
Alberta Association of Recreation Facility Personnel

2004 - 2006 STRATEGIC PLAN
And
BUSINESS PLAN



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2004 to 2006 Strategic Plan

Association Profile

The Association was established in 1978 to build linkages among recreation facility operators across Alberta. The Association has a membership of over 800 people and manages services for the membership through a balanced budget of over \$350,000. More than 220,000 people have participated in training courses, conferences and seminars organized by the Association.

Mission

The Alberta Association of Recreation Facility Personnel is a provincial organization dedicated to providing excellence in training and professional development for individuals involved in the operation of recreation facilities.

Vision

An Association fostering professional development of recreation facility personnel thereby improving experiences for Albertans in recreation facilities.

Values

The Alberta Association of Recreation Facility Personnel observes these values in its business operation:

- Delivering quality service to and for the membership
- Encouraging camaraderie and goodwill among members
- Providing leading-edge educational programs
- Sharing information openly
- Committing to honesty and integrity
- Respecting diversity of people and their views

Code of Ethics

Members shall conduct themselves in a manner consistent with the following:

- Act ethically and morally
- Maintain high ideals and integrity in all relationships
- Promote the Mission, Vision, Values and Goals of the Association independently, in groups and with partners
- Follow the Association's by-laws and laws of the land
- Interact with fellow members and invite prospective members
- Refrain from any activity that may disgrace or may be in conflict with the Association or employer

In all these ways transmit this Association, not lessen but lift it, to greater heights.

Goals

The following goals support the Mission, Vision, Values and Code of Ethics of the Association:

- Provide a variety of educational opportunities related to the operation of recreation facilities.
- Provide communication channels between members, agencies and individuals.
- Pro-actively represent the membership on recreation industry issues.
- Market and promote products and services.
- Encourage and facilitate opportunities for goodwill and fellowship among members.
- Develop, support and maintain human, written and financial resources.

Professional Development

Provide a variety of educational opportunities related to the operation of recreation facilities

Strategic Plan	
Strategic Outcomes	Business Output
<ul style="list-style-type: none"> • Alberta recreation facilities are operated in an effective, efficient and professional manner. • Environmentally responsible facility operation. • Alberta recreation facility operators are Association trained. • The Association is the operator-training program of choice for Albertans. • The Association provides a diverse, intense and broad-based training program that meets the needs of clients. 	<ol style="list-style-type: none"> 1. An Association Training strategy. 2. Education and seminar programs that include environmental initiatives. 3. Association training consistent with legislated requirement for facility operation.

Communication

Provide communication channels between members, agencies and individuals in the field

Strategic Plan	
Strategic Outcomes	Business Output
<ul style="list-style-type: none">The Association communication tools provide important information for members on issues, trends and topics that affect them and their facilities.	<ol style="list-style-type: none">1. Provincial sources for articles and information.2. Newsletter contributions from relevant sources.3. A comprehensive communication plan.

Advocacy

Pro-actively represent the membership on recreation industry issues

Strategic Plan	
Strategic Outcomes	Business Output
<ul style="list-style-type: none"> • Albertans participate in a healthy, active lifestyle through activities in safe and secure recreation facilities. • There are adequate resources to meet the Association’s program needs. • Other organizations recognize the Alberta Association of Recreation Facility Personnel as professional industry leaders. • Government is aware of and has a positive view of the Association. 	<ol style="list-style-type: none"> 1. Dedicated resources to the Canadian Recreation Facilities Council. 2. A facility revitalization program for communities considering closing recreation facilities.

Promotion

Market and promote products and services

Strategic Plan	
Strategic Outcomes	Business Output
<ul style="list-style-type: none">• Members and non-members are aware of the educational opportunities available through the Association.• There are a variety of sources to which people can refer when searching for information about the Association.• Technology is an integral part of promotion and marketing.	<ol style="list-style-type: none">1. Diverse information methods that promote and market programs and services.2. Web-based marketing.3. An Association “Branding” initiative.4. Assessment of conference initiatives.

Fellowship

Encourage and facilitate opportunities for goodwill and fellowship among members

Strategic Plan	
Strategic Outcomes	Business Output
<ul style="list-style-type: none"> • All members feel included in an Association that values their contribution in the community. • People who work in and around recreation facilities have the opportunity to share common understanding and interests. • There are reminders of the Association in the workplace. • People enjoy participating in activities of the Association. 	<ol style="list-style-type: none"> 1. A plan to distribute name recognition gifts for all members. 2. Policy related to signage at recreation facilities stating the facility is operated by people who are trained by the Alberta Association of Recreation Facility Personnel. 3. A comprehensive membership program.

Resource Development

Develop, support and maintain human, written and financial resources

Strategic Plan	
Strategic Outcomes	Business Output
<ul style="list-style-type: none"> • Funds are committed to initiatives that support the Mission of the Association. • There are adequate resources to meet the Association’s operational and capital needs. • The Association attracts and keeps effective volunteers. • Volunteers feel valued by the Association for the work they do. 	<ol style="list-style-type: none"> 1. Recruitment strategies for task and committee volunteers. 2. A capital asset plan.

2004 to 2005 Business Plan

I. Introduction

The intent of this business plan is to:

- Clearly identify the importance of maintaining the Association business functions and activities,
- Support approved budget and board of directors approved expenditures,
- Plan for the growth, development and implementation as outlined in the Strategic Plan (2004 –2006).

The format of the business plan is:

- Based on the fiscal year,
- Based on Vision, Mission, Values, Goals & Code of Ethics.

The success indicators for the Business Plan include:

- The annual report and budget submitted to the Members at the AGM reflect the initiatives of the Business Plan,
- The organizational evaluation is based on achieving the Strategic Plan outcomes,
- Achievement of Business Initiatives.
- Annual audit.

II. Business Plan Overview

This Business Plan is intended to merge two critically important components of the work done by the Association:

- Business Operations – The ongoing business of the Association. This is the work done by the staff and volunteers to provide services, programs and resources consistent with the Mission. Much of the work in this area is identified in job descriptions, assignments, policies and procedures.
- Business Initiatives – Activities which meet the needs of members in the future. Business initiatives are based on the strategic outcomes identified in the Strategic Plan.

A. Business Operations

What follows is an overview of the ongoing business conducted by the Association.

Organizational Support

1. Human Resources

Members, volunteers and staff are our most valuable resource. A supportive, healthy and team focused environment is an ongoing commitment and priority. This is accomplished in part by:

- Ongoing development and refinement of human resource practices and policies.
- Long-term retention of office staff, instructor cadre and volunteers.
- Appropriate compensation, benefits and recognition.
- Volunteers who direct and support project work and activities.
- Continual commitment to professional development, education and training of staff, instructors and volunteers.
- Open and honest communication practices.
- Promote the role of the Board to welcome and include all members at conferences, Annual General Meetings, Special General Meetings, zone meetings and other activities of the Association.
- Personal contact with each new member.

2. Planning and Budgeting

The mission, vision and strategic planning process will ensure that the Association continues to meet the needs of the members and community in the future. This is accomplished in part by:

- Development and refinement of planning and budget practices.
- A business plan that supports the Board of Directors work plan, staff work plans and project plan.
- Sound asset protection and investment management strategies.
- Monitoring the annual budget.
- Ensure that audited financial statements are prepared.
- Examination of existing revenue streams (grants, donations, sponsorship, fundraising, surplus, reserves and interest) to respond to service levels and support projects.
- Working to meet increased demands with limited resources.

3. Systems

Current and effective business systems that are supported by efficient technology are essential in managing the Association. This is accomplished in part by:

- Ongoing development and refinement of systems and practices.
- Assessment of hardware and software which may require upgrading to improve efficiency and enhance services and communications.

- Management of the database to ensure accurate membership records and information within the parameters of the Privacy Policy.

4. Administration

An essential component of the Association that has significant impact on our services and consumes resources. We manage our administration in part by:

- Ongoing development and refinement of administrative practices.
- Positive working relationship between the Board and staff.
- Assessing new developments and techniques in administering the Association business.

5. Finance

Integrated financial systems and procedures are essential to the operation of the Association. Our finances are managed in part by:

- Ongoing exploration of efficiencies.
- Critical analysis of spending and revenues by staff and volunteers.
- Ongoing development and refinement of financial practices.
- Support to the budget monitoring and reporting functions.
- Identify, pursue and secure alternative sources of funding.

6. Marketing and Communication

Marketing and communication support is an important element of many Association business functions and activities. We accomplish this in part by:

- Ongoing development and refinement of marketing and communication practices.
- Analysis of products and services.
- Use of consistent and professional tools and resources.
- Dedicate resources to support this role.
- Maintaining and protecting the integrity of the Associations identity.
- Development and distribution of traditional communication and marketing tools such as Leisure Lines, desktop calendars, brochures and web page.

7. Customer Service

Excellence in customer support and service is an Association priority. Efforts in this area include:

- Service and support to members.
- Ongoing development and refinement of service practices.
- Empathetic relationship with members and others with whom we do business.

Organizational Effectiveness

1. Governance

The governance structure and implementation of policies and processes is one of the cornerstones of the ongoing management of the Association. Some of the ongoing governance work includes:

- Recruitment and orientation of new Board Members.
- Board of Director policy administration, support and reporting.
- Ongoing monitoring, development and refinement of policies.
- Making decisions.
- Ongoing development of new initiatives to ensure the Association's future viability and success.
- Conforming to legal requirement.

2. Leadership

Providing leadership to the Association through policy, action and behaviours is an important part of doing business. The Association provides leadership in part through:

- Demonstrating conviction to the ideals of the Association, code of ethics and values.
- Commitment to excellence.
- Walking the walk and talking the talk. Leading by example.

Education and Research

1. Program Development

Facilitator training programs and leadership programs are the foundation for achieving the Association vision. Programs are developed in part by:

- Ongoing analysis, development and revision of programs based on sound research and market need.
- Improvement to the quality of programs.
- Exploration of better delivery systems.
- Exploration of different markets.

2. Facility Operator Training Programs

Effective facility operator training is the base of all program success. Training is managed in part by:

- Support to facility operator training programs.
- Revisions to the facility operator training program.
- Staying in touch with the issues facing recreation facility operators and responding to their needs through training.
- Development and delivery of operator training programs, conferences and seminars.

3. Leadership Training Programs

Effective leadership training improves the quality and delivery of Association professional development programs. Leadership training is managed in part by:

- Support to leadership training programs.
- Revisions to the leadership training program.

4. Research

The work of the Association is based on sound research. Research is accomplished in part by:

- Support to projects that expand and strengthen our research base.
- Explore and seek out systems, products, processes and procedures that will add to the information base of the Association.
- Explore partnerships with leading professionals and researchers to develop original research that will benefit the membership.

Representation and Advocacy

1. Interagency Relations/Partnerships

The Association is a respected partner and leader, provincially, nationally and internationally. Partners are managed when we:

- Nurture interagency and government relations.
- Link with partners and build strategic alliances.
- Maintain and enhance leadership roles in provincial, national and international initiatives.
- Explore and build new relationships and partnerships.

2. Advocacy

The Association represents recreation facility operators across Alberta. This is done in part by:

- Advocating and positioning itself as the recreational facility operational experts.
- Being aware of the issues topical to recreation facility operators.
- Being aware of issues that affect the recreation facility operator.
- Building and sustaining relationships with all levels of government in Alberta.
- Informing the public that the Association trains the facility staff.
- Promoting healthy lifestyles related to the use of recreation facilities.
- Continuing to forge stronger links with representatives of the Provincial government, specifically Community Development, Health & Wellness, Infrastructure, Gaming, Labor and the Standing Policy Committee.
- Communicating with other agencies, counties, municipal districts and municipalities to advocate the value of employees trained through the Association programs.

B. Business Initiatives

Professional Development

Business Initiative	Person Responsible	Timeline	Budget Allocation
1. Develop and implement an Association Training strategy.	Education Representative	2004	\$4,000
2. Explore possible environmental initiatives to include in the education and seminar programs.	Education Representative	2004	\$0
3. Advocate for Association training as a legislated requirement for facility operation.	President	2004	\$0
4. Develop guidelines for the operation of semi-public swimming pools.	Edmonton Zone Representative	2004	\$4,000

Communications

Business Initiative	Person Responsible	Timeline	Budget Allocation
1. Pursue provincial sources for articles and information.	South Central Zone Representative	2004	\$1,000
2. Develop a mechanism that will encourage contributions from relevant sources.	South Central Zone Representative	2004	\$1,000
3. Develop a comprehensive communication plan	Treasurer *	2004	\$0

* Supported by committee of Keith Talbot, Colleen Sparrow, Rhonda Phillips and Don Dombrosky

Advocacy

Business Initiative	Person Responsible	Timeline	Budget Allocation
1. Determine roles, responsibilities, scope and resources dedicated to the Canadian Recreation Facilities Council	Treasurer *	2004	\$0
2. Develop a facility revitalization program for communities considering closing a recreation facility.	President-Elect	2005	\$0

* Supported by committee of Don Dombrosky and Margaret Lounds

Promotion

Business Initiative	Person Responsible	Timeline	Budget Allocation
1. Develop more diverse information methods to promote and market programs and services.	Past President	2004	\$1,000
2. Expand and implement Web-based marketing.	President Elect	2005	\$15,000
3. Develop a “branding” initiative.	South Zone Representative *	2004	\$0
4. Assess conference welcoming initiatives.	Northwest Zone Representative **	2004	\$0

* Supported by committee of Charlie Mousseau, Keith Talbot and Keith Magill

** Supported by committee of Charlie Mousseau, Rhonda Phillips and Chris McKenna

Fellowship

Business Initiative	Person Responsible	Timeline	Budget Allocation
1. Develop an annual plan to distribute name recognition gifts for all members.	Secretary	2005	\$3,800
2. Develop a policy related to signage for recreation facilities stating the facilities are operated by Alberta Association of Recreation Facility Personnel trained staff.	North West Zone Representative	2004	\$1,000
3. Develop a comprehensive membership program.	South Central Zone Representative **	2004	\$0

* Supported by committee of Sharon Klinger, Dion Pollard, Keith Talbot, Colleen Sparrow, Rhonda Phillips and Don Dombrosky.

Resources Development

Business Initiative	Person Responsible	Timeline	Budget Allocation
1. Develop a capital asset plan.	Treasurer *	2004	\$0

* Supported by committee of Rhonda Phillips, Mike Bryson and Don Dombrosky

Glossary of Terms

Branding

A characteristic or distinctiveness associated with a product, service or organization.

Business Plan

An orderly arrangement of plans consistent with the overall design intended to accomplish the strategic plan.

Client

A person served by or utilizing the services of the Association.

Communication Tools

Mechanisms that can be used to communicate to people inside and outside the Association. The tools include but are not limited to newsletters, web-site, zone meetings, conference, meeting minutes, fax bulletins, desk-top calendar, brochures, etc.

Guideline

An indication or outline of policy or conduct.

Membership

The body of people who, as individuals, meet the membership criteria.

Outcome

The specific benefit or change participants experience during or following participation in the program or activity. Examples: Quality Service, Value for Money, Environmental Preservation.

Output

Products or services provided in order to achieve the outcomes.

Recreation Facility

A building, park or area whose purpose may accommodate leisure, sport, cultural, recreation or social activities.

Standard

Something established by authority, custom or general consent as a model or example.

Strategic Plan

The art of devising plans or stratagems directed toward a desired future.