



# **Strategic Planning Session 2011/12**

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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 fifteenth Strategic Planning Workshop on September 30 and October 1, 2011 at Digby Pines.

A list of participants is contained in Appendix A

Kevin Marlin once again facilitated the session to assist participants in conducting a review of RFANS, it's governance, operations and programs to determine the direction for the upcoming year.

Our theme this year was "20/20 Hindsight to your 2012 Future Vision".

This year's workshop was to be a time for individual and organizational reflection leading to determination as to the future direction of RFANS.

After a warm up exercise of each participant sharing a personal self reflection as to their achievements and role fulfillment as a director / regional representative the following review of the 2010 –11 plan and subsequent outcomes was conducted.

### Review 2010/11

**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.

*It was agreed that much was achieved related to this goal. The review of existing by-laws; review code of conduct, terms of reference, roles and responsibilities and policies and procedures was accomplished.*

*The review of HR practices, staff performance appraisals and financial reporting is a continued work in progress. Catherine is working with the supports provided by Sports Nova Scotia in regards to the financial reporting.*

*Board members stated a need for greater line item details in the financial reports and the preference of receiving the financial reports at least a week prior to the board meeting.*

*It was also agreed that board members would provide their regional reports to be circulated in advance of the meetings.*

*This will allow for more time to be focused on discussion and dialogue and less on reporting out.*

**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.

*This goal was not achieved during the past year. Discussion revealed that to accomplish face to face meetings with the members it would require a promotional lure to attract them. A suggestion was made that the President and Executive Director were available to attend the turnout for a regional meeting would be higher.*

*In regards to redesigning the web-site, it was decided to explore the potential of contracting this service out.*

**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.

*This goal was moved forward to become an integral component of this year's planning session. It is worthy to note that efforts continue towards the establishment of a refrigeration course.*

A brief discussion revealed the need and desire to strengthen the Board's knowledge and reach a consensus 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 idea of sharing a common book resource will be revisited.

A review of RFANS' Vision and Mission statements confirmed their relevancy and reminded the participants of the importance of connecting their activities, programs and projects 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 review of the relationship between RFANS and Recreation Nova Scotia took place through discussion. It was agreed that an interdependent relationship exists between the two organizations. Without recreational activities and planning there would be little need for facilities and without recreation facilities there would be few recreational activities.

It was agreed that a benefit could be realized in forming a partnership with Recreation Nova Scotia for the planning and delivery of the annual conference. This should lead to greater efficiencies through shared resources. It should also provide greater success through shared attendance and potentially increased attendance as it is perceived that many shared members have to choose between the two conferences due to limited resources.

Initial dialogue has begun between the Executive Directors of each organization. The next step is to arrange a meeting between the respective Executive Directors and Board Executives.

A comprehensive program review was initiated utilizing research and data provided by Catherine. It was quickly realized and acknowledged that due to relaxed record keeping and a lack of formal on going program evaluations there was not sufficient data to complete a comprehensive review as hoped.

In spite of a lack of detailed data, the participants yielding the following observations reviewed each existing program through shared knowledge and discussion.

Hockey Helmet – Retain and modify delivery to increase promotion of helmet usage, educate facilities regarding potential liabilities with neglect and advocate to provincial and provincial governments for mandatory use.

Auto External Defibrillators – Retain and improve promotion and awareness.

Maritime Arena Operators Level 1 – Retain and move towards being a certified ice technician.

Certified Pool Operators – Retain and create means to evaluate / measure outcomes.

Mid Season – Retain, content requires updating.

Outdoor Pool – Retain and broaden market to include home pools, offer in may and explore potential of mobile offerings and partnering with H&W Regional reps.

How to Build and Outdoor Rink – Retain, ensure promotions include availability of on line DIY or half day presentation. Must be cognizant of costs and revenues for half day presentations.

Playground Maintenance and Safety – Retain and secure source instructor.

Turf / Grass Maintenance – Retain but explore delivery and demand with Health and Wellness rep, Dave Molloy.

Risk management – Must be revisited before decision taken. On line courses are available. If RFANS delivers it must be complete and comprehensive. The current package will require updating.

The review of programs also revealed the lack of distinction between members and non-members in regards to accessing and taking advantage of the various program options offered through RFANS.

It was determined that there must be clear advantages to being a member of RFANS as a means to increase and retain membership, which is a fundamental need for sustained organizational existence.

The following was offered for consideration by the Board at a future meeting.

- A) RFANS members are “first in line” to access programs.
- B) RFANS members will pay a lower participation / registration cost.
- C) Consideration of a longevity or frequent participant reward.
- D) Incorporate the cost of membership into a non-member’s registration cost creating the opportunity to become a member and take advantage of the benefits.
- E) Corporate Member Benefits could include corporate referrals to members, tender notification, priority for conference space, exhibit discounts, opportunity to sponsor membership lunches, invitation to host a Regional meeting, a new member feature in Facility Focus and first option for banner advertising on the RFANS web site.

It was also determined that a Program Assessment / Evaluation tool was required to enable the Board in properly assessing new and existing programs and projects for consideration as well as ensure the provision and retention historical data.

A tool for such consideration is provided in following Appendix A.

The group than brainstormed new programs for future consideration as follows:

- Skateboard and Bike Parks; development, operations and maintenance
- Trails – provide link to Health and Wellness site
- Outdoor Tennis and Basketball Courts
- Indoor and Outdoor Tracks
- Fitness Centres
- Zip Lines / Climbing Walls
- Aquatics Administration
- Ice Installation Course – ice making and painting, 1<sup>st</sup> week in August
- Custodian Duties – facility housekeeping and sanitation
- Recycling
- Human Resource Management
- Customer Service

Two first steps identified to consider these new programs are to create a complete directory of such recreation facilities with the support of a student grant and to solicit the interest and needs of the recreation community.

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

## **Appendix A**

### **Participants**

Ray Gouchie

Catherine Kersten

Dave Clayton

Mary Ann Gauvin

Gordie Snook

Kathie Wheadon-Hore

Joel Dawe

Mike Adam

Ian Storey

Jim Lambert

Larry Anthony

Luc Brisson



## Program Assessment

### Our Mission –

Program / Project Name:

Completed by:

Date:

Program / Project Description:

Target audience / market:

Anticipate participant level:

Estimate of volunteer hours required:

Actual:

Estimate of staff hours required:

Actual:

Projected Budget: Estimates

Actuals:

Projected Costs:

Labour  
Materials  
Rentals  
Advertising  
Travel  
Misc.  
Other (state type)

Actual Costs

Projected Revenue:

Actual Revenue:

Volunteer / Staff Time tracker: Record weekly the volunteer hours and staff hours devoted to this program / project.

V:

S:

Rating Scale: 0 = not at all; 1 = low; 2 = moderate; 3 = high; 4 = very high

Criteria	Rating
Does this program / project align with our mission statement? Rationale:	_____
Will this program / project have a positive impact on our members? Rationale:	_____
Will this program have strong lasting outcomes for our members? Rationale:	_____
Have our members stated they want this kind of program / project? Rationale:	_____
Are we experts in the delivery of this program / project? Rationale:	_____
Is this program / project best delivered by RFANS? Rationale:	_____
Do we have the resources to deliver this program / project? Rationale:	_____
Can this program / project operate at breakeven or better? Rationale:	_____
Is there sponsorship financing available? Rationale:	_____
Do we have the required start-up resources? Rationale:	_____
Total Score out of a maximum of 40 If less than 30 reconsider.	_____