



Recreation and Parks Association of Nunavut

2012 – 2016 Strategic Plan

The implementation of the Strategic Plan will set the path for RPAN to be the recognized voice and leader for healthier and more active communities in Nunavut.

The Recreation and Parks Association of Nunavut was initially established in July 2010. In recent months, a working group committed to enhancing the quality of life for individuals and communities in Nunavut has come together to revitalize the organization. RPAN will strive to improve the quality and level of recreation services in our communities.

Recreation can be defined as those non-competitive physical activities that take place for leisure purposes in our communities. Recreation plays a vital role in our wellbeing and brings people together to create stronger communities. A healthy recreation sector provides maximum opportunities for the entire community, including people with disabilities, youth, the elderly and the disadvantaged, to participate in activities.

RPAN is supported by Sport and Recreation Nunavut, a department of the Government of Nunavut, who is equally committed to supporting the health and wellbeing of individuals, groups and the Nunavut community through participation in sport and recreation. RPAN is governed by a voluntary Board of Directors and maintains a strong relationship with Sport Nunavut.

The **benefits** of participating in sport and recreation activities cannot be under estimated and they include personal health, social cohesion, community spirit and pride, improvement in quality of life, reduction in anti-social behaviors, reduction in stress, and strengthening of families and neighborhoods. It is also necessary to consider current and growing trends when developing community services. People are embracing the “active for life” or “wellness” concept, trails are becoming increasingly popular, sport tourism is an increasing market, aging populations are becoming increasingly more active and fewer youth are participating in organized sport in favor of casual activities.

Additional **benefits** include:

- Is essential health and well-being
- Increases self-esteem
- Promotes social cohesion
- Builds leaders
- Promotes leadership
- Creates employment opportunities
- Reduces use of drugs and alcohol
- Creates community pride
- Creates healthier and happier communities
- Provide the key to balanced human development
- Provide a foundation for quality of life
- Reduce self-destructive and anti-social behaviour
- Are a significant economic generator



OBJECTIVES

1. To advocate the growth and development of recreation and park services.
2. To promote public awareness and support for recreation and park services as they relate to use of recreation and leisure.
3. To improve communication and interaction between individuals involved in the recreation and parks field in Nunavut.
4. To provide educational opportunities for volunteers and professional practitioners in the recreation and parks field.
5. To provide input into public policy for recreation and parks development and services.



In preparing to develop the RPAN Strategic Plan, a review of community challenges that play a role in implementing quality recreation programs was discussed and identified. This process contributes to the validation of programs and services RPAN needs to provide in Nunavut and includes:

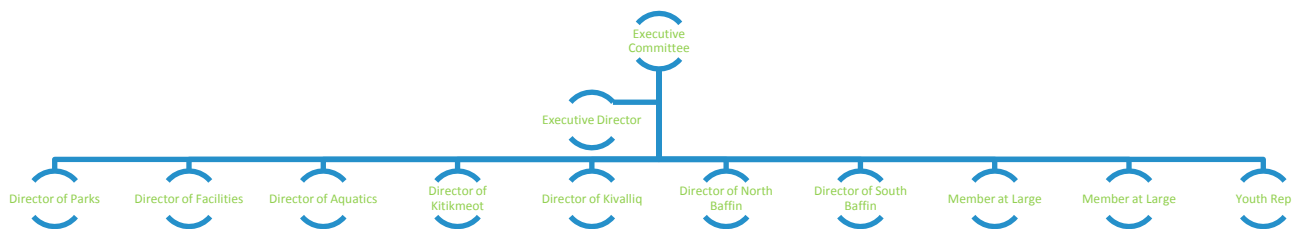
Lack of “life long sport” concept	No grants for equipment and supplies	Need to identify and create partnerships
Not enough professional development and training	Need templates grants for after school programs.	Networking amongst communities
Lack of qualified staff and volunteers	Increase awareness that non-traditional activities are recreation (walking, hunting, Inuit games, fitness)	Increase communication
Need first aid certification courses	No community recreation plans	Joint use agreements (these are dependent on the school principals)
Need regional recreation coordinator planning meetings (annually)	Access to year round availability of facilities	Struggle between DEA's and Hamlets
Inability to plan programs (develop a simple “to do” or best practices manual)	No facility and equipment maintenance plans or training	
Training needed in “how to write proposals”.		
Transient volunteers		

In five years, RPAN would like to:

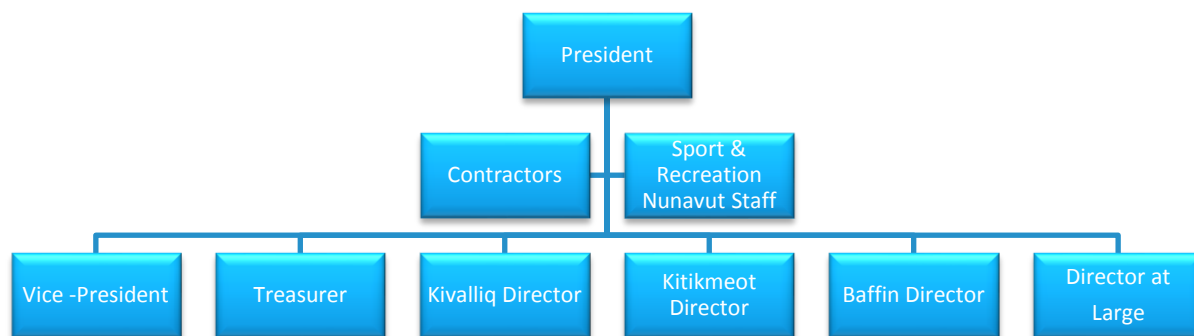
Have three staff to ensure RPAN can meet the capacity requirements	Strong website, which is the platform of resources	Have all 26 Hamlets as full members
Host Annual Conference	Develop and implement Awards program	Host annual “signature” special event
Signature programs: After School Program; Grant Program and Best Practices Manual	Nunavut database	Financial stability
Full and operational Board of Directors with regional representation	Host community resource inventory	Have key national partnerships in place
Host of High Five	Be the information “hub” for sport and recreation	



ORGANIZATIONAL STRUCTURE (current)



ORGANIZATIONAL STRUCTURE (revised)



COMMITTEES



The initial responsibilities of the above committees will be assumed by various Board members, Sport & Recreation Nunavut staff and possible contractors. Once RPN becomes more self-sufficient, the roles and responsibilities will be reviewed and revised.



STRATEGIC FOCUS

RPAN is committed to building a strong foundation on which we can move forward towards healthier and more active communities. The Strategic Plan defines the roles and responsibilities for RPAN through the recreation and parks sector. The priority for RPAN is advocating on behalf of communities and Hamlets. Equally important is education and training, communications, connecting communities and establishing partnerships.

STRATEGIC PRIORITY AREAS

PRIORITY AREAS	TIMELINE			
	2012	2013	2014	2015
Healthy Communities			X	X
Professional Development and Training		X	X	X
Partnership Development		X	X	
Advocacy		X	X	X
Funding	X	X	X	X
Information Management	X	X	X	X
Networking		X		X
Organizational Coordination	X	X	X	X
Communication	X	X	X	X

STRATEGIC PRIORITY #1: ORGANIZATIONAL COORDINATION

Build and maintain an organizational structure and capacity that will enable RPAN to support the vision, mission and objectives of the Association.

- a. Identify financial resources required to provide RPAN with the Leadership and resources required to achieve objectives.
- b. Build internal staff capacity.
- c. Recruit and build an effective governance Board, including roles and responsibilities.
- d. Prepare job description for ED.
- e. Determine community needs.
- f. Identify and confirm territorial and national partnerships.
- g. Develop advocacy framework.

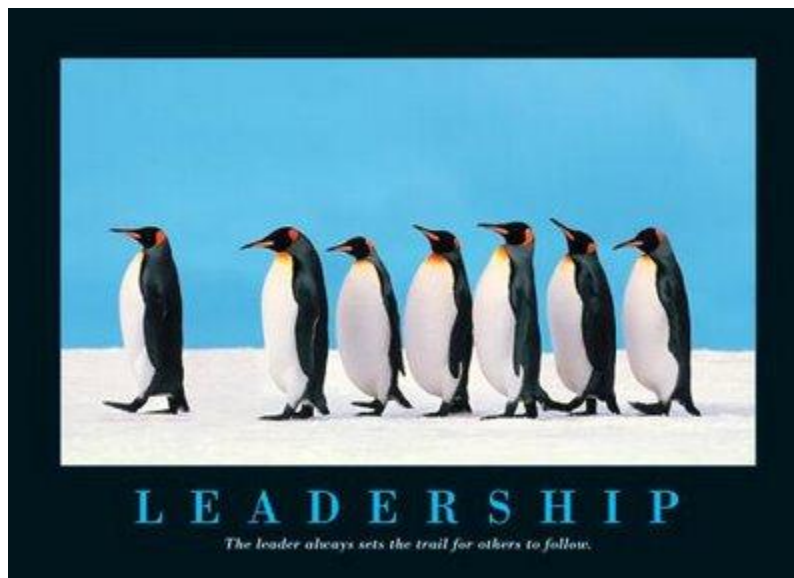


PRIORITY	ACTION	RESPONSIBILITY	TIMELINE	STATUS
Board Development	Identify and recruit Board. (revise from 14 to 5)			
	Develop Board of Director roles and responsibilities handbook.			
	Revise by-laws and constitution.			
	Develop RPAN operational policies.			
	Host monthly conference calls.			
AGM	Host AGM.		Aug 30	
Legal Registries	Submit: AGM minutes; financial statement and Board names and contact information.			
Financial Resources	Develop draft budget for current – March 2014. (Encompasses “getting ready” year plus full year of operations)			
	Develop draft five year operational budget.			
	Prepare and submit funding proposal for Sport & Recreation Nunavut.		Ongoing	
	Submit application for Physical Activity grant to implement High Five.			
Business	Apply for business license to implement High Five.			
Capacity	Develop job description for all staff.			
	Recruit staff through contract agreements.			
	Recruit support committee members.			
	Ensure Board of Directors know their roles.			
	Identify and engage role of MTO.			
Programs and Services	Identify professional development and training opportunities.		Sept '13	
	Coordinate annual conference.		2013/14	
	Implement High Five training.		Ongoing	
	Create Awards program.		Sept '14	
	Identify and create training partnerships.		Sept '13	
	Identify General Insurance Liability program.		2014	
	Identify priority areas for advocacy strategy.			



Outcomes

- Recruitment and hiring of Executive Director for April 01, 2013.
- Submit grant applications for staffing and program/service delivery.
- Have full and operational Board of Directors.
- Attend Nunavut Municipalities Association AGM or meeting to advocate for RPAN support and to identify recreation issues/needs.
- Develop operational policies.
- Confirm roles and responsibilities of RPAN and services and programs that will be provided.
- Develop standards for excellence in community recreation
- Develop youth engagement strategy.
- Prepare strategies to advocate for:
 - Recreation as an essential service
 - Joint use agreements with schools and Hamlets
 - Physical activity and health promotion
 - Volunteerism
 - sport in the community
 - Safe facilities
 - Child fitness tax credit
 - Professional Leadership



Outcomes

- Membership package completed and distributed
- Have RPAN profile “out there” to partners.
- Membership database built
- Prepare and distribute materials that advocate for the benefits of recreation
- Communities are informed and have access to information
- Confirmed additional revenues to encourage sustainability of organization
- Website
- Partnerships

STRATEGIC PRIORITY #3: PROFESSIONAL DEVELOPMENT AND TRAINING

RPAN will promote and facilitate an education and training framework for recreation professionals to ensure quality leadership.

- a. Develop education and training strategy.
- b. Build capacity to deliver programs and services within Nunavut.
- c. Develop network of professional experts.

STRATEGY	ACTION	RESPONSIBILITY	TIMELINE	STATUS
Networking	Identify territorial and national partnerships that provide educational tools and resources.			
	Ensure any required memberships are completed.			
Training	Work with communities to identify staff and volunteer training priorities.		2013	
	Schedule annual training clinics and/or workshops.			
	Identify best practices and promote on website.		2015	
	To partner with MTO for support delivery of training opportunities for recreation staff.		Ongoing	
Professional Development	Support up to two RPAN representatives to attend National and/or provincial conferences.		Ongoing	
	Develop professional development and training programs.		Sept '13	
	Coordinate annual conference.		2013/14	



Outcomes

- Host two training events per year
- Quality program and service delivery in communities
- Host annual recreation symposium
- Establish professional development and training grant program
- Send one – two RPAN representatives to various provincial/national conferences
- Build “Resource” tool to share information and best practices on the website
- Host on-line training programs

YEARS 2014 – 2018 – IDENTIFY “ENDS”

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