

ARPA

STRATEGIC DIRECTION

2021-2023



LAND ACKNOWLEDGMENT

Alberta Recreation and Parks Association (ARPA) would like to acknowledge the First Nations, the Métis and all of the peoples across Alberta who share a history and deep connection with this land. We dedicate ourselves to moving forward in partnership with Indigenous communities in a spirit of reconciliation and collaboration.

The ARPA Board of Directors engaged in a review and update process of the Association's Strategic Plan that began back in November of 2019. The Board was making good progress when the pandemic arrived in March of 2020. The Board of Directors chose to hit the pause button on that process and concentrated on emergent issues and strategies to support the membership, sector and organization. The process was restarted in September 2020 and development of the plan continued until May 2021.

The Plan has a lifespan of three years and has an intentional focus on the recovery from the

pandemic, from an Association, sector and provincial perspective. It also connects to other priorities that have emerged across our society over the past few years, such as a focus on equity, diversity and inclusivity; continuing our journey of reconciliation with indigenous peoples and communities as well as supporting the holistic wellness of our society including our volunteers, members and staff.

ARPA is a membership-based organization, and our primary focus is to support and collaborate with our membership to enhance the wellbeing of all Albertans.

OUR VISION

Albertans recognize recreation and parks as essential for enhancing the wellbeing of individuals, communities and our natural and built environments.

OUR PURPOSE

To collaboratively support our members and partners to (re) create healthy citizens, communities and environments, enhancing the wellbeing of all Albertans.

GOAL AREA

#1

Leadership & Advocacy



ARPA is a recognized leader across a diverse recreation and parks sector.

- + Strengthen, enhance and explore partnerships

- Formalized partnership strategy
 - Implementation plan for the partnership strategy
 - Enhance our national and international partnership opportunities

+ Develop and promote a unified voice for the importance of recreation and parks

- Resources and tools for our members and stakeholders are available
- + Build equity, inclusivity and diversity in governance, operations and opportunities.

- ARPA board and staff training supports equity, diversity and inclusivity
 - Specific training and tools are identified and provided to encourage equity, diversity and inclusivity in the sector

GOAL AREA

#2

Membership Excellence



Members have enhanced skills, knowledge, and capacity to support the delivery of recreation and parks services.

- + Engage and support students and emerging leaders

- Formalized mentorship program
 - Student engagement plan

+ Provide relevant, accessible and timely professional development

- Relevant and sustainable national professional development program
 - Provincial professional development plan
- + Identify, confirm and solicit Membership needs for research, information and tools.

- Deploy member engagement strategies

+ Expand the collection and use of research and data

- Canadian Parks and Recreation Association's "The Bench" used as a tool for information and resources
 - Identified research and data areas of member interest

+ Undertake sector research

- ARPA research studies and position papers
 - Environmental scanning and trends analysis
- ## GOAL AREA
- # #3
- ### Active & Engaged Communities
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- Quality of life in Alberta communities is improved as a result of ARPA's programs and services.
- + Builds capacity for recreation and parks to improve the quality of life for all Albertans

- Enriched journey of reconciliation with Indigenous communities
 - Enhanced programs to better support capacity building within communities
- ## GOAL AREA
- # #4
- ### Operational Excellence
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- ARPA is an innovative and sustainable organization.
- + Diversify ARPA's revenues

- 5-year financial plan
 - A business development plan
 - Recreation for Life Foundation fundraising collaboration

+ Make informed technology decisions

- Formalized technology strategy
 - Technology implementation plan

+ Strengthen governance and policy

- Updated governance policies
 - Board leadership plan

+ Ensure high quality communications

- Updated communications plan
 - New ARPA website

GUIDING BELIEFS; SUCCESS INDICATORS

How we know we will be successful:

PRODUCTS!

- + ARPA Partnership Strategy
- + Equity, Diversity and Inclusion training and resources
- + Renewed national professional development program
- + Research and position papers for the sector
- + 5-year financial plan
- + Governance policies
- + Updated ARPA website

NUMBERS!

- + Post secondary student members
- + In class presentations at post secondary level
- + Mentor relationships created
- + Volunteer and staff training opportunities focused on equity, diversity and inclusion
- + Professional development opportunities across a diverse membership base
- + Member engagement opportunities
- + CPRA “the bench” active ARPA users

ACTION!

- + Being an ally for indigenous communities
- + Services to support our members
- + Programs to support our communities

These guiding beliefs underpin everything we do:

- + That recreation and parks are a public good and essential to individual and community wellbeing;
- + That recreation and parks should be equitable with fair access to resources, opportunities and experiences;
- + That the benefits of recreation and parks:
 - Enhance mental and physical wellbeing
 - Enhance social wellbeing
 - Help build strong families and communities
 - Help people connect with nature
- + That play, physical activity, sport, arts and culture, and outdoor pursuits all fall under the umbrella of recreation;
- + That investing in recreation provides economic benefits, and furthermore, that individuals and communities benefit from lifelong participation in recreation experiences for all ages;
- + That “recreation and parks” include indoor facilities, community parks, public open spaces, specialty park areas, trails, natural areas and environmental reserves;
- + That recreation and parks should be inclusive, with every group and individual welcomed and valued;
- + That a community development approach is foundational to achieving the full benefits of recreation and parks; • That collaborating with our members and partners is essential to pursuing our mission and vision;
- + That volunteers are crucial for the delivery of recreation and parks programs and services.