As professionals, practitioners, leaders, students and decision makers from the recreation and parks industry converge in Jasper’s mountain playground for three days of learning, networking, and “energizing,” at the AGM and conference, the Board of Directors has the opportunity to reflect. It’s an excellent time to review the challenges the Association has faced over the past year and our achievements, while anticipating the activities of the coming year.

In October, 2005, nearly one thousand delegates filled the Shaw Conference Centre in Edmonton as ARPA hosted the National Parks and Recreation Conference along with four concurrent symposia: Youth Development Through Recreation; Active Leisure for Persons with Disabilities; Trails and Pathways; and True Sport in the Community. This was one of, if not the, largest conference the recreation and parks industry has hosted in Canada. The event positively and effectively showcased the growing capacity of our provincial Association and its ability to work with other key stakeholders such as the Canadian Parks and Recreation Association.

With the heavy event calendar associated with the national conference, the Board of Directors strategically moved the 2005 Annual General Meeting to the end of November in Red Deer, where it could share the stage with the Association volunteers’ recognition event. This also provided the opportunity for Dr. Tim Burton to synthesize the two phases of the Alberta Recreation Industry Labour Market Analysis, conducted by ManeCon Business Strategies Inc., which provided compelling implications for professional development, certification and post-secondary education for the entire recreation industry. As a result, the membership endorsed, through AGM resolution, the initiation of a Continuous Professional Learning System for pilot implementation over a three-year period.

In January, 2006, the Board of Directors began a facilitated strategic planning process where it reviewed the new report entitled “Foundations for Action: Enhancing the Quality of Life in Alberta.” The report was created out of ARPA’s Vision 2015 Committee’s work to identify future ARPA directions and initiatives. The Board also reviewed ARPA’s current strategic plan along with supporting literature and engaged in an analysis of emerging issues. Our goal was to identify priorities for action and move forward with renewed commitment on behalf of the Association’s membership. This process reaffirmed our top priorities as: the Advocacy for a Social Infrastructure Program inclusive of recreation and parks spaces, facilities and programs; the Alberta Active Communities initiative; and the need to align our member services with Association direction, governance and sustainability for presentation to the general membership at the 2006 Annual General Meeting.

The Association’s largest undertaking to date is being planned with substantial financial support from EnCana Corporation and Alberta Gaming: in early 2007, the Association will launch the Alberta Active Communities initiative. In this regard, ARPA is refining its objectives, strategies, and timelines in order to implement a program over the next several years. The program is designed to make “more people, more active, more often” within our communities. It will focus on community capacity building; communicating the benefits of recreation and parks
for active living and for sustainable communities; enhancing volunteerism and social capital; as well as in the designing of our community environments.

ARPA has been active in its advocacy for a multi-level recreation and parks infrastructure funding program and recently released a position paper entitled “Investing in Healthy People & Communities Through Recreation & Parks Infrastructure” - the culmination of four years of research and development. The position paper has been well received at the provincial and municipal government levels, is now being used by stakeholders in the consultation process with the federal government, and is part of ongoing discussions with our national recreation and parks partners. We urge each member to actively support this position with your local, provincial and federal elected officials - the support is critical to ensure the paper is fully endorsed and completely realized.

Throughout my two-year term as President, I have gained great respect for the enormous number of fronts on which this Association, through its multi-talented volunteers and dedicated staff, has endeavoured to support the field and industry we represent. It has been a time of growth, not in size as much as in maturity. We have developed, through active research, a greater understanding of the issues facing the leaders in our field; strategic messaging through position papers; facilitated engagement among allied professionals and stakeholders; and, been persistent in approaching decision makers to support the quality of life of Albertans.

And thus, as an Association, I believe we have turned the corner. No longer are we the only ones seeking opportunities to engage in dialogue and discussion with government, businesses, boards and organizations. But, as respected leaders in our industry, we have been sought after to participate in a multitude of forums, stakeholder consultations, trade shows, programs and events. Some examples include the Alberta Community Development stakeholder’s consultations, the Alberta Healthy Living Network, the Pan-Canadian Healthy Living Strategy, the Provincial Land-Use Policy Framework, AUMA’s Sustainable Communities initiative, Alberta Health and Wellness’ Community Choosewell Challenge program, provincial Communities in Bloom coordination, and provision of a leadership role amongst the allied stakeholders in the Quality of Life sector.

Thank you for your confidence in the leadership of the Board of Directors, the ever amazing ARPA staff, and the dedicated Committee and Network chairs and their members as we move the work of the Association forward on behalf of the recreation and parks sector. As I join the membership of the Past President’s Council, I reflect on the incredible contributions of each of these individuals who have collectively crafted the rich mosaic of our current Association, noting that many have remained our most active contributing members.

And, on a more personal note, I wish to acknowledge that in embracing the challenge of this leadership opportunity, I feel blessed to have received far more than I have contributed through the wealth of learning, depth of understanding developed and enrichment of meaningful relationships.

Respectfully submitted,
Kay Kenny,
President
ARPA is a provincial, not-for-profit charitable organization that operates with a volunteer Board of Directors. ARPA has many members representing thousands of Albertans across the province. ARPA members include community and public recreation agencies throughout Alberta, along with educators, corporate, elected, lay and student members.

**OUR INDUSTRY VISION**

“A province, and communities within, that embrace and proactively use recreation and parks as an essential means for enhancing individual well-being and community vitality, economic sustainability and natural resource protection and conservation.”

**OUR MISSION**

"ARPA strives to build healthy citizens, their communities and their environments throughout Alberta."

More specifically, ARPA sees a province where recreation and parks are widely accessible to all and a provincial recreation and parks industry that:

- focuses on meeting citizen/consumer/community needs;
- has increased numbers of citizens valuing and participating in recreation and parks activities throughout Alberta;
- has sufficient numbers of skilled, informed and influential people (professional, elected and lay) delivering, or advocating for, recreation and parks services throughout the province;
- has safe, high quality public and private sector natural and built environments in which people enjoy benefits from recreation and parks participation;
- respects, embraces and practices preservation and conservation as it relates to parks, natural areas and open space;
- enjoys broad-based public and interdisciplinary acceptance and corporate support;
- has a defined provincial enabling policy and strategic framework for the interdisciplinary development of recreation and parks throughout Alberta;
- has well-managed industry and allied stakeholders working cooperatively to achieve commonly held objectives and best value for resources available; and,
- makes a positive contribution towards addressing emergent public health, social, economic and environmental conditions within the Province.
OUR VALUES AND GUIDING BELIEFS

ARPA believes:

- that recreation and parks provide benefits that are essential to the health and well-being of individuals, communities, the economy and environment in Alberta;

- further, that the lifetime benefits of recreation and parks are:
  - enhanced population health, individual wellness, healthy lifestyles and lifelong learning;
  - building communities, social and cultural capital and foundations;
  - the conservation and preservation of parks and natural environments; and, enhanced economic conditions in the province and communities.

- that “recreation” is inclusive of play, physical activity, sport, arts and culture, and outdoor pursuits;

- that “parks” are inclusive of public open spaces, recreation corridors and environmental stewardship;

- that “recreation” as a key vehicle for achieving healthy lifestyles, can be accessed by a variety of disciplines;

- that working in partnership with others who contribute to quality of life in Alberta is essential; and,

- that volunteerism is fundamental in the delivery of recreation and parks programs and services in Alberta.

STRATEGIC DIRECTIONS

The primary intention of the ARPA Board of Directors is to position the Association as an authoritative body (both provincially and municipally) concerned with the development of recreation and parks services and the benefits they generate to citizens and society-at-large. The broad strategic directions for the ARPA include:

- public awareness, education & participation
- advancing the quality of life sector
- recreation and parks sector leadership, positioning & advocacy
- Association member services
- Association governance, sustainability & organizational effectiveness
VISION 2015: FOUNDATIONS FOR ACTION

This past year has been very exciting for the Vision 2015 Committee. Working with a project consulting team (PERC), they completed and released the final draft of “Foundations for Action... Enhancing the Quality of Life in Alberta” – an exciting blueprint that charts a bold new direction for enhancing quality of life in Alberta and strategically identify how the provincial recreation and parks sector can play a significant role. It is a solid look at our current position in Alberta and describes tremendous opportunities for positive action, as individual recreation and parks practitioners in our communities and as vital leaders within the emerging quality of life sector.

From blueprint to action - with this strong direction for change in place, the committee is now focused on action – starting with communication and action plans that will inform and engage members of the recreation and parks field and the larger quality of life sector as we begin to pursue our new direction.

It continues to be an exciting time for the recreation and parks field and the vital role the field plays in helping our communities to make better choices that ensure better quality of life outcomes for the future.

ACTIVE COMMUNITIES INITIATIVE

The focus in 2006 has been on research in two specific areas. The first project, based on best practice research, provides ARPA with information and recommendations regarding a community engagement framework. This will be used to create a model and resource materials that will guide provincial and local participation in Alberta Active Communities.

A second research project has culminated in an online resource repository which was established to manage resource collection and analysis (http://www.aac.arpaonline.ca). This interactive library offers ways to collect and comment on resources used for creating "active communities." The content currently focuses on community well-being and quality of life indicators, with a draft community assessment been created from this work.

Presentations at meetings and conferences have increased awareness of the concept of Active Communities. Discussions with partners have focused on the positive role that recreation can play in wellness and disease prevention, and on how communities can make a difference. Community and partner organizations are eagerly anticipating entrance into the engagement phase so that we can support community action that will enable more people to be more active, more often.

COMMUNITY CHOOSEWELL CHALLENGE

To encourage participation at a grassroots level, Alberta Health and Wellness contracted ARPA to oversee and implement the 2005/2006 Community Choosewell Challenge. As part of the provincial HealthyU Initiative, the Community Choosewell Challenge was implemented in 2004. The premise of this provincial initiative is to recognize communities for their efforts in creating physical activity and healthy eating opportunities for local residents. This year, 112 communities from across the province registered for the Community Choosewell Challenge, which is a substantial increase in participation.

ARPA capitalized on its 50+ years of experience in working with communities, and developed an effective communications plan that kept communities involved and informed throughout the Challenge’s time frame. These efforts included: monthly
newsletters; on-going contact and conversations with community representatives; as well as a four page publication, produced by the Edmonton Journal, highlighting this year’s winners. The result has been province-wide recognition of those communities who support healthy and active lifestyles.

**JUNE IS RECREATION & PARKS MONTH**

This initiative has developed a range of front-line programming ideas and activities that summer leaders could use. A registration form for the Calendar of Events has been developed so that municipalities and groups that registered online in the June is Recreation & Parks Month Calendar can put their logos up on the website. It is anticipated that this project will generate even greater ideas for events!

A mail-out to municipalities was undertaken that highlighted the benefits of being part of Recreation & Parks Month, and as well, public service announcements were developed in conjunction with the NAIT Television and Radio Program. 2006 saw the completion of the new June Bug Logo, and the production of 25 sets of the Recreation & Parks Month Posters Series.

In Spring of 2007, the June is Recreation & Parks Month initiative looks forward to launching the “Activity Toolkit in Ever Active Schools”, and to launching the public service announcements. It is also in the process of developing a registration package to further promote June as Recreation & Parks Month.

**COMMUNITIES IN BLOOM**

"People, Plants & Pride........Growing Together"

In May 2006, ARPA became the administering agency for the Alberta Provincial Edition of the National Communities in Bloom program. Communities in Bloom is part of a Canadian non-profit organization that is committed to fostering civic pride, environmental responsibility and beautification through community participation and the challenge of friendly competition. Each year, trained volunteer judges travel throughout Alberta during July and August to evaluate communities who are participating with other communities in their population category, on the basis of the following criteria: Tidiness; Environmental Awareness; Community Involvement; Natural and Cultural Heritage Conservation; Tree/Urban Forest Management; Landscaped Areas; Floral Displays and; Turf and Groundcovers.

This program represents an important alliance between organizations that have similar objectives related to community development, community parks, environmental awareness and community beautification. A total of fifty-eight (58) towns and municipalities participated in the 2006 Alberta Provincial Edition (another twenty-two (22) Alberta communities participated at the National level). ARPA acknowledged the participating communities and volunteers at a Provincial Awards Dinner, hosted by the Town of Vegreville on September 16, 2006. ARPA fully embraces the community and volunteer based intent of "Communities in Bloom" and is encouraging Association members to become actively involved in this highly profiled and successful program.
MEMBERSHIP SERVICES

For several years now, the ARPA Board of Directors has identified that Membership Services are a priority. The committee conducted a comprehensive review of membership programs and structures across North America, including other provincial recreation and parks associations, to identify best practices. They undertook a significant consultation process related to the Association’s membership structure, which included workshop focus groups and requests for feedback from key markets that included businesses, educational institutions, students, municipalities, consultants and individuals.

The committee also conducted test cases with SARA and NEARA as representative of the regional recreation associations of Alberta.

The revised membership structures incorporate the following principles, as endorsed by the ARPA Board of Directors, September 9, 2006:

- recognize the value of the contribution that recreation and parks makes to the overall health and quality of life of Albertans and pursue a diversified membership in order to enhance this contribution.
- create a policy structure to address continuous membership services improvement (Key Outcomes: standing Membership Services Committee; revised policy and procedures; creation and implementation of an integrated services strategy).
- provide the opportunity for ARPA to expand its membership numbers and contacts (Key Outcomes: increased diversity of membership; increased benefits of membership; the addition of Information Members).
- provide the opportunity for ARPA to increase membership revenue (increased fees after 10 years of no cost increase; increased opportunities to disseminate information to new markets; improved access for young professionals; implementation of a standard annual rate of cost increases).

CHILDREN & YOUTH

In the last year the Children and Youth Network has taken several strides in advancing the function and role of the network, and has moved forward on initiatives related to recreation for children and youth. The primary initiative undertaken this year is Everybody gets to play™, which seeks to reduce and ultimately eliminate barriers to recreation for low-income children. ARPA has partnered with CPRA to direct an Alberta provincial pilot project of this initiative.

The Children and Youth Network has also been working to build...
and strengthen its central steering committee, and is planning a provincial retreat for the fall of 2006. The retreat will provide a framework to build a three-year work plan, garner support for the mandate and key areas of emphasis, update members on work to date and gather feedback, identify strengths as well as weaknesses and opportunities, recruit new committee members, and create an action plan for the committee.

In the upcoming year the committee intends to continue to build out Everybody gets to play™, and consider implementing other provincial initiatives such as HIGH FIVE and the Alberta Play Leadership programs. The committee will also move forward with the action plan developed at the fall/2006 retreat.

INFRASTRUCTURE & UTILITIES

ARPA's Infrastructure and Utilities Committee completed an additional phase of community recreation facility assessments and used the information gleaned to develop a report entitled "Community Recreation Infrastructure in Alberta: 2006 Updated Facilities Assessment".

A position paper was developed, entitled “Investing in Healthy People, Healthy Parks through Recreation and Parks Infrastructure”. This position paper was transmitted to the Provincial Government initially, and later to all municipalities in the province.

ARPA continues to work with CPRA and National Partners on advocating for a National Sport and Recreation Infrastructure Program – stemming from the 2005 and 2006 Annual Conferences of Ministers Responsible for Sport, Physical Activity and Recreation – the Ministers have identified sport and recreation infrastructure as their number one priority.

ARPA presented information to AUMA’s Community Infrastructure Committee as well as the Alberta Association of Municipal Districts and Counties. Recently (October 2006), the AUMA Convention has ratified a resolution seeking increased funding for social infrastructure including such things as: recreation facilities, green spaces and playing fields, universal play structures and community–based family centres; as well as a resolution pertaining to the re-establishment of an Urban Parks program.

Finally, in order to develop a complete picture of recreation and parks facilities in Alberta, and to provide a central repository of knowledge around those facilities and their component characteristics, the committee is in the final stages of opening an on-line survey tool (The Facility Inventory Tracker System (FITS)). The FITS will collect data and provide reporting to both ARPA and participating communities about a broad array of community recreation facility types as well as their facility operations.
PARKS & OPEN SPACE

Various recommendations from the "Municipal Green Space Allocations Practice and Protocol" report were implemented in 2006. One recommendation identified the need to develop educational programs that meet the needs of municipal practitioners, park planners and developers. In March, two very successful Parks Planning workshops were held in Edmonton and Calgary. The workshops covered the demands of open space in Alberta communities, trends and effective open space planning.

An Urban Integrated Pest Management workshop was held this past April in Red Deer to review the monitoring of pesticides in urban environments. Over 30 participants from across the province attended, and information from the workshop is currently posted on the ARPA website.

Related to the Municipal Green Space report is the development of a project, “Assessing the Proximate Value of Parks and Open Space to Residential Properties.” Serecon Valuation and Agricultural Consulting Inc. has been contracted to implement a provincial research project which will assess the proximate value of parks and open space on residential properties and the resulting implications for generating local community tax revenue. This project has been initiated through receipt of funds from the Alberta Real Estate Foundation.

Planning for the second bi-annual Parks Forum in early 2007 has commenced and expectations are for another successful and sold out event!

COMMUNICATIONS & MARKETING

ARPA’s Communications and Marketing Committee continues to move forward in several strategic areas for the Association. The majority of the committee’s efforts has been implementation of the Association brand throughout the organization. The committee presented the ARPA Communications Handbook to all Committee Chairs at the annual Provincial Forum. The handbook includes templates, tools and standards for communication and marketing tools used by the Association, and provides guidelines for the various activities and reporting of the respective committees. These materials are all available on the ARPA website.

Other initiatives included updating the ARPA website, giving it a new look and feel consistent with the branding guidelines. New brochures produced this past year include Recreation Benefits, and Awards and Scholarships. These final brochures round out the set of marketing brochures outlining the various benefits
and services of the Association. The committee has worked to produce an enhanced electronic newsletter, REConnect, that is more relevant to the membership, and to produce it on a more frequent basis. On occasion, additional communiqués addressing timely advocacy issues have been circulated electronically.

A full line of ARPA merchandise has been developed to support the work of the Association and assist in branding and recognition. Items will be available at Conference or can be ordered throughout the year. Please visit the website to see this exciting line of merchandise.

The committee has welcomed a number of new members as commitments take former members on to new endeavours. We will continue to recruit for new members to the committee through this transition period.

Over the next year the Communications and Marketing Committee will work closely with the Membership Services Committee on the Association's Member Services Strategy to enhance awareness of ARPA and its membership benefits with existing and potential new members.

EDUCATION & PROFESSIONAL DEVELOPMENT

Over the past year, the committee has committed its energy to rebuilding and refocussing its endeavors stemming from the extensive research report (2005) on Alberta's recreation industry labour market. Members have clarified the committee’s focus as they began implementation of the Continuous Professional Learning System (CPLS) pilot:

ARPA's Continuous Professional Learning System (CPLS) two-year pilot project came into effect on July 1, 2006. It is a voluntary system that offers formal recognition of ARPA members' ongoing professional learning activities. We are already receiving applications from members for CPLS Certificates that cover learning activities they carried out in 2004 and 2005.

ADVOCACY

Members of ARPA's Advocacy Committee were involved in a number of noteworthy initiatives and meetings, including:

Refinements to ARPA's 2006-2008 Strategic Plan were ratified following the 2006 Provincial Forum (Jan 2006) and numerous ARPA Board of Directors planning sessions.

ARPA continued its involvement at the Executive Committee and Coordinating Committee levels of the Alberta Healthy Living Network (ALHN).

Meetings were held with the Honourable Denis Ducharme, Minister of Community Development and the Honourable Iris Evans, Minister of Health and Wellness.

Meetings were held with AUMA & AAMD&C regarding recreation and parks infrastructure capital funding needs resulting from the facility assessment work undertaken through ARPA's Infrastructure & Utilities Committee.
Building the Foundation for Sustainability...

After several years of investments, ARPA is committed to a sound fiscal strategy that will ensure sustainability for key initiatives and programs. The many additional projects that ARPA has secured have brought challenges, as well as exciting opportunities for ARPA to continue to play a key role in the quality of life for Albertans.

The Strategic Planning Initiatives undertaken by the Board of Directors this past year identified the expansion of finances and resources as a strategic priority. The last full audit for the Association was undertaken in the mid 1990s and, consequently, the Board of Directors felt it was both important and timely to conduct a complete financial audit for the 2005 fiscal year given the rate of growth the Association has experienced, especially over the past five years.

After an extensive contribution of staff time in consultation with the audit firm of St. Arnaud Pinsent and Associates, I am pleased to report that the Association operates with a solid framework of sound financial management and policies. As a result of the audit review process, the ARPA office has already begun to follow up on some of the audit recommendations, including the development of an accounts receivable policy.

Revenue highlights during the 2005 year include the National Parks and Recreation Conference and Associated National Symposia held in Edmonton. These events were extremely successful, with higher than expected revenues. Overall, several major projects have received funding, including the Community Choosewell Challenge, the provincial Facility Inventory Tracking System, and the much heralded Communities in Bloom program.

The Association managed expenditures to the net effect of a $1,497 balance for the year. The Association, however, ended the year with a net loss of $31,000, principally linked to outcomes from the audit process such as the recommended writing off of bad debt and the increases in GST and amortization expenses.

ARPA has moved into a new phase of financial sustainability in the past year. The continual success and growth of the Association is indicated by its introduction of management
oversight for several programs, including the Community Choosewell Challenge, Communities in Bloom, Everybody gets to play and the Alberta Active Communities Initiative. The Alberta Active Communities Initiative is groundbreaking being, by far the largest program, with the greatest impact, ever secured by ARPA.

This year ARPA received an additional $10,000 to its core funding from the ASRPWF which, in total, represents less than 10% of the Association's annual revenue. This funding must support a variety of projects, our administration office, research and development, education and training, as well as an extensive network of volunteers.

The Recreation for Life Foundation (RFLF) continues to provide development support to ARPA and has completed successful fundraising campaigns with corporate partners such as EnCana, the Alberta Real Estate Foundation, Sobeys/IGA. The RFLF continues to play a vital and active role in seeking out new and diverse sources of funding for many of ARPA's key programs and initiatives. The work of the RFLF also resulted in a major gift of $38,000 from the Tomorrow Foundation for a Sustainable Future.

The Board of Directors will be bringing forward to members a proposal to revise the Association's membership structure and fees. This proposal reflects the benefits that ARPA provides to members, and recognizes that sustainable membership fees are critical to the financial health of the Association. Although membership fees represent a relatively small portion of our overall revenues, they also represent significant dollars because of their unrestricted nature. Membership fees have not been increased for nine years, and the Board of Directors feel that this somewhat overdue step will be important in moving the Association forward in providing quality benefits to members.

As the first year of my term as Treasurer draws to a close I feel confident that the Association is more vital and energized than ever before. ARPA continues to be integral to the quality of life in Alberta, thanks to visionary leadership from the Association's Executive Director, sound planning and administration by the Manager of Finance and Operations, a clear focus on deliverables in special projects lead by the Program Managers, and a strong and unified Board of Directors.
### Alberta Recreation and Parks Association

#### Statement of Financial Position (Audited)

**As at December 31, 2005**

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<th>2005</th>
<th>2004</th>
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<td><strong>Net Assets</strong></td>
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#### Statement of Operations (Audited)

**For the Year Ended December 31, 2005**

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<td>Conference and Symposia</td>
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**Net Member’s Equity, beginning of the year**

- 2005: 104,203
- 2004: 126,051

**Net Member’s Equity, end of the year**

- 2005: 72,961
- 2004: 104,203

Full financial statements are available from the ARPA office 1-877-544-1747.
### Executive Committee
- **President**: Kay Kenny
- **Vice-President**: Shelley Shea
- **Secretary**: Guy Dudding
- **Treasurer**: Judi Frank

### Board of Directors
- **Region 1 Member (Calgary Region)**: Sally Mountjoy
- **Region 2 Member (Edmonton Region)**: Lyall Brenneis
- **Region 3 Member (Northern Alberta)**: John Mulhull
- **Region 4 Member (Central Alberta)**: Janice Jones / Dan Pagley
- **Region 5 Member (Southern Alberta)**: Terry Welsh
- **Director-At-Large**: Justin Rousseau
- **Director-At-Large**: Tanya Grierson Weiler
- **Director-At-Large**: Mike Roma
- **Director-At-Large**: Brian Wright
- **Student Representative**: Kristen Staldeker

### Board of Directors Ex-Officio
- **Past-President**: Bernie Asbell

### CPRA Western Regional Director
- **Theresa Ross**

### Standing Committees
- **Awards & Scholarships**: Barb Ursuliak
- **Communications & Marketing**: Christina Lust
- **Education & Professional Development**: Toby Rabinovitz
- **Infrastructure & Utilities**: Darrell Melvie
- **June is Recreation & Parks Month**: Barb Ursuliak
- **Past-Presidents’ Council**: Bernie Asbell
- **Recreation Outcomes**: Wendy Kinsman/Dave Pascut

### Networks
- **Parks and Open Spaces**: Don Polinski
- **Children and Youth**: Heather Cowie

### Ad-Hoc/Special Committees
- **Vision 2015: Foundations for Action**: Greg Scott/Cheryl Hodgson
- **Urban/Countryside Parks**: Dave Breckon
- **Annual Conference & Energize Workshop**: Guy Dudding
- **Alberta Active Communities Initiative**: Eileen Patterson

### ARPA Office
- **Executive Director**: Rick Curtis
- **Manager of Finance & Operations**: Stephen Allan
- **Special Projects Manager**: Todd Reade
- **Active Communities Manager**: Carol Petersen
- **Administrative Assistant**: Rosanna Dame/Helen Meyer
- **Special Projects Assistant**: Julie Venner
- **Practicum Student (U of A)**: Anne Harvey

### ARPA Program Staff
- **Community Choosewell Challenge**: Christine McWillis/Gina Makowsky
- **Everybody gets to play™**: Heather O’Hearn
- **Communities in Bloom / 2007 Parks Forum**: Dan Chambers
- **Research Coordinator**: Karen Snethun
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