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# Strategic Planning Session 2010/11

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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 fourteenth Strategic Planning Workshop on November 05 and 06, 2010 at White Point Beach Lodge.

A list of participants is contained in Appendix A

Kevin Marlin once again facilitated the session to assist participants in determining the direction of the Association for the next year and developing relevant action plans to achieve these goals.

Our theme this year was "Re-imagining RFANS".

Re-imagining in a pure sense relates to computers and is defined as follows: "To reconfigure a new PC by overwriting the pre-installed operating system with the same or different one, but combined with drivers, applications and settings required by the users."

That is basically what the Board wanted to achieve with this year's planning session - a new approach to how the RFANS Board of Directors is set up and operates and determining a direction for RFANS through a fresh perspective.

After a warm up exercise of identifying desired organizational edits, insertions and deletions the following review of the 2009 –10 plan and subsequent outcomes was conducted.

### Review 2009/10

Strategic Goal – To create awareness within Provincial and Municipal government through education leading to increased funding opportunities resulting in increased funding for recreation facilities in Nova Scotia by \$2,000,000.

Desired Outcomes – through increased funding we will be able to maintain and improve the existing facilities for utilization by the citizens of Nova Scotia as well as improve access to these facilities, especially to the social economically challenged.

*All members present agreed that this goal was achieved with success.*

Strategic Goal – Improve the production and regularity of Facility Focus.

Desired Outcomes –ensure three issues per year of Facility Focus and to reap the benefits of improved communication with all members and stakeholders realizing their increased awareness of RFANS and greater involvement with the organization.

*While this goal was not achieved it has been decided that there will be two issues of Facility Focus released each year, one for March 1 and one for October 1. This is now considered to be an operational imperative.*

Strategic Goal – Raise awareness of Rink safety in regards to wearing helmets

Desired Outcomes - See an increase in the number of facility users wearing helmets in a variety of uses including figure skating, public skating, hockey, ringette, etc.

*Dalplex has taken an independent lead with this initiative with Kathy Wheadon-Hore acknowledging it is a slow progressive movement with an emphasis on education and awareness.*

It was identified that a benefit would be realized if RFANS took stock of their successes, inside and outside of their strategic plan, and celebrated those successes as they were realized.

Following the review of 2009/10 the participants then focused on the need to re-image the Board of Directors.

The ensuing discussion illustrated the diversity of understanding and views regarding the role of the Board as an entity, the role of Board members and their legal obligations, responsibilities to the membership and liabilities.

The pros and cons of a committee structure were also discussed.

After much information sharing and dialogue it was agreed that improving the operation of the board would be a priority goal for the upcoming year.

Executive Director Catherine Kersten then shared the results of a recent membership survey as well as the outcomes of a recent program review.

A review of RFANS' Vision and Mission statements yielded the following change to the Mission statement:

The Mission of the Recreation Facility Association of Nova Scotia is to provide leadership and advice in developing, promoting and advocating excellence in recreation facilities, operations and personnel.

A SWOT analysis and Environmental Scan provided the final pieces of information required for the group to identify their planning priorities for the upcoming year.

**2010/11 Strategic Goal - To review and revamp our governance model to ensure it provides the necessary structure for RFANS to realize its vision and meet its mission and goals.**

Objective – to conduct a compliance audit by reviewing existing by-laws; review code of conduct, terms of reference and roles and responsibilities.

Review policies and procedures, HR practices, staff performance appraisal and financial reporting.

Review board member orientation package.

Key Performance Indicators – Achievement of each of the above will serve as a milestone.

Action Plan -

- 1) review existing documents and make list of recommended edits
- 2) create terms of reference and conditions of employment including salary and benefits
- 3) determine financial operating model
- 4) clarify legal responsibilities of the board and determine risk management tool
- 5) review signing authorities and subsequent legal responsibilities and liabilities

Time Frames – November 8 – e-mail BOD soliciting desired changes

November 12 – deadline for BOD to submit changes for review

December 1 – committee share documents

December 3 – conference call to discuss

December 20 – committee meet to finalize proposed changes

Early January – send edited documents to BOD

January Board meeting – review proposed changes

March 1 – notice of proposed changes to members

June AGM – ratify changes

It was also determined that the following committees would be struck to support the Board in their efforts – Executive Committee, Nominating Committee, IREP Committee and Conference Committee.

**Strategic Goal – To increase, improve and ensure consistent internal communications throughout RFANS.**

Objectives – Obtain contact information for all facilities in NS.

Implement face to face meetings between facility operators and regional rep and executive director.

Redesign RFANS' web-site to make it more interactive and engaging.

Increase circulation of Facility Focus.

Key Performance Indicators – achievement of each of the above will serve as a milestone.

This will be measured by the number of facility contacts obtained, number of meetings completed and number of web-site hits plus feedback from members.

Increased interest in Facility Focus will be determined through a special ballot made available in each issue.

Action Plan –

- 1) Secure facility contact information by February 1, 2011.
- 2) Complete face to face meetings by November 30, 2011. During these meetings we will provide members with info about RFANS, obtain feedback, increase our branding and take photos for marketing.
- 3) Refresh web-site by June 30, 2011 including improved interaction.
- 4) Place ballots in Facility Focus to track readership and try to increase number of returned ballots from each issue.

**Strategic Goal – Determine strengths and identify gaps in programming to better meet the needs of our members.**

Objective – Undertake a comprehensive review of existing RFANS programs to determine effectiveness, identify and fill any gaps in programming.

Key Performance Indicators – Increased enrollment, participation and satisfaction in program participation.

Action Plan –

- 1) Establish an adhoc working group with membership to be determined by the board.
- 2) Evaluate existing programs by comparing outcomes versus expectations; cost versus participation.
- 3) Measure attendance and review participant feedback by engaging members and reviewing survey results.
- 4) Ensure programming offered is cost effective and meets the needs identified.

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

## **Appendix A**

### **Participants**

Bob Quigley

Dave Molloy

Mary Ann Gauvin

Catherine Kersten

Dave Clayton

Ray Gouchie

Gordie Snook

Kathie Wheadon-Hore

Joel Dawe

Mike Adams

Dave Clayton

