



Focus on Action 2006/07

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Introduction

For the eleventh consecutive year, members of the Board of Directors and the Executive Director of the Recreation Facility Association of Nova Scotia participated in a Strategic Planning Workshop. This year the Dartmouth Sportsplex was chosen as the location and on October 26, 2006 four hours was devoted to outlining the plan of action for 2006/07. 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.

Vision and Mission Statements

Vision Statement

The Recreation Facility Association of Nova Scotia will be an organization that has the knowledge and expertise to guide and challenge those responsible for recreation facilities in Nova Scotia to strive for excellence in all aspects of their operations.

Supporting Principles

RFANS will acknowledge and respect its' members as the foundation on which the association builds its' success. To this end, RFANS will seek information and guidance from its' members, who in turn will benefit from their active involvement in the association.

RFANS will become recognized and respected both provincially and nationally for establishing guidelines and for the development of resources including information resources and professional development opportunities. Leadership provided by RFANS will ensure recreation facilities in Nova Scotia will be developed and operated more efficiently and effectively and safely.

Partnering with other related organizations will be a part of the RFANS philosophy.

Mission Statement

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

In preparation for developing this year's action plan last year's Environmental Scan and SWOT analysis were utilized as a resource.

The SKEPTIC model was used as a framework for the environmental scan - **S**ocial Demographics, **K**ompetition, **E**conomic Environment, **P**olitical Climate, **T**echnology, **I**ndustry and **C**ustomer Needs.

Social Demographics — aging population, rural to urban movement, fewer children, declining rural populations, Pop, Pops, Pop, changing family values, inactivity, increasing obesity and shifting lifestyles, traditional job shifts to more technology, increased consumer awareness, less disposable income, increase in social income divide, less public tolerance for poor fitness and health habits.

Kompetition — private enterprises, other agencies, computers as recreation, variety of sports, backyard pools, consumer time values, each other (facilities).

Economic Environment — less family disposable income, less \$\$\$ for seniors, increased operational costs leading to increased cost of participation, promotion of employee benefits and memberships, minimum wage increases, "weather fears".

Political Climate —unstable minority government, politicians into philosophy of prevention, risk of "Flavour of the Month", lack of value by some municipal politicians.

Technology — negative aspect / creating increased need for physical activity, positive aspect / better communication and more efficient facilities with decreased costs.

Industry — greater demand for females in sports, sports and recreation seems more programmed and organized than in past — less spontaneity although we have seen a shift with emerging outdoor recreation such as trails, skateboarding, outdoor rinks and BMX bikes, aging facilities.

Customer needs (members) — professional development, aging facilities require access to more \$\$\$\$ for maintenance and replacement and member retention.

SWOT Analysis

A SWOT analysis revealed the following about the strengths, weaknesses, opportunities and threats of the association;

Strengths — continuity of strong leadership and experience, professional staff, Focus on Facility, changing and improving with technology, quality promotional material, expertise in facilities, expertise of Board, professional development, quality workshops, financial stability – 3 year plan, ability to self assess and desire to improve, good government relationships, recognized provincially and nationally, respect of membership, an identified need for services, regional approach, program promotion, positive attitude.

Weaknesses — lack of support staff, communication with members, duplication with other agencies, direction given to regional reps, geographic spread, lack of political clout at the local level, follow-up on directives, financial dependency on government, future reliance on CRFC.

Opportunities — enhanced communication with government, marketing strategy, telemarketing candidates for training workshops or conference attendance, Office of Health Promotion funding, on-going need for member training, facilities needed for program delivery, student interns, finances – increase revenue generation, increase Web-site potential – commercial advertising, sale of resources.

Threats — funding, Directors' time constraints, demographics, aging facilities, competition, shifting government priorities, shortage of partners, loss of "gravy" revenue (bingo), insecure future, changing membership with shifting roles, increased energy costs, liability insurance costs, declining youth population, lack of community leadership, dropping disposable income, technology, weather fears, municipal policies.

Through brainstorming and discussion the following **five key strategic goals** were identified.

1. **To educate Municipal Counselors of the value of recreational facilities to the community as a whole.**
2. **To increase participation and provide more value for exhibitors and participants at the annual conference.**
3. **To sustain existing membership and provide value for membership.**
4. **To increase recreational facilities' ability to respond to emergency situations.**
5. **To continue efforts to develop an energy management portfolio of resources and products available in the marketplace to facilities for producing energy cost savings.**

Strategic Goal - To educate Municipal Councilors of the value of recreational facilities to the community as a whole.

Objective – to maintain and strive to increase the level of financial support for recreational facilities beyond the philosophical support.

Actions –

- 1) Develop a scorecard utilizing Genuine Progress Indicators to allow Municipalities to rate their facilities. Completion date to be determined.
- 2) Provide municipal councils with documented and validated information showing the social, health and economic benefits of recreation facilities. Completion date to be determined.
- 3) Request an opportunity for RFANS to set up an exhibit at the next Union of Nova Scotia Municipalities (UNSM) conference – Spring 07. ASAP
- 4) Invite UNSM to nominate a representative as a Board member to the RFANS board to establish on-going connectivity and communication. Following above conference.

Key Success Indicators – Measurable Outcomes

- 1) Provision of scorecard and compiled information is provided to all municipal councilors.
- 2) Members report an increase in municipal funding as a result of these actions.

Strategic Goal – To increase participation and provide more value for exhibitors and participants at the annual conference.

Objective – to improve the quality of the annual conference resulting in an increased number of participants and an increase in value for exhibitors.

Actions –

- 1) Collaborate with New Brunswick and PEI facility associations.
- 2) Ensure continued direct Board involvement and participation in determining conference workshops, sessions and social events. (including First Class Golf Experience)
- 3) Undertake early marketing of the “new concept” to targeted potential exhibitors.
- 4) Identify, target and solicit sponsors for key receptions.
- 5) Support Regional Representatives in their efforts to market the conference to members in their respective areas.

Key Success Indicators – Measurable Outcomes

- 1) A notable increase in both number of participants and number of trade show exhibits accompanied by stated increased levels of satisfaction and value.

Strategic Goal - To sustain existing membership and provide value for membership.

Objective – to ensure Regional Representatives are actively meeting or calling members often to discuss issues, challenges and successes in an effort to provide appropriate RFANS support.

Actions –

- 1) mandate as a Regional Representative responsibility to meet with all members at least once during the year and ensure awareness of RFANS supports and training availability.
- 2) Regional Representatives will identify and target potential new members within their geographic areas.
- 3) Regional Representatives, through their members, will review and document the needs of each member facility.

Key Success Indicators – Measurable Outcomes

- 1) Regional Representatives will provide contact update at each Board meeting in comparison to the existing membership list to show progress to 100% by year end.
- 2) Regional Representatives will share new membership solicitation efforts at each Board meeting.

Strategic Goal – To increase recreational facilities’ ability to respond to emergency situations.

Objective – to make Automated External Defibrillators (AED) available to recreational facilities at a reduced cost.

Actions –

- 1) Partner with Provincial Department of Health Promotion regarding funding and marketing / awareness campaign.

Key Success Indicators – Measurable Outcomes

1) The program is established and available by April 2007 resulting in 50% of recreational facilities having AEDs available.

Strategic Goal - To continue development of an energy management portfolio of resources and products available in the marketplace to facilities for producing energy cost savings.

Objective – Continue to research and assemble potential funding resources available to recreation facilities for energy conservation and research and critique industry products, goods and services to maximize cost recovery.

Actions –

- 1) Identify energy management funding resources by consulting with industry experts in Nova Scotia and across Canada.
- 2) Research success of RFANS members to obtain feedback on funding resources.
- 3) Identify industry products and services available.
- 4) Research success of RFANS members of energy management products and services.

Objective – To have information available to recreation facilities to allow for informed decisions when considering energy cost saving measures and systems.

Actions –

- 1) Utilizing information obtained through above objective, identify 3 or 4 common facility sizes and provide an estimated costing of implementing various systems including return on investment in subsequent energy savings.

Objective – Continue to enhance and add to portfolio feedback of successes and limitations of the funding, products and services that were identified.

Actions –

- 1) Communicate with those who have piloted and/or implemented energy saving suggestions to obtain feedback.
- 2) Update information depository to reflect findings.

Objective – Identify energy bulk purchasing opportunities and determine potential for cost savings.

Actions –

- 1) Identify common goods and suppliers utilized by recreational facility members.
- 2) Negotiate potential reduced costs if bulk purchasing agreements were in place.
- 3) If attractive, offer opportunity to membership to become part of a purchasing group for the specific good they are interested in.
- 4) If bulk purchasing is not a benefit, solicit price information from facility members to be shared allowing for a better negotiation stance for members.

Key Success Indicators – Measurable Outcomes

- 1) It is recognized that the magnitude of this continued goal is significant therefore the Key Success Measure will be completion of the actions and subsequent outcomes as followed up on a regular basis.
The ultimate success indicator will be the completion of the source data document (portfolio) resulting in increased access by members leading to better decision making in regards to maximizing energy efficiencies.

A round table opportunity was provided for closing comments with the session was closing at 2PM.

Appendix A

Participants

Bud MacInnis

Kathie Wheadon-Hore

Joe Morris

Derek Hawes

Joel Dawe

Wayne Otter

Bob Quigley

Mary Ann Gauvin

Bill Cruickshank