

## 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**

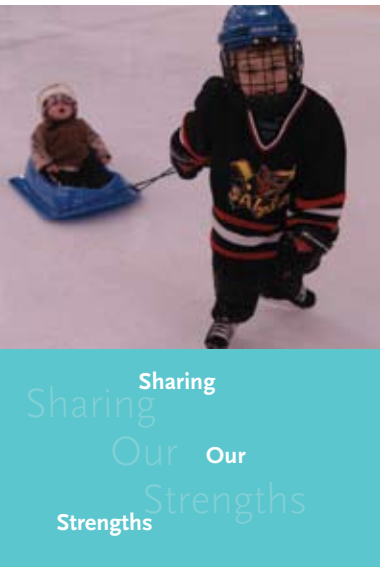
General actions parks, recreation and culture staff or departments from the 28 regional governments and 156 incorporated municipalities in B.C. can pursue include:

- ***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.

