

## 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 |
| <b>SRA 1 – VISION BUILDING AND INSPIRATION</b>                     |                  |                          |           |
| 1. Strategic vision and plan for parks, recreation, culture sector | BCRPA            | BCRPA                    | Moderate  |
| 2. Initiative to reinvigorate citizen engagement                   | Short Term       | Province                 | Moderate  |
| <b>SRA 2 - LEADERSHIP RENEWAL</b>                                  |                  |                          |           |
| 3. Labour market analysis  | Short Term       | Province                 | Moderate  |
| 4. Post-secondary curriculum input and coordination                | <b>Immediate</b> | Education                | Minimal   |
| 5. Career awareness and recruitment strategies                     | <b>Immediate</b> | BCRPA                    | Moderate  |
| 6. Standards and certification                                     | Short Term       | BCRPA                    | Moderate  |
| <b>SRA 3 – ACCESSIBILITY AND INCLUSION</b>                         |                  |                          |           |
| 7. Guidelines for access policies and programs                     | <b>Immediate</b> | BCRPA                    | Minimal   |
| 8. Social inclusion and community development initiative           | <b>Immediate</b> | Province                 | Moderate  |
| <b>SRA 4 – INFRASTRUCTURE RENEWAL</b>                              |                  |                          |           |
| 9. Influence the Canada/ B.C. infrastructure program               | <b>Immediate</b> | Province                 | Major     |
| 10. Recreation and sport facility infrastructure program           | <b>Immediate</b> | Province                 | Major     |
| 11. B.C. Active transportation infrastructure program              | Short Term       | Province                 | Major     |
| 12. Green infrastructure and facilities guidelines                 | <b>Immediate</b> | Province                 | Major     |
| <b>SRA 5 – ADVOCACY AND COMMUNICATION</b>                          |                  |                          |           |
| 13. Coordinated provincial social marketing program                | Short Term       | Province                 | Major     |
| 14. Campaign and tools   | Short Term       | BCRPA                    | Moderate  |
| <b>SRA 6 – COMMUNITY DEVELOPMENT</b>                               |                  |                          |           |
| 15. Policy forum on community design and smart growth              | Short Term       | Provincial organizations | Minimal   |
| 16. Healthy living elements in Official Community Plans            | <b>Immediate</b> | Local governments        | Minimal   |
| 17. Support for community planning tables                          | Short Term       | Provincial organizations | Minimal   |
| <b>SRA 7 – ENVIRONMENTAL SUSTAINABILITY</b>                        |                  |                          |           |
| 18. Provincial trails strategy                                     | <b>Immediate</b> | 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     |
| <b>SRA 8 – INDIVIDUAL WELLBEING</b>  |                  |                          |           |
| 23. Provincial-Territorial sharing mechanism   | Short Term       | Federal government       | Moderate  |
| 24. Child inactivity initiative – community-school connections   | <b>Immediate</b> | Province                 | Moderate  |
| 25. Implement workplace wellness and active civic employees  | Short Term       | Province                 | Moderate  |
| 26. Community sport participation strategy   | <b>Immediate</b> | Provincial organizations | Major     |
| <b>SRA 9 – PARTNERSHIPS AND COLLABORATION</b>  |                  |                          |           |
| 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  |
| <b>SRA 10 – ECONOMIC SUSTAINABILITY</b>  |                  |                          |           |
| 32. Economic indicators project  | Long Term        | Province                 | Moderate  |
| 33. Tourism roles and impacts  | Long Term        | Province                 | Moderate  |
| 34. Performance measures   | <b>Immediate</b> | BCRPA                    | Moderate  |
| <b>SRA 11 – RESEARCH AND PERFORMANCE MEASURES</b>  |                  |                          |           |
| 35. Develop B.C. recreation research agenda  | Short Term       | Education                | Minimal   |
| 36. Recreation research centre of excellence   | Long Term        | Education                | Major     |
| <b>SRA 12 – POLICY AND GOVERNANCE</b>  |                  |                          |           |
| 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<br>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<br>Healthy Communities      |
| Social Inclusion and Community Development Initiatives                 | Work cooperatively with other stakeholders on social inclusion workshops and initiatives.  | Healthy Individuals<br>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<br>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<br>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<br>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<br>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<br>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<br>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"> <li>• BCRPA to complete draft of strategic vision and plan and circulate to membership for review and refinement</li> <li>• Formal adoption when revisions complete</li> </ul>   |
| 2. Post-secondary curriculum development                 | Education         | <ul style="list-style-type: none"> <li>• 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</li> <li>• Workshop would map the need for new skills and abilities within the sector and strategies to better connect educational institutions with each other</li> <li>• Group of educators and practitioners would then focus on strategy implementation</li> </ul> |
| 3. Career awareness and recruitment activities           | BCRPA             | <ul style="list-style-type: none"> <li>• This may be a strategy within #2 or a separate strategy with a focused task group facilitated through BCRPA</li> <li>• Review current or past recruitment strategies in B.C. and other regions (e.g. Recreation Calling)</li> <li>• Identify recruitment campaign options and involvement/mentoring of “emerging” leaders</li> </ul>   |
| 4. Guidelines for access policies and programs           | BCRPA             | <ul style="list-style-type: none"> <li>• BCRPA to strike a task group to collect access policies from B.C. communities and assess any national models</li> <li>• Develop policy guidelines or templates based on best practices</li> <li>• Dissemination could include UBCM</li> </ul>  |
| 5. Social inclusion and community development initiative | Province          | <ul style="list-style-type: none"> <li>• 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</li> <li>• A combined workshop series and resources to be developed and implemented • Should be tied to Inclusive Cities project</li> </ul>   |
| 6. Influence the Canada/B.C. infrastructure program      | Province          | <ul style="list-style-type: none"> <li>• TSA, BCRPA, Sport BC to form an action group • Action group to meet with UBCM to seek direction</li> <li>• Action group to meet with ministers involved to recommend specific changes to the Canada-B.C. Municipal Rural Infrastructure Fund (MRIF)</li> </ul>   |
| 7. Recreation and sport facility infrastructure program  | Province          | <ul style="list-style-type: none"> <li>• TSA, BCRPA, Sport BC to build on inventory and other documents for a combined advocacy approach • Develop proposed basis for infrastructure plan</li> </ul>  |
| 8. Green infrastructure and facilities guidelines        | BCRPA             | <ul style="list-style-type: none"> <li>• BCRPA to lead research and development of a framework for “green facilities and infrastructure”</li> <li>• Establish action group to develop guidelines • Hire consulting expertise as needed to develop guidelines • Consult with local government</li> <li>• Meet with Ministers to access funding as program supports Carbon Neutral Government initiative</li> </ul>   |
| 9. Healthy living elements in Official Community Plans   | Local governments | <ul style="list-style-type: none"> <li>• UBCM to form a task group of other provincial organizations to explore inclusion of healthy living elements in Official Community Plans</li> <li>• BCRPA to support the identification of healthy living elements into Official Community Plans</li> </ul>   |

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