

# PROCEEDINGS

OF THE

## VISION 2015 SYMPOSIUM

LEISURE, WELLNESS, PROSPERITY AND QUALITY OF LIFE

Calgary Alberta

May 30 and 31, 2002

# DRAFT

Prepared for the

**ALBERTA RECREATION AND PARKS ASSOCIATION**

**October 2002**

*Cheryl Mahaffy*

*Words that Sing*

*mahaffyc@shaw.ca*



**GRAHAM • EDMUNDS**  
ARCHITECTURE • INTERIOR DESIGN • URBAN PLANNING



**Alberta**  
COMMUNITY DEVELOPMENT

## **Vision 2015 Symposium**

### **LEISURE, WELLNESS, PROSPERITY AND QUALITY OF LIFE**

Alberta Recreation and Parks Association

Calgary Airport Radisson

May 30 and 31, 2002

**Symposium Moderator** – Brian Johnston, Principal, PERC Consulting Ltd. (Vancouver)

**Symposium Chief Facilitator** – Doug Balsden, Alberta Community Development (Cochrane)

#### **Keynote Speakers**

- **Ruben Nelson**, President and CEO, The Alliance for Capitalizing On Change (Calgary)
- **Russell Carr**, Partner, Carr Leiren and Associates (Edmonton)
- **Guy Swinnerton**, University of Alberta Professor and member of the World Commission on Protected Areas Protected Landscapes Task Force
- **Dr. Gerry Preedy**, Medical Officer of health, Capital Health Authority (Edmonton)
- **Ken Balmer**, Principal, Rethink Inc. (Calgary)
- **Doug Mitchell, Q.C.**, Co-chair, Alberta Future Summit 2002 and Chair, Alberta Economic Development Authority
- **Dale Stanway**, CEO, City of Calgary

#### **Symposium Steering Committee**

- **Kathy Classen**, Executive Director, Theatre Alberta
- **Cheryl Hodgson**, Principal, RecreationSolutions
- **Pam Meunier**, Manager, Community & Neighbourhood Services, North Area, City of Calgary,
- **Judith Moodie**, Director, Alberta Centre for Active Living
- **Russ Pawlyk**, Manager, Recreation, Parks & Culture, Strathcona County,
- **Greg Scott (Chair)**, President, ARPA; Manager, Inspections and Licensing, City of Red Deer
- **Rob Smyth**, Director, Business Planning, Community Services, City of Edmonton
- **Wanda Wetterberg**, Principal, Osborne Group
- **Maureen Woods**, Project Manager, Alberta Library Network
- **Rick Curtis**, Executive Director, ARPA

#### **Principle Partners**

- Alberta Recreation and Parks Association
- Alberta Community Development
- Alberta Sport, Recreation, Parks & Wildlife Foundation
- Alberta Centre for Active Living

#### **Other Partners**

- Alberta Libraries Network
- Strathcona County
- City of Red Deer
- RecreationSolutions
- City of Edmonton
- City of Calgary
- The Osborne Group

---

#### **Title Sponsor**

**Community Development Consultants**  
(Calgary)

#### **Other Sponsors**

- CDC Recreation Inc.
- little tikes ®
- Graham Edmunds Architecture

---

Report and individual workshop summaries available at <http://www.sport.ab.ca/Publications/research.htm>

To offer comment or request additional print copies, please contact

Alberta Recreation and Parks Association

11759 Groat Road, Edmonton, AB. T5M 3K6

Phone (780) 415-1745, Fax (780) 422-2663, E-Mail [arpa@sport.ab.ca](mailto:arpa@sport.ab.ca)

# Contents

<b>Vision 2015: A Work in Progress</b> .....	<b>3</b>
The Essential Challenge.....	4
<b>Speakers: Setting the Context</b> .....	<b>8</b>
Ruben Nelson: Whither Alberta? The Dream... The Path... The Price .....	8
Russell Carr: Fiscal Realities and New Patterns of Governance.....	11
Guy Swinnerton: Environmental Stewardship, Conservation and Recreation.....	13
Dr. Gerry Predy: The Condition of Health and the Promise of Wellness.....	16
Ken Balmer: A Prescription for Leisure - Positioning Leisure Services on the Public Agenda .....	18
Doug Mitchell: Future Summit 2002 Confirms Focus on People.....	22
Dale Stanway: Public Service with a Mission — Setting Audacious Goals.....	24
<b>Working Group Results: Data in the Raw</b> .....	<b>26</b>
Personal Health of Albertans.....	27
Community Wellbeing and Vitality #1 .....	29
Community Wellbeing and Vitality #2 .....	31
Conserving and Enhancing the Environment .....	34
Economic Growth and Development.....	35
Leadership and Advocacy #1 .....	37
Leadership and Advocacy #2 .....	38
Sustainability and Governance.....	40
<b>Working Group Results: Beginning the Synthesis</b> .....	<b>41</b>
First Steps: Emerging Vision and Starting Points .....	42
1. Visionary Leadership: championing a healthy, prosperous, sustainable and human world.....	43
2. Collaboration and Partnership: toward a new standard of integrated service.....	45
3. Accessible opportunities: nurturing healthy, safe, vibrant communities .....	47
4. Stewardship: protecting and preserving Alberta’s environment.....	50
5. Mutual Accountability: accepting personal and communal responsibility for wellbeing .....	52
<b>Concluding Thoughts: Reality as it can Be</b> .....	<b>56</b>
<b>Questions: Toward the New Vision</b> .....	<b>58</b>

## Vision 2015: A Work in Progress

Nearly 150 advocates of leisure and wellness converged in Calgary May 30 and 31, 2002 to envision how leisure and wellness might achieve their potential to address Alberta's most pressing challenges. The two-day **Vision 2015** made that potential clear in its very subtitle: *Leisure, Wellness, Prosperity and Quality of Life*.

After hearing from farsighted speakers who provided valuable context (see pages 8-25), participants divided into eight groups to wrestle with strategies for building leisure and wellness's capacity for public good in this province (pages 26-54). As the symposium closed, symposium moderator Brian Johnston pulled the strands together in a "Letter from the Future" (pages 55-56).

Alberta Recreation and Parks Association hosted the symposium in celebration of 50 years of leadership and advocacy, partnering with Alberta Community Development, the Alberta Sport, Recreation, Parks & Wildlife Foundation and the Alberta Centre for Active Living. The gathering was made possible by the generosity of **Community Development Consultants (title sponsor)**, CDC Recreation Inc., little tikes and Graham Edmunds Architecture, plus the support of other sponsors listed on page 1.

ARPA, its partners and its Symposium Steering Committee made a conscious choice to invite a broad range of key participants. Leaders from libraries, arts, environment, active living, social services, health prevention and sports responded to the invitation, providing insightful contributions.

This distillation of the ideas that surfaced at the symposium is but the first step in the multi-stage process required to create a vision for the future of leisure and wellness in this province. Ideally, the ideas contained here will spark the frank debate required to focus and prioritize the work that most certainly lies ahead if Alberta is to become what it most certainly has the capacity to be: the healthiest place to live in the world.

*"With the hope, passion and purpose that brought us here today, we've become an army of visionaries to chart us to 2015. If every single person starts with individual action, momentum will build. That's how we'll get movement within the movement."*

David Roach  
Cannon Johnston Sport Architecture

*"Society is ready for an inclusive opportunity that will evolve when recreation, sport, libraries, culture and parks all get together and have tremendous influence. I can see huge opportunity to create a future. I see vitality and energy that makes me proud. We can do it—but we've all got to commit. You, individually, have to step up. Not just with passion; you've got to demonstrate, you've got to produce and you've got to make it happen. I personally think we can make it happen. Our industry, our movement, is ready."*

Bernie Asbell  
ARPA President Elect

*"I work in a library, but I learned that the same kind of struggle recreation has had we have as well. All of us in human services need to struggle together."*

Keith Turnbull  
Edmonton Public Library

*"If this is just about better way to position the industry in Alberta in the future, then frankly we should leave now. The vision must be not only for this industry, but for Alberta and its role in the planet, and then our place within that and our contribution to it. We need to work at this for next few days, and beyond that for rest of lives as if our lives depend on it, which indeed they do. This is serious work, more serious than we tend to think."*

Ruben Nelson  
President/CEO  
The Alliance for Capitalizing on Change

## The Essential Challenge

Exactly what does the future demand of leisure and wellness services? As symposium participants discovered, that question requires more debate and analysis than two days afford. Yet certain aspects became clear.

Whether visiting a library, playing soccer, running a potter's wheel, doing yoga, exploring a heritage site, hiking a protected landscape or learning a new skill, **actively engaged Albertans build the wellbeing and community required to keep health, social and justice costs from spiralling out of control.**

In the past, we've known that intuitively. Now, a growing body of evidence proves it. Only by enabling leisure and wellness opportunities for all its citizens will Alberta achieve its overarching vision as a "vibrant and prosperous province where Albertans enjoy a superior quality of life and are confident about the future for themselves and their children." (Alberta Government Business Plan, 2000-2003)

Public policy consultant **Russell Carr** (page 11) sketched clear evidence of a fundamental shift as government leaders recognize the undeniable links between leisure/wellness and the Alberta vision. "It's my belief that we are entering a new era, that we will start to look at expenditures differently," Carr said, pointing to the work of the Premier's Financial Management Commission, the Premier's Advisory Council on Health and the Alberta Future Summit. "Fifteen years from now, we in Alberta are going to choose this summer as the time when we began to create a very different agenda."

Speaking to Vision 2015 just hours after publicly releasing the Alberta Future Summit report, Summit Co-Chair **Doug Mitchell** (page 22) confirmed that emerging focus. "Strong support for a wellness based prevention model was probably one of the most enlightening issues that came forward," he said. "We can't possibly afford health care at its current rate; we will have less and less education, roads and other services if we don't get health care under control. And health and wellness is one of the methods for reducing use of health care and sustaining healthy lives."

Recreation consultant **Ken Balmer** (page 18) cited similar potential synergies between leisure/wellness and the stated visions of numerous Alberta departments:

- Ministry of Health and Wellness, champion of personal and community wellness;

*"We need to remind people we're here in the fun business.*

*Fun has a place. Don't be ashamed of it. Fun needs dollars."*

Barb Thrasher  
Symposium Participant

*The Canadian Fitness and Lifestyle Research Institute found that a 16% increase in physically active Canadians between 1981 and 1995 translated into savings of \$9 billion for health care, life insurance, sick leave, disability coverage, group life insurance and tax revenue.*

Quoted by Ken Balmer  
ReTHINK (West) Inc.

*"I'm struck by how the threads are weaving together. Conversations here are echoing what I'm hearing in education and other parts of my life. It feels like there is a growing groundswell for change."*

Val Mayes  
Alberta Recreation and Parks Association

*"When the Alberta Future Summit was first announced, it was to determine the priorities Alberta should have when it became debt-free. Nobody predicted two events, the Sept. 11 tragedy and the fact that the oil and gas industry would drop off dramatically leaving the province to face a deficit if it didn't make major cuts. Before those events took place, people focused on money—on having the best health care, education, the best of everything. After those two events, people became focused on long-term issues such as security, lifestyle for friends and family and what they could do for the province rather than what the province could do for them. They wanted to make this the best place in world, be part of it, and make it the best not based on money, but on lifestyle."*

Doug Mitchell  
Co-chair, Alberta Future Summit 2002

- Children’s Services, central to the quest for human potential;
  - Community Development, builder of social foundations;
  - Economic Development, cornerstone for economic renewal.
- “Evidence piled on top of evidence says that we can achieve benefits,” he said, “and those benefits precisely parallel the outcomes being pursued by Albertans, their communities and their governments.”

**Second, achieving the benefits promised by leisure and wellness demands a new vision.** Many at the symposium, including key speakers, expressed a deep sense that leisure and wellness — indeed, our entire culture — cannot continue on today’s path.

Medical Officer of Health **Dr. Gerry Predy** (page 16) pointed to troubling trends that are increasing the strain on Alberta’s health care system, which already accounts for more than a third of total program spending. Those trends include marked increase in diseases related to inactivity, skyrocketing obesity (tripled among young boys in less than two decades), above-normal incidence of low birthweights in high-need neighbourhoods; and a full 25% increase in chronic conditions among low-income Albertans. “We need to look at balancing economic development with building social capital,” Predy said. “In this province we are in a position to do that, of any province in Canada. If we are to build a healthier population, we need to build communities where everyone is involved and participating.”

Instead, deepening social and economic disparity is widening the gap between participants and those for whom cost has become a deterrent to leisure and wellness, a reality exacerbated as marked reductions in government investments prompt Alberta’s public facilities and services to rely ever more heavily on user fees. Futurist **Ruben Nelson** (page 8) predicted escalating conflict as that growing inequity creates two statistically different and disconnected societies, forever destined to fight over diminished resources. “We’ve got serious work to do,” he said, “and part of that work is to imagine a post-industrial future.” Unless that future includes a full dose of equity, he added, “we’ll never have quality of life.”

Quality of life is also being threatened by old-order thinking in which economic development consistently trumps environmental sustainability, warned protected areas expert **Guy Swinnerton** (page 13). “The opportunities for protecting this province’s natural and cultural heritage and the contributions they make to the quality of life its citizens and visitors enjoy are foreclosing rapidly,” he said. “We still complacently think those open spaces,

*“It was a very big concern at the Future Summit that we have quality of life and protected lands for a long time.*

*That is a major concern of Albertans.”*  
 Doug Mitchell  
 Co-chair, Alberta Future Summit 2002

*“There’s some part of us that’s more scared than we let on – but we don’t like to be an adult scared in public.”*

Ruben Nelson  
 President/CEO  
 The Alliance for Capitalizing on Change

*“Certainly in terms of protected areas and parks, one of the major constraints we work with is the fact that this government is largely based on a perception that equates worth with resource development. In that context, parks and protected areas are seen as sterilizing the potential for economic gain. We have more trouble from government departments than from resource agencies in moving forward.”*

Guy Swinnerton  
 Professor, University of Alberta

*“When people are getting together the first time, the process of building takes so bloody much energy that often the goal is forgotten. As if being together is the goal. And being together is not the goal; it’s the means for accomplishing other things.*

*Somewhere in all of this, there has to be some explicit work to articulate the perceptions and models that underlie our future work. Now, it’s Newtonian mechanics and the models that come out of that. It shows up in every field, and yet it’s nobody’s work. Unless that’s done, there will be an awful lot of wheel spinning.”*

Ruben Nelson  
 President/CEO  
 The Alliance for Capitalizing on Change

those natural environments, will always be there. They will not. We need action, and we need it now.”

**Third, achieving the benefits promised by leisure and wellness demands concerted action.** As others discover the value of leisure and wellness, experts in those fields remain notably absent around the tables where leaders wrestle with the very issues that lie directly within its sphere of expertise. That fact diminishes the profession, of course. But more importantly, it shrinks the available pool of talent, dramatically diminishing the likelihood that future generations will enjoy genuine prosperity and superior quality of life—at a time in history when maximum creativity is needed to ensure that the culture we have built does not implode.

Given the multiplicity of players involved in fostering quality of life, speakers said, given the many government ministries with responsibility, providers of leisure/wellness opportunities will need to reach outside their comfort zones into the less-charted and sometimes risky territory of alliance-building. Further, those united efforts must involve not only public and non-profit providers, but the growing number of private players in the arena. They must reflect and involve Alberta’s diverse cultures, incomes, settings and leisure activities. They must put aside territoriality and turf, tapping the best available talent and resources. They must seek solutions that make sense for the long term.

Perhaps what’s needed is a linking entity still unimagined, Ruben Nelson suggested. “Everywhere you go, the desire is there to work together. But how do we create that vehicle?” Trial versions may run amuck, he added, particularly since the models of the future aren’t yet clear. “As often as not, people get cynical and quit trying, rather than saying, ‘That one got stuck, so what can we use to avoid getting stuck in that mucky spot?’ The real challenge for Alberta is whether we will find the vehicle that will let those of us ready for this work to join together in cross-sectoral ways that brings out the best of our fear as well as our hope.”

Meeting 21<sup>st</sup> century needs also means moving the recreation community beyond “zambonis, Jacuzzis and peonies,” Balmer said, for the struggle to keep aging infrastructure afloat with reduced resources has limited the sector’s ability to respond to dramatic trends, including an aging public and shifts in leisure pursuits. “A majority of us are stuck indoors, while what’s growing is outdoors. We’re trying to get away from that, but those facilities still consume 60% to 80% of our budgets. So we’re trapped, in some ways.”

*“Working in development, I see countries that find means and wherewithal to manage where there are no parks departments. Just one or two people in the community showing enormous initiative, with very little resources, have achieved incredible outcomes by garnering community support and demonstrating to people that individually and then collectively they can make a collective difference.”*

Guy Swinnerton  
Professor, University of Alberta

*“We have three new regional recreation centres where none had been built in 20 years. We’re not in a position to be sole financier or operator, so we’ve partnered on them. I have a gripe that they don’t have City of Calgary name, but the reality is we’ve got service out there. We’ve set that big, hairy, audacious goal and then figured out another way to do it.”*

Dale Stanway  
CEO, City of Calgary

*“It will not be good enough to have cross-government initiatives; we at the community level have to work at policy coordination in a way we never have before.”*

Russell Carr  
Carr Leiren and Associates

*“As you start to reposition yourselves with a view to 2015 and beyond, set your sights on thriving, not just surviving. Understand, respect and work with your sponsors. Do everything to serve your clients. Treat employees well. And—this is one of the toughest—let go to pursue new opportunities.”*

Dale Stanway  
CEO, City of Calgary

Rather than being trapped by tradition, he added, “we must become increasingly flexible about the means, programs or services we employ. In short, next time I have \$20 million, the answer to the question ‘What am I going to do with it?’ should be dramatically different.”

There’s no doubt leisure and wellness have work ahead in earning a place at the tables where its expertise can be best used. But as Balmer and others noted, such work already is occurring at the leading edge of the discipline. “Our future with Health has already been piloted,” he said, pointing to such joint initiatives as ParticipACTION, one-stop seniors centres, sport therapy centres in recreation facilities, Healthy Community initiatives and more. Opportunities abound to partner in meeting crucial needs, from programs for latch-key kids to physical education in overburdened schools. Where those needs are already being met in patchwork fashion by organizations such as Boys and Girls Club, he advised, join forces to ensure the programs are accessible to all. “We’re already doing these things,” he said. “We just need to do more.”

The question remains whether that focus on needs of the moment—on plugging the dike, so to speak—will take Alberta where she needs to go at this point in history. Futurist Nelson challenged the symposium instead to envision a “catastrophically better future,” difficult as that may be at this in-between point in history, when a post-industrial worldview has not yet taken shape.

Seizing the opportunity provided by the convergence of events in 2002 Alberta will demand a unique blend of personal and public responsibility, Nelson said. “To consciously shape our future, we must be able to choose wisely, and act responsibly, in the present. However, too many of our present personal and institutional conceptions, processes and structures, do not even encourage us, let alone empower us, to do so. Therefore, we need to commit ourselves to the task of inventing and developing new, life-giving perceptions, relationships and structures, which embody and reflect wisdom and responsibility.”

If any place in the world is up to the challenge, it should be Alberta, Nelson emphasized, and others echoed him. “For folks like us, with virtually every advantage in the world, if we end up as victims, we’re willing victims. We have huge capacity. We in Alberta have opportunities and therefore obligations to literally, over the next 25 years, become the most influential small jurisdiction in the world—to show that hopelessness is not warranted. But it will take disciplined and focused effort. That’s the moment we’re at in Alberta. We cannot wait for everyone else to start first.”

### What challenges might leisure and wellness address immediately?

Asked that question, symposium speakers suggested the following immediate opportunities:

- *“Childhood obesity has got the government and public attention; there is potential to work with the school districts and health to make a difference.”*  
Dr. Gerry Predy  
Capital Health Authority
- *“Another area is really a reinvigorating or re-establishing the urban parks program. There is increasing evidence that we still are not serving a substantive population close to their home environment, and we’ve seen the advantages they bring to the community in terms of quality of life.”*  
Guy Swinnerton  
Professor, University of Alberta
- *“The schools are demoralized. You could step in right now and really help fill that void, and at the same time meet after-school needs. Then parents could work without worrying about their kids—and economic development would see positive gains as a result.”*  
Ken Balmer  
ReTHINK (West) Inc.

*“We’ve talked a lot of motherhood. It’s not new motherhood; it’s old motherhood. This is the time we really need to push ourselves to put it into action.”*

Rod Keith  
Edmonton Community Services

*“When I talk individually with people and say, ‘Are you up for this?’ I have yet to hear, whether it’s the CEO of a company or a mom with a small baby, anyone say, ‘I don’t care’. There are those who say, ‘Worry about your fellow citizens.’ Worry about yourself first.”*

Ruben Nelson  
President/CEO  
The Alliance for Capitalizing on Change

*“Part of my global vision is that all of us should be thinking of ourselves as instruments to move toward a better world, cross culturally and globally. As we’ve heard, Alberta could be a leader. Let’s build a credible professional enterprise and be part of the process.”*

Alan Affleck, Professor Emeritus  
University of Alberta

## Ruben Nelson: Whither Alberta? The Dream... The Path... The Price

*Futurist and President/CEO, The Alliance for Capitalizing on Change (Calgary)*

We're at a hinge-point in history, futurist Ruben Nelson told Vision 2015 participants. Between the industrial age, with its hierarchies and silos, and something else—something yet unformed, but certainly more fluid and networked. Intellectually, we know that, he added, but we haven't yet been able to envision what it means. Yet we must create that new vision. Not only to keep our jobs, not only to put our profession on the radar screen, but to avoid catastrophe.

**The possibilities for life in 2015 Alberta** fall into four quadrants, Nelson noted: incrementally improved, incrementally worse, catastrophically worse or catastrophically better. The only possible future to work toward, he believes, is the latter: a catastrophically better future earned through a fundamental shift in course. Even when future-scanning, Albertans still do not recognize that reality, he added. Yet with six billion people and more on a finite world, he is convinced incremental steps aren't enough to avoid "turning the whole planet into the Middle East."

Doing the task better is no longer enough to guarantee a future, he believes. Instead, we need to question whether we're tackling the right projects and preserving the right culture. Those questions scare us, because they shake our foundations. But without asking them, we're stuck in an industrial mode that no longer works.

**Sometimes it's shock that shifts our course**, Nelson added. For him, systemic shocks included a heart attack at age 34 ("one of those things you'd never sell door to door, but are life changing") and marriage. For industrial cultures, the terror of Sept. 11 proved a similar shock. "Before Sept. 11, if I had said to boards of directors, 'Let's talk about the way you understand the world,' they would have said, 'Go away. At least we're managing, rather than spending all our time on administrative issues.' Now they're asking those bigger questions."

**Two products of the industrial age** are driving this tectonic shift, Nelson said.

1. **Transformation of science.** "Because we did industrial science so carefully and had courage to follow the data out of

*"We need to work at this for next few days, and beyond that for rest of lives as if our lives depend on it, which indeed they do. This is serious work, more serious than we tend to think."*

*"I suggest to you we should treat the industrial age as adolescence. It was not bad; in fact, it was a huge achievement. But like adolescence, if you do it well, you will graduate. The only ones who fail are those who stay in it. Those who have done the industrial age well and have the courage to follow the data out of that box."*

*"There will be a thousand speeches given today about thinking out of box, but still the default position is that we can do a better job of familiar tasks, and that will ensure the future."*

*"Forty-one years ago, I came out of church, and in my head I was a single guy but with spouse," Nelson recounted. "Then reality dawned, and I moved over a watershed into a fundamentally different place."*

*"The industrial age is the school I went to, with desks screwed to floor. It's organization charts, with duties all separate and distinct. It's the shape of a high-rise; it's the Canadian military lined up for queen to review. It's the landscape as you fly over and realize it was settled by a consciousness that did not love it."*

the box,” emphasis is shifting to integration over fragmentation, cooperation over competition, dynamics and process in place of the static and mechanical, non-linear relationships and emergent properties of collective wholes instead of unidirectional or hierarchical control of incidental parts. In the words of Wan Ho, “Most significant of all is the acknowledgement of a reality in which we, as scientists and human beings, participate; for this may put an end to centuries of abstractions that have alienated science from humanity and humanity from nature.”

2. **Evolution of micro-electronic technology.** We’ve wholeheartedly embraced local processing and networked capabilities, abandoning the standalone mainframe/dumb terminal environment. Power and smarts have shifted from the one (“know your place, do as you’re told and you’ll be fine”) to the many. “If you’re not a servant-leader in the networked world, it’s not going to work very well,” Nelson observed. “Now we have to be mature enough to know when to be quiet and when to elbow our way in.”

“There are growing anxieties in all of us that suggest we’re at that watershed place in history,” Nelson added, quoting Harvey Weingarten and Ronald Bond: “We must be willing to break the mould, depart from tradition and adopt new ideas and ways of doing things.... More of the same is simply not good enough.” That’s not just a nice motivational thought, Nelson added, “It’s an empirical property. If we don’t do this, we will die.”

**A paradigm shift could prove positive for leisure,** which didn’t fit within what mattered in the industrial age, Nelson said. “The industrial age puts frames around what matters,” he added, and economists assured us that the “externalities” outside the frame didn’t matter. What mattered were impersonal, orderly, quantifiable bits. That demand for discrete boundaries also influenced the isolation with which recreation professionals approached their work, he said. “We weren’t even in wellness, and we sure weren’t in economic development.”

Many individuals don’t quite fit in the industrial environment, and “zip off large parts to go to work,” Nelson added. “That’s why some of us stay in recreation: we zip off less.” Suicide has quadrupled since the 1940s, becoming Edmonton’s largest single source of death among those aged 16-49. And so grows a consciousness that there must be a better way. A way that sees value in contexts, networks, personal relationships—and in the huge landscape outside the frame. (See The Paradigm Shift at right). A culture that could be persuaded to view leisure and wellness as not only personal and wholesome, but relevant.

### THE PARADIGM SHIFT

Industrial default Position	Emerging Positions
✓ Nouns	Verbs
✓ Material & Measurable	All realities
✓ Unchanging	Time matters
✓ Produce/Consume	Co-Create
✓ Silos	Contexted wholes
✓ Hierarchies	Networks
✓ Impersonal Knowledge	Personal knowing

### Ruben Nelson's Vision for Alberta

*Acknowledged as the world's leading pioneers of 21<sup>st</sup> century ways of living, we are admired around the world for our courageous and explicit commitment to:*

*(a) exploring and understanding the profoundly changing conditions of the 21<sup>st</sup> Century;*

*(b) providing easy access to the reliable knowledge, persons, resources and tools that this work requires; and*

*(c) developing the new and wise ways of living that truly fit with and capitalize on the changing conditions—ways that allow us to sustain success regardless of the conditions we face; ways that lead to the creation of a global civilization that works for all. We are the partners of choice for companies and organizations that share our commitment to creating a world that is truly prosperous, innovative, inclusive, sustainable and humane. We are, in short, the most future-savvy and influential small jurisdiction in the world. The best of the world's best willingly come to live here in order to participate in pioneering a great 21<sup>st</sup> Century culture—a culture so exciting that our children and grandchildren have reasons to stay!”*

**Alberta can and should be among the first to embrace this shift**, Nelson believes. “Our world needs one country to lead the way, to openly champion and pioneer a prosperous, sustainable and human world that works for all. Why not Canada? To grow into this role, Canada needs at least one province to say this is our mission. Why not Alberta? Alberta is the best shot Canada has, and if we blow it, we blow it not just for us but for the world.”

**Transformation is deeply personal.** Those who join this journey, Nelson predicted, must and will become quite different human beings. “It’s not just about us inside, but it isn’t going to happen unless we are part of that transformation. To consciously shape our future, we must be able to choose wisely, and act responsibly, in the present. But in reality, too many of our present personal and institutional conceptions, processes and structures, do not even encourage us, let alone empower us, to do so. Therefore, we need to commit ourselves to the task of inventing and developing new, life-giving perceptions, relationships and structures, which embody and reflect wisdom and responsibility. It’s an emergent process, and we haven’t begun to dream of what we can become.”

*“To grow into this role, Albertans need an effective community of persons and organizations who will openly champion and pioneer a great culture that fits the changing conditions of the 21<sup>st</sup> Century. Will you participate in this community of interest and this work? Will you be part not of an industry, but in a company of adventurers exploring and pioneering ways of living/working in the 21<sup>st</sup> century?”*

*“That which you love, you have great expectations of. I urge you to become the world’s first truly global civilization: prosperous, inclusive, innovative and humane.”*

## Russell Carr: Fiscal Realities and New Patterns of Governance

*Public Policy Consultant and Partner, Carr Leiren and Associates (Edmonton)*

“Fifteen years from now, we in Alberta are going to choose this summer (and if we had to pick a specific time, the end of June and the report of the premier’s financial management commission) as the time when we began to look at financial matters in different way.” With that bold prediction, Russell Carr outlined what he has learned in the past 15 years as a public policy consultant.

This province is not alone in entering a new era, Carr noted. Worldwide, there is a waning of Thatcher-Reagan-Klein-style neo-conservatism, “which is winding its way out of Canada through B.C. right now.” Yet Alberta is unique in the coincidence of events leading toward a redefinition of government and governance, including the Mazankowski health report, the Alberta Future Summit report and frustration with a chronically erratic budget. Not to mention growing citizen desire for choice in everything from schooling to health care, or the fact that Alberta has nearly eliminated its deficit and debt. Given all those factors, Carr predicted, “We are in this province looking at a very different agenda. How we look at issues of accountability, I think, will be profoundly different.”

Carr sketched the following shifts in policy paradigms.

**Redefinition of public policy.** No longer solely focused on government programs, public policy involves more players and much bigger umbrellas, including **quality of life, sustainable development** (picked up by the corporate community as triple bottom line) and **population health**. True, those concepts are not new. We’ve known about population health and the impact of promotion and prevention since the Lalonde report in the 1970s. But recent provincial studies are putting population health back on the table—and thanks to the Canadian Institute of Health, we have unprecedented statistical ability to link the cost of not preventing disease, not abiding by health promotion.

**Measuring outcomes.** At one time, policies were defined by **program inputs**. Then came business planning and a shift to **output** measures, some of which tallied unimportant things in the name of performance tracking. Now realization is growing that we must evaluate end results or **outcomes**, including all those factors economists like to pretend aren’t really there. Doing that requires new and flexible models, because no two situations are alike.

*“Fifteen years from now, we in Alberta are going to choose this summer as the time when we began to look at financial matters in different way.”*

*“How we look at issues of accountability, I think, will be profoundly different.”*

*“Recent provincial studies are putting population health back on the table—and thanks to the Canadian Institute of Health, we have unprecedented statistical ability to link the cost of not preventing disease, not abiding by promotion.”*

**Government and governance.** Deficit and debt are coming off the table as major issues, but that doesn't mean the streets will be paved with gold, Carr said. Huge pressures remain to avoid a repeat of massive debt even as the number of parties seeking government dollars has multiplied. In that environment, accountability will be essential for accessing public funds. Three particular changes deserve note:

- **Hollowed out government.** Government no longer delivers or even manages most public services, but focuses instead on policy, relying on third parties (e.g., private liquor store owners), intermediary bodies (e.g., children's services) partners, municipalities and local communities to do the work.
- **Patterns of governance.** Governance itself is devolved or shared through PPPs (public private partnerships), regional units (authorities) and communities.
- **Post-modern policy.** In a diverse society, increasingly one size does not fit all. Moving from the uniformity and impersonality of its British/Prussian roots, Canada's public service is shifting to a devolved, decentralized and differentiated authority that invites individuals to make choices.

**New fiscal policy.** There's a shift in the wind toward:

- **Pragmatics:** A non-ideological approach to policy that asks "what works?" rather than "who agrees?"
- **Investment orientation:** Given that the focus on acute care and incarceration have not worked, there is hope for longer-timeframe budgeting and greater and more sustained investment in promotion and prevention.
- **Economic instruments:** Expect public policy to set incentives for good behaviour and stewardship, as has occurred with bottle returns.

**Implications.** Health, wellness, prosperity and leisure proponents are wise to pay heed to those dominant and emergent policy paradigms. The trends suggest they must focus on four areas:

- **Outcomes:** How will citizens, markets, communities and government benefit?
- **Accountability:** What corporate, community, regional, and/or provincial governance is required?
- **Coordination:** How does this policy fit together, and fit within the bigger picture?
- **Sustainability:** How do we create the ongoing community capacity that will allow us to be sustainable?

*Accountability will be essential for individuals and groups seeking public funds.*

*Increasingly, Canada's public service invites individuals to make choices.*

*Expect public policy to set incentives for good behaviour and stewardship.*

*The trends suggest leisure and wellness must focus on four areas: outcomes, accountability, coordination and sustainability.*

## Guy Swinnerton: Environmental Stewardship, Conservation and Recreation

University of Alberta Professor and member of the World Commission on Protected Areas' Task Force on Protected Landscapes

Opportunities to protect Alberta's natural and cultural heritage are rapidly foreclosing as human activity intensifies and cities expand, University of Alberta Professor Guy Swinnerton told symposium participants. "The pressure on our finite land base is not going to stop." Sadly, he added, "We have talked about this for years. I wrote a report 20 years ago whose conclusions would have been equally appropriate today. The time for action is now."

Leisure pursuits have the potential to create awareness about the benefits offered by protected lands. "At the same time, we'd be negligent not to recognize that some forms of recreation have deleterious effects on the landscape and environment." Here too, leisure leaders have an opportunity to model and promote approaches that reduce the human footprint.

**Projecting future recreation needs** is increasingly complex, and past trends are not necessarily good indicators, Swinnerton said. Nevertheless, certain trends seem headed our way:

- **Uneven growth.** The outdoor recreation market is expected to grow, but rates will vary, with some activities declining.
- **Larger land areas required.** Increasingly, the sorts of recreation Albertans say they would most like to begin depend on natural environments, in some cases (e.g. canoeing, backpacking) fairly large areas. (See Alberta Recreation Household Survey at right.)
- **Older users.** As the ranks of the aging increase, we can expect more demand for lower impact, lower intensity recreation.
- **Greater diversity.** Diverging cultures, incomes, and types of sport will increase the importance of people skills (sociology, psychology, policing) to meet client needs and mitigate conflicts.
- **More urban.** A trend towards multiple activities and shorter trips requires greater attention to areas in or near urban centres, often neglected in the past.
- **Resource impacts.** Growing participation and wider use of mechanized equipment will increase the threat of damaging fragile ecosystems.
- **Benefits-based management.** Better cooperation among various departments, governments and the commercial sector will be crucial to supply the comprehensive data needed to garner support to protect and steward our land.

**Alberta signed a biodiversity convention** a decade ago, and today has protected 12.38% of its land base in a spectrum of parks

### 2000 Alberta Recreation Survey

#### Household participation

#### 10 most frequently mentioned activities

1. Walking for pleasure	91.3%
2. Gardening	74.9%
3. Visiting a museum, live theater, art gallery	71.5%
4. Doing a craft or hobby	67.9%
5. Attending sports events	62.3%
6. Bicycling	59.9%
7. Attending a fair or festival	59.6%
8. Swimming (in pools)	55.0%
9. Playing video, computer or electronic games	53.9%
10. Overnight camping	47.6%

#### Recreation and leisure activities

#### Albertans would most like to start

1. Aerobics/fitness/aquasize
2. Golf
3. Canoe/kayak/rafting
4. Bicycling
5. Swimming
6. In-line skating
7. Hiking/backpacking
8. Martial arts
9. Skiing/downhill skiing
10. Running/jogging

and protected areas that serve varying degrees of preservation, heritage appreciation, tourism and outdoor recreation goals. The provincial special places program (which Swinnerton served as academic representative) set goals for increasing the percentage of protected land in various categories, but fell far short of those goals in areas under greatest threat. Just 24.18% of targeted parkland is protected, for example, and just 46.6% of grassland. “Only in the Rocky Mountains have we protected a substantive amount of area, and that is largely federal land, not provincial,” Swinnerton observes. “That’s not to say we didn’t make progress, but we shouldn’t rest on our laurels. There’s still a lot more to be done.”

**A new paradigm is emerging for protected areas**, and that’s a good thing, Swinnerton said. We’re moving away from the precedent set by Yellowstone, an isolated island that removed local residents, toward interconnected corridors that integrate local people and culture (see Protected Areas Paradigm Shift, bottom right). That shift is reflected in the work of Canada’s National Round Table on the Environment and the Economy, Conservation of Natural Heritage, whose April 2002 progress bulletin lists these key recommendations:

1. A new vision for terrestrial and marine conservation
  - i. enhancing connectivity across the whole landscape
  - ii. supporting stewardship by people and communities
2. Enhancing community stewardship
3. Aboriginal community participation in conservation
3. Partnership between industry, government and communities
4. Integrated knowledge of whole landscapes
5. Capacity development
6. Innovative financing mechanism

The partnerships struck in this new approach to protected places have broader aims than in the past, encompassing social and economic as well as environmental goals. Often, those places succeed by **integrating cultural and natural assets** in a “working landscape” whose sense of place enhances quality of life for residents and visitors alike. Blind Island in Wales, for example, achieved World Heritage Site status in 2000 as the best example of 19<sup>th</sup> century iron smelting. That industrial landscape, combined with such cultural aspects as a male voice choir, has spurred the rehabilitation of a decrepit urban landscape, Swinnerton said, “revitalizing that community in every sense of the term.”

Equally important is the growing emphasis on **bioregional approaches**. Research clearly shows that wildlife need corridors for safe movement; those linkages also serve valuable recreational

Region	Region as % of provincial area	% target achieved after Special Places	% of total region protected
Grassland	14.54	46.46	1.18
Parkland	9.42	24.18	9.00
Foothills	14.30	85.40	1.65
Rocky Mtn	6.98	100.0	59.07
Boreal Forest	52.34	89.97	13.76
Can Shield	2.42	100.0	11.20
Total	100.0	79.29	12.38

**What is a protected area?**

*“An area of land and/or sea especially dedicated to the protection and maintenance of biological diversity, and of natural and associated cultural resources, and managed through legal or other effective means.”*

World Conservation Union (IUCN) 1998

Traditional	New Paradigm
Planned/managed against local people	Managed with, for, in some cases by local people
Operated by central government	Operated by many partners
Set aside for conservation	Conservation, but also social and economic objectives
Developed as individual units	Planned as part of a national/international system
Managed as ‘islands’	Developed as networks involving buffer/linkages
Established mainly for scenic preservation	Scenic, but also scientific, economic and cultural roles
Managed for visitors and tourists	Managed with local people more in mind
About protection	Involves protection but also restoration
Viewed exclusively as a national concern	Viewed as international concern

(Beresford & Phillips, 2000)

roles, for example as biking and hiking trails. Parks and protected areas of the future will not be fenced islands, but permeable membranes that invite biological and human traffic. As a member of the Elk Island National Park science advisory committee, Swinnerton has watched that approach take root in the surrounding Beaverhills area, which is recognizing the interface between the park, adjacent areas (including Cooking Lake Blackfoot Provincial Recreation Area) and adjacent counties.

**Urban centres** must join the shift to the new paradigm, integrating rather than paving over their natural heritage and providing connected spaces for both animals and people. In Alberta, recent rapid expansion of several urban centres adds urgency to that need. “We’ve seen dramatic developments in Edmonton with the appointment of a conservation coordinator, so we’re moving in the right direction,” Swinnerton said. “But we need to do more.”

Given that context, Swinnerton outlined the crucial work ahead:

- **Calculate full value.** It’s imperative that we demonstrate the value of our protected areas, including total economic value.
- **Ensure excellent management.** Existing parks and protected areas urgently need completed management plans and frameworks for assessing management effectiveness.
- **Apply “new paradigm” principles to protected areas.** In particular, establish an inter-connected network that integrates natural and cultural assets and enhances quality of life for wildlife, local citizens and visitors.
- **Promote stewardship.** Much of Alberta’s most endangered land is privately owned, raising the need for alternative approaches to land stewardship. Perhaps that means encouraging the development of private parks and protected areas, as in Europe and many other countries. Certainly, it implies a new look at government policy.
- **Fully implement integrated landscape planning.** The Government of Alberta’s 1999 commitment to sustainable resource and environmental management provides the framework for an integrated total landscape approach, but only if consideration is given to amenity, natural and cultural heritage values. Too often, economic values tip the scale.
- **Create regional landscape planning bodies.** Alberta needs an agency whose primary mandate is integrating consideration of natural and cultural heritage values and amenity values into land use planning in both rural and urban areas.

“We need to value our protected areas,” Swinnerton concluded. “To plagiarize Joni Mitchell, we are rapidly paving paradise. We need action. You people out there need to show the leadership and the willingness to take on that challenge.”

*“So often, we’ve tended to think of recreation spots as National Parks, and neglected areas closer to home, at our cost. We must focus much greater attention on urban areas.”*

#### **Checklist for evaluating protected landscapes**

- Landscape as resource: rarity and representativeness
- Unspoilt character
- Sense of place: distinctive unity
- Harmony with nature
- Cultural resources
- Consensus: among professionals and the public
- Management: legal and administrative framework

Cobham Resources, 1993  
cited by Phillips, 1997

#### **Principles for managing protected landscapes**

- Requires vital and sound local economy
- Requires support and involvement of local people
- Basic resources (natural and cultural) protected
- Planning & management involves local people
- Regulatory measures necessary but flexible
- Traditional knowledge of local people respected
- No protected landscape can survive in isolation

Phillips, 1997

*“While we need to acknowledge the importance of a made-in-Alberta perspective, we also have to recognize the need to break down that silo and look further afield and learn from other countries, where there is a rich tapestry of stewardship programs.”*

## Dr. Gerry Predy: The Condition of Health and the Promise of Wellness

Medical Officer of health, Capital Health Authority (Edmonton), Chair of the Alberta Medical Officers Association

“People in different societies have long sought the fountain of youth. But if you really want to know, it is physical activity.” With that quip, Dr. Gerry Predy underlined the key role that recreation and active living can play in keeping people healthy—and reducing health care costs. Indeed, he added, “We really need to look at demand reduction—how can wellness and health promotion contribute to sustainability of the healthcare system. It is being talked about, but not getting as much attention as it deserves.”

Not that physical activity is the only determinant of health, as Predy pointed out. From womb to tomb, our health is influenced by numerous factors (see list at right). Among those factors, **income and education are key**, Predy added. Incidence of low birth weight babies in the Capital Health Region, for example, corresponds almost exactly with low income. Nearly half of the low-income Albertans (age 30+) contacted in a 1996/97 National Population Health Survey said health problems restrict their activity, compared to less than 15% of upper income respondents; more than 80% of low-income Albertans reported chronic conditions, compared to about 55% of upper income Albertans. Those realities raise urgent questions for the profession—and for government—about affordability of and access to leisure and wellness opportunities.

Also of interest to those in the business of leisure and wellness are **psychosocial factors**. Mental disorders come second only to respiratory disease among the reasons why Albertans visit physicians. “In part, this reflects the fact that we have medicalized a lot of our mental needs,” Predy said, “but it also indicates that our society is under stress and distress.”

**Age** also influences health. The infamous baby boom population bulge is now entering the years when people tend to have more chronic conditions and require more health care. A growing body of research proves that **physical activity is essential to healthy aging**, Predy noted. Positive outcomes such as those listed at right led the Capital Health Authority to choose seniors physical activity as a priority area, opening an opportunity for partnership.

**Obesity also impacts health**. And the stark truth is, Canadians (and children in particular) are getting heavier. Between 1985 and 1998/99, the percentage of overweight adults climbed 15%. That’s one per cent a year, not a trend with a happy extrapolation.

*“As I say to my boss, ‘I can save you a dollar if you give me 10 cents.’ But she often wants me to save the dollar without giving me the 10 cents.”*

### Determinants of Health

- Age, sex, genetics
- Early childhood development
- Physical environment
- Behaviours
- Socio-economic factors (income and education are key factors)
- Psychosocial factors (sense of control/ social support or inclusion /resilience and emotional well-being)
- Health care services

### Positive outcomes of physical activity for healthy aging:

- prevent injury
- decrease rate and severity of falls
- increase number of disability free years
- help prevent some chronic conditions
- improve quality of life
- promote engagement with life—in itself a proven key to prolonged health

“Even scarier is the trend among kids,” Predy said. “The number of overweight boys in some cases tripled between 1981 and 1996. For girls it’s not quite as bad, although there we know that some maintain their weight through behaviours that are less than healthy, such as eating disorders.” Meanwhile, he added, Canadian youth are exercising significantly less, watching more TV and leading the world in time spent playing video games (a dubious distinction). Therein lies a challenge.

Certainly, exercise holds its own risks, including the risk of falling, as emergency room statistics will attest. Of the 4332/100,000 youth who visited the emergency room due to falls in 1997-’99, at least 38% were related to sports, bike riding or playground equipment. Yet that’s no reason to keep children from being physically active, Predy added. “It’s better for them to fall as kids than when they’re older, when falls are more severe, and more often result in death or significant disability. If we build a good foundation in early years, when they get older, they will have fewer falls.”

**Health and wellness promotion** is key to a sustainable health care system, Predy said. There is no doubt the movement faces challenges, but the opportunities are equally striking. Seizing those opportunities demands several key requirements:

- Leadership. “Because a lot of what we’re talking about here crosses sectors, it demands a new paradigm. How do we develop leadership within this new paradigm? Recognizing that we don’t have a policy environment that’s ideal now, we need to start at both the frontline and in government. There are lots of examples of initiatives we can build on. We need to take those examples, and build a policy framework that sustains it.”
- Resources. “There is a certain threshold for most of these interventions. If you need \$10 million, there’s no point in taking \$1 million; it will just waste resources.”
- Marketing. “What does keep people healthy? We need to move that political debate over the crest by talking about clear outcomes and accountabilities.”
- Balancing economic development with building social capital. “In this province, we are in a position to do that, of any province in Canada.”

“If we are to build a healthier population, **we need to build communities where everyone is involved and participating.**” Predy concluded. “That is the challenge for everyone in this room.”

#### Challenges facing wellness promotion:

- Outcomes are long term
- Interventions poorly funded
- Countervailing forces well-funded
- Few successfully implemented examples
- Everybody is an expert, yet what’s intuitive isn’t always right
- Multiple players make it hard to set priorities and evaluate interventions

#### Opportunities waiting to be seized:

- Everybody’s interested, talking about it
- Evidence of success exists
- It’s becoming clear that policy changes tend to work better than persuasion (e.g., “raising the price of cigarettes prompts more people to quit than all the education in the world”)
- We have ready examples of cross-sector priority setting and outcome evaluation, a good basis upon which to go forward (e.g., bicycle helmets, seniors initiatives, smoking in public places)

*“Leisure and recreation are viewed by some as nice to have but not essential. The way to get a different message across is to work on all our commonalities. We know this sector is crucial to getting people healthy, so work with health, children’s services and other areas to get the message heard. If you focus on outcomes across sectors, the message becomes much stronger.”*

## Ken Balmer: A Prescription for Leisure Positioning Leisure Services on the Public Agenda

Principal, ReTHINK (West) Inc. (Calgary), consultant whose experience includes the Elora Prescription (Ontario), Fortress Futures (Alberta), Recreation Benefits Catalogue (Canadian Parks & Recreation Association)

Twenty-five years of shifting ground have left recreation and leisure markedly diminished, Ken Balmer told symposium participants. “Not in the importance of our work, but in our positioning.” Drawing on his own extensive experience in the field, he sketched a minefield of reduced municipal support, provincial ping pong and declining involvement, federal government withdrawal, weakened university programs, commercialization, amalgamation and devolution to often-unprepared communities.

“While we’ve been changing institutionally, the leisure scene has changed around us,” Balmer added. Key shifts (see list at right) include decline in almost every traditional sport and recreation as interest moves to less structured outdoor activities. The shift that will ultimately determine the future of our field, Balmer predicted, is **citizens’ growing desire to invest in leisure for a public purpose**. “I’m embarrassed to say that we trained a generation or two or three of professionals focused on self-actualization, but these days nobody’s prepared to pay for that. Maybe an occasional broad-thinking parent, but not government. Society today invests in things that are good for society, and with a clear focus, like getting vandals off the street. Parents really want to pay for social skills, fitness, cooperation. If we market that, then we’re in a business that’s valued. Then we have a future.”

The good news is that the opportunities offered by recreation and active leisure mesh perfectly with the stated visions of the Province of Alberta and its ministries, Balmer said.

- **Alberta’s Provincial Vision** calls for a “vibrant and prosperous province where Albertans enjoy a superior quality of life and are confident about the future of themselves and their children.” Voluminous evidence, much of it gathered into a Benefits Catalogue (see [www.activeliving.ca/activeliving/cpra/html](http://www.activeliving.ca/activeliving/cpra/html)), underlines the essential connection between quality of life and recreation, sports, cultural opportunities, parks, open spaces and excellent facilities. Increasingly, business (particularly the footloose industry of the information age) bases its choice of location on available person power and quality of life.
- **Ministry of Health and Wellness** goals include “provincial strategies for protection, promotion and prevention”; its core business includes encouraging and supporting “healthy living.” Research

*“We haven’t done fads; teens only do fads. Every time you miss a fad, you miss a generation. There are more skateboarders than hockey players out there.”*

### Key leisure shifts

- from many with discretionary time & money to many with time/no money or money/no time
- from small bits woven through the week to discretionary time in fewer, larger blocks
- from formal, highly structured activity to informal, self-scheduled participation
- from team sports/activities to increased focus on individual activities
- from directed program/teaching to self-directed/learning
- from traditional activities/equipment/facilities to new & innovative equipment, blended sports
- from physical fitness focus to holistic wellness/balanced development
- from consumptive/expensive activities to economical/environmentally friendly
- from indoor, facility focus to outdoor and home focus
- from ‘doing something’ to ‘experiencing’ – the adventure quest
- from safe, secure activities to managed risk and excitement
- from activity as end to activity as means to larger benefits/outcomes

leaves no doubt that recreation is a key determinant of health. The Canadian Fitness and Lifestyle Research Institute found that a 16% increase in physically active Canadians between 1981 and 1995 translated into savings of \$9 billion for health care, life insurance, sick leave, disability coverage, group life insurance and lost tax revenue. In a province that spends 36.7% of its budget on health and wellness, that is no small consideration. “The health benefits are proven,” Balmer said. “If we focus on these things, we’ll be central to the health agenda, the most expensive public agenda in this country.”

- **Children’s Services’** vision of promoting the development of “*strong children, families and communities*” also fits hand in glove with the proven benefits of active leisure. From preschool on, children learn motor skills, social skills, creativity and other life skills through play, sport, arts and cultural activity. Recreation staves off crime, delinquency, smoking, substance abuse, suicide, depression, racism and social isolation and alienation. Families and communities gain ability and pride as they laugh and play together, building neighbourhood safety nets.
- **Alberta Learning** envisions “*optimizing human potential*” by working with stakeholders to build “*a globally recognized lifelong learning community that enables Albertans to be responsible, caring, creative, self-reliant and contributing members of a knowledge-based prosperous society.*” Classroom and work-oriented education can only do so much, Balmer noted. “Freely chosen, self-directed, experiential learning in the community and in the environment are powerful and cost-effective ways to develop full and holistic potential. We know recreation and culture’s learning opportunities are fun, broader, often more meaningful ways to achieve the mandate the province has outlined for itself.”
- **Community Development** goals include “*access by all Albertans to the social, economic and cultural life of the province,*” “*our history and culture preserved, protected and presented*” and “*opportunities for heritage appreciation, outdoor recreation and tourism.*” As Balmer noted, “Those parallel perfectly with our goals. But the question is, ‘Are we doing enough?’”
- **Economic Development** envisions Alberta as “*the best place in the world to live and do business*” and aims to “*increase Alberta’s share of visitors and revenue from targeted tourism markets.*” In addition to being prime economic development and relocation magnets, recreation, parks, sports and culture boost tourism, Alberta’s third largest industry and one of the fastest growing in the post-industrial economy. “Tourists come for parks, beaches, golf courses, sports, community events, heritage sites,” Balmer noted. “We are the core of the business; other tourism entities just offer service, or allow people to stay.”

**A prescription for leisure.** Given what Alberta seeks, given the key role active leisure must play if that vision is to come true, it’s

*“We have a good system at treating illness. We now need to focus on wellness. In the long run, our healthcare system cannot be sustained unless we encourage Albertans to take better care of themselves.”*

Hon. Gary Mar  
Minister of Health & Wellness  
Quoted August 2000

**Proven health benefits  
of physical activity**

- Helps people live up to two years longer
- Prolongs independent living for seniors
- Significantly reduces the risk of leading causes of death (heart disease and stroke; colon, breast and lung cancer; diabetes)
- Combats osteoporosis (25% of post-menopausal women) and back problems (25% adults)
- Contributes to mental health and stress reduction
- Contributes to overall health and well-being
- A proven therapeutic/rehabilitation tool
- Significant benefits for persons with disabilities

*“Integration of government services to more effectively and efficiently address the needs of children and the community... requires greater support from the Provincial Government.*

*Recommendation 4: Develop policy/guidelines that encourage government departments to integrate services, where warranted, that support the needs of children, families, life-long learning and integral community agencies/groups; and test the process in a pilot project.”*

Minister’s Symposium on Schools  
Implementation Plan, April 2002

imperative that the field take strategic steps to meet its potential, Balmer said. He prescribed the following:

- **Focus on the sector's benefits-driven promise to society.** We need to become passionate about the results we are seeking on behalf of individuals and their communities rather than focusing on the means or activity. For individuals, recreation can be about *flow* or *self-actualization*, but we must recognize that in most cases, individuals, parents and communities are very purposeful in using leisure to serve the greater good. We have the potential to become...
  - champion of personal and community wellness
  - central to the quest for human potential
  - builder of social foundations
  - catalyst for Canada's green movement
  - cornerstone for economic renewal
- **Recognize that traditional pre-occupations (facilities) have become liabilities.** Our core business can no longer be arenas, pools, fields and parks; the opportunity cost is killing us. Not only is leisure moving outdoors, but the subsidy required to build, finance and operate facilities, is huge, eating up three quarters of some budgets. Rather than being trapped by tradition, we must become increasingly flexible about the means, programs or services we employ.
- Adopt these **new core businesses** and ensure equitable and affordable access (see specific ideas in right column).
  - Health/wellness services
  - At-risk initiatives
  - Leisure learning
  - Outdoor education/recreation
  - Environmental and heritage stewardship
- **Abandon silos and seek alliances.** If leisure's recent shuffle from ministry to ministry taught anything, it's that the function fits everywhere. Rather than scurrying to fit the mandate of each new ministry, leisure would do well to capitalize on its breadth, and build cross-ministry initiatives and public/private/voluntary partnerships. This future will be modelled after organizations that were never pigeonholed or siloed in the past, such as the Y, Between Friends, Boys and Girls Clubs, Big Sisters, Settlement Houses, Scouts and after-school programs. Ownership will not matter, only that the opportunity exists to achieve "whole person" and community. Recreation centres will become true community or wellness centres, like the comprehensive seniors centres we've come to know. Our government colleagues will operate like a row in matrix management.

## On the agenda with HEALTH

Numerous pilot programs already hint at the possibilities for collaborative prevention:

- Joint health promotion initiatives such as ParticipACTION, Active Living, substance abuse, well-baby clinics
- Community recreation/wellness centres, including seniors centres and Calgary's Village Square Leisure Centre
- Heart specialists and sport therapy centres in recreation/sport facilities
- Shared municipal/hospital recreation and therapy centres, as in Mississauga, Ont.
- Joint programs involving diabetes, back and heart disease, as in Saskatchewan
- Medical referrals to recreation/fitness programs
- Healthy Community initiatives

Future initiatives should include:

- Expanded community health promotion
- More shared facilities
- Further blurring of distinctions between physiotherapy, occupational health, therapeutic recreation, recreation
- Co-development of programs for specific target audiences, with monitored outcomes
- Medical care linked to personal commitment to active, healthy lifestyles and therapeutic recreation interventions
- Funded prescriptions where incentive or subsidy required

## The EDUCATION partnership

With education systems stretched to burnout, there's no time like the present to offer recreation's support toward the crucial mandate of lifelong active living.

- After-school care
- Full community access to/use of indoor/outdoor spaces
- Outdoor education
- Student community volunteerism for students
- Holistic programming with the YMCA/YWCA, Scouts/Guides, Boys/Girls Clubs, church, youth groups, camps
- Facilitating adult leisure education by connecting leadership and space with interest and need
- Volunteer support

And why not? We've been a part of so many ministries, it's time to serve them all.

**Easy ways to break out of the box.** Change can begin as simply as picking up the phone to plant the seed for one or two collaborative projects, Balmer noted. Some ideas:

- Co-sponsor an initiative. Develop a memorandum of understanding for an initiative in pursuit of common outcomes, perhaps with a health unit, a doctor, a service club.
- Collaborative research and development. Collaborate on a modern heart health program. Or, like Mississauga, Ont., put a brand new fitness facility in a hospital.
- Borrow or lend staff. Share resources for joint action.
- Infiltrate and demonstrate. Apply for or create a job in a related agency or sector.
- **Create an inter-agency council.** Together, ensure that
  - every elementary school has an after school program
  - every teen has a person, place or program to turn to
  - everybody is involved in "fitness producing" activity
  - every senior is connected to the community and supported in the pursuit of wellness
  - every "at risk" or alienated child, youth or family understands that leisure service agencies care and that the opportunity of leisure can help
  - every community space is fully utilized and competitive duplication is abolished

**The bottom line.** The reality is clear, Balmer said. "Evidence piled on top of evidence says that we can achieve benefits—and those benefits precisely parallel the outcomes being pursued by Albertans, their communities and their governments. We can run the risk of declining in isolation ... or we can integrate, infiltrate and partner with health, social service, education, environment and economic development agencies, aggressively using the opportunity of leisure to respond to the priority agendas of the communities we jointly serve."

"If this sounds familiar," Balmer added, "it's because you've said it to one another before, and because we've said it. Nearly a quarter century ago, I finished off the Elora prescription by saying 'This is the day; seize the day!' The message hasn't changed. The thing we want to seize hasn't changed. **The only thing that has changed is the urgency.** We've lost so much ground that it's now a crisis. Let's get back on the agenda and be relevant."

### Key leisure service trends

- from narrow definition of recreation, sport, culture, parks *to broad concepts of leisure, wellness, human potential*
- from internal focus on our field to external, inter-disciplinary approaches
- from professionals serving community to mobilization of all community resources
- from independence *to interdependence*
- from working alone to strategic alliances/partnerships
- from hoarding resources *to sharing resources*
- from tolerance of barriers to champions of full and equitable participation
- from public services 'universal' to targeting to ensure access to 'most in need'
- from 'flow' and self-actualization to purposeful pursuit of community-defined outcomes
- from government as prime supplier to public sector as 'supplier of last resort'
- from provider role dominant to facilitation and community development 'top of mind'
- from each agency focused on own facilities to commitment to full utilization of all facilities
- from facility bound approaches to creative use of all community spaces
- from the leisure agenda to supporting health, learning, social service, environmental and economic agendas
- from bureaucratic silos to leisure services integrated and networked
- from being 'business like' *to acceptance as an industry*
- from building manicured parks, fields, play spaces to protecting/preserving/interpreting natural environments
- from activity driven, working benefits in where possible *to outcome-driven, increasingly flexible on means*
- from resistance to change *to embracing change*

*"We can run the risk of declining in isolation... or we can integrate, infiltrate and partner with health, social service, education, environment and economic development agencies, aggressively using the opportunity of leisure to respond to the priority agendas of the communities we jointly serve."*

*"Let's get back on the agenda and be relevant."*

## Doug Mitchell: Future Summit 2002 Confirms Focus on People

Co-Chair, Alberta Future Summit 2002 and Chair, Alberta Economic Development Authority

Speaking at Vision 2015 just hours after publicly releasing Future Summit 2002 findings in Canmore, Co-chair Doug Mitchell said two unforeseen events, the tragedy of Sept. 11 and the subsequent sharp decline in oil and gas revenues, propelled quality of life to the front burner as Summit consultations progressed. Asked to help set priorities for Alberta's anticipated debt-free future, focus groups prior to those events "proposed solutions based on money, on building the best health care, the best education, the best of everything in the province." After the shocks of September, by contrast, "people became focused on long-term issues such as security, lifestyle for their friends and family and what they could do for the province rather than what the province could do for them. They wanted to be part of making this the best place in the world, and they wanted to make it best not based on money but on lifestyle."

Mitchell, who also chairs the Alberta Economic Development Authority, said balancing the recommendations brought forward by 4,000 diverse individuals with high expectations for this province was "a great challenge." But **seven central priorities emerged through Alberta Future Summit 2002:**

1. a strong, inclusive economy;
2. accessible, affordable learning;
3. fiscal responsibility that builds a legacy for future generations;
4. safe, caring communities supported by well-planned and well-maintained infrastructure;
5. a first-class health care system that promotes healthy living and wellness;
6. a clean, healthy environment;
7. effective governance.

In addition, essential approaches became clear, including the need for integrated, long-range planning in a province where decisions made in one sector may profoundly impact other aspects of life.

The Summit found strong **support for a wellness-based prevention model**, Mitchell added. "That was probably one of the most enlightening issues that came forward." Albertans made it clear that individual well-being will make the difference between being an economic driver or being driven by the economy, he said; thus initiatives "should be tied to quality of people's lives and to the needs of urban and rural communities."

The onus for such initiatives must be shared, Mitchell said. "The government cannot exist as an island." Future strategies must

*"Summit 2002 has been an interesting experience, an opportunity for us all to learn about our priorities as seen from individual perspectives.*

*One of the recognitions we saw throughout the process is that our province has been a leader; that has set expectations extremely high."*

Doug Mitchell

Co-Chair, Alberta Future Summit 2002

*"One of the wise gentlemen this morning said Alberta has a leadership role to play.*

*We have great opportunities. We haven't capitalized on all of them yet. But we have great resources.*

*"We must ensure that the province is still able to provide what Albertans want."*

Doug Mitchell

Co-Chair, Alberta Future Summit 2002

*"The Future Summit helped to identify the dilemmas Albertans must confront as they balance these priorities and develop strategies to deal with them. The Summit also underlined the fact that the future cannot be compartmentalized. The choices Albertans make in one sector may have profound implications for other areas."*

A Message from the External Advisory Committee  
Alberta Future Summit 2002 Report Highlights  
May 2002

*"When Albertans think about the future, they would like to see a first-class health and wellness system that promotes and supports healthy living and provides all Albertans with access to affordable, quality services when they need them."*

Strategies & Ideas for Action: Health and Wellness  
Alberta Future Summit 2002 Report Highlights  
May 2002

encourage partnerships that both involve and benefit all partners and communities, he added, and must recognize **that the responsibility for wellness extends to each individual**. “We all have responsibility to look after ourselves.” There’s a growing awareness of that personal responsibility, and of the need to provide opportunities for everyone to participate, he added. “We were surprised and pleased by what came out about physical activity from the 4,000 that participated in the Summit process.”

Summit findings also include a call for **longer-term budgeting**, Mitchell said. “Government should expand to a three to four year budget cycle, because quality of life institutions need stable, predictable funding.”

Against the backdrop of that desire for stable funding, Alberta’s Heritage Fund attracted significant debate. “The fund was established for a rainy day, and many think it should be reviewed,” Mitchell said. “I don’t believe we’ve had a rainy day, but that we should create a hedging fund. Then when oil and gas prices drop, we will have funding to continue with programs that have already approved. I think that will be one of the key recommendations going forward.”

Available on the Summit 2002 Web site, [www.futuresummit.com](http://www.futuresummit.com), Summit findings will spur action, Mitchell predicted. “When we were first asked to participate, I put one condition on it: ‘I don’t want to be involved if it’s just an opportunity to diffuse views with no follow-up.’ I was assured our report will be reviewed and acted on. I’m sure we will see the results of that in the very near future.”

*“Albertans recognized the importance of effective governance and the ongoing need to clarify government roles and responsibilities. They recognized that stable funding is needed to maintain a sustainable health care system; provide Albertans with accessible, affordable, high-quality education; protect the environment; support communities; and preserve and enhance our quality of life.”*  
A Message from the External Advisory Committee  
Alberta Future Summit 2002 Report Highlights  
May 2002

*“When Albertans think about the future, they would like to see a clean, healthy natural environment where economic development and environmental protection are carefully balanced.”*  
Strategies & Ideas for Action: The Environment  
Alberta Future Summit 2002 Report Highlights  
May 2002

*“Alberta is in great financial position to talk of a hedging fund. I wonder why a similar fund is not being considered regarding natural resources and natural areas, if natural resources are considered a heritage as well. Presently we have our natural resources, deteriorating. Why aren’t we hedging natural resources?”*  
Vision 2015 Symposium participant

*“While Albertans did not always agree on priorities or approaches, there is much that they hold in common. Albertans believe in self-reliance. They value a sharing, compassionate society in which all citizens benefit from the Alberta Advantage. They recognize that the issues that face the province are inextricably linked and that strategies for the future cannot be developed in isolation. Rather, an integrated, cross-sectoral approach is required.”*  
Greg Melchin and Doug Mitchell  
A Message from the Co-Chairs  
Alberta Future Summit 2002 Report Highlights  
May 2002

*“There is no doubt that change is in the air.”*  
Imagine our tomorrow...  
Alberta Future Summit 2002 Report Highlights  
May 2002

## Dale Stanway: Public Service with a Mission—Setting Audacious Goals

CEO, City of Calgary

**Passion for a mission.** That's what pulled Dale Stanway away from consulting, into the CEO chair at the City of Calgary. Presenting the Vision 2015 dinner keynote Thursday evening, Stanway recalled the rationale behind his very conscious return to public administration, and to his former employer, the City of Calgary. "I wanted to leave it better, to move from delivering good public service to delivering excellent value, because I have a passion for improving the quality of life for the citizens we serve."

Not that public service is particularly prestigious or easy, he reflected. Amid variable political leadership, leading a staff still recovering from a decade of downsizing, serving a me-focused and increasingly diverse population, it's difficult at best. What makes it worthwhile, he said, is **the drive to meet a few "big audacious goals,"** an intent to move Calgary to an entirely new place. After all, he added, echoing futurist Ruben Nelson, "what's the point of getting up in the morning if the impact you're making is just marginally incremental?"

In the City of Calgary, those audacious goals began as a scan of the environment that resulted in a list of 182 important things, Stanway recalled. Recognizing that long lists create defeat and despair, that list of many was whittled down to a few goals focused on crucial clients.

Those include the elected officials who, even when vague or dogmatic, are key to the ability to meet citizens' needs. "Help solve real problems," Stanway said. "Only by responding to and supporting your sponsor can you arrive at a shared agenda. If you don't play, you don't have a say." **Trust built by delivering on both near-term and longer, more strategic needs** will open ears to the frontline information those politicians need to hear. "Think and act strategically—at least sometimes," Stanway said. "State your viewpoints, with justification. Be honest and forthright."

**Forthright public servants** are particularly valuable because politicians cannot depend on the voice of the marketplace in the same way that private corporations can, Stanway noted. Citizens help set priorities, but as expanding needs outstrip fiscal realities, the City of Calgary cannot be all things to all people. "Our staff and facilities, like yours, are stretched. We need to assess our core services, and we all hate that. It's scary, because you or I or even Ruben (Nelson, the futurist) might not be a core service."

*"I had a clear purpose in coming back to the City of Calgary. I wanted to leave it better, to move from delivering good public service to delivering excellent value, because I have a passion for improving the quality of life for the citizens we serve."*

*"Public sector leaders have to have some sense of where you're going, because there is no marketplace. How do you get the best public service, get public value, and manage with that cost equation? There's no marketplace to balance it out. That's what makes it interesting and challenging."*

*"Like you, we spend a lot of time scanning the environment. Simply keeping pace with change and with challenge is surviving. Taking advantage of it is thriving."*

Stretched resources provide all the more reason to be creative in providing service, Stanway added. **“Push for creativity, in attitudes and in processes.”** When the inevitable changes result, he added, it’s crucial to make the clear, strong case that may help clients understand, even if they don’t agree.

Increasingly, partnerships will be key to providing services that are no longer affordable for the public purse, Stanway said. In Calgary, three new regional recreation centres offer a case in point. “We were not in a position to be sole financier or operator, so we partnered to put them up. I have a gripe in that they don’t have the City of Calgary name on them, but the reality is we’ve got the service out there. We’ve built things that were not built for 15 years because we’ve figured out another way to do it. Again, it’s that big, hairy, audacious goal.”

Finally, Stanway said, “It has to be about people—and this is really my passion. Our employees are the backbone of our service. We must **create an environment where people can do great work.**” Taking the administrative helm just after Calgary had undergone administrative restructuring, Stanway found tired and frustrated staff serving a burgeoning population with markedly fewer dollars. “We’re blessed with a whole bunch of great technical people, and now we’ve also asked them to manage,” he observed. “How do we help them to manage?”

To further complicate the scene, a retirement bulge is about to strike. “Thirty to forty per cent are going to retire in the next years—we’ve been talking about that for the better part of a decade, but we haven’t done much about passing the baton. At the middle to senior level, our salaries can’t compete, so it’s a real challenge. But we can be creative. We’re **creating a capacity for change**, and for thriving in it. For those who can’t thrive in it, it may be time to step aside.”

Public service is still not perceived as dynamic or innovative, Stanway mused. “Yet it is. That’s one of the reasons I came back. It wasn’t as innovative and interesting in some of the biggest name-brand corporations you know about. The work you and we do is absolutely, hugely important. It’s absolutely critical to the foundations of our society. Think about the backdrop of Sept. 11 and imagine it without the public sector there. It doesn’t work. It’s not an easy job, and it’s getting tougher. But I challenge you to look at the challenges as opportunities, and then harness those opportunities. As you start to reposition yourselves with a view to 2015 and beyond, **set your sites on thriving, not just surviving.** Understand, respect and work with your sponsors. Do everything to serve clients. Treat your employees well. And (this is one of the toughest) let go to pursue new opportunities.”

*“The City of Calgary has billions of dollars worth of equipment. I was just at a fire this morning where we had millions of dollars worth of trucks and gear. Imagine that fire scene with no people around. It just doesn’t work.”*

*“The contribution you make day in and day out sets the backdrop for society. You do extraordinary things in public service. You make a huge difference. That makes it worth getting up in morning.”*

*“In moving from good public service to great public value, you’re making the public service a profession as it was originally intended to be.”*

David Roach  
In thanking Dale Stanway

## Working Group Results: Data in the Raw

At the heart of Vision 2015 were breakout sessions in which eight groups took the first steps toward a vision of the future, ably facilitated by staff from Alberta Community Development.

Each group focused on one of the following six themes:

- Personal health of Albertans
- Community wellbeing and vitality (two groups)
- Conserving and enhancing the environment
- Economic growth and development
- Leadership and advocacy (two groups)
- Sustainability and governance

Observers circulating among the groups heard marked overlap in the core values, visions and strategies that emerged from those sessions. Participants also were struck by those common themes during “gallery walks” in which they wandered the halls to hear other groups’ findings and respond with “stickies” containing comments of their own.

Overriding those specifics was a sense of urgency, a conviction that Albertans need to know that leisure and wellness offer our best hope for corralling sharply rising obesity and health care costs while improving quality of life and attracting business and tourism. Further, participants noted, the time to cement leisure and wellness as a core value is now, in the post-Sept. 11 world, when both governments and citizens are searching for holistic solutions to economic, environmental and social quandaries. They urged that the ideas spawned May 30-31, 2002 not be allowed to lie dormant, as can so easily happen. “Act now!” they said.

The following pages provide a synopsis of major points raised in each group. Participants will note that several steps in the process have been collapsed into one chart in an attempt to pull key points out of the forest of words. As you peruse the charts, please note that the **vision** statements listed in the left column of each chart typically apply to several **actions** and **outcomes**. Following each chart is a short section containing additional points that bear a broader hearing—in some cases because they are unique to that group, in other cases because they resonate with themes heard many times in those two days. Complete data from the sessions is available from ARPA at (780) 415-1745, e-mail arpa@sport.ab.ca.

### CORE VALUES

(A compilation from all eight working groups)

Accessible	Available
Accountable	Achieving potential
Adaptable	Advocate
Appropriate caring	Balanced
Barrier-free	Benefits-driven
Beyond your silo	Biodiversity
Caring, valuing others	Choice
Collaborative	Committed
Communicative	Community developing
Compassionate	Cooperative
Connected	Courageous
Creative	Credible
Customers first	Dependable
Determined	Dialogue
Dignity	Diverse
Economic Growth & Development	
Empathy	Empowering
Entrepreneurial	Equality
Equity	Facilitating
Family	Flexible
Fun	Being safe
Global	Goal-oriented
Growth and development	Healthy
Heritage	Holistic
Honest	Honouring
Humour	Inclusive
Integral to quality of life	innovative
Integrating	Integrity
Joy	Leadership
Long-term	Meaningful outcomes
Mutually supporting	Passionate
Patient	Personal
Positive	Proactive
Professional	Purposeful
Quality	Respectful
Responsible	Self-determination
Selfless	Sense of community
Shared responsibility	Sharing
Simplicity	Sincere
Stewardly	Supportive
Sustainable	Teamwork
Transparent	Trust
Understanding	Universal
wellness	Value-based
Walk the talk	Wellness
Will	Willingness

## Personal Health of Albertans

Vision	Outcomes	Action
<p>Albertans taking responsibility for their own wellness and for being active and healthy</p> <p>Quality daily physical activity</p> <p>Albertans engaged in and enjoying the benefits of healthful activities</p>	<ul style="list-style-type: none"> <li>Urgency</li> <li>Self responsibility</li> <li>Decreased demand on health care system</li> <li>Reduced childhood obesity</li> <li>Enjoyment</li> </ul>	<p><b>Capitalize on community capacity to develop a coordinated action plan with a variety of stakeholders.</b></p> <ul style="list-style-type: none"> <li>Province – coordinated task force – health, education, community development, municipal affairs...</li> <li>Local sphere of influence – 150 little wellness plans in your personal circle (work, family, club)</li> <li>Community – 150 strategic wellness plans, alliances, partnerships, schools, resources, corporate involvement</li> <li>Personal – 150 people (from this workshop) modeling wellness daily</li> </ul> <p><b>Legislate physical activity in schools</b></p> <ul style="list-style-type: none"> <li>3R's: reading, 'riting, running</li> <li>Abundant assets approach implemented by Alberta Learning</li> </ul>
<p>All Albertans have access to information programs and services that promote and support healthy living</p>	<ul style="list-style-type: none"> <li>Seamless network of health professionals</li> <li>Shared/leveraged knowledge and resources</li> <li>Consistent first-quality information</li> <li>Increased awareness of health benefits</li> <li>Holistic - spirit/mind/body</li> <li>Community harmony, vitality</li> <li>Physical wellbeing</li> </ul>	<p><b>Initiate and coordinate inter-disciplinary task force by health professionals, social services, nutritionists, education facilitators</b></p> <ul style="list-style-type: none"> <li>Define specific model and outcomes, measure and evaluate</li> <li>Enable: workplace, school, community</li> <li>Create leadership (working groups) on common issues to push agendas</li> </ul> <p><b>Develop a "ParticipACTION" style program to promote wellness</b> in mind, body and spirit for all Albertans, using the Product Champion concept delivery</p> <ul style="list-style-type: none"> <li>Social engineering program (ParticipACTION)</li> <li>Contests / challenges</li> <li>Heroes - "product champions"</li> <li>Provincial participation</li> <li>Partner with health to become recognized leaders of wellness for the aging, 50 plus</li> </ul> <p><b>Create one-stop Wellness Centres</b> that support wellbeing</p> <ul style="list-style-type: none"> <li>Develop mentors</li> </ul>
<p>Diverse active opportunities are available to all Albertans</p>	<ul style="list-style-type: none"> <li>Create a better balance – holistic</li> <li>Increased retention, life long participation</li> <li>Productive organizations and communities</li> <li>Province and Ministry of Wellness, leading edge nationally</li> </ul>	<p><b>Lobby government</b> to implement priority prevention mandate through programs/services provided by the ARPA and its agencies</p> <ul style="list-style-type: none"> <li>Legislate / lobby for "open doors" (schools)</li> <li>Re-instate community school program – funding</li> <li>Re-institute the Urban/Rural Parks Program.</li> <li>Provincial policies (e.g. P. E. in schools)</li> <li>Healthier minded politicians</li> <li>Money for research, social marketing, pilot projects</li> </ul> <p><b>Ensure corporations</b> have a wellness policy and facility access</p>
<p>Active Albertans are rewarded</p>	<ul style="list-style-type: none"> <li>Increased physical activity has reduced chronic disease</li> <li>Reduced insurance costs</li> <li>Decreased dysfunctional behaviours</li> <li>Recognized, validated for our role</li> </ul>	<p><b>Provide incentives to be active</b></p> <ul style="list-style-type: none"> <li>Lobby government and corporations to provide incentives for healthy individuals</li> <li>Health rebate/rewards program i.e. fitness.</li> <li>Increased resources to encourage independent living</li> </ul>
<p>Albertans enthusiastically embrace nutritional food choices at school, work, home</p>	<ul style="list-style-type: none"> <li>98% of Albertans follow Canada Food Guide</li> <li>Healthiest average Body Mass Index for North America</li> </ul>	<ul style="list-style-type: none"> <li>Better food labelling</li> <li>Access to registered dieticians / consultations</li> </ul>
<p>Smoke-free public places in Alberta</p>	<ul style="list-style-type: none"> <li>Smoke-free Alberta</li> <li>Leadership, positive image</li> <li>Break the cycle</li> </ul>	<ul style="list-style-type: none"> <li>Change perception of smoking from right to risk</li> <li>Incentive for stopping</li> </ul>

## Roles and Responsibilities

- Members need to share with Board of Education, Health Regional Authorities.
- Message to ARPA: Act as a voice to reinforce the urgency, importance of Symposium vision and strategies.

## Specific Action Steps

- Communicate the vision to ARPA members, health authorities, education, school boards as we build alliances.
- ARPA – Investigate the memorandums of agreement (e.g., SPRA Health Alliance).
- Begin with three health/wellness initiatives rather than trying to do everything well, as this has not worked in the past.

## Gallery Walk comments *(This particular group touched a nerve, attracting numerous comments during the gallery walk.)*

### Partnering

- Educate all sectors as to the benefit of intersectoral action so that intersectoral approaches to planning/implementation becomes the NORM.
- Sell, convince & win over local politicians at your municipal level (they pass out the bucks). All of this work is fluff if your local politicians do not understand; support a fight for dollars for recreation and wellness. Otherwise, historically, we will fall in behind public works, emergency services, engineering and other “essential” services that have done a better job of proving and selling their service in the competition for dollars in every municipality. Does it raise a flag for you that a report on this two-day brain drain may go back to only one of over 500 municipal councils in the province??!
- Work together with Health, Education and social services in gathering existing data.
- Obstacle: desire to commit to change? How addressed?

### Holistic health

- What about mental health and the role of recreation in stress relief, creativity, education.
- Specific strategies to contribute to mental wellbeing could be crucial to our success
- A greater emphasis on mental health could be useful – it may be a pre-requisite to all other forms of wellness!
- Wellbeing includes the five parts of self: social/emotional, mental/thinking, physical, environmental, spiritual. Need to consider all five facets as we plan and do.
- Strategies should recognize hierarchy of health: basic needs, mental (ability to make good choices), physical.
- Add social wellness – helping to create positive social fabric by encouraging individuals to adopt strong social commitment, attitudes, etc.

### Environmental health

- Re: addressing/spearheading “environmental/protecting the earth” issues, if not us (recreation world) who?!
- No mention of creating diverse environments to increase participation through design, i.e. parks.
- Environmental factors, getting and keeping our world healthy, anti-pollution considerations need to be addressed. Anti-smoking campaign is just one part of this. Are we wisely using/protecting natural resources in our quest for wellness? Are we discouraging “vehicular pollution” (e.g., necessity of car travel to access programs & services?) Are we including environmentalists in our inter-sectoral teams?

### Diversity, accessibility

- Create opportunities to be active, preferably free/low cost, easily accessible so people can snack (snackitivity).
- Work with trends – work with video game companies to make home games physically interactive so as kids play the video game they get a workout.
- Pay special attention to marginalized groups, e.g. teen girls.
- Lack of childcare can be a barrier for poor young women, etc.
- Universal access to health care.
- 50% of all health care funding for prevention.
- People spend more time on what they enjoy doing for fun and pleasure, without the element of competition.

### Incentives for healthy living

- Thought: Where do the “determinants of health” fit into this argument? Do we essentially want to “judge” people for not being healthy? A lot of issues at play.
- We believe we share responsibility about the health of Albertans. For example, we don’t hold ourselves above others because we don’t use the system but others do.
- Given that I have never used police service (as a criminal or victim), am I entitled to a tax rebate as a good citizen?
- Internal motivators vs. external motivators only work as long as the external force exists. Is this a long-term sustainable solution?
- Corporate marketing can be a barrier to healthy choices.

## Community Wellbeing and Vitality #1

Vision	Outcomes	Action
<p><b>Full access to programs, spaces and services</b></p>	<ul style="list-style-type: none"> <li>▪ No one left out</li> <li>▪ Holistic health: spiritual, emotional physical psychological</li> <li>▪ Satisfaction, gain from involvement</li> <li>▪ Identity, stability, less anxiety, confidence</li> <li>▪ Family/group cohesion</li> <li>▪ Good life skills</li> <li>▪ Enhanced ability to work</li> <li>▪ Economic stability</li> <li>▪ Opportunity to serve</li> <li>▪ Individual and group flexibility – multiple roles</li> <li>▪ Learning community</li> </ul>	<p><b>Develop new partnerships and links that extend beyond traditional boundaries to expand programs and opportunities for all, unrestricted by policies or bureaucracies</b></p> <ul style="list-style-type: none"> <li>▪ youth, age, sector, gender, disabled, cultural, economically disadvantaged – seek input from all</li> <li>▪ Comprehensive School Health Partnerships (CBE/CCSD/RVSD/CHR)</li> </ul> <p><b>Use facilities in non-traditional ways</b></p> <ul style="list-style-type: none"> <li>▪ New/different programs offering low/no cost programs during down times. <i>(Gallery walk comment: Repackage old games to have relevance to today)</i></li> </ul> <p><b>Ensure all leisure, wellness and recreation services embrace diversity and ensure equity for all</b></p> <ul style="list-style-type: none"> <li>▪ Overt action to address inequity</li> <li>▪ Communicate through multi-media, different languages (including sign language, native language)</li> <li>▪ Draw in cross-generational and cross-cultural volunteers</li> </ul>
<p><b>Environmental stewardship is a way of life</b></p>	<ul style="list-style-type: none"> <li>▪ Clean air, water, soil</li> <li>▪ Reduce mortality rates</li> <li>▪ Reduce health care costs</li> <li>▪ Less crime</li> <li>▪ Community pride</li> <li>▪ Preservation of heritage/unique spaces</li> <li>▪ Fewer endangered species</li> <li>▪ Job creation</li> <li>▪ Sustainable balance in all things</li> </ul>	<p><b>Advocate sustainability of the environment, review policies, improve through attainable steps!</b></p> <ul style="list-style-type: none"> <li>▪ Government lobby and advocacy, e.g. for new lottery funding partnership, collaborations</li> <li>▪ Advocacy <i>(Gallery walk comment: Mental health is most costly aspect of health care today in North America. Main support to mental health is physical activities in nature.)</i></li> <li>▪ Establish incremental, attainable goals towards a healthy environment</li> <li>▪ Define environmental sustainability, entrench in policy, review annually. <i>(Gallery walk comment: Measure the cost of environmental damage on health care costs.)</i></li> <li>▪ Build relationship with business to move them to best practices.</li> <li>▪ Dutch bike paths</li> <li>▪ Connected open spaces and pathways</li> <li>▪ All new development must meet or exceed environmental standards</li> </ul>
<p><b>Our relationships and value of shared responsibility ensure an enriched future for all</b></p>	<ul style="list-style-type: none"> <li>▪ Community pride; beautification projects – everyone helps</li> <li>▪ Better use of resources</li> <li>▪ Embrace &amp; deal with the right change</li> <li>▪ We are accountable for our actions, economically, socially, environmentally</li> <li>▪ Community is operating or making decisions based on the best available knowledge</li> <li>▪ Engaged in recreation, healthy, free of social ills</li> </ul>	<p><b>Ensure all leisure, wellness and recreation services embrace diversity and ensure equity for all</b></p> <ul style="list-style-type: none"> <li>▪ Build community capability by empowering emerging leaders and groups within the community</li> <li>▪ Community hubs</li> </ul> <p><b>Positive Youth Development is funded and secure in our communities</b></p> <p><b>All children will have access to entry level recreation “systems”</b></p> <ul style="list-style-type: none"> <li>▪ Tackle income challenges</li> <li>▪ Exchange of services for leisure and recreation is valued and ingrained in service delivery</li> <li>▪ Every community has supervised after school opportunities. <i>(Gallery walk comment: Better pathway signage.)</i></li> </ul>

Vision	Outcomes	Action
<p><b>The positive human community:</b> a local culture with Global Awareness</p>	<ul style="list-style-type: none"> <li>▪ Inner and social peace</li> <li>▪ Harmony, safety</li> <li>▪ Laughter</li> <li>▪ More human, less stuff – people concerns valued over bricks and mortar</li> <li>▪ Diversity</li> <li>▪ Community celebrations that everyone wants to be part of / spontaneous positive social interactions</li> <li>▪ Diversity issues cease to be, but undercurrents of enrichment flow from the differences</li> <li>▪ Kids play in the streets; the entire community watches over them</li> </ul>	<p>Foster environment of fun/joy/laughter and positive social interactions</p> <p><b>Talk with community members to find out their needs and challenges to having a healthy lifestyle and design programs accordingly</b></p>
<p><b>Understanding of and a commitment to a healthy lifestyle</b></p>	<ul style="list-style-type: none"> <li>▪ Shared outcomes re quality of life</li> <li>▪ People will take responsibility for their own healthy lifestyle and aid others to reach the goal of wellness</li> <li>▪ Ages, abilities, background, walking, playing and interacting</li> <li>▪ Reduced health care costs</li> <li>▪ Lack of all-consuming illness and crisis</li> <li>▪ Increased quality of life for longer – more vibrancy</li> <li>▪ Better able/willing to participate in public service</li> <li>▪ More energy to devote to personal living and growth</li> </ul>	<p><b>Be deliberate educators to enable the public to have a better understanding of benefits / outcomes of leisure / wellness for individuals and communities</b></p> <ul style="list-style-type: none"> <li>▪ Focus on education at all levels. (<i>Gallery walk comments: New K-9 Health and Life skills curriculum and new CALM (Sr. High) Curriculum – Sept. 2002</i>)</li> <li>▪ Mentor/train coaches and leaders to deliver outcome based programs</li> <li>▪ Facilitate social animation</li> <li>▪ Facilitate better understanding of impacts of our actions</li> <li>▪ Encourage everyone to contribute, knowing everyone can</li> <li>▪ Have the courage to take risks, initiate change and to inspire others.</li> </ul> <p><b>Create an environment that enables and reinforces positive lifestyle choices by community members</b></p> <ul style="list-style-type: none"> <li>▪ tax rebates</li> <li>▪ payments for leisure and recreation</li> </ul> <p><b>Lead by example . . . adopt a lifestyle of wellness and responsibility to the community.</b> (<i>Gallery walk comment: Nurturing and protecting volunteers as a critical and fragile human resource.</i>)</p>

**Chief Actors:** ARPA, Alberta Community Development, and local governments, plus specific groups in each topic area.

Groups named: non-governmental organizations, secondary institutions, multi-cultural groups, AUMA, library organizations, Police Services, FCM, cities of the Rockies, health regions, Parkland Institute, Canada West Foundation, Alberta Institute of Planners, museums, ACAL, school boards, churches, FCSS, social workers, health authorities, Canadian Heritage, historical, geographical, social, recreation, Pembina, Sierra Clubs, Alberta Sustainable Resource Development, Alberta Human Resources and Employment.

## Community Wellbeing & Vitality #2

Vision	Outcomes	Action
<b>Communities and individuals feel accountable, responsible for wellness</b>	<ul style="list-style-type: none"> <li>All levels of government and citizens recognize the benefits and consequences of leisure and wellness</li> <li>Individuals understand the consequences of not engaging in wellness</li> </ul>	<ul style="list-style-type: none"> <li>Build support through advocacy and marketing</li> <li>Respond to and build on the readiness of the Provincial Government to recognize and commit to the “benefits and consequences” of leisure and wellness (recreation and fitness)</li> <li>Implement incentives to support healthy lifestyles, such as tax breaks for citizens, businesses and volunteers who participate in or support active living</li> <li>Highlight non-profit successes such as Boys and Girls Club, Fun Team Alberta</li> <li>Support not-for-profits (e.g., sports organizations) taking a regional, multi-disciplinary, outcomes based approach</li> <li>Frontline staff tells community members, who tell two friends, who tell two friends—or their government representatives</li> </ul>
<b>All citizens participate in abundant lifelong learning</b>	<ul style="list-style-type: none"> <li>Communities are working together to support wellness</li> </ul>	<ul style="list-style-type: none"> <li>Connect people with shared relationships, activities, interests and enable them to come together and/or integrate in general programs and services</li> <li>Integrate play and sport into school curriculum as recommended by wellness research</li> <li>Use all facilities to maximum for lifelong and out-of-box learning, in collaboration with education systems</li> <li>Implement Focus on Learning/Focus on Research in all Alberta schools</li> <li>Employers provide employees time off for active pursuits and training</li> <li>Broaden and strengthen the Continuing Education Council to represent more diverse agencies, ages, etc.</li> </ul>
<b>Communities are safe to live, work and play in</b>	<ul style="list-style-type: none"> <li>Reduced vandalism and socially inappropriate behaviours</li> </ul>	<ul style="list-style-type: none"> <li>Invest in at-risk youth programs during socially relevant times and at key locations</li> </ul>
<b>Public facilities are accessible, shared, holistic, utilized and sustainably funded</b>	<ul style="list-style-type: none"> <li>Sustainable resources and infrastructure support the wellness industry</li> </ul>	<ul style="list-style-type: none"> <li>Research and define benchmarks and indicators of the support and services needed for the vital community of the future, looking at best practices in all related fields</li> <li>Lobby for a provincial policy of long-term, dedicated sustainable funding for proven infrastructure and services</li> <li>Move to multi-purpose public buildings</li> <li>Ensure sustainability of Supernet (hospitals, schools and libraries), including maintenance and training</li> <li>Analyze the willingness and capacity of citizens to continue “volunteering” (<i>Gallery Walk comment: This is exciting and critical. Would like to see action on this.</i>)</li> <li>Address the issue of downloading the responsibility and accountability of wellness/recreation services to “community”</li> </ul>
<b>Diversity and uniqueness are celebrated and all individuals fully served</b>	<ul style="list-style-type: none"> <li>Everyone in the community is viewed as vital to the whole</li> </ul>	<ul style="list-style-type: none"> <li>Engage citizens and respond to their interests and needs, then develop relevant opportunities; e.g., provide a portal through which citizens can access valid information about wellness</li> <li>Model respect for all cultures and beliefs</li> </ul>
<b>Will and structure exist for partnerships and collaboration</b>	<ul style="list-style-type: none"> <li>Less duplication for common/beneficial outcomes</li> <li>Effective use of resources</li> </ul>	<ul style="list-style-type: none"> <li>Collaborate with other stakeholders on interdependent initiatives, with ARPA serving as catalyst and link</li> <li>Interagency committee to plan facilitated community workshops of decision makers, administration, programmers, community reps from the focus groups</li> <li>Establish a “Community Wellness Steering Committee” (sanctioned by various agencies and groups/segments) to educate, plan, implement strategies/events</li> <li>Create a technology-based means of supporting communication among all concerned stakeholders</li> <li>Build common understanding of community wellness and vitality</li> <li>Work with Community Development &amp; ASRPWF and ARPA to establish an umbrella/leadership “voice” for the not-for-profit sector, then share learning</li> <li>Research/market a targeted/collaborative message in respect to obese children</li> </ul>

Vision	Outcomes	Action
<b>Communities value and believe and environment is sustainable and preserved for future generations</b>	The leisure and wellness industry take seriously our environmental responsibilities	<ul style="list-style-type: none"> <li>▪ Articulate our passion</li> <li>▪ Take affirmative actions that reduce the environmental impacts of our activities by working with urban planners to develop holistic communities, encouraging infrastructure development that makes it easy not to rely on the automobile, pathways, public transportation</li> <li>▪ Interagency/cross sectoral meetings and events: speakers, articles, "Environment's Impact Forums", recycle initiatives</li> </ul>

### Obstacles

Funding – unstable, not sustainable
Industrial Society – “stressing” the environment
Greedy society who believes in the “individual” instead of the “whole community” (North America)
Barriers for all to have the opportunities in recreation activities; geography, transportation dollars, low social/economic status, education, family support.
Systems
Territorial approach to planning, development and implementation “ownership”/competition
Not enough “banner wavers” (strong leaders and voices)
Thinking “in the box”
Not enough “risk takers” to implement change
Policy not conducive
Economic development incongruous to environmental sustainability
“Marginalized” not heard
Lack of inter-departmental or agency support
Infrastructure “life cycle” near end (worn out, needs replacement and/or repair)
Unreasonable expectations
Self-centred society currently – need to move to concern for the collective “good”
Silo approach to policy development
Lack of positive, focused, legitimate leadership
Personal and professional time restrictions
Structure and framework is not in place to facilitate community support and involvement
Inflexibility
Different core values
Differing expectations
Lack of visioning, leadership
Fear of change
Ruben Nelson’s boxes

### Opportunities

Facilitation vs. direct service
We have models of success and mobilized communities
Volunteer spirit and capacity
We have excellent sport, recreation, leisure, culture, educational learning organizations and groups
We have leaders
Desire to partner and collaborate and facilitate
Public/political will to change
We have resources
Enthusiasm and committed
We have infrastructure
Expertise
Developing leadership a “built in”
Sustainability
Empty schools
Statistics and research
Our children and future generations
Willingness to embrace change
Advocates
Need for extra curricular activities
Adopt more caring attitudes
Build communities which are barrier free
Take ownership for our own health and well being through healthy lifestyle choices
Actively collaborate to create the communities we envision for 2015
Personal priority shifts
Realizing our personal potential to effect community change
Mentoring our communities’ natural leaders

## Roles and Responsibilities Matrix

Each group was asked to complete a matrix similar to the one that follows. We include this matrix in full to indicate the range of partners being considered, together with a typical assignment of roles. For the remaining seven groups, information about roles and responsibilities is collapsed into a summary paragraph.

√ indicates organization/sector has a role to play										
⊖ denotes group's choice for lead role										
Strategy (Gallery Walk comments: The Visionary Leader group <b>really</b> likes this matrix. Regional Health authorities? Where do Post Secondary Institutions fit in the responsibility matrix?)	Provincial Government	Community Development Ministry	Other Provincial Government Ministry	Local /Municipal Government	Private Sector	Non-Profit Sector	Federal Government	Alberta Recreation & Parks Association	Citizens Everything starts here!	Other
Through advocacy and marketing, education and awareness, benefits and consequences of Leisure and Wellness will be recognized by all levels of Government and by the citizens of Alberta	√	√	√	√	√	√	√	⊖	√	√
Develop and maintain sustainable resources and infrastructure that support the wellness industry	√	√	√	⊖	√	√	√	√	√	√
Engage citizens by listening and responding to their interests and needs to develop relevant opportunities	√	√		⊖		⊖	√		√	√ Local Groups & Agen- cies
Collaborate with other stakeholders in Community Wellness and vitality over the next 13 years	√	√	√	√	√	√	√	⊖	√	√ Profes- sionals in field
Research and define accountability based outcomes and measurements for community well being and vitality	√	√	√	√	√	⊖	√	√		√ Universi- ties, etc.
Life Long Learning by -enhancing in-school experience (play & sport benefits) -broadening and strengthening continuing education -intersectoral opportunities and actions	√	√	⊖ Alberta Learning	√	√	√	√	√	√	√ Commu- nity Educa- tion Councils

## Conserving and Enhancing the Environment

Vision	Outcomes	Action
Urban and rural parks and protected areas fully represent Alberta's natural ecosystems, heritage sites, working landscapes, recreational opportunities	<ul style="list-style-type: none"> <li>▪ Cultural heritage preserved and shared</li> <li>▪ Well managed recreation opportunities</li> <li>▪ Structured and unstructured play</li> <li>▪ Sense of place</li> </ul>	<p><b>Inventory Alberta's biological, natural and cultural features and build a comprehensive inventory and database</b></p> <ul style="list-style-type: none"> <li>▪ Forge public/private partnerships, tying into "friends" organizations and academic community</li> </ul>
Provincewide network of parks and alternative transportation routes	<ul style="list-style-type: none"> <li>▪ Healthier, happier people</li> <li>▪ Biodiversity</li> </ul>	<p><b>Extend and promote connected trail systems</b>, working with TrailNet and other trail groups</p> <ul style="list-style-type: none"> <li>▪ Dialogue with wary neighbours and politicians</li> <li>▪ Provide easements in any new development, retrofit into existing areas</li> <li>▪ Include in Alberta Transportation budget</li> </ul>
Integrated resource planning recognizes amenity, natural and cultural heritage values	<ul style="list-style-type: none"> <li>▪ Environmental impact assessments clearly demonstrate due diligence</li> <li>▪ Public land base safeguards total economic, social and environmental values</li> <li>▪ Increased property values near green space</li> <li>▪ Attractive quality of life as economic magnet</li> </ul>	<p><b>Calculate the irreplaceable value</b> of parks, protected areas and healthy ecology accessible to everyone.</p> <ul style="list-style-type: none"> <li>▪ Capture psychological, sociological, community and economic measures in this cost/benefit analysis, including quality of life, enhanced property values and ability to attract business/tourism.</li> <li>▪ Calculate the footprint made by all sectors when evaluating new initiatives.</li> </ul>
Alberta's economy exists within its ecological carrying capacity	<ul style="list-style-type: none"> <li>▪ Alberta holds world leadership status</li> <li>▪ Exportable technologies</li> </ul>	<p><b>Lobby the province</b> to reward clean industry with tax incentives/grants. Seek legislation and action that puts economic decisions in the context of ecological limits.</p>
Urban and rural infrastructure systems are designed and engineered with nature	<ul style="list-style-type: none"> <li>▪ Heavy reliance on alternative energy sources (wind, solar)</li> <li>▪ Significantly reduced power/water consumption</li> <li>▪ Better use of natural resources</li> <li>▪ Resources preserved for future generations</li> <li>▪ Reduced costs</li> </ul>	<p><b>Urge municipalities to show environmental leadership</b> and champion the efforts of other governments and NGOs. Promote and build on successes, such as Calgary's water saving approach to new subdivisions (green versus grey infrastructure), integrated pest management, alternative energy use, fuel saving initiatives for fleets</p> <ul style="list-style-type: none"> <li>▪ Set limits and offer incentives to encourage best-practice engineering and use</li> <li>▪ Require improved building design</li> <li>▪ Promote xenoscaping</li> <li>▪ Support alternative power</li> </ul>
Strong personal and community stewardship ethic based on a shared understanding that quality of life depends on how we value, manage, protect and conserve inter-related ecological systems (water, air, flora, fauna) as well as social and economic capital.	<ul style="list-style-type: none"> <li>▪ Partnerships</li> <li>▪ Involvement</li> <li>▪ Respect for the environment</li> <li>▪ Healthy, sustainable environment</li> <li>▪ Clean drinking water</li> <li>▪ Breathable air</li> <li>▪ Diversity of plant and animal life</li> <li>▪ Parks and open spaces accessible to everyone</li> <li>▪ More fun!</li> </ul>	<p>Develop stewardship incentives and collaborative mechanisms that <b>encourage urban and rural landowners to adopt environmentally friendly land management practices.</b></p> <ul style="list-style-type: none"> <li>▪ Expand environmental education as part of lifelong learning.</li> <li>▪ Encourage residents to take ownership for parks and protected areas – e.g., require 50% natural environment in rural properties.</li> <li>▪ Promote responsible use of ATVs, off road recreation vehicles.</li> <li>▪ Work to close the gap between rich and poor.</li> <li>▪ Support and promote credible environmental science.</li> <li>▪ Partner with health advocates, local interest groups, media, environmentally sensitive corporations.</li> <li>▪ Point out connections e.g. between global warming and realities such as extreme weather.</li> </ul>

**Roles:** Involvement should be broad-based, particularly toward the goal of contiguous green space. The group recommends lead roles by the provincial government in regulations, incentives and marketing to promote conservation; by the municipal government in championing conservation with other levels of government while conserving green space internally and in cooperation with neighbours; by non-profit groups in initiatives such as TrailNet; by universities in developing inventories and identifying crucial areas for attention.

## Economic Growth and Development

VISION	Outcomes	Action
<b>Active leisure is an economic engine of community growth</b>	<ul style="list-style-type: none"> <li>▪ Diversified economy</li> <li>▪ Inflow of dollars, re-circulated and multiplied</li> <li>▪ Increased employment, e.g. in sport tourism</li> <li>▪ Higher property values near green spaces</li> <li>▪ Increased community pride</li> </ul>	<p><b>Develop a standard tool</b> to measure the economic benefit of the leisure industry</p> <p>Lobby for increased opportunities for sport, culture, heritage and tourism, fully apprising all levels of government of the explicit connections between leisure opportunities and business growth</p>
<b>Leisure is an essential service that adds to quality of life (FUN) and reduces crisis intervention costs</b>	<ul style="list-style-type: none"> <li>▪ Priority positioning: Ministerial portfolio in Alberta and Canada; municipal department in each jurisdiction</li> <li>▪ Every Albertan recognizes leisure as a right/responsibility</li> <li>▪ Universal understanding of costs/benefits</li> <li>▪ FUN has a place</li> </ul>	<p><b>Build a preventative health model</b> based on concrete evidence that investment in personal physical health results in lower health treatment costs.</p> <ul style="list-style-type: none"> <li>▪ Include preventive leisure pursuits as a provincial budget line item.</li> <li>▪ Encourage people to participate in leisure activities through incentives and personal consulting.</li> </ul>
<b>Leisure infrastructure provides a central focal point for multiple community activities</b>	<ul style="list-style-type: none"> <li>▪ Multiuse community hubs and infrastructure base</li> <li>▪ Everyone is involved and able to engage in individually fulfilling leisure</li> <li>▪ Higher level social interaction</li> <li>▪ Opportunities for youth at risk, leading to reduced crime</li> </ul>	<p><b>Embark on an explicit campaign</b> promoting government and public awareness of the direct connections between leisure, quality of life, reduced health costs and business growth</p> <p><b>Analyze gaps and opportunities</b> in current leisure infrastructure, events and services</p> <p><b>Reach out</b> to students through the education system</p>
<b>Individualized leisure opportunities are available for all</b>	<ul style="list-style-type: none"> <li>▪ Barriers to access removed</li> <li>▪ Meeting leisure and wellness needs of all ages, abilities and cultures</li> </ul>	<p><b>Encourage participation</b> through incentives and personal consulting services</p> <p><b>Educate staff and public to mitigate the impacts</b> some leisure activities (e.g., off-road vehicles) have on the environment and other users</p>
<b>The leisure/wellness industry has a sustainable system of partnership funding</b>	<ul style="list-style-type: none"> <li>▪ Sustainable funding from multiple sources</li> <li>▪ Long-term planning</li> <li>▪ Partnership policies reward entrepreneurship and entrepreneurship</li> <li>▪ Satisfactory stakeholder consultation</li> <li>▪ Preserved and enhanced natural, physical and cultural heritage</li> </ul>	<p><b>Develop long-term funding strategies</b> involving federal, provincial and municipal partners that allow Albertans to preserve, enhance and lever our natural assets, physical infrastructure and cultural heritage in a way that maximizes participation and sustainable economic development</p> <ul style="list-style-type: none"> <li>▪ Establish consistent and ongoing intersectoral task groups or sharing meetings involving public, private and non-profit players</li> <li>▪ Change the provincial planning act to increase municipal reserve dedication and to ensure trail and pathway linkages</li> <li>▪ Require “country cousin” partnership through business license</li> <li>▪ Create incentives for eco, sport, recreation and heritage tourism</li> <li>▪ Encourage hosting of provincial national and international events to bring new money to the community</li> </ul>
<b>The leisure/wellness industry utilizes regionalization and partnerships in the delivery of services</b>	<ul style="list-style-type: none"> <li>▪ Increased access/opportunity</li> <li>▪ Decreased duplication</li> <li>▪ Improved services</li> <li>▪ Regional support systems</li> <li>▪ Protected corridors</li> <li>▪ Cooperative tourism initiatives</li> </ul>	<p><b>Form mentoring partnerships</b> with individuals, regions, the province and national stakeholders to explore and evaluate new approaches, including the formation of regional boards</p> <ul style="list-style-type: none"> <li>▪ Partner with tourism industry and economic development boards</li> <li>▪ Capitalize on opportunities for joint use agreements</li> <li>▪ Partner with major sponsors</li> </ul>

**Roles:** Broad-based participation should be coupled with clear leadership in particular areas. ARPA should lead in mentoring partnerships; municipal governments in increasing opportunities for leisure and wellness industry and in developing long-term funding strategies. Educational institutions, added to the list of partners, have lead roles particularly in research, business development and mentoring roles. The provincial government should lead in establishing a preventative health model and ensuring that natural and heritage assets are sustained.

Past Successes	Opportunities	Obstacles
<ul style="list-style-type: none"> <li>▪ Government programs (MRTA, CTAP, Urban Parks)</li> <li>▪ Lots of partnerships, regional areas</li> <li>▪ Consolidated (community) services (police, fire, EMS, E.G.)</li> <li>▪ Measurement – definition, application (e.g. economic impact analysis)</li> <li>▪ Partnering</li> <li>▪ Facilitated programming rather than direct programming</li> <li>▪ Strong not-for-profit sector</li> </ul>	<ul style="list-style-type: none"> <li>▪ Preventative health</li> <li>▪ Population growth</li> <li>▪ More knowledgeable population</li> <li>▪ Public input processes</li> <li>▪ Willingness to discuss issues</li> <li>▪ Communication, awareness, promotion</li> <li>▪ Technology</li> <li>▪ Need to diversify the economy</li> <li>▪ 2005</li> <li>▪ Alberta Advantage</li> <li>▪ Alberta “entrepreneurship” attitude</li> <li>▪ Barriers to communication coming down</li> <li>▪ Tourism</li> </ul>	<ul style="list-style-type: none"> <li>▪ Population growth</li> <li>▪ Aging infrastructure</li> <li>▪ Cost of access</li> <li>▪ Type of recreation demanded requires more space</li> <li>▪ Political territoriality</li> <li>▪ Planners and developers and their understanding of our needs</li> <li>▪ Planning acts inflexible</li> </ul>

**Quotable:** Fun has a place – it’s when people do their best work.

## Leadership and Advocacy #1

Vision	Outcomes	Action
<b>Leaders embrace and facilitate change toward a desired future</b>	<ul style="list-style-type: none"> <li>Challenging the norm becomes the norm</li> </ul>	<b>Appoint a working group to carry visions forward</b> <ul style="list-style-type: none"> <li>Network formally and informally to share resources, continue the momentum, facilitate ongoing dialogue, beginning today!</li> </ul>
<b>New standard of integrated service through a high level of collaboration among all stakeholders</b>	<ul style="list-style-type: none"> <li>Strength through collaboration</li> <li>Integrated services and wellness centres</li> <li>Community wellbeing</li> </ul>	<b>Create a non-partisan vehicle</b> (e.g., Wellness and Leisure Council) to build an industry vision, clarify roles, forge strategies and address key issues such as childhood obesity through united province-wide action <ul style="list-style-type: none"> <li><b>Conduct an audit</b> of all public, private and non-profit Alberta initiatives dealing with leisure and wellness issues (leisure, sports, arts, faiths, cultural groups) and develop a directory</li> <li><b>Inventory resources available and needed</b> to advance goal(s)</li> <li><b>Develop effective communication and tools</b> to facilitate collaborative action focused on measurable and valuable outcomes (e.g., local, regional, provincial, global workshops, chat rooms, think tanks)</li> </ul>
<b>Adequate resources to achieve agreed upon outcomes</b>	<ul style="list-style-type: none"> <li>Healthy Albertans save healthcare dollars</li> <li>Quality of life attracts business and tourism</li> </ul>	<b>Assemble a strategic planning group to research the population's diverse needs and write a sustainable strategic business plan that identifies successful existing and new/creative revenue sources</b> <ul style="list-style-type: none"> <li><b>Obtain Foundation funding to build a solid business case</b> for investment in leisure and wellness based upon valid and reliable cost/benefit research</li> <li>Partner with private sectors/players that address shared outcomes</li> </ul>
<b>Passionate, ethical pursuit of community embraced wellbeing outcomes</b>	<ul style="list-style-type: none"> <li>Measurable and improved quality of life for all Albertans</li> </ul>	<b>Coordinate and implement a communication strategy that promotes the value of wellness and leisure</b> <ul style="list-style-type: none"> <li>Model healthy living, leisure and work</li> <li>Encourage Individuals to move from wellness as entitlement to responsible contribution</li> </ul>
<b>Commitment to leisure/wellness "outcomes" among all service providers, policy makers and communities</b>	<ul style="list-style-type: none"> <li>Repositioned recreation profile</li> <li>Advocacy no longer needed – everybody gets it</li> <li>All governments have wellness/leisure as top priority</li> </ul>	<b>Recruit and develop "champions" to advocate for the vision</b> <ul style="list-style-type: none"> <li>Work to change the political mindset from "capital" development to "operational" programming</li> <li>Seek comprehensive school health partnerships</li> <li>Report progress and celebrate successes</li> </ul>
<b>Shared, empowered leadership</b>	<ul style="list-style-type: none"> <li>Learning organizations</li> <li>Environment of trust</li> <li>Burnout avoided</li> </ul>	<b>Volunteers and staff members at all levels identify their training needs and design individual learning contracts, putting high priority on leadership training</b> <ul style="list-style-type: none"> <li>Supervisors team with other organizations and with Community Development to meet training needs</li> <li>Position staff for strengths, not seniority, in collaboration with unions</li> </ul>

**Responsibility** lies mostly with Alberta Community Development and ARPA, who may champion this on a provincial level. Over time, ideally other groups will shift into lead roles. Post-secondary institutions should be involved in research. Each one of us should go out and model visionary leadership; a visionary leader begins by not waiting for someone else.

### Concerns, questions, comments

- I feel strongly about following critical inclusion principles; customer needs must be consulted.
- Yes, we worked hard, but there is a nagging in the head. Are we still in the box?
- Where are our partners? We should ask those who use the system what they'd like to see in 10 years.
- How do we get everyone to all be stakeholders together? Do we need a crisis situation?
- It's difficult to develop a specific vision for leadership/advocacy.
- The impact made up an individual's life is for more important than the number of individuals served.

## Leadership and Advocacy #2

Vision	Outcomes	Action
<b>Distributed, passionate leadership characterized by charisma, creativity and co-operation</b>	<ul style="list-style-type: none"> <li>▪ Right person, right time, right place, doing right thing with right resources</li> <li>▪ Strong communication network with strategically positioned champions, able to respond and act quickly</li> </ul>	<p><b>Articulate, communicate and model new behaviours of shared leadership.</b></p> <p>E.g., celebrate success, work simple, embrace new/common language</p> <ul style="list-style-type: none"> <li>▪ Defragment the industry by defining it as one and working together</li> <li>▪ Create an effective cross-sectoral association/organization, with new accountabilities and incentives for multi-sector work</li> <li>▪ Foster an evolving structure of provincial and local chapters (of ARPA?), similar to library associations</li> <li>▪ Explore the possibility of a major province-wide, inclusive futuristic project</li> <li>▪ Develop a “light-on-the-feet” advocacy plan that allows us to respond to issues quickly. E.g., immediately, we might respond to the Provincial Futures document and action plan, the low-income review, obesity and diabetes</li> <li>▪ Foster enterprise unity by advocating for all, not just “us”</li> </ul>
<b>People inspired to focus on community outcomes</b>	<ul style="list-style-type: none"> <li>▪ Healthy, sustainable communities</li> <li>▪ Passion for recreation</li> <li>▪ Fun!</li> </ul>	<ul style="list-style-type: none"> <li>▪ Inspirational champions</li> <li>▪ Incentives for healthy lifestyle choices</li> </ul>
<b>Credible profession acting as coaches and catalysts advocate &amp; achieve community ideals</b>	<ul style="list-style-type: none"> <li>▪ Not owners or experts, but holding a unique, credible and essential role</li> <li>▪ Invited to participate in many sectors</li> <li>▪ Leisure and recreation valued</li> </ul>	<p><b>Build a credible, professional enterprise with best practices and standards</b></p> <ul style="list-style-type: none"> <li>▪ Develop a “standards” model for professional accreditation (wisdom of accreditation debated within the group)</li> <li>▪ Develop a training/learning and recognition strategy</li> <li>▪ Continually communicate, advocate and act in order to achieve renewal.</li> </ul>
<b>Shared understanding and ownership of a vision of personal and community health and wellbeing</b>	<ul style="list-style-type: none"> <li>▪ All sectors and individuals have “bought into” the wellness model. It has become part of the fabric of our community and “we” have moved on to other issues</li> <li>▪ Broad-based citizen awareness and ownership drive governmental policy and intersectoral service delivery</li> </ul>	<p><b>Develop an enterprise-wide strategic communications plan</b> to foster awareness and understanding of the vision and applied examples in such arenas as, e.g., chronic pain networks</p> <ul style="list-style-type: none"> <li>▪ Present symposium results at industry conferences, and create opportunities to engage with NFP and commercial sectors</li> <li>▪ Value-based budgeting – recognize longer term outcomes</li> <li>▪ Demand enabling recreation policy: municipal, provincial, federal levels. Part of enabling structure</li> </ul>
<b>Multi-sectoral, multi-disciplinary, seamless collaboration is fundamental to enhancing quality of life</b>	<ul style="list-style-type: none"> <li>▪ Collaboration at the core, not the margins</li> <li>▪ Strong connections between elected officials, community and professionals</li> <li>▪ Intersectoral approach becomes the norm</li> <li>▪ No need for corporate sponsorship/names; recognition is handled in other ways</li> </ul>	<ul style="list-style-type: none"> <li>▪ Share visioning results with other sectors, such as FCSS, ATAT, ASTA, Libraries, ASRPW, social workers</li> <li>▪ Exchange programs between sectors</li> <li>▪ Inter-sectoral committees in each community</li> <li>▪ Use LIN to facilitate national exchange of information and resources, to broaden impact of this symposium</li> <li>▪ Develop protocol agreements with other sectors, as in Saskatchewan</li> <li>▪ Seek to reward sponsors in other ways beside singling out names, e.g. through benefits delivered, exchange of service</li> </ul>
<b>Mechanisms exist to ensure we understand our customers are responsive to their needs and therefore provide relevant services</b>	<ul style="list-style-type: none"> <li>▪ People-based, not facility based</li> <li>▪ Serving diverse populations</li> <li>▪ Engaged society</li> <li>▪ Fun at play!</li> </ul>	<p><b>Use social marketing strategy to identify market and communicate</b> with the market</p> <ul style="list-style-type: none"> <li>▪ Develop more effective feedback mechanisms</li> <li>▪ Dialogue, listen, share and take action on needs of clients</li> </ul>

Vision	Outcomes	Action
<b>Empowered curiosity fostered by leaders' ability to accept questions</b>	<ul style="list-style-type: none"> <li>▪ Question-oriented culture builders</li> <li>▪ Learn from mistakes</li> <li>▪ Fun at work!</li> </ul>	<p><b>Learn, let go, take risks, move forward. Build on current strengths, abandon what's not working and DARE to know the difference</b></p> <ul style="list-style-type: none"> <li>▪ Lead outcomes NOT organizations</li> <li>▪ Create new models – learning organizations</li> <li>▪ Reward innovation at all levels</li> <li>▪ Encourage life-long learning</li> <li>▪ Keep goal-achievement foremost; together or individuals. Do not focus on just goal of working together – do not lose sight of goals</li> <li>▪ Share innovations/best practices</li> <li>▪ Create a process to receive curiosity and questions</li> <li>▪ Attract, engage and nurture the next generation of visionary leaders through mentorship programs, cross-fertilization, etc.</li> <li>▪ Support leaders and maximize their potential</li> </ul>
<b>Responsive to a global environment</b>	<ul style="list-style-type: none"> <li>▪ Diverse</li> <li>▪ Inclusive</li> <li>▪ Equitable</li> </ul>	

**Roles and Responsibilities:** This group assigned broad-based ownership for nearly all strategies. Strong support for lead roles went to ARPA for communicating the new vision and promoting professionalism; to municipalities for modeling new ways of interacting and to a new “credible enterprise” for shepherding many of the recommended cross-cultural activities. In addition, there was strong agreement that the onus to take risks and move forward lies with individuals as well as organizations.

**Logical next steps**

- Action committee, requests for involvement, gathering together and nurturing of folks noted.
- Call to a wider group of people to work on a process to invent the infrastructure needed—networking and offering ownership to a wider group to design the process.
- Timeline of communication is key. Set a time frame and then regularly communicate information that is concise, consistent, clear.
- Decentralized ARPA structure, using chapters to send out ideas from symposium to meetings.

## Sustainability and Governance

Vision	Outcomes	Action
<b>Independent federation of shared responsibility and advocacy</b>	<ul style="list-style-type: none"> <li>▪ Leadership, guidance</li> <li>▪ Improved networking</li> <li>▪ One-voice advocacy</li> <li>▪ Sufficient dollars from traditional/new sources</li> <li>▪ Leisure, recreation valued as essential to life</li> <li>▪ Diverse leadership includes all levels of government, not-for-profit, private business, industry, education, community organizations and special interest groups</li> <li>▪ Integrated leadership based on diverse inputs</li> </ul>	<b>Identify the players</b> involved and form a federation of organizations to collaborate on common purposes
<b>Clearly mandated leadership</b>	<ul style="list-style-type: none"> <li>▪ Defined parameters</li> <li>▪ Integrated facilities and services</li> <li>▪ Consistent strategic plan</li> </ul>	<b>Form consensus</b> around roles, structure, mandates
<b>Forum for discussing issues</b>	<ul style="list-style-type: none"> <li>▪ Consistent strategic plan</li> <li>▪ Leadership, guidance</li> <li>▪ Issue identification</li> <li>▪ Strategic direction</li> <li>▪ Dialogue</li> <li>▪ Trends and demographics considered</li> </ul>	<b>Build united responses</b> to key issues and emerging trends Continually demonstrate the benefits of leisure/wellness
<b>Needs based and forward focused</b>	<ul style="list-style-type: none"> <li>▪ Responding to demands and concerns of individuals and communities</li> <li>▪ Growth funding, including new creative revenues</li> <li>▪ Adaptable, flexible, prepared to change</li> <li>▪ Better use and integration of new technology, when appropriate</li> <li>▪ More public involvement with provision of services;</li> <li>▪ More effective use of current resources</li> </ul>	<b>Advocate:</b> Identify needs and priorities, devise strategies, advocate at provincial levels and within home organizations Find new sources of supporting needs. E.g.: <ul style="list-style-type: none"> <li>▪ Organizational barter system, e.g. selling utile (units) of social cohesion to industry;</li> <li>▪ Federal/ provincial government at the table;</li> <li>▪ Decentralize dollars to the municipal level;</li> <li>▪ Look within the movement.</li> </ul> Recognize both public and private contributions
<b>Accountable</b>	<ul style="list-style-type: none"> <li>▪ Credible</li> </ul>	<b>Demonstrate progress</b> toward outcomes Agree on code of ethics as terms of reference
<b>Barrier blasting</b>	<ul style="list-style-type: none"> <li>▪ Open communication – all voices heard and valued</li> <li>▪ Viable partnerships</li> </ul>	<b>Cut through</b> the layers, using direct person-to-person communication to simplify lines of communication
<b>Fostering nurturing concept</b>	<ul style="list-style-type: none"> <li>▪ Safe, vibrant, communities</li> <li>▪ Universal wellness</li> <li>▪ Children can play unsupervised</li> <li>▪ All neighbourhoods mingle</li> <li>▪ Creative ideas are developed</li> <li>▪ People have mental, physical, social and spiritual capacity to take on challenges</li> <li>▪ People care</li> <li>▪ Cultural diversity valued</li> <li>▪ For, by and of the people</li> <li>▪ Community based</li> </ul>	<b>Nurture</b> safe and vibrant communities Seek public input that empowers

**Responsibilities:** This group envisions broad-based involvement in the work ahead, with ARPA playing a lead role in spurring action toward a new forum, and the forum then leading the way in identifying its roles and sphere.

### Comments from other groups

- ✓ Is there some place where the environment could be included in sustainability?
- ✓ Sustainability of what? How do you reconcile conflicts in outcomes of sustainability between different sectors and objectives?

## Working Group Results: Beginning the Synthesis

The following ideas and proposed actions synthesize patterns of input from all eight groups into a framework intended to serve two complementary purposes.

**First, immediate catalyst for action.** Perhaps ideas found here offer workable ways to tackle acute or chronic issues on your own doorstep, approaches you can implement immediately. Seize the opportunity!

**Second, grist for a new vision.** As many symposium participants observed, the working groups walked only part way to a new vision. There's more work ahead if we're truly serious about stepping outside yesterday's box to serve a post-industrial culture. Further discussion is needed to craft the vision and prioritize the hard work that certainly lies ahead if all parties are sincere about the passionate words spoken those two days in May.

To promote debate, the list includes specific strategies proposed to support common objectives, some of which arose in just one or a few groups. The actions as stated also reflect the variety of terms used to define the sector and its goals, providing an opportunity to hear and respond to those terms in context.

Workshop participants may wish to compare this action list to the summary of their own workshops, to determine whether any key points are missing. Indeed, Vision 2015 sponsors invite comment from all readers who wish to recommend top priorities, add insights or quarrel with anything said here.

*"Let's take two to four things, and let's make them happen. The time has come to act because things are very, very serious. What is the vision for Alberta that raises the hair on the back of our neck? We've got to come up with those words. More Albertans living and modelling an active lifestyle—does that get you excited? The healthiest province in Canada, in the world? We've got to come up with the vision that grabs our gut."*

Franco Savoia, Edmonton YMCA  
Reporter, *Personal Health of Albertans*

*"Recognizing that we don't have a policy environment that's ideal now, we need to start at both the frontline and in government. There are lots of examples of initiatives we can build on. We need to take those examples, and build a policy framework that sustains it."*

Dr. Gerry Predy  
Capital Health Authority

*"When is it too late to change? Do we have luxury of another 25 years? Are we on the edge of collective death? How do we insert sense of urgency?"*

*"What is the crisis to move us forward?"*  
Leadership Working Group  
Vision 2015 Symposium

*"We've got people here because they want to be here, not because government told them to be. ARPA is committed to increasing that network, so the table can be bigger next time. We've heard five profoundly provocative presentations, and there's a lot of energy here. To do anything but go forward, I think, is making a mistake. We've evolved from pioneer days to where we've expected the province to facilitate and/or do, but if you go from a dependency model, you will stall. The conclusion I've come to is the government is a partner, another player and that's all. Go forward—with gusto."*

Barry Mitchelson  
Chair, Recreation for Life Foundation

# First Steps: Emerging Vision and Starting Points

The following themes arose often throughout the symposium, and provide a starting point for discussion. The themes are elaborated on the following pages, followed by related action steps as suggested by workshop groups.

	<u>Page</u>
<b>1. Visionary Leadership: championing a healthy, prosperous, sustainable and human world</b>	<b>43</b>
<b>2. Collaboration and Partnership: toward a new standard of integrated service</b>	<b>45</b>
<b>3. Accessible opportunities: nurturing healthy, safe, vibrant communities</b>	<b>47</b>
<b>4. Stewardship: protecting and preserving Alberta's environment</b>	<b>50</b>
<b>5. Mutual Accountability: accepting personal and communal responsibility for wellbeing</b>	<b>52</b>

## Often-mentioned outcomes:

- Visibly improved health and quality of life
- A personal and communal ethic of wellness
- Ample, accessible and affordable leisure and wellness
- Reduced strain on health care budgets
- Close-knit, safe, healthy communities
- A sustainable and sustaining environment
- Expanded business and tourism opportunities
- A healthy, sustainable, sustaining leisure and wellness sector

*"This is what, if we act now,  
2015 is going to look like:  
Leisure is an economic engine of growth, an essential service, a central focal point, a community hub. Individualized leisure opportunities are available for all. There is a sustainable system of funding, and the leisure industry has recognized regionalization. We have developed mentoring partnerships and funding strategies on an individual, community, regional, provincial and national level. Research and education has moved ahead on the total impact of leisure, leading to a full preventive health model. There are increased opportunities for sport, heritage and ecotourism. In short, we have moved forward in a spirit of fun to a sustainable future."*

Kim Simkin, Silvanesti Enterprises  
Reporter, Economic Growth and Development  
Delegate Group

Core Values	
Attempt at values synthesis	Values as recorded by the eight symposium groups
Visionary leadership	Creative, Innovative, Entrepreneurial, Proactive Advocate, Courageous, Determined, Leadership, Passionate, Positive, Walk the talk, Will
Collaboration	Beyond your silo, Collaborative, Communicative, Connected, Cooperative, Dialogue, Mutually supporting, Selfless, Shared responsibility, Sharing, Teamwork, Trust, Willingness, Facilitating
Inclusivity - Accessibility	Accessible, Barrier-free, Choice, Diverse, Flexible, Inclusive, Equity, Equality, Caring-valuing others
Integrity - Quality	Committed, Credible, Dependable, Honest, Integrity, Professional, Quality, Responsible, Sincere, Transparent, Value-based
Healthy citizens	Empathy, Appropriate caring, Dignity, Compassionate, Honouring, Respectful, Supportive, Understanding, Universal, Wellness, Customers first, Patient, Personal, Self-determination
Empowered communities	Being safe, Community developing, Empowering, Facilitating, (Economic) Growth and development
Stewardship	Adaptable, Balanced, Biodiversity, Global, Healthy, Heritage Holistic, Integrating, Long-term, Simplicity, Stewardly, Sustainable
Meaningful outcomes	Accountable, Achieving potential, Benefits-driven, Meaningful outcomes, Goal-oriented, Purposeful
Diversity of experience	Family, FUN, Humour, Joy, Integral to quality of life, Healthy

# 1. Visionary Leadership: championing a healthy, prosperous, sustainable and human world

## The emerging vision

*“Our world needs one country to lead the way, to openly champion and pioneer a prosperous, sustainable and human world that works for all. Why not Canada? To grow into this role, Canada needs at least one province to say this is our mission. Why not Alberta? Alberta is the best shot Canada has, and if we blow it, we blow it not just for us but for the world.”*

Ruben Nelson

Achieving the catastrophically better future envisioned at Symposium 2015 demands visionary, distributed, passionate leadership that’s not merely talked about, but lived. It may well be that as part of that leadership, we will need to let some things go so that we can embrace the new emerging things better. Leadership with the creativity, charisma and cooperative spirit to catalyze united action and seize the opportunity presented by this unique nexus in Alberta’s history—a time when politicians and citizens alike are recognizing the life-or-death necessity of nurturing individuals, community and the environment. This leadership is clearly mandated and accountable, yet shared—empowering everyone to ask the questions and provide the insight that facilitates change toward a desired future. These leaders set audacious goals for leisure and wellness, not for their own sake, but because the alternative would condemn Alberta’s people to a withered life. In short, tomorrow’s leisure and wellness leaders work elbow to elbow with staff, partners and customers toward a healthy, prosperous, sustainable and human world for all.

## Starting points

Like most deep-rooted things in life, leisure and wellness begin at home. To truly challenge past behaviours and chart a sustainable course, Symposium participants agreed, the individuals and organizations fostering quality of life must model and nurture visionary leadership. Some actions steps include

- **Create Leaders.** Expect our leaders to be question-oriented cultural builders who reward innovation, invite questions and pass the baton.
- **Inspire action.** Recruit and develop “champions” to advocate for the vision.
- **Share the lead.** Articulate, communicate and model new behaviors of shared leadership – celebrate success, work simple, embrace new/common language.

*“More of the same is simply not good enough. We must achieve a catastrophically better future. That is not just a nice motivational thought; it’s an empirical property. If we don’t do this, we will die.”*

Ruben Nelson  
President/CEO

The Alliance for Capitalizing on Change

*“We are in this province looking at a very different agenda. How we look at issues of accountability, I think, will be profoundly different.”*

Russell Carr

Partner, Carr Leiren and Associates

*People want to be part of making this the best place in the world, and they want to make it best not based on money, but on lifestyle.*

Doug Mitchell

Co-Chair, Alberta Future Summit 2002

*“Because a lot of what we’re talking about here crosses sectors, it demands a new paradigm.... Recognizing that we don’t have a policy environment that’s ideal now, we need to start at both the frontline and in government.”*

Dr. Gerry Predy  
Capital Health Authority

*Leisure and wellness are wise to pay heed to dominant and emergent policy paradigms, including a strong focus on these four areas:*

*outcomes, accountability  
coordination, sustainability.*

Russell Carr

Partner, Carr Leiren and Associates

*“What’s the point of getting up in the morning if the impact you’re making is just marginally incremental?”*

Dale Stanway  
CEO, City of Calgary

- **Name the sector.** Find new language to define a united industry or movement, language that fosters common understanding of its links to community wellness and vitality.
- **Cross-advocate.** Foster enterprise unity by advocating for all, not just “us”. Develop a “light-on-the-feet” advocacy plan that allows us to respond to issues quickly.
- **Be bold.** Learn, let go, take risks, move forward. Build on current strengths, abandon what’s not working and DARE to know the difference.
- **Ensure excellence.** Build a credible, professional enterprise with best practices and standards. Create new models that are learning organizations.
- **Serve the new paradigm.** Mentor/train coaches and leaders to deliver outcome based programs. Lead outcomes NOT organizations. Make the customer the centre.
- **Plan for succession.** Create, attract, engage and nurture the next generation of visionary leaders, both to benefit from their wisdom and to prepare for the coming wave of retirements.
- **Promote linkages.** Appoint a working group to carry forward the vision articulated at the Symposium and promote the benefit of intersectoral action. Present Symposium results electronically and at industry conferences, and create opportunities to engage widely with potential stakeholders about the vision of a united forum.

*Doing the task better is no longer enough to guarantee a future. Instead, we need to question whether we're tackling the right projects and preserving the right culture. Those questions scare us, because they shake our foundations. But without asking them, we're stuck in an industrial mode that no longer works.*

Ruben Nelson  
President/CEO  
The Alliance for Capitalizing on Change

*"It has to be about people.... We must create an environment where people can do great work."*

Dale Stanway  
CEO, City of Calgary

*"Working with social workers who have just becoming accredited under the health professions act, I'm discovering that it's more about competitiveness and exclusion than the values we espouse. We now have difficulties finding social workers in some areas of the province because they don't exist. Before, the best person in the community would do the work. We need to be careful about credentialing, yet we want to ensure we are professional, and foster leadership."*

Tim Moorhouse  
Alberta Children's Services

*"What we all want to do is maximize that potential of leadership. That may mean accrediting within certain disciplines. But what we want to do is identify potential leaders and give them all the support we can."*

Candy Lannan  
City of Calgary

*"We will put the "fun" back in dys"fun"tional We will enjoy what we do and we will do what we enjoy."*

Workshop participant  
Vision 2015 Symposium

*"We need to value our protected areas. To plagiarize Joni Mitchell, we are rapidly paving paradise. We need action.*

*You people out there need to show the leadership and the willingness to take on that challenge."*

Guy Swinnerton  
Professor, University of Alberta

## 2. Collaboration and Partnership: toward a new way to do business

### The emerging vision

*"We need to commit ourselves to the task of inventing and developing new, life-giving perceptions, relationships and structures, which embody and reflect wisdom and responsibility. It's an emergent process, and we haven't begun to dream of what we can become."*

Ruben Nelson

President/CEO, The Alliance for Capitalizing on Change

*"Ownership will not matter, only that the opportunity exists to achieve 'whole person' and community."*

Ken Balmer

ReTHINK (West) Inc.

Collaboration is the norm among the leisure and wellness enterprises of 2015 Alberta. No longer optional, partnerships are the way things get done—and they're fully supported by will, structure and funding. Having matured beyond silos and hierarchies, we network across sectors and with governments, building the intelligence needed to pursue the broad-scope goals on which Alberta's future depends: sustainable development, population health, quality of life. Focused on creating a world that is truly prosperous, innovative, inclusive, sustainable and human, networked entities base their decisions not on "who agrees," but on "what works"; not on self-promotion but on those we serve. Rather than withholding knowledge as power, leaders provide easy access to the reliable persons, resources and tools this work requires. Such seamless collaboration enables a new standard of integrated service to emerge, sustainably funded and life-enhancing.

### Starting points

Vision 2015 participants shared a strong sense that the many organizations providing opportunities for leisure and wellness must create a vehicle for collaboration at the core rather than the margins of their work. Only then can those disparate units (e.g., parks, culture, environment, recreation, arts, cultural groups, libraries, sports) ensure best use of finite resources and speak with the weight required at this crucial nexus in history. The proposed authority and scope of that vehicle (variously termed Wellness and Leisure Council, Community Wellness Steering Committee, Quality of Life Forum or a broadened Community Education Council) differed from group to group. Some also cautioned that cross-sectoral systems can stymie action, dilute messages and muddy accountability. Yet the need for a united voice was

*"We know this sector is crucial to getting people healthy, so work with health, children's services and other areas to get the message heard. If you focus on outcomes across sectors, the message becomes much stronger."*

Dr. Gerry Predy  
Capital Health Authority

*"It will not be good enough to have cross-government initiatives; we at the community level have to work at policy coordination in a way we never have before."*

Russell Carr  
Carr Leiren and Associates

*"Our strongest consensus was around needing to create some sort of federation or association of associations to move our ideas forward and play an advocacy role."*

Lynne Dale, Willow Bridge Consulting  
Reporter, Sustainability and Governance #1

*"There is an entire part of the health industry focused on prevention. All recreation and parks has to do is open the doors."*

Dr. Gerry Predy  
Capital Health Authority

*"What we need is a federation of shared responsibility—a body or an alliance of bodies."  
"Forum is a strong word. It brings the idea of shared responsibility and values."*

*"We chose to think of ourselves as movement rather than industry. It was just one word, but it opened up our thinking."*

*"Instead of movement, how about collective?"  
"Industry I don't like because it segments us."*

*"There is baggage associated with leisure and wellness. Everybody has a preconceived notion of what should be."*

*"Some leisure is not healthful."*

*"Leisure and wellness becomes limiting. It raises the question of other add-ons: sports, arts/culture, environment, active living, tourism."*

*"What about a whole new label? If we pull a whole whack of people together and recognize leisure and wellness involves all of those things and start to develop outcomes, perhaps the term would arise."*

*"How about FUN?"*

Search for new identity in the  
Sustainability and Governance Group

expressed by every group. Typically, ARPA and Alberta Community Development were mentioned as near-term catalysts, with leadership broadening as other partners pick up the torch.

- **Identify the players.** Conduct an audit of public, private and non-profit Alberta initiatives dealing with leisure and wellness and develop a digital directory, widely available via Internet.
- **Set parameters.** Form consensus around scope, structure, roles, mandates and strategies. (Amid widespread interest in a very inclusive forum, debate remains about whether a broad scope might dilute the leisure/wellness role and message. Further discussion is needed about that issue, among others.)
- **Redefine roles.** Develop protocol agreements with other sectors (e.g. education, health, tourism, economic development, corporate sponsors), as in Saskatchewan.
- **Inventory assets.** Determine resources available and needed to advance toward measurable and valuable outcomes.
- **Communicate.** Facilitate collaborative action through such tools as local, regional, provincial and global workshops, chat rooms and think tanks—and by attending each others' events. Cut through bureaucratic layers with direct person-to-person communication. Use the Supernet as a linking mechanism.
- **Share the lead, share the load.** Laying aside ego and territoriality, partner with the individuals and organizations most suited for each task.
- **Focus on goals.** Once solid mechanisms and strategies are in place, act rather than becoming mired in talk.

**Potential partners... a starter list**

Federal government	Sports	(Eco)tourism
Provincial government	Ethno-cultural	Libraries
Municipal government	Scouts	Volunteers
Health professionals	Education	Business
Workplace & employers	Justice	Recreation
Active living agencies	Seniors	Citizens
Boys & Girls Clubs	Heritage	Media
Regional Authorities	Arts & Culture	Service Clubs
Environmental groups	Social workers	Nutritionists
Big Sisters/Big Brothers	Community Associations	
Federation of Canadian Municipalities		
Continuing Education Councils		

*Although we need to work together, we also need to recognize there are some things we need to do by ourselves. Not all our goals are common. Because we're in this big partnership push, all we're doing is sharing blame when things don't work, passing the buck."*  
Candy Lannan  
City of Calgary

*"We struggled with the meaning of integration. At what point do you lose the identity to be recognized as recreation and parks? But we also learned that many of us share the same concerns and issues, that we're all committed to finding a solution, and that we provide support to one another in that process. In trying to locate responsibility, we allocated a lot to ARPA and Alberta Community Development. The next time we come together, we'd like to see that responsibility leadership spread a little bit more evenly across the board."*  
Candice Gartner, City of Calgary  
Reporter, Visionary leadership and advocacy #2

*If leisure's recent shuffle from ministry to ministry taught anything, it's that the function fits everywhere. Rather than scurrying to fit the mandate of each new ministry, capitalize on that breadth to build cross-ministry initiatives and public/private/voluntary partnerships.*  
Ken Balmer  
Principal, ReTHINK (West) Inc.

*"I come from Poland, and after communism, the government would spend all its time on planning, but with nothing behind it. I see that here now. For the third year we're sitting there planning, and I'm just exploding. We've got to move from the business planning to implementation. A two-page plan can accomplish as much as an 80-year plan. The more we have policy, the less we are bold and courageous."*  
Slawa Gruszczynska  
City of Calgary

*"In order to be bold, we've got to put the roots in order. We're at a point of 'let's do it,' but to use an image we often relate to children, we want the wings, but first we need the roots. We've got to deal with some of this stuff that we never dealt with, and build our foundation. To me, a part of this is putting the roots in order, but rather than continuing to dig in the dirt, hopefully we'll grow wings to fly."*  
Candy Lannan  
City of Calgary  
Vision 2015 Symposium Participant

### 3. Accessible opportunities: nurturing healthy, safe, vibrant communities

#### The emerging vision

*“If we are to build a healthier population, we need to build communities where everyone is involved and participating. That is the challenge for everyone in this room.”*

Dr. Gerry Predy  
Capital Health Authority

In the close-knit communities of 2015 Alberta, citizens are inspired to focus on community values and outcomes. By now, there’s broad understanding of the role leisure and wellness play in weaving the vibrant fabric that makes a community safe and healthy. Realizing the societal value of providing those opportunities, multiple public, private and not-for-profit partners together ensure equitable access for all. Rather than assuming we know what that means, we lead by listening, ensuring that mechanisms exist to understand customer needs and respond with relevant services. As a result, programs, services, spaces and information sources are diverse, accessible and evolving, reflecting Alberta’s full range of cultures, abilities and interests. We take special care to ensure that economic disparity bars no one, young or old, from access to the leisure and wellness opportunities required for holistic health.

#### Starting points

Growing multiculturalism, increasing income disparity and an aging population multiply the challenge of ensuring that every Albertan has access to the opportunities required to be healthy in the fullest sense of that word. Concepts such “inclusive” and “equitable” surfaced often as workshop participants wrestled with the imperative of serving an increasingly diverse population with aging facilities and shrinking funds. What’s needed, many agreed, is a paradigm shift from viewing facilities as ends in themselves to putting community wellness first—and using facilities strategically to meet those goals. Recreation and active living professionals then become not first of all building owners, but coaches and catalysts who use buildings as one tool among many to foster fitness, fun and positive social interaction.

- **Listen broadly.** Discover and benchmark the support and services needed for the vital community of the future by listening intently in many settings. Identify gaps and opportunities in events, services and infrastructure and determine how best to fill them.

*“We need to become passionate about the results we are seeking on behalf of individuals and their communities rather than focusing on the means or activity.”*

Ken Balmer  
ReTHINK (West) Inc.

*There’s a growing awareness of the need to provide opportunities for everyone to participate.*

Doug Mitchell  
Co-Chair, Alberta Future Summit 2002

*Seven central priorities emerged through Alberta Future Summit 2002: a strong, inclusive, economy; accessible, affordable learning; fiscal responsibility that builds a legacy for future generations; safe, caring communities; a first-class health care system that promotes healthy living and wellness; a clean, healthy environment; effective governance.*

Doug Mitchell  
Co-Chair, Alberta Future Summit 2002

*“I worry about who is not in this room. We’re a select group, yet we’re serving diverse populations. We have to look at issues of accessibility.”*

Vision 2015 Symposium participant  
(Echoed by many others)

*“Outdoor recreation customers will be increasingly older, urban, and from racial and ethnic minority groups.”*

Guy Swinnerton  
Professor, University of Alberta

*“I love Scouts Canada. They always say when you walk into a Scouts meeting, you should see the same cross section you see in the classroom, because in a classroom, everybody has to be there. If you’re not including all those people, you have somehow failed.”*

Ken Balmer  
ReTHINK (West) Inc.

- Form interagency committees to facilitate community workshops involving decision makers, administrators, programmers and community representatives.
- Engage those marginalized by age, gender, abilities, culture, poverty and other factors in places where they are comfortable.
- Examine best practices in related fields.
- **Share facilities.** Capitalize on opportunities for joint use agreements, to ensure that all facilities receive maximum use for lifelong and out-of-box learning, active living and fun. Operate only those facilities that help build healthy community, and use them in non-traditional ways (e.g., offer new, different, low/no-cost programs during down times, or develop one-stop wellness centres). Lobby for open-door schools, fully available for community use.
- **Support excellent partners.** Build community capacity by empowering leaders and supporting groups already at work.
- **Unite in a major initiative.** Explore the possibility of a major province-wide, inclusive, futuristic project, such as a concerted effort to ensure all children have physically active after school care, and/or adequate attention to physical activity in school.
- **Bolster physical activity in schools.** Legislate physical activity in schools (the new 4Rs: reading, 'riting, 'rithmetic and running) and integrate quality play and sport into the curriculum as recommended by wellness research. Recognizing the load already carried by schools and teachers, offer recreation expertise to schools, perhaps as partners in existing programs such as Alberta's *Ever Active School Program* ([www.everactive.org](http://www.everactive.org)) or *Comprehensive School Health Partnerships*. Implement *Focus on Learning Focus on Research* in all Alberta schools.
- **Meet daycare and out-of-school needs.** Ensure that every child has access to safe, nurturing and affordable care offering optimum physical activity, from preschool on. Where existing programs such as Boys and Girls Club and YMCA leave gaps, expand their support and/or build other mechanisms to form a network that serves all, using whatever mix of partnerships is most appropriate in each community.
- **Serve at-risk youth.** Invest in at-risk youth programs during socially relevant times and at key locations. Ensure that multi-focused Positive Youth Development is funded and secure in all communities.
- **Challenge the income barrier.** Keep services affordable and/or reduce rates for low-income users. Lobby to reduce systemic inequalities and ensure that all children have access to quality entry-level recreation. Recognize that basic needs

*"What I've heard is 'Be pragmatic. If you can't do it where you are, get out and do it somewhere else.' We tend to feel the place we're at is the only venue for chasing what may be a dream, but it may not be."*

Rod Keith  
Edmonton Community Services

*"Encourage everyone to contribute, knowing everyone can."*

*"Invite people to dip a toe in the active living waters by offering free or low-cost try-out snactivity."*

Gallery Walk comments  
Vision 2015 Symposium

---

must be met before individuals have the capacity to make good mental health choices and finally attend to their physical health.

- **Communicate diversely.** Reach out to cross-generational, cross-cultural and cross-economic participants and volunteers through multimedia, diverse languages (including sign and native languages), schools, churches, associations. Provide a portal through which citizens can access valid information about wellness and active living opportunities.
- **Enable connections.** Connect people with shared relationships, activities, interests and enable them to come together and/or integrate into general programs and services.

*“This province is miles ahead of the rest of Canada in community development. Here, the assumption is the community will do the Stampede, the festivals, the parent councils. We have the foundation here. If we want to facilitate that, it’s probably as simple as three filing cabinets: one for requests, one for paid or volunteer leaders, one for community facilities with unfilled space. These communities are highly mobilized. They just need connections and space.”*

Ken Balmer  
ReTHINK (West) Inc.

## 4. Stewardship: protecting and preserving Alberta's environment

### The emerging vision

*"It's imperative to move the provincial economy to exist within Alberta's ecological carrying capacity."*

Vision 2015 Symposium Participant

Conserving and Enhancing the Environment Workshop

The Alberta of 2015 has learned how to balance economic and environmental imperatives. Among the positive outcomes is a linked system of urban and rural parks and protected areas, its boundaries and management informed by experts in the field. Besides fully representing Alberta's natural ecosystems, heritage sites and working landscapes, that system provides diverse leisure and wellness opportunities. Furthermore, the best in environmental expertise is followed in any new development, urban or rural, to ensure sustainability for both the environment and living beings.

### Starting points

Amid the boom in Alberta's economy, essential parts of our landscape are being irretrievably lost. Yet the greatest gains in active living are occurring in outdoor environments, typically involving recreation activities that require large natural footprints. Meanwhile, a growing chorus of top researchers warns that, without large and interconnected natural areas, biodiversity will sharply decline as endangered species perish. Continued quality of life, then, depends on immediate action to ensure that the personal and corporate sense of responsibility for wellness extends to the environment that—now, at least—sustains and nurtures us.

- **Inventory and re-invest in existing park assets.** Work with partners such as universities to create a comprehensive biophysical inventory and database of all Alberta natural areas. Reinvest in our provincial and municipal park systems to protect our existing outdoor recreation and parks legacy.
- **Calculate full value.** Spur a change in mindset by calculating the irreplaceable value of parks, protected areas and healthy ecology, capturing psychological, sociological, community and economic measures such as quality of life, enhanced property values and ability to attract business/tourism.
- **Be accountable for goals.** Define environmental sustainability, entrench goals in policy and review progress annually.

*"When Albertans think about the future, they would like to see a clean, healthy natural environment where economic development and environmental protection are carefully balanced."*

Imagine our Tomorrow

Report of Alberta Future Summit 2002

*"We can't have economic development at the cost of ecology. When we talk to people about attracting newcomers to our community, the prime asset is quality of life. The reason I came back to Alberta is quality of life. I could do what I do almost anywhere in world."*

Vision 2015 Participant

Conserving and Enhancing the Environment

*"Physical activities in nature are a prime antidote to mental illness, the most costly aspect of health care today in North America."*

Gallery Walk comment

*"The question is, how much is the natural world really worth to society, from its intrinsic worth; from its social, health and community wellbeing benefits; from a monetary perspective? In many cases, it is assessed by more traditional means and ends up with a low value—almost wasteland."*

*Yet stands of native trees and wetlands provide many 'ecological services' such as air to breathe, regulation and cleansing of the water table, the biodiversity (songbirds, beneficial insects, unique plant life) we appreciate around us.*

*These ecological services are often taken for granted, considered to be unlimited beyond the horizon or simply dismissed as not significant to the economy. But without them, our own lives in the future will be degraded.*

*Steps should be taken to significantly increase the value of ecological services and seriously look at full costs of development. Ecology and the economy must be factored together much more closely."*

Grant Moir

City of Red Deer

- **Connect and expand natural spaces.** Extend and promote connected trail systems, working with TrailNet and other trail groups toward a province-wide network of linear parks and alternative transportation routes. Re-institute the Urban/Rural Parks Program and use conservation easements, land swapping and other methods to preserve larger chunks of habitat.
- **Require and reward sustainability.** Encourage best-practice industry, tourism, and urban/rural land use by building trust, setting limits and offering incentives (tax credits, grants, consulting). For example:
  - require improved building design;
  - retain wetlands and other natural features when planning developments;
  - reward xenoscaping;
  - support alternative power;
  - increase municipal reserve dedication and require as much as 50% of rural development to remain as natural environment.
- **Promote municipal leadership.** Promote and build on existing successes, such as water-saving approaches in new subdivisions (green versus grey infrastructure), integrated pest management, development that reduces reliance on the automobile, innovative waste management, reduced light pollution, public transportation, alternative energy sources, fuel-saving initiatives.
- **Reduce recreation impacts.** Take affirmative action to reduce the environmental impact of leisure management and activities.
- **Spur eco-tourism.** Create incentives for sport, recreation and heritage tourism that respects its environments. Place greater emphasis on interpretive and environmental education through our parks systems.
- **Educate and advocate.** Partner with health advocates, local interest groups, media, environmentally sensitive corporations and others in passionate environmental education as part of lifelong learning. Some potential topics:
  - Citizen ownership and care for parks and protected areas;
  - Responsible use of off-road recreation vehicles;
  - Dutch bike paths;
  - Credible environmental science, including connections between such phenomena as global warming and realities such as extreme weather.

*"ARPA should research and closely align environmental initiatives and objectives with those of the Federation of Canadian Municipalities, the National Round Table on the Environment and Economy and other groups to help broaden the scope of environmental information being supplied to Alberta municipalities."*

Grant Moir  
City of Red Deer

*"Floodways, riverside parks, streams and wetlands can replace a good deal of expensive infrastructure to handle drainage, water supply and water quality. New York City plans to spend \$250 million on watershed protection to avoid spending \$5 billion on a federally mandated water filtration system."*

Trust for Public Land, 1994  
Quoted in The Benefits Catalogue

*"The reason why we need to depend so heavily on private stewardship is directly linked to the lack of effective planning legislation in this province."*

Guy Swinnerton  
Professor, University of Alberta

*"When I was born, there was no environment. There was just indoors and outdoors, end of story. We didn't have to be responsible for it, we were just in it and used it. Now we realize we're responsible for the whole social order, the whole culture we're a part of. It's not given by God, but a social creation."*

Ruben Nelson  
President/CEO  
The Alliance for Capitalizing on Change

## 5. Mutual Accountability: accepting personal and communal responsibility for wellbeing

### The emerging vision

*“In 2015... advocacy will not be needed, because active leisure will be an integral part of life. We’ll develop new common language. And as our guiding principle, common to us all, fun will certainly be a major component.”*

Vision 2015 Symposium Reporter  
Visionary Leadership and Advocacy #1

In this future, Albertans live out of the shared understanding that accountability for wellbeing is both personal and communal. Individuals intentionally engage in leisure and wellness to augment their wellbeing, viewing health as responsibility rather than entitlement. Public, corporate and non-profit entities, meanwhile, see the value of pondering every decision they make in the light of its impact on wellbeing. As players in an arena now recognized as crucial to quality of life, leisure and wellness professionals are held accountable for their use of the funds and energy that flow in from diverse directions. Alberta has become measurably healthier, a trend that is predicted to continue.

### Starting points

**Concerted advocacy:** Despite a wealth of evidence that leisure and wellness are crucial to Alberta’s future, the potential offered by parks, recreation, active leisure, sports, arts/culture and play remains little understood. Every Symposium working group recommended concerted advocacy with the aim of making leisure and wellness intrinsic to Alberta life. Just as social marketing campaigns have changed attitudes and behaviour regarding smoking, seatbelts, helmets and driving drunk, so this strategic campaign would underline the reality that Albertans have both personal and communal responsibility to ensure a healthy future.

- **Quantify value.** Pull existing and new evidence into an Alberta-specific case for investment with clear and relevant outcome measures outlining the sector’s ability to enable economic, social, physical, environmental and psychological health. Address urgent issues in those measures by including:
  - the impact of active leisure opportunities on genuine progress and **quality of life**;
  - the **economic benefit** of the leisure and wellness industry;
  - the link between active leisure opportunities and lower

*“How do we instil and spark the inner force in every Albertan to take on an active lifestyle—how do we do that? We know from the determinants of health that we’ve got to bring together a whole bunch of different people and organizations across the province. How do we get that integration to take place? It starts with us. We asked people, as they came for the gallery walk, how many were actually living healthy lifestyles. In one group, nobody put up their hands. We’ve got to be like the preacher, and address ourselves, our own organizations, other networks, the government.*

*For that first one, ourselves, we don’t need anybody’s permission but our own.”*

Franco Savoia, Edmonton YMCA  
Workshop Reporter, Personal Health of Albertans

*“How do we allocate dollars to wellness, when the treatment side is stretched?*

*I don’t know the answer because we haven’t found it yet, but we in Alberta are in a better position to reinvest in wellness than any other province in Canada.*

*The government has never found a way to invest. The private sector probably does a better job of recognizing that investing money up front makes sense. So the private sector has some things to teach us.”*

Dr. Gerry Predy  
Capital Health Authority

*“We’ve heard informally that we’re not talking about anything new. But we also talked about something new. There was a lot of collective wisdom in the room, with new players at the table, and a new attitude. We’re hoping that new attitude is now action, moving forward.”*

Vision 2015 Symposium Reporter  
Visionary Leadership and Advocacy

## health treatment costs;

- a **preventative health model** that quantifies the value of investing in personal physical health.
- **Social marketing.** Using that business case, embark on an explicit campaign promoting government and public awareness of the direct connections between leisure, quality of life, reduced health costs and business growth. Social marketing, though, is not just about promotions – but a set of steps that leads to behaviour change (including targeted research, defining behaviour changes, development of education and policy initiatives to help sustained behaviour change).
- **Concerted lobbying.** Make the case with municipal, provincial and federal governments as well as other partners for increased opportunities involving sport, recreation, the arts, tourism and environmental/cultural heritage. Seek enabling recreation policy at the municipal, provincial and federal levels; urge corporations to have a health and wellness policy and access to facilities.
- **Capitalize on key issues.** Create leadership (working groups) on common issues and develop a “light-on-the-feet” advocacy strategy that allows quick response to key issues and emerging trends. In the near term:
  - Link with organizations such as the Alberta College of Social Workers to address the needs of low income Albertans and ensure that all citizens have access to health enhancing activities.
  - Build on government willingness to recognize and invest in long-term quality of life as seen in the Alberta Future Summit report, the Mazankowski health report, the low income review and financial re-visioning;
  - Lobby the province to implement its priority prevention mandate in partnership with existing players, including ARPA and its agencies;
  - Promote a targeted response to the marked increase in obese children;
  - Work to make all public places smoke-free, and to drastically shrink the percentage of the population that smokes, especially targeting teens;
  - Urge video game companies to make home games physically interactive so kids work out as they play;
  - Partner with health to become recognized leaders of wellness for the aging, 50 plus;
  - Offer support to schools as they implement new K-9 Health and Life Skills and senior high Career And Life Management curriculum.

*“Never discount local spheres of influence. Consider the impact if the 150 participants in Vision 2015 were to model wellness daily, begin 150 little wellness plans in their personal circles (work, family, club) and initiate 150 strategic wellness plans or alliances or partnerships among the schools, resources and corporations in our communities.”*

Vision 2015 Symposium Participant

*“In 2015, we will all be leaders, we'll all be working together. Our leaders will be passionate, charismatic, willing to take risks. We will be inclusive, take time to understand our customers and provide relevant service. We'll live in an environment where curiosity is peeked and encouraged, where people are not afraid to ask questions. We'll be responsive to the global environment. And advocacy will not be needed, because active leisure will be an integral part of life. We'll develop new common language. And as our guiding principle, common to us all, fun will certainly be a major component.”*

Vision 2015 Symposium Reporter  
Visionary Leadership and Advocacy #1

*“Each of us must deepen our own capacity to listen under the surface. Then we will find voices similar to the deep voices in ourselves that are open to different reality. And then speak with more courage, more frequently. People calculate what's acceptable to be heard, and therefore the truth never gets spoken. I think we would be stunned at how much that would cause the tone of the conversation to change. My sense is we have millions of people running around Alberta who have that voice within them, but don't have the courage to speak.”*

Ruben Nelson  
President/CEO  
The Alliance for Capitalizing on Change

- **Measure and celebrate.** Define outcomes, demonstrate progress, salute milestones and highlight success stories such as Boys and Girls Club, Fun Team Alberta and other not-for-profits taking a regional, multi-disciplinary approach.
- **Inspire action.** Nurture wellness champions through modeling and personal interaction at all levels, frontline to executive. Develop a “ParticipACTION” style program to promote holistic wellness in mind, body and spirit for all Albertans using a Product Champion concept involving heroes, contests and challenges.
- **Mitigate user conflicts.** Educate staff and clients to reduce the impacts some leisure activities (such as off-road vehicles) have on the environment and other users
- **Cross-advocate.** Foster enterprise unity by promoting ideas, programs and services that cross traditional boundaries.
- **Add incentive.** Enable and reinforce positive lifestyle choices through government policies and business practices, such as
  - tax rebates for participating in or supporting active living (e.g., volunteers or businesses providing wellness time),
  - leisure/wellness credits for fitness consulting/activities.

**Sustainable investment:** Symposium participants heard a strong case for strategically increased investment in leisure and wellness. Evaluations within the sector reveal service gaps, aging and deteriorating facilities, stressed volunteers and organizations drowning in downloaded expectations. No longer can those involved wait for government to take a lead in remedying that situation; instead, participants said, the movement must forge ahead, in a multi-pronged search for the consistent funding required to build sustainable and sustaining sector leisure and wellness opportunities.

- **Broaden the base.** Assemble a strategic planning group to identify successful existing and creative new revenue sources. In addition to federal, provincial and municipal partners, appeal to the private sector and other players that address shared outcomes. New approaches might include an organizational barter system selling, for example, utility (units) of social cohesion to industry; and a lottery funding partnership to work toward environmental survival.
- **Fund for the long term.** Lobby for prevention as a budget line-item, coupled with a provincial policy of long-term, value-based, dedicated funding for proven services and infrastructure. (E.g., include dollars for comprehensive lifecycle maintenance in infrastructure funding, include parks; include maintenance and training in SuperNet plans.)

*“We’ve heard a lot about how it doesn’t make sense to budget according to the volatility of resource revenues. How do we create longer-term horizons? All of those sustainability concerns are becoming very visible.”*

Russell Carr  
Carr Leiren and Associates

*“We’ve got to get more into presenting both sides of our budget: the cost savings as well as the actual costs. And also forcing the public and our advisors to look at more than a one-year timeline. Truly, you don’t know that things are making a difference until two and three years down the road. I always feel gypped that I visit my successes and my failures only once.”*

Vision 2015 Symposium Participant  
Leadership and Advocacy Group #1

*“All of this work is fluff if your local politicians do not understand. Otherwise, historically, recreation and wellness falls behind public works, emergency services, engineering, and other ‘essential’ services that have done a better job of proving and selling their service in the competition for dollars.”*

Gallery Walk Comment

- **Be realistic about volunteer contributions.** While recognizing the value of public involvement, analyze citizen willingness and the voluntary sector's should leisure and wellness services continue to be devolved to the community/municipalities.
- **Rethink facilities.** Shift from a "capital" development to a "program development," from single - to multi-purpose public buildings. Assess the functionality of existing facilities towards greater leisure and wellness applications and to look to non-facility based recreation opportunities to promote broader wellbeing and lifestyle applications.
- **Integrate new technology.** Explore time-saving and service-improving uses of technology, including the Supernet.
- **Welcome the world.** Encourage hosting of provincial, national and international events to bring new money and resources to communities.

## Concluding Thoughts: Reality as it can Be

As Symposium participants gathered for a final plenary session and heard capsule summaries of the eight workshops, a common theme emerged: Alberta is ripe for the visionary leadership needed for a healthy future.

“What I heard is a sense of urgency,” said Doug Balsden of Alberta Community Development, lead workshop facilitator, recalling the passion seen around the workshop tables as ideas sprouted. “It’s up to us now to make things happen. If every single person here starts with an individual act, momentum will build.”

Charged with summarizing the Symposium’s collective wisdom, Symposium Moderator Brian Johnston began by echoing the sense that there’s never been a better time to speak and act on behalf of leisure and wellness. As enticement to action, he painted a picture of life in a 2015 Alberta whose people had seized the opportunity presented in 2002. His “**Letter from the Future**” sketched this scene:

“**Vision 2015 catalyzed no less than a watershed for Alberta**, and this entire province is the better for it. We started, all 148 of us, by hearing from five visionary speakers. Futurist Ruben Nelson set the stage by challenging us to work toward a 2015 that is “catastrophically better.” Given growing inequity and worsening human and environmental health, he warned, anything else would cost more than this province (and indeed this world) can afford. The speakers who followed echoed his sense that we were at a unique crossroads, an important nexus of change. They pointed to the fact that provincial government initiatives such as the 2002 Future Summit, the Mazankowski health care report and the premier’s financial management commission were paying long-overdue heed to the strong link between quality of life and genuine progress. The public talk around those reports created an ideal opportunity to move active leisure pursuits into the spotlight, essential as they are to quality of life. That knowledge added urgency to our task.

We recognized that Alberta is uniquely positioned, within this country and in the world, to lead such an initiative. Who better able, who more privileged, than the people of this resource-rich province? Yet many of us felt little appetite for the catastrophic change our futurist envisioned, instead suggesting a menu of incremental positive initiatives. Some expressed concern that we were not breaking the industrial paradigm and consciousness, which had run its course, but that’s where our comfort level placed us. Remarkable shared understanding emerged as we sketched a vision for the future with four cornerstones.

- **First, vastly improved individual health.** In the future we envisioned, significantly more Albertans live active lives, measurably improving their health and happiness—and saving billions in health care costs.

- **Second, connected communities** whose members feel responsible not only for their own holistic health (body, mind and soul), but for the well-being of their neighbours and communities. Through organic relationships based on common interests as well as geography, these future Albertans, we said, could build safe, barrier-free, inclusive networks of opportunity.

- **Third, sustainable economic growth** that capitalizes on (rather than sacrificing) leisure and cultural pursuits, parks and protected spaces. In this future, synergy builds as quality of life attracts new investors and businesses committed to workforce and environmental health.

- **Fourth, a strong and healthy environment,** characterized by a strong personal and community ethic of environmental stewardship. An environment rich in natural and heritage sites, including an interconnected network of protected areas.

No, we didn’t agree on everything. In truth, we struggled with a lot of notions; with whether we were out of box, with labels, with definitions. We debated whether ours is a profession, a movement, a collaborative. Whether we should be labelled a leisure/wellness industry or perhaps a quality of life movement. Frankly, we didn’t wrestle those issues to the ground very well. Yet we did agree on the imperative of moving forward.

That desire was embodied in 60 strategies, a few of which still resonate with me 13 years later, having brought success in key areas. For example, Alberta has improved the legislative framework around protection of heritage, natural and cultural resources. We now understand that protecting an area doesn’t keep it from public use. In

fact, our protected areas enjoy a full range of uses, from working farms to historic sites and cultural centres. Thanks to perseverance by key leaders, both humans and wildlife enjoy linkages within and between communities, trails and corridors that we could only imagine in 2002.

Other results of the leadership that began at this nexus of time include smoke-free public places, quality physical education in all our schools and renewed recreation infrastructure. But I'm happy to say we had the courage not just to rebuild, despite strong pressure in some communities. Finally responding to the trends Ken Balmer laid before us in 2002 (and long before that), we shifted emphasis from physical to organizational infrastructure, providing opportunities for the outdoor, unstructured activity that was already growing then, and has boomed since.

We envisioned other strategies that have worked. On the one hand, we have become more inclusive; on the other hand, we've actually targeted the groups most in need. That trend reflects the essential difference between the public and private sides of this movement, with public services driven by needs while private enterprise is driven by demand. Yet we've learned how public, private and non-profit sectors can work together, forging the alliances required to ensure full access to healthy lifestyles. We're now skilled at identifying needs, targeting goals and focusing on what each of us does best. Our rebuilt and new spaces no longer are labelled art centres, gymnasiums and swimming pools, but are community spaces used all for all those things and more. We're seeing increased environmental, physical and cultural education and awareness in schools. ARPA has set up a mentoring program—in my case, I'm learning from the younger generation.

As I mentioned before, the eight working groups involved in our visioning identified 60 strategies. I'm convinced this movement has made progress precisely because ARPA didn't try to spearhead all 60. Instead, we moved forward with six, heeding the advice of City of Calgary CEO Dale Stanway, who said a short list is essential. These six, I think, proved to be our wisest choices.

- **First of all, advocacy.** There is now clarity of understanding about the business we're in. Not parks and recreation or leisure, but citizenship and community building, environmental stewardship. Our advocacy focuses on these fundamentals, and the public understands that we're in the business of public benefit.
- **Second, measurements.** Before, we shared little clarity and cohesion; now we can measure the benefits we bring, and prove our worth. We have moved from measuring outputs to assessing outcomes that link back to our goals. Now we really can show how we're in the benefits business.
- **Third, grassroots work.** Every time jobs needed doing, the grass roots are consulted.
- **Fourth, networking.** We've built bridges among various sectors that share mandates and vision. That has been instrumental to our success. As a result, the total is now greater than the sum of its parts.
- **Fifth, refinancing.** Having learned to measure the good coming out of our work, we can much more easily seek support from those with shared mandates—the provincial government, foundations, other sectors—because they now know clearly what benefits we provide.
- **Sixth, communication.** We've become much better at communicating, and that's essential. Because all else would be waste if we weren't able to come back to members, and more importantly back to those who fund those services, with clear results.

Looking back 13 years later, Vision 2015 was indeed a watershed. Things weren't all that bad back then, even though we talked as if they were broke. But they're much better now. We're doing good things. And frankly, it feels good."

**The positive future** sketched by Brian Johnston is within Albertans' grasp, President Elect Bernie Asbell said as he bid Symposium participants good by. "I see huge opportunity to create the future we want to see. I see vitality and energy. We can do it; but you've got to commit. You, individually, have to step up. Not just with passion. You've got to demonstrate, you've got to produce and you've got to make it happen.

"I personally think we can make it happen," Asbell added. "Society is ready for an inclusive opportunity where libraries, culture, parks, leisure and wellness get together and have tremendous influence."

The work of crafting a final vision and vehicles for action must and will be shared among Symposium participants and all others who believe in this future, Asbell added. "You are the owners of the material. We want to give it back to you for review and action."

## Questions: Toward the New Vision

1. Who are we? What should we be called?
2. Does this industry or movement need an alliance or forum? If so, who should be in it? What structure, focus and authority should it have?
3. The working paper suggests these six thrusts. Would you add, subtract or change those? How so?
  1. Visionary Leadership
  2. Concerted Advocacy
  3. Social Inclusion
  4. Stewardship
  5. Sustainable Investment
  6. Growth and Development
4. What are top priorities for the near term?
5. Do we need to catastrophically change? If so, how?
6. How can we tackle urgent issues such as inactivity and obesity while still keeping a focus on the macro picture? Can you cite examples where that has worked?
7. What focus should advocacy take? Are there certain key issues that demand attention immediately?
8. Is equitable access an issue in your community? Have you found ways to ensure you're serving all citizens? What more could be done? Do you agree with Ken Balmer that we should be putting energy into in- and after-school partnerships?
9. Ah yes, stewardship. What are one or two key actions we should take to steward our parks and open spaces?
10. Where will we get the money? How can we make it sustainable?
11. Is lack of credibility or leadership an issue in your work? How can we build those up? Does it require accreditation?
12. Cite a few examples of initiatives that point the direction for all of us in the future.
13. What next? And who should lead?

### New perspectives and highlights

(From Leadership & Advocacy Group 1)

- I realized there are lots of people dealing with the same problems. Everyone has a big commitment/passion.
- Received a huge education around challenges recreation is facing and have become a champion to spread the word of what is being done and how.
- We need leadership from municipalities. It's hard to get this back and pass it on. It would be nice to have some of them here.
- Replicate this process in your own community.
- Canadians buy more insurance than other any other country. Why aren't we buying yours?

*"I have spent much of the last 40 years endeavouring to understand world views other than those we in the West have inherited; and in the last several years I have been particularly concerned with the question of what is involved in the endeavour to understand, and to help others understand, an outlook different from the one that one already has. One of the conclusions to which I have come is that in order to understand a different view—especially if it be radically different and/or profound, comprehensive, humane—one must oneself become a different sort of person."*

Wilfred Cantwell Smith  
as quoted by Ruben Nelson

*"Believing that the word "industry" (as in "leisure/wellness industry") does not include ecology/ecosystems, quality of life and parks and opens spaces, the group asked that it be replaced by the words "delivery system" and requested that ecosystems, quality of life, parks and open spaces be added."*

Conserving and Enhancing the Environment  
Working Group

*"We have a challenge for the group: not to become complacent. What are we going to do as individuals when we go back to our offices on Monday to make sure we move this forward?"*

Reporter, Visionary Leadership & Advocacy  
Working Group #1