



the way forward

Creating a high quality of life for all British Columbians

A strategic plan for the
parks, recreation and culture sector
of British Columbia

April 2008

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THE PARKS, RECREATION AND CULTURE SECTOR HAS EVOLVED FROM BEING A SERVICE PROVIDER TO BECOMING A PROVINCE-WIDE LEADER AND STRATEGIC PARTNER IN ENHANCING THE QUALITY OF LIFE OF B.C. RESIDENTS.



CHAPTER 1

INTRODUCTION

British Columbia has entered an era of unprecedented change – demographically, socio-economically and even environmentally. These changes affect every aspect of life and every sector – including parks, recreation and culture. In the midst of these changes is a heightened awareness of health and wellbeing.

Recently, the provincial focus on healthy lifestyle behaviours and healthy environments has accelerated exponentially. Whether it's through media stories, via parks, recreation and culture initiatives or through the influence of one's social circle, the message of overall health and wellbeing is beginning to impact individuals, families and communities across the province. As members of the parks, recreation and culture sector in British Columbia, we celebrate this progress. For decades, we have been working diligently with individuals, organizations, governments and other stakeholders to enhance the wellbeing of residents and communities through parks, recreation and culture programs and services.

Until recently we have concentrated on providing recreational activities, cultural programs and access to parks, facilities and other services. Gradually, however, our sector has evolved into much more than a service provider. Today, we play an increasingly significant role as a province-wide leader and strategic partner in enhancing individuals' quality of life, in building healthy communities, in protecting our environment and in supporting the economy.

Healthy individuals create healthy communities. Healthy communities strive to protect and sustain a healthy environment and they contribute to a healthy, sustainable economy. Today, the parks, recreation and culture sector plays a vital role in each of these four elements, thereby contributing to and enhancing the quality of life in British Columbia. Because its reach is broad, the sector has many stakeholders including local governments, senior governments, non-profit and community organizations, industry associations, the private sector, volunteers and academia.

In 2006, the B.C. Recreation and Parks Association (BCRPA) commissioned a strategic planning process to assist us – the parks, recreation and culture sector – in understanding and clarifying our expanding role.

This ten-year strategic plan is a pioneering document. As the first comprehensive plan for the parks, recreation and culture sector in British Columbia, it represents a momentous step in coordinating the stakeholders, assets, programs and initiatives that comprise the sector. It represents a desire to develop an integrated approach as we move forward with a shared quality of life perspective. And it proposes a definitive action plan to guide us through the next decade toward our goals.

Developing a strategic plan for the parks, recreation and culture sector in B.C. is an effective way to position and organize the stakeholders so we can work as a collective body toward a shared vision and common goals.

The strategic planning process was intended to:

- Provide clarity to the scope and role of the parks, recreation and culture sector in supporting a sustainable quality of life for B.C. residents;
- Create a shared vision for the sector's role and a strategic path to meeting its objectives;
- Invite stakeholders to collaborate, coordinating their unique assets and expertise to achieve maximum benefits across the province;
- Outline a ten-year plan of action so the sector can fulfill its vision and achieve its goals;
- Provide a framework and key information to the Province on how best to work with the parks, recreation and culture sector for the benefit of all of B.C.

The strategic planning process involved consultation, envisioning and research. Led by the BCRPA, the process involved participants from all stakeholder groups in the parks, recreation and culture sector and allied sectors. The BCRPA coordinated the discussions and has overseen the development, drafting and review of the strategic plan. Consultants conducted research, interviewed stakeholders, led visioning workshops and documented the results. Their work has been reviewed, refined and merged into this strategic plan. It incorporates involvement and input from stakeholder groups, ensuring sector-wide representation which is essential for a sector-wide vision and action plan. For an overview on the strategic planning process, refer to Appendix F.

THE OPPORTUNITY

By acknowledging our role as a major contributor to the health and wellbeing of individuals, communities, the environment and our economy, this strategic plan is intended to stimulate cooperation, galvanize new energy and inspire a deeper commitment to fulfilling our vision for the future of the parks, recreation and culture sector and the future of British Columbia. As we adopt and work toward a common vision, the strategic plan provides a common language, common framework and joint action items.

This strategic plan represents an unprecedented opportunity for every aspect of the parks, recreation and culture sector – be it people, facilities, programs or policies – to contribute toward the vision of a quality of life for all.

THE WAY FORWARD STRATEGIC PLAN

Our Vision

A high quality of life for all British Columbians – healthy individuals and communities and sustainable environments and economies.



Our Mission

The mission of the parks, recreation and culture sector in British Columbia is to promote a high quality of life for all through: advocacy and partnerships; programs and services; parks and facilities.



Our Framework

Healthy Individuals; Healthy Communities; Sustainable; Environments; Sustainable Economies



Guiding Principles

A Sustainable Quality of Life; Beyond Leisure; Sustainable Communities; Multiple Goals; Collaboration; Accessibility and Inclusion; Whole Person Benefits; Citizen Participation and Involvement; Strategic Volunteerism; Economic Prosperity; Social Sustainability.



12 Strategic Results Areas

Vision Building and Inspiration; Leadership Renewal; Accessibility and Inclusion; Infrastructure Renewal; Advocacy and Communication; Community Development; Environmental Sustainability; Individual Wellbeing; Partnership Development and Collaboration; Economic Sustainability; Research and Performance Measures; Policy and Governance.



38 Action Items

Immediate: Within two years
Short Term: Within two to five years
Long Term: Within five to ten years



Roles and Responsibilities for Implementing the Action Items

Local government
 Senior government
 Non-profit and community organizations
 Industry associations
 Private sector
 Volunteers
 Academia
 Others

CHAPTER 2

VISION AND MISSION

OUR VISION

A high quality of life for all British Columbians – healthy individuals and communities and sustainable environments and economies.

OUR MISSION

The mission of the parks, recreation and culture sector in British Columbia is to promote a high quality of life for all through:

- advocacy and partnerships;
- programs and services;
- parks and facilities.

Defining Quality of Life

Quality of life is built upon the fundamentals of providing food, clothing, shelter, safety and basic healthcare. The quality of life vision that the parks, recreation and culture sector embraces encompasses other key aspects, which are outlined below.

Social Engagement

Because no person is an island, a sense of community is essential to one's quality of life. The parks, recreation and culture sector is committed to many paths of action to build and enhance strong, tolerant and effective social relationships in B.C.'s communities.

Engaged Citizens

No single entity is responsible for civilized society; it is a shared responsibility and is a principle of engaged citizenship. The parks, recreation and culture sector is committed to building a stronger sense of engaged citizenship by increasing awareness of collective responsibilities, building a culture of participation and encouraging a sense of accountability to each other for mutual wellbeing.

Healthy Individuals

The parks, recreation and culture sector is committed to educating and supporting the citizens of B.C. in their desire to be healthy – physically, emotionally and spiritually. Healthy communities start with healthy individuals and a personal pursuit of health benefits others through communities, friendships, businesses and social support systems.

Education

The parks, recreation and culture sector plays a central role in providing venues for lifelong education that complement traditional academic institutions. These educational services are accessible to everyone and they connect B.C. residents with further educational opportunities.

Culture

Arts, creativity, heritage and multiculturalism are intrinsic to every dimension of life. Through them, individuals express themselves, develop a sense of identity, learn and grow as individuals and communities, remember the past, voice the future and enhance shared meaning in life.

Healthy Environment

A healthy environment for the current generation is a prerequisite for a sustainable quality of life for future generations. The parks, recreation and culture sector is committed to



the ethic of stewardship and responsibility for local and global ecosystems, including land (biodiversity and ecosystem health), water (aquatic ecosystems and water supply), atmosphere (climate change and air quality) and others.

Access to Recreation

Access to open space, natural ecosystems and recreation, parks and cultural areas and facilities enhance quality of life. Through them, individuals stay healthy, engage their environment and build social relationships. Renewing the infrastructure of facilities as well as outdoor spaces and structures is essential to a high quality of life.

Organizational Capacity

The parks, recreation and culture sector is committed to enhancing the social capital and organizational capacity in B.C. communities, both urban and rural, to sustain a high quality of life in every community. Aspects of individual quality of life require an organizational foundation to deliver, maintain and enhance these conditions.

Meaningful Economic Relationships

Employment and investment in the parks, recreation and culture sector generate economic activity and build meaningful and constructive economic relationships. The economic dimensions of the quality of life vision offer significant provincial, community and individual economic opportunities.

OUR FRAMEWORK

The parks, recreation and culture sector is a key contributor to quality of life in British Columbia and it influences virtually every dimension of life. As a result, the vision statement identifies the individual, the community, the environment and the economy as the four elements which frame our work.

Healthy Individuals

The parks, recreation and culture sector is central to the physical and emotional health of individuals, offering opportunities for:

- Staying fit and accessing programs and education for all aspects of personal wellness;
- Lifelong education;
- Accessing venues for arts, culture and self-expression that support individuals expressing their creativity, supporting each other's cultural identities, expressing their community's uniqueness and exploring our common ground (literally and metaphorically);
- Accessing personal recreation opportunities;
- Encountering our province's beautiful geography and environment; and, as a result of all the above,
- Developing a sense of healthy empowerment and optimism regarding our ability to create a great future for ourselves and our children.

Healthy Communities

Individuals do not live in a vacuum; their health and wellbeing are continuously influenced by the environments in which they live, work, learn and play. The parks, recreation and culture sector provides significant support toward building healthy communities, including:

- Offering places and programs where residents engage each other and build relationships in constructive environments;
- Facilitating ways for individuals to exercise local citizenship by contributing to their community through volunteerism, leadership and other efforts;



Healthy
Individuals,
Healthy Individuals,
Healthy Communities
Communities





Sustainable
Environments,
Sustainable Economies,
Sustainable
Economies



- Creating networks of individuals that work together to address challenges in a community; and
- Offering leadership training and education, particularly in the parks, recreation and culture sector.

Sustainable Environments

The parks, recreation and culture sector is the steward of significant natural environments, thereby playing a major role in supporting a healthy environment, including:

- Educating communities about the natural environment and building an ethic of stewardship within those communities;
- Playing a key role in the protection, enhancement and management of the province's ecosystems and landscapes;
- Offering carefully managed recreational access to natural areas; and
- Providing urban landscape and greenway elements throughout B.C. that assist in addressing climate change, health and other key issues.

Sustainable Economies

The parks, recreation and culture sector is an important contributor to the economy, generating economic activity and value throughout the province, including:

- Playing both a direct and a supportive role in the tourism industry;
- Offering inclusive opportunities for fulfilling employment;
- Supporting the supplier and services industries;
- Anchoring many professional service sectors related to recreation, health and environmental management;
- Assisting in balancing recreational, resource extraction and land protection strategies and uses; and
- Providing cost benefit to the health care system.

In summary, the parks, recreation and culture sector plays a vital role in each of these four elements, thereby contributing to and enhancing the quality of life in British Columbia. Attaining the quality of life vision for B.C. residents in the 21st century requires a strong sense of hope and confidence in the parks, recreation and culture sector's ability to meet challenges and to work together. A coordinated, strategic approach among stakeholders will instill hope and fuel confidence.

GUIDING PRINCIPLES

As part of the strategic planning process, a set of principles was developed to guide the efforts and decisions of stakeholders in the parks, recreation and culture sector. As we move forward, these principles will help to ensure that our actions and initiatives support our vision and mission of a sustainable quality of life for all B.C. residents.

A Sustainable Quality of Life

Engage stakeholders in collaborative efforts that provide a sustainable quality of life for B.C. residents.

Beyond Leisure

View parks, recreation and culture facilities, services and programs as an integral part of every B.C. resident's quality of life, beyond the use of one's leisure time.

Sustainable Communities

Ensure that parks, recreation and culture initiatives and facilities address environmental issues such as energy conservation and recycled and recyclable materials, thus working toward building sustainable communities.

Multiple Goals

Plan all investment in facilities, programs and other initiatives to achieve as many strategic goals as possible – pushing past initial roadblocks through creativity and partnerships to ensure that maximum benefits flow to B.C. communities from every initiative.

Collaboration

Seek partnerships wherever possible to leverage investment for the greatest public good, acknowledging that partnerships take time and commitment.

Accessibility and Inclusion

Ensure that every citizen has access to parks, recreation and culture services regardless of ability, age, economic circumstance, ethnicity, gender or interests because they are essential to the health and wellbeing of all individuals, families and communities. Ensure that social inclusion is a fundamental component of parks, recreation and culture – that all members of a community experience belonging, acceptance and recognition.

Whole Person Benefits

Ensure that parks, recreation and culture opportunities support all aspects of wellness including personal growth and wellbeing, self-discovery and lifelong learning. Recognize social determinants of health and work to build partnerships across a range of social settings.

Citizen Participation and Involvement

Provide opportunities for citizens to contribute their unique skills, capacities, knowledge and leadership to parks, recreation and culture issues, solutions and decision-making because these issues directly impact their family, neighbourhood and community.

Strategic Volunteerism

Link volunteers – often a community's backbone – to parks, recreation and culture programs wherever possible, providing support and recognition for their contribution.

Economic Prosperity

Seek opportunities for parks, recreation and culture initiatives to maximize their economic benefit to B.C. communities.

Social Sustainability

Support the creation of socially sustainable communities that have the ability to maintain and build on their own resources and have the resiliency to prevent and/or address future problems.



Collaboration
and Inclusion



CHAPTER 3

THE B.C. SHIFT

British Columbia is developing and promoting a new vision for the province – a high quality of life for all B.C. residents and communities within a healthy, sustainable environment and a healthy, sustainable economy.

Within this provincial context, the vision of the parks, recreation and culture sector is shifting. No longer is our vision and mission about programs and facilities; no longer is our role about being a service provider. Today, our vision and mission embrace the essence of the Province's vision of a high quality of life for British Columbia's residents, families and communities because we play a fundamental role in achieving that vision. Today, the parks, recreation and culture sector is stronger, more effective, more innovative, and better positioned than at any point in its history to work toward this vision. In fact, the Province's vision is best realized with the participation of parks, recreation and culture.

As the parks, recreation and culture sector continues to shift toward a quality of life vision, community-based programs and provincial initiatives are growing in popularity. Whether it's a garden club in the City of Vancouver, park play days in the Regional District of Central Okanagan or a province-wide osteo-fit program, the parks, recreation and culture sector is influencing individuals and communities, the environment and the economy. In fact, success stories abound.

Ensuring British Columbians experience this quality of life, however, requires a shared vision, a coordinated effort and a comprehensive plan to inspire and engage the many stakeholders.

For an historical overview of the parks, recreation and culture sector in Canada and in B.C., refer to Appendix A. For success stories from B.C.'s parks, recreation and culture sector and for highlights of current provincial initiatives, refer to Appendix D.

CURRENT TRENDS IN B.C.

British Columbia is changing. Acknowledging and understanding these changes is a helpful tool in understanding the context in which the parks, recreation and culture sector operates as well as identifying the sector's need to adapt to these changes. The following list summarizes some of the significant trends occurring in B.C. and the issues they pose.

Activity Timing

Changes in time-of-use patterns for parks, recreation and culture programs and facilities alter expectations.

Demographics

Current demographic trends are affecting the needs, expectations and opportunities in B.C. communities, particularly as the baby boomer generation heads into early retirement.

Diversity

Increasing social diversity in B.C. communities offers benefits and challenges in cultural richness and accessibility – physically, culturally and linguistically. The expectations of access and the definition of public services vary among ethnic groups.

Economy

British Columbia has witnessed strong overall economic growth in the last few years and it has experienced its lowest unemployment rate in 30 years. The province has experienced a major shift from reliance on natural resources to a more diversified economy, which includes a thriving tourism industry.

Environment

There is an increased interest in the environment and climate change issues as well as a growing desire among many B.C. residents to make a difference in their community.

Inequity

The widening gap between income levels creates a greater need for lower cost access to parks, recreation and culture facilities for some and a greater ability to pay for certain services by others.

Infrastructure

One of the greatest challenges in the trend profile is aging infrastructure and related future costs, triggering a need to reconsider existing facilities and expectations and invest significant public resources in upgrading or maintaining the facility infrastructure.

Partnerships

The rise in partnerships as a foundational approach to program delivery entails changes in the use and planning of facilities as well as in the time required to create and maintain partnerships.

Programs

Changes in program delivery mechanisms continue to expand and diversify, pending partnerships, funding and other issues.

Scope

The scope of interest in parks, recreation and culture activities is growing and there is a steady evolution in the desire for and expectations of activities and facilities.

Social Activities

Changing patterns of individual and social activities as the province's demographics change create additional expectations for recreation and technology.

Sustainability

A growing sense of stewardship and a commitment to sustainable communities is changing expectations and desires in response to local and global challenges. Increased demand for 'green' public facilities entails a different approach and most likely additional costs.



Technology

Changes in technology for the use and management of parks, recreation and cultural facilities mean changes to their design, expectations and maintenance.

Volunteers

A significant decline in volunteers is affecting parks, recreation and culture. Project-based and short-term volunteering have had more success than the request for longer commitments.

Wellness

Increased concerns about risk factors leading to chronic diseases and a new focus on overall wellness is changing expectations and desires for facilities and programming.

This strategic plan is a proactive response to the trends and issues facing the parks, recreation and culture sector in British Columbia and it is a ten-year action plan for contributing to the quality of life of our residents.

For a comprehensive report on current quality of life trends and their implications on the parks, recreation and culture sector in B.C., refer to Appendix B.

Understanding British Columbia and the context it provides for the sector is also important. For an overview of British Columbia and its many facets such as population, geography and economy and its increased focus on health promotion, refer to Appendix C.

CHAPTER 4

PROGRESS INDICATORS

OUR VISION

A high quality of life for all British Columbians – healthy individuals and communities and sustainable environments and economies.

To fulfill our vision of a high quality of life for British Columbia, our primary task is to create positive outcomes that will enable us to create healthy individuals and healthy communities as well as sustainable environments and economies.

Because these four elements are broad, how do we know whether or not we're moving toward their fulfillment? Specific progress indicators have been identified for each element, helping to clarify the desired results that we in the parks, recreation and culture sector strive toward.

Healthy Individuals

To be a healthy individual means to experience increased levels of health, life satisfaction and enjoyment, and personal wellbeing. As a result, healthy individuals benefit the family, the community and society as a whole.

To measure our progress in creating and supporting healthy individuals, here are seven indicators:

- **Increased Levels of Health and Wellbeing:** People of all ages enjoy higher levels of overall health and wellbeing and personal development through physically active and meaningful lifestyles.
- **Prevention and Management of Chronic Diseases:** Chronic disease levels are reduced as individuals engage in healthy living behaviours that prevent chronic disease onset. Healthy living behaviours are a key element in the management of chronic diseases and rehabilitation programs.
- **A Culture of Participation:** Participation in recreation and healthy living activities has become the cultural norm. Participation has become a core value of all generations.
- **Lifelong Learning and Development:** Individuals seek new information, ideas and skills throughout their life stages. The parks, recreation and culture sector is a major contributor toward learning experiences.
- **Development of Creative Processes:** Individuals develop their personal creative processes and skills and appreciate the culture and creativity of others.
- **Increased Opportunities for All:** The range of opportunities to participate and learn new skills is expanded in all B.C. communities. Barriers, whether social, financial or physical, have been addressed to ensure that opportunities are available to all individuals.
- **Awareness and Personal Skills:** Individuals understand the benefits of recreation and know about opportunities to participate. Their behaviour is affected as a result of this awareness. Personal planning and decision-making skills are improved and support healthy lifestyle choices.



Measuring
Measuring our Success
our Success



Healthy Communities

Individuals do not live in a vacuum and their health and wellbeing are continuously influenced by the environments in which they live, work, learn and play. Community progress indicators describe the conditions in communities that support positive, active and healthy lifestyle choices and opportunities.

To measure our progress in creating and supporting healthy communities, here are eight indicators:

- **Community Capacity and Supportive Environments:** There is a solid base of recreation, parks and cultural environments that support positive lifestyle choices. Workplaces, educational institutions and other community facilities similarly support individuals, families and groups. These facilities are viewed as investments, not as costs.
- **Renewed Infrastructure:** Recreation, parks and cultural infrastructure is renewed on an ongoing cycle to better meet changing needs, become more energy efficient and remain important and sustainable assets to the community. There is stable and sustainable funding.
- **Community Design for Living:** Communities are designed to have adequate open space, to preserve and highlight natural features, have a high degree of physical connectivity and walkability, and reflect smart growth principles.
- **Connectivity and Sense of Community:** There are high levels of social capital and interpersonal connectivity in neighbourhoods and communities, resulting in a positive sense of community. There is a strong and responsive volunteer base in a caring community.
- **Governance and Citizen Engagement:** Community governance is open and transparent. There is a high level of citizen participation in decision-making; policies and processes have been developed that support and foster citizen engagement.
- **Inclusive and Accessible Communities:** The community celebrates diversity and ensures that all citizens have access to basic services and opportunities. Physical accessibility to indoor and outdoor amenities is provided wherever possible.
- **Cultural Identity and Support:** The community values cultural facilities and opportunities including the arts, libraries, museums and natural and built heritage.
- **Improved Perceptions of Personal and Community Safety:** Parks, recreation and cultural environments are considered to be safe and the sector contributes to an overall sense of community safety and security.

Sustainable Environments

Natural environments, including the quality of air and water, have significant impacts on overall quality of life. The degree to which we conserve and the manner in which we manage natural resources and environments play a critical role in the health and vitality of the present generation as well as future generations. As the parks, recreation and culture sector, we are stewards of significant natural environments at the community and regional levels. We also use significant resources to provide and operate facilities, programs and parks systems.

To measure our progress in creating and supporting sustainable environments, here are eight indicators:

- **Preservation of Natural Areas:** Natural areas and sensitive habitats are preserved and protected as legacies to future generations.
- **Sustainable and Connected Open Space Systems:** Open space is treated as a system including various types of recreational open spaces, natural areas and greenway connections. The system is sustained through adequate financial and human resources.
- **Improved Environmental Practices:** The management practices related to both construction and maintenance of open spaces are based on sound environmental practices. There are environmental policies for practices such as chemical use and urban forest management.
- **Increased Sense of Stewardship:** There are high levels of citizen action, individually or in groups, in the stewardship of the environment.
- **Healthy Environments:** Clean air and water are a priority and natural ecosystems are kept in pristine states.
- **Balance between Recreation and Protection:** The recreational use of natural areas is balanced with the protection of the environment. Similarly, there is a balance between economic interests and the protection of sensitive natural areas.
- **Green Infrastructure/Facilities:** Facilities are designed, constructed and operate in a manner that minimizes their environmental impact and demonstrate leadership in best practices.
- **Individual and Community Awareness and Responsibility:** Citizens have a high level of awareness of the value of sustainable environmental practices and take individual responsibility to contribute to environmental health.

Sustainable Economies

The parks, recreation and culture sector is an important contributor to local economies as well as the provincial economy. It is a major employer when combining the public, private and not-for-profit sectors. In addition to its own direct purchase of goods and services within local and provincial economies, it stimulates the retail sector when citizens purchase equipment and supplies for recreational and cultural use. The sector plays a direct or supportive role of local tourism, especially through sport tourism and other events that attract out-of-town visitors, as well as through eco-tourism, agri-tourism and cultural/heritage tourism.

To measure our progress in creating and supporting sustainable economies, here are three indicators:

- **Economic Impact Levels:** The overall economic impacts of the parks, recreation and culture sector are measured and appreciated at the provincial, regional and local levels. These levels are monitored on an ongoing basis.
- **Contributions to Tourism:** In addition to the overall economic impacts, the sector's contributions to tourism-related activities are measured and reported for both special events and ongoing activities.
- **Sustainability of Infrastructure and Services:** The economic impacts of not adequately sustaining recreation, parks and culture infrastructure are measured and communicated. Of particular concern are higher downstream costs when infrastructure is neither renewed nor replaced in a timely way.

CHAPTER 5

Strategic Result Areas**OUR VISION**

A high quality of life for all British Columbians – healthy individuals and communities and sustainable environments and economies.

To fulfill our vision for a healthy and sustainable British Columbia, this chapter outlines 12 Strategic Result Areas (SRAs) that help us identify potential strategies and actions.

As a group, the Strategic Result Areas capture the majority of the parks, recreation and culture sector's activities. Individually, each area contains a list of specific activities.

12 Strategic Result Areas***Strategic Result Area 1: Vision Building and Inspiration***

This area refers to building widespread acceptance of a strategic vision for the parks, recreation and culture sector, recognizing its central role in the lives of B.C. residents. This SRA speaks to the need for increasing collaboration around that vision. It also includes communicating the quality of life vision to B.C. residents and the key role we play in that vision, inspiring B.C. residents to engage in contributing to their communities.

Strategic Result Area 2: Leadership Renewal

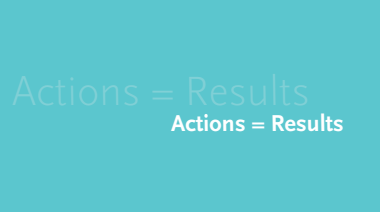
This area refers to the development of current and new practitioners and volunteers to ensure quality leadership. New leaders are developed through recruitment into educational programs, improved curriculum and mentoring. Existing leaders need opportunities to continually learn and develop their skills and understandings.

Strategic Result Area 3: Accessibility and Inclusion

A tenet of parks, recreation and culture services is that they are accessible and inclusive. This includes reducing or eliminating economic, physical and other barriers and creating conditions where communities celebrate individual and cultural diversity. Included in this SRA is a renewed commitment to study and respond to the increasing diversity of B.C. residents regarding their parks, recreation and cultural preferences and diversity of uses and attitudes about the community, the environment and the public realm.

Strategic Result Area 4: Infrastructure Renewal

The BCRPA Community Recreation Facilities Assessment Study identified the extent to which existing recreation, parks and cultural infrastructure is aging. This infrastructure needs to be renewed on an ongoing basis to better meet needs, become more energy efficient, and remain as important community assets. There are also clear requirements to build new infrastructure to meet the changing needs of growing communities. Federal and provincial infrastructure programs do not fully address the needs for recreation and sport facilities. Because the Province and various communities are committed to sustainability, initiatives are required to ensure new facilities meet environmental standards to save energy, reduce greenhouse gas emissions, save water and provide the healthiest environments possible for B.C. residents.



Strategic Result Area 5: Advocacy and Communication

There is a need to clearly communicate the benefits of healthy living to the general population as well as to key target groups. There is also a need to ensure that the essential role and contributions of the parks, recreation and culture sector are understood and appreciated by political decision-makers, related organizations and fields, and the general public.

Strategic Result Area 6: Community Development

A solid base of recreation, parks and cultural environments supports positive lifestyle choices and contributes to healthy communities. As well, organizations and services contribute to social capital, community capacity and wellness, and support individuals, families and groups. How communities are designed influences lifestyles and wellness, especially through community connectivity and walkability.

Strategic Result Area 7: Environmental Sustainability

Outdoor environments include provincial, regional and municipal parks and open space systems. These open spaces provide recreational opportunities that range from informal play and healthy living to organized sport. There are also sensitive natural environments that should be preserved and protected. Environmentally sound practices contribute to clean air and water and the wise use of resources. Facilities and programs within the sector have a significant impact on the environment and they need to be designed and managed with sustainable development principles.

Strategic Result Area 8: Individual Wellbeing

The inclusion of healthy living practices, especially physical activity and healthy eating, contribute directly to higher levels of overall health and personal wellbeing. The physical activity and overweight and obesity levels among children and youth remain a major concern.

Strategic Result Area 9: Partnership Development and Collaboration

Stronger partnerships exist between parks, recreation and culture and other sectors, resulting in integrated service delivery and planning, especially with health, education, sport and human services. A common theme in the strategic planning process was the need to strengthen partnerships as well as improve coordination and information exchange.

Strategic Result Area 10: Economic Sustainability

It is a priority to ensure that sustainable funding is available for the development and operation of recreation, parks and culture services and facilities at the provincial and community levels. It is also important to ensure that the sector's contribution to local economies is maximized.

Strategic Result Area 11: Research and Performance Measures

The need for accountability and measuring the impacts of program interventions has led to a number of indicator and research projects. There is a need to develop local performance measures and indicators that can assist communities to improve and report on the outcomes and impacts of their services. Research has been fostered through collaborative approaches with colleges and universities.



Working
Working
Together
Together

Strategic Result Area 12: Policy and Governance

There is a need to develop provincial policies that set the future direction of the sector and determine the respective roles of the provincial and local levels from a governance perspective. As well, there is a need to develop policy frameworks to support policy development at the community level.

For an outline of how the Strategic Result Areas correspond with the four elements of healthy individuals and communities and sustainable environments and economies, refer to Figure 1 in Appendix G.

CHAPTER 6

Action Plan

OUR VISION

A high quality of life for all British Columbians – healthy individuals and communities and sustainable environments and economies.

Within the 12 Strategic Result Areas, there is a set of 38 Actions. These Actions are proposed as initiatives that will move us toward fulfilling our vision and executing our mission over the next ten years. They are, by definition, action oriented. They do not simply re-state an issue, challenge or need. Instead, they recommend a direct set of activities as a guide to resolving an issue or strengthening the parks, recreation and culture sector.

Proposed Actions for Strategic Result Areas

Each of the 38 Actions is described within the Strategic Result Area to which it relates.

SRA 1 – Vision Building and Inspiration

1. Strategic Vision and Plan for Parks, Recreation and Culture Sector

Develop and refine a strategic plan and vision for the parks, recreation and culture sector and its role in B.C.'s quality of life and communicate that to stakeholders and the public. Share our plan with the Province and emphasize the importance of the parks, recreation and culture sector in fulfilling the Province's own quality of life vision.

2. Initiative to Reinvigorate Citizen Engagement

Coordinate an initiative across many agencies to better understand how B.C. residents feel about being engaged and contributing citizens of their local communities, inspiring them to volunteer and participate in their communities.

Quality of life is too important to be delivered by any one group, including government; it is a mutual commitment or contract of shared responsibility among all members of a community to envision, create and steward together through relationships and by sharing respective resources, capacity and energy. The parks, recreation and culture sector must lead the work to invest in rebuilding a sense of community identity and an ethic of responsibility, commitment and collaboration for the collective good.

SRA 2 - Leadership Renewal

3. Labour Market Analysis

Conduct a review of existing and future practitioner needs and gaps in British Columbia and base it on current best practices such as the Alberta Recreation and Parks Association's Recreation Industry Labour Market Analysis model. This includes identifying strategies to address the major gaps through professional development and college/university programs.



Engaging
Citizens
Engaging Citizens



Access
and
Opportunities

4. *Post-secondary Curriculum Input and Coordination*

Create a more cohesive approach to post-secondary education by increasing the coordination between post-secondary programs and curriculum input from the parks, recreation and culture sector. Stakeholders need to review curriculum and identify strategies to strengthen connections between practitioners and educational institutions, including field work opportunities.

5. *Career Awareness and Recruitment Strategies*

Recruit potential leaders by increasing awareness of career opportunities in the parks, recreation and culture sector through a combined effort of practitioners and educators. Emerging leaders should be identified and supported through leadership opportunities, focused training and ongoing mentorship.

6. *Standards and Certification*

Review standards and certification.

The BCRPA has developed a Competencies and Standards Report based on the analysis of 10 positions for: nature and scope of work, required expertise and knowledge, required skills and abilities, and required education and certification. A further review of standards and certification (if appropriate to individual positions) is required, along with the respective roles of stakeholders in training.

SRA 3 - Accessibility and Inclusion

7. *Guidelines for Access Policies and Programs*

Develop guidelines and policy frameworks based on best practices.

Although some communities have developed model policies and programs to ensure access and opportunities for families living in poverty, many of these policies are not as effective as they could be. Other communities lack access policies and, as a result, citizens have difficulty accessing or affording services.

8. *Social Inclusion and Community Development Initiative*

Cooperate with the Social Planning and Research Council of B.C. (SPARC) workshop initiatives.

SPARC BC is working on both social inclusion and community development education workshop initiatives. The cooperative roll-out of these workshop programs with the parks, recreation and culture sector will extend their impact and reach. There may be associated strategies as SPARC's work with the national Inclusive Cities project unfolds.

SRA 4 - Infrastructure Renewal

9. *Influence the Canada/B.C. Infrastructure Program*

Assume a strong advocacy role, along with other partners, to influence the Canada/B.C. infrastructure program.

The first priority is to advocate for the removal of B.C.'s \$2 million cap for community facilities and for allowing community facilities to be eligible for two-thirds funding. The second priority is to work with stakeholders to influence the new agreement for the Municipal Rural Infrastructure Fund (MRIF).

10. B.C. Community Recreation and Sport Facility Infrastructure Program

Advocate for the development of a national recreation and sport infrastructure program. Work with the Province and other stakeholders to advocate for a provincial recreation and sport infrastructure program that is dedicated to indoor and outdoor facilities, upgrading existing facilities and new construction.

11. BC Active Transportation Infrastructure Program

Advocate for a dedicated fund for planning and construction of greenways, pathways and bikeways to create active transportation for both recreational and commuting purposes. A component of the fund would be dedicated to assisting communities to develop community active transportation plans.

12. Green Infrastructure and Facilities Guidelines

Advocate for and develop a pragmatic set of guidelines for 'greening' public recreation and parks facilities in B.C. communities to ensure they help reduce use of energy, water and materials; further reduce production of waste and greenhouse gas emissions; and provide healthy environments for recreation and culture.

SRA 5 - Advocacy and Communication**13. Coordinated Provincial Social Marketing Program**

Coordinate a social marketing program to raise public awareness on the importance and benefit of physical activity and healthy eating. It should involve the Province, provincial partner organizations and local governments. Tools and templates for communities should be included.

14. Campaign and Tools

Develop a campaign aimed at informing political decision-makers of the essential role and contributions of parks, recreation and culture.

This campaign can take advantage of tools developed by national and provincial organizations. The strategy focuses on informing political decision-makers, the public, and other sectors about parks, recreation and culture's roles and contributions.

SRA 6 - Community Development**15. Policy Forum on Community Design and Smart Growth**

Support the development of stronger internal partnerships at the local government level by working with the Union of B.C. Municipalities (UBCM), the Planning Institute of B.C., the Healthy Communities Initiative, related civil and transportation engineering associations, and Smart Growth BC to hold a policy forum on community design. The intent is to develop resultant policies, strategies and partnerships.

16. Healthy Living Elements in Official Community Plans

Work with UBCM and other provincial organizations to change the Community Charter and related provincial and municipal legislation to require Official Community Plans to include and identify healthy living elements.



Supporting
Supporting
Community Community
Development
Development

17. Support for Community Planning Tables

Support the participation of the parks, recreation and culture sector in forums at the local level.

The BC Healthy Communities Initiative is supporting the development of Community Planning Tables to identify aspects of community capacity and health.

SRA 7 - Environmental Sustainability**18. Provincial Trails Strategy**

Support the development of a provincial trails strategy and act as its advocate to the Province.

There is considerable potential for local governments and regional districts to connect local trails to designated provincial trails, which would have a positive impact on physical activity opportunities as well as local tourism.

19. Natural Areas and Urban Forestry Management

Develop a framework for a natural areas management plan to assist communities and enhance the level of overall environmental stewardship.

A few communities have developed natural area management plans for urban forests and sensitive natural areas. These plans identify sound environmental practices for open space development, maintenance and management. Other communities are considering the development of similar plans.

20. Land Acquisition and Development Cost Charges Strategy

Conduct an inventory of land acquisition practices and levels of development cost charges to identify effective strategies.

The five percent subdivision dedication for open space is barely adequate to acquire parkland for recreation purposes and does not address the preservation of sensitive natural areas. In addition, development cost charges (DCC) vary widely between communities in terms of levels and flexibility. DCC levels should reflect changing land values.

21. Parks Lifecycle and Condition Assessment

Develop a lifecycle plan and condition assessment tools for park infrastructure.

Aging park infrastructure has not received the same consideration as other local government infrastructure, resulting in maintenance level deficits. A lifecycle plan and condition assessment tools will help address these concerns and educate political decision-makers.

22. Water Conservation Strategy

Develop a strategy to identify effective water conservation and management practices.

Local government parks and recreation systems are significant users of water, including irrigation practices, plant selection, synthetic turf fields, and storm-water management and filtration for parks, streetscapes and parking lots.

SRA 8 - Individual Wellbeing**23. Provincial-Territorial Sharing Mechanism**

Advocate for at least a biannual gathering to be organized by the Public Health Agency of Canada (PHAC) and the Inter-provincial Sport and Recreation Council.

In the last few years, a number of provinces and territories have developed physical activity strategies. The only direct consultation between these strategies occurred when the BCRPA gathered them for the February 2005 Physical Activity Summit. If senior governments are not forthcoming, another gathering similar to the 2005 summit should be considered.

24. Child Inactivity Initiative – Community-School Connections

Explore the development of a broader strategy to address child and youth inactivity levels in school and community settings.

The involvement of community recreation and sport leaders in school settings is a likely cornerstone.

25. Implement Workplace Wellness and Active Civic Employees

Through its Active Communities Initiative, BCRPA has developed a workplace wellness resource. UBCM and 2010 Legacies Now have worked on an Active Civic Employees program. In addition, ActNow BC has developed a resource aimed at provincial government departments and the Ministry of Health has created a Healthy Workplace resource for small businesses. The joint implementation of these programs, to complement other physical activity strategies, is a priority.

26. Community Sport Participation Strategy

Develop a strategy to increase sport participation levels across B.C., in conjunction with Sport BC, 2010 Legacies Now, Pacific Sport and other stakeholders.

The Canadian Sport for Life program can serve as the foundation. This action also involves bridging the gap between sport and community recreation, and building greater synergy around program and facility development and use.

SRA 9 - Partnership Development and Collaboration**27. Annual Provincial Coordination Summit**

Advocate for an annual provincial summit to bring together key health promoting organizations and healthy living initiatives.

The Quality of Life summit would focus on communication and coordination strategies.

28. Map Provincial Strategies for Local Level

Clarify provincial initiatives for local practitioners.

Practitioners at the local level need clarity about the various provincial initiatives and how they fit together. All initiatives should be mapped out and described in one document and then distributed to communities.



29. Regional Networks Collaboration

Encourage the collaboration of provincial organizations working together on regional issues.

Some provincial organizations have networks of regional staff. While these networks vary in size and location, several opportunities exist for them to work together with the health authorities on provincial initiatives. The B.C. Healthy Living Alliance (BCHLA) is best positioned to support this collaboration at the regional level.

30. BCRPA Partnership Development Strategy

Develop a more formal approach to identifying partnership opportunities and strategies with specific sectors.

The BCRPA has developed a number of solid partnerships with organizations, including fellow members of the BCHLA. As a starting point, these should include the health authorities and medical health officers, UBCM and the Ministry of Education.

31. Aboriginal Partnerships

Explore partnerships with aboriginal stakeholders and programs such as Active Communities, Everybody Gets to Play, the Facilities Assessment Study and the Aboriginal Youth First leadership development program.

These partnerships would be modelled on BCRPA's work with HIGH FIVE® and the Aboriginal Sport and Recreation Association (ASRA). It could also involve connecting urban and remote First Nations communities with parks, recreation and culture departments.

SRA 10 - Economic Sustainability

32. Economic Indicators Project

Advocate for the Province to develop a parks, recreation and culture economic indicators project.

33. Tourism Roles and Impacts

Identify and quantify the roles and contributions of the parks, recreation and culture sector to tourism, potentially as part of the economic indicators project.

This applies to sport tourism, community events, cultural tourism, ecotourism, cycle touring and other forms of activity influenced or contributed to by the parks, recreation and culture sector.

SRA 11 - Research and Performance Measures

34. Performance Measures

Develop a simple set of performance measures which will assess the economy, efficiency and effectiveness of services provided at the local level.

35. Develop B.C. Recreation Research Agenda

Gather together B.C. researchers and practitioners to identify key research priorities and strategies and identify B.C.'s role within the national agenda.

The Canadian Research Agenda and Framework involved researchers and practitioners from across the country. Mapping the various indicator projects and current recreation and wellness research in B.C. would be a starting point.

36. *Recreation Research Centre of Excellence*

Explore the creation of a 'Recreation Research Centre of Excellence' at a British Columbia university, as a long-term strategy.

This concept could be initially explored during the development of the B.C. Recreation Research Agenda.

SRA 12 - Policy and Governance

37. *Develop Provincial Recreation Policy and Roles*

Advocate for the Province to develop a provincial recreation policy.

The National Recreation Statement, developed in 1987, defines federal, provincial and municipal roles but does not address the role of local governments. As an advocate, the BCRPA can assist the Province in developing a recreation policy and ensure that the roles of the Province, BCRPA and local government parks, recreation and culture services are defined.

38. *Develop Provincial Cultural Policy*

Support the cultural aspect of the parks, recreation and culture sector in the development of a provincial cultural policy.

This policy should include the contributions made by local arts and heritage organizations as well as professional companies and major institutions.

Action Chart

The following chart summarizes each of the 38 Actions within its designated Strategic Result Area. To guide implementation, each Action has been assigned a timeline (immediate, short-term or long-term) and a recommended stakeholder to assume leadership. Resources required for implementing each Action are noted as minimal, moderate or major. The chart also highlights 17 Actions which have been given immediate priority status. Another 16 Actions have been identified as short-term (two to five years) and five Actions have been rated as long-term priorities (five to ten years).



Policies **Policies**
Leading **Leading**
to **to**
Positive Change **Positive Change**

ACTIONS FOR THE PARKS, RECREATION AND CULTURE SECTOR

Proposed Actions	Implementation		
	Timeline*	Leadership	Resources
SRA 1 – VISION BUILDING AND INSPIRATION			
1. Strategic vision and plan for parks, recreation, culture sector	BCRPA	BCRPA	Moderate
2. Initiative to reinvigorate citizen engagement	Short Term	Province	Moderate
SRA 2 - LEADERSHIP RENEWAL			
3. Labour market analysis	Short Term	Province	Moderate
4. Post-secondary curriculum input and coordination	Immediate	Education	Minimal
5. Career awareness and recruitment strategies	Immediate	BCRPA	Moderate
6. Standards and certification	Short Term	BCRPA	Moderate
SRA 3 – ACCESSIBILITY AND INCLUSION			
7. Guidelines for access policies and programs	Immediate	BCRPA	Minimal
8. Social inclusion and community development initiative	Immediate	Province	Moderate
SRA 4 – INFRASTRUCTURE RENEWAL			
9. Influence the Canada/ B.C. infrastructure program	Immediate	Province	Major
10. Recreation and sport facility infrastructure program	Immediate	Province	Major
11. B.C. Active transportation infrastructure program	Short Term	Province	Major
12. Green infrastructure and facilities guidelines	Immediate	Province	Major
SRA 5 – ADVOCACY AND COMMUNICATION			
13. Coordinated provincial social marketing program	Short Term	Province	Major
14. Campaign and tools	Short Term	BCRPA	Moderate
SRA 6 – COMMUNITY DEVELOPMENT			
15. Policy forum on community design and smart growth	Short Term	Provincial organizations	Minimal
16. Healthy living elements in Official Community Plans	Immediate	Local governments	Minimal
17. Support for community planning tables	Short Term	Provincial organizations	Minimal
SRA 7 – ENVIRONMENTAL SUSTAINABILITY			
18. Provincial trails strategy	Immediate	Province	Moderate
19. Natural areas and urban forestry management	Short Term	Local governments	Moderate

ACTIONS FOR THE PARKS, RECREATION AND CULTURE SECTOR

Proposed Actions	Implementation		
	Timeline*	Leadership	Resources
20. Land acquisition and development cost charges strategy	Short Term	Province	Moderate
21. Parks lifecycle and condition assessment	Long Term	Provincial organizations	Moderate
22. Water conservation strategy	Long Term	Province	Major
SRA 8 – INDIVIDUAL WELLBEING			
23. Provincial-Territorial sharing mechanism	Short Term	Federal government	Moderate
24. Child inactivity initiative – community-school connections	Immediate	Province	Moderate
25. Implement workplace wellness and active civic employees	Short Term	Province	Moderate
26. Community sport participation strategy	Immediate	Provincial organizations	Major
SRA 9 – PARTNERSHIPS AND COLLABORATION			
27. Annual provincial coordination summit	Immediate	Province	Minimal
28. Map provincial strategies for local level	Immediate	BCRPA	Moderate
29. Regional networks collaboration	Short Term	Provincial organizations	Minimal
30. BCRPA partnership development strategy	Immediate	BCRPA	Minimal
31. Aboriginal partnerships	Immediate	BCRPA	Moderate
SRA 10 – ECONOMIC SUSTAINABILITY			
32. Economic indicators project	Long Term	Province	Moderate
33. Tourism roles and impacts	Long Term	Province	Moderate
34. Performance measures	Immediate	BCRPA	Moderate
SRA 11 – RESEARCH AND PERFORMANCE MEASURES			
35. Develop B.C. recreation research agenda	Short Term	Education	Minimal
36. Recreation research centre of excellence	Long Term	Education	Major
SRA 12 – POLICY AND GOVERNANCE			
37. Develop provincial recreation policy and roles	Short Term	Province	Moderate
38. Develop provincial cultural policy and roles	Long Term	Province	Moderate
<i>*Timeline Definitions: Immediate: Within two years, Short Term: Within two to five years, Long Term: Within five to ten years</i>			

The following chart describes the 17 Immediate Actions and how each action is linked to one or more of the four elements; namely, healthy individuals, healthy communities, sustainable environments, sustainable economies.

17 IMMEDIATE ACTION	DESCRIPTION	ELEMENT
Strategic Vision and Plan for the Parks, Recreation and Culture Sector	Develop a strategic vision and plan for the sector and communicate it widely to stakeholders and the public.	Healthy Individuals Healthy Communities
Post-secondary Curriculum Input and Coordination	Develop a more comprehensive and collaborative approach by practitioners and post-secondary educators in curriculum, field work and other areas.	Healthy Individuals
Career Awareness and Recruitment Strategies	Increase awareness of the sector as a career and develop recruitment tools. Identify emerging leaders and support them with focused training and mentorship.	Healthy Individuals
Guidelines for Access Policies and Programs	Develop guidelines and frameworks for access policies and programs to aid low-income families.	Healthy Individuals Healthy Communities
Social Inclusion and Community Development Initiatives	Work cooperatively with other stakeholders on social inclusion workshops and initiatives.	Healthy Individuals Healthy Communities
Influence the Canada/ B.C. Infrastructure Program	Advocate for changes to remove the cap for community projects within the Municipal Rural Infrastructure Fund.	Healthy Communities Sustainable Environments
B.C. Recreation and Sport Facility Infrastructure Program	Advocate for the development of a national and a B.C. recreation and sport infrastructure program.	Healthy Communities Sustainable Environments
Green Infrastructure and Facilities Guidelines	Develop green guidelines for infrastructure and facilities in B.C. communities to ensure they contribute to overall provincial and community commitments to sustainability.	Healthy Communities Sustainable Environments
Healthy Living Elements in Official Community Plans	Work with UBCM and other provincial organizations to change the Community Charter and related legislation to require Official Community Plans to include and identify healthy living elements.	Healthy Communities Sustainable Environments
Provincial Trails Strategy	Support the development of a provincial trails strategy and ensure the connection opportunities to local communities are included for recreation and tourism purposes.	Healthy Communities Sustainable Environments

17 IMMEDIATE ACTION	DESCRIPTION	ELEMENT
Child Inactivity Initiative – Community-School Connections	Develop a coordinated approach to increase physical activity opportunities for children in school and community settings.	Healthy Individuals
Community Sport Participation Strategy	Develop a comprehensive strategy for increasing sport participation levels in B.C. and to create a coordinated approach by sport and recreation.	Healthy Individuals
Annual Provincial Coordination Summit	Advocate that the Province host an annual summit of major stakeholder groups to identify opportunities for greater collaboration and coordination of provincial initiatives.	Healthy Communities
Map Provincial Strategies for Local Level	To assist communities and enhance clarity, develop a map of the provincial strategies, the services they provide and the connections between them.	Healthy Communities
BCRPA Partnership Development Strategy	Develop partnership strategies with Health Authorities, the Ministry of Education and UBCM.	Healthy Communities
Aboriginal Partnerships	Work with the Aboriginal Sport and Recreation Association and other organizations to support recreation and sport development for aboriginal people and in First Nations communities.	Healthy Communities
Performance Measures	Develop a set of performance measures for the parks, recreation and culture sector, including measurement guidelines and tools.	Healthy Communities Sustainable Economies



Pulling
Pulling
Stakeholders
Stakeholders
Together
Together

Roles and Responsibilities

Focusing on the 17 Immediate Actions will stretch available resources within the parks, recreation and culture sector. To move toward our vision of a healthy and sustainable province, it is essential for the parks, recreation and culture sector to revitalize its capacity to create change.

Several of the immediate Actions require the leadership of the BCRPA, stretching its resources, too. However, BCRPA is ideally positioned to lead these vital initiatives.

Local governments are not well positioned to lead the immediate Actions, but, in conjunction with UBCM, they are critical players in at least five. Local governments will be asked to participate by providing leadership for short-term and long-term actions.

The Province will be asked to provide leadership on 14 Actions, including six immediate ones. The Province may be asked to support other agencies (e.g., BCRPA) in their leadership role for other Actions.

The Government of Canada is an important player in the infrastructure initiatives but will be asked to take the lead on only one Action.

Other provincial non-profit organizations (e.g., 2010 Legacies Now, BCHLA, provincial sport governing bodies, provincial environmental agencies, and provincial cultural organizations) will be asked to provide leadership on four Actions, only one of which is an immediate priority.

Although each Action has been assigned a possible leader, participation from various stakeholders in the parks, recreation and culture sector is required for each Action. It is important to note that taking the lead takes on the responsibility of initiating the action by pulling stakeholders together and that full responsibility for the action is the responsibility of multiple stakeholders.

In Appendix G, Figure 3 summarizes which stakeholders have been assigned a leadership role and which stakeholders are required to participate in the implementation of Actions.

Implementing the Strategic Actions

One of the biggest challenges in following a strategic plan is generating the momentum to make initial gains which, in turn, generates more momentum.

The following chart proposes some first steps as we begin to work toward completing the 17 Immediate Actions. These first steps are not prescriptive, but rather a recommended approach. Those who undertake the 17 Actions would determine the actual approach and terms of reference.

17 ACTIONS	LEAD ROLE	FIRST STEPS
1. Strategic Vision and Plan	BCRPA	<ul style="list-style-type: none"> • BCRPA to complete draft of strategic vision and plan and circulate to membership for review and refinement • Formal adoption when revisions complete
2. Post-secondary curriculum development	Education	<ul style="list-style-type: none"> • BCRPA to strike a volunteer task force to host a province-wide workshop of representatives of all parks, recreation and culture related advanced education programs • Workshop would map the need for new skills and abilities within the sector and strategies to better connect educational institutions with each other • Group of educators and practitioners would then focus on strategy implementation
3. Career awareness and recruitment activities	BCRPA	<ul style="list-style-type: none"> • This may be a strategy within #2 or a separate strategy with a focused task group facilitated through BCRPA • Review current or past recruitment strategies in B.C. and other regions (e.g. Recreation Calling) • Identify recruitment campaign options and involvement/mentoring of “emerging” leaders
4. Guidelines for access policies and programs	BCRPA	<ul style="list-style-type: none"> • BCRPA to strike a task group to collect access policies from B.C. communities and assess any national models • Develop policy guidelines or templates based on best practices • Dissemination could include UBCM
5. Social inclusion and community development initiative	Province	<ul style="list-style-type: none"> • The Ministry of Tourism, Sport and the Arts (TSA) or BCHLA to develop a task group with representatives from BCRPA, SPARC, Healthy Communities and others involved in social inclusion and community development • A combined workshop series and resources to be developed and implemented • Should be tied to Inclusive Cities project
6. Influence the Canada/B.C. infrastructure program	Province	<ul style="list-style-type: none"> • TSA, BCRPA, Sport BC to form an action group • Action group to meet with UBCM to seek direction • Action group to meet with ministers involved to recommend specific changes to the Canada-B.C. Municipal Rural Infrastructure Fund (MRIF)
7. Recreation and sport facility infrastructure program	Province	<ul style="list-style-type: none"> • TSA, BCRPA, Sport BC to build on inventory and other documents for a combined advocacy approach • Develop proposed basis for infrastructure plan
8. Green infrastructure and facilities guidelines	BCRPA	<ul style="list-style-type: none"> • BCRPA to lead research and development of a framework for “green facilities and infrastructure” • Establish action group to develop guidelines • Hire consulting expertise as needed to develop guidelines • Consult with local government • Meet with Ministers to access funding as program supports Carbon Neutral Government initiative
9. Healthy living elements in Official Community Plans	Local governments	<ul style="list-style-type: none"> • UBCM to form a task group of other provincial organizations to explore inclusion of healthy living elements in Official Community Plans • BCRPA to support the identification of healthy living elements into Official Community Plans

17 ACTIONS	LEAD ROLE	FIRST STEPS
10. Provincial trails strategy	Province	<ul style="list-style-type: none"> • TSA has identified this as a potential priority • BCRPA and other organizations to support this priority, include how local communities can link to provincial trails network • Explore tourism opportunities and link at local level
11. Child inactivity initiative – community schools connections	Province	<ul style="list-style-type: none"> • The Province (ActNow BC, Education, TSA) to facilitate the development of a task group that includes Action Schools! BC, BCRPA and Sport BC • Task group to develop a comprehensive plan to address child and youth inactivity • Initiative needs to balance school and community settings, and integration of community leadership into educational settings
12. Community sport participation strategy	BCRPA	<ul style="list-style-type: none"> • BCRPA to build on initial discussions with Sport BC and other stakeholders • BCRPA to invite Sport BC, Pacific Sport, 2010 Legacies Now, the B.C. Coaching Association and others to form task group • Task group to develop strategy, based on Canadian Sport for Life Model to increase sport participation and better integrate sport and community recreation
13. Annual provincial coordination summit	BCRPA	<ul style="list-style-type: none"> • The BCRPA, likely through the BCHLA, to advocate for a provincial summit of all organizations involved in health and lifestyle initiatives • Summit would include sharing all current and planned initiatives • Opportunities for coordinated approaches would be identified and acted on
14. Map of provincial strategies for local level	BCRPA	<ul style="list-style-type: none"> • BCRPA would seek resources for a project to use the information gained in this strategic plan to map resources and programs available and match them to target markets and needs areas • Package this mapping and distribute to all within the field
15. BCRPA partnership development strategy	BCRPA	<ul style="list-style-type: none"> • BCRPA to develop three separate partnership strategies through a central task group • The strategies will be with 1) UBCM, 2) health authorities and medical health officers, and 3) the Ministry of Education • Actions to work more closely together would be identified with each partner
16. Aboriginal partnerships	BCRPA	<ul style="list-style-type: none"> • BCRPA to meet with ASRA and other aboriginal organizations to identify action areas to work on within a partnership strategy • BCRPA initiatives such as Active Communities and the Facilities Assessment Study would examine the development of Aboriginal components • Opportunities for leadership development and links between First Nations and nearby communities would be examined
17. Performance measures	BCRPA	<ul style="list-style-type: none"> • BCRPA to form a task group to develop performance measures for parks, recreation and culture in B.C. • BCRPA to advocate that the Canadian Parks and Recreation Association (CPRA) resurrect the national performance measures strategy and liaise with CPRA on that strategy

CHAPTER 7

Roles for Implementing the Action Plan

OUR VISION

A high quality of life for all British Columbians – healthy individuals and communities and sustainable environments and economies.

The success of this strategic plan is dependent upon a spirit of cooperation, an attitude of commitment and full participation from stakeholders throughout British Columbia's parks, recreation and culture sector. Individually and corporately, we have a direct influence upon the quality of life of B.C. residents. With a vision for our province in the forefront, this strategic plan is a call for us to understand and fulfill our role as we cooperate and work together.

Roles within the Parks, Recreation and Culture Sector

There are many stakeholders in the parks, recreation and culture sector, including:

- Local government
- Senior government
- Non-profit and community organizations
- Industry associations
- Private sector
- Volunteers
- Academia
- Others

This chapter outlines the various roles each stakeholder group plays and current challenges they face. And it outlines opportunities that each stakeholder group can take to help maximize its effectiveness in contributing to the quality of life of B.C. residents.

Local government

Local government plays one of the highest profile roles in the parks, recreation and culture sector as it is responsible for local parks, recreation and culture facilities and programs in each B.C. community.

Challenges: Local government faces significant challenges such as staffing resources and replacing aging infrastructure. Local government has inadequate resources to build partnerships and lobby senior governments for assistance and policy change. Its volunteer base is changing and many environmental challenges now require attention at the local level.

Senior government

Senior government sets policies and provides resources to local governments and other stakeholders to support the parks, recreation and culture sector. They also have departments or ministries that provide parks, recreation and culture programs and services.

Challenges: Senior governments face challenges in allocating scarce financial resources to B.C. municipalities and groups and in staying current with B.C.'s diverse communities. They must stay current on policy and regulation changes and they are responsible for significant initiatives in environmental sustainability. Demographic shifts in B.C. are causing additional strain on health care and other social services.



Everybody
Everybody has a
Role to Play
has a Role
to Play



Non-profit and community organizations

The non-profit stakeholders in parks, recreation and culture serve as service delivery agents, volunteer management and advocacy groups on many issues and at various levels throughout B.C.

Challenges: The non-profit sector faces significant challenges in resources – financial and volunteer. Many compete for limited funds from government, foundations and communities but the demand for their services continues to grow. When key issues arise, new non-profit groups form to address the challenge and the competition for resources and volunteers intensifies.

Industry associations

Industry associations are unique non-profit groups that represent a specific or larger group of stakeholders with the intent of leveraging shared investments for the benefit of all, being a central voice for advocacy, or playing a coordinating role for programs that serve many members of the parks, recreation and culture sector.

Challenges: Industry associations face the same challenges as government and non-profits, including insufficient resources to meet demand and pressure to stay current on issues and policy changes.

Private sector

Private sector stakeholders include parks and landscape designers, educators, community organizers or facilitators, environmental professionals, corporations that supply materials and services, and others.

Challenges: The private sector offers key services to other stakeholders, assisting them in achieving their goals and delivering their programs. The private sector also plays a role in identifying best practices and innovations in all areas of parks, recreation and culture.

Volunteers

Volunteers are the centrepiece of parks, recreation and culture; they carry a significant load by offering programs and initiatives.

Challenges: The nature of volunteering is changing as B.C. shifts demographically. Current volunteers are experiencing burn-out and the motivation for volunteering is changing as demographics change.

Academia

Colleges and universities are the educational and research base for parks, recreation and culture, educating its designers, managers and professionals, and conducting research into best practices and other issues.

Challenges: Academia is facing resource constraints similar to those of other stakeholders -- in staff, programs and facilities, for example. The competition for research monies and instructors is stiff and the amount of research money shapes the work these institutions engage in.

Others

There are other stakeholders who play a role in parks, recreation and culture.

Challenges: Each stakeholder faces a range of challenges and opportunities in their support of parks, recreation and culture goals.

Roles for Implementation

Each stakeholder in the parks, recreation and culture sector has a key role in implementing Actions which are central to the quality of life vision. While each stakeholder has its own strategic vision and plan, the following outlines a range of actions that each stakeholder can take to achieve the overall vision, maximizing its effectiveness in contributing to the quality of life of B.C. residents.

Local Government

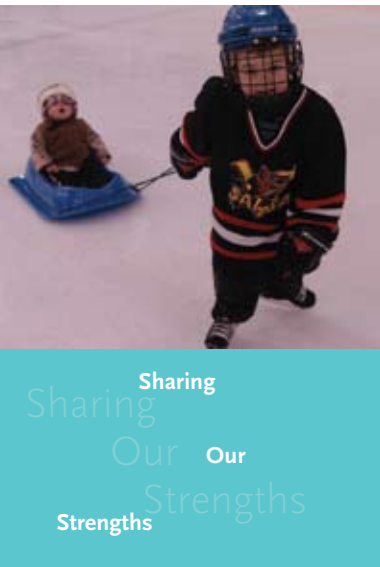
General actions parks, recreation and culture staff or departments from the 28 regional governments and 156 incorporated municipalities in B.C. can pursue include:

- ***Perspective on roles:*** Articulate and communicate the quality of life vision and their central role in it to build clarity among city council, staff (e.g., special presentation to city council and senior staff) and the community (e.g., social marketing or communication campaign) to propel parks, recreation and culture work into a central position of community awareness and support.
- ***Partnerships:*** Invest time in building partnerships with adjacent communities and other stakeholders to better articulate shared needs and to collaborate in leveraging each other's limited resources for mutual benefit (shared costs of studies, facilities, programs, etc.).
- ***Educate partners:*** Educate industry associations (such as BCRPA) and academia on community challenges and needs and on the advocacy they would like industry associations to conduct on their behalf to local and senior governments.
- ***Diversity response:*** Work with planning and social planning staff to understand and articulate the diversity, needs and preferences of their community's residents with respect to parks, recreation and culture services and its role in a good quality of life – linking parks, recreation and culture issues to other planning and social planning work.
- ***Community design:*** Integrate the dimensions of quality of life into all aspects of planning for communities, pursuing actively more sustainable development patterns.
- ***New vision of public realm:*** Explore new uses for parks, recreation and culture assets and spaces that increases their use by key groups in the community (e.g., make the public realm compete effectively with the private sector for experiences and activities to increase its use and maximize its return on public investment).
- ***Green development:*** Adopt green development and management guidelines for all public facilities, both indoor and outdoor (e.g., green buildings, ecological management principles).
- ***Rethink facilities:*** Reconsider the range of conventional parks, recreation and culture facilities and rethink the priority for facilities in light of partnerships with stakeholders who have a quality of life vision for B.C. residents.

Senior Government

General actions senior government can pursue include:

- ***Endorsement and support:*** Accept and endorse the quality of life vision and work to create a vision and strategic approach for the service sector that supports quality of life for residents, acknowledging and supporting the role of the parks, recreation and culture sector.
- ***Coordination:*** Invest in an initiative for a coordinated approach among government departments, ministries, local governments and key stakeholders that builds a shared vision, cross-jurisdictional program and investment strategy in support of the quality of



life vision. Recommend the Province host a summit to coordinate stakeholders to build a strategic plan for collaboration.

- **Strategic investment:** Provide additional resources for initiatives that lay the foundation for increased effectiveness of service delivery and facilities, including a management framework of performance indicators for quality of life and the parks, recreation and culture sector in achieving that vision.
- **Infrastructure renewal:** Invest in the renewal of infrastructure in B.C. communities within a framework for inter-agency collaboration and the delivery of what is necessary to provide B.C. residents with quality of life.
- **Industry association partnerships:** Work closely with industry associations (such as BCRPA) that can coordinate and leverage the resources and knowledge of as many stakeholders as possible.
- **New initiatives:** Clarify the role that new government initiatives play in the overall quality of life endeavour and ensure new initiatives play a strategic role in the overall vision and don't compete for limited resources needed by existing organizations.
- **Communication and clarity:** Invest in communication to local governments, agencies and communities about how programs and initiatives contribute to the quality of life vision. Consider investing in a social marketing campaign in partnership with other stakeholders.
- **Inequity response:** Provide resources to ensure that all B.C. residents regardless of income and ability have access to appropriate opportunities to meet their needs for a good quality of life.

Non-profit and community organizations

General actions non-profit organizations can pursue include:

- **Niche clarity:** Consider and articulate their unique role in the quality of life vision and integrate this perspective into their strategic plans and initiatives.
- **Partnerships:** Build partnerships with others to leverage each other's limited resources, assisting each other to achieve strategic goals in their respective niche.
- **Measurable goals:** Adopt measurable goals and report on successes to demonstrate progress and value to their role in parks, recreation and culture.
- **Local leadership:** Encourage building local leadership through participation in leadership development initiatives.
- **Volunteer stewardship:** Develop plans to reduce burn-out and to respond to changing nature of volunteers, including succession planning for board members and others.
- **Sustainable practices:** Adopt sustainable practices and integrate a stewardship ethic into daily actions.

Industry associations

General actions industry associations can pursue include:

- **Promote the vision:** Communicate the quality of life vision, the role parks, recreation and culture plays in achieving the vision as well as the role industry members can play in both.
- **Strategic alignment:** Refine strategic plans and align them with the new vision so they articulate the focus and role industry associations have in both.
- **Partnerships:** Build partnerships with other stakeholders involved in the quality of life vision and the parks, recreation and culture sector to leverage each other's resources and reduce competition and confusion.

- **Advocacy:** Play a central role in advocacy and fostering coordination among stakeholders with senior governments.
- **Education:** Offer professional development and education workshops to stakeholders.

Private sector

General actions the private sector can pursue include:

- **Vision integration:** Integrate the new vision into their perspectives and work with stakeholders to build momentum and increase visibility and role of the parks, recreation and culture sector in B.C. communities.
- **Research:** Research and develop best management practices and leadership to share with B.C. communities and clients.
- **Apprenticeships:** Partner with academia and others to offer leadership opportunities to the next generation to learn through apprenticeships, internships and other activities.
- **Corporate philanthropy:** Develop a strategic framework for each company's corporate philanthropic initiatives that support the core issues of quality of life for B.C. communities.
- **Frameworks for diversity:** Work with other stakeholders to understand the diversity in B.C. communities, such as sharing market research results and perspectives with public sector agencies so it aids understanding of the emerging needs in the parks, recreation and culture sector.
- **Collaboration initiation:** Seek opportunities where one client could collaborate with others to leverage resources.
- **Sustainable practices:** Adopt sustainable practices and educate clients and customers on how to increase their performance on sustainability objectives.

Volunteers

General actions volunteers and citizens can pursue include:

- **Citizenship:** Consider contributing to their community and look for opportunities to do so.
- **Sharing expertise:** Share knowledge and expertise particularly with youth, the next generation of leaders.
- **Build partnerships:** Build partnerships between groups they are involved with or between non-profit groups and the company they work for.
- **Political support:** Support local government initiatives that promote parks, recreation and culture and a sustainable quality of life.

Academia

General actions academia can pursue include:

- **Integrate the vision:** Integrate the quality of life vision into their educational frameworks for the parks, recreation and culture sector and related areas.
- **Partnerships:** Look for opportunities to partner with those in the sector that depend upon research to be more effective.
- **Apprenticeship:** Build partnerships with organizations including the private sector and integrate apprenticeships and internships into curriculum that permits students to gain experience in the field.
- **Diversity:** Undertake an initiative to track the social diversity in B.C. communities and identify what that means for vital and healthy parks, recreation and culture facilities, programs and volunteerism.



A
Common
Voice
A Common Voice



- **Citizenship:** Research the changing nature of citizenship and residents' changing motivations and expectations for contributing to their community.
- **Sustainability:** Integrate sustainable development principles and knowledge into curricula to ensure all new practitioners are educated about sustainability and its implications.

Conclusion

The Way Forward: A Strategic Plan for the Parks, Recreation and Culture Sector of British Columbia is the culmination of a long process that distills the potential of our sector and the aspirations of our members and our communities into a clear vision. This unique document is also a beginning because it lays the foundation for our efforts to build a better quality of life for everyone in our province.

This sectoral strategic plan sets our priorities and clarifies our commitment to healthy individuals and communities and sustainable environments and economies. It gives us a common language that enables us to share our ideas and it gives us ways to measure our progress as we work towards specific, attainable goals. Together, we will fulfil our vision of a high quality of life for all in British Columbia.



Acknowledgements

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Appendix A

History of the Parks, Recreation and Culture Sector in Canada and British Columbia

Note: This section is excerpted from a 2007 report by Professional Environmental Recreation Consultants Ltd. (PERC) which was commissioned by the BCRPA as part of the strategic planning process. This excerpt provides a historical perspective of how the parks, recreation and culture sector has evolved in Canada and B.C.

It is valuable to understand where the sector has come from and the forces that are acting on it now. The evolution of the sector is described in terms of broad eras, beginning with the Early Years (pre-1960), and then moving through the Inputs Era (1960s and 1970s), to the Outputs Era (1980s to mid-1990s), to the Benefits Era (mid-1990s to the present), and finally to the Quality of Life Era of the coming decade.

The eras are broad shifts that have occurred in the sector in Canada and B.C. These shifts didn't occur at the same time in all communities, or even in all provinces and territories. While the eras are couched in specific decades, the Inputs Era didn't end on December 31, 1979, nor did the Outputs Era begin the next day. Rather, the eras blended with each other, with some communities advancing to new ways of thinking and acting sooner than others.

1. The Early Years

Many elements of the public and not-for-profit parks, recreation and culture sector in Canada can be traced back well over a century. At that time, recreation occurred in community halls, church basements, and on playing fields and parks. The vast majority of these activities were developed by volunteer organizations, sport clubs, the YMCA and YWCA, churches and ethnic organizations. Some public support for recreation was provided to women's organizations for the first playground programs in the early decades of the 1900s to offset the negative impacts of urban environments upon children. It was an early recognition that recreation was not only a personal good, but also a social good.

Later, during the Depression, the federal government created the Dominion-Provincial Training Plan to alleviate unemployment and social issues by training young leaders and carrying out community projects such as trail and park development.

Government roles were largely limited to the parks area at a national, provincial and local level. National and provincial parks were created, and local governments developed largely passive parks and cemeteries, initially leaving sport fields to the volunteer sector. There were limited or no program roles played by local governments, outside of the provision of a small number of recreation facilities. The local government role was only expanded beyond parks after the end of the Second World War. A number of arenas and a few indoor and outdoor pools were built and often named "Memorial" to those who had lost their lives during the war.

By the 1950s, the development of more formal approaches to parks, recreation and culture services were witnessed as the post-war birth rate soared. Early leaders, many trained as physical instructors in the Armed Forces, began to look at broader approaches to school physical education and community services. There were less than a handful of recreation directors in B.C.

B.C. Milestones of the Early Years

- In 1934, a training program called "Provincial Recreation" (shortened to ProRec) was established under the Dominion-Provincial Plan which continued until 1953. It trained and educated practitioners with an emphasis on physical activity.
- The first B.C. conference on recreation was hosted in Victoria in 1954 by the provincial government to look at the future development of recreation because ProRec had been discontinued the previous year.
- In 1957, when the National Recreation Association (an American organization, now called the National Recreation

and Parks Association) held its Pacific region conference in Vancouver, a committee was formed to look at establishing a recreation association in B.C.

- In May 1958, the British Columbia Recreation Association (now the British Columbia Recreation and Parks Association) was formally created at its inaugural conference in Vernon.
- In 1958, the first facility capital grants program was created as a federal/provincial/local government partnership to construct recreation and other community facilities to celebrate B.C.'s centennial of becoming a colony. Funding was limited, but a few facilities were constructed.

2. The Inputs Era – the 1960s and 70s

Building on the developments in the late 1950s, the current systems began to evolve rapidly in the 1960s. As the birth rate continued to soar with the baby boom generation (those born between 1947 and 1966), communities began to build facilities and provide greater program opportunities to meet increased demands. Public departments that had focused primarily on parks were expanded to include recreation services and staff. The early emphasis was on children and youth services and the facilities tended to be single-purpose sport-oriented structures. By the late 1960s, recreation services had broadened to be more inclusive of all age groups, genders and conditions.

This also applied to facilities. The 1967 Canadian Centennial prompted a major surge of facility construction projects, many of which are now nearing the end of their useful lifespan. While the majority of the Centennial projects were still single-purpose facilities, there were a few complexes that created a broader range of opportunities within the same structure.

The growth of the sector accelerated in the 1970s with the expansion of staff, services, and indoor and outdoor facilities. A number of communities throughout B.C. initiated their first long-range master planning exercises to identify their gaps and priorities for parks, indoor facilities and service provision. Parks planning began to include the concept of 'linear parks' as part of the overall open space system. Trails and bikeways were now seen as integral to recreation experiences and community environments. By the end of the 1970s, most new indoor community recreation facilities combined a number of spaces within multi-purpose complexes. The diversity of programs was extended and there was growing commitment to the inclusion of persons with a disability, the economically challenged, and other populations whose access to opportunities had previously been limited.

A generation of new leaders, many with university degrees or college diplomas, brought new philosophies and skills to the sector and influenced the directions that departments and organizations took. They understood the concept of community development, were committed to meaningful citizen participation in decision-making, and believed that many services are best offered by or through a partnership with the community and its organizations. The 1970s were also a time of philosophical debate across Canada around whether the facilitator/enabler or the direct provider role should be adopted in program planning and provision. Some believed that this was an either/or proposition and that the roles were mutually exclusive. By the end of the decade, most practitioners understood that a balance was needed.

In March 1978, the Ontario government brought eleven participants together in the Town of Elora for a retreat to examine the future of the recreation movement in that province. The resulting proceedings, *The Elora Prescription*, became a national landmark document for the sector. Written as an interpretation of the participants' collective thoughts, the *Elora Prescription* identified that the recreation and parks sector needed to make some fundamental shifts, and that many current practices had become "bankrupt" in an era of change. These shifts were summarized as eight "From – Towards" constructs, including moving "from provider towards facilitator, enabler, educator."

B.C. Milestones in the Inputs Era

- In the early to mid-1960s, the University of British Columbia developed the Recreation Education degree program to increase the number of practitioners with a university degree that had more specific professional development in the sector. This program lasted more than two decades.

- The 1967 Canadian Centennial included a large capital program to encourage communities across Canada to build and open facilities during the Centennial Year. It led to an unprecedented scale of recreation facility and park development in B.C. New capital grants programs were created in the 1970s, with the source of funds being shifted to lottery proceeds in 1975.
- The Province hired a number of regional consultants to assist smaller communities in developing recreation commissions and services.
- The BCRA continued to grow. It added its first publication, the Recreation Reporter in 1963, and its membership grew rapidly during this period from 246 in 1968 to 600 in 1979.
- In 1970, the BCRA added the parks area and formally became the BCRPA. In 1974, Dr. Eric Broom completed and tabled the “Broom Report” in the legislature. The report called for a stronger and clearer role for the provincial government in recreational services. The government recognized the important role that recreation played in communities throughout the province. This led to a shift toward policy development, leaving program development to communities.
- The BCRPA, Sport BC, the Outdoor Recreation Council, and BC School Sports became recognized by the Province as “umbrella organizations” that could guide and assist with policy and program implementation.
- Professional development opportunities continued to expand with diploma programs in various emphasis areas at Langara, Malaspina and Capilano colleges, BCIT, Caribou College and Douglas College.
- In 1979, the University of Victoria inaugurated the Leisure Studies degree program which was based on a cooperative education model in which students dedicated a semester or more to working within a variety of recreation, parks and culture agencies.
- In 1978-79, the Province introduced the Festival of Games which began with the B.C. Summer Games and grew to include the Winter, Seniors and Disability Games.

3. The Outputs Era – the 1980s to the mid-1990s

The recession across Canada in the early 1980s was felt in all provinces, including British Columbia. While the federal and provincial government continued to spend through this period, resulting in accumulated deficits, local governments had no option beyond increasing taxes and other revenues, or reducing expenditures. Constraint became a common word within the vocabulary of local governments and, for the most part, recreation, parks and culture departments reacted well to the challenges.

The fiscal realities challenged departments to change or eliminate many of the taken-for-granted aspects of their operations and services. Departments and not-for-profit agencies embraced strategic planning and other management tools to help them become more effective and efficient. Expenditure reductions were achieved through parks and buildings maintenance management programs, energy and cost saving initiatives and more efficient staffing allocation. The need to increase revenues resulted in better marketing, a higher quality of programs, customer service improvements and the development of more inviting and less utilitarian facility spaces.

As the recession eased after 1982, the improvements that it had partly precipitated remained. Departments across Canada and British Columbia were generally more efficient and had developed a greater capacity to manage change. An emphasis on the fiscal bottom line, however, had led to the elimination of some beneficial services and, in some communities, to a focus on a user-pay philosophy by both politicians and practitioners. In the worst examples, several public departments began to focus primarily on the economic bottom line, with revenue production, recovery rates, client retention and profit margins as the key measures on which to base and justify service provision. During the Outputs Era, a common concern was that many in the parks and recreation sector had “learned the cost of everything and the value of nothing.”

This was most evident in communities that began to focus their services within the four walls of their facilities rather than on a more balanced approach that included building community partnerships. These communities often ran into the greatest difficulty for three fundamental reasons:

- Justifying and measuring their performance primarily in fiscal terms often led to being judged only in terms of ongoing

improvements in fiscal performance. In other words, those who judge you primarily in economic terms will generally expect better results.

- Politicians didn't see these insular departments as having a relevant role to play in addressing key community issues or in shaping community environments.
- Community organizations and agencies that were not direct tenants of indoor or outdoor facilities failed to view the departments as key partners and were reluctant to offer public support.

In 1990, the Recreation and Parks Federation of Ontario embarked on the development of the first Benefits Catalogue. The intent of the Benefits Catalogue was to convince political decision-makers that recreation, parks and culture services provide significant personal, social, environmental and economic benefits. In testing the information, however, Parks, Facilities and Recreation Ontario (now Recreation and Parks Ontario) found that the politicians understood these broad benefits and roles far better than many of practitioners. Therefore, the focus of the first catalogue, co-published with CPRA in 1992, was shifted to educating practitioners about their roles, approaches and impacts in communities.

The uncertainty of the early 1990s was reflected in the May 1991 edition of Recreation Canada with the theme, "Is There a Future?" The question was a serious one and many in public recreation wondered if their departments were going to survive in the coming decade. The sector was being impacted by the growing federal and provincial deficits, calls for Margaret Thatcher-style privatizations, unsolicited proposals by the private sector and a general distrust of government at all levels. Other leading recreation and parks practitioners expressed their concern that the sector had lost its sense of direction and was increasingly becoming more market-driven than community-driven and that engaging in strategic alliances around key community issues and needs would be vital to the sector's future.

The response of many provincial governments to growing deficits and debts included the elimination of transfer payments to municipalities, a similar elimination of cost-sharing capital grant programs and the devolution of many other services to the local level. At a time when any level of government was reluctant to increase taxes significantly, there were resulting cuts to services, increased user fees, and delays in capital projects – including renovations needed to stave off deterioration to aging community recreation facilities. Recreation and parks departments and not-for-profit providers of services became more innovative, explored alternative delivery systems and revenue sources, and began to explore a variety of partnerships. The boundaries between public institutions and the private and not-for-profit sectors were further blurred at this time.

In summary, the 1980s and early 1990s were an era when recreation, parks and culture became far more sophisticated and efficient in its operations, embracing strategic planning, marketing, team building and other management systems and skills. In spite of the fiscal challenges, this era also saw the second great wave of recreation facility construction supported by grant funds, with a number of innovative new complexes coming on line.

The fiscal challenges posed during this era, however, led some departments to focus on a market/revenue driven focus. These departments saw their role as providers of products – parks, facilities, programs – rather than as a partner in creating personal, family and community benefits. By the early to mid-1990s, the Benefits Movement was challenging departments across Canada to rethink their approach and emphasis and to become even more open to forming strategic alliances around community issues.

B.C. Milestones in the Outputs Era

- After the Province reduced operating grant support to provincial organizations in the mid-1980s, BCRPA created the B.C. Recreation and Parks Foundation in 1986 to raise funds to ensure the long-term viability of the association.
- As part of overall government restraint, the Regional Recreation Consultant positions were eliminated by the Province in 1986.
- While cutbacks were occurring in many areas of the provincial government, lottery revenues continued to climb. A portion of these funds was designated for municipal recreation, sport and cultural facility projects. The Province contributed up to one-third of the total capital cost with the other two-thirds coming from local governments and community partners. The

late 1980s and early 1990s saw a major expansion of recreation facilities through “Go B.C.” and then “B.C. 21.”

- College programs continued to be introduced but tended to be in niche markets such as ecotourism and outdoor leadership.
- The BCRPA played a stronger policy and advocacy role and increased its professional development programs. In the mid-1980s, the association’s membership reached 1,000.

4. The Benefits Era – mid-1990s to the present

The impact of the 1992 Benefits Catalogue was subtle. Departments began to increasingly use the evidence-based benefits in communications to politicians and placed benefit statements in recreation guides aimed at the public. The 1997 Benefits Catalogue had a greater impact. It was organized into eight key outcome messages supported by a total of 44 benefit statements, each backed by solid evidence. The eight statements are outlined below.

1. Recreation and active living are essential to personal health – a key determinant of health status.
2. Recreation is a key to balanced human development – helping Canadians reach their potential.
3. Recreation and parks are essential to quality of life.
4. Recreation reduces self-destructive and anti-social behaviour.
5. Recreation and parks build strong families and healthy communities.
6. Pay now or pay later! Recreation reduces health care, social service and police/justice costs.
7. Recreation and parks are significant economic generators in your community.
8. Parks, open space and natural areas are essential to ecological survival.

These eight messages helped the sector to broaden its view, its role and the impact it could have on individuals, families and communities. The benefit messages were increasingly used as a planning tool rather than just as a communications tool. The eight message areas began to form the core philosophy of the recreation and parks sector and were more commonly integrated within strategic plans and documents of local government departments.

The BCRPA vision and its strategic plan are based on benefits and outcomes.

While all practitioners and departments have not embraced this direction, there are observable shifts which demonstrate that a benefits-based approach has been accelerating over the last decade.

- The recreation and parks sector sees health as part of its mandate and has initiated active living strategies such as the Active Communities Initiative.
- The sector has become more sensitive in managing urban forests, in reducing energy and water uses, protecting natural habitats and engaging in recycling.
- It has created more partnerships around working with at-risk youth, including alliances with the police, justice and social services.
- It is more inclusive of children and families living in poverty and in working with diverse cultures.
- There are stronger internal partnerships with planning and engineering departments in creating active transportation systems, resulting in both health and environmental benefits.
- The sector is more proactively reaching out to other sectors to look for collaborative approaches and strategies.

The next shift in the benefits approach will be to use benefits in strategic planning processes that are based on identifying clear outcomes, or desired end states, and then working toward them.

B.C. Milestones in the Benefits Era

- The BC 21 capital grants program was dropped in 1995 with a considerable amount of the lottery funding being diverted to deal with rising health care costs. The federal government later developed the Federal-Provincial Infrastructure program(s) but these funds were more difficult to access for recreation and community facility projects.
- In 1998, Vancouver/Whistler was selected by the Canadian Olympic Association as the Canadian city for the bid for the 2010 Winter Olympics and Paralympics. The Games were awarded to Vancouver/Whistler in July 2003.
- The World Health Organization made physical activity the theme for the 2002 World Health Day. The BCRPA played a key role in its launch and by hosting the event.

- The 2003 BCRPA Strategic Plan has led to a more results-oriented organization and approach.
- The ActNow B.C. program was formally announced in 2005 with physical activity as one of four key components. The BCRPA develops and manages the Active Communities Initiative which was launched in September 2005.
- BCRPA is a member of and chairs the B.C. Healthy Living Alliance and contributed to the development of the “Winning Legacy” – the Alliance’s provincial health promotion strategy. The parks, recreation and culture sector is seen as a key contributor to health and healthy lifestyle choices and is recognized for its strong connections to communities and its use of the community development approach.

5. The Quality of Life Era – The Coming Decade

The 1992 and 1997 Benefits Catalogues have had a subtle but profound effect. They have helped the sector become more outcomes focused and broaden its mandate from the delivery of traditional services to the creation of individual and community benefits.

In the 1990s the Benefits Movement largely focused on using the evidence of the benefits of recreation and parks as advocacy and communication tools – aimed at municipal councils, other institutions and citizens. The current shift is toward using the benefits approach as a key planning and evaluation tool.

This approach is already evident in the 2003 BCRPA Strategic Plan and in the use of logic models by provincial ministries and a number of local governments. In these cases, the planning processes start by identifying the key desired outcomes, the actions and strategies are geared to achieving them and the performance measures show actual change.

Driving the outcomes focus is an emerging framework for a sustainable and high quality of life for B.C. residents.

This shift comes at an important time because political decision-makers are increasingly demanding that their departments measure and demonstrate their impact on the community. As governments grappled with restraint, there was a greater focus on demonstrating that plans and resources actually led to the results they purported to create. While restraint has eased, the need to ensure that public expenditures are actually producing the desired outcomes remains.

Evolution of Canada’s Parks, Recreation and Culture Sector

Era	Dates	Summary
The Early Years	Early 1900s to 1950s	Growing public support for recreation and parks
Inputs Era	1960s and 1970s	New infrastructure and programs
Outputs Era	1980s to mid-1990s	Users, efficiencies, management
Benefits Era	Mid-1990s to present	Benefits messages, a broadened role, partners
Quality of Life Era	Present to 2016 and beyond	Ensuring a quality of life for all, encompassing healthy individuals and communities, sustainable environments and economies

Appendix B

B.C. Trends in Quality of Life Issues

Note: This section is excerpted from a 2007 report by Professional Environmental Recreation Consultants Ltd. which was commissioned by the B.C. Recreation and Parks Association as part of the sectoral strategic planning process. It provides information on current quality of life trends and issues they pose for B.C.

1. Demographic Trends

1.1 A Profile of Shifting British Columbia Demographics

The population of B.C. in the 2006 census was 4,113,487 and is expected to grow to 4,873,300 by 2016. The growth rate between 2001 and 2006 was 5.3%, which rose from 4.9% between 1996 and 2001. Most of that growth was from strong migration from other provinces and countries. Population growth was accompanied by strong economic and job growth. B.C.'s population is aging with the median age rising by approximately 2.1 years every five years. The proportion of age 65+ older adults will increase from 13.6% in 2001 to approximately 24.1% in 2031, while the proportion of children age 0-14 will decrease from 18.1 to 13.1% over that same period.

1.2 Population Cohorts and Shifts in B.C. and Canada

Population shifts are not consistent over all age cohorts and are especially affected by the huge baby boom cohort which will be aged 40-59 in 2006. The baby boom accounts for one-third of the Canadian population and are influencing recreation demands and trends as they age. The generational population shifts have gone from Boom to Bust, then to Echo, and now back to a second Bust with the smaller cohort of children aged 10 years and under.

1.3 Growing Gap between Haves and Have-Nots

While poverty rates have declined slightly over the last decade, the gap between haves and have-nots has widened, with a strong correlation between age and relative wealth. Young families are now twice as likely to live in poverty as those over 65, but poverty is present in all generations, especially for lone parent families and individuals living on their own.

1.4 Increasing Diversity

B.C.'s population is becoming increasingly diverse, especially in urban areas as immigration rises. The proportion of visible minorities grew from 17.9% in 1996 to 21.6% in 2001; similar growth is expected for 2006. Of the 26.1% of B.C. residents who are foreign born, 50% are from Asia, 35% from Europe and the remaining 15% from other regions of the world.

1.5 Leadership Shifts and Gaps

The parks, recreation and culture sector is seeing an increasing number of early baby boomers retire. This creates opportunities for other individuals to advance and demonstrate their abilities. There is a concern, however, with the availability of practitioners at the entry-level in a number of job settings.

Implications of Demographic Trends

- The high levels of population growth in many communities will place increased pressure on the demand for services and facilities as well as the provision of adequate new open spaces to accommodate growth.
- Individual communities vary widely in their demographic profiles. Communities need to be aware of their own patterns through data available through BC Stats and Statistics Canada.
- The baby boom generation will continue to be active and place a high demand on services. Their preferences, however, will shift away from strenuous physical activities toward cultural activities.
- More elementary schools will close as the number of children decreases, leading to a potential loss of community access to school facilities and open spaces. There will also likely be declines in swim lessons, sport participation levels and other

children's programs as the fertility rate remains low.

- Accessibility and affordability for young families will need to be a priority. Fee policies will need to be re-examined, especially high discounts for seniors who can easily afford services. Recreation opportunities for children living in poverty needs to be a higher priority.
- Most Canadians view parks as part of the 'commons.' There is an expectation that they will continue to have free access to parks and trails for individual use. The significant public reaction to parking fees in provincial parks is an indicator of these expectations. Care needs to be taken in introducing new fees that impact use and access.
- As the cultural diversity of communities increase, the development of policies, programs and services, and marketing approaches will need to reflect this diversity and reach out to different ethno-cultural groups.
- Many ethno-cultural groups place a premium on large gatherings (as do many organizations) for meetings and special events. The provision of large group areas with adequate shelter and washrooms should be considered within parks systems.
- The recruitment of young people into the parks, recreation and culture sector and its post-secondary education programs will be a priority. Young practitioners will also need mentoring and professional development opportunities as they enter the sector.

2. Behavioural Trends

2.1 Toward Informal and Individual Activities

There is a clear shift toward more informal and individualized activities. The favourite activities for both adults and youth fall into this category. People are choosing activities that can be done at personally convenient times and places.

2.2 Changing Preferences and Expectations

There is a shift to activities that have an experiential nature and offer challenges and other forms of learning. In the tourism area, cultural learning and ecotourism will continue to grow. There will be high expectations for the quality of programs and facilities. Baby boomers will shift to less strenuous physical activities and toward culture and the outdoors.

2.3 Time Segmentation

As many people feel increasingly rushed, there will be a growing trend to more condensed periods of recreational activity. This will further emphasize the trend to more individualized activity at times convenient to the individual.

2.4 Volunteerism

There is a significant drop-off in volunteerism that is affecting sport and recreation. Retiring baby boomers may be a future source but will need to be approached directly. Episodic or short-term volunteering has seen greater success than requests for long-term commitments.

2.5 Wellness and Chronic Disease

There is a growing awareness of the health benefits of physical activity and healthy eating. The proportion of Canadian adults who are active has increased significantly over time, although activity levels continue to drop with age. Physical activity has been clearly recognized as a major factor in chronic disease prevention and management. However, increasing activity levels could also increase injury. Injury prevention during activity is also an issue.

2.6 Children and Youth Inactivity

Child and youth inactivity is considered to be a major problem as obesity rates have tripled over a 15-year period. The amount of "screen" time (e.g., video games and television) has increased as children pursue less active forms of activity. Chronic disease levels have increased in children and youth, creating concerns for long-term health impacts.

2.7 Growing Recreational Activities

Recreational activity areas that have grown include walking and cycling, home landscaping and gardening, cultural activities,

outdoor activities and environmental learning, cultural learning and ecotourism, and physical activity as rehabilitation. Demands by parents for children's physical activity programs will grow.

Implications of Behavioural Trends

- There will be greater demands on drop-in opportunities in recreation and cultural facilities. Scheduling should ensure that these are available throughout the day.
- The development of greenways, bikeways and pathway systems is a key priority for community open spaces systems. These systems contribute to personal and environmental health.
- More experiential programs will be in high demand. These include outdoor adventure programs, cultural learning and participation, and more intensive learning opportunities.
- Where feasible, more programs should be offered in compressed timeframes – a one or two-day workshop instead of on a weekly basis.
- Conversely, many people enjoy the constancy and social aspects of ongoing programs. Especially for older adults, social elements should be included as part of the post-activity period.
- Volunteer recruitment and development programs will need to be revived, with retired boomers and young people as two key targets. Volunteer experiences may need to be packaged into shorter timeframes around community projects.
- Programs aimed at rehabilitation and wellness can be offered through partnerships with the health sector. Programs offered in community rather than clinical settings are more likely to lead to ongoing healthy lifestyle behaviour. Aquatic and fitness elements can be included in facility design.
- Youth inactivity and obesity are considered by many to be at the epidemic level. Schools play a key role but often have diminished capacity. Partnership approaches by schools, parks, recreation and culture departments, community sport and parents will be required to address the issue.
- There will be an increasing demand for recreation staff to work with their park counterparts to plan and provide programs that address the growing interest in gardening, plant selection, pruning and home landscaping.

3. Organizational and Workplace Trends

3.1 The Benefits Movement

The Benefits Movement has helped the sector become more outcomes focused and to broaden its mandate beyond traditional services. Another shift is from simply using the benefits in advocacy and marketing to using the benefits approach in programming and planning.

3.2 Accountability

Political decision-makers and boards are increasingly demanding that the parks, recreation and culture sector measure and demonstrate its impact. This often means demonstrating the sector's contribution to overall organizational and community goals.

3.3 Partnering

Partnering has been extended beyond traditional to newer partners in health, justice, education, community and social services, and the corporate sector. Internal municipal partnerships with planning, engineering and the police are also growing as the sector plays a more integral role in community design and public safety.

3.4 Alternative Delivery Systems

There are growing examples of alternative delivery systems including contracting out of certain services and cooperative agreements with the not-for-profit and corporate sectors. Some arrangements have worked, while others have been problematic.

3.5 Expanding Service Demands

The parks, recreation and culture sector is increasingly being recognized as a vital element in affecting community

health and addressing social issues. This places additional pressures on the sector and often calls for a new set of skills, as practitioners work in integrated teams with other sectors.

3.6 Technology

The field has become increasingly sophisticated in the use of technology. Some elements include registration systems, bar-coded facility entry, user tracking systems, enhanced communications, and parks mapping and work tracking.

3.7 Broad Workplace Shifts

As more people are self-employed, have flexible work schedules or work part time, there will be increased demands on day-time use of facilities and parks. There will be increasing use of multi-disciplinary work-teams and traditional and rigid job descriptions are becoming obsolete.

Implications of Organizational and Workplace Trends

- Departments will need to become more skilled at integrating the benefits and outcomes into both operational and strategic planning.
- The analysis of trends and their impacts should be integrated into organizational strategic planning processes to ensure they are considered in identifying strategies and priority setting.
- The development of a clear set of performance measures for the sector will be required so that outcomes can be measured and communicated. The sector needs to ensure that these measurements are relevant and are not simply output measures that are imposed by others.
- As the sector partners with other sectors, it will need to ensure that there is a mutual understanding of mandates as a starting point in the development of partnership approaches. This includes internal partnerships at the municipal level.
- Partnering with other sectors in the provision of services will require a clear set of expectations and written agreements. The development of an overall set of partnership guidelines can support this.
- Working with other sectors will create the need for developing greater skills in community development, team building and social inclusion.
- Mechanisms will be required to allow those in the sector to share information about technological advances and opportunities.
- As job schedules become more flexible and people retire, there will be increased demands for day-time use – especially informal drop-in use.

4. Infrastructure Trends

4.1 Aging Infrastructure

A large proportion of B.C.'s recreation, parks and culture infrastructure is aging. Many older facilities are deteriorating more rapidly than necessary because of a lack of preventative maintenance programs. The cost of renovating or replacing these aging facilities is significant.

4.2 Infrastructure Programs

Many provincial infrastructure capital programs were discontinued in the mid to late 1990s, with the funding redirected to health. The Canada/B.C. infrastructure program needs adjustments to provide greater support for community facilities. It is likely that new provincial programs for recreation, sport and trails programs will be needed.

4.3 Facility Shifts

A clear shift from stand-alone to multi-use facilities has occurred and will continue. This also includes a shift away from youth and seniors centres; these are now more commonly integrated into multi-generational facilities.

4.4 Expanded Facility Roles

There is a trend to including more partners in facilities including public health, libraries, and community services. Community

facilities are also contributing more to tourism and economic development, and as focal points for community events.

Implications of Infrastructure Trends

- A careful analysis of the major systems of aging facilities and a repair/retrofit plan are required. . As systems such as roofs age, deterioration accelerates with time, so repairs that are delayed become more serious and more costly.
- Facilities of any age require a lifecycle management plan to review the condition, and repair and replace systems within reasonable timeframes.
- Fossil fuel costs will continue to increase and systems to reduce consumption need to be considered based on payback. These include roof solar panels, heat recovery systems and motion sensitive lighting. Buildings should be planned with appropriate LEED principles and supplementary energy sources such as solar and geothermal. Water use needs to be reduced in shower, toilet, pool and grounds/landscaping applications.
- Advocacy efforts at the provincial level need to continue to influence the criteria within the Canada/B.C. infrastructure program and agreements. UBCM plays a major role in influencing these programs. In addition, advocacy for separate B.C. infrastructure programs for recreation, sport and trial programs should be a priority.
- Active transportation systems are a major contributor to individual and community health. Ideally, walkway and bikeway connections should be made to indoor facilities. At a minimum, adequate bicycle parking and storage should be provided.
- Care should be taken before developing stand-alone seniors centres because of changing expectations of the next generation of older adults. Seniors-oriented spaces should be grouped with other adult program spaces and include social elements.
- Stand-alone youth facilities have proven to be less effective in most settings than the inclusion of youth elements in multi-generational facilities. Again, these spaces should be grouped with gymnasiums and other active areas. The most successful youth parks have enough elements that they attract a range of youth groups and interests. These elements may include a skateboard facility, sport courts and social gathering spaces.
- Partnering with other sectors in recreational facilities requires careful planning and clear agreements. The most successful ones are those that involve program partnerships rather than simply being a landlord-tenant relationship.

5. Environmental Trends

5.1 A Growing Sense of Stewardship

The health of the environment remains high on the agenda of British Columbians. These concerns extend to water and air quality as well as the preservation of natural areas.

5.2 Environmental Activism and Activation

There are high public expectations that parks, recreation and culture departments will demonstrate high levels of stewardship and environmental sensitivity in their operations and planning. There is also a growing willingness of citizens to participate in projects to protect or restore sensitive environmental areas.

5.3 Interest in the Environment

There is a growing interest in learning about the natural environment. Outdoor experiences are growing in popularity but tend to be done within shorter timeframes and closer to home.

5.4 Climate Change

While there is no agreement about the causes, there is an understanding that global warming and other climate changes are occurring.

Implications of Environmental Trends

- The stewardship of natural environments requires sound and sensitive management practices. Many communities have developed natural areas and urban forest management plans and integrated pest management plans.

- The conservation and wise use of water needs to be infused into park operations, including automated irrigation systems and drought tolerant, native plant selection.
- There is increased interest and opportunities to engage local citizens and groups in environmental stewardship activities such as stream and riparian zone restoration and the removal of invasive species.
- With a heightened interest in nature and the environment, regional and local authorities may consider interpretive programs, signage and environmental education and information programs.
- Environmental education should include an understanding of how the individual can affect and support environmental health. This includes using active and public transportation, household watering and chemical use, and other practices.

Appendix C

The British Columbia Context

Note: This section is excerpted from a 2007 report by Professional Environmental Recreation Consultants Ltd. was commissioned by the BCRPA for the strategic planning process. This section provides a quick review of the provincial context within which the parks, recreation and culture sector exists and flourishes.

1. British Columbia's Population

With 4,113,487 residents recorded in the May 2006 census, British Columbia is Canada's third most populous province with 13.2% of the total population. The population growth rate of 4.9% over the 1996-2001 period, increased to 5.3% from 2001-2006. B.C. is also Canada's third largest area in size, making up 9.5% of Canada's total land mass.

British Columbia has a diverse and rich heritage with 26.1% of its population being foreign born. The early source of migration from Europe has since been surpassed by new residents from Asia. Of the total population growth over the last ten years, 71% has come from migration from other provinces/territories and countries, and only 29% from natural growth – the net of births over deaths. The pattern of net out-migration to other provinces from 1998-2002 has also been reversed, with recent net inter-provincial migration levels now being second only to Alberta. In 1941, 54% of the population lived in urban areas; in 2001, 85% were urban dwellers.

2. Geography

The province is dominated geographically by two mountain systems, one coastal and the other in the east. Between the two ranges are an extensive plateau system and major river systems and valleys. There is also an extension of the Great Plains in the Peace River area. The diverse habitat areas include 1.8 million hectares of freshwater surfaces and 11.4 million hectares of protected areas. The protected areas make up 12.5% of the province and consist of provincial parks, recreation areas, and special ecological preserves.

Over half of the province's land mass is considered productive forest land while only 3% is considered arable land.

3. The Economy

British Columbia has witnessed strong overall economic growth in the last few years, including 3.5 % in 2005. The B.C. government recorded a record \$3 billion surplus for the 2005-06 fiscal year, with high natural gas prices playing a significant role. This surplus allowed the government to pay down \$1.5 billion of its \$34.4 billion debt.

The province also saw its lowest unemployment rate (5.9%) in the last 30 years. One of the major shifts over the last few decades has been from a reliance on natural resources to a more diversified economy. The vast majority of the workforce (79%) is now employed in the production of services while only 21% are involved in the production of goods. Still, lumber, natural gas and coal are the three largest exports.

Tourism is also a significant economic generator. In 2005, 22.9 million overnight visitors spent \$9.7 billion. Half of these visitors were from other provinces or countries, and the other half were B.C. residents. It is highly likely that the B.C. economy will remain vibrant for at least the next decade as commodity prices remain high and tourism and other sectors continue to grow.

One potential challenge will be a labour shortage in some sectors as baby boomers retire and job opportunities remain plentiful.

4. Governments and Education

The province is governed by the Provincial Legislature consisting of the Lieutenant Governor and 79 Members of the

Legislative Assembly.

The 2006-2007 provincial budget is \$33.9 billion. Of that amount, 37.8% is dedicated to health and 27% to education. The next highest expenditures are 9% for social services and 6.8% for debt servicing. There is a growing concern that increasing health and education costs will leave even less room for other expenditure areas in the future.

The four ministries that the parks, recreation and culture sector relates to most directly are:

- Tourism, Sport and the Arts (includes recreation areas and trails)
- ActNow B.C. which has its own Minister of State
- Ministry of Health, the five Regional Health Authorities and the sixth Provincial Health Services Authority
- Ministry of Economic Development (infrastructure programs).

In terms of local governments, there are 28 regional districts and 156 incorporated municipalities. The ten largest municipalities by population in the 2006 census were:

1. City of Vancouver	578,041
2. City of Surrey	394,976
3. City of Burnaby	202,799
4. City of Richmond	174,461
5. City of Abbotsford	123,864
6. City of Coquitlam	114,565
7. District of Saanich	108,265
8. City of Kelowna	106,707
9. District of Langley	93,726
10. District of North Van	82,562

There are 59 school districts in the province, each with an elected board of trustees. British Columbia had 1,662 public schools and 355 independent ones in 2005-06. There are also 27 public post-secondary institutions including five universities, five university colleges, 11 community colleges, five provincial institutes, an open learning agency, and a growing number of private and independent schools.

5. Shifts in Governance

Particularly in the last decade, there has been a clear devolution of power from the federal government to the provincial level and down to the local government level. Local governments have emerged as a significant force and are no longer considered to be merely children of the provinces.

Through the Federation of Canadian Municipalities (FCM) and the Union of British Columbia Municipalities (UBCM), local governments are now directly involved in senior government policy decisions that affect the local level. This shift led to the development of the "New Deal for Communities" that has brought federal/provincial infrastructure funding and gas tax revenues to the local level.

The recent Canada-B.C. Memorandum of Understanding (MOU) for the Municipal Rural Infrastructure Fund was directly influenced by UBCM. The BCRPA has participated in the development of a national infrastructure renewal program and has conducted a provincial inventory of recreation and parks infrastructure. The B.C. government has also moved to a closer working relationship with provincial not-for-profit organizations in implementing provincial goals. As one example, ActNow BC has contracted the BCRPA to manage the Active Communities Initiative due to its connections to the local level.

6. The Five Great Goals

The Government of British Columbia has identified "Five Great Goals" for 2006/07 to 2015/16. They are:

1. Make B.C. the best educated, most literate jurisdiction on the continent

2. Lead the way in North America in healthy living and physical fitness
3. Build the best system of support in Canada for persons with a disability, those with special needs, children at risk and seniors
4. Lead the world in sustainable environmental management with the best air and water quality, and the best fisheries management, bar none
5. Create more jobs per capita than anywhere else in Canada

These goals will be driving a good deal of the Province's decision-making. The parks, recreation and culture sector plays a role in all five goals, but a particularly strong role in Goals 2, 3 and 4. In terms of healthy living and physical fitness, the sector has always played a major role in the provision of programs, indoor facilities and open space systems and trails. The Active Communities Initiative is aimed at extending and expanding the sector's impact in conjunction with local partners.

Our sector has also played a strong role in Goal 3 by providing support and ensuring access for those in need, including persons with a disability and low-income families. The BCRPA is currently working on a number of projects aimed at the older adult including the Active Aging Community Consultation Project.

In relation to Goal 4, local parks, recreation and culture departments are stewards of significant natural environments and are playing a lead role in sustainable environmental management practices.

7. Increased Focus on Health Promotion

Escalating health care costs are one of the highest concerns to federal and provincial-territorial governments. In early 2005, the premier formally announced the ActNow BC program. This is the most significant health promotion initiative ever in any province. It is not necessarily aimed at reducing current health care costs, but rather at reducing or eliminating the further escalation of those costs.

The four pillars of ActNow BC are: Healthy Eating, Tobacco Use, Healthy Choices in Pregnancy, and Physical Activity. The two key physical activity strategies are Active Communities and ActionSchools! BC. ActNow BC was within the Ministry of Health, but has been separated and has its own Minister of State.

The British Columbia Healthy Living Alliance (BCHLA) was formed in 2003 to address and advocate for reducing the risk factors that contribute to preventable chronic diseases. It has nine member organizations on the Coordinating Committee as well as other forms of membership; these members include BCRPA, UBCM, and chronic disease and health-related organizations. It produced the "Winning Legacy" which sets targets and has 27 strategies for action and received a \$25.2 million grant in the spring of 2006 to begin roll-out of priority strategies.

8. 2010 Olympic and Paralympic Winter Games

The Province has identified that it wants British Columbia to be the healthiest jurisdiction ever to host a Winter Olympics and Paralympics. ActNow BC and 2010 Legacies Now were created as key elements in responding to this goal. Created in 2000, 2010 Legacies Now also wants to ensure that the benefits and legacies of hosting the Winter Games are felt throughout the province and not just in the host communities of Vancouver (and the Lower Mainland), and Whistler.

2010 Legacies Now has four component programs: Arts Now, Literacy Now, Volunteers Now, and Sports and Recreation Now. The organization has more than 90 Spirit of BC Community Committees and celebrated the first Spirit of BC Week in 2006 to mark the countdown to the Games. The parks, recreation and culture sector is a participant in most of these Spirit Committees and plays a number of other roles in highlighting and supporting the Games at the local level.

Appendix D

Success Stories and Program Highlights in B.C.

There are many initiatives in the parks, recreation and culture sector that are contributing significantly to the quality of life of B.C. residents. Below is a snapshot of some of these initiatives compiled for a 2007 report by Professional Environmental Recreation Consultants Ltd. commissioned by the BCRPA for the strategic planning process.

The first section focuses on programs at the community scale and the second section focuses on initiatives generated by the provincial government.

Snapshots of Success at the Community Level

- Vancouver Parks Board working with the Garden Club of Vancouver on an Up Front Garden Competition.
- Utilizing the Chilliwack Spirit of BC Committee to foster community partnerships and initiatives.
- Sport Kelowna collaboration with City, Tourism Kelowna, and Pacific Sport, connecting community sport development to and with elite athlete services.
- Surrey PRC has a partnership with several other agencies (B.C. Housing, Cancer Society, etc.) to address gaps and eliminate barriers within a social wellbeing project.
- Regional District of Central Okanagan has a Back to Basics – Park Play Days to reconnect community to activities in their local parks.
- Physicians Promoting Physical Activity gave pedometers to patients and referred them to the community to assist in becoming more physically active. This was a BCRPA/BCMA partnership.
- BCRPA partnership with the B.C. Women’s Hospital on the delivery of the Osteo-Fit program province-wide.
- B.C. Sport Participation Program (BCSPP) funding has resulted in 48,000 new participants, training of over 1,800 coaches in 102 different communities targeting under-represented groups through 22 provincial sports organizations (PSO). Outcomes include connections between PSOs, communities, schools and sports clubs.
- Seasonal Team/Individual Initiatives provided by the YWCA to help individuals continue with and increase their level of exercise, focusing on difficult times such as November, February and during the summer.
- Ministry of Health supports a Cross-Ministry Committee and fund to engage non-health partners in initiatives that improve the health of the population.
- 2010 Legacies Now has a partnership with UBCM on A.C.E. (Active Civic Employees) which includes development of a provincial workplace wellness symposium and a web-based “community of practice” for sharing resources.
- BCHLA used a collaborative process for developing and implementing the “Winning Legacy.”
- Surrey, in partnership with the school district, Fraser Health Authority and the United Way, has developed an Early Development Indicators project with an EDI Coordinator to provide more resources and opportunities to 0-6 year olds and to utilize the schools to connect with the young families in “high needs” schools and neighbourhoods.
- The Tri-City communities (Coquitlam, Port Coquitlam and Port Moody) are partnering with SD 43 to encourage and reinforce participation by children in physical activity through a Grade 5 Activity Card with free access to all drop-in programs and opportunities.
- Kelowna has a Kickstart Kelowna Active Communities initiative with a five- year strategic plan and a community based network that includes: regional district, school district/Action Schools, Interior Health, YMCA, Boys/Girls Clubs, and the private sector. There are “storefront” offices in the major shopping malls.
- Vancouver partners with the Vancouver Foundation on a Vital Signs annual report card for cities.
- Burnaby PRC provides one-third funding for Community School Coordinators. This partnership allows SD40 to provide this program to more elementary schools.
- A consortium of municipalities on the North Shore is collaborating on a Seniors Arts for Health study program.
- Coaching Development Partnerships is increasing coaching development among under-represented populations through the combined efforts of Aboriginal Sport, B.C. Games, ProMotion Plus, School Sports and others in regional centres

throughout B.C.

- The Regional District of Nanaimo has achieved full regional funding for operations and acquisition of the Regional Parks program.
- More Sports is a multi-partner collaboration at the local level that has reached thousands of children in Vancouver.
- BC Healthy Communities is providing a framework within which communities and organizations can move toward a holistic understanding of a healthy community.
- Fort St. John has a Healthy Living Alliance that includes new multi-disciplinary partnership programs such as Breathe Easy and Free and Cardiac Rehab. Partners include the City, Success by Six, the school district, Northern Health Authority, First Nations and Canadian Cancer Society.
- Community involvement and engagement is the cornerstone of the Parkgate Community Centre in North Vancouver.
- University of Victoria Athletics and Recreation is developing models for greater links to the community including roles for students such as mentoring.
- West Vancouver is working with the regional health authority to build a new community centre with a health component.
- Sport BC is partnering with communities and PSOs on the Community Sports Hero Awards. More than 70 awards were given last year to “local heroes.”
- New Westminster gave pedometers to city council members; local newspapers told the stories of the council’s successes in the four weeks leading up to Move for Health Day.
- Nanaimo Regional District has a partnership with Quality Foods for Rec Bucks. Based on 200,000 points for a \$20 Rec Bucks value, people can use the Rec Bucks for parks and recreation services including program fees and passes, rental fees, camping fees, etc. The partnership has extended access and promoted healthy living.
- The Ministry of Health has a healthy workplace collaboration with Human Resources and facility management to advance and support healthier choices and a healthier environment for employees.
- Richmond used a Gathering Place initiative to create a sense of place and community as well as to increase safety in an area that felt disenfranchised. Partners in the meeting place included the City, community centre, health and the RCMP.
- Ministry of Tourism, Sport and the Arts is engaging in a number of collaborative ventures with other sectors including Sport Participation, Sports Funder and Aboriginal Youth First.
- 2010 Legacies Now is supporting a new initiative for physical activity for 0-5 year olds, parents and caregivers. LEAP B.C. (Literacy, Education, Activity and Play) is in partnership with the Ministries of Health, Education, and Children and Family Development.
- The Active Communities Initiative has 153 registered communities. BCRPA is managing this initiative that supports communities with resources and programs to increase rates of physical activity throughout B.C. Communities are creating plans, programs and initiatives through multi-sectoral partnerships.
- National sports organizations (NSOs) in Canada are developing Canadian Sport for Life (formerly Long-term Athlete Development), considering physical literacy, excellence and being active for life.
- BCRPA is building links with sport at local levels with recreation departments and provincial and local sports organizations.
- Richmond conducted a comprehensive systemic review of its services involving a wide range of stakeholders.
- Panorama Recreation has worked with partners (University of Victoria, Beacon Community Services, ASRA) to develop Hop 2 It on the Saanich Peninsula, a physical activity training and awareness program for preschool operators. The UBCM Healthy Communities Grant Program provided the funding.
- Saanich developed a major partnership with the school district to renovate a portion of an elementary school as a seniors/community centre. The school was able to remain open, the community has new facilities and opportunities and the inter-generational involvement has expanded.
- SportsFunder BC provides additional resources for travel subsidies, BC School Sports, leadership development and KidsSport.
- Action Schools! BC is partnering with Abbotsford in Motion on a number of areas including training, joint programs and participation of Action Schools BC launches and events.

Current Provincial Initiatives

During the strategic planning process, a list was compiled detailing the range and number of initiatives active in British Columbia. These initiatives provide a context for this strategic plan and may be of interest to participants at the Provincial Recreation Summit. However, the list is not a comprehensive review of everything each agency or collaborative is doing. It is a high-level summary of some initiatives currently underway.

Government of B.C. – Five Great Goals

The Province has identified “Five Great Goals” for 2006/07 to 2015/16. They are:

1. Make B.C. the best educated, most literate jurisdiction on the continent.
2. Lead the way in North America in healthy living and physical fitness.
3. Build the best system of support in Canada for persons with a disability, those with special needs, children at risk and seniors.
4. Lead the world in sustainable environmental management with the best air and water quality, and the best fisheries management, bar none.
5. Create more jobs per capita than anywhere else in Canada.

B.C. Ministry of Health – ActNow BC

The four pillars are:

- Healthy Eating
- Reduced Tobacco Use
- Healthy Choices in Pregnancy
- Increased Physical Activity

ActNow BC supports more than 70 programs or strategies under these four pillars. The two key physical activity strategies are Active Communities and ActionSchools! BC (see below). A social marketing campaign will be rolled out in waves with tobacco first and then physical activity. Other related projects are Indicators for Communities and the Healthy Communities Initiative. All ministries and crown corporations are including ActNow BC in their service plans.

Ministry of Tourism, Sport and the Arts (TSA)

The Sport, Recreation and Volunteers division is headed by John Mills. His group is currently hiring a recreation consultant. One focus is on recreation and sport infrastructure. They are looking for partnerships around policies, research and volunteer development. They are a partner in Long-Term Athlete Development, since renamed Canadian Sport for Life, and are supporting Kids Sport, integration of HIGH FIVE® into coaching development, the Sport Participation Initiative with Sport Canada and Sport Injury Prevention Strategy. A major thrust is the Aboriginal Youth First Initiative that emphasizes leadership development and participation.

The Recreation Sites and Trails area is now within TSA and is responsible for 240 recreation sites and 650 trails. They are involved with Tourism BC on the Rails to Trails funding program. Early priorities include the development of a provincial trails strategy and plan and how local communities can link to major trails. There will be a Historic Trails Initiative in 2008 (150th anniversary of B.C. becoming a colony) as part of province-wide celebration.

2010 Legacies Now

Created in 2000, Legacies Now has four component programs:

- Arts Now
- Literacy Now
- Volunteers Now
- Sports and Recreation Now

They have over 90 Spirit of BC Community Committees and celebrated the first Spirit of BC Week in 2006 to mark the countdown to the 2010 Olympic and Paralympic Games. Two current areas of focus are developing good performance

indicators through research and supporting active infrastructure. One key area of responsibility is Physical Activity and Healthy Living Initiatives. It includes Action Schools! BC and the Active Communities Initiative.

BC Healthy Living Alliance

The BC Healthy Living Alliance was formed in February 2003 as the B.C. Chronic Disease Alliance to address and advocate for reducing the risk factors that contribute to preventable diseases. The name was changed by the Coordinating Committee to better reflect its membership and its mandate in health promotion. It has nine voting member organizations on the Coordinating Committee as well as non-voting members and general members. The voting members include BCRPA, UBCM and chronic disease and health-related organizations. It produced the "Winning Legacy" which sets targets and has 27 strategies for action. With a \$25.2 million grant from the Province, the alliance can begin rolling out its priority strategies. They hold an annual Call to Action meeting to plan and identify a key need for regional and community connections.

B.C. Recreation and Parks Association (BCRPA) – Active Communities Initiative (ACI)

The BCRPA manages the Active Communities Initiative on behalf of the Ministry of Health (ActNow BC) and 2010 Legacies Now. Since ACI's official start in September 2005, more than 153 communities have registered as Active Communities comprising about 85% of B.C.'s population. Components include a toolkit and workshops, a community physical activity measurement tool, a walking program template and toolkit, a subsidy and grants program, a workplace wellness strategy. Several BCRPA initiatives have also been rolled into ACI such as HIGH FIVE®, Everybody Gets to Play™, Summer Active and Move for Health Day. There was also a pilot partnership project between BCRPA and the B.C. Medical Association to encourage walking through a physician-referral process, community action sites and use of pedometers which was evaluated by the University of Victoria.

ActionSchools! BC

This school-based physical activity initiative is a partnership between the Ministries of Health and Education and is managed by 2010 Legacies Now. The program started with Grades 4-7 and has more than 1,392 registered elementary schools. It is piloting K-3 and middle school programs; a secondary school model is under development (June 2010). It combines physical activity and healthy eating; a number of partnerships with local Active Communities have been developed.

Union of British Columbia Municipalities (UBCM) - Healthy Communities

In 2004, UBCM changed the name of its Health Committee to Healthy Communities Committee, signaling a change of focus. In April 2005, the UBCM received a \$5 million grant from the Province to launch the Community Health Promotion Fund. Pilot grants have gone to 30 communities to develop healthy community projects, with the most common grant being \$35,000. There is a range of collaborative projects including trails development and physical activity. Other projects include co-sponsoring six Healthy Planning Seminars around community design, working on local government employee wellness (with Legacies Now) and housing the BC Healthy Communities Initiative.

BC Healthy Communities Initiative

As part of ActNow BC, the BC Healthy Communities Initiative was formally created in September 2006. It has a steering committee of several organizations and is managed by UBCM. There are three central staff (Victoria) and four regional facilitators. There is a small grants program that provides planning support, ideally to create multi-sector Community Planning Tables.

Provincial Health Services Authority (PHSA)

PHSA has been in existence for four years. A key emphasis is on primary prevention, generally through partnerships with chronic disease and other organizations. A key project is around surveillance. They have done 10,000 interviews, with 400 in each of 26 communities, including a physical activity component, to develop baseline health status related data. The next steps are to develop Community Health Indicators and Community Profiles on an ongoing basis. The area of childhood obesity and inactivity is seen as a major target and one where parks, recreation and culture can play a significant role.

Social Planning and Research Council of B.C. (SPARC BC)

SPARC BC celebrated its 40th anniversary in 2006. The council has three main areas of focus:

- income security
- accessibility issues (through a social inclusion lens)
- community development

It has developed and is running community development workshops with an emphasis on rural and northern communities. The curriculum development was supported by the Vancouver Foundation. A good deal of work is done in knowledge transfer around sustainable communities and social inclusion. Their social inclusion workshop includes an active living component and is part of the Inclusive Cities Canada project. SPARC BC is looking at community indicators with other partners, including a “Tools for Change” resource to assess mobilization. SPARC BC identified that there is a need to inform local communities about the many initiatives underway and there is a need for more provincial coordination.

Canadian Sport for Life (formerly Long-Term Athlete Development)

The Canadian Sport Centre has developed a resource paper on Long-Term Athlete Development that is being used as a model by Sport Canada, Sport BC and their respective NSOs and PSOs. The model looks at seven stages of athlete development:

- Active Start
- FUNdamentals
- Learning to Train
- Training to Train
- Training to Compete
- Training to Win
- Active for Life

This approach addresses both participation and excellence and the parks, recreation and culture sector will need to play a key role if it is to succeed.

Aboriginal Sport and Recreation Association (ASRA)

ASRA is a provincial organization based in Victoria. It recently partnered with BCRPA to create an Aboriginal Supplement for HIGH FIVE® facilitators. Discussions are taking place to extend this partnership to other areas. ASRA is involved at the international (North American Indigenous Games), national (Aboriginal Sports Council), provincial and local levels. It also partners with Sport BC and Pacific Sport. It works on aboriginal sport excellence and sport participation, using an adapted LTAD approach. The organization also has a Youth in Action program to develop leadership and has identified that recreation and sport infrastructure is a major issue for many aboriginal communities.

Smart Growth BC

Smart Growth BC has a number of initiatives to encourage communities to use smart growth community planning and design principles. These include the Community Assistance Program aimed at outreach and advice to communities, a more focused charette planning process for individual communities called Smart Growth on the Ground, and a broader Smart Growth Advisory Service. They have an annual conference and they present at other events. Recently, they published a resource document entitled Promoting Public Health through Smart Growth which outlines how healthier communities can be built through transportation and land use policies and practices. They have a number of partners including the UBC Sustainability Centre. They see the desirability of municipal parks and recreation departments being a strong advocate and internal partner with planning and engineering around community design and active transportation.

Post-Secondary Education and Research

- The University of Victoria is reviewing its curriculum and is placing a greater emphasis on wellness, health promotion, healthy living policy development, and chronic disease prevention and management. This shift is also seen in graduate student and faculty research, including the impacts of broader socio-economic determinants and building social capital. The University of Victoria is also one of five national Knowledge Centres funded by the Canadian Council on Learning, with

a focus on healthy literacy, healthy communities and building capacity. Other key areas are community design, indicators of a well community, and equity and access.

- Langara Community College has developed an applied degree proposal for a Bachelor of Recreation Management Degree program with an anticipated start date of September 2006. Students who have a two-year diploma are a major target. It will be offered using a residency/online delivery method to allow individuals to work and take the program. Other related degree programs in B.C. are Malaspina University College and Capilano College which both have a Bachelor of Tourism Management program. Douglas College has proposed a degree program in therapeutic recreation and recreation health promotion.

Heart and Stroke Foundation, BC and the Yukon (HSF)

The Heart and Stroke Foundation is supported primarily by fundraising. It has an extensive research program that provides operating grant to research agencies and projects and ensures that effective knowledge transfer and translation of the results takes place. The HSF is heavily engaged in health promotion with initiatives such as Hearts in Motion walking clubs, the Heart Smart Kids school curriculum, patient support and information, special events such as Big Bike (for 30) and a major public awareness campaign. The organization sees the parks, recreation and culture sector as a natural ally and partner. Its regional system can support partnerships at the local level.

Canadian Cancer Society, BC and the Yukon

The B.C./Yukon branch has been the national leader in the Canadian Cancer Society in shifting to a greater focus on primary prevention. It uses a three-pronged approach of:

- advocacy
- community action
- communication

and focuses on four risk factors:

- tobacco use
- sun
- eating
- healthy living

The branch has six regional offices in B.C. which include community action staff and public education coordinators. They recently endowed a research chair at UBC for primary prevention. They have a Healthy Living Task Group that looks at the fit with other key ActNow BC and BCHLA initiatives. They rely on fundraising and often use events such as the Relay for Life for a combination of fundraising and awareness. Like the HSF, they see a number of opportunities for cross-marketing.

United Way - Lower Mainland

The Success by Six Program involves the parks, recreation and culture sector along with other community partners. A parallel initiative on the School Aged Children Strategy is underway. This initiative was developed with stakeholders and emphasizes research, enhanced capacity and local planning. Demonstration projects were carried out in Richmond, Surrey, Burnaby and Tri-Cities and are currently being reviewed before the initiative is rolled out more broadly. The United Way recently hosted a two-day middle childhood learning summit that clarified a role for the parks, recreation and culture sector in how children aged 6 to 12 spend their time while out of school.

Canadian Diabetes Association –Pacific Area

They work primarily in three areas to prevent and manage diabetes: research, programs and services, and advocacy. Their guidelines and protocols for care are recognized internationally and are practiced by all health authorities. The CDA has a number of programs, including a number of Expos many of which are aimed at high risk populations including First Nations, Chinese and South Asian. One of the most successful programs is “Cooking for Life” because of its hands-on approach. Their summer camps for Type 1 children and family camps have also been effective. They have established a UBC research facility for childhood diabetes and support research at SFU and UNBC. Their volunteer development program uses six modules. They see a real opportunity to partner with parks, recreation and culture on rehabilitation programs based in community facilities, similar to cardiac-rehab programs.

Parks Issues Panel

A panel of six senior parks managers and planners were asked to identify the most pressing issues and trends affecting parks. There was broad consensus around the following issues:

- Land acquisition issues around the inadequacy of the 5% dedication and the outdated development cost charge levels given land cost escalation.
- Natural area management and protection/acquisition of biodiversity is also a key issue as is proper urban forest management.
- Water conservation, including stormwater management and filtration, was seen as a critical environmental issue, not only for parks but also for streetscapes and parking lots. Similarly, there is a need to reduce fossil fuel consumption in parks operations.
- The aging of park infrastructure and the maintenance level deficits were seen as problematic. A lifecycle plan and condition assessment tools for park types and structures was seen as one solution along with educating decision-makers.
- Park safety or perceptions of lack of safety is an issue along with a rigid application of Crime Prevention Through Environmental Design (CPTED).
- A reinvestment in provincial and national parks is needed.
- Creating a stronger link to health and physical activity strategies through greenway/pathway development and community design.

Other issues included climate change, waterfront (public/private conflicts), invasive species, lax environmental enforcement, and research into park users.

Appendix E

Key Learnings, Issues and Opportunities

This section is excerpted from a 2007 report by Professional Environmental Recreation Consultants Ltd. who was commissioned by BCRPA for the strategic planning process. This section provides insights into the results of discussions with a wide range of B.C. parks, recreation and culture stakeholders regarding key issues and opportunities.

Key Learnings from Stakeholders

- The focus on healthy lifestyle behaviours and healthy environments has accelerated exponentially over the last three years, resulting in a number of new provincial initiatives.
- The Vancouver-Whistler Olympics have provided added emphasis and opportunities for many healthy lifestyle strategies and community actions. A foundation of interest and effort drives this growth.
- There is a significant need to bring the leaders of major provincial initiatives, both government and non-government, together to share what they are doing and take a more coordinated approach. A number of stakeholders suggested a provincial forum or summit is needed in the near future.
- There are a number of strategies where there is significant potential for partnerships between major provincial stakeholders. There are also increased opportunities for regional and local partnerships between health, local governments, education, business and community organizations.
- There is confusion at the local level about many of these initiatives and how they fit together in terms of implementation. There appears to be some concern about overlap and lack of coordination.
- Some stakeholders identified that, while supportive of partnerships, they also realize that partnering takes time and that groups need to understand each other better as part of that process.
- The impact of the built environment and community design and walkability on health has become a significant public and stakeholder issue. Local government parks, recreation and culture departments may need to be a stronger leader and internal partner with planning and engineering on community design and amenities within each municipality.
- Infrastructure is a major issue to many stakeholders, both in terms of new infrastructure and the replacement or upgrading of aging facilities. There is also a clear and growing interest in trails, bikeways and other forms of active transportation.
- The development of indicators to measure impacts, outcomes and community conditions is a major priority to most stakeholders. A number of indicator and community mapping projects are underway or under consideration. There may be some potential duplication.
- Research is becoming a higher priority and universities and stakeholders are engaging in research to a greater degree. Universities have become a full partner in a number of strategies in research, evaluation and program development areas.
- A number of stakeholders identified the need for an overarching social marketing campaign to frame and support their messages. Any provincial campaign, however, should have elements that could support local awareness initiatives. Several stakeholders identified opportunities for cross-marketing.
- Social inequities and inclusion were a significant concern to most stakeholders. The most vulnerable populations were also considered to be among the most difficult to reach.
- Childhood obesity and inactivity is a “hot button” issue that stood out to many, particularly in terms of longer-term implications for health.
- Local governments generally, and their parks, recreation and culture departments specifically, are often asked to act as facilitators and service delivery agents at the local level for many of these healthy living initiatives. This has implications in terms of capacity.
- Community development education and practices were seen as vital to success, along with coordinated community planning.

Issues and Opportunities

1. Leadership Recruitment and Development

The development of future leaders and staff is a concern, especially with regard to the number of new leaders needed to keep the parks, recreation and culture sector vibrant and relevant. As with many sectors, parks, recreation and culture may experience a labour shortage in the coming decade. Addressing this issue involves the recruitment of new leaders into the sector, their post-secondary development and ongoing support and mentorship as they enter the sector. The inclusion of identified “emerging” leaders in professional development and provincial initiatives will support the professional growth of these individuals.

Many long-standing leaders have recently retired or are in the process of doing so. There appear to be a number of qualified and capable successors in place but succession planning and development for these individuals, and those who will subsequently replace them, has been limited. The rapid pace of change in the sector also requires ongoing professional development in new areas.

Opportunities: Some post-secondary institutions have adjusted their curriculum to address emerging needs in recreation and parks and are committed to engaging the sector in the review process. The Alberta Recreation and Parks Association (ARPA) completed a labour market analysis that can serve as a model approach. The BCRPA is attempting to involve emerging leaders in provincial planning and initiatives.

The BCRPA is well positioned to provide ongoing professional development workshops and courses such as HIGH FIVE®. This training is carried out both directly and in conjunction with other provincial associations or post-secondary institutions. The association has played a strong role in defining competencies and standards and in analyzing future training needs for practitioners and volunteers.

2. Infrastructure Renewal and Development

B.C.'s existing parks, recreation and culture infrastructure, both indoors and outdoors, is aging. This was indicated in the BCRPA Facility Assessment Study.

In addition to renewal and upgrading, new facilities, parks and trails are needed. There is still uncertainty around what the full Federal/Provincial-Territorial (F/P-T) infrastructure programs will look like and whether or not a specific national strategy for parks, recreation and sport infrastructure will be developed. The current F/P-T infrastructure programs still have a \$2 million cap for any community project imposed by the Province. In addition, new projects and renovations have been severely impacted by high construction rates, which are increasing by 1½ - 2% every month.

Opportunities: The Facility Assessment Study is solid research and has clarified the extent of the aging infrastructure issue. The F/P-T ministers responsible for sport, physical activity and recreation have made infrastructure their top issue, and B.C.'s Tourism, Sport and the Arts Ministry has confirmed infrastructure as a key priority.

The BCRPA has advocated for a strong national and provincial program through “Investing in Healthy Communities through Recreation Infrastructure.” The governments of Canada and B.C. recently signed the Municipal Rural Infrastructure Fund Agreement (MRIF) which commits the two governments to \$102 million for infrastructure projects. This is managed through the B.C. Ministry of Economic Development. There will be a further agreement developed for B.C.'s share of the additional \$2.2 billion of MRIF funding included in the 2006 federal budget. Advocacy to the Province and UBCM to remove the cap and apply the full one-third must take place in the near future.

3. Improved Strategic Partnerships and Coordination

There are a number of provincial strategies where there is significant potential for partnerships. There are also increased opportunities for delivering provincial initiatives through stronger regional and local partnerships between health, local

governments, education, business and community organizations. While not all provincial initiatives require strategic partnerships to be successful, there are clearly a number that the parks, recreation and culture sector can influence and support.

While many stakeholders are supportive of partnerships, they also know that partnering takes time and that groups need to understand each other better to work together. Clarifying roles and mandates needs to be built into the process, but often is not. For some organizations, there was still a lack of clarity and understanding of the breadth of the roles played by the parks, recreation and culture sector, especially in the local government sector.

The sheer volume of activity in the healthy living and healthy community areas has resulted in a lack of coordination and communication about what various agencies and organizations are doing. There is a need to bring the leaders of major provincial initiatives, both governmental and non-governmental, together to share what they are doing and take a more coordinated approach. A number of stakeholders suggested a provincial forum or summit. The lack of provincial coordination has resulted in confusion at the local level about how various initiatives fit together, potential overlaps, and impacts on community capacity in terms of implementation.

Opportunities: The ActNow BC initiative supports inter-ministry cooperation and integrated approaches by provincial organizations. For example, the Active Communities and Action Schools! BC initiatives work well together. Cooperative approaches are also reinforced by the B.C. Healthy Living Alliance. The mutual understanding of respective roles has been improved through partnership initiatives and umbrella organizations such as the BCHLA. Further communication about the role played by the parks, recreation and culture sector in local government and other settings will be supported by the credibility of the BCRPA.

ActNow BC, the Ministry of Health, Ministry of Tourism, Sport and the Arts, and the Ministry of Education appear to be well positioned to work along with provincial “umbrella” organizations to bring those responsible for provincial initiatives together, either in a major summit or a series of meetings. Besides information sharing, this coordination should support strategic partnerships and communications aimed at the local level. Those at the local level need a clear “map” of initiatives and how to access them.

4. Positioning the Field

The parks, recreation and culture sector is ideally positioned with government and non-governmental partners and the BCRPA deserves a great deal of the credit. The positioning of the sector can be further strengthened, however, by further influencing policy decision-making at provincial and national levels.

Opportunities: The success of BCRPA’s Active Communities Initiative should be built upon in terms of the sector’s capacity to reach and impact the community level. The BCRPA is well positioned to influence provincial recreation, parks and culture policies. Similarly, the BCRPA can influence F/P-T physical activity initiatives, infrastructure programs and CPRA policies and program initiatives.

5. Wellness and Healthy Living

The Province has set a target to increase by 20% the proportion of the population that is physically active enough to achieve health benefits by 2010. This translates into increasing physical activity levels from 58% (2003) to 69.6 % in 2010. This will be a significant challenge especially given the lack of a comprehensive social marketing program (see Issue 11) or recreation and sport infrastructure program (see Issue 3).

Of great concern are the levels of physical inactivity and increasing numbers of overweight and obese children and youth. There are serious concerns for the longer term impacts on the future health status and health care costs as this generation ages.

Approximately 1.2 million people in B.C. suffer from one or more chronic conditions. The estimated total annual cost of chronic diseases to the B.C. economy is \$3.8 billion. Many of these cases of chronic disease can be prevented by positive lifestyle behaviours such as living smoke free, healthy eating, healthy weights and physical activity. These same lifestyle factors also play a role in the management of chronic disease conditions. The parks, recreation and culture sector plays a strong role in physically active lifestyles but could play a stronger role in broader chronic disease prevention and management initiatives.

Opportunities: One of the Province's Five Great Goals is to "lead the way in North America in healthy living and physical fitness." To address this goal, ActNow BC and 2010 Legacies Now have supported two primary initiatives: Action Schools! BC and Active Communities. Active Communities has more than 100 registered communities and continues to grow. It is also developing an approach to workplace wellness. Action Schools! BC has programs in more than 1,392 elementary schools (Grades 4-7) and is expanding to other grade levels.

The BCRPA is also playing a key role in a number of Active Aging initiatives. The premier recently assigned a Minister of State for ActNow BC to bring an even stronger focus to healthy living.

The BCHLA has brought together the chronic disease prevention organizations with organizations such as UBCM and the BCRPA and has produced "The Winning Legacy" to address the four risk factors. The Province has provided \$25.2 million toward this end. A number of the chronic disease organizations operate preventative and disease management programs with which the parks, recreation and culture sector could support and partner.

6. Sport Participation Levels

Participation levels in a number of sports have fallen over the last five to ten years. The principal reasons appear to be changing demographics (a decline in the youth population), youth physical inactivity levels and a shift from organized to more individual activities. Sport BC is working to reverse this trend with a greater focus on participation and enhancing the sport experience.

The parks, recreation and culture sector needs to be a partner in this process and to bridge the gap between sport and community recreation.

Opportunities: Sport, nationally and provincially, has largely adopted the Long-Term Athlete Development (now the Canadian Sport for Life) model. This inclusive approach to sport participation and athlete development includes seven stages. While the parks, recreation and culture sector plays a strong role in supporting each of the stages, it can play a more direct role in the first two stages (Active Start and FUNdamentals) as well as the last one (Active for Life).

7. Public Communications

While there is a strong commitment to supporting healthy living, the provincial government has embarked on a limited social marketing campaign through ActNow. A number of stakeholders identified the need for an overarching provincial social marketing campaign to frame and support their messages. Any provincial campaign, however, should have elements that could support and connect to local awareness initiatives. Several stakeholders identified opportunities for cross-marketing.

Opportunities: ActNow BC and the BCHLA have the collective capacity and interest to develop an overarching social marketing campaign around physical activity, healthy eating, healthy weight and living smoke free. The overarching campaign can support other communication messages as well as local campaigns that build on community resources.

8. Community Capacity and Community Development

A common concern of many stakeholders is the need to build greater community capacity at the local level. This includes creating community planning forums to identify how to build community capacity and social capital. It also involves

supporting the community development approach at the local level and increasing community development skills.

Opportunities: The UBCM Community Health Promotion Fund supports the creation of healthy community conditions. The BC Healthy Communities Initiative supports planning forums at the local level. A number of organizations such as SPARC BC have developed community development workshops. The parks, recreation and culture sector is well positioned to support and/or facilitate community capacity building efforts; many departments already use a community development approach.

9. Community Design and Open Space

The impact of the built environment and community design and walkability on health has become a significant public and stakeholder issue. Local government parks, recreation and culture departments may need to be a stronger leader in this area as it relates to community open space and connectivity. This means being an effective internal partner with planning and engineering on community design and amenities such as greenways and bikeways within those communities.

Opportunities: The UBC Centre on Sustainability and Smart Growth BC have conducted research on the impact of the built environment on physical activity levels and overall health. UBCM and the Planning Institute of B.C. held a series of community planning workshops to improve on community design. The BCRPA is well positioned to influence the parks, recreation and culture sector to play a stronger advocacy and planning role.

10. Natural Environment Preservation and Management

This is both a provincial and a local issue. There is a concern that many sensitive natural environments are not being well preserved or protected and that the enforcement of environmental regulations has been negatively affected by position cuts. At the local level, the 5% parkland dedication level is barely adequate to achieve recreational open space, let alone sensitive natural areas. There is also a need for better management of natural areas at the local level by parks, recreation and culture departments.

Opportunities: The Province's Five Great Goals include a commitment for B.C. to "lead the world in sustainable environmental management with the best air and water quality." Public commitment to clean air and water and environmental preservation remains high. A number of local governments have developed natural area management plans that can serve as a model.

11. Gaps in Social Inclusion and Accessibility

At the Provincial Recreation Summit and during several stakeholder interviews, a number of concerns were expressed regarding the impacts of social and economic inequities on making lifestyle choices and accessing opportunities. Families living in impoverished situations face a number of barriers and existing services are often difficult to access because of cost, transportation, lack of awareness and other factors. While the overall economic conditions in communities are complex and difficult to address, the parks, recreation and culture sector can better ensure that services and amenities are broadly accessible and distributed. Programs, services and physical accessibility to facilities have improved considerably for persons with a disability but further work is required.

Opportunities: Parks, recreation and culture departments have generally developed programs and policies to reduce barriers to participation. The Everybody Gets to Play program further focuses on the development of accessible opportunities to low income families and their children. SPARC BC has developed a social inclusion workshop that has an active living component. The sector has also made a strong commitment to ensuring access for persons with a disability.

12. Demographic Shifts and Diversity

Ageing baby boomers and declining birth rates are impacting recreation, culture and parks services. B.C. is also becoming increasingly diverse from an ethno-cultural perspective, especially in urban communities. Departments need to react to ensure that all in the community feel welcome, can access services and find relevant experiences.

Opportunities: More communities are reviewing their demographic profiles and shifts in their planning and are accessing data available through Statistics Canada and BC Stats. In terms of ethno-cultural inclusion, communities such as Surrey have developed models for policies, programs and marketing.

13. Rural Communities

Leaders from many small rural communities outlined the issues they face in attracting and retaining staff, having a limited budget, developing comprehensive services and obtaining planning expertise. For example, smaller communities that wish to develop a community trails plan seldom have anyone on local government staff who can carry that out, or the funding to accomplish it through outside consultants.

Opportunities: The Active Communities Initiative has reached out to communities in all regions in its workshop series and has a grant program that has assisted rural communities to plan. UBCM has recognized the needs of communities of all sizes and regions in its Community Health Promotion Fund.

14. First Nations Wellness and Opportunities

Chronic disease rates for conditions such as diabetes are higher for aboriginal peoples. First Nation communities, both near-urban and remote, face a number of social and accessibility issues. These communities vary widely in terms of community resources such as recreation leadership and programs. The number and quality of indoor and outdoor recreation facilities also varied widely and an infrastructure inventory does not exist.

Opportunities: The Aboriginal Sport and Recreation Association (ASRA) has made a number of positive strides with First Nations individuals and communities. It has partnered with the BCRPA to create an aboriginal supplement for HIGH FIVE® facilitators; other partnerships are being discussed. The Tourism, Sport and the Arts Ministry is also working on a number of initiatives, many of which are focused on youth leadership development.

15. 2010 Olympics and Paralympics

The Province has made a commitment to spreading the impact and benefits of the 2010 Olympics and Paralympics throughout B.C. and is using 2010 Legacies Now as a primary vehicle to achieve this objective. The Province has also made a strong commitment to healthy living through ActNow BC and other initiatives. The concern has been expressed that support for healthy living may diminish after the Games; the challenge is to ensure that this does not occur.

Opportunities: 2010 Legacies Now has attempted to ensure that supported legacies are long term. The impact of the Active Communities and other healthy living initiatives show great early promise. These impacts need to be measured and communicated on an ongoing basis. The BCHLA has a great deal of credibility with government, largely due to its emphasis on partnership approaches.

16. Indicators and Research Needs

Measuring the impacts of various provincial initiatives is essential. There are a number of indicator projects underway. These include the initial Health Indicators and Community Profiles by the Provincial Health Services Authority (PHSA) and the Atlas of Wellness mapping project by the University of Victoria. A comprehensive set of indicators at the provincial level does not have a commitment. There may be duplication or critical areas left unmeasured if an overall look at measurement needs does not occur. The previously mentioned target (Issue 8) for physical activity levels relies on the Canadian Community Health Survey which does not provide sub-regional or community results because of sample size.

There are clear needs for further research on effective interventions and other topics. Research is becoming a higher priority, especially in terms of measuring outcomes, yet there are no consistent approaches to building in evaluation. The connection between researchers and practitioners needs to be strengthened.

Opportunities: The PHSA Community Profiles could be expanded to a provincial level with adequate funding. It includes the

use of the International Physical Activity Questionnaire (IPAQ) to measure physical activity levels. IPAQ is also used by Active Communities to assist communities in doing local measures. The community mapping project will assist communities in overall measures of health and inclusion.

The Canadian Parks and Recreation Association recently developed a Canadian Research Agenda and Framework. It can serve as a resource and model for a B.C. recreation research agenda. Universities and stakeholders are engaging to a greater degree as universities have become a full partner in a number of strategies in the research, evaluation and program development areas. Examples include the involvement of UBC with Action Schools! BC and the University of Victoria's involvement with the BCMA/BCRPA Pedometer Pilot Project.

17. Sustainability and Continuing Contributions

Some concerns were expressed regarding the fiscal sustainability of the parks, recreation and culture sector, with the costs of replacing aging indoor and outdoor infrastructure being cited as a particular issue. Managing rising expectations without additional resources will be a challenge in the coming decade. There was also a concern that the economic impacts of parks, recreation and culture services and related tourism at the local level were not fully understood and appreciated.

Opportunities: The Ministry of Tourism, Sport and the Arts is considering an economic indicators project. The BCRPA needs to be a full participant in this project along with UBCM. The B.C. economy is in excellent shape and the contributions made by our sector to the economic mix needs to be understood.

Appendix F

Strategic Planning Process

In 2006, the BCRPA commissioned a strategic planning process for the parks, recreation and culture sector of B.C. The process received input from a variety of sources including:

- A session at the 2006 BCRPA Symposium to gain input from delegates;
- A one-day Provincial Recreation Summit in June 2006 to identify issues, challenges and opportunities to address them;
- Discussions with the Project Steering Committee in June and September;
- Interviews with current and former practitioners to document historic milestones;
- Interviews with dozens of agencies within the sector to identify their place in the delivery system, issues, challenges, constraints and opportunities to address issues;
- Review of provincial demographics and trends;
- Dozens of background reports;
- An email discussion forum on parks issues with provincial parks leaders.

The consultants reviewed a great deal of background data for this project. This included previous planning studies, the results of previous futures conferences and planning sessions, and reports prepared by agencies within the field. They also reviewed census data from the Statistics Canada web site.

In addition, the consultants spoke with many people involved in the sector, representing agencies at the provincial, regional and local levels.

More formalized input was gathered during an event hosted by the BCRPA entitled the 2006 Provincial Recreation Summit and at the 2006 BCRPA Symposium in Vancouver. They also used email discussion groups to gain further input from groups not sufficiently represented at those two events.

The key learnings, major issues and current opportunities to address were derived from the following sources:

- Stakeholder Interviews: More than 20 provincial stakeholder organizations and groups were interviewed to identify their current roles, initiatives and challenges.
- Provincial Recreation Summit: As part of the June 8, 2006 event, 45 delegates were asked to identify key issues and challenges they thought needed to be addressed in order to achieve the desired outcomes.
- BCRPA Symposium Session: A workshop was held on April 27, 2006, at the BCRPA Symposium to identify the sector's major challenges in the next ten years.
- Background Review: The review of national and provincial resources and materials in a number of related fields identified or reinforced a number of the major issues and challenges, and opportunities.
- Visioning sessions: Visioning sessions were held with BCRPA board members and other leaders to stimulate long-term innovative thinking and ideas that could form a vision for the sector.

Parks and Recreation Summit

On June 8, 2006, a summit was held with members of the parks, recreation and culture sector, which included the following participants:

John Mills – ADM, Ministry of Tourism, Sport and the Arts
 Sonya Kupka – Director, BC. Healthy Living Alliance
 Patti Murray – Director of Community Services, City of Fort St. John
 Susan Mundick – General Manager, Vancouver Board of Parks & Recreation
 Tom Osborne – General Manager of Recreation and Parks, Regional District of Nanaimo
 Darryl Condon – Architect and Principal, Hughes Condon Marler Architects
 Suzanne Allard Strutt – CEO, BCRPA
 Laurie Woodland – Executive Director, Healthy Living/Chronic Disease Prevention, Ministry of Health Services
 Ron Wilson – Chair, Athletics and Recreation Committee, B.C. Medical Association
 Wendy Ladner-Beaudry – Contractor, 2010 Legacies Now
 Annette Beaudreau – Community Relations Coordinator, Regional District of Central Okanagan
 Bill Manning – Operations Manager, Vancouver Park Board
 David Roach – Vice President, Cannon Design
 Sharon Meredith – Operations Manager, BCRPA
 Lori Zehr – Manager, Healthy Living/Chronic Disease Prevention, Ministry of Health Services
 Patti Hunter – Director, Physical Activity and Healthy Living, 2010 Legacies Now
 Gail Donohue – Director, Sport Development, SportBC
 David Graham – Director of Parks and Leisure Services, City of Kelowna
 Bob Yates – Principal, Yates, Thorn and Associates
 Gord Pederson – Manager of Leisure Development, City of Chilliwack
 Lori Bowie – Manager, Newton Community and Leisure Services
 Linda Barnes – Councillor, City of Richmond
 Eric Kowalski – Director, Healthy Communities Initiative, UBCM
 Richard Way – Principal, Citius Performance Group
 Brian Carruthers – General Manager of Community Services, City of Williams Lake
 Dean Gibson – Director of Parks and Recreation, City of New Westminster
 Joan Wharf Higgins – Associate Professor, University of Victoria
 Trina Sporer – Program Manager, Active Communities Initiative, BCRPA
 Sharon White – Policy Analyst, Sport Branch, Ministry of Tourism, Sport and the Arts
 Bryna Kopelow – Manager, Action Schools! BC
 Michael McCoy – Executive Director, Touchstone Family Association
 Michael Fox – Coordinator of Youth Services, City of Coquitlam
 Sarah Mulhall – Program Coordinator, HIGH FIVE® and Everybody Gets to Play™, BCRPA
 Doug Henderson – Administrator, Peninsula Recreation Commission
 Jim Marvel – Recreation Manager, City of Burnaby
 Joyce Fordyce – Sports Centre Manager, Coquitlam Parks and Recreation
 Nancy Henderson – Executive Director, SPARC BC
 Janet Fraser – Contractor, 2010 Legacies Now
 Laurie Cavan – General Manager, City of Surrey
 Heather McKay – Professor, Orthopaedics and Family Practice
 Gordon May – Executive Director, Coaches Association of B.C.
 Kathy Lilyholm – Business Manager, Health and Wellness Centre, YWCA Vancouver
 Ken Kreiger – Director, Parks and Recreation, District of Saanich
 Reid Oddleifson – Development Manager, Recreation, Parks and Cultural Services
 Dan Porteous – Manager, Recreation Services, Regional District of Nanaimo
 Alison McNeil – Senior Associate, Policy and Programs, UBCM

Appendix G

Figures

Figure 1
How the 12 Strategic Result Areas Correspond to Four Elements

		Four Elements			
	Strategic Result Areas	Healthy Individuals	Healthy Communities	Sustainable Environments	Sustainable Economies
1.	Vision Building and Inspiration	X	X		
2.	Leadership Renewal	X			
3.	Accessibility and Inclusion	X	X		
4.	Infrastructure Renewal		X	X	
5.	Advocacy and Communication	X	X		
6.	Community Development		X	X	
7.	Environmental Sustainability		X	X	
8.	Individual Wellbeing	X			
9.	Partnerships and Collaboration		X		
10.	Economic Sustainability		X		X
11.	Research and Performance Measures		X		
12.	Policy and Governance				X

Figure 2 Timeline

Figure 2 illustrates the recommended timeline for implementing the 38 Actions. Seventeen Actions should be pursued immediately (in the next two years). Another 16 Actions should be pursued in the short term – within two to five years. The remaining five Actions can be delayed until after the five-year horizon but should be completed within the next ten years.

Figure 2
Timeline for Implementing Actions

		Timeline		
	Actions	Immediate 0-2 years	Short-term 2-5 years	Long-Term 5-10 years
1	Strategic vision and plan	X		
2	Initiative to reinvigorate citizen engagement		X	
3	Labour market analysis		X	
4	Post-secondary curriculum input and coordination	X		
5	Career awareness and recruitment strategies	X		
6	Standards and certification		X	
7	Guidelines for access policies and programs	X		
8	Social inclusion and community development initiative	X		
9	Influence the Canada/B.C. infrastructure program	X		
10	Recreation and sport facility infrastructure program	X		
11	Green facility and infrastructure guidelines	X		
12	BC Active Transportation Infrastructure program		X	
13	Coordinated provincial social marketing program		X	
14	Campaign and tools		X	
15	Policy forum on community design and smart growth		X	
16	Healthy living elements in Official Community Plans	X		
17	Support for community planning tables		X	
18	Provincial trails strategy	X		
19	Natural areas and urban forestry management		X	
20	Land acquisition and Development Cost Charges strategy		X	
21	Parks lifecycle and condition assessment			X
22	Water conservation		X	
23	Provincial-Territorial sharing mechanism		X	
24	Child inactivity initiative – community-school connections	X		
25	Implement workplace wellness and active civic employees		X	
26	Community sport participation strategy	X		
27	Annual provincial coordination summit	X		
28	Map of provincial strategies for local level	X		
29	Regional networks collaboration		X	

	Actions	Immediate 0-2 years	Short-term 2-5 years	Long-Term 5-10 years
30	BCRPA partnership development strategy	X		
31	Aboriginal partnerships	X		
32	Economic indicators project			X
33	Tourism roles and impacts			X
34	Performance measures	X		
35	Develop B.C. recreation research agenda		X	
36	Recreation research centre of excellence			X
37	Develop provincial recreation policy and roles		X	
38	Develop provincial cultural policy and roles			X

Figure 3 Stakeholder Involvement

Figure 3
Involvement of the Parks, Recreation and Culture Sector

		Stakeholders						
38 Actions L= Lead Role P= Participant		BCRPA	Local government	Province of BC	Gov. of Canada	Education Institutes	Other provincial organizations	Private sector
1.	Strategic Vision and Plan	L	P	P		P	P	P
2.	Initiative to reinvigorate citizen engagement	L	P	P	P	P	P	P
3.	Labour market analysis	P	P	L		P		
4.	Post-secondary curriculum input and coordination	P				L		
5.	Career awareness and recruitment strategies	L				P		
6.	Standards and certification	L	P	P				
7.	Guidelines for access policies and programs	L	P					
8.	Social inclusion and community development initiative		P	L			P	
9.	Influence the Canada/B.C. infrastructure program	P	P	L	P			
10.	Recreation and sport facility infrastructure program	P		L	P		P	
11.	Green facility and infrastructure guidelines	L	P	P				
12.	BC Active Transportation Infrastructure Program		P	L				
13.	Coordinated provincial social marketing program	P		L			P	
14.	Recreation benefits campaign and tools	L						
15.	Policy forum on community design and smart growth	P		P			L	

38 Actions L= Lead Role P= Participant		BCRPA	Local government	Province of BC	Gov. of Canada	Education Institutes	Other provincial organizations	Private sector
16.	Healthy living elements in Official Community Plan		L	P				
17.	Support for community planning tables		P				L	
18.	Provincial trails strategy		P	L				
19.	Natural areas and urban forestry management	P	L				P	
20.	Land acquisition and Development Cost Charges strategy		P	L				
21.	Parks lifecycle and condition assessment		P	P			L	
22.	Water conservation		P	L			P	
23.	Provincial-Territorial sharing mechanism	P		P	L			
24.	Child inactivity initiative – community-school connections	P	P	L			P	
25.	Implement workplace wellness and active civic employees	P		L			P	P
26.	Community sport participation strategy	P	P				L	
27.	Annual provincial coordination summit	P		L			P	
28.	Map of provincial strategies for local level	L		P			P	
29.	Regional networks collaboration	P					L	
30.	BCRPA partnership development strategy	L					P	
31.	Aboriginal partnerships	L					P	
32.	Economic indicators project		P	L				
33.	Tourism roles and impacts			L				P
34.	Performance measures	L	P	P				
35.	Develop B.C. recreation research agenda	P				L		
36.	Recreation research centre of excellence					L		
37.	Develop provincial recreation policy and roles	P		L				
38.	Develop provincial cultural policy and roles			L			P	

Figure 4 Resources for the Required Actions

Different Actions require different types of resources. Some require further research more than a specific budget while some require significant amounts of capital or operating investments to increase service levels. Others require a policy framework which requires effort and political will at the local or provincial levels. Figure 4 categorizes the 38 Actions and the type of resources they require.

Figure 4
Resource Requirements

	Actions	Resources Required			
		Research	Operating	Capital	Policy
1.	Strategic Vision and Plan		X		
2.	Initiative to reinvigorate citizen engagement	X	X		
3.	Labour market analysis		X		
4.	Post-secondary curriculum input and coordination				X
5.	Career awareness and recruitment strategies		X		
6.	Standards and certification	X			X
7.	Guidelines for access policies and programs				X
8.	Social inclusion and community development initiative		X		X
9.	Influence the Canada/B.C. infrastructure program			X	
10.	Recreation and sport facility infrastructure program			X	
11.	Green facility and infrastructure guidelines				X
12.	BC Active Transportation Infrastructure Program			X	
13.	Coordinated provincial social marketing program		X		
14.	Recreation benefits campaign and tools		X		
15.	Policy forum on community design and smart growth		X		
16.	Healthy living elements in Official Community Plans				X
17.	Support for community planning tables		X		
18.	Provincial trails strategy		X		
19.	Natural areas and urban forestry management		X		X
20.	Land acquisition and Development Cost Charges strategy				X
21.	Parks lifecycle and condition assessment		X		
22.	Water conservation	X			
23.	Provincial-Territorial sharing mechanism	X			
24.	Child inactivity initiative – community-school connections	X			
25.	Implement workplace wellness/active civic employees		X		
26.	Community sport participation strategy		X		
27.	Annual provincial coordination summit		X		
28.	Map of provincial strategies for local level		X		
29.	Regional networks collaboration		X		
30.	BCRPA partnership development strategy		X		
31.	Aboriginal partnerships		X		

	Actions	Research	Operating	Capital	Policy
32.	Economic indicators project	X			X
33.	Tourism roles and impacts	X			X
34.	Performance measures	X			
35.	Develop B.C. recreation research agenda		X		
36.	Recreation research centre of excellence		X		
37.	Develop provincial recreation policy and roles				X
38.	Develop provincial cultural policy and roles				X

Sustainable Communities

Ensure that parks, recreation and culture initiatives and facilities address environmental issues such as energy conservation and recycled and recyclable materials, thus working toward building sustainable communities.

Multiple Goals

Plan all investment in facilities, programs and other initiatives to achieve as many strategic goals as possible – pushing past initial roadblocks through creativity and partnerships to ensure that maximum benefits flow to B.C. communities from every initiative.

Collaboration

Seek partnerships wherever possible to leverage investment for the greatest public good, acknowledging that partnerships take time and commitment.

Accessibility and Inclusion

Ensure that every citizen has access to parks, recreation and culture services regardless of ability, age, economic circumstance, ethnicity, gender or interests because they are essential to the health and wellbeing of all individuals, families and communities. Ensure that social inclusion is a fundamental component of parks, recreation and culture – that all members of a community experience belonging, acceptance and recognition.

Whole Person Benefits

Ensure that parks, recreation and culture opportunities support all aspects of wellness including personal growth and wellbeing, self-discovery and lifelong learning. Recognize social determinants of health and work to build partnerships across a range of social settings.

Citizen Participation and Involvement

Provide opportunities for citizens to contribute their unique skills, capacities, knowledge and leadership to parks, recreation and culture issues, solutions and decision-making because these issues directly impact their family, neighbourhood and community.

Strategic Volunteerism

Link volunteers – often a community's backbone – to parks, recreation and culture programs wherever possible, providing support and recognition for their contribution.

Economic Prosperity

Seek opportunities for parks, recreation and culture initiatives to maximize their economic benefit to B.C. communities.

Social Sustainability

Support the creation of socially sustainable communities that have the ability to maintain and build on their own resources and have the resiliency to prevent and/or address future problems