



# STRATEGIC PLAN

2017 - 2019



# INTRODUCTION

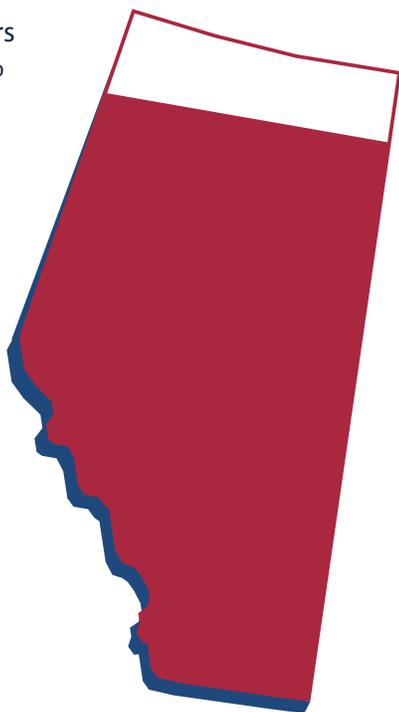
The ARPA Board of Directors and staff engaged in a review process earlier this year to update the ARPA Strategic Plan for the three-year period from 2017-2019. The goal of the ARPA Board of Directors was to ensure that the 2017-2019 ARPA Strategic Plan connected with and embraced several policy documents that have been recently developed. The key guiding policy is *A Framework for Recreation in Canada 2015: Pathways to Wellbeing*. This document was endorsed by provincial and territorial ministers responsible for sport, physical activity and recreation, and supported by the Government of Canada on February 13, 2015.

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.

We encourage all members and partners to be familiar with *A Framework for Recreation in Canada 2015: Pathways to Wellbeing*, as well as the following key policy documents, which also influenced ARPA's reframing of the Strategic Plan:

- Active Alberta
- Parks for All – A Shared Vision for Canada's Parks Community
- United Nations Declaration on the Rights of Indigenous Peoples
- Truth and Reconciliation Commission of Canada – Calls to Action

ARPA members represent 87% of Alberta's municipalities



ARPA maintains

**14** protocol partners

**9** working partners

These partners include academic institutions, non-profit groups and government departments.

“Recreation is the experience that results from freely chosen participation in physical, social, intellectual, creative and spiritual pursuits that enhance individual and community wellbeing.”

- *A Framework for Recreation in Canada 2015: Pathways to Wellbeing*

# SUMMARY

## OUR VISION

We envision an Alberta, and the communities within, that embrace and proactively use recreation and parks as essential means for enhancing the wellbeing of individuals, communities and our natural and built environments.

## OUR MISSION

ARPA strives to collaborate with our members and partners to build healthy citizens, communities and environments, enhancing the wellbeing of all Albertans.

## GOAL AREAS AND OUTCOMES

### 1. Leadership & Advocacy



- Through the efforts of ARPA, the recreation and parks sector will be **widely recognized** and **supported** for its **vital contributions** to enhancing overall individual wellbeing, community wellbeing and the wellbeing of our natural and built environments.
- ARPA will be recognized as a **respected, forward-thinking leader** in recreation and parks development, advocacy and innovation and for being a primary voice for recreation and parks.
- The wellbeing of Albertans will be enhanced through **strategic** and **collaborative** involvements of allied **stakeholders**.
- The experience of **Indigenous peoples** in recreation and parks will be recognized and enabled with a holistic approach drawn from **traditional values** and **culture**.

### 2. Member Excellence



- Association members will experience ongoing **professional development**, have increased capacity to **network** and **be acknowledged** for their standards and contributions to the wellbeing of all Albertans.
- The Association will garner increased membership through quality **member benefits, communications, programs** and **services**.
- Association members will have the appropriate data collection and planning tools to make **evidence-based decisions**.

### 3. Active & Engaged Communities



- Alberta's communities will be **enriched, engaged** and **supported** through ARPA programs, services and initiatives.
- Albertans will have heightened awareness and appreciation of, and experience the **significant benefits** associated with **enhanced participation** in recreation and parks activities.
- Albertans will experience enhanced **social inclusion** and **equitable access** for participation in recreation and parks programs, services and facilities.
- Alberta will foster a diverse, vibrant and cohesive **parks community** that conserves, inspires, engages and magnifies the benefits of **connecting with nature** for current and future generations.

# THE ASSOCIATION

## OUR VALUES AND GUIDING BELIEFS

ARPA believes:

- That recreation and parks are a public good and essential to individual and community wellbeing;
- 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 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 should be inclusive, with every group and individual welcomed and valued;
- That recreation and parks should be equitable with fair access to resources, opportunities and experiences.
- That play, physical activity, sport, arts and culture, and outdoor pursuits all fall under the umbrella of recreation;
- That “recreation and parks” include indoor facilities, community parks, public open spaces, specialty park areas, trails, natural areas and environmental reserves;
- 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.

## OUR OPERATING PRINCIPLES

ARPA’s operating principles are derived from our mission, values and guiding beliefs, and include:

- Operating for charitable, educational and societal purposes through, and for the promotion of recreation and parks services;
- Meeting the needs of ARPA’s members;
- Providing leadership and advocacy for the recreation and parks sector at a local, provincial, and national level;
- Pursuing open communications and networking with its members and partners;
- Creating partnerships with organizations with compatible and similar goals;
- Being an innovative, sustainable, strategic, nimble, and entrepreneurial Association;
- Being governed from a policy perspective, being financially responsible, striving to exceed expectations and undertaking regular performance measurement.

Such operating principles will guide the actions and decisions of the ARPA Board of Directors and staff.



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