



OUTDOOR RECREATION COALITION OF ALBERTA

Strategic Plan 2023 – 2025

Vision: All Albertans value and respect our outdoor places, recognize the social, health and economic benefits of outdoor recreation, and support outdoor recreation interests accordingly.

Mission: To advance the public interest regarding outdoor recreation by coordinating and amplifying the voices of the outdoor recreation community. We do this by:

- Building community among outdoor recreation individuals and organizations
- Representing a consensus voice of the outdoor recreation community to decision-makers
- Helping to resolve disputes among the disparate sectors of the outdoor recreation community.
- Centralizing access to resources related to outdoor information and safety.

Core Values:

1. **Sustainability:** We seek solution to social, environmental and economic sustainability concerns in full recognition that the sustainability of all three domains is interdependent.
2. **Respectful Behaviour:** Through respectful and equitable engagement we seek to understand and fulfill the expectations and needs of the outdoor recreation community.
3. **Natural Reciprocity:** From urban to wilderness, we support an outdoor recreation culture of reciprocity with the natural world that fosters a relationship of connection, recognition of our collective responsibility to our shared natural heritage, and inspiration to take care of it.

Value Proposition

ORCA members benefit from:

- Increased access to financial resources as advocacy advances recognition of the social, health and economic value of outdoor recreation.
- Improved outdoor recreation infrastructure development and maintenance.
- Enhanced recreation experiences resulting from improved coordination among users, improved safety, and reduced social and environmental harms.
- Individuals and derive personal satisfaction from supporting an organization that promotes the values they care deeply about regarding healthy lifestyles, economic diversification and environment integrity.

- Economic diversification opportunities in communities through the outdoor recreation sector.
- Collaboration and networking will enable our communities to better share information and resources.
- Participation and representation to improve policy and legislation in support of well-managed outdoor recreation in Alberta.

Strategic Priority 1: Solidify Organizational Governance and Operations

Goal: Association governance provides a solid foundation on which to grow and succeed

Supporting Actions:

- Conduct a 'Board needs' assessment.
- Revise bylaws to provide governance clarity and comply with the Alberta Societies Act.
- Create a Board of Directors training manual that identifies roles and responsibilities of each director.
- Train existing directors on their roles and responsibilities,
- Create an easily updateable handbook that codifies all existing organizational policies.
- Develop and codify other organizational policies as required.
- Strike required committees and develop terms of reference for each.
- Work with coalition members to develop a consensus decision-making process on key input to decision makers.

Goal: The smooth operation of the Association allows its strategic and tactical goals to be met in a timely way

Supporting Actions:

- Develop a funding strategy to ensure the Association has sufficient operating cash.
- Review the budgeting process and cycle to ensure it allows for adequate resource allocation and meshes with the requirements of the financial year.
- Prepare job descriptions for potential future staff.
- Develop an HR policy manual to cover volunteers and future staff.
- Develop volunteer management protocols.

Key Performance Indicators:

- Review by governance expert yields no significant recommendations for change
- Review by non-profit organization operations expert yields no significant recommendations for change
- Financial audits reveal no significant concerns around financial controls.

Strategic Priority 2: Create a Larger and More Engaged Membership

Goal: Build membership infrastructure

Supporting Actions:

- Form a membership committee.
- Build membership site into website.
- Identify major sub-groups within sector and economic subgroups as appropriate.
- Set membership fees and privileges.
- Identify value propositions.

Goal: Recruit and engage

Supporting Actions:

- Engage with existing contacts to update them on strategic plan and invite them to join.
- Identify priority targets in all sub-sectors and set target recruitment numbers.
- Create promotional materials that are, to some degree, tailored to speak to each sub-sector about the value we can offer them.
- Solicit membership.
- Publish regular newsletter and social media.
- Invite coalition groups to provide input on the most critical concerns and needs for outdoor recreation in Alberta through facilitated workshops and online meetings.
- Solicit input from the outdoor recreation public through FB and Instagram (ORCA's as well as coalition members social media)
- Seek and prioritize input from the coalition on solutions to priority issues – work with them through the (coalition approved) decision support process to provide the best possible input to GoA decision-makers.

Goal: Provide value-added informational services to members of the community

Supporting Actions:

- Establish priority list of value-added initiatives.
- Develop an on-line portal(s) to host services under the ORCA banner.
- Develop funding strategies to support each initiative.

Key Performance Indicators:

- Membership grows by at least 200 individuals and groups by the end of 2024 and a further 10% by the end of 2025.
- Membership turnover is less than 10% per year.
- Survey results indicate at least 75% satisfaction among members with the actions and results of the coalition.
- Volunteer numbers increase by 5% during each year of the plan.

- Survey results indicate at least 80% satisfaction among volunteers with the results of the coalition.

Strategic Priority 3: Take a Leadership role in advancing the public interest regarding outdoor recreation at the Governmental level.

Goal: Influence Alberta Decision-makers to Improve Physical and Social Infrastructure for Outdoor Recreation

Supporting Actions:

- Establish a Governmental Relations committee.
- Solicit input from coalition members and the outdoor recreation public on expectations and needs for outdoor recreation in the north and south planning regions,
- Request information and share information from others working within these processes – municipalities; tourism; industry; and conservation interests.
- Participate and provide input to the next regional and/or sub-regional public input process with the support of the greater coalition membership.
- Foster and build good working relationship with GoA Bureaucrats (planners, Directors, ADMs, DMs).
- Actively work to provide provincial level outdoor recreation input to the Recreation, Ecosystems and Lands program (REaL) in the north and south regions.

Key Performance Indicators:

- 75% of organizational members and individual activists are willing to sign on to specific positions.
- Other stakeholders and government bureaucrats view us as a respected and authoritative community voice as evidenced by:
 - a) Government agencies contact us to participate in 100% of major policy initiatives.
 - b) Minimum 20% growth 2023 - 2025 in organizational membership.