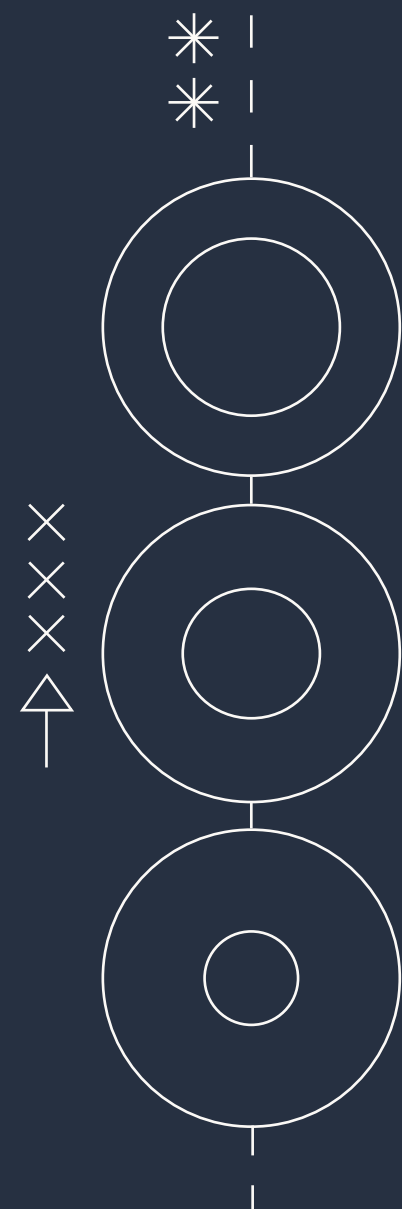




PARKS AND RECREATION ONTARIO

2025 - 2028

Strategic Plan



About Us

Parks and Recreation Ontario (PRO) is a non-profit association with over 7,000 members from across the province, including post-secondary students, municipal staff, community agencies, and independent operators. Collectively, our members provide parks and recreation services to over 85% of Ontario's population. PRO champions the health, social, economic, and environmental benefits of parks and recreation through evidence-based practices, advocacy, and collaborative cross-sectoral partnerships. Our work includes policy, research, education, training, and professional development opportunities, as well as our flagship quality standards program, **HIGH FIVE®**. We envision a future for Ontario where every person has equitable access to vibrant communities, sustainable environments, and personal health.



Message from Kim Gavine | CEO

I am pleased to present Parks and Recreation Ontario's 2025-2028 Strategic Plan, which builds on the positive momentum we've achieved post-pandemic while embracing new challenges and opportunities ahead. This plan isn't about us – it's about you, our valued members and how we can best continue to serve you to lead, inspire and connect as a sector. The development of this plan was a collaborative effort. I extend my sincere thanks to our Board of Directors, staff, members and partners who contributed their insights and ideas throughout the process. I'm confident that this Strategic Plan will help guide us over the coming years, allowing us to make a positive impact across Ontario.

Key Inputs

The plan is built upon stakeholder input and member engagement, including:



Leadership and team interviews



Member focus groups



PRO EX (sector education conference) chats



Online member survey



PRO membership review



HIGH FIVE® business review

Overall, members are satisfied and recognize the exceptional progress made recovering from the pandemic. Research identified many potential opportunities to build on this momentum as part of PRO's Strategic Plan.





Opportunities

Research and engagement identified several potential opportunities at the outset of the planning process.

Value Proposition

1. Promote and communicate membership benefits
2. Increase training opportunities
3. Enhance resource sharing
4. Improve customer service
5. Continue sector advocacy
6. Support member-to-member collaboration (i.e., Regional groups / events)



Growth Opportunities

7. Grow core membership
8. Diversify to new segments (e.g., private, sport)
9. Build a strong partner ecosystem to support delivery, services, and membership growth
10. Build financial stability through diversified funding and revenue streams



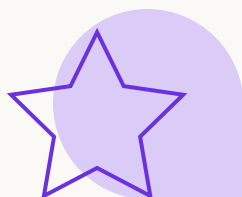
Organizational Effectiveness

11. Expand PRO team to address capacity and capability gaps
12. Integrate Salesforce and digitization into workflows
13. Reinforce PRO's culture

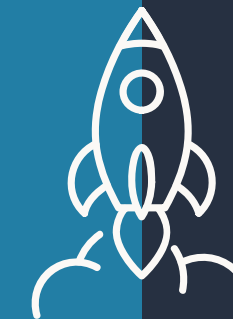


HIGH FIVE®

14. Transformative changes of the HIGH FIVE® program:
 - Implement Business Model recommendations
 - Evolve Accreditation program and Value Proposition



PRO has been commended for the significant progress made in the wake of the pandemic. Building on this positive momentum, we'll focus on the following key strategic shifts.



PRO'S Value Proposition

FROM	Strong benefits delivered by PRO, used by some members, and a focus on in-person connections.	TO	Enhancing value delivered to a growing member base through more accessible connections and a strong partner ecosystem.
-------------	---	-----------	--

Education, Advocacy, and Training

FROM	A strong reputation among those who have engaged with PRO.	TO	Being recognized as THE sector authority, through leading research, government advocacy, and education pathways that span entry to retirement.
-------------	--	-----------	--

HIGH FIVE®

FROM	A strong foundation and compelling value proposition, but an unsustainable model.	TO	A reinvigorated National program that drives greater impact across Canada and provides sustainable returns to PRO.
-------------	---	-----------	--

Organization & Operations

FROM	Lean but manually intensive operations that stretched the capacity of PRO team members.	TO	Greater capacity and streamlined operations through investing in people, their development, and new systems.
-------------	---	-----------	--





PARKS AND RECREATION ONTARIO

2025 - 2028

Strategic Plan

OUR PURPOSE

Parks and Recreation Ontario is a member-driven, non-profit association that empowers parks and recreation professionals to drive quality health, social, economic and environmental impacts in the communities they serve.



OUR VISION

To be recognized as the leading parks and recreation authority by professionals, government, and community leaders.



OUR MISSION

To lead, connect, and inspire parks and recreation professionals through evidence-based training, education, and advocacy.



GUIDING PRINCIPLES

EVIDENCE-BASED RESEARCH

Ensure that all training, education, and advocacy are supported by a strong evidence-base rooted in fact and research.

EASY TO DO BUSINESS WITH

Be member and partner-centric in everything we do and prioritize ease of engagement for our core stakeholders and members.

EFFICIENCY IN OPERATIONS

Continually look for opportunities to minimize effort and find efficiencies through role clarity, rethinking processes, and adopting tools

INITIATIVES

A. ENHANCE THE VALUE PROPOSITION OF PRO

A1. Develop membership retention and growth strategy

A1.1 Promote and communicate membership benefits to existing and prospective members

A1.2 Build a strong partner ecosystem to support delivery, services, and growth

A1.3 Enhance the value proposition and grow Corporate membership

A2. Facilitate meaningful member-to-member interactions among urban, rural and Northern members

B. EXPAND EDUCATION, TRAINING, AND ADVOCACY

B1. Build recreation education pathway from entry to retirement

B2. Develop supportive content/programming to empower member self-advocacy

B3. Evolve education and training to address current challenges, opportunities, and trends

B4. Build and enhance government relations

B5. Create a respected research hub across PRO and HIGH FIVE®

C. ELEVATE HIGH FIVE® PROGRAM

C1. Establish HIGH FIVE® presence in each province

C2. Build national membership model

C3. Invest in training content

C4. Build a national HIGH FIVE® marketing and communications engine

C5. Evolve Accreditation program and value proposition

C6. Expand HIGH FIVE® to new markets

D. EMPOWER ORGANIZATIONAL EFFECTIVENESS

D1. Build organizational and financial capacity to support delivery

D2. Integrate systems to approve efficiencies

D3. Invest in professional development program

D4. Entrench Play, creativity, and innovation into our culture

D5. Establish Inclusion, Diversity, Equity, and Access Strategy for PRO Corporate

IMPERATIVES

A. ENHANCE THE VALUE PROPOSITION OF PRO

B. EXPAND EDUCATION, TRAINING, AND ADVOCACY

C. ELEVATE HIGH FIVE® PROGRAM

D. EMPOWER ORGANIZATIONAL EFFECTIVENESS

STRATEGIC GOALS

FINANCIAL

- ⌚ Build reserves for investment in PRO
- ⌚ Diversify funding opportunities explored and received

MEMBER

- ⌚ Retain existing members
- ⌚ Grow individual member-base
- ⌚ Grow organization member-base
- ⌚ Improve/sustain member Net Promoter Score (NPS)

EMPLOYEE

- ⌚ Grow/sustain employee satisfaction
- ⌚ Maintain employee purpose of work on sector and PRO

IMPACT

- ⌚ Grow total funding to members
- ⌚ Grow individuals trained/educated
- ⌚ Grow HIGH FIVE® QUEST 2 children in high-scoring program



PRO's Guiding Principles should guide the activities and decisions of the organization. They are the essence of how PRO will operate that should guide both strategic and day-to-day activities.

PRO **Parks and Recreation Ontario**

LEAD INSPIRE CONNECT



This plan was developed in consultation with L5 Management Consulting Firm

