



**IAKS** Nordic  
International Association  
for Sports and Leisure Facilities



# STRATEGIC PLAN

2023-2028

SPORTS  
LEISURE  
FACILITIES  
NETWORK

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# INTRODUCTION

On behalf of our excellent board, I am happy to present The IAKS Nordic Strategic Plan for 2023-2028. It sets out our direction of growth and actions for the next five years, motivating the board and administration to consecutive work to become the leading organisation within sports and leisure facilities in the Nordic countries.

IAKS Nordic has since the establishment as a Nordic section within the IAKS International, in 2017, had a continuously growth and is today a large section within our international network. IAKS Nordic provide member activities across eight countries, territories and regions in Northern Europe. We have a wide representation of organizations, cities, public authorities, suppliers, architects and so forth. Our members, the cross-national and international collaboration and perspective makes us unique. Our job is to cherish this position and use it as the key to future growth.

With this Strategic Plan, we give insights in where we are heading, but ultimately our members decide where to go. We do know that all of us taking part in this organisation has the same inspiration and motivation to provide necessary actions to reach our strategic objectives in the years to come.



*President*

## OUR PURPOSE

We believe that active living is a fundamental human right and need that enriches the lives of people of different cultures, nations, languages, and genders. Activity requires motivating and functional sports and leisure facilities.

We want to build bridges of competence and make people interact across business, to enable an active and sustainable society.

## HOW WE WORK

We are committed to championing for sustainable and high-quality indoor and outdoor sports and leisure facilities that are fully inclusive, universally accessible, and socially relevant.

We work for public good with focus on innovation and sustainability.

By sustainability we mean

### ENVIRONMENT

Emphasize green building practise and minimizing carbon emissions in facilities.

### SOCIETY

Convey the social impact sports and leisure facilities have in a healthy active community.

### ECONOMY

Drive and safeguard optimal usage, reusage, recovery and recycling in all parts of facility planning, building and management.

## WHAT WE DO

We offer the latest insights and exchange of experience, through study trips, networking, webinars, meet ups, newsletters, events, seminars, and conferences. By being part of an international network, we provide a unique opportunity to collaborate and exchange knowledge across sectors and nationalities.

## OUR VALUES

### INDEPENDANT

We have no determined obligations to other organisations, business, or stakeholders. In all we do, there is an utterly belief that being independent make us credible.

### TRANSPARENT

The way we work should be open and accessible for all members and people of interest.

### KNOWLEDGE-BASED

We shall at all times put knowledge first and exert to be up to date in how we act and what we do.

# OUR STRENGTHS

## MEMBERS

Valuing and investing in the unique competence and experience of our members. Different member's perspectives are a strength in our organisation.

## CONNECTIONS

Providing cross-sectional business from public sector, private sector and NGO's.

## DYNAMISM

Engaging in new perspectives and new knowledge and collaborating with new initiatives.

## INTEGRITY

As a non-profit organisation working for public good, we provide an open and inclusive arena for all members.

## INNOVATION

Driving new and creative solutions in response to member issues and needs.

## COMPETENCE

We provide the upmost competent network for the exchange of planning, design and operational expertise.

## NORDIC CULTURE

The Nordic countries have common cultural base and many of the same challenges and possibilities.

# STRATEGIC PRIORITIES 2023-2028

Our approach to our work and the quality of our services reflects that IAKS Nordic is one of the upfront providers of knowhow exchange. We strive to consistently meet the needs of our members and provide solutions to build and support more resilient and sustainable societies.

## SERVICE PROVISION

Identify future trends and meet existing and emerging needs

### STRATEGIC OBJECTIVES

- Knowledge production and knowledge sharing
- Partnerships with IAKS International, other organisations, research institutes, and stakeholders
- Be the preferred source of knowledge in the Nordic Countries
- Strong arenas for network and knowhow exchange

### SUCCESS INDICATORS

- Expert circles provide a number of up to date videos, articles and talks.
- We have given insights in and facilitated cross-sectional collaboration within the IAKS International network.
- More partnerships agreements signed
- Participation in webinars and seminars has increased
- More people visit our webpage and download resources
- Frequent/regular mailings and posts (Newsletter, LinkedIn, etc.)
- Positive external and membership feedback

## MEMBERS & ACTIVITY

High quality activities are the key to our growth

### STRATEGIC OBJECTIVES

- Become the second largest section in the IAKS International
- We offer high quality activities throughout the year
- Our economy is sustainable
- Members should play a key role in the development of activities

### SUCCESS INDICATORS

- We have had a membership growth of 15-20 members a year.
- We have a yearly activity calendar provided in January each year.
- Each year we have provided a study trip with high participation
- We have offered a series of webinars, and expert talks.
- We have had a number of sponsorships at seminars and trips.
- Each year we offer members the opportunity to give input on desired activities, and topics of interest.
- We have encouraged Nordic members to share their knowledge and best practices to the international network.
- We have encouraged Nordic members to participate in international activities and services.



## ORGANISATION & GOVERNANCE

From establishment to resilience

### STRATEGIC OBJECTIVES

- Active recruitment of the biggest stakeholders in each section (cities, organisations, public authorities and business)
- Board members are recruited and represented within the key areas of our organisation
- Office structure is independent of Presidency and Treasury

### SUCCESS INDICATORS

- One of the three biggest companies in the Nordic countries within architecture and design, suppliers and entrepreneurs, and sports equipment are members
- Key National federations are members
- The board should in time of general assembly discuss how to get a broad representation of board members
- 10 of the 15 largest cities are members
- IAKS Nordic office is established as an independent structure with a part time office coordinator.