

STRATEGIC PLAN

2016 - 2018

MISSION STATEMENT

Providing education, consultation and advocacy for people involved in recreation and facility operations.

Vision Statement

We are the leaders in recreation facility operations, contributing to an active Alberta.

VALUES

Leadership- Maintaining a level of professionalism, integrity and respect in the field of recreation & facility services

Fellowship -Supporting our members and their communities with the sharing of knowledge

Diversity -Govern in a manner that embraces the differences of, race, culture, religion and opinion

Passion- Passion for what we do and how it contributes to a healthier Alberta

STRATEGIC INITIATIVE # 1

Ensuring government awareness of industry needs for uniform facility education standards.

We will be active and adaptable where advocacy opportunities arise. We will continue making connections and establishing relationships with key individuals & agencies so that we will be present for decisions affecting facility operations and our members.

Operational Initiatives

1. Recreation and Physical Activity Division (RPAD)
 - a. March 2016 since our last discussion with Brad at the board meeting nothing further has transpired since then.
 - b. Roger was able to get the Minister of Tourism and Culture to provide a recorded message for our delegates at the conference in Drumheller. He also arranged to have an MLA also join us for the banquet.
2. Alberta Recreation and Parks Association
 - a. March 2016 wrapped up a joint survey of Aquatic personnel looking at what their needs are for support. The information has been placed on our website.
 - b. ARPA has also sent out a poll to further refine the information we got from the survey.
 - c. Stuart is continuing to work on the Canadian Parks Summit National Advisory Committee and will be attending the Summit in Canmore April 11-14, 2016
 - d. We met with members of the ARPA board immediately after the conference in Drumheller. We discussed a number of items to bring both boards up to speed on the progress of our ongoing cooperative activities.
 - e. Stuart attended the Canadian Parks Summit in Canmore April 11-14 as one of 200 delegates from across Canada. Representatives from the National Parks, Provincial Parks, and Municipal Parks, University/College Professors, Native Leaders, Researchers/academics and outdoor writers met to discuss issues and opportunities in the Canadian Park scene. From this event a national document will be developed "Parks for All" to assist everyone connected with parks to further the cause.
 - f.
3. Life Saving Society
 - a. March 2016 Stuart met with Barb and Kelly from Life Saving again this winter to discuss what each of our organizations are doing and to explore areas/projects we might be able to work on jointly.
4. Canadian Recreation Facility Council
 - a. March 2016 this year's meeting will be taking place in Ottawa May 4-6, 2016. Stuart and hopefully the new president elect will be attending this annual meeting. Like last year CRFC will have a joint meeting with the Canadian Parks and Recreation Association in Ottawa to talk about items of mutual interest.
 - b. Lloyd Smith and Stuart Ray both attended the Canadian Recreation Facility Council (CRFC) Meetings in Ottawa. At this year's meeting we arranged for CRFC to meet with the Canadian Recreation and Parks Association to discuss items of mutual interest. Most noticeably the infrastructure deficit and the overall condition of our recreation infrastructure. We also participated in an evening social where Members of Parliament and the Senate came together to chat with us about recreation and parks. Senator Nancy Green House was our host at this event. Lloyd volunteered to sit on a National

committee to work on keeping the awareness of the infrastructure deficit front and centre with National, Provincial and Municipal leaders. I am looking forward to seeing the results of this initiative moving forward.

5. Saskatchewan Recreation and Parks Association
 - a. March 2016 SRPA has put forth a request to RFP asking if we would consider providing them with our Building Maintenance courses so that they could develop their own program. This is on the agenda for the board to consider at the March 2016 meeting.
 - b. As it turned out SRFA had received a grant to purchase the Building Maintenance course from us and for this particular course they need to utilize the funds to make the purchase happen. I have sent in some information to SRFA and we are awaiting the final outcome of the discussions. They have asked us for the course materials and for us to come to Saskatchewan and do a train the trainer course for the Building Maintenance course. The train the trainer course will likely happen sometime in 2017.
 - c. Stuart taught a Building Maintenance 1 & 2 course in Humboldt in April 2016.
6. Southern Alberta Institute of Technology
 - a. Since last contacting Judy Pederson in 2015 there has been no further response from SAIT on the program.
 - b. I heard from Judy that the project (as well as others) are on hold due to a lack of funding and the down turn in the economy. When the situation changes Judy will be back in touch with any news.
7. AAAP/ ARPA/Life Saving/ Red Cross
 - a. March 2016 representatives from all of the above organizations met over a conference call to discuss the results the recent survey of aquatic needs and to formulate a strategy on how to better work together. There were a number of questions from the various parties on what this might, could or should look like, concerns on logistics, finances, duplication of services etc. In the end though there was agreement that we should continue to explore and discuss how we as service providers to the Aquatic Industry can work more cooperatively together towards meeting the needs of our respective association and the needs of the industry as a whole. RFP continues have Red Cross and Life Saving speak at our conferences to bring that perspective to our members and we are have also started to discuss what other projects we might be able to assist each other on. IE. Outdoor Pools 101.
 - b. At this year's ARPA conference they are going to try an aquatic training session prior to their conference in Jasper. The planning for this event is currently taking place.
8. AB Ag Societies
9. AMSA
 - a. Stuart has reached out to the Executive Director of AMSA Jeannette Austin to see if there is an opportunity for us to speak to their membership at their conference this October. Many of their members are responsible for elements of recreation and parks and they may not be aware of what we have to offer or that we even exist.
10. Develop Media Kit – this will help build brand and tell story to government and partners
 - a. March 2016 Media kit was developed and is now being used.
 - b. Staff and Board members to continue to focus on making connections and establishing relationships.
 - c. Tell our Story – incorporate our history and facts into all promotional opportunities.

STRATEGIC INITIATIVE # 2

Implement the marketing plan specific to brand awareness and membership growth.

We will implement the marketing plan. The plan will create more consistency and will enable more people to access our services.

1. Engage the services of Nest Communications to assist the Association in developing programs and systems to increase brand awareness and membership retention & growth.

Status

- a. March 2016 – Stuart contacted Nest Communications to set up an initial meeting to discuss the scope of the project and to establish what the deliverables will be for the project.
 - b. Nest has started on the project by developing a questionnaire that has been distributed to current and past members to ask a number of questions. They have also contacted a number of the board members to obtain your insight too.
2. Stuart also contacted Zzeem to discuss the scope of their involvement with the Association. One of the metrics discussed was around member attraction and retention.
 - a. Erin Roberts from Zzeem will be meeting with staff on June 17 to discuss the following topic areas: Human Resource Management, Planning, Governance, Resource Management, Revenue Diversification, Member Value Proposition, Sponsor Value Proposition and Stakeholder Relations and Issues Management. After the discussion Erin will write us a report that I can present to a future board meeting. Likely at the retreat at HeHoHa in September.
 - b. We met with Erin Roberts on June 17, 2016 and discussed (see questions that Erin sent) all of these topics. Erin's report will be presented to us within two weeks along with recommendations.
3. Implement tactical plans outlined in the marketing plan:
 - Customer Advocacy – Loyalty Program
 - Marketing Relations – Member Benefits, Database Enhancements & Updates
 - Marketing Communications – New Member welcome package, Leisure Lines refocus,
 4. Public Relations – Reputation management & advancement program. Definition of Advancement is a strategic, integrated method of managing relationships to increase understanding and support among an educational institution's key constituents, including alumni and friends, government policy makers, the media, members of the community and philanthropic entities of all types. The primary core disciplines of educational advancement are alumni relations, communications, marketing and fundraising.

STRATEGIC INITIATIVE # 3

Increase use of technology for education, promotion and communication.

We will continue to use social media to communicate, while further developing and using technology where opportunities present themselves to promote and educate our members.

Status

1. March 2016 Update- Bylaw changes, new board structure, Notice of Motion and Strategic plan all sent to members through mass email, linking to the website and advertised within Leisure Lines.
2. In reviewing our online presence we had made reference to Twitter and to LinkedIn on our website. Nothing had happened to date with Twitter so this reference has been removed from the website until a plan is developed to properly administer a Twitter account. We also discovered that LinkedIn had developed a page for us (which was not at all accurate) as well as a page that was developed a few years ago that had not been maintained or undated. This too was removed from LinkedIn for the time being until we develop a plan to properly administer our social media presence.
3. Russ Tanner to provide an article for each Leisure Lines explaining each element of the Strategic Plan.
4. Explore opportunities to introduce video media for small workshops or educational sources. This would utilize technology as a membership benefit, promotion, and education
- 5.

STRATEGIC INITIATIVE # 4

Improve instructor and course material quality assurance.

We will develop and implement evaluations for our instructor cadre. We will continue updates to existing course content as well as the development of new programs to address industry needs. We will stay flexible and adaptable in the market by continuing to explore opportunities of partnerships.

Operational Initiatives

1. Research options and provide recommendations to the board on course of action a qualitative/quantitative process to evaluate all association initiatives including instructor cadre members.

Status

- a. November 2014 initiated discussions with Straight Arrow Consulting firm to develop such a system
- b. January 2015 received proposal for a custom built system cost came in at \$40,000
- c. March 2015 applied for CIP grant
- d. October 2015
 - i. Received rejection letter on grant
 - ii. Became aware of an alternative supplier of such a tool at a cost of \$10,000
- e. January 2016
 - i. Started discussion with Recreation & Physical Activity Division on the possibility of partnering with the Province and other not for profits in the sector on jointly developing a tool that could assist other associations and make it easier to report to the province their Key Performance Indicators
 - ii. Stuart had a conversation with the Exec. Director of Life Saving to see if they would be interested and the response was positive
- f. **Stuart and Bill Wells from ARPA have arranged a meeting with other not for profit associations at the Percy Page Centre on June 21,2016 to discuss the topic of co-operating on a qualitative/quantitative measurement tool, annual audits, banking services and possibly other areas that we might be able to gain some benefit from by working together as NGO's.**

2. Course Upgrades

Status

- a. November 2015
 - i. At the instructor cadre discussion took place on a need to do some updating and revisions to the Pool 1 & 2 courses. Willie and Don said they would put a proposal together outlining what they thought needed to be done.
- b. January 2016
 - i. The board discussed the desire to have a regular review of course materials done and supported \$10,000 towards course upgrading.
 - ii. Administration has included this in the operational budget and will continue to include this amount until there is a need to allocate more funds.
- c. March 2016
 - i. Stuart wrapped up the review of the Building Maintenance courses with Base Corp. This work with Base Corp is now complete.

To Do Course Updates

- i. Sonia is to update Arena 1, Arena 2, and Arena Mtce PP, staff to ensure all new PP are available on instructor resource centre and check compatibility.
- ii. Arena Level 2 is being reworked to bring it up to a similar standard as the other provinces. Stuart is working on this in conjunction with Gerald Curran and other instructors.
 - i. **Monica has started to review the document and will be completing the work over the next while.**
 - ii. **Once the materials are ready we will be running a pilot of the new material to ensure it works and to see what the timing is like before we launch it for the regular courses.**
- iii. Stuart met via conference call with a subcommittee consisting of Sonia Dodd ED Rep, Willie Jurcevic and Chris Biensch. Details were discussed on what and who would be taking the lead on the two courses. Willie will head up the review and subsequent revisions of the Level 1 course and Chris will do the similar process for the level 2. Part of the review will include consultation with instructors, employers, previous class attendees and in the case of level 2 input will be sought from others within the industry (i.e.: Life Saving, Red Cross, Alberta Health/Inspectors). Sonia will continue her work on developing the preamble that will start all of the RFP courses for consistency of message.
 - i. **Willie has completed an initial draft of the revised Level 1 course. Other cadre members and staff are currently looking over the material and making the necessary edits.**
 - ii. **Chris has started to work on the Level 2 materials and is also surveying the industry to get input into what the needs are for this course from the operator's perspective.**
- ii.

3. Education Procedures Handbook

Status

- a. March 2016 Stuart has started on the project of education procedures hand book by gathering a list of topics to be covered and continues to work on this project.

4. Online Courses

Status

- a. March 2016 little work has taken place since the development of a prototype course was developed. Extensive research, education on how an online course program works, what we hope to achieve through this endeavor, to what degree is our course offering being delivered at a distance and how much financial resources are necessary to implement such a program.
5. Trends, new technologies- be aware of what is happening within the industry, province, and country and around the world and bring this information to the membership and incorporate into our training program when it's appropriate.
 - a. **Stuart had a conversation with Mike Yakabuski from the NWT Government about some of the research the Territorial government has done in conjunction with distance learning. Stuart will be following up on the leads to learn more about what the possibilities are in this area.**
 6. Outdoor Pools 101- as a result of the survey done with ARPA and discussions with instructors a need was identified for outdoor pool operators. A one day crash course on what they need to do and be aware of as they prepare to open their outdoor pool. Possible partners include instructor cadre, Bench Mark Properties and possibly others. Concept would be to record the presentation and then have it available online for a fee.
 7. Conduct a professional survey to determine our member's training needs. This should give us data to support the development of new courses if needed.
 - a. **Nest Communications has sent out a survey to ask these questions. We are looking forward to seeing the results of the survey and what insight it might give us.**
 8. Determine process for course exam re-writes and implement.
 - 9.

STRATEGIC INITIATIVE # 5

Define and implement a board structure including roles and responsibilities.

President Elect	President
Past President	Secretary
Treasurer	Associate Representative
Education Representative	Pool Representative
Arena Representative	Building Maintenance & Operations Representative
Parks & Sports Fields Representative	

The board will present the new structure, the roles and responsibilities for each position and a plan to implement changes to the membership for a vote.

Operational Initiatives

1. Review proposal at the 2015 AGM with the membership for feedback from membership
2. Review and redraft proposal/structure
3. Determine what needs to be done to satisfy Societies Act
4. Promote and advertise to membership pertinent information
5. Conduct AGM and voting from membership
6. Implement decision of the membership
7. Items number 1,2,3,4 have been completed. Next update after April 26,2016 AGM
8. **The bylaws and the board structure were approved at the AGM 2016.**
9. **The revised bylaws and the necessary paperwork has been forwarded onto Corporate Registries for filing.**