

VISION

School Sports Newfoundland and Labrador is the lead for organized extra-curricular school physical activities and sport programs.

MISSION

School Sports Newfoundland and Labrador is an education based organization dedicated to ensuring students develop healthy living habits and experience the life-long benefits of participation in physical activity and sport. Our programs are fostered in a safe, caring and nurturing school environment.

STRATEGIC DIRECTION 1

Establish a Governance and Administrative Structure that Aligns with SSNL's Priorities and Focus Areas

Objective 1.1: Create the optimal governance structure

Actions

- a. Establish a governance working group to set the terms of reference and oversee the governance review
- b. Seek financial support to conduct the governance review and/or allocate resources from the SSNL budget
- c. Engage a consultant to conduct the governance review and provide recommendations regarding the Board's structure and composition
- d. Ratify new governance structure at SSNL's AGM
- e. Implement and evaluate the new structure

Objective 1.2: Complete an administrative review

Actions

- a. Define staff job descriptions, responsibilities and position titles
- b. Conduct an administrative audit to identify opportunities for efficiencies
- c. Explore opportunities for staff sharing and professional development (for both Board and staff) with Sport NL and Recreation NL
- d. Review human resources policies
- e. Determine future space, equipment and human resource requirements
- f. Perform a financial needs assessment

Objective 1.3: Develop and implement a brand strategy for SSNL

Actions

- a. Propose programming streams and brands
⇒ PN and varsity
- b. Define program offerings and their structure
- c. Develop a request for proposals for the development of an organizational brand strategy
- d. Develop and launch a targeted brand awareness campaign, focusing on areas with low visibility
- e. Develop key messages and speaking points for use by Board members and staff

STRATEGIC DIRECTION 2

Contribute to Sport Development and Physical Literacy Programming

Objective 2.1: Review the High School Tournament Program structure

Actions

- a. Conduct an environmental scan to determine what sports are being played in which schools
- b. Restructure the Tournament Program to increase participation and address gaps identified
- c. Develop a protocol for adding and removing sports
- d. Review the regional structure and revise the policies to enable greater participation
- e. Review the current fee structure

f. Explore expanding the Tournament Program to junior high

g. Continue to review the classification system

Objective 2.2: Support the growth and further development of the sport sector

Actions

- a. Consult with Sport NL to determine the most effective means to engage the PSOs to address areas of mutual interest, such as coaching and official recruitment and retention
- b. Work with identified PSOs and member schools to support, train and retain coaches and officials
- c. Continue to explore the use of School Sport Canada's online coaching courses
- d. Develop an online version of Coaching in NL Schools Certification Program
- e. Identify and address other SSNL needs that are beyond the scope of the PSOs

Objective 2.3: Continue to expand and refine PN

Actions

- a. Develop and implement a high school PN recreational program
- b. Conduct a survey/expression of interest to identify new schools interested in implementing PN
- c. Establish an outdoor component for the existing PN offerings
- d. Develop a PN communications tool to educate school administrators and NLESD personnel
- e. Develop a PN implementation strategy
- f. Explore ways to provide transportation for PN participants to increase participation
- g. Set-up meetings with school administrators in St. John's to explore ways to increase PN uptake in the metro area

h. Establish a schedule/calendar of special events for PN

Objective 2.4: Celebrate and recognize 50 years of SSNL

Actions

- a. Strike a 50th anniversary committee for celebration in 2019/20
- b. Identify the activities and initiatives to celebrate the 50th anniversary of SSNL and establish a budget
- c. Source funds to support 50th anniversary activities

STRATEGIC DIRECTION 3

Foster Strategic and Collaborative Partnerships

Objective 3.1: Identify ways to maintain and strengthen existing partnerships

Actions

Lead

By When

Status

- a. Establish a meeting schedule with the Executive Directors and Presidents of Sport NL and Recreation NL to identify common synergies
- b. Explore opportunities to showcase SSNL's activities and achievements
- c. Develop a high level, annual stakeholder report (1-pager) to celebrate SSNL's impact and achievements
- d. Conduct face-to-face meetings with existing stakeholders, including the PSO's in sports offered in SSNL's tournament program
- e. Develop a communication strategy so SSNL remains relevant
- f. Work with the Sport Commissioners to establish communication with PSOs

- g. Increase communication with NLSed and the Department of Education and Early Childhood Development through annual update meetings and regular reporting

Objective 3.2: Explore new partnership opportunities

Actions

- a. Develop relationships with other organizations offering extra-curricular activities in schools (i.e., drama, art) and establish a coalition for non-curriculum based activities
- b. Foster partnerships in the health/healthy living sector
- c. Develop strategic partnerships in the education system
- d. Develop an action plan to assist new sports and activities to become recognized by SSNL
- e. Establish partnerships within the sport sector to share/highlight their athletes' previous involvement with SSNL programs

Objective 3.3: Explore alternate revenue sources

Actions

- a. Develop and implement a sponsorship strategy, including the establishment of sponsorship criteria
- b. Develop a protocol for ongoing communication with sponsors
- c. Develop value proposition/return on investment to share with sponsors
- d. Create and maintain a database of potential sponsors and funding sources that align with SSNL's values
- e. Explore relevant foundations and granting agencies for non-for-profit organizations