



Draft 2015 – 2019 Strategic Plan

Recreation and Parks Association of Nunavut



INTRODUCTION

In 2014, the Board of Directors initiated the process to review and update the Association's Four Year Strategic Plan, which was initially completed for the period 2012 – 2016. The previous plan provided a pathway, primarily focusing on the initial stages of operation as an Association. In preparing the initial Strategic Plan, no-one could foresee how the Recreation and Parks Association of Nunavut would “play out” in their inaugural years as an Association, nor could they accurately predict the roll of the Association.

The 2012 – 2016 Strategic Plan included primarily strategic and operational foundations. The new 2015-2019 Strategic Plan is reflective of current trends that impact the Nunavut Recreation Sector, and will focus on identifying “how” RPAN will achieve goals and objectives to support and further enhance the recreation system and opportunity for Nunavummiut. Created based on a review of the existing Strategic Plan, feedback and reviews of existing programs and services of the Association, the RPAN Strategic Plan identifies how the Association will achieve its goals and objectives.

The 2015 – 2019 Strategic Plan is aligned when possible with the National Recreation Framework and the Sivumut Abluqta Government of Nunavut guiding vision document, which supports the RPAN efforts and resolution that *“By stepping forward together with strong resolve, we are providing Nunavummiut with a path towards achieving their aspirations and securing a better future for us all.”*

OUR VISION

“To be the leader and voice for promoting healthy and active communities in Nunavut.”

OUR MISSION

To enhance the health and wellness of all Nunavummiut through advocating physical activity, sport and recreation opportunities in Nunavut.

OUR VALUES AND BELIEFS

RPAN believes:

- ✓ That recreation and parks provide **BENEFITS** that are essential to quality of life and the health and well-being of individuals, communities;
- ✓ That “recreation” is **INCLUSIVE** of play, physical activity, sport, arts and culture, and outdoor pursuits;
- ✓ That **PARTNERSHIPS** with others who contribute to wellness and quality of life in Nunavut is essential;
- ✓ That **VOLUNTEERISM** is fundamental in the delivery of recreation and parks programs and services;
- ✓ **COMMUNICATION** and **COLLABORATION** with stakeholders is essential to the advancement of recreation and parks

OUR GUIDING PRINCIPLES

RPAN’s guiding principles are aligned with those recently endorsed by all P/T Ministers and include:

- ✓ RPAN is outcome-driven. It strives to help individuals and communities attain the outcomes they are seeking, such as improved health and wellbeing.
- ✓ RPAN is committed to offering safe recreation experiences of the highest possible quality, while addressing the unique needs and capacities of each community, and the economic situation of individuals, families and communities.
- ✓ RPAN is committed to creating partnerships and collaborations with organizations with similar goals.
- ✓ RPAN will respect and invite open communication and networking with its members and partners.
- ✓ RPAN will work with all orders and levels of government (local, regional, territorial, and federal).
- ✓ RPAN will meet the needs of its members.
- ✓ RPAN will provide leadership and advocacy for the recreation sector.
- ✓ RPAN will operate by being financially responsible;

DEFINITION OF RECREATION

RPAN will use the following definition of recreation as stated in the National Recreation Framework:

“Recreation is the experience that results from freely chosen participation in physical, social, intellectual, creative and spiritual pursuits that enhance individual and community wellbeing.” Which has been confirmed and supported by all P/T Ministers...2015.

(Also,) ...recreation is an essential social service in the same way that health and education are considered as social services, and that recreation’s purpose should be (a) to assist individual and community development, and (b) to improve the quality of life, and (c) to enhance social functioning. (Saskatchewan Parks and Recreation Association).

KEY PRIORITY AREAS AND OUTCOMES

The key priority areas are the main directions the RPAN Board must take to realize its mission. For the next four years, RPAN will concentrate on four key priority areas.

The outcomes are meant to provide the RPAN Board and Project Manager additional direction on how to achieve our goals.

1. Leadership and Advocacy.

RPAN will continue to provide support to ongoing professional, community and volunteer development

- i. Encourage, coordinate and develop programs of education and training in the area of community development.
- ii. Build relationships with Government, communities and agencies.
- iii. Strengthen and improve the effectiveness of the RPAN governance and organizational structure.
- iv. Lobby government about recreation issues.
- v. Increase the recognition of recreation as a core service.
- vi. Identify training needs of its members.
- vii. Partner with other groups to deliver training.
- viii. Secure funding for organizational operation and programs/service delivery.
- ix. Create RPAN volunteer recruitment/succession strategy.

2. Communications and Promotions

RPAN will work towards increasing the number of leaders, communities and partners to realize the value in what we do and will be increasingly recognized as leaders in recreation in Nunavut.

- i. Promote the value and benefits of recreation.
- ii. Provide opportunities for RPAN members and partners to exchange ideas, share information and identify similar issues and concerns.
- iii. Promote RPAN as the voice and service provider.
- iv. Improve the RPAN brand making it highly recognizable and desirable to associate with.
- v. Market ongoing awards and recognition program.

3. Healthy and Active Communities

Nunavut communities will be enriched, engaged and supported through RPAN programs, services and initiatives.

- i. Provide funding opportunities for communities to host quality programs and services.
- ii. Identify territorial and national partners.
- iii. Create, support and manage programs and initiatives that foster safe, active and healthy communities.
- iv. Recognize the contributions and successes of community recreation, leadership and activity.

4. Partnerships

Develop focused strategic partnerships for the benefit of moving priorities of RPAN forward.

- i. Identify and build partnerships with corporates and other national partners.
- ii. Solidify funding partners.
- iii. Promote RPAN as a partner of choice in developing and delivering programs and services.

SWOT Analysis

The strengths, Weaknesses, Opportunities and Threats (SWOT) analysis is an overview of what is happening internally and externally.

Strengths	Weaknesses/Challenges
<ul style="list-style-type: none">• Provider of the High Five program in Nunavut• Signature events such as conference and awards program• After School grant program• Ability to access funding from sources outside of the Government of Nunavut• We have access to excellent national recreation and parks network that we can	<ul style="list-style-type: none">• RPAN does not have a strong marketing approach, nor are we always aware of who we need to market ourselves to• RPAN has not been able to recruit a strong membership base• RPAN is largely reliant on one funding source...• Recreation and sport in Nunavut is too reliant on volunteers who are so busy with

<p>and do draw on for information and to collaborate with</p> <ul style="list-style-type: none"> • Airline travel/cargo partnership. • Board members who are committed to recreation and connected to the communities we serve • We have strong staff who are effective and take initiative • Only non profit recreation sector in Nunavut • Only recreation and sport website in Nunavut • We have developed a strong “look” and “branding” • Provide network opportunities among members • Partnerships 	<p>their organizations that we are not utilized enough</p> <ul style="list-style-type: none"> • Our Board and Staff do not have the opportunity to engage with communities and other organizations on behalf of RPAN • We have a high turnover in our sector in general • We are not as proactive in advocating for the advancement of recreation as we should be • We are not able to employ full time or permanent staff • RPAN does not have a communication plan • RPAN is funded annually, which means we operate for 1 – 2 months without confirmation of funding. • Need to be able to provide more training directly with the communities • Recreation is and community development is volunteer driven...burn-out
<p>Opportunities</p>	<p>Threats</p>
<ul style="list-style-type: none"> • We can promote the benefits of recreation more broadly to include health, tourism, education • Explore new partnerships • We should explore stronger partnerships in the training of recreation leaders with MTO • Build on High Five training • We are well positioned to be the leader in recreation in Nunavut, especially given the absence of a government recreation division • We can increase our training opportunities to include facilities staff • We can identify a benefits model to assist in increasing our membership 	<ul style="list-style-type: none"> • The GN and communities are dealing with many issues including financial and recreation is not often a priority • Because RPAN is dependent on project based funding, RPAN is vulnerable to decisions and mandates of other organizations. • Most recreation leaders in our communities require training...lack of training and support from Hamlets lead to stress, burn out and high turnover • Limited avenues to generate funding • No clear strategy by the government in terms of the recreation sector • Communities are dependent on government financing and in general, do

<ul style="list-style-type: none">• Better align ourselves with NWT and Yukon and look at joint initiatives for training of recreation leaders	<p>not expect or cannot afford to pay for services</p> <ul style="list-style-type: none">• Funding is sourced annually, which does not enable RPAN to accurately do long term planning or implementation. We need to have a three year agreement for basic core funding.• Affordability of programs• Access to schools
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