



Strategic Planning Session 2008/09

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Introduction

Members of the Board of Directors and the Executive Director of the Recreation Facility Association of Nova Scotia participated in their twelfth Strategic Planning Workshop on October 17 and 18, 2008 at White Point Beach Lodge.

A list of participants is contained in Appendix A

Kevin Marlin once again facilitated the session to assist participants to determine the direction of the Association for the next year and developing relevant action plans to achieve these goals. This session also saw exploration and consideration of an opportunity through Conserve Nova Scotia.

To lay a foundation for the planning session each participant was asked to provide a word that represents their vision of RFANS in the future, as follows.

Progress *Potential* Breakthrough *Difference* Information *Exciting* \$\$\$\$\$\$ *Opportunity* Leader
Provincial Useful *Relevant* Assistance *Progressive*

A Five Year Review

A review of RFANS Vision and Mission Statement, Supporting Principles and Action Plan Goals for the past five years was conducted and is included in Appendix B.

Participants were then asked to provide a Snapshot Picture of RFANS today by using a media reporting format.

This allowed participants to reflect on past achievements and gain a collective appreciation of how RFANS has grown over the years building on its successes.

Conserve Nova Scotia – Opportunity Knocks

Bill Cruickshank and Derek Hawes presented information to the participants regarding the pilot program RFANS has been involved in through Conserve Nova Scotia and Health promotions regarding energy efficiency in rinks and the potential of the continuation of the REAP (Rink Energy Action Plan) project.

Questions were entertained to provide clarity of the information presented after which participants were tasked to explore the Strengths, Weaknesses, Opportunities and Threats of the REAP project opportunity.

Strengths

- value to members – energy efficiency
- we have the expertise and knowledge of our facilities
- we have information on energy audits
- good education (professional development) for our Executive Director
- we help develop the program
- lends credibility to the program
- we are leaders with valuable resources for greening our facilities and reducing operational costs

Weaknesses

- it is a daunting task to educate all levels of decision makers
- diverse needs and state of facilities
- logistics of grouping projects – i.e. different funding
- lack of RFANS capital

Opportunities

- recognition as this project succeeds
- get to meet other facility operators
- opportunity to implement new programs because of proven ability to deliver
- group purchasing and improved procurement
- improved communication
- higher profile
- alternative energy opportunities
- promote / market / communicate

Threats

- procurement challenges
- autonomy of each facility
- 2011 games (HRM)
- communication
- staffing / resources
- elections / controllers
- no completed successful project in this year

Following the presentation and exploration of the merits of the REAP project there was unanimous agreement to pursue the project further and make it a priority for the upcoming year.

A further SWOT analysis was conducted of RFANS as an overall organization to aid with the project planning as well as the organizational strategic planning.

Strengths

- leadership (Bill)
- partnerships – funding (HPP); corporate, associations
- strong and committed board
- infrastructure for effective communications
- respect and reputation through the Maritimes as an industry leader
- established programs and workshops
- membership

Weaknesses

- 2 way communication
- membership numbers (130)
- perception that annual conference is for managers only
- advocacy efforts are unrecognized
- human resource capacity
- Facility Focus maintenance challenge
- lack of membership passion / interest / appreciation
- low level of promotion of successes
- limited resources and overall capacity

Opportunities

- increase capital investment in community
- increase membership
- increase income and financial capacity of RFANS
- assisting program success and ensuring continued support
- increase credibility of RFANS
- national and international exposure
- improve “branding” of RFANS
- leader in environmental stewardship
- RFANS seen as keeping community rink open
- Increase visibility of funding partners
- Increased partnership requests for RFANS

Threats

- complacency / lazy
- risk of failure
- lack of communication and risk of not reaching membership
- loss of leadership and direction (core programs)
- lack of sustainable funding

Drawing from a broad goal identification exercise the following two Strategic Goals were identified for the upcoming year to be pursued in conjunction with the REAP Project.

An initial GANNT chart was also established for the REAP Project outlining Main Tasks, Sub-tasks, Leads and time lines which is included in Appendix C.

Strategic Goal - To increase RFANS recognition by effectively promoting and communicating to our members and prospective new members.

Objective – Increase and ensure communication between Zone Representative and Zone membership.

Actions –

- 1) Establish regional zone meetings for members with a minimum of one meeting per zone..
- 2) Educate members about on-going changes in the industry, new products and services available.
- 3) Identify, promote and encourage new partnerships. (ie EMO)
- 4) Provide press releases for local and provincial media for professional developmental opportunities and RFANS success stories
- 5) Maximize effective of the web site for communication and promotion.

Key Success Indicators – Measurable Outcomes

- 1) The Key Success Measure will be completion of the actions and subsequent outcomes as followed up on a regular basis.

Strategic Goal – Identify and maximize RFANS’ opportunities as a result of our leadership role in the REAP program.

Objective – Create a public relations program that utilizes a multi-dimensional approach to educate and inform the public, government and our membership about RFANS’ involvement in the REAP program to maximize our exposure and benefits.

Actions –

- 1) work in close tandem with the project team to coordinate messaging and raise awareness.
- 2) Identify a qualified avenue to gain assistance in designing a public relations package and approach to maximize RFANS’ exposure. (within 6 months)

Key Success Indicators – Measurable Outcomes

- 1) identification and engagement of a suitable qualified PR support (i.e MSVU) to assist with and complete the PR package within 6 months.

Objective – Improve the financial security and longevity of RFANS through effective management of the REAP fees.

Actions –

- 1) develop and adopt a reserve fund formula to create a contingency fund to be utilized for defined purpose as determined by the Board of Directors.

Key Success Indicators – Measurable Outcomes

- 1) completion of the action item and establishment of the fund.

It was also noted that the REAP project will see greater success and longevity if a means is established and encouragement and support is provide to member facilities to redirect operating savings realized as a result of their participation in REAP to create additional energy initiatives within one year of retrofitting.

A round table opportunity was provided for closing comments ending the session.

Appendix A

Participants

Bob Quigley
Bud MacInnis
Kathie Wheadon-Hore
Derek Hawes
Joel Dawe
Wayne Otter
Dave Molloy
Mary Ann Gauvin
Bill Cruickshank
Ian Storey
Dave Clayton
Cathy Burgess
Ray Gouchie
Gordie Snook

