	Increase the total number of licensed coaches in the province by 10%.	Director of coaching	Clubs/ regional technical directors
6	Train technical TD's/club head coaches	2015	Technical Director/Club head coach training program	All RTD and Club Head coaches are B Licensed by 2015	Director of coaching	Regional technical Directors

