

# MOVING TO ACTION

**ParticipACTION's Strategic Plan 2023-2028**







# RECONCILIATION ACTION STATEMENT

ParticipACTION acknowledges that colonialism – including the residential school system and the 60s and millennium scoops – have harmed Indigenous communities across Canada and that our industry has had lasting, damaging impacts on Indigenous health through the banning of traditional forms of physical activity and the use of physical activity as a tool of assimilation.

Despite these acts of oppression, Indigenous Peoples across Turtle Island have reclaimed their right to holistic health and continue to be vibrant communities and cultures.

ParticipACTION commits to supporting Indigenous communities through measuring and reporting on Indigenous physical activity and sport participation, supporting Indigenous-led organizations, and sharing empowering Indigenous stories and imagery that honour the vibrancy and spirit of First Nations, Métis and Inuit communities.

As an organization that serves all people living on Turtle Island, ParticipACTION has a responsibility to work towards truth and reconciliation and oppose colonialism and oppressive practices. We support the Calls to Action developed by the Truth and Reconciliation Commission and will work to support and advance them, with a focus on sports and reconciliation.

We will continue to be open to suggestions and consultations with Indigenous Peoples on how our organization can build better relations and continue to work towards reconciliation.





# FOREWORD

In creating our new strategic plan, ParticipACTION finds itself in a much different world than five years ago. Canadian culture, society, politics and basically every aspect of our lives have been significantly impacted by the COVID-19 pandemic.

2021 marked ParticipACTION's 50th anniversary, at a time when the pandemic had taken a heavy toll on the physical and mental health and well-being of our nation, especially equity-denied groups who were disproportionately impacted and therefore at greater risk of poor health outcomes. Our core belief became more important than ever: **An active life is a better life. Everyone should have the opportunity to experience the many benefits of physical activity so they can live a healthy life.**

These past few years have not only brought many challenges to our work but also opportunities. A renewed focus on our physical and mental health has raised awareness of the important contributions physical activity can make to both. People are increasingly aware of the many benefits that come with being physically active, and we have created several innovative initiatives to help change behaviour.

**Over the last five years, ParticipACTION has successfully reached and engaged more people in Canada with our inclusive engagement initiatives and public education campaigns,** helping people increase their physical activity and providing a boost to their mental health and sense of community.

We now find ourselves in an exciting and crucial juncture in our history, with much to build upon. We continue to be a national physical activity leader and a globally influential organization thanks to our thought leadership and public education campaigns. We have collaborated with a diverse array of partners from both the private and public sector that are essential to our success – partners that are compelled by our purpose and ready to contribute to our vision.

In many ways the past five years have set the stage for what is to come – and this is our game plan to get *Moving to Action*. So, let's get started! We're excited about our future, and **we are committed to creating a Canada where physical activity is a vital part of everyday life for everyone.**



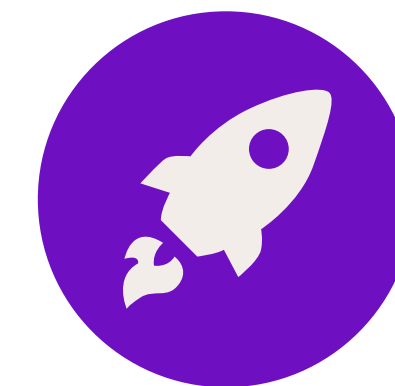
# WHO WE ARE

ParticipACTION is an iconic Canadian charitable organization and an enduring part of Canada's physical activity history, encouraging people to get healthy by getting active since 1971. Through our award-winning public education campaigns, best-in-class thought leadership and innovative engagement initiatives, we are working to build a more resilient and accessible culture of movement for everyone living in Canada.



## Vision

A Canada where physical activity is a vital part of everyday life for everyone.



## Mission

To help people move more where they live, learn, work and play.



## Values

Our values align our organization, shape our culture, guide decisions, dictate priorities and help guide how we deliver our mission and vision.

### Community

We believe in collective action and the power of connecting and amplifying diverse voices to advance our mission and vision.

### Creativity

We work in a safe, open and collaborative environment where we are empowered to pursue new and creative ideas through experimentation and curiosity.

### Impact

We deliver strategic, focused and results-driven work through our enthusiasm and desire to make a difference.

### Balance

We support well-being by promoting active living internally and externally, and valuing work-life balance as fundamental to our physical, social and mental health.



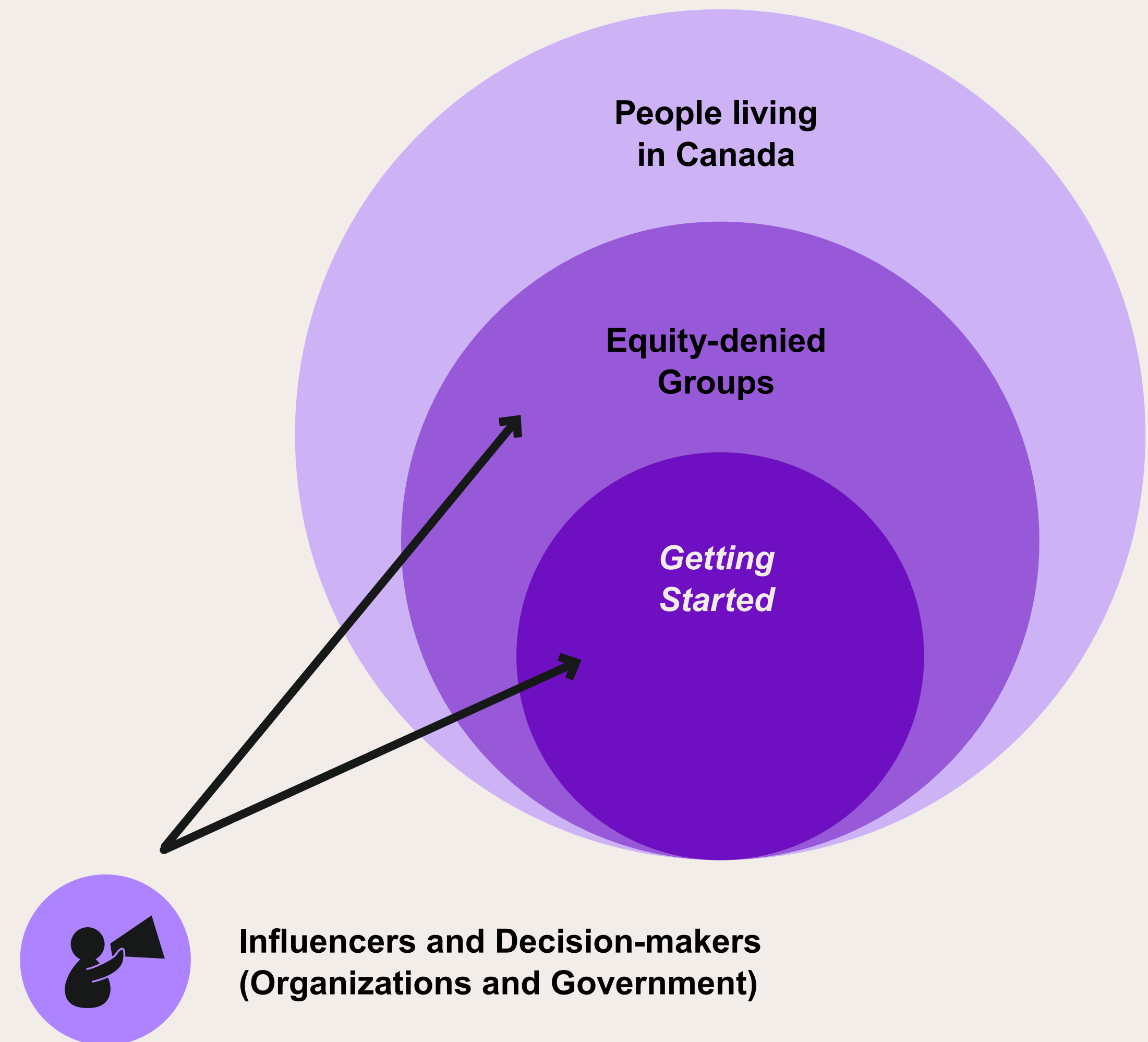


# WHO WE SERVE

Increasing physical activity levels by shifting behaviours of an entire nation is challenging and cannot be done in isolation nor all at once for everyone. To realize measurable change in physical activity levels, we must acknowledge that a singular approach to communicating and engaging with our audiences is not effective – one size does not fit all.

We recognize that Canada is a diverse country with diverse needs; therefore, we invested in researching and applying a new theoretical model of behaviour change (the Multi-Process Action Control model) to help determine who we could have the greatest impact on.

Although we strive to reach everyone in Canada, for the duration of this strategic plan we will focus on segments of the population who we have identified as benefiting the most from our support: target groups who face barriers and/or lack support in increasing their physical activity levels, as well as those with intentions to be active but have not quite been able to make it a habit.





## Getting Started Audience

The *Getting Started* audience is a segment of the adult population in Canada that has the greatest opportunity for impact, as they have the intention to be more active and report being somewhat active but have been unable to make physical activity a habit.

We are committed to showing meaningful progress among our primary audience, positively impacting their physical activity levels and working towards helping them sustain an active lifestyle.

## Equity-denied Groups

Greater emphasis will be placed on reaching and engaging equity-denied groups throughout the duration of this plan. Equity-denied groups will be engaged within the *Getting Started* audience profile; however, for certain initiatives, we will extend our reach beyond the *Getting Started* lens by providing targeted communications, resources and opportunities.

Although engaging members of all equity-denied groups is important, specific attention may be given to certain groups over others depending on the intended communications and/or initiative.

Our approach to supporting equity-denied groups also includes intersectionality, understanding that there are overlapping and interconnected relationships of social categorizations. In addition, geographic location, including urban and rural communities, will also be considered.

We have identified seven groups that we will focus on; however, it is important that we remain flexible and responsive to the evolving language and diversity of Canada:

- ▶ Women and girls
- ▶ Persons with disabilities
- ▶ Indigenous Peoples
- ▶ Black and other racialized groups
- ▶ The 2SLGBTQIA+ community
- ▶ Newcomers
- ▶ Low socio-economic status

## People living in Canada

The ParticipACTION brand reaches far beyond our primary and secondary audiences, extending to everyone living in Canada. We are proud to maintain this recognition and awareness and welcome the opportunity to engage with those who are ready to get started on their physical activity journey. We will strive to maintain and grow the awareness of ParticipACTION and encourage those aligned with our mission to influence others to become more active.

## Influencers and Decision-makers (Organizations and Government)

Government and organizations within the physical activity sector (including recreation, sport, health and education) and organizations that can help us reach our target audiences (including those that reach equity-denied groups) play an important role in supporting our mission. We will continue to work closely with these key influencers and decision-makers, helping us reach our target audiences.





# WHAT WE WILL ACHIEVE

We have identified the following goals to strive for over the duration of this plan. ParticipACTION will develop a performance measurement framework to track and report on progress. Results will be measured by using quantitative and qualitative data, financial and statistical information, and research studies, and will be reported annually.





What We Will Achieve

Social Impact Goals

Social Impact Goals reflect our impact on individuals and society – our ability to inspire, engage, inform and enable individuals, communities and organizations. These goals are at the centre of our mission and vision:

- ▶ Increase the number and diversity of people reached and engaged by our initiatives.
- ▶ Improve the physical activity levels of our *Getting Started* audience.
- ▶ Promote supportive, inclusive and accessible environments for physical activity.

Internal Process Goals

Internal Process Goals are the essential processes, operations and organizational impact goals:

- ▶ Strengthen ParticipACTION’s brand relevancy among our target audiences.
- ▶ Establish strategic partnerships in support of our mission.
- ▶ Use evidence to inform our work and demonstrate our impact.

Financial Goal

Our Financial Goal demonstrates our desired financial performance and is a critical enabler of our impact. ParticipACTION relies on the federal government as its primary funder but must also identify and secure other sources of investment and income to achieve our goals:

- ▶ Grow and sustain required funding to support our mission.

Learning and Growth Goal

Our Learning and Growth Goal reflects ParticipACTION’s commitment to its staff and culture, which is guided by our values and is foundational to achieving our internal processes, financial results and social impact goals:

- ▶ Foster a highly engaged, inclusive, diverse and capable team.







# OUR STRATEGIC APPROACH

It's time to *Move into Action* and take our work to the next level through an exciting new strategic approach. This strategy is designed to get more people moving while also ensuring that we operate efficiently and have the resources needed to deliver against our plan. We've used evidence-based research to identify opportunities to help those who will benefit the most from physical activity while also supporting others who may need an extra push, especially those most deserving of physical activity opportunities.

It's essential that all people living in Canada see themselves in our work, no matter their age, gender, ability, race or any other factor. We will continue to be inclusive and thoughtful in our approach to making physical activity accessible to everyone.

We've taken the time to listen to feedback from internal and external stakeholders, conduct market research, and analyze the environment in which we operate. Through this process, we've learned that focusing on our audiences, forming strategic partnerships, creating a sustainable funding model, promoting equity, diversity and inclusion and demonstrating the impact of our efforts are central to achieving our goals.

Our work for the next five years will be guided by four areas of focus, each containing action-oriented strategies that will guide our various initiatives and activities.





Our Strategic Approach

Drive Greater Impact

As a charitable non-profit organization, making positive change is the heart of our work. In addition to being able to demonstrate the difference we’ve made, understanding, evaluating and managing our impact will help us achieve the most we can, as well as we can, and make our resources go as far as they can. Driving greater impact through the following strategies will directly support our Social Impact Goals – as well as our mission and vision.

- Impact movement behaviours through innovative initiatives and approaches.
- Facilitate supportive environments through community engagement initiatives and activities.
- Leverage research, data and insights to optimize initiatives and increase our target audiences’ engagement.

Champion the Issue

ParticipACTION has long been considered the voice of physical activity in Canada. We are uniquely positioned to provide leadership within the physical activity, recreation and sport sector as we collectively work to keep people living in Canada active and healthy.

We remain a national champion for physical activity, promoting it to the public through public education campaigns and marketing initiatives and to policy-makers through our knowledge mobilization and advocacy.

- Develop compelling public education campaigns that impact attitudes and behaviours.
- Elevate our status as Canada’s go-to leader in physical activity through sector and knowledge mobilization activities.
- Align the sector in advocating for policies and supports that prioritize physical activity.

Grow Our Funding and Support

ParticipACTION’s financial health plays a crucial role in our ability to achieve our goals. Support from the Government of Canada is critical to our success, and diversifying revenues and working collaboratively with partners will support our sustainability, identify new opportunities, and help us reach and engage more people.

- Establish an ongoing strategic funding relationship with the federal government.
- Increase revenues through diversified opportunities (e.g., provincial/territorial funding, other government grants, sponsorships, etc.).
- Expand and optimize our network of partners in support of our mission.

Optimize Our Operations and Culture

ParticipACTION is a small but mighty organization that prides itself on delivering strategic, focused and results-driven work through our commitment and passion to make a difference. We must continue nourishing a positive and engaging organizational culture and ensuring effective operations that are foundational to our success.

- Live our values and foster a high-performing team.
- Apply an equity, diversity, inclusion and accessibility lens across organizational decisions and initiatives.
- Implement effective governance, processes and systems in support of our Strategic Plan.





# SUMMARY

This Strategic Plan is our blueprint to build on the successes of the past five years. It provides the flexibility that will allow us to meet any unforeseen obstacles we may face over the next five years while never losing sight of our vision. Our work is more necessary than ever because physical activity has never been more relevant and important to our health and well-being.

An active life is a better life. Everyone should have the opportunity to experience the many benefits of physical activity so they can live a healthy life. Physical benefits like the prevention of conditions like type 2 diabetes and cardiovascular disease. Mental benefits like better mood and decreased symptoms of anxiety and depression. Social benefits like increased self-confidence and self-esteem and a greater ease in developing and maintaining relationships.

That's why physical activity is a necessity of life for everyone – for our children, for our communities, for our country. We are confident that, by working together with our partners and supporters, we can create a brighter, healthier and more active future for everyone living in Canada. That's why we are *Moving to Action* – join our movement for an active and healthy Canada!





# PARTICIPACTION STRATEGIC PLAN 2023-2028

<b>BELIEF</b>	<b>An active life is a better life.</b> Everyone should have the opportunity to experience the many benefits of physical activity so they can live a healthy life.		<b>STRATEGIC AREAS OF FOCUS</b>	<b>Drive Greater Impact</b>	<ul style="list-style-type: none"><li>▶ Impact movement behaviours through innovative initiatives and approaches.</li></ul>	<ul style="list-style-type: none"><li>▶ Facilitate supportive environments through community engagement initiatives and activities.</li></ul>	<ul style="list-style-type: none"><li>▶ Leverage research, data, and insights to optimize initiatives and increase our target audiences' engagement.</li></ul>
<b>VISION</b>	A Canada where physical activity is a vital part of everyday life for everyone.			<b>Champion the Issue</b>	<ul style="list-style-type: none"><li>▶ Develop compelling public education campaigns that impact attitudes and behaviours.</li></ul>	<ul style="list-style-type: none"><li>▶ Elevate our status as Canada's go-to leader in physical activity through sector and knowledge mobilization activities.</li></ul>	<ul style="list-style-type: none"><li>▶ Align the sector in advocating for policies and supports that prioritize physical activity.</li></ul>
<b>MISSION</b>	To help people move more where they live, learn, work and play.			<b>Grow Our Funding and Support</b>	<ul style="list-style-type: none"><li>▶ Establish an ongoing strategic funding relationship with the Federal Government.</li></ul>	<ul style="list-style-type: none"><li>▶ Increase revenues through diversified opportunities (e.g., provincial/territorial funding, other government grants, sponsorships, etc.).</li></ul>	<ul style="list-style-type: none"><li>▶ Expand and optimize our network of partners in support of our mission.</li></ul>
<b>GOALS</b>	<b>Social Impact</b> <ul style="list-style-type: none"><li>▶ Increase the number and diversity of people reached and engaged by our initiatives.</li><li>▶ Improve the physical activity levels of our <i>Getting Started</i> audience.</li><li>▶ Promote supportive, inclusive and accessible environments for physical activity.</li></ul>	<b>Internal Process</b> <ul style="list-style-type: none"><li>▶ Strengthen ParticipACTION's brand relevancy among our target audiences.</li><li>▶ Establish strategic partnerships in support of our mission.</li><li>▶ Use evidence to inform our work and demonstrate our impact.</li></ul>		<b>Optimize Our Operations and Culture</b>	<ul style="list-style-type: none"><li>▶ Live our values and foster a high-performing team.</li></ul>	<ul style="list-style-type: none"><li>▶ Apply an equity, diversity, inclusion and accessibility lens across organizational decisions and initiatives.</li></ul>	<ul style="list-style-type: none"><li>▶ Implement effective governance, processes, and systems in support of our Strategic Plan.</li></ul>
	<b>Financial</b> <ul style="list-style-type: none"><li>▶ Grow and sustain required funding to support our mission.</li></ul>	<b>Learning and Growth</b> <ul style="list-style-type: none"><li>▶ Foster a highly engaged, inclusive, diverse and capable team.</li></ul>					

Our Values:

COMMUNITY

CREATIVITY

IMPACT

BALANCE





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***PARTICIPACTION***

Let's make room to move