



BC PARKS FUTURES
SUSTAINABILITY DIALOGUE SUMMARY

JUNE 16 – 18, 2006
DUNSMUIR LODGE

Co-HOSTED BY:

ELDERS COUNCIL FOR PARKS
&
MINISTRY OF ENVIRONMENT

SUBMITTED BY:

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TABLE OF CONTENTS

		Page
1.0	Conference Purpose	1
2.0	Conference Process	1
3.0	Organizing Committee	1
4.0	Conference Attendees	1
5.0	Day One – Creating the Context	2
6.0	Day Two – Exploring Ideas & Concepts	2
7.0	Day Three – Bringing It All Together (includes next steps)	6
	Appendix A – Presentation: BC Parks Futures Context	10
	Appendix B – Day 1 Q&A Summary	14
	Appendix C – Vision Collages	16
	Appendix D – Presentation: Governance/Service Delivery/ Asset Management Context	27
	Appendix E – Café Notes	34
	Appendix F – Presentation: Support & Accountability Context	39
	Appendix G – Support & Accountability Discussion Notes	45
	Appendix H – System Maps	51

1.0 CONFERENCE PURPOSE:

To explore possibilities for designing a sustainable parks delivery system by the year 2011, the 100th anniversary of the Provincial parks system

To have an open and politically non-partisan dialogue for developing a set of wide ranging and non-binding ideas on the future of the parks. Obtaining consensus was not a required outcome.

2.0 CONFERENCE PROCESS:

The process involved the group working through a series of guided exercises to provide a supportive environment to stimulate discussion. When exercises involved the use of breakout groups, the results were discussed and validated by the whole group.

3.0 ORGANIZING COMMITTEE:

The conference was co-hosted by the Elders Council for Parks (EC) and the Ministry of Environment (MoE) and organized by a combined committee whose members were:

Jim Barlow (EC)	Scott Benton (MoE)	Colin Campbell (EC)
Ric Careless (EC)	Lynn Kennedy (MoE)	Bob Peart (EC)
Nancy Wilkin (MoE)		

4.0 CONFERENCE ATTENDEES:

Participants at the conference provided broad spectrum of view points, and included NGOs, First Nations, Public as well as Park Elders and Ministry Staff. While participants belonged to various interest groups, they were invited due to their extensive knowledge and experience in park planning and management, or could bring insight into those processes. The participants were as follows:

Ed Andrusiak	Ken Baker	Jim Barlow
Scott Benton	Bill Bourgeois	Colin Campbell
Ric Careless	Harold Eidsvik	Luke Ferris
Carmen Gustafson	Lisa Helmer	Robert Hobson
John Holdstock	Chief Vern Jacks	Lynn Kennedy
Marion Lay	Ed Mankelow	Chloe O'Loughlan
Bob Peart	Ross Peck	Peter Robinson
Rick Searle	Esther Speck	Bruce Strachan
Derek Thompson	Chris Trumpy	Faye Whiteman
	Nancy Wilkin	

5.0 DAY ONE – CREATING THE CONTEXT:

Friday evening was about getting to know each other, sharing some perspectives and gaining better understanding of how the parks system has evolved and trends on the evolution of the delivery system.

The session opened with Colin Campbell introducing the Elders Council and providing an overview of the planning committee's expectations for the conference. He described the event as an experiment in collaboration to explore positive and constructive solutions to allow the BC Park system to be sustainable.

Chris Trumpy reinforced that the conference was about developing a set of wide ranging, non-binding ideas - and not necessarily about obtaining consensus. He also provided some context to the challenges facing BC Parks through a presentation which can be found in Appendix A.

The evening ended with a Q&A session to further clarify the context and background information. A summary of the Q&A can be found in Appendix B.

6.0 DAY TWO – EXPLORING IDEAS & CONCEPTS:

Saturday was about creating new vision possibilities through creative exercises and having a dialogue around the issues of:

- governance;
- delivery system; and
- asset management.

The day started with each individual sharing an artifact that represented something about themselves as well as what they believed is important for BC Parks. The following is a summary of the values and key points:

- | | |
|--|---|
| • setting aside nature | • support networks are essential |
| • education | • parks needs a liver transplant – i.e. a redesign of most of its functions |
| • special places of BC | • we are connected to the land |
| • the family of park staff | • we learn from nature – e.g. medicine |
| • stewardship | • need to slow down and listen |
| • love affair with whole ecosystem | • “parks” is a hurdle – need to use First Nations language |
| • protection of wilderness | • represents social structure |
| • a great legacy – but not well described | • must find ways for communities to take ownership |
| • use of international conventions | • helping everyone experience and access nature |
| • being comfortable | • possibilities |
| • legacy | • connections of parks and people |
| • leaving only foot prints | |
| • not measuring parks on an economic yardstick | |
| • places to reconnect | |

- message of hope for the future
- need to work collaboratively
- wild is the essence of parks
- use to teach children who can then show us the world through their eyes
- space to recharge, reconnect, re-energize
- parks aren't "created", but rather we are hanging on to remnants – timing is everything
- providing opportunity to future generations
- spirit of play – people just want to play sometimes
- place to connect to natural world
- fit solution to the scale of the problem
- brings people to the basics of earth and water
- anything is possible
- protect great beauty of province
- system needs brightness and light
- parks are part of an overall strategy for managing wildlife
- new opportunity for natural landscape to be a role in the mental and physical health of people
- spirituality / sanctuary
- have to learn to have a short, pithy and absolute priority list (focal points)
- have to have connection to people and their needs

The morning continued with small group discussions based on the following four questions.

1. What you would tell others that you were proud that had been accomplished over the next generation to create a healthy and sustainable system.
2. What would people (from BC, Canada, and throughout the world) be saying and feeling about this healthy an sustainable system?
3. What specific metaphor or visual analogy would you use describe this future state that would make it a tangible and memorable "image"?
4. What truly inspires you about this future possibility? (ie. What are the underlying significant values)

The following themes, tag lines and inspirational values emerged from the group discussions.

THEMES:

- community
- engaged
- connected
- diversity and wide range of uses
- respect for pristine and sacred places
- transformational
- myth busting

TAG LINES:

- joining hands - one mind – all peoples
- rediscover your heart and soul
- bring it into the communities' life – "if we don't have the parks, we've lost something"
- it is a love affair
- the world says "these are our parks"

- melding inside and outside
- parks are an abstraction – we create them – boundaries and strictures that mark the mundane from the sacred
- compassion – relieve suffering and celebrate life
- citizenship – can we define it for youth?
- transformative experience
- comfortable and engaging experience
- engaged and integrated
- ABCs of parks – abiotic, biotic, community

THE VALUE THAT INSPIRES:

- Sanctuary
- Engagement
- History
- Discovery
- Stewardship

Following on from the above discussions, the small groups then created future scenarios described through a short story and collage. The themes of the stories are below, and the collages can be found in Appendix C along with each groups' answers to the initial four questions.

Group 1:

It is about wonder, beauty and wisdom. It is about more than parks, it is about being connected and the ability to keep and pass on the knowledge of the wonder, beauty and wisdom.

Group 2:

We can have fun in nature, but it is also about appreciation. There is a spiritual side and parks are a place to discover your heart and soul. Parks can be personally transforming

Group 3:

It is about keeping youth connected to nature with opportunities.

Group 4:

Different people will have/need different experiences and all are just as relevant. Natural beauty will be interpreted differently and parks need to be sustainable, resourced and experiential.

Group 5:

It is about transformational change for society and service delivery. It is about experiencing play in nature and we need to be challenging in how people interact, experience and honor nature. There needs to be harmony and interdependence between different views. We can live outside the preset limits we have set for ourselves.

The afternoon was spent in café style format , creating dialogue around the three key issues of governance, delivery system, and asset management .

Prior to the cafes a presentation was given to provide some context on each to the issues and can be found in Appendix D.

The following are the top points from each of the cafes. The full set of notes from each café can be found in Appendix E.

Governance:

- Governance structures to engage community.
- Creation of some external public entity to advise, set standards, and monitor performance without jeopardizing integrity.
- Aboriginal consultation.
- Agency identification.
- Build vision, set goals and design delivery system.

Delivery System:

- Engage public on a regional scale to build alliances and support groups. Consider doing the same on a provincial scale.
- Engage cross-government regional management model.
- Be flexible in program management delivery – tailor to the market. Look at alternative service delivery.
- Look for partnerships, PFOs, private business, foundations, in-kind donations.
- Engage volunteers and manage volunteer program.
- Look at fees.
- Look at re-establishing interpretive programs.

Asset Management:

- Need a prioritization strategy:
 - inventory;
 - decommissioning;
 - increase efficiency of the system; and
 - re-prioritize resources.
- A “new” management system needs:
 - continual trend research (thanks MEC for offer to provide);
 - various inputs to priorities (e.g. elders, communities);
 - a long term budget cycle (have a 1 year budget with a 30 year mortgage); and
 - use of a foundation for year end surplus, replacement fund, private sector donation, and to capture wealth.
- The system needs an asset management plan that:
 - has fees matching investments;
 - is funded;

- is long term; and
- has tourism involved (i.e. hotel tax).
- We need public reporting on assets to increase accountability to citizens and the governance structure.
- The current management system is not working and we need to look at other models.

The following points were raised in the report out and debriefing of the cafés:

- Program delivery relates to both regional and provincial public.
- Partnership delivery should also include NGOs.
- The overall tourism industry can and should pay more as it gets major marketing benefits – not just operators active in parks but it is all industry who benefits.
- Full time regular staff are mandatory for building relationships.

7.0 DAY THREE – BRINGING IT ALL TOGETHER:

The final day was about completing the discussion on support and accountability and then bringing all the pieces together. The support and accountability discussion was done in small groups after a presentation to provide some additional context. The presentation can be found in Appendix F.

The group discussions on support and accountability focused on answering the following questions:

Support:

1. How can communities be more involved in supporting and contributing to long term provincial park sustainability?
2. How can other governments contribute to the sustainability of the provincial parks system?
3. How can the private sector, including the co-operative movement and NGO sector contribute to provincial park sustainability?
4. How can the media and other sources of social and economic power provide constructive support?
5. How can the provincial government better contribute to the sustainability of the provincial parks system?

Accountability:

1. What would a transparent and “user friendly” accountability framework for provincial parks look like and how would it be expected to evolve in the future to meet changing needs and values of society?

The following points summarize the report out and large group discussion. The complete notes for the small group discussions can be found in Appendix G.

- The assumptions presented may be flawed.
- There are opportunities to work with others.
- Need to seek opportunities to become a reliable source of stories for the media.
- There is a role for a Friends network.
- Use kids to bring families to parks.
- Use different approaches to get diversity in employment.
- Trust NGOs – they can help.
- Partnerships – use outside experts to help provide leadership towards vision – not just local, but national and international.
- Build inside / outside collaboration – will require shift in thinking in government in terms of ownership.
- Shared responsibility – the system is us (government & NGO) – NGOs can help with community.
- Need to elevate to a higher place – need stretch goals and bigger vision of possibilities and not a litany of complaints.
- Relationships required to build system are different than those required to implement the system – different skill sets required.
- Assumption is that government can't/won't properly fund operations and full funding by government should be discussed as an option.
 - NGOs may have to help and change their position on some issues to achieve longer vision.
 - Need to make strong link to assets (i.e. parks) supporting tourism – the ground is fertile for funding if link is made to tourism which the government is engaged in.
 - The day of the government being the sole funding source for parks is over – public, private, corporations, NGOs should be involved.
 - Government will fund if meaningful.
 - Getting funding is doable – collaboration is the key strength.
 - First need to be clear on what we want before discussing funding.

To bring all the pieces together, a systems mapping exercise was done in four smaller groups. The purpose was to creatively draw out how all the values, visions, themes and ideas fit together. The results can be found in Appendix H. In addition to a systems map, each group was asked to identify critical one time actions, which are as follows.

- Lobby (present solutions not problems) to get government to increase support for park resources.

- Seed "Friends Of" network.
- Initiate youth / parks education / outreach program.
- Articulate the vision.
- Enlist leadership involvement from various sectors:
 - First Nations,
 - industry,
 - NGO,
 - recreationists,
 - foundations, and
 - municipal governments.
- Engage communities to create and sell new vision:
 - guided yet self directed,
 - questions to ask:
 - Why are areas important to them?
 - What would they like to see?
 - What are unique and shared objectives for parks?
- Build leadership by forming group to lead /champion process (includes BC Parks) – identify champions within communities.
- Build internal and external alliances.
- Redefine roles / contract.
- Facilitate Cabinet paper.
- Develop key principles for transformational development.
- Bridge funding.
- Dialogue between Elders and government.
- Establish next steps.
- Identify partners.
- Create shared vision.
- Create shared delivery mechanism.

The conference wrapped up with a debrief of key issues that individuals found important thought out the weekend and a discussion around next steps to keep the initiative moving forward.

Summary points:

- Need to keep finding more fits with others' goals – i.e. with less silos, more support and money should become available.
- Interpretation and education is an important element.
- In going forward with change, we must work in parallel on the how and impact to people and groups.
- We can't let urgency cause us to be reactionary.
- We can't let day to day pressures cause us to be reactionary and lose focus on moving strategically towards the vision.

Next Steps:

- Develop leadership grouping.
- We inside the system have to convince the system that this is not an uphill push.
- The planning committee needs to go through the material resulting from the conference and build the start of change (with help from others to ensure fertile ground) – re-engage in the fall with this group, or even a larger group.
- Planning committee to get back to the group with the conference results in the next couple of weeks.
- Planning committee to come forward in the fall with the next steps for continuing to forward.
- Communications messages to be given out if asked:
 - Elders Council and MoE brought together a group to discuss the future of parks.
 - The ideas developed at the workshop can be shared, but not attributed to any one person or group.

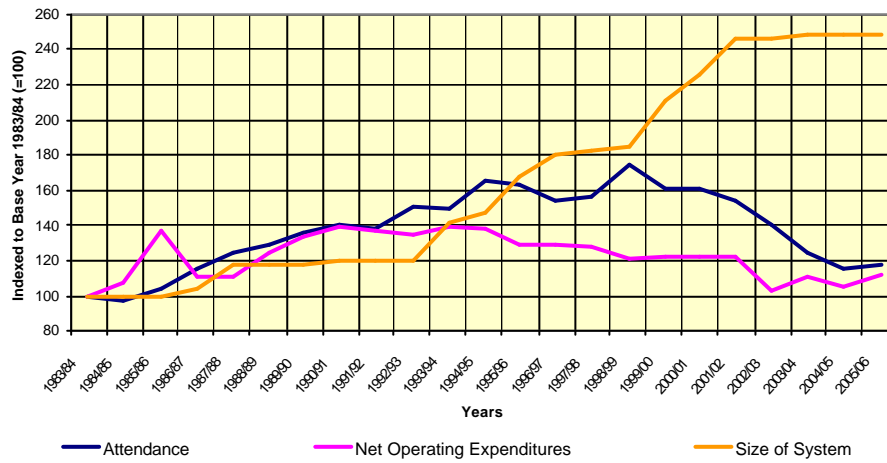
APPENDIX A

Presentation

BC Parks Futures - Context

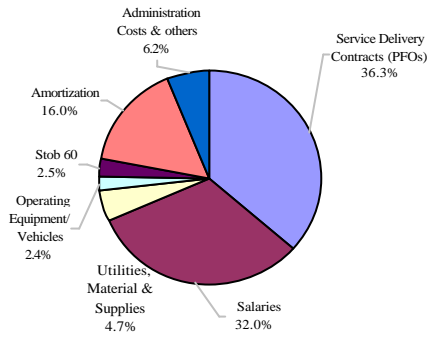


Attendance, Net Operating Expenditures and Size of System, 1983/84 – 2005/06

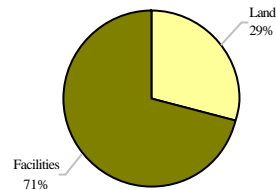


Where the money went in 2005/06

Net Operating Expenditures, 2005/06



Capital Budget - 2005/06



Other Key Challenges:

- Responding to changing tourism trends and visitor demands
- 25% of the \$600M facilities are within the last 5 years of useful life
- 40% of professional staff are able to retire within the next five years
- Parks is a service delivery business functioning in a government rule set

Government's Environmental Record

- Public approval of the handling of the environment is up 10%
- Successful management of emergencies such as the Cheakamus spill and the recent floods in the interior draw extensively on ministry resources
- Last year government introduced a 40 point climate change action plan
- 1.8 M Ha of land included in Conservancies on the Central coast
- Successful completion of collaborative management agreements with First Nations

Park Futures Ideas



APPENDIX B

Day 1 Q&A Summary

Q: What are the drivers for land use planning on the North / Central coast?

A: All land use planning started out with the same objectives and core values. On the North / Central coast it evolved and government recognized the need to further engage First Nations.

View point: There was, and continues to be, a strong amount of public action influencing park direction.

View point: In the past there hasn't been much First Nation consultation. First Nations have much to add in terms of protection and history. You are new comers and need to involve us, treat us equally. Let's share and heal together.

Q: How have tourism targets come forward and what are the implications / links to parks?

A: Parks play a role in contributing to tourism. There isn't a space issue, most usage occurs on Vancouver Island and in the Lower Mainland.

Q: There is a target to double tourism in the province. What are the implications and outcomes of the Resort Task Force's work?

A: The Resort Strategy focused on crown land outside of protected areas. Government is still wrestling on what development it wants in parks. Much of the growth in tourism is in the Asia segment which is not a market that utilizes the park system.

View point: We can't use the term "parks" as a general statement given the wide variance of types of protected areas. The different categories of "parks" need to be treated differently – e.g. road side parks / camping areas vs large wilderness areas.

Q: In the management of the parks system, what consideration is given to global warming and the associated implications such as drought, insect infestation, etc.?

A: We are beginning to think about it and recognize what we don't know. We are risk management focused and are working on the highest risks first – i.e. fire and insects.

Q: Of the \$30 million operating funds and \$12 million capital where does it come from?

A: All of the operating fund comes from the Province. The capital funding is leveraged 3 to 1 when purchasing land.

APPENDIX C

Vision Collages

Group 1:



Question 1 – proud stories:

- People are in the woods, there are no barriers or boundaries. I see my grandmother, her smile, and the way she taught me about medicine still has power.
- Who are parks for? We have to save habitat and save species. We need integration.
- Focus seems to be on Parks, we will fail if we just think of park “silos” without managing the rest of the landscape.
- Even with 95% public support, the political support is missing.
- How to fit into a broader more acceptable framework? Need to focus on communities and build resilient communities which ensure parks exist.
- How to create a system that is relevant in the face of uncontrollable forces (e.g. global warming)? Need a sustainable society.
- Parks are wild spaces / wild earth and are repositories of the original earth. Need to be loved, valued and secured.
- Natural wilderness beauty leads to, becomes, integral part of society and will be passed on.

Question 2 – what people are saying:

- Best
- Clean
- Amazing global contribution
- Questioning commitment – paradise
- Sustained
- Precious / essential

Question 3 – metaphor:

- Grizzly on a wild river.
- Healthy, diverse, loved spaces.
- Sun beaming through old growth.
- Everything in balance.
- Joining circle, holding hands, all peoples.
- Sense of wonder.

Question 4 – truly inspires:

- Opportunity to connect self to nature, always available, connecting with nature reconnects with self.
- Sharing value of nature with grandchildren.
- Partnership opportunities.
- Breaking communication barriers to engage people.
- Bequeathing beauty, spirit of wonder of the natural world.

Group 2:



Question 1 – proud stories:

- Group did not document stories, but did document how value may be added. These points are as follows:
 - conceive a new entity
 - learning opportunities
 - intrinsic value
 - energy – personal
 - experience and passion
 - accessible to people
 - funding options
 - rediscover your parks
 - play for people
 - stability and certainty
 - making parks safe
 - enabling youth to become stewards
 - ownership

Question 2 – what people are saying:

- A model – inspiring
- Amazed
- Pride
- Awe
- Joy
- Responsibility for global stewardship
- Share with the world
- Refuge

Question 3 – metaphor:

- Butterfly chrysalis
- Flock of birds
- People enjoying parks
- Eagle and eaglet
- Teacher and students
- Sunshine – bright, optimistic, permanent

Question 4 – truly inspires:

- Legacy
- Seeing people enjoy themselves – first hand experience
- Personal obligation

Group 3:



Question 1 – proud stories:

- Communities engaged and supportive, owning their own parks.
- Connections and lots of things to do in parks for everyone.
- Parks are essential, and there is an essential understanding by the public.

Question 2 – what people are saying:

- BC is a great place to live, work and play.
- They are expressing wildness.
- Top of the list of why they're coming to BC are the parks.
- See parks as part of our culture and identity, and parks are a valued priority by our citizens.

Question 3 – metaphor:

- First Nation image of segments of society standing together.
- Kid in awe, striding and enjoying wetlands – a poster child.
- Parks and community supporters existing as a cell – integrated, embedded, connected and maintains its own integrity.
- Tao – we exist in the world and the wild exists in us.
- Life giving Bodhisattva.
- Map of the wildness spanning past park boundaries.
- Drop in the water with circles emanating out – community engagement – loss of boundaries.

Question 4 – truly inspires:

- Common vision.
- Ownership of the land, connection, being together.
- Public has taken ownership.
- Parks/wilderness become essential to peoples lives.
- Full living.
- Wilderness is defined as an attitude.
- Compassion for home place.
- Everyone becomes a Bodhisattva:
 - celebrating joys and happiness,
 - relief of suffering, and
 - loving kindness.
- People see that nature provides services to humanity – pollination, clean air & water, diversity, flood prevention, super abundance.

Group 4:



Question 1 – proud stories:

- World class representative parks system.
- Adequate funding.
- Existing land base system maintained.
- Strong educational and interpretive program.
- Shift from political decision making to public advisory committees.
- Sustainable funding program independent of the budget cycle.

Question 2 – what people are saying:

- BC is a leader in land management.
- World class system.
- They have had a transformative experience.
- Exposed to nature.
- Envied by other nations.
- Comfortable, engaging experience.

Question 3 – metaphor:

- Realization that to urban people, front-country parks can be wilderness.
- Physical exertion to achieve true appreciation of wilderness.
- A sanctuary removed from the urban roar.
- Return to your roots.

Question 4 – truly inspires:

- Reverence for nature.
- Continuity of wilderness and the availability of the experience.
- Entrusting future generations with nature.
- Reflecting the values that nature can teach us.
- Self reliance, reverting to our animal selves.

Question 3 – metaphor:

- Grandmother at the computer with children watch grizzlies fish – urban learning from nature.
- First Nation Elder talking to people and staff – legends being put onto a sign.
- Free flowing experience.
- Chinese boy on trail on Cypress Mtn – engaged multicultural community close to nature.
- Children’s laughing faces.
- Legacy, future growth, enthusiasm.
- Spirit of play – youth all in flying moves, taking a risk on the adventure, lying in the grass.

Question 4 – truly inspires:

- Respect that some places we can not enter or not able to go – pride in preservation.
- Integrative experience, not all parks are for people.
- Stewardship, enriches and sustains us, and future generations.
- Parks are the “Id” of BC – part of being British Columbian – the DNA for being here.

APPENDIX D

Presentation

Governance / Service Delivery / Asset Management Context



Governance BC Parks Mission Statement and Mandate

- **Mandate**
BC Parks' authority is drawn from three pieces of legislation, the *Park Act*, *Ecological Reserve Act* and the *Environment and Land Use Act*, and their associated regulations, policies and agreements.
- **Mission Statement**
As a public trust, BC Parks' mission is to protect representative and special natural places within the province's Protected Areas System for world-class conservation, outdoor recreation, education and scientific study.



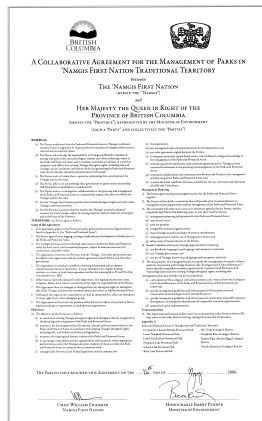
Governance

- BC Parks is both a regulator and a service delivery agency
- “The minister manages all matters concerning parks and protected lands (public and private use)
- Land is protected from alienation



Governance

- The ministry can enter into agreements relating to the administration and management of Parks.
- For example the ministry has established collaborative agreements with 60 % of the First Nations whose traditional territories include provincial parks.



Governance

Questions

- What are the key features of the governance system necessary to make it sustainable over the long term?
- To what extent does the current governance model embrace these features?

Service Delivery

- BC Parks service delivery is focused in two prime areas; the management of the conservation and recreation values and assets contained within the Parks and protected areas system
- Conservation services includes:
 - land acquisition and administration;
 - park management planning; natural resource management planning, resource inventory, and management (forest health, ecological restoration)
 - program policy, legislation and regulation development; compliance and enforcement planning and delivery.
- Recreation services includes:
 - park management planning,
 - management of road accessible visitor services (camping, picnic day use trail facilities or destinations accessible by road); wilderness and marine visitor services (facilities and or destination areas accessible by foot, boat, or air)
 - facility design, development and management;
 - compliance and enforcement planning and delivery,
 - licensing of commercial recreation service delivery and other activities.

Service Delivery

- BC Parks service delivery is accomplished through a combination of contract, volunteer and own forces staffing.
- This delivery system has evolved since early 1980's when services were delivered completely through own staff forces of approximately 760 FTE's (full time equivalents) to deliver the full range services of the day. Today the agency employs approximately 177 FTE's and a full range of professional and "full service delivery" contracts.
- BC Parks has been at the forefront of alternate low cost service delivery for Park agencies in North America. There are now 24 contracts delivering services in over 220 road accessible campgrounds and picnic locations across the province. Some of the major wilderness and marine visitor services are now provided under this model.

Service Delivery

- The benefit from this approach has been an increased public service focus on a broader range of Parks management and administration functions
- Fees are charged for many services provided. These fees help offset the cost of service delivery. Fees currently generate approximately \$13,500,000 from all sources.

Service Delivery

- What do you see to be the key features of a sustainable program delivery system for the provincial parks system?
- - What is the optimum mix of service delivery components, public, private, co-operative, non profit, First Nations in the system and how can that be determined?

Natural, Cultural and Built Assets

- The assets of the park and protected areas include:
 - The ecological values and systems contained within 13.09 million hectares of provincial land.
 - A portion of the cultural and heritage values and assets of British Columbia's aboriginal and post contact European societies.
 - \$600 million investment (replacement cost) in facilities
 - Economic Value 2001 (Canadian Parks Council/ Outspan Inc evaluation).
 - GDP Contribution \$359.3M
 - Tax revenue \$21.M
 - Employment exceeds 8000

Natural, Cultural and Built Assets

- The built system is largely in the latter half of expected life span and needs a very significant capital reinvestment.
- Facilities inventory include:
 - Over 13,000 vehicle access and wilderness campsites
 - Over 260 picnic areas and boat launches
 - Over 330 drinking water systems
 - 250 sewage systems
 - Over 5000 buildings and structures
 - Over 2700 kilometer of trails
 - Replacement value of the capital plant is \$550 million

Natural, Cultural and Built Assets

- What management systems should be considered to provide sustainable stewardship of the natural, cultural and built assets of the provincial parks system?

APPENDIX E

Café Notes

Governance:

What are the key features of the governance system necessary to make it sustainable over the long term?

To what extent does the current governance model embrace these features?

- International designation helps.
- Is current legislation adequate?
- Assign management to local communities?
- New governance structure to re-engage community.
- Australia has a community board with zoning plan decision making.
- Build governance structure from those who use the system – citizen interest.
- Who has the trust if it is not the provincial government?
- Who should manage which parks?
- Intensive recreation vs wilderness?
- Build vision then delivery and governance structures.
- Build on existing instruments.
- Public response mechanism.
- Regional advisory body.
- Is governance structure able to generate adequate support?
- Inside / outside relationship.
- Need for external NGO support.
- Collaboration is too small.
- Aboriginal consultation.
- Integration across levels.
- Collaboration across governments.
- PC have a model to start First Nations involvement.
- Monitoring and assessment.
- Governance report – grades (e.g. Moody rating)
- Vision , initiatives, accountability.
- IVCN (sp?) standards
- Ministers' roundtable.
- Stand alone agency.

Delivery System:

What do you see to be the key features of a sustainable program delivery system for the provincial parks system? What is the optimum mix of service delivery components, public, private, co-operative, non profit, First Nations etc. in the system and how can that be determined?

- Need an engaged and supportive public.
- Light bulb hasn't gone on politically.
- Citizen voter sees the park system as important as other critical programs.
- Chicken and egg issue – what will get the public engaged (recreation / conservation)?
- Engage on the social dimension – with adults then target children.
- What's in it for me? – target the appropriate audience.
- How do we connect urban park users and interior park users?
- Create a park authority that will be integrated in its management, planning and service delivery.
- Get specialized and agree on service delivery – remove the complexity for the public.
- Use a regional approach – inside and outside of parks to deal with management issues (e.g. illegal uses).
- Tax vs user fees.
- Volunteers and local citizens engaging with their local parks.
- Hands off model – contract to manage service delivery.
- Co-op type of system that invests in the co-op (i.e. parks).
- How do you build a system to accept money and in-kind contributions?
- Must support volunteers – staff support required.
- Engage private sector – re: foundation.
- Educate, engage organization to work with government, and/or pressure government.
- Engage with people who come to parks – i.e. interpretation.
- How do we learn without interpretation?
- Working in the park system generates future advocates.
- Tie the PFO's contract to service delivery.
- Collaborative partnerships, foundations, joint ventures, volunteers.
- Be flexible and adapt to regional needs – focus on a regional scale – regions want to know what is going on.
- What's the funding model for conservation management and recreation management? It is a social choice and needs provincial core funding.
- What are the real barriers to fees? Look at park supporter concept and at one fee.

Asset Management:

What management systems should be considered to provide sustainable stewardship of the natural, cultural and built assets of the provincial parks system?

- Asset management is closely tied to governance.
- Assets and management system are dynamic.
- Plan, do, check, act.
- Inventory of assets.
- De-commissioning (mothball).
- System doesn't match patterns of recreation and trends.
- Re-prioritize resources.
- Multiple goals – need to increase efficiency of system – therefore need prioritization strategy.
- Priorities are for more facilities close to urban areas – interpretation in the cities.
- A new management system will include:
 - trends – continual research;
 - inputs to management system (MEC);
 - partnerships – Elders' input to do this;
 - budget cycle – 1 year doesn't work with 4 year political cycle and 30 year loan;
 - year end fund – foundation; and
 - private sector donations – legislation, wealth now.
- If parks are a public trust then government must be involved. Could be advised through public board and advice made public.
- Relation to contractors and users:
 - system declines;
 - services decline;
 - quality of contractors declines; and
 - hazards increase – increased liability.
- No capital asset management plan.
- Our capital plan is not sufficient.
- Municipals have:
 - equipment reserve fund;
 - building replacement fund; and
 - links to use for replenishment.
- Ideas:
 - public reporting on state of assets;

- if citizens are stockholders we need to report out;
- PFOs benefit – help pay for maintenance;
- hotels and others who benefit could contribute;
- sharing – national, provincial, regional;
- hotel tax – currently all spent on marketing, need to spend on development;
- US – Utah and Colorado have entrance fees and ranger tours;
- user fees for trails; and
- direct connection to park – not provincial.
- National parks agency:
 - create incentive
 - promise certain revenue - keep all above it (e.g. promise \$60 million, generate \$100 million, keep \$40 million); and
 - invest where generated.
- Look at other models as this one is not working.
- Caution, we do not want to create have and have not parks.
- Why isn't tourism promotion money flowing into park assets? Physical assets will be impacted by the doubling of tourism.
- Inviting world – physical assets.
- North / south imbalance.
- Local heritage societies – heritage assets.
- Filming assets.

APPENDIX F

Presentation

Support & Accountability Context

SUSTAINABILITY THROUGH SUPPORT AND ACCOUNTABILITY

BC Parks Futures Symposium
Theme 3

SUPPORT

- TWO COMPONENTS:
 - The Fiscal and Human Resources needed to function effectively.
 - Citizen support for and valuing of the system of provincial parks.

CURRENT FISCAL AND HUMAN SUPPORT BASE

- Government Appropriations
- Revenues (Camping, Parking, Leases etc)
- Provincial Parks Staff
- Volunteers
- Contractors

FISCAL ISSUES

- Provincial Priorities (Health and Education) are unlikely to change.
- Citizens concerned that taxes are already too high.
- Requesting Donations is unrealistic - viewed as additional tax by philanthropists.
- Additional Support from Increasing Revenues Sources – Many Challenges

CITIZEN SUPPORT ISSUES

- Youth developing different interests
- Aging and less mobile population
- Awareness by New Canadians
- Suitability of Current facilities
- Law Enforcement
- Safety for Children
- Restrictive rules for volunteers

BUILDING SUPPORT

- What opportunities exist, in the long run, to expand and maintain support for the provincial parks system?

ACCOUNTABILITY

- Focus on Accountability for Performance
- The entire collection of tactics and strategies that seek to enhance the performance of the parks system – to improve the ability of the parks service and its non-profit and for-profit collaborators to produce high quality results that citizens value.
- Ensuring there is a sustainable provincial parks system for this and future generations that is supported and valued by citizens

“FACTS” RELATED TO ACCOUNTABILITY

- Citizens want better service from governments on issues they care about.
- Citizens are not willing to pay more to get those services because.....
- Citizens are not convinced that they have been getting value for the tax dollars.

IMPROVING ACCOUNTABILITY

- What would a transparent and “user friendly” accountability framework for provincial parks look like, and,
- How would it be expected to evolve in the future to meet the changing needs and values of society?

APPENDIX G

Support & Accountability Discussion Notes

1. How can communities be more involved in supporting and contributing to long term provincial park sustainability?

- Tell them what we are doing for them – what's in it for them:
 - marketing,
 - local hiring,
 - health,
 - volunteers, and
 - quality of life.
- Provincial policy structure which involves them.
- Series of Friends Organizations connected to local provincial park:
 - take tours,
 - input to management,
 - watchdog,
 - already a park – no conflict - now it should work,
 - raise money – publications,
 - base seed money, and
 - role of provincial / NGO standards knit them together,
 - care locally,
 - support but organized, and
 - Vancouver Foundation could get this started – i.e. provide funding.
- Easier to get rural kids into parks – strategic, not one size fits all.
- Paratechnical people:
 - categorize things,
 - inventory,
 - collections,
 - naturalists,
 - adventure tourism,
 - noxious weeds, and
 - partner – NGO.
- First Nation / ethnic communities:
 - ask them how to engage, and
 - diversity in parks employment.

- Use kids as contact:
 - bring their parents,
 - programs – nature education brings them into parks, and
 - ethnic – kids are Canadian – they'll bring their parents.
- Need a strategy for advancing support for parks – your constituency.
- How to implement the strategy:
 - metropolitan outreach strategy:
 - schools, BC Parks, Parks Canada partnership,
 - working adults – work place ads, staff,
 - elements of interpretation into tourist places – aquarium, BC experience.
- Partner with industry:
 - forestry – teachers, Williams Lake, Prince George, Kelowna, Kootenays,
 - programs to talk about forestry and parks,
 - use existing instruments, and
 - sustainability message.
- Partner with NGOs.
- Land trusts, biosphere reserves – BC Trust for public lands.

2. How can other governments contribute to the sustainability of the provincial parks system?

Note: group disagreed with initial assumptions as presented in the PowerPoint presentation (see Appendix D).

- Tap into other departments for other opportunities – act now.
- Tap into Tourism BC / Tourism for revenue for landscape surcharge – foundation.
- Inter-municipality program / joint venturing.
- First Nations and Government (has Federal links):
 - cultural interpretation and cultural centers, and
 - management partnerships.
- Multi-government park pass.
- Carbon tax / offset exchange – could support provincial system.

3. How can the private sector, including the co-operative movement and NGO sector contribute to provincial park sustainability?

NGOs:

- Advocacy.
- Vital task of being watchdogs – keeping government accountable.

- Pressing government to have clear policies, standards and evaluation mechanisms.
- Establish public awareness systems.
- Reliable liaison between other level of government, public, NGOs, etc.
- Access to volunteer groups and their funds (including service groups, fund raising service groups).

Private Sector:

- Knowledge of public engagement – understand customer demand and marketing.
- Conduit for resources.
- Can be stewards of park resources – i.e. may have a vested interest.
- Can draw exposure and clientele to the park.

4. How can the media and other sources of social and economic power provide constructive support?

Media:

- Develop relationship by being a source of stories – active cultivation – understand care and feeding of media.
- Relationship with production company on “shorts” – fillers, short programs – make part of filming company contract when they are doing other films.
- Requires commitment of time and dollars by Parks.
- Sponsorship around newsworthy events.
- Must accept media role and independence – may be negative.
- Community media more likely to follow some stories.
- Partnership with cable on own series – a planned group of episodes.
- Get into nature shows with information footers.

Service Clubs:

- United Way – youth program overlaps.
- Catalogue of opportunities aimed at Elks, Kinsmen, and Rotary on projects that can benefit their community (disabled, youth, etc.).

Volunteer – “Catching the Spirit”:

- Park by park delivery of youth stewardship projects – program support required – non tax levy funded by Pacific Parklands Foundation.

For the province, what would make this possible:

- Dealing with fear over loss of control.
- Dealing with local support required.
- Fear of criticism conquered.
- Shared vision of community groups.
- Awards/ recognition – e.g. Lt. Gov.

- Anoint 5000 Park Ambassadors.
- Jerry's Rangers made more real.

5. How can the provincial government better contribute to the sustainability of the provincial parks system?

- More money and people to provide sustainability – funding to facilitate transition process.
- Vision and leadership.
- Linking with Health and Tourism – government wide conversation.
- Enabling partnerships – NGOs, corporations.
- Volunteer capacity building – e.g. Royal BC Museum – build spirit of volunteerism. Investment required, including a requirement to monitor and mentor.
- Enable “other” financial services – taxation, partnerships, etc.
- Defining “assets” in parks and identifying supporters / markets of these unique values.
- Exclusive, higher level experiences (compare to Machu Pichu).
- Restructuring of fees – e.g. value of landscape to media.
- Leverage of world class image of BC parks – evaluation of policies that restrict this.
- Province wide tax levy – e.g. school tax.
- Regional district model.
- Facilitate volunteer contribution to parks system – e.g. on tax returns.
- Improve implementation of recommendations by engaging civic society.
- Ownership of recommendations – not just advice – gain support of business sector.
- Define question, process, framework – engaging all elements of society.
- Using “The best place on earth” – 100th anniversary, Olympics.
- Separation of creation and management functions – need to build support for management.

6. What would a transparent and “user friendly” accountability framework for provincial parks look like and how would it be expected to evolve in the future to meet changing needs and values of society?

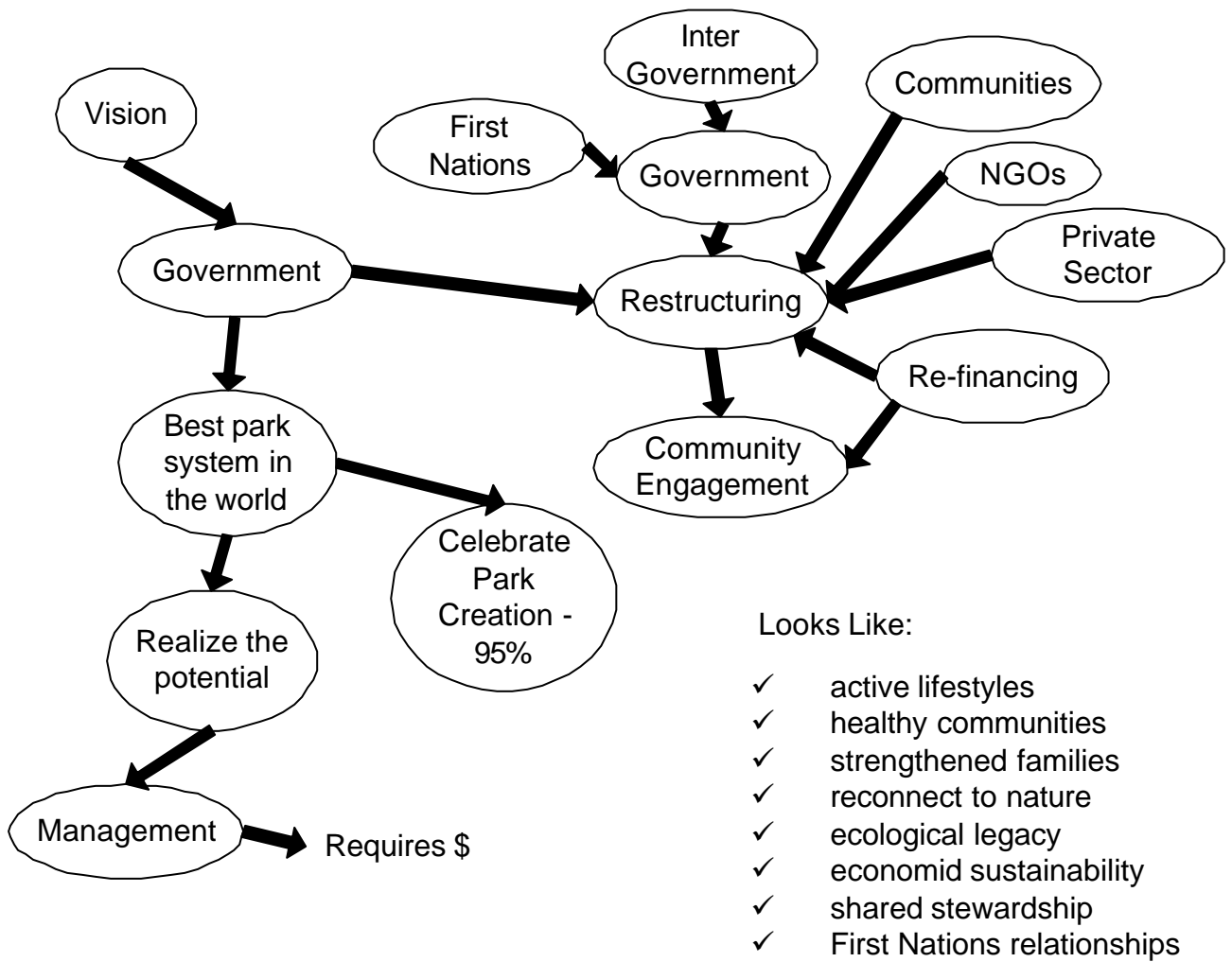
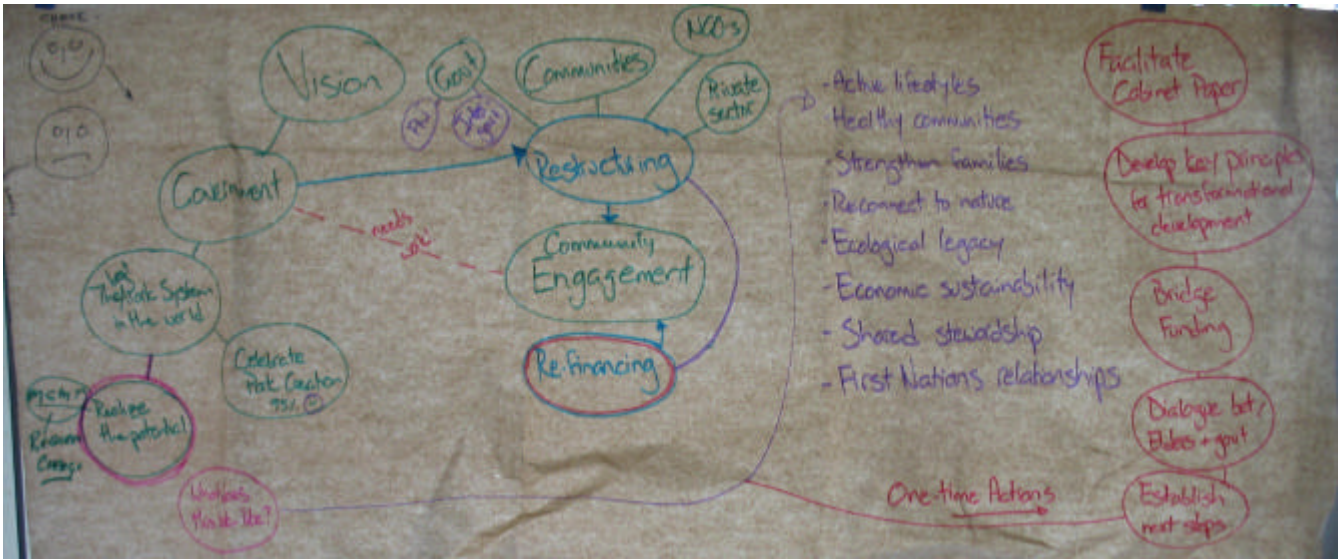
Facilitator note: there will be some redundancy in the bullets below, as this is collection all notes taken by all five discussion groups.

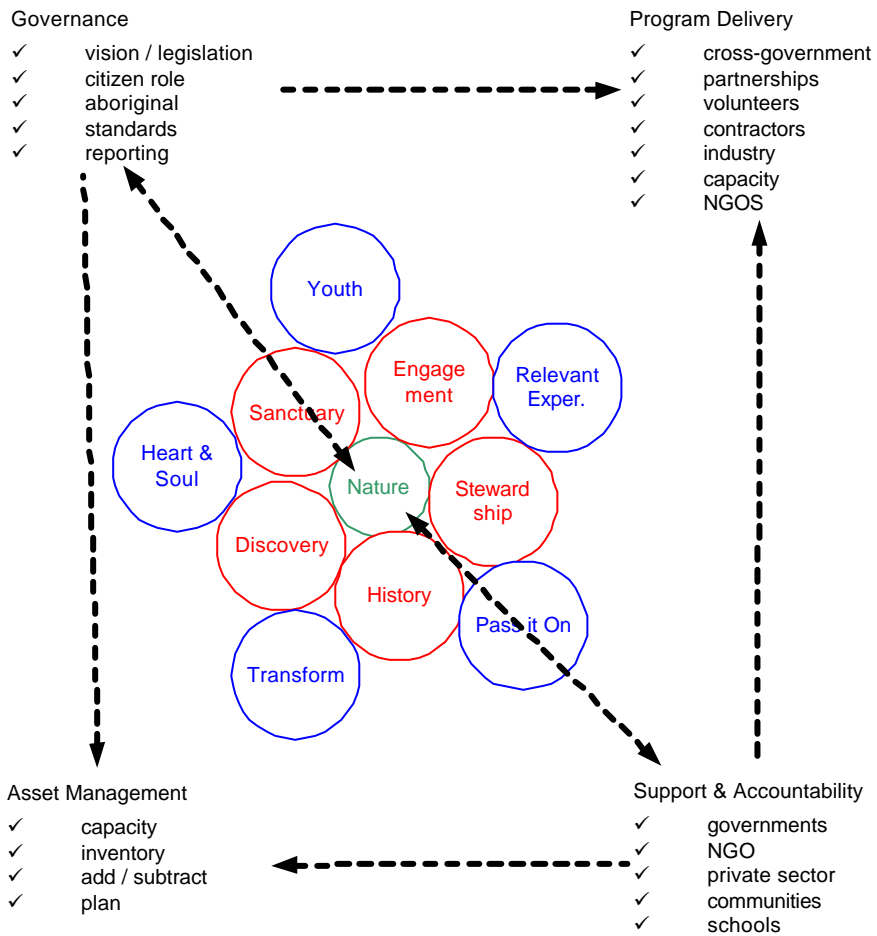
- Financial accountability.
- User count.
- User interest story.
- State of the parks report.

- Panel / advisory board, comprised of Elders and First Nations – panel's report goes to the Legislature.
- Panel would be appointed by the Legislature (all parties).
- Would be renewed with change of the Legislature.
- This would have to be established by legislation.
- One time endowment required.
- State of parks report – modeling industry sustainability reporting criteria (i.e. GRI).
- 3rd party reporting – neutrality – Auditor General.
- Part of Provincial Health Officers report
- 3rd party review panel goes over the state of parks report.
- Use Friends structure – multi dimensional.
- 3rd party validation – structure needs to reduce “wingnut” issue:
 - FP Board,
 - blue ribbon panel,
 - audit – meeting mandate,
 - certification, or
 - evaluation – indicators.
- Bi-annual conference – Minister concerns – in the Act:
 - recommendations,
 - 90 day response, and
 - blue ribbon types.
- Reporting out – part of the marketing tool – in a manner understood by the public – go out and report.
- Evolve – feedback (not Minister) – identify and incorporate changing values.
- Accountability 1000 system:
 - report for stakeholders,
 - 3rd party audited,
 - 3 principles of materiality, completeness, and accuracy (stakeholders and legislation drive materiality),
 - set targets and actions, and
 - post report on web site.
- Legacy, stewardships – advisory panels – other recommendations.

APPENDIX H

System Maps





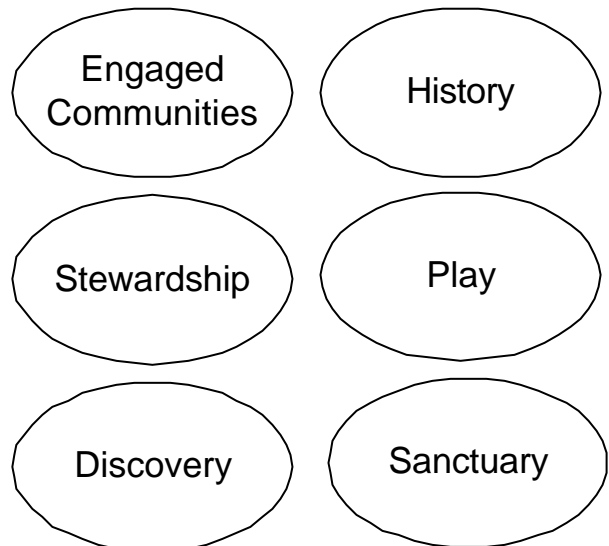


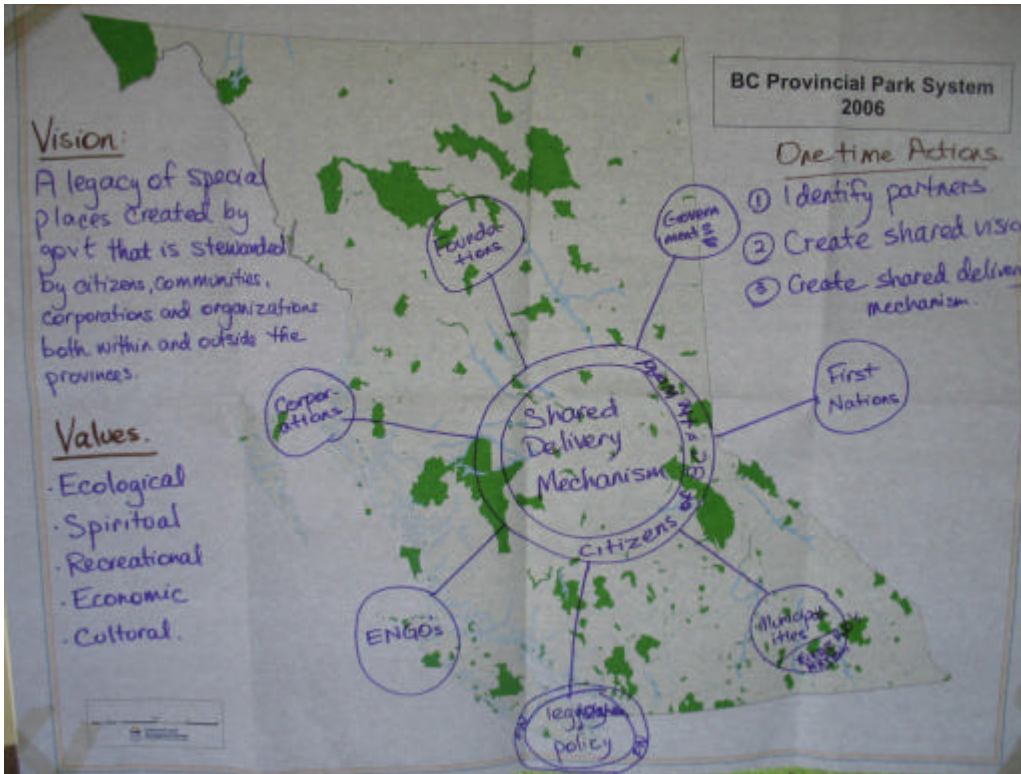
Transformational Change

- ✓ social marketing (Park's myth story)
- ✓ coming out of the closet
- ✓ 12 step program
- ✓ face the staff issue
- ✓ build alliances (internal & external)
- ✓ redefine roles
- ✓ share power
- ✓ system diagnostic

Our Parks A Shared Vision

- ✓ communities
- ✓ NGOs
- ✓ industry
- ✓ potential users
- ✓ other governments
- ✓ youth
- ✓ First Nations



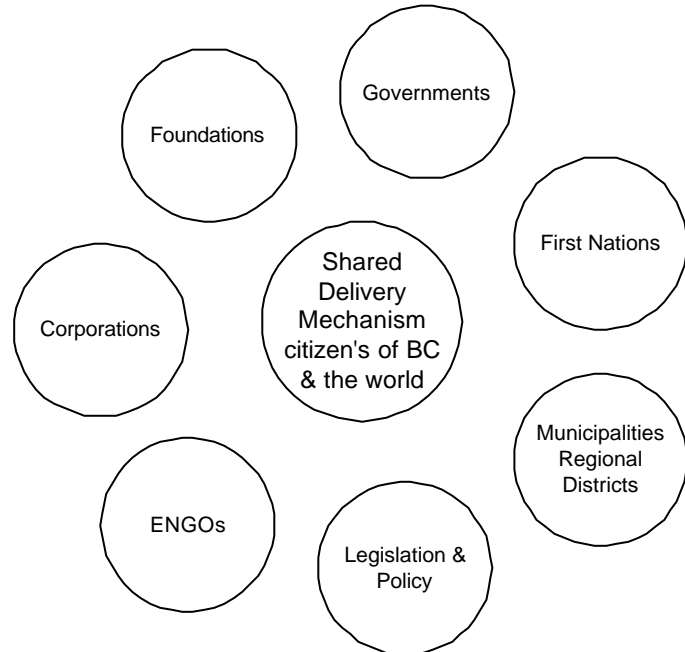


Vision:
 A legacy of special places created by gov't that is stewarded by citizens, communities, corporations and organizations both within and outside the provinces.

- Values.
- Ecological
 - Spiritual
 - Recreational
 - Economic
 - Cultural.

BC Provincial Park System 2006

- One-time Actions.
- ① Identify partners
 - ② Create shared vision
 - ③ Create shared delivery mechanism.



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 - Cultural