



NATIONAL ASSOCIATION OF
SPORTS
COMMISSIONS

STRATEGIC PLAN 2016-2018

Approved 12/15/2015



Prepared by the National Association of Sports Commissions



MISSION STATEMENT

The National Association of Sports Commissions (NASC) serves the sport tourism industry by providing a member-directed communication network among host organizations, event owners and suppliers engaged in the industry. This network provides the highest standards in professional and personal development through the industry's finest educational programs.

VISION STATEMENT

Currently under development by the Board of Directors.



Objectives

To identify and convey best practices among stakeholders, provide continuing education programs, stimulate discussion on subjects of importance, bring host organizations and event owners together to discuss business opportunities, promote the value of the industry with an emphasis on its economic benefits, and encourage inclusive pools of talent.

Major Areas of Emphasis

1. Member Services
2. Professional Development
3. Meetings and Events
4. Communications and Marketing
5. Resource Development

Member Services

The NASC shall continue to improve and expand its member services. It will also continually review current services to determine their relevance.

Key member benefits for 2016-2018:

- **Website:** Continue to improve and expand the offerings on the NASC web site. Invest at least \$60,000 per year in maintenance and improvements with the continual objective of tracking and increasing member visits. The continuous improvement of this site is an essential task. Improvements will be funded through the operating budget and future retained earnings projects, depending upon each specific project.
- **Increased member contact:** The addition of a second coordinator means every member will receive personal contacts on a regular basis. Each coordinator is to make as many as 5 calls a day to members and prospects. At a minimum, each member will receive personal contact from the NASC office every quarter. This more personalized service should assist in member retention, which is already averaging 92% each year.



- **Social media:** Increased utilization of social media avenues are important and effective ways to communicate with our members. We will continue to update our communications/social media calendar monthly.
- **Event database:** Our objectives for 2016-18 are to average at least 400 different events a year. Currently we range between 150 and 250 events at any one time. The new coordinator will have this task as a primary focus.
- **Best Practices Webinars:** Maintain the number of webinars at a minimum of 12 each year.
- **Event Webinars:** Our objective is to hold at least one event owner webinar a month every year. These are designed to permit event owners to present their event needs without leaving their office.
- **Economic Impact Calculator:** Conduct a thorough review of the calculator in 2016. Consider a study to develop new visitor spending estimates for members who decide to use embedded data.
- **Industry Research:** In partnership with Ohio University, conduct an annual review of the sports tourism industry and announce the results at each year's symposium. This partnership will begin with the study of 2015.
- **Retained Earnings:** The Retained Earnings Committee will solicit ideas for projects from every NASC committee, the board of directors and staff. This committee cannot commit to numerical goals annually, but is committed to be diligent on behalf of membership and to process meaningful concepts promptly. Each idea must be approved by the board of directors before implementation.





PROFESSIONAL DEVELOPMENT

- **Emphasis on Education:** Professional and personal development opportunities will be continually offered to all members. Career advancement and/or career success is the goal for every member. So, all communications, meetings and events will reflect this commitment.
- **Commitment to Serious Minded Professionals:** The NASC will provide for the development and continuing education of persons committed to success in the sports tourism industry. This commitment will be evident in each meeting, program, course offering, newsletter, webinar and video blog produced by the association.
- **CSEE Program:** The year 2016 is Year One of the revised and updated CSEE Program. In each of the three plan years the NASC will produce as many as two on-line courses a year. Additionally, at least two live modules will be staged as usual. Discussions are underway on the value of twice as many courses for half as much credit (and a savings on registration fees). The Professional Development Committee is considering these issues and updates will be available early in 2016.

An additional and higher level of certification will be developed and implemented during 2017. It is possible this will be an entirely on-line course of study.

	2016	2017	2018
SPRING CSEE	280	290	300
FALL CSEE	100	105	110

We believe on-line modules will be the popular way to maintain certification.

- **Partnership with Ohio University:** Production of the online courses will be accomplished in partnership with this outstanding graduate program in sports administration. OU will also consult where needed on live courses. The initial term of our agreement with OU runs through 2016. The first online course will be offered beginning in January 2016 and a second will be ready by August 1, 2016.

- **Board Meetings:** Conduct eight conference calls and at least two face-to-face meetings annually. One of the face-to-face meetings will be at the NASC Board Retreat, held in the city hosting the next symposium.
- **Executive Committee Meetings:** At least two face-to-face meetings a year, with one in January to review the executive director and discuss items of importance to staff and the Finance and Personnel Committees (both are part of the duties of the committee).
- **Industry Conferences:** NASC staff will participate in industry meetings. These can include Connect Sports/SportsLink, TEAMS, the Sports Relationship Conference, the AAU and USSSA annual meetings, the NCAA Annual Conference, NSCAA/US Youth Soccer annual meeting, ASA/USA Softball annual council meeting, and each meeting of ACES and DMAI. Some members have attended international sports conferences. The NASC will monitor these and recommend any that appear to have interest.
- **Offer of Programming:** The NASC will offer programming to each industry conference. These could be NASC members only events or they may be regarded as recruitment events for new members. The NASC will offer these events to Connect Sports, the TEAMS Conference, and The Relationship Conference in 2016. This offer may be amended or withdrawn in the last two years of the plan, depending upon acceptance and attendance.
- **International Association of Sport Cities:** This organization will launch in 2016. The NASC sees the IASC as an opportunity to provide best practices to the global sports market. NASC members will have the opportunity to join this new organization.
- **National Associations:** Participate in association industry organizations and meetings (for example, the American Society of Association Executives, Ohio Association of Non Profit Organizations and the National Recreation and Parks Association).
- **NASC Hall of Fame:** Currently, the plan is for the Leadership Council and the Awards Committee to have a fully developed concept ready for presentation at the 2016 Symposium. This plan further calls for implementation at the 2017 Symposium in Sacramento.



COMMUNICATION AND MARKETING

The NASC will continue to emphasize its slogan “Your Resource for the Sport Tourism Industry.” Every communication will be designed to support this claim. We are the industry spokesman on all issues of significance, and our annual marketing plans include further progress in this area.

In the three years of this plan, the NASC will:

- Create annual integrated marketing and communication plans with our outside agency and track the results monthly.
- These annual plans will provide effective internal communications between staff, the board of directors and each committee and membership and promote our industry.
- Stress the economic and social value of the industry.
- Stress the need to be athlete and family focused.
- Balance the need to communicate important issues to our membership with the danger of doing so too often and losing their attention. The goal is to touch every member with useful information multiple times each month.
- Continually seek speaking opportunities that extend the reach of the NASC as the source for industry information. An example is the South Carolina Governor’s Conference on Tourism in February, 2016.
- Emphasize the importance of and strengthen every NASC committee. It is exceptionally important to the continued success of the NASC that ideas be generated at the committee level, vetted there, and sent to the board for action where appropriate.





RESOURCE DEVELOPMENT



It is anticipated that the annual budget will exceed \$2 million by 2017.

To support these numbers, the NASC will emphasize the following:

- Member retention and growth through an aggressive member benefits program, national exposure of the continued growth in sports related travel and the benefits to host communities when visitors spend time in their communities, and the importance in knowing what it takes to be successful.
- It is recognized the most important sources of revenue are membership dues, symposium registrations, partnerships, the CSEE Program, and consulting services.

We anticipate new members will come primarily from park and recreation departments and additional Allied members identified by staff or NASC members at other industry conferences.

MEMBERSHIP	2015 projected	2016	2017	2018
ACTIVE	510	535	561	589
RIGHTS HOLDERS	165	173	181	190
ALLIED	85	89	93	97

In support of these targets, the NASC will also pursue a strategy to assure increased partnership revenues in each year: \$350,000 (2016), \$375,000 (2017), and \$400,000 (2018). An entirely new marketing campaign has been launched for the 2016 Symposium. This campaign emphasizes a partnership fee with activation at additional cost. This will ensure an increase in net revenues beginning in 2016.

And, to further augment these targets the NASC Strategic Consulting Service has established a target of a minimum of \$130,000 in projects each year.

To help insure accomplishment of these revenue targets, we will:

- Continue to recruit and train new members.
- Begin to recruit more park and recreation departments state by state or region by region. This recruitment is not designed to create a new member category. Instead, we are seeking those departments actively involved producing sports events who wish to learn more about industry best practices and partnering with a sports commission or convention and visitors bureau.
- The NASC full time staff of five is sufficient to meet the needs of each plan year. This is the largest number of full-time employees ever, and will be assisted by up to two interns at all times.
- Continue to expand our relationship with the Association of Chief Executives for Sport (ACES). Part of this effort will include inclusion of ACES members in our CSEE courses and opportunities to attend and speak at each ACES conference (two each year).
- Support the NCAA with its 2018-2022 championship bidding process.
- Offer to provide programming on industry issues to state governor's conferences on tourism, state park and recreation department annual meetings and similar organizations.
- Continue efforts to establish a national sponsorship program that would not be in conflict with member agreements.

Summary of key sources of new revenue:

- Changes in symposium partnership agreements (implemented for 2016 Symposium) that will increase net profit
- Gradual increase in the number of Active members from park and recreation departments. The NASC will strive to have 50 departments as members at the end of 2016 and to aim for 75 and 100 by the end of 2017 and 2018 respectively.

- Introduction of the CSEE on-line component and an increase from \$350 to \$400 for each course starting with January 1, 2016. A higher level of certification, scheduled for introduction in 2017, will increase the number of course offerings and income. It is estimated each on-line course will produce an NASC share of \$50,000 in revenue over its life. On-line courses will be as "evergreen" possible to extend their useful lifespan.
- Results of these initiatives will be reported monthly to the board of directors. The same information is posted monthly on the NASC website.

