



# 2013-2016 Strategic Plan Implementation Plan

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ARPA Operational Plan 2013-2016

KRA #1 – Sector Leadership, Positioning and Advocacy

**Outcome Statement:** A) Through the efforts of ARPA, the recreation and parks sector will be widely recognized and supported for its vital contributions to enhancing overall quality of life, individual wellness, and building healthy communities and environments.

<b>Leading Strategy:</b> 1 - To promote the comprehensive benefits associated with recreation and parks		
<b>Key Initiative:</b> Develop a comprehensive recreation and parks benefits communications strategy		
<b>Priority (High/Medium/Low):</b> Medium		
<b>Task List</b>	<b>Timeframe/Status</b>	<b>Collaborations/ Partnerships</b>
<ul style="list-style-type: none"> <li>• Bring together an advisory group to review and identify benefits of recreation and parks</li> </ul>	2015	
<ul style="list-style-type: none"> <li>• Create a successful package for members to use when advocating for the sector – news releases, language, etc.</li> <li>• Include Benefits Hub as a resource for members</li> </ul>	2016	LIN – Benefits Hub
<b>Outcomes - Evaluation/Measurement:</b> - Have media more engaged with recreation and parks (related stories)		

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<b>Leading Strategy:</b> 1 - To promote the comprehensive benefits associated with recreation and parks		
<b>Key Initiative:</b> Promote the awareness and use of the online Benefits Hub		
<b>Priority (High/Medium/Low):</b> Low		
<b>Task List</b>	<b>Timeframe</b>	<b>Collaborations/ Partnerships</b>
• Include 1-2 articles from Benefits Hub in REConnect	2014	LIN – Benefits Hub
• Promote Benefits Hub as tool for members “advocating package”	2016	LIN – Benefits Hub
<b>Outcomes - Evaluation/Measurement:</b> - ARPA members knowledge and use of Benefits Hub is increased (click-through count from ARPA website/newsletter)		

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<b>Leading Strategy:</b> 2 - To build and market successful benchmark and quality assurance initiatives		
<b>Key Initiative:</b> Design, implement and market the Recreation and Parks Excellence Series		
<b>Priority (High/Medium/Low):</b> High		
<b>Task List</b>	<b>Timeframe</b>	<b>Collaborations/ Partnerships</b>
• Promote and assess Yardstick program	2014	Yardstick AUMA CPRA
• Establish RecMetrics entire suite of modules	2014 (Sept)	Future Innovate AUMA/AAMD&Cs AARFP CPRA
• Establish RecFocus Modules <ul style="list-style-type: none"> <li>○ Pools</li> <li>○ Healthy Foods</li> </ul>	2014 (Sept)	Future Innovate AARFP Alberta Health CPRA
• Establish RecExcel program (Intro and Principles) • RecExcel Practices/Achieve	2014 (Sept)  2015	Future Innovate AUMA/AAMD&Cs CPRA
<b>Outcomes - Evaluation/Measurement:</b> <ul style="list-style-type: none"> <li>- Excellence Series is an established service for the Association and is meeting or exceeding the projected sales targets by 2015.</li> <li>- Launch of RecMetric, RecFocus &amp; RecExcel by October 2014</li> <li>- Increased # of communities involved with Yardstick services</li> </ul>		

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<b>Leading Strategy:</b> 3 - To connect research, policy and practice in the recreation and parks sector		
<b>Key Initiative:</b> Explore opportunities to engage in knowledge translation.		
<b>Priority (High/Medium/Low):</b> Medium		
<b>Task List</b>	<b>Timeframe</b>	<b>Collaborations/ Partnerships</b>
Applied research survey	2014/2015	U of A MRU ATPR
Sessions at Conference	Oct 2014	U of A MRU
BARST Review	June 2014 – March 2015	U of A
Tripartite Leadership Advocacy		
Professional Education	2014/2015	U of A
Fund the Liaison Position	Ongoing	U of A ATPR
Parks Forum	2015/2016(?)	
Professional Development Program	Ongoing	CPRA PD Committee U of A
Yardstick Training	Ongoing	
Excellence Service	Ongoing	
Webinars	Ongoing	
Partnership Development	Ongoing	
Include Research elements in funding proposals	Ongoing	
Forum	Annual	
MOU with MRU	2014	
Write letters of support for practice-based research projects	Ongoing	U of A MRU

## ARPA Operational Plan 2013-2016

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#### **Outcomes - Evaluation/Measurement:**

- Inventory the existing opportunities for knowledge translation
- Inclusion of research element in funding proposals
- Collaboration between ministry, universities, and ARPA related to existing and new programs, events, training
- Develop an applied research proposal for the Tripartite leadership group
- Addition of policy and financial based courses in BARST degree
- Addition of research stream to Conference and Parks Forum
- Work with academic partners to help them understand how their expertise can contribute to Forum
- Sign MOU with MRU
- Write letters as requested

ARPA Operational Plan 2013-2016

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<b>Leading Strategy:</b> 3 - To collaborate with partners in sharing research, policy and practice in the recreation and parks sector		
<b>Key Initiative:</b> Advocate for the establishment and engage in the planning for the Normie Kwong Centre		
<b>Priority (High/Medium/Low):</b> High		
<b>Task List</b>	<b>Timeframe</b>	<b>Collaborations/ Partnerships</b>
• Explore Ministerial support for Centre	Ongoing	U of A Faculty of Physical Education and Recreation ATPR
• Explore Social Innovation Fund as source for Centre	Ongoing	
• Promote Centre at Tripartite meetings	Ongoing	
• Explore with U of A options for Centre	2014-2016	
<b>Outcomes - Evaluation/Measurement:</b>		
<ul style="list-style-type: none"> <li>- Government of Alberta perspective on the Normie Kwong Centre development is confirmed</li> <li>- Potential sources of Government of Alberta funding is identified</li> <li>- The Normie Kwong Centre governance and operational frameworks are established and the campaign for capital and endowment supports is underway</li> </ul>		



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<b>Leading Strategy:</b> 3 - To connect research, policy and practice in the recreation and parks sector		
<b>Key Initiative:</b> Support the Tri-Partite Agreement and liaison position and to identify shared issues and opportunities of interest		
<b>Priority (High/Medium/Low):</b> High		
<b>Task List</b>	<b>Timeframe</b>	<b>Collaborations/ Partnerships</b>
<ul style="list-style-type: none"> <li>• Advocate for NKC                             <ul style="list-style-type: none"> <li>▪ Support for applied research</li> <li>▪ Work with universities to increase KT initiatives</li> <li>▪ Pursue leadership development opportunities</li> <li>▪ Connect with young professionals</li> </ul> </li> </ul>	Ongoing	U of A TPR MRU ARPA membership
<ul style="list-style-type: none"> <li>• Fund Liaison Position</li> </ul>	Ongoing	
<b>Outcomes - Evaluation/Measurement:</b>		
<ul style="list-style-type: none"> <li>- Develop applied research proposal for Tripartite Leadership Group</li> <li>- Build partnership with universities to create a culture of collaboration and knowledge sharing</li> <li>- Fund liaison position</li> <li>- Develop a mentor proposal</li> <li>- Support the creation of a standing Young Professional Committee within ARPA</li> </ul>		

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<b>Leading Strategy:</b> 3 - To connect research, policy and practice in the recreation and parks sector		
<b>Key Initiative:</b> Promote the awareness and use of the Leisure Information Network		
<b>Priority (High/Medium/Low):</b> Low		
<b>Task List</b>	<b>Timeframe</b>	<b>Collaborations/ Partnerships</b>
• Include 1 article from LIN in REConnect	2014	LIN Benefits Hub
• Promote LIN as a tool for members “advocating package”	2016	LIN Benefits Hub
<b>Outcomes - Evaluation/Measurement:</b> - ARPA Members knowledge and use of LIN is increased (measured by click-through count from ARPA website and newsletters)		

ARPA Operational Plan 2013-2016

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**Outcome Statement:** A) Through the efforts of ARPA, the recreation and parks sector will be widely recognized and supported for its vital contributions to enhancing overall quality of life, individual wellness, and building healthy communities and environments.

<b>Leading Strategy:</b> 3 - To connect research, policy and practice in the recreation and parks sector		
<b>Key Initiative:</b> Explore opportunities for ARPA and its members to be engaged in the National Recreation Framework process		
<b>Priority (High/Medium/Low):</b> High		
<b>Task List</b>	<b>Timeframe</b>	<b>Collaborations/ Partnerships</b>
<ul style="list-style-type: none"> <li>• NRF Consultation with ARPA members                             <ul style="list-style-type: none"> <li>○ Provincial Forum</li> <li>○ Distribute NRF Report – May</li> <li>○ Discuss at Post-Secondary</li> <li>○ Webinars with Members</li> </ul> </li> </ul>	Q2-Q3 2014	MRU U of A Partners
<ul style="list-style-type: none"> <li>• Select/send delegates for Nov Summit</li> </ul>	Q3-Q4 2014	Partners
<ul style="list-style-type: none"> <li>• Communicate with members on updates</li> </ul>	Q4 2014 – 2015	Partners
<ul style="list-style-type: none"> <li>• Promote with Minister/ADM</li> </ul>	Ongoing	
<ul style="list-style-type: none"> <li>• Pursuit of outcomes as identified at 2015 Summit</li> </ul>	2015	Partners
<b>Outcomes - Evaluation/Measurement:</b>		
<ul style="list-style-type: none"> <li>- Members have had opportunities to contribute to discussion</li> <li>- NRF has broad understanding amongst members</li> <li>- Delegates informed of ARPA views in November</li> <li>- Minister is supportive, if not chief advocate</li> </ul>		

ARPA Operational Plan 2013-2016

KRA #1 – Sector Leadership, Positioning and Advocacy

**Outcome Statement:** B) 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.

<b>Leading Strategy:</b> 4 - To promote increased funding and awareness for recreation and parks infrastructure		
<b>Key Initiative:</b> Advocate for the design and implementation of a Canadian Recreation Infrastructure Index		
<b>Priority (High/Medium/Low):</b> High		
<b>Task List</b>	<b>Timeframe</b>	<b>Collaborations/ Partnerships</b>
• Advocate with Ministry staff	Ongoing	AAAS, AUMA, AAMDC, AARFP, ATPR
• Work with partners in Alberta	Ongoing	AAAS, AUMA, AAMDC, AARFP, ATPR
• Advocate with ISRC (via C. Szabo)	2014	ATPR
• Advocate with CPRA board • Advocate with CPRA Infrastructure Committee	2014	CPRA
<b>Outcomes - Evaluation/Measurement:</b> <ul style="list-style-type: none"> <li>- CPRA Board supports the national initiative as proposed</li> <li>- Funding is secured nationally (or provincially) to undertake an inventory project for community recreation facility infrastructure</li> </ul>		

ARPA Operational Plan 2013-2016

KRA #1 – Sector Leadership, Positioning and Advocacy

**Outcome Statement:** B) 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.

<b>Leading Strategy:</b> 5 - To develop an effective issues management system		
<b>Key Initiative:</b> Develop an issues management system policy		
<b>Priority (High/Medium/Low):</b> Low		
<b>Task List</b>	<b>Timeframe</b>	<b>Collaborations/ Partnerships</b>
<ul style="list-style-type: none"> <li>• Research other association’s issue management policies</li> </ul>	2015	Partners CPRA
<b>Outcomes - Evaluation/Measurement:</b> <ul style="list-style-type: none"> <li>- Models used by other associations are identified and reviewed</li> <li>- Issues are identified, assessed and communicated with members and partners in a timely manner</li> <li>- Draft policy is developed</li> </ul>		

ARPA Operational Plan 2013-2016

KRA #2 – Healthy, Inclusive and Engaged Communities

**Outcome Statement:** C) Alberta Communities will be enriched, engaged and supported through ARPA programs, services and initiatives.

<b>Leading Strategy:</b> 6 - To Incorporate community development principles and processes into ARPA programs and services		
<b>Key Initiative:</b> Explore opportunities to increase the capacity for ARPA to deliver community development programs and services		
<b>Priority (High/Medium/Low):</b> Medium		
<b>Task List</b>	<b>Timeframe</b>	<b>Collaborations/ Partnerships</b>
• Implement & embed ACE concepts into ChooseWell	2014	
• Embed a greater community development focus into next CW proposal for AB Health and other funding sources	2015	
• Secure funding for a Community Development or Aboriginal Communities Manager (or position)	2015	
<b>Outcomes - Evaluation/Measurement:</b>		
<ul style="list-style-type: none"> <li>- Communities ChooseWell has larger focus on creating community capacity</li> <li>- ARPA Communities Website launched, highlighting ARPA’s community work</li> <li>- New management position established at ARPA for Community Development/Aboriginal/Communities Manager</li> <li>- More relationships built with Aboriginal communities</li> <li>- More relationships built with rural AB through Communities ChooseWell</li> </ul>		

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<b>Leading Strategy:</b> 6 - To Incorporate community development principles and processes into ARPA programs and services		
<b>Key Initiative:</b> Expand the Communities in Bloom Alberta program		
<b>Priority (High/Medium/Low):</b> High		
<b>Task List</b>	<b>Timeframe</b>	<b>Collaborations/ Partnerships</b>
• Promote CiB to communities in Alberta who have never participated in the program	2014	Ag Societies; AUMA
• Successful transition of CiB Provincial Coordinator	2014	
• Secure corporate sponsorship for the CiB program	2014	RFLF
• Work with ChooseWell to explore program overlaps and design pilot project.	2014	ChooseWell GFSA Network
<b>Outcomes - Evaluation/Measurement:</b> - Goal of 50 communities participating in provincial program in 2016 - Secure multi-year sustainable corporate sponsorship for the CiB program		

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<b>Leading Strategy:</b> 6 - To Incorporate community development principles and processes into ARPA programs and services		
<b>Key Initiative:</b> Expand the Communities ChooseWell initiative		
<b>Priority (High/Medium/Low):</b> High		
<b>Task List</b>	<b>Timeframe</b>	<b>Collaborations/ Partnerships</b>
<ul style="list-style-type: none"> <li>Identify additional/new sources of funding to support staff expand activities</li> </ul>	2014-16/Ongoing	AUMA CiB AHS Volunteer AB SCIP Growing Food Security in AB
<ul style="list-style-type: none"> <li>Explore opportunities to expand capacity through practicums, internships, volunteers</li> </ul>	2014-15	U of A MacEwan
<ul style="list-style-type: none"> <li>Explore social enterprise model</li> </ul>	2014-16	
<ul style="list-style-type: none"> <li>Secure additional staff</li> </ul>	2015-16	Alberta Health
<ul style="list-style-type: none"> <li>Explore and build partnerships with other organizations</li> </ul>	Ongoing	AUMA, CiB, AHS, Volunteer AB SCIP, Growing Food Security in AB
<b>Outcomes - Evaluation/Measurement:</b>		
<ul style="list-style-type: none"> <li>Identify and secure at least 1 additional funding source – 2015</li> <li>Additional staff positions are established – 2015-16</li> <li>One or more new or expanded projects/activities are in place as a result of a partnership</li> </ul>		



ARPA Operational Plan 2013-2016

KRA #2 – Healthy, Inclusive and Engaged Communities

**Outcome Statement:** C) Alberta Communities will be enriched, engaged and supported through ARPA programs, services and initiatives.

<b>Leading Strategy:</b> 7 - To collaboratively design, develop and manage initiatives for communities that help to build community capacity and civic engagement		
<b>Key Initiative:</b> Explore opportunities to increase the capacity of ARPA to engage with Aboriginal communities		
<b>Priority (High/Medium/Low):</b> Medium		
<b>Task List</b>	<b>Timeframe</b>	<b>Collaborations/ Partnerships</b>
<ul style="list-style-type: none"> <li>• Establish working group for fundraising and strategy                             <ul style="list-style-type: none"> <li>▪ Exploring corporate sponsorship (RBC, etc.)</li> <li>▪ Alternate public funding sources (Calgary Foundation, PHAC )</li> </ul> </li> </ul>	Q2-Q3 2014	Alberta Native Friendship Centres Association (ANFCA) Metis Settlement Aboriginal Relations Ministry Calgary Urban Aboriginal Initiative
•Reach out and build relationships with aboriginal groups	2014-15	
•Obtain funding for aboriginal coordinator	2015	
• Pursue Aboriginal-related professional development for ARPA staff	2014-15	
<b>Outcomes - Evaluation/Measurement:</b>		
<ul style="list-style-type: none"> <li>- Secured funding for Aboriginal Communities</li> <li>- Improved relationship with aboriginal communities</li> <li>- Creation of partnerships with communities and interest groups</li> <li>- PD opportunities for staff</li> <li>- Connect to Metis settlements re. Build Alberta Plan</li> </ul>		

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<b>Leading Strategy:</b> 7 - To collaboratively design, develop and manage initiatives for communities that help to build community capacity and civic engagement		
<b>Key Initiative:</b> Explore opportunities to create a recreation based internship program for Aboriginal Communities		
<b>Priority (High/Medium/Low):</b> Medium		
<b>Task List</b>	<b>Timeframe</b>	<b>Collaborations/ Partnerships</b>
<ul style="list-style-type: none"> <li>Identify partners; research similar programs; develop a draft action plan</li> </ul>	2014	Tripartite (U of A, ATPR)
<ul style="list-style-type: none"> <li>Advocate with Government of Alberta</li> </ul>	Ongoing	Ministry of Innovation and Advanced Education
<b>Outcomes - Evaluation/Measurement:</b>		
<ul style="list-style-type: none"> <li>Meetings with The Ministry of Innovation and Advanced Education re: the potential that ARPA has in terms of work with Aboriginal youth</li> <li>Exploration of how ARPA and the U of A might work on an internship or 'skills' program to compliment the U of A's existing programs</li> </ul>		

ARPA Operational Plan 2013-2016

KRA #2 – Healthy, Inclusive and Engaged Communities

**Outcome Statement:** D) Albertans will have heightened awareness and appreciation of, and. Experience the significant benefits associated with enhanced participation in recreation and parks activities.

<b>Leading Strategy:</b> 8 - To create opportunities for more active quality recreation and general wellness in Alberta communities in alignment with current active living and wellness objectives		
<b>Key Initiative:</b> Explore opportunities to increase ARPA’s capacity to develop parks programs, services and advocacy		
<b>Priority (High/Medium/Low):</b> Medium		
<b>Task List</b>	<b>Timeframe</b>	<b>Collaborations/ Partnerships</b>
• Develop Pan-Canadian Parks Summit proposal to ATPR	Q2 2014	ATPR CPRA
• MGA review Contract	Q2 2014	Partners
• Urban Planning Institute and other parks – advocacy/outreach	2015	Parks related organizations
• Meet with Land Use Framework staff to provide recreation and parks perspective	2014	Partners
• Fund development/funding plan for sustainability	2015-16	
<b>Outcomes - Evaluation/Measurement:</b>		
<ul style="list-style-type: none"> <li>- An informed decision is made on being able to support a part-time or full-time staff position that would coordinate all of ARPA’s parks programs, services and advocacy (2015-16) - CiB, PD, Research, Advocacy, networking, events, Children &amp; Nature</li> <li>- Parks Forum expands to a regional/national event and moves from biennial to annual</li> <li>- ARPA has submitted formal submissions/recommendations to the Land Use Plan/MGA Review processes</li> </ul>		

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<b>Leading Strategy:</b> 8 - To create opportunities for more active quality recreation and general wellness in Alberta communities in alignment with current active living and wellness objectives		
<b>Key Initiative:</b> Explore the development of a formal provincial network for children and nature/nature play		
<b>Priority (High/Medium/Low):</b> Medium		
<b>Task List</b>	<b>Timeframe</b>	<b>Collaborations/ Partnerships</b>
• Develop nature play leadership workshop for YDRS 2014	March 2014 *complete	U of A, City of Edmonton City of Calgary
• Develop play and nature play section of the ARPA communities website with Alberta specific resources	2014 *ongoing	Joy in Nature Committee ACEE YDRS Delegates
• Increased exposure of children and nature in newsletters	2014-2015	Scouts Canada
• Secure funding for a children in nature task group or project	2015-2016	Joy in Nature Committee, ACEE, YDRS Delegates
• Make connections between the AB curriculum and play for teachers	2014-2016	Ever Active Schools, ACEE U of A
• Support Bid and planning for IPA 2017 in Calgary	2014-2016	City of Calgary IPA Canada Partners
• Develop front-line practitioner nature play resource	December 2014	U of A
<b>Outcomes - Evaluation/Measurement:</b>		
<ul style="list-style-type: none"> <li>- Increased exposure/education/resources on ARPA's involvement with play and nature play to align with funding trends and current hot topics.</li> <li>- Increase Children &amp; Nature newsletter distribution list by 10%</li> </ul>		

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<b>Leading Strategy:</b> 8 - To create opportunities for more active quality recreation and general wellness in Alberta communities in alignment with current active living and wellness objectives		
<b>Key Initiative:</b> Advocate and engage in planning for the establishment of a provincial After School Recreation program		
<b>Priority (High/Medium/Low):</b> Medium		
<b>Task List</b>	<b>Timeframe</b>	<b>Collaborations/ Partnerships</b>
• Work with ATPR to support their efforts in securing provincial funding for an after school recreation program	Ongoing	ASBA, ASCA, AUMA, AAMDC, School of Public Health UofA
• Explore Social Innovation Fund application	Ongoing	
<b>Outcomes - Evaluation/Measurement:</b> <ul style="list-style-type: none"> <li>- Sources of government funding are identified</li> <li>- Broad list of partners are engaged</li> <li>- A provincial after school recreation program with adequate and sustainable funding is established.</li> </ul>		

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<b>Leading Strategy:</b> 8 - To create opportunities for more active quality recreation and general wellness in Alberta communities in alignment with current active living and wellness objectives		
<b>Key Initiative:</b> Explore opportunities to advance active living and wellness objectives through program development and collaborations		
<b>Priority (High/Medium/Low):</b> Medium		
<b>Task List</b>	<b>Timeframe</b>	<b>Collaborations/ Partnerships</b>
• Create a staff working group to determine new ARPA programs and align with prov/national active living and wellness objectives/policies.	2014	N/A
• Staff identify key policies that impact our work	2014	N/A
• Staff members present summaries of policies at staff meetings	2014-15	N/A
<b>Outcomes - Evaluation/Measurement:</b> <ul style="list-style-type: none"> <li>- ARPA programs are compatible with provincial active living and wellness policies.</li> <li>- ARPA staff are aware of key active living and wellness policies/directives.</li> <li>- Opportunities are identified to strengthen current initiatives or create new initiatives that are compatible with policies.</li> <li>- Gov't funding applications are strengthened by identifying policy connections.</li> </ul>		

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<b>Leading Strategy:</b> 8 - To create opportunities for more active quality recreation and general wellness in Alberta communities in alignment with current active living and wellness objectives		
<b>Key Initiative:</b> Collaborate on the Canadian Sport for Life (CS4L) and the connections to community recreation		
<b>Priority (High/Medium/Low):</b> High		
<b>Task List</b>	<b>Timeframe</b>	<b>Collaborations/ Partnerships</b>
<ul style="list-style-type: none"> <li>Secure funding for PLAY Advisory Committee and/or a Physical Literacy Project</li> </ul>	2014-2015	BFFL, CS4L, Edmonton Sport Council, Regional PLAY Groups
<ul style="list-style-type: none"> <li>Collaborate with partner organizations to deliver CS4L related workshops, outreach and education (PL 101, Traditional Games, FMS etc.)</li> </ul>	2014-ongoing	BFFL, CS4L, Ever Active Schools, Edmonton Sport Council, Regional PLAY Groups – Municipalities, Steadward Centre, YMCA etc.
<ul style="list-style-type: none"> <li>Continue to host and update the PLAY Alberta Facebook group</li> </ul>	2014-ongoing	BFFL, CS4L, Ever Active Schools, Edmonton Sport Council, Regional PLAY Groups – Municipalities, Steadward Centre, YMCA etc.
<b>Outcomes - Evaluation/Measurement:</b>		
<ul style="list-style-type: none"> <li>10% increase in PLAY Alberta Facebook members</li> <li>Secure funding</li> <li>Develop potential committee and/or project outlines</li> </ul>		

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<b>Leading Strategy:</b> 8 - To create opportunities for more active quality recreation and general wellness in Alberta communities in alignment with current active living and wellness objectives		
<b>Key Initiative:</b> Expand the HIGH FIVE program across the province		
<b>Priority (High/Medium/Low):</b> Medium		
<b>Task List</b>	<b>Timeframe</b>	<b>Collaborations/ Partnerships</b>
<ul style="list-style-type: none"> <li>• Promote to organizations outside of the ARPA membership</li> </ul>	2014-2015	AB Native Friendship Centres ChooseWell Abg. Phys. Activity Advisory ATPR (Fiona Bell) *complete
<ul style="list-style-type: none"> <li>• Promote H5 at aboriginal events                         <ul style="list-style-type: none"> <li>○ Research on Abg. Events</li> <li>○ Relationship building</li> </ul> </li> </ul>	2014-2016	
<b>Outcomes - Evaluation/Measurement:</b>		
<ul style="list-style-type: none"> <li>- Increase HIGH FIVE participation numbers by 10% in 2014</li> <li>- 1-3 Abg. Communities engaged with H5</li> <li>- Attend 3-5 new events/tradeshows to promote H5</li> </ul>		



ARPA Operational Plan 2013-2016

KRA #2 – Healthy, Inclusive and Engaged Communities

**Outcome Statement:** D) Albertans will have heightened awareness and appreciation of, and. Experience the significant benefits associated with enhanced participation in recreation and parks activities.

<b>Leading Strategy:</b> 8 - To create opportunities for more active quality recreation and general wellness in Alberta communities in alignment with current active living and wellness objectives		
<b>Key Initiative:</b> Promote the awareness of June is Recreation and Parks Month		
<b>Priority (High/Medium/Low):</b> Medium		
<b>Task List</b>	<b>Timeframe</b>	<b>Collaborations/ Partnerships</b>
• Find sponsors for 2014 campaign	2014	ChooseWell CPRA
• Create Task Force	2015	
• Support and involvement in the development of June Parks and Recreation Month as a CPRA program	2014-2016	CPRA
<b>Outcomes - Evaluation/Measurement:</b> - Increased number of ambassadors (goal of 10% increase/year)		

ARPA Operational Plan 2013-2016

KRA #2 – Healthy, Inclusive and Engaged Communities

**Outcome Statement:** E) Enhanced social inclusion and reduced barriers for citizen participation in recreation and parks programs, services and facilities

<b>Leading Strategy:</b> 9 - To create, support and manage programs, initiatives and partnerships that address recreation and parks inclusivity, accessibility and diversity to foster safe, active, and healthy communities.		
<b>Key Initiative:</b> Increase ARPA’s capacity to support diversity program delivery, development and awareness		
<b>Priority (High/Medium/Low):</b> Low		
<b>Task List</b>	<b>Timeframe</b>	<b>Collaborations/ Partnerships</b>
<ul style="list-style-type: none"> <li>• Wrap up Diversity Friendly Communities project and explore new opportunities for funding with HREMF</li> </ul>	2014	HREMF
<ul style="list-style-type: none"> <li>• Research if ARPA &amp; programs are accessible to diverse populations                             <ul style="list-style-type: none"> <li>○ Explore other options for events or partnerships</li> <li>○ Explore possible programming for diverse groups</li> <li>○ Modifications to current programming based on research</li> </ul> </li> </ul>	Ongoing	Partners
<b>Outcomes - Evaluation/Measurement:</b>		
<ul style="list-style-type: none"> <li>- Attend new or diverse events</li> <li>- Increased awareness of diverse groups in Alberta</li> </ul>		

ARPA Operational Plan 2013-2016

KRA #2 – Healthy, Inclusive and Engaged Communities

**Outcome Statement:** E) Enhanced social inclusion and reduced barriers for citizen participation in recreation and parks programs, services and facilities

<b>Leading Strategy:</b> 9 - To create, support and manage programs, initiatives and partnerships that address recreation and parks inclusivity, accessibility and diversity to foster safe, active, and healthy communities.		
<b>Key Initiative:</b> Expand the awareness of Everybody gets to play		
<b>Priority (High/Medium/Low):</b> Low		
<b>Task List</b>	<b>Timeframe</b>	<b>Collaborations/ Partnerships</b>
• Secure funding to promote and develop EGTP in Alberta	2015	
• Distribute and promote postcards to members	2013-2016	
• Develop new resources (video) - video profiles - PPT – how to presentation	2015	Grant McEwan video program
• Promote through webinars, conference sessions and website	2013-2016	
<b>Outcomes - Evaluation/Measurement:</b> - Targeted e-blast for EGTP – 1-2 times per year - EGTP toolkit – video, postcards, documents, resources, etc. (based on funding) - Review EGTP name/brand in relation to CPRA and accessible recreation in general		

ARPA Operational Plan 2013-2016

KRA #2 – Healthy, Inclusive and Engaged Communities

**Outcome Statement:** E) Enhanced social inclusion and reduced barriers for citizen participation in recreation and parks programs, services and facilities

<b>Leading Strategy:</b> 9 - To create, support and manage programs, initiatives and partnerships that address recreation and parks inclusivity, accessibility and diversity to foster safe, active, and healthy communities.		
<b>Key Initiative:</b> Bring Kids at Hope Partnership to a conclusion.		
<b>Priority (High/Medium/Low):</b> High		
<b>Task List</b>	<b>Timeframe</b>	<b>Collaborations/ Partnerships</b>
• Partnership conclusion - Communication strategy	March – December 2014	
<b>Outcomes - Evaluation/Measurement:</b> <ul style="list-style-type: none"> <li>- ARPA will draft a communication to our stakeholders which will be distributed through newsletters and e-blasts.</li> <li>- ARPA will be sure to direct all KAH inquiries to your main office in Phoenix.</li> <li>- ARPA will commit to advertising future visits Rick Miller makes to Alberta through our newsletters.</li> <li>- ARPA will continue to house KAH on the ARPA website for 6 months after the date of conclusion (May 15, 2014) with an updated message that reflects the transition and directs inquiries to the KAH office in Phoenix.</li> </ul>		

ARPA Operational Plan 2013-2016

KRA #2 – Healthy, Inclusive and Engaged Communities

**Outcome Statement:** E) Enhanced social inclusion and reduced barriers for citizen participation in recreation and parks programs, services and facilities

<b>Leading Strategy:</b> 9 - To create, support and manage programs, initiatives and partnerships that address recreation and parks inclusivity, accessibility and diversity to foster safe, active, and healthy communities.		
<b>Key Initiative:</b> Expand the awareness of the Teen Challenge program in Alberta		
<b>Priority (High/Medium/Low):</b> Medium		
<b>Task List</b>	<b>Timeframe</b>	<b>Collaborations/ Partnerships</b>
<ul style="list-style-type: none"> <li>Promote the program to organizations outside of ARPA membership. Target to more diverse populations (New Canadians, Aboriginal, special needs)</li> </ul>	2014-2015	Out of School Time Collaborative AB Native Friendship Centers
<ul style="list-style-type: none"> <li>Secure additional grant funding</li> </ul>	2015	ParticipACTION Coca-Cola
<ul style="list-style-type: none"> <li>Produce 2-4 media releases per year</li> </ul>	2014 - ongoing	Media outlets Teen Challenge Comm. Orgs
<b>Outcomes - Evaluation/Measurement:</b> <ul style="list-style-type: none"> <li>Give out all Teen Challenge cycle funds</li> <li>Increase the number of community organizations by 15%</li> <li>Have two media releases published per year.</li> </ul>		

ARPA Operational Plan 2013-2016

KRA #2 – Healthy, Inclusive and Engaged Communities

**Outcome Statement:** E) Enhanced social inclusion and reduced barriers for citizen participation in recreation and parks programs, services and facilities

<b>Leading Strategy:</b> 9 - To create, support and manage programs, initiatives and partnerships that address recreation and parks inclusivity, accessibility and diversity to foster safe, active, and healthy communities.		
<b>Key Initiative:</b> Assess and re-focus current programs to ensure they are applicable and relevant to Aboriginal communities and where possible intentionally focus on an increased connection with Aboriginal communities		
<b>Priority (High/Medium/Low):</b> High		
<b>Task List</b>	<b>Timeframe</b>	<b>Collaborations/ Partnerships</b>
<ul style="list-style-type: none"> <li>• Develop and secure funding for a Aboriginal specific HIGH FIVE &amp; physical literacy project.</li> </ul>	2014-2017 *Proposal completed	Aboriginal Ministry Native Friendship Centres North American Traditional Games Society BFFL Choosewell Abg. Phys. Activity Advisory Randy Erminskin H5 National (PRO) ATPR (Fiona Bell)
<ul style="list-style-type: none"> <li>• Reach out to Abg./Metis Communities re:                             <ul style="list-style-type: none"> <li>○ What they want</li> <li>○ What we do well</li> <li>○ What we can improve</li> </ul> </li> </ul>	Ongoing	
<ul style="list-style-type: none"> <li>• Increased &amp; focussed activities in CW communities</li> <li>•</li> </ul>	2014	Federation of Calgary Communities Alberta Native Friendship Centres Association (ANFCA) Aboriginal Relations Ministry
<ul style="list-style-type: none"> <li>• Test pilot an urban Aboriginal CW project in Calgary</li> </ul>	2014-15	Calgary Urban Aboriginal Initiative
<b>Outcomes - Evaluation/Measurement:</b>		
<ul style="list-style-type: none"> <li>- Secured funding for Aboriginal HIGH FIVE &amp; physical literacy project</li> <li>- Extended work with Kainai (Blood Tribe) for more in-depth learnings on how to work with aboriginal communities on reserve</li> <li>- Urban Aboriginal project in Calgary in place for 2015</li> <li>- Increased relations with aboriginal communities with through Communities ChooseWell</li> </ul>		

KRA #3 – Advanced Quality of Life Sector, Collaborations and Strategic Partnerships

**Outcome Statement:** F) The quality of life of Albertans will be enhanced through strategic and collaborative involvements of allied Quality of Life stakeholders.

<b>Leading Strategy:</b> 10 – To promote, engage and nurture strategic partnerships		
<b>Key Initiative:</b> Collaborate as a part of the CPRA shared leadership model		
<b>Priority (High/Medium/Low):</b> High		
<b>Task List</b>	<b>Timeframe</b>	<b>Collaborations/ Partnerships</b>
<ul style="list-style-type: none"> <li>Attend CPRA Meetings and proactively present shared leadership opportunities to the CPRA Board</li> </ul>	Ongoing	CPRA
<ul style="list-style-type: none"> <li>Continue to design programs and services to be both relevant and beneficial to CPRA and/or P/T Partners (PD, Excellence Series and Infrastructure)</li> </ul>	Ongoing	CPRA P/T Partners
<b>Outcomes - Evaluation/Measurement:</b> - ARPA continues to be viewed as a beneficial contributor and leader at the CPRA Board of Directors		

KRA #3 – Advanced Quality of Life Sector, Collaborations and Strategic Partnerships

**Outcome Statement:** F) The quality of life of Albertans will be enhanced through strategic and collaborative involvements of allied Quality of Life stakeholders.

<b>Leading Strategy:</b> 10 - To promote, engage and nurture strategic partnerships		
<b>Key Initiative:</b> Explore/promote issues vital to the evolution of recreation and parks		
<b>Priority (High/Medium/Low):</b> HIGH		
<b>Task List</b>	<b>Timeframe</b>	<b>Collaborations/ Partnerships</b>
<ul style="list-style-type: none"> <li>• Continue to explore/promote issues vital to recreation and parks and bring these forward to the Board as required</li> </ul>	Ongoing	ARPA Partners
<ul style="list-style-type: none"> <li>• Develop communication channels to and from partners</li> </ul>	Ongoing	ARPA Partners
<b>Outcomes - Evaluation/Measurement:</b> <ul style="list-style-type: none"> <li>- Identify issues of importance</li> <li>- Provide membership with analysis through research and/or workshops</li> <li>- Advocate with respect to addressing issues</li> </ul>		



KRA #3 – Advanced Quality of Life Sector, Collaborations and Strategic Partnerships

**Outcome Statement:** F) The quality of life of Albertans will be enhanced through strategic and collaborative involvements of allied Quality of Life stakeholders.

<b>Leading Strategy:</b> 10 - To promote, engage and nurture strategic partnerships		
<b>Key Initiative:</b> Explore/promote opportunities with partners to collaborate/participate in events, meetings, trade shows, conference sessions and other sharing venues		
<b>Priority (High/Medium/Low): Medium-High</b> High		
<b>Task List</b>	<b>Timeframe</b>	<b>Collaborations/ Partnerships</b>
<ul style="list-style-type: none"> <li>• Research and Identify new ARPA promotion and collaboration opportunities (Create an ARPA promotion task group)?</li> </ul>	2014	- Identified partner organizations
<ul style="list-style-type: none"> <li>• Professionalize ARPA image/display for events</li> </ul>	2015	
<b>Outcomes - Evaluation/Measurement:</b>		
<ul style="list-style-type: none"> <li>- To attend three new events/tradeshows by the end of 2015</li> <li>- To attend at least one aboriginal focused event/tradeshow in 2014</li> <li>- Establish a new tradeshow profile and package</li> <li>- Increase number of meetings and presentation to partner organizations</li> <li>- Develop a process that we can track how program participants heard about us</li> </ul>		

KRA #3 – Advanced Quality of Life Sector, Collaborations and Strategic Partnerships

**Outcome Statement:** F) The quality of life of Albertans will be enhanced through strategic and collaborative involvements of allied Quality of Life stakeholders.

<b>Leading Strategy:</b> 11 - To identify, engage and collaborate with allied Quality of Life sector stakeholders to enhance collective impact of the sector		
<b>Key Initiative:</b> Explore opportunities to connect sectors and stakeholders		
<b>Priority (High/Medium/Low):</b> High		
<b>Task List</b>	<b>Timeframe</b>	<b>Collaborations/ Partnerships</b>
• Provincial Forum Workshop	May 2014	All attending organizations
• Develop/implement a plan to re-engage with the Foundations for Action/Vision 2015 process	2014/2015	Partners
• Establish a task group and budget to begin planning for a process forward	June – Oct 2014	Members of task group
• Secure funding to support the process	June 2014 – Dec 2015	Invited partners and stakeholders as a part of the process
<b>Outcomes - Evaluation/Measurement:</b> <ul style="list-style-type: none"> <li>- Foundations for Action is celebrated and re-energized as a guiding document</li> <li>- Identify and develop collaborations with partners</li> </ul>		

KRA #3 – Advanced Quality of Life Sector, Collaborations and Strategic Partnerships

**Outcome Statement:** F) The quality of life of Albertans will be enhanced through strategic and collaborative involvements of allied Quality of Life stakeholders.

<b>Leading Strategy:</b> 11 - To identify, engage and collaborate with allied Quality of Life sector stakeholders to enhance collective impact of the sector		
<b>Key Initiative:</b> Develop/implement a plan to re-engage the Foundations for Action/Vision 2015 process including bringing stakeholders together to review where we are at in relation to the original plan		
<b>Priority (High/Medium/Low):</b> Medium		
<b>Task List</b>	<b>Timeframe</b>	<b>Collaborations/ Partnerships</b>
• Establish a task group and budget to begin planning for a process forward	2014	
• Secure funding to support the process	2014/2015	
<b>Outcomes - Evaluation/Measurement:</b> - The Vision 2015/Foundations for Action process is celebrated in 2015		

KRA #4 – Valued Member Services, Professional Development and Communications

**Outcome Statement:** G) Association members will experience ongoing professional development, have increased capacity to network and be acknowledged for their standards and contributions to the quality of life sector.

<b>Leading Strategy:</b> 12 - To develop a career awareness and recruitment strategy to attract students and outside practitioners to our sector		
<b>Key Initiative:</b> Develop a marketing campaign to establish recreation and parks as a valued career choice		
<b>Priority (High/Medium/Low):</b> Medium		
<b>Task List</b>	<b>Timeframe</b>	<b>Collaborations/ Partnerships</b>
• Collaborate with the U of A and MRU to promote sector to high school students	2015	U of A MRU
• Research related programs in Alberta	2014	
• Establish relationships with high schools in regards to career days	2014/15	Alberta Teachers Association
• Engage students through social media and media in general	2015/2016	
• Engage metis communities (youth) in recreation technician programs	2015/16	AARFP
• Review and update Marketing Materials	2014	
• Collaborate with Junior Achievement for job shadowing	2016	Junior Achievement
<b>Outcomes - Evaluation/Measurement:</b>		
<ul style="list-style-type: none"> <li>- Have our members speaking to high school students at career days</li> <li>- Update marketing package to use</li> <li>- Connect with recruiters and advisors at U of A and MRU to share up to date information</li> <li>- Support the establishment of an ARPA Young Professional Committee</li> </ul>		

KRA #4 – Valued Member Services, Professional Development and Communications

**Outcome Statement:** G) Association members will experience ongoing professional development, have increased capacity to network and be acknowledged for their standards and contributions to the quality of life sector.

<b>Leading Strategy:</b> 14 - To advance the professional core competencies and develop professional development standards		
<b>Key Initiative:</b> Develop/implement a national professional development certification program for recreation and parks professionals		
<b>Priority (High/Medium/Low): HIGH</b> High		
<b>Task List</b>	<b>Timeframe</b>	<b>Collaborations/ Partnerships</b>
Develop and beta test common learning courses	Summer 2014	U of A MRU ATPR CPRA and P/T Partners
Develop and beta test common learning workshops (5)	2015	U of A MRU ATPR CPRA and P/T Partners
Explore new professional development opportunities/markets that meet the professional development needs of members	Fall 2013-Fall 2014	U of A
Catalogue current ARPA professional development offerings  a) Develop a list of current offerings b) Align with certification model c) Promotion of opportunities	Fall 2013	
Explore the establishment of professional ethical standards for recreation and parks practitioners	2015	
Secure online learning platform and registration system	2015	

KRA #4 – Valued Member Services, Professional Development and Communications

**Outcome Statement:** G) Association members will experience ongoing professional development, have increased capacity to network and be acknowledged for their standards and contributions to the quality of life sector.

Develop a set of ethical standards or a code of conduct that supports the professional development and certification program	2015	
<p><b>Outcomes - Evaluation/Measurement:</b></p> <ul style="list-style-type: none"> <li>- Develop an operational plan</li> <li>- Develop a participant handbook</li> <li>- Work with CPRA to launch the program under the CPRA brand</li> <li>- Launch the program in 2015</li> <li>- Work with P/T members to market the certification to their membership</li> <li>- Sign contract with CPRA to be the Program Delivery Agent</li> </ul>		

KRA #4 – Valued Member Services, Professional Development and Communications

**Outcome Statement:** G) Association members will experience ongoing professional development, have increased capacity to network and be acknowledged for their standards and contributions to the quality of life sector.

<b>Leading Strategy:</b> 14 - To advance the professional core competencies and develop professional development standards		
<b>Key Initiative:</b> Explore how students and emerging leaders can be better supported		
<b>Priority (High/Medium/Low):</b> Medium		
<b>Task List</b>	<b>Timeframe</b>	<b>Collaborations/ Partnerships</b>
Develop Student/Young Professional Committee <ul style="list-style-type: none"> <li>• Mentoring opportunities</li> <li>• Job shadowing</li> <li>• Sector promotion</li> <li>• Fundraising support</li> <li>• Work with student group</li> <li>• Develop a network</li> </ul>	2015-2016	U of A MRU
<b>Outcomes - Evaluation/Measurement:</b>		
<ul style="list-style-type: none"> <li>- Identify board members to champion the initiative</li> <li>- Identify students/young professionals to engage in the initiative</li> <li>- Identify a staff liaison to the committee</li> <li>- Identify members to engage in the initiative</li> <li>- Establish Terms of Reference for the committee</li> </ul>		

KRA #4 – Valued Member Services, Professional Development and Communications

**Outcome Statement:** G) Association members will experience ongoing professional development, have increased capacity to network and be acknowledged for their standards and contributions to the quality of life sector.

<b>Leading Strategy:</b> 15 - To market and manage an ongoing awards and scholarships program		
<b>Key Initiative:</b> Expand the ARPA Awards and Scholarships Program		
<b>Priority (High/Medium/Low):</b> Medium		
<b>Task List</b>	<b>Timeframe</b>	<b>Collaborations/ Partnerships</b>
• Chair Succession	2014	
• Review current awards for relevance and sustainability	2014	
• Develop sustainable plan for video vignette development	2014	
• Establish Rick Curtis HIGH FIVE Award	Q1 2014	
• Create a marketing strategy to better promote opportunities	Q1/Q2 2014	
<b>Outcomes - Evaluation/Measurement:</b>		
<ul style="list-style-type: none"> <li>- Awards and Scholarships Committee has a new Chair that is fully orientated</li> <li>- Rick Curtis HIGH FIVE Award has been developed and promoted as a 2014 Award</li> <li>- Video vignettes become an annual standard of the ARPA Awards and Scholarships program</li> </ul>		



ARPA Operational Plan 2013-2016

KRA #4 – Valued Member Services, Professional Development and Communications

**Outcome Statement:** H) The Association will garner increased memberships through quality member benefits, communications, programs and services.

<b>Leading Strategy:</b> 16 - To improve ARPA's brand and communications plan		
<b>Key Initiative:</b> Develop an effective media strategy		
<b>Priority (High/Medium/Low):</b> Medium		
<b>Task List</b>	<b>Timeframe</b>	<b>Collaborations/ Partnerships</b>
• Develop a media strategy and execute	2014	
• Identify media opportunities by program area	2014	
• Build relationships with media	Ongoing	
• Build media kits	2014	
• Train staff and Boards to speak about ARPA/RFLF in media situations • Develop press and media release templates	2015	
<b>Outcomes - Evaluation/Measurement:</b> <ul style="list-style-type: none"> <li>- Knowledgeable staff and volunteers of events/programs (start with 1 go-to person per program/event area)</li> <li>- Send all press releases to staff/volunteers</li> <li>- Have calendar developed for all events/programs</li> </ul>		

ARPA Operational Plan 2013-2016

KRA #4 – Valued Member Services, Professional Development and Communications

**Outcome Statement:** H) The Association will garner increased memberships through quality member benefits, communications, programs and services.

<b>Leading Strategy:</b> 16 - To improve ARPA's brand and communications plan		
<b>Key Initiative:</b> Develop a social media plan		
<b>Priority (High/Medium/Low):</b> Medium		
<b>Task List</b>	<b>Timeframe</b>	<b>Collaborations/ Partnerships</b>
• Review social media outlets like Instagram and YouTube	2014/2015	
• Create social media plan and best practices	2014	
<b>Outcomes - Evaluation/Measurement:</b> - Increase social media followers by 15% each year		

ARPA Operational Plan 2013-2016

KRA #4 – Valued Member Services, Professional Development and Communications

**Outcome Statement:** H) The Association will garner increased memberships through quality member benefits, communications, programs and services.

<b>Leading Strategy:</b> 16 - To improve ARPA's brand and communications plan		
<b>Key Initiative:</b> Develop and implement a formal member survey plan		
<b>Priority (High/Medium/Low): Medium-High</b> High		
<b>Task List</b>	<b>Timeframe</b>	<b>Collaborations/ Partnerships</b>
<ul style="list-style-type: none"> <li>• Undertake a review of previous surveys and other association surveys</li> <li>• Establish categories for survey</li> </ul>	2015	P/T Partners for survey review
<ul style="list-style-type: none"> <li>• Create initial member survey and promote/market to members</li> </ul>	2015	
<ul style="list-style-type: none"> <li>• development of a long range membership survey plan</li> </ul>	2015	
<ul style="list-style-type: none"> <li>• Create a strategy to get members to complete the survey</li> </ul>	2015	
<b>Outcomes - Evaluation/Measurement:</b>		
<ul style="list-style-type: none"> <li>- Long range membership survey plan is established and focused member surveys are developed and deployed as per schedule</li> <li>- To engage at least 30% of members on surveys</li> <li>- Have a standard short annual "membership happiness" survey at membership renewal</li> </ul>		

ARPA Operational Plan 2013-2016

KRA #4 – Valued Member Services, Professional Development and Communications

**Outcome Statement:** H) The Association will garner increased memberships through quality member benefits, communications, programs and services.

<b>Leading Strategy:</b> 16 - To improve ARPA's brand and communications plan		
<b>Key Initiative:</b> Evaluate ARPA's brand		
<b>Priority (High/Medium/Low):</b> Medium		
<b>Task List</b>	<b>Timeframe</b>	<b>Collaborations/ Partnerships</b>
• Include questions on brand awareness within member survey	2014	
• Create Branding Options	2015	
• Create a focus group	2016	
<b>Outcomes - Evaluation/Measurement:</b> <ul style="list-style-type: none"> <li>- Member and Partner perceptions on ARPA brand are captured</li> <li>- To have ARPA be perceived as an approachable, professional and dynamic organization.</li> </ul>		

ARPA Operational Plan 2013-2016

KRA #4 – Valued Member Services, Professional Development and Communications

**Outcome Statement:** H) The Association will garner increased memberships through quality member benefits, communications, programs and services.

<b>Leading Strategy:</b> 16 - To improve ARPA's brand and communications plan		
<b>Key Initiative:</b> Develop and implement a sustainable Association merchandise program		
<b>Priority (High/Medium/Low):</b> High		
<b>Task List</b>	<b>Timeframe</b>	<b>Collaborations/ Partnerships</b>
<ul style="list-style-type: none"> <li>• Present information about Café Press to the Board</li> </ul>	Sept 2014	
<b>Outcomes - Evaluation/Measurement:</b> - Have a Café Press site up and running by 2014 Conference		

ARPA Operational Plan 2013-2016

KRA #4 – Valued Member Services, Professional Development and Communications

**Outcome Statement:** H) The Association will garner increased memberships through quality member benefits, communications, programs and services.

<b>Leading Strategy:</b> 17 - To strengthen ARPA's marketing strategy through target markets and messaging		
<b>Key Initiative:</b> Develop marketing plans for our various programs and services		
<b>Priority (High/Medium/Low):</b> Medium		
<b>Task List</b>	<b>Timeframe</b>	<b>Collaborations/ Partnerships</b>
• Create timelines for programs	2015	
• Create a template that is easy to use for new and existing programs	2015	
<b>Outcomes - Evaluation/Measurement:</b> - Plans in place that everyone understands and where appropriate staff are involved in the execution, evaluated with staff on an annual basis		

ARPA Operational Plan 2013-2016

KRA #4 – Valued Member Services, Professional Development and Communications

**Outcome Statement:** H) The Association will garner increased memberships through quality member benefits, communications, programs and services.

<b>Leading Strategy:</b> 17 - To strengthen ARPA's marketing strategy through target markets and messaging		
<b>Key Initiative:</b> Explore the development of a social marketing plan		
<b>Priority (High/Medium/Low):</b> Low		
<b>Task List</b>	<b>Timeframe</b>	<b>Collaborations/ Partnerships</b>
<ul style="list-style-type: none"> <li>Review if a social marketing plan for recreation and parks is required</li> </ul>	2015	
<b>Outcomes - Evaluation/Measurement:</b> - A decision is made on whether or not to proceed with pursuing a social marketing plan for recreation and parks		

ARPA Operational Plan 2013-2016

KRA #4 – Valued Member Services, Professional Development and Communications

**Outcome Statement:** H) The Association will garner increased memberships through quality member benefits, communications, programs and services.

<b>Leading Strategy:</b> 17 - To strengthen ARPA's marketing strategy through target markets and messaging		
<b>Key Initiative:</b> Develop a membership recruitment and retention strategy		
<b>Priority (High/Medium/Low): HIGH</b> Medium		
<b>Task List</b>	<b>Timeframe</b>	<b>Collaborations/ Partnerships</b>
• Create a package for membership recruitment	2014	
• Develop a member recruitment and retention strategy with specific targets for the next 3 years	2014/2015	
<b>Outcomes - Evaluation/Measurement:</b> - Have 10 new communities registered with ARPA by the end of 2014		



ARPA Operational Plan 2013-2016

KRA #5 – Association Excellence, Entrepreneurship and Sustainability

**Outcome Statement:** I) ARPA will operate with a sound, effective and sustainable governance structure and within the conditions of the Alberta Societies Act and the Canadian Revenue Agency

<b>Leading Strategy:</b> 18 - To strengthen and improve the effectiveness of ARPA's governance and organizational structure		
<b>Key Initiative:</b> Develop/implement a board and committee development plan		
<b>Priority (High/Medium/Low):</b> Medium		
<b>Task List</b>	<b>Timeframe</b>	<b>Collaborations/ Partnerships</b>
• Board is surveyed to explore the needs and wants as it relates to Board development	2015	
• A Board development plan along with opportunities is developed	2015	
• Develop marketing materials to promote board positions	2015	
• Develop an annual board orientation process	2015	
<b>Outcomes - Evaluation/Measurement:</b> - Board feels confident in its roles, responsibilities and capacity (via survey)		

ARPA Operational Plan 2013-2016

KRA #5 – Association Excellence, Entrepreneurship and Sustainability

**Outcome Statement:** I) ARPA will operate with a sound, effective and sustainable governance structure and within the conditions of the Alberta Societies Act and the Canadian Revenue Agency

<b>Leading Strategy:</b>		
19 - To develop a comprehensive and diverse sustainability model including the development of social enterprise services, corporate relations and fund development		
<b>Key Initiative:</b>		
Evaluate ARPA/RFLF fundraising/sponsorship strategies and supports		
<b>Priority (High/Medium/Low):</b>		
High		
<b>Task List</b>	<b>Timeframe</b>	<b>Collaborations/ Partnerships</b>
• Undertake a review of sponsorship program and refined to best meet the needs of ARPA/RFLF moving forward	2014	
• Develop an event/program calendar in relation to sponsorships	2014	
• Develop 1-page fact sheets on each asset (program/event)	2014	
• Explore other revenue generating activities such as Buyer's Guide	2014	
<b>Outcomes - Evaluation/Measurement:</b>		
<ul style="list-style-type: none"> <li>- New sponsorship plan is in place that is meeting or exceeding revenue targets and is recognizing and retaining sponsors</li> <li>- Customized sponsorship plan for different target audiences (corporate, municipal)</li> <li>- Stewardship and recognition policy in place for donors and sponsors</li> <li>- A prospect clearing committee/process is in place and communicated with all staff and boards</li> <li>- Increased revenue stream from RFLF to ARPA</li> <li>- Increased data collection to build donor database (@Ease) and help to ensure consistency.</li> </ul>		

KRA #5 – Association Excellence, Entrepreneurship and Sustainability

**Outcome Statement:** I) ARPA will operate with a sound, effective and sustainable governance structure and within the conditions of the Alberta Societies Act and the Canadian Revenue Agency

<b>Leading Strategy:</b> 19 - To develop a comprehensive and diverse sustainability model including the development of social enterprise services, corporate relations and fund development		
<b>Key Initiative:</b> Advocate and plan for sustainable long term funding relationships		
<b>Priority (High/Medium/Low):</b> High		
<b>Task List</b>	<b>Timeframe</b>	<b>Collaborations/ Partnerships</b>
<ul style="list-style-type: none"> <li>• Staff and Boards are armed with the necessary information to help build/start relationships with potential sponsors/donors</li> </ul>	2014/2015	
<ul style="list-style-type: none"> <li>• Advocate with government to reinforce messaging about recreation and parks and wellness</li> </ul>	Ongoing	
<b>Outcomes - Evaluation/Measurement:</b>		
<ul style="list-style-type: none"> <li>- Build strong and sustaining relationships with donors/sponsors, both current and new.</li> <li>- Create a stewardship and recognition policy.</li> <li>- Create impact statements to be distributed to sponsors and donors.</li> <li>- Conference – opportunity to feature RFLF.</li> <li>- Public awareness of RFLF to become top of mind for potential donors and sponsors – benefit statements.</li> <li>- Increase the number of donors/sponsors by 10% in 2014.</li> </ul>		

ARPA Operational Plan 2013-2016

KRA #5 – Association Excellence, Entrepreneurship and Sustainability

**Outcome Statement:** I) ARPA will operate with a sound, effective and sustainable governance structure and within the conditions of the Alberta Societies Act and the Canadian Revenue Agency

<b>Leading Strategy:</b>		
19 - To develop a comprehensive and diverse sustainability model including the development of social enterprise services, corporate relations and fund development		
<b>Key Initiative:</b>		
Market/Expand the Webinar platform so it becomes sustainable and a potential revenue stream for ARPA		
<b>Priority (High/Medium/Low): MEDIUM</b>		
Medium		
<b>Task List</b>	<b>Timeframe</b>	<b>Collaborations/ Partnerships</b>
• Refine sponsorship opportunity package	2015	
• Create list of potential sponsors to target	2015	
• Market platform to partners for use (refine pricing)	2015	partners
<b>Outcomes - Evaluation/Measurement:</b>		
<ul style="list-style-type: none"> <li>- Have ARPA webinar program at least break-even</li> <li>- Have a partners package ready to distribute by 2015</li> </ul>		

ARPA Operational Plan 2013-2016

KRA #5 – Association Excellence, Entrepreneurship and Sustainability

**Outcome Statement:** I) ARPA will operate with a sound, effective and sustainable governance structure and within the conditions of the Alberta Societies Act and the Canadian Revenue Agency

<b>Leading Strategy:</b> 19 - To develop a comprehensive and diverse sustainability model including the development of social enterprise services, corporate relations and fund development		
<b>Key Initiative:</b> Explore social enterprise opportunities that align with ARPA's mission		
<b>Priority (High/Medium/Low):</b> High		
<b>Task List</b>	<b>Timeframe</b>	<b>Collaborations/ Partnerships</b>
• Excellence Series Development	RecMetrics – Aug 2014 RecExcel – Sept 2014 Yardstick Ongoing	Yardstick, AUMA, AAMD&Cs
• Professional Development	2015	
• Facility Inventory	Q4 2014	Ag Societies, AARFP, AUMA, AAMD&Cs
• Prescription to Get Active	Q4 2014	Alberta Health, Alberta Health Services, Primary Care Networks, YMCA/YWCA,
<b>Outcomes - Evaluation/Measurement:</b> - Secure funding support for at least one of these social enterprise/innovation projects		

ARPA Operational Plan 2013-2016

KRA #5 – Association Excellence, Entrepreneurship and Sustainability

**Outcome Statement:** J) ARPA will deliver maximum value to its members and stakeholders by being a well managed, entrepreneurial and fiscally sound association while remaining true to its mission, values and beliefs

<b>Leading Strategy:</b> 20 - To attract, retain and remunerate diverse, qualified human resources for Association management and administration		
<b>Key Initiative:</b> Evaluate staff salaries and benefits to attract and retain career minded candidates		
<b>Priority (High/Medium/Low):</b> Medium		
<b>Task List</b>	<b>Timeframe</b>	<b>Collaborations/ Partnerships</b>
<ul style="list-style-type: none"> <li>Undertake an annual review of salaries and benefits to ensure that ARPA is competitive in the marketplace.</li> </ul>	Annual	
<ul style="list-style-type: none"> <li>Work to increase non-restricted revenues to support more permanent positions versus contract/term positions</li> </ul>	Ongoing	
<b>Outcomes - Evaluation/Measurement:</b> - ARPA has created an additional permanent or long term contract position to support operations, programs and services		

ARPA Operational Plan 2013-2016

KRA #5 – Association Excellence, Entrepreneurship and Sustainability

**Outcome Statement:** J) ARPA will deliver maximum value to its members and stakeholders by being a well managed, entrepreneurial and fiscally sound association while remaining true to its mission, values and beliefs

<b>Leading Strategy:</b> 20 - To attract, retain and remunerate diverse, qualified human resources for Association management and administration		
<b>Key Initiative:</b> Explore workplace wellness strategies		
<b>Priority (High/Medium/Low):</b> Low		
<b>Task List</b>	<b>Timeframe</b>	<b>Collaborations/ Partnerships</b>
<ul style="list-style-type: none"> <li>• Undertake a review of leading edge workplace wellness strategies and update Association HR policies as required.</li> </ul>	2015	
<b>Outcomes - Evaluation/Measurement:</b> <ul style="list-style-type: none"> <li>- Staff work in a friendly, welcoming environment and lead balanced lives</li> <li>- Staff have a high rate of job satisfaction</li> </ul>		

ARPA Operational Plan 2013-2016

KRA #5 – Association Excellence, Entrepreneurship and Sustainability

**Outcome Statement:** J) ARPA will deliver maximum value to its members and stakeholders by being a well managed, entrepreneurial and fiscally sound association while remaining true to its mission, values and beliefs

<b>Leading Strategy:</b> 21 - To constantly review new technologies to ensure that the Association is not only relevant but operating as efficiently and effectively as possible		
<b>Key Initiative:</b> Implement new database and explore opportunities for improved member communication and services		
<b>Priority (High/Medium/Low):</b> High		
<b>Task List</b>	<b>Timeframe</b>	<b>Collaborations/ Partnerships</b>
• Online membership for sign-up and renewal	July 2015	
• Event registration, awards and volunteer tracking in the database	2015	
<b>Outcomes - Evaluation/Measurement:</b> - Usable and functional database that offers one solution for memberships, event registration, newsletter communications, PD tracking, Volunteer and awards tracking		



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<b>Leading Strategy:</b> 21 - To constantly review new technologies to ensure that the Association is not only relevant but operating as efficiently and effectively as possible		
<b>Key Initiative:</b> Develop a sustainable technology plan for the Association		
<b>Priority (High/Medium/Low):</b> Medium		
<b>Task List</b>	<b>Timeframe</b>	<b>Collaborations/ Partnerships</b>
<ul style="list-style-type: none"> <li>Catalog and review current hardware and software technology in use by ARPA</li> </ul>	2014	
<b>Outcomes - Evaluation/Measurement:</b> - A sustainable technology plan is in place for the Association that is tied to an annual budget allocation.		

ARPA Operational Plan 2013-2016

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<b>Leading Strategy:</b> 21 - To constantly review new technologies to ensure that the Association is not only relevant but operating as efficiently and effectively as possible		
<b>Key Initiative:</b> Explore opportunities for an online community of practice (CoP) using blogs, forums and webinars		
<b>Priority (High/Medium/Low):</b> High		
<b>Task List</b>	<b>Timeframe</b>	<b>Collaborations/ Partnerships</b>
<ul style="list-style-type: none"> <li>• ARPA Communities Website development</li> </ul>	2014/Complete	ChooseWell Communities in Bloom
<b>Outcomes - Evaluation/Measurement:</b> - A website in place that will act as a Community of Practice for ARPA programs		

ARPA Operational Plan 2013-2016

KRA #5 – Association Excellence, Entrepreneurship and Sustainability

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<b>Leading Strategy:</b> 22 - To develop an evaluation process to provide a consistent measurement to all Association operations and initiatives		
<b>Key Initiative:</b> Explore an Association evaluation strategy for programs, services and initiatives		
<b>Priority (High/Medium/Low):</b> Medium		
<b>Task List</b>	<b>Timeframe</b>	<b>Collaborations/ Partnerships</b>
<ul style="list-style-type: none"> <li>• Convene an internal working group to explore the current evaluation methodologies and processes in use</li> </ul>	2015	N/A
<b>Outcomes - Evaluation/Measurement:</b> - To develop an evaluation standard/policy to be followed by all ARPA Programs and Services		