



BC Parks Program Plan

PROVINCE OF BRITISH COLUMBIA

MINISTRY OF ENVIRONMENT

2007–2012

www.bcparks.ca

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Ministry of
Environment

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Message from the Executive Director



British Columbia's parks and protected areas⁷ contain nationally and internationally significant natural and cultural features and outdoor experiences. Our parks, protected areas and conservation lands are a public trust. They are essential to our quality of life and the health of British Columbians. For many, they define our province to the world.

The development of the BC Parks Program Plan comes at a turning point for us. Building from the Olympic celebration in 2010, to the 100th anniversary of BC Parks in 2011, we have unprecedented partnership, outreach and marketing opportunities to showcase our magnificent parks and protected areas system to current and new park users. Interest in climate change enables us to communicate the critical function that parks and protected areas play in the response to this issue. Continuing to build relationships with First Nations recognizes the important role that parks and protected areas play in supporting the social, environmental and economic aspirations of First Nations communities.

Also significant for us is the development of the Parks for People Strategy. This strategy is our response to the provincial government's direction to be the "best parks system in the world," to trends affecting all park agencies, and to the unique opportunities facing British Columbia's parks and protected areas system. The Parks for People Strategy is designed to reconnect people with British Columbia's diverse natural and cultural landscapes. By creating opportunities for people to embrace a life-long relationship with British Columbia's parks and protected areas, the strategy will promote understanding, encourage use, and foster environmental sustainability.

Purpose of the Plan

The BC Parks Program Plan translates the broad direction provided by government in the Parks for People Strategy into a plan that will guide the actions of the agency over the next three to five years. In doing so, it communicates the role of BC Parks and shows how important the parks and protected areas system is to the everyday lives of British Columbians.

In reading the BC Parks Program Plan, you will see the great effort that the Program Plan Working Group and other staff members have put into its creation — I thank them for their hard work. They have presented a clear, practical tool that will enable those involved in the delivery

⁷ The term "parks and protected areas" is used in this plan to describe the range of terrestrial, freshwater and marine areas that are administered by BC Parks.

of the BC Parks Program² to better understand their responsibilities and carry them forward into the future. Appendix 3 introduces performance measures as a recent addition to the plan. These measures are intended to be used as benchmarks for our progress towards achieving the program plan goals.

The goals, objectives and strategies identified in the BC Parks Program Plan will help guide our decision-making, and are intended to be used by program staff, regional staff and our partners as we work collaboratively to achieve our vision for the parks and protected areas system. This document was written for our employees; however, we recognize that others, both inside and outside of government, are interested in what we do. So, whether you are one of our staff, a partner or a member of the public, I hope you find that the BC Parks Program Plan is informative and that you share in our excitement about its delivery.



Height of the Rockies Provincial Park

² Staff from the Parks and Protected Areas and Environmental Stewardship Divisions deliver the Parks and Protected Areas program with assistance from others.

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Table of Contents

<i>Message from the Executive Director</i>	1
<i>Introduction</i>	5
<i>Core Responsibilities</i>	7
<i>Provincial Government Context</i>	9
<i>Vision</i>	11
<i>Principles</i>	12
<i>What Do We Want to Accomplish?</i>	13
<i>How Will We Know We Have Achieved Our Goals?</i>	23
<i>Acknowledgements</i>	23
<i>Appendix 1 – Overview of the Environmental Stewardship and Parks and Protected Areas Divisions</i>	25
<i>Appendix 2 – Overview of the Divisions of the Ministry of Environment</i>	26
<i>Appendix 3 – Performance Measures</i>	27

Introduction

As we prepare to celebrate the BC Parks 100th anniversary in 2011, we have an opportunity to reflect upon the exceptional significance of British Columbia's parks and protected areas system, and to set in place the goals, objectives and strategies that will ensure the system is maintained for future generations.

Since the establishment of the first provincial park at Strathcona in 1911, the system has grown to over 900 designated parks and protected areas, totalling over 13,000,000 hectares. The system has also evolved in response to society's conservation and recreation expectations. Lands have been protected, new services have been added, and a public heritage of special places has grown.

Our Past

Strathcona Provincial Park was established with the hope of starting a tourist boom in the western reaches of the continent. Other pioneer provincial parks rapidly followed at Mount Robson and Mount Garibaldi. They were vast, spectacular wilderness landscapes selected with the aim of starting a tourism industry and accommodating resource utilization.

Smaller provincial lands and facilities were added to fill public demands for recreation and tourism. Lands were often purchased in key locations. Provincial parks such as Okanagan Lake and Miracle Beach were developed along new highways in the 1950s and 1960s to meet spiralling needs for roadside stops, camping and holiday destinations. In the mid-1960s marine provincial parks were recognized as one of eight types of parks. During this period, the first large park lands since the 1940s were established— this time not in the hope of generating recreation and tourism for economic benefit, but instead to protect natural environments for posterity.

While conservation has always been a concern, it was not until the *Park Act* was passed in 1965 that the provincial parks gained a strong conservation mandate. The purpose of setting aside lands “for the preservation of their natural environments for the inspiration, use and enjoyment of the public” is still relevant today. A high quality visitor experience results from careful management of the natural and cultural values that are the principal assets of the system.

In 1971, the *Ecological Reserves Act* was enacted to reserve land for ecological purposes. This was done to protect areas with special ecological features. These areas are the most highly protected and subject to the least human influence of all designations. Exceptional examples include Anne Vallee (Triangle Island) Ecological Reserve off Vancouver Island.

The 1980s and 1990s saw an evolution of the parks system reflecting new resource management and sustainability concerns. In a time of increasing land use competition, it was necessary to have clear, accountable approaches to decisions involving resource management and protection. Throughout this

period, there was rapid change in the legal framework and relationships with First Nations. Treaty negotiations, consultation and collaborative agreements are integral parts of this new relationship.

In 2002, BC Parks also became the lead agency responsible for managing diverse conservation lands. Conservation lands conserve critical species and habitats, and provide compatible wildlife-related education and recreation opportunities. An excellent example is the Columbia Wetlands Wildlife Management Area in the Kootenays.

Our Future

Today, BC Parks is working with First Nations and other provincial agencies to implement the Coast Land Use Decision which resulted in the establishment of over 100 conservancies. Conservancies protect and maintain biological diversity and natural environments, social, ceremonial and cultural uses of First Nations, and recreational values. Across the province, BC Parks will continue to seek opportunities to work with and support the aspirations of First Nations communities, including their desire to be involved in all aspects of parks and protected areas management.

British Columbia's parks and protected areas system is a public trust which provides exceptional opportunities for conservation, outdoor recreation, education, scientific study and social interactions. As we strive to achieve the goals, objectives and strategies in this Program Plan, we will continue to work with First Nations, other provincial agencies, our partners and communities to ensure that the legacy of the parks and protected areas system is maintained for current and future generations.

Core Responsibilities

The delivery of the BC Parks Program involves the planning, management and conservation of the province's parks and protected areas system and the provision of recreational, cultural and educational experiences. Potential lands and waters to be added to the parks and protected areas system are identified and designated under a variety of legislation³ and managed within a provincial policy context. Designations of parks and protected areas are made for a number of reasons, such as:

- the protection and maintenance of important conservation values such as biological diversity, species at risk, and natural environments;
- the protection and management of cultural facilities, sites and landscapes;
- the provision of outstanding healthy outdoor recreation opportunities.

Parks and protected areas contain some of the best representative elements of British Columbia's natural and cultural heritage and comprise over 14.0 % of the province.⁴ The system includes:

- class A, B and C Parks;
- conservancies;
- recreation areas;
- ecological reserves;
- protected areas designated under the *Environment and Land Use Act*;
- wildlife management areas designated under the *Wildlife Act*; and
- other undesignated conservation lands for fish and wildlife.

³ BC Parks manages lands through the *Park Act*, *Ecological Reserve Act*, *Protected Areas of British Columbia Act*, *Environment and Land Use Act*, as well as some lands designated under the *Land Act*, *Wildlife Act* and *Greenbelt Act*.

⁴ This figure includes approximately 0.6% of national parks.

Successful program delivery depends on the support of other divisions within the Ministry of Environment, collaborative management agreements with First Nations, park facility operators and other partners. Appendix 1 provides an overview of the branches within the Environmental Stewardship and Parks and Protected Areas Divisions and their respective responsibilities for the delivery of the BC Parks Program. Appendix 2 shows how each division plays a role in supporting the BC Parks Program.

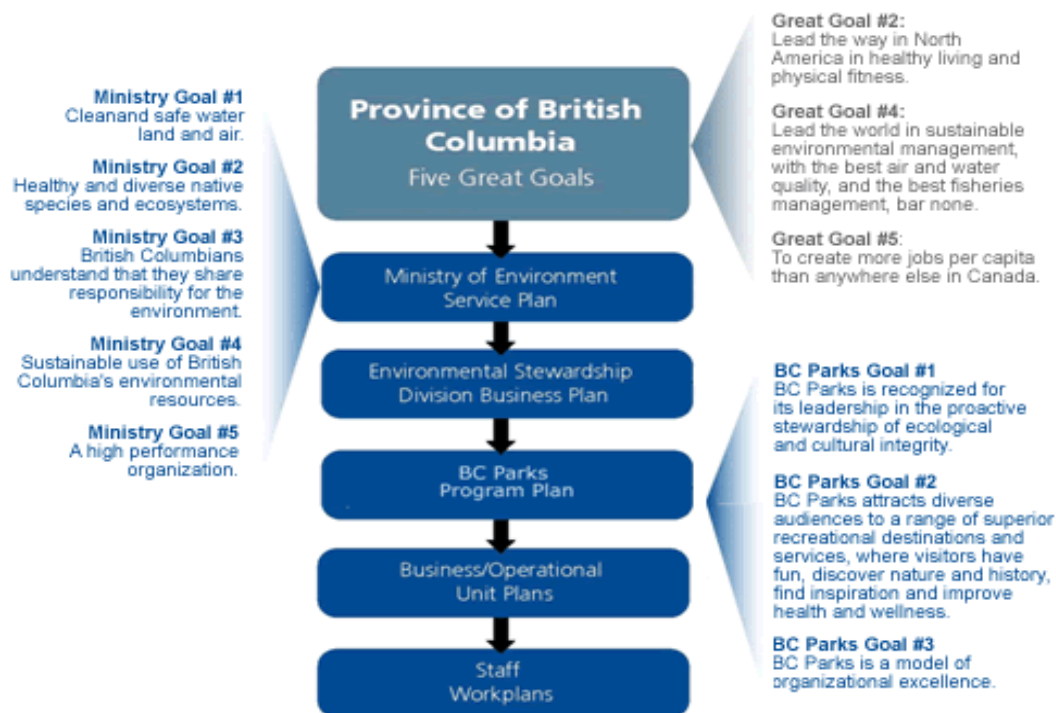


"BC Parks 2011 and Beyond" all staff meeting, Victoria 2007

Provincial Government Context

The Province's Five Great Goals set out our government's strategic direction. Figure 1 shows how the goals presented in the Ministry of Environment's Service Plan build upon three of these Great Goals. The Service Plan informs the development of annual business plans for the Ministry's seven divisions, including the Environmental Stewardship and Parks and Protected Areas Divisions. The BC Parks Program Plan provides an important link between these higher-level planning processes and the activities that staff, partners and others will undertake during the next three to five years.

Figure 1: Linkage to Provincial Government Strategic Goals



Linkage to Key Ministry and Government Initiatives

The goals, objectives and strategies identified in this Program Plan also link to a number of other key Ministry of Environment and government initiatives. These include but are not limited to:

- Air Action Plan;
- Water Action Plan;
- Conservation Framework;
- Biodiversity Action Plan;
- provincial health initiatives such as ActNow BC;
- provincial climate change initiatives;
- 2008 sesquicentennial celebrations;
- 2010 Olympic and Paralympic Winter Games;
- Citizen-Centred Service Delivery; and,
- Tourism Action Plan.

Vision

To be a world leader in parks and protected areas management



Proposed Stephens' Island Conservancy

Principles

Decisions regarding the parks and protected areas system will be guided by the following principles:⁵

- Enduring public trust*
 - 1. The parks and protected areas system is an enduring legacy and we are accountable to the people of British Columbia to manage it effectively, now and in the future.
 - 2. We actively pursue collaborative relationships and contemporary roles for First Nations for protecting and enhancing natural, cultural and recreational values.
 - 3. Relationships and connections with park users, communities, partners, sponsors and donors are essential to the long-term viability of the parks and protected areas system.
- Conservation of natural and cultural assets*
 - 4. Ecological integrity is maintained and conserved within a dynamic and changing environment.
 - 5. Leadership in knowledge acquisition and reporting, and the understanding of ecological processes, cultural heritage and their interaction is crucial for management and responding to environmental change.
 - 6. We will maximize opportunities for education about natural, cultural and recreation values, and will assist the public to cope with environmental changes.
- High quality visitor services*
 - 7. We will manage recreational facilities in an environmentally sensitive manner and, provide a range of facilities and programs that are accessible and reflect provincial demographics.
 - 8. We will seek opportunities to promote the parks and protected areas system as an integral component of a healthy, active lifestyle.
 - 9. We will coordinate the provision of outdoor recreational opportunities with the private sector, tourism industry associations, other levels of government and other government agencies.
- Effective management*
 - 10. We will pursue innovative revenue streams and partnerships to ensure financial sustainability.
 - 11. Although parks may provide different levels of visitor services, we will maintain standards relating to protecting a park's natural and cultural assets.

⁵ These principles complement the Parks and Protected Areas Division's Operating Principles.

What Do We Want to Accomplish?

In order to achieve our vision of being a world leader in park management, we will be focusing our efforts in three key areas.

1. Ecological and Cultural Integrity

GOAL 1:

BC Parks is recognized for its leadership in the proactive stewardship of ecological and cultural integrity.

2. Visitor Experiences

GOAL 2:

BC Parks attracts diverse audiences to a range of superior recreational destinations and services, where visitors have fun, discover nature and history, find inspiration and improve health and wellness.

3. Organizational Excellence

GOAL 3:

BC Parks is a model of organizational excellence.

Using the Goals, Objectives and Strategies

We recognize that achieving the goals, objectives and strategies presented in this Program Plan is ambitious. Therefore, the Program Plan is to be used as a guide to assist in the identification and prioritization of work-plan activities at the individual, unit, region and branch level. As stewards of British Columbia's parks and protected areas system, we must identify the key elements that need to be addressed so that we can work together, and use our resources strategically and effectively to achieve our vision.

Ecological and Cultural Integrity

Trends, Challenges and Opportunities

All parks agencies must cope with an increasingly changing environment. Challenges such as climate change create new opportunities, and enable us to show leadership by taking on new and innovative approaches to environmental management. Such approaches will be essential for enabling the parks and protected areas system to adapt to and survive environmental instability.

BC Parks is committed to respecting First Nations by recognizing the contemporary role of First Nations in park and protected areas management. In doing so, we will continue to work with First Nations to ensure that traditional and scientific management techniques are integrated, and effective management is carried out in a collaborative, respectful manner.

Urbanization, settlement patterns and environmental changes in British Columbia have resulted in altered or lost habitat and placed species at risk. As a result, some values of the parks and protected areas system will become more important as other values are lost or reduced. Therefore, management in collaboration with adjacent land managers will be essential to respond to environmental changes.

Busy lifestyles and urbanization have meant that people have become less connected from the environment. We must identify better ways of fostering a greater understanding of the full value and importance of parks and protected areas.



Lakelse Lake Provincial Park

GOAL 1: BC Parks is recognized for its leadership in the proactive stewardship of ecological and cultural integrity.

<p>Objective 1: <i>A dynamic parks and protected areas system that supports the adaptation of species and ecosystems.</i></p>	
<p>Strategies</p>	<ul style="list-style-type: none"> • Implement and utilize a structured and consistent planning cycle for the recording, assessing and prioritizing of natural and cultural heritage assets, risks, and management actions. • Increase monitoring of natural and cultural heritage assets to meet conservation objectives and respond to trends. • Develop, maintain and utilize scientific knowledge, traditional ecological knowledge, research and technology to support decision-making. • Develop guidelines for appropriate and acceptable levels of use in parks and protected areas to ensure integration of conservation and recreation management. • Work with other areas of government and non-government organizations to maximize the effectiveness of protecting natural and cultural assets. • Support objectives for completing land use planning and the marine protected areas system as well as prioritizing property acquisitions for areas of important conservation values. • Ensure protected areas contribute as fully as possible to objectives set out in provincial conservation initiatives such as the Biodiversity Action Plan, Species at Risk Framework and the Conservation Framework.
<p>Objective 2: <i>British Columbia's diverse First Nations heritage is respected, preserved and enhanced.</i></p>	
<p>Strategies</p>	<ul style="list-style-type: none"> • Work with First Nations to develop a cultural heritage management framework. • Seek a range of opportunities to identify and recognize the contemporary management role of First Nations in parks and protected areas to generate social, cultural and economic benefits for First Nation communities. • Develop innovative mechanisms for improved communication and information sharing about the successes, benefits and challenges of collaborative management.

Objective 3: *The parks and protected areas system plays a key role in the response to climate change.*

Strategies

- Develop and implement management strategies to increase the resiliency and adaptability of the parks and protected areas system with respect to climate change.
- Develop and implement a carbon neutral plan for facility management, investments and operations.
- Work with other government agencies to introduce a carbon credits/offsets program.

Objective 4: *Objectives for ecological and cultural integrity are understood and supported.*

Strategies

- Develop, implement and communicate the conservation strategy.
- Develop partnerships to achieve and support conservation objectives.
- Produce and distribute outreach, educational and stewardship materials on the conservation of natural, recreational and cultural assets and ecosystem management within parks and protected areas.
- Work with others to highlight the role parks and protected areas play in carbon sequestration.⁶

⁶ **Carbon sequestration** is the term describing processes that remove carbon dioxide from the atmosphere. To help mitigate global warming, a variety of means of artificially capturing and storing carbon (while releasing oxygen) — as well as of enhancing natural sequestration processes — are being explored. http://en.wikipedia.org/wiki/Carbon_dioxide_sink September 13, 2007

Visitor Experiences

Trends, Challenges and Opportunities

Communities in British Columbia are experiencing demographic changes. These changes include an increasing ethnic diversity and a growing population of people who are retired from work but are interested in new opportunities. These changes will create opportunities for BC Parks to offer varied, new or different experiences in parks and protected areas.

Anticipated demands from clients for different services, such as greater opportunities for education during leisure time and adventure sport activities, will require us to champion innovation in program and service delivery. This innovation will assist us in addressing provincial trends such as increasing obesity rates, a shift away from nature-based outdoor activities by youth, increasing urbanization and changes in employment patterns. By providing services designed to get people active in their local parks and protected areas, we will create opportunities to connect with other organizations on this issue, contributing to broader societal benefits such as alleviating demands on the health care system.

Broader societal, economic and social changes, such as water shortages and extreme weather due to climate change, may influence choices about the nature and location of outdoor activities. This will create opportunities for BC Parks to provide activities closer to population centres that can be experienced in a short period of time.



Goldstream Provincial Park

GOAL 2: BC Parks attracts diverse audiences to a range of superior recreational destinations and services, where visitors have fun, discover nature and history, find inspiration and improve health and wellness.

<p>Objective 1: <i>We will celebrate the 2010 Olympics and the 100th anniversary of BC Parks in 2011.</i></p>	
<p>Strategies</p>	<ul style="list-style-type: none"> • Develop and implement a strategy for celebrating the 100th anniversary of BC Parks to increase connections with communities, and build strong support for the parks and protected areas system. • Identify opportunities to present innovative parks and protected areas management that highlights the diversity of British Columbia during the 2010 Olympics and the 100th anniversary of BC Parks in 2011.
<p>Objective 2: <i>An appropriate and diverse range of quality outdoor visitor experiences is provided.</i></p>	
<p>Strategies</p>	<ul style="list-style-type: none"> • Develop methodologies that will help understand visitor needs and user trends to guide decision-making and priority setting. • Work with Tourism BC to share outdoor trend research including new outdoor activities. • Provide innovative, affordable and safe opportunities and places for people to experience the natural environment, with a focus on youth and new Canadians. • Develop a range of facilities, outdoor education and outreach programs which respond to trends and are accessible to people with a range of abilities. • Develop a strategy for marine parks which addresses the interests of kayakers, boaters, sailors and divers. • Assist the Ministry of Tourism, Sport and the Arts to create a provincial trails strategy. • Work with others to provide better integration of outdoor recreational opportunities inside and outside of parks and protected areas.

Objective 3: *Opportunities to improve the physical and mental health of people of all ages and abilities are promoted.*

Strategies

- Include messaging, where applicable, on the physical and mental health benefits of park visitation in interpretive and educational programs, cross-promotion with partners, and marketing campaigns.
- Develop partnerships with other agencies such as ActNow BC to promote the use of parks as essential to a healthy lifestyle.
- Develop and implement a review to improve barrier-free facilities throughout the parks system.
- Improve visitor information (web, print and signage) on barrier-free facilities to encourage visitation.

Objective 4: *A marketing and communication strategy is in place that uses partnerships, builds strong brand recognition and links BC Parks to the broader tourism sector.*

Strategies

- Establish a suite of BC Parks marketing materials (messaging, images and publication templates) and increase public communication of the BC Parks brand to improve British Columbian residents' understanding of the BC Parks mandate.
- Review BC Parks standard manuals, such as the Park Facility Standards and Standards for Park Information, to ensure they support the BC Parks brand and adopt new standards (such as green technology) to strengthen the brand.
- Implement a marketing plan that incorporates headquarters, regional offices and park facility operator marketing activities, and coordinates these with other marketing initiatives.
- Develop a merchandizing strategy and begin to sell BC Parks brand merchandise in collaboration with partners.
- Further develop partnerships with Tourism BC respecting tourism research, web development, visitors' centres and Discover Camping.
- Work with the Freshwater Fisheries Program to identify and promote under-utilized angling and fish viewing opportunities in parks and protected areas.
- Participate in tourism and recreation sector development such as Experiences BC.

Trends, Challenges and Opportunities

Due to changing demographics, there is an increasingly competitive marketplace for skilled employees. By 2011, for the first time in history, there will be more individuals leaving the workforce than entering it. Significant shifts in recruitment and retention strategies for all workers will be required as workplaces compete for the best talent.

While there are pressures on the effective use of government resources, trends in the private sector to increasingly commit to social and environmental practices and investment will create opportunities for parks and protected areas funding. This will require a commitment to innovation, partnerships and accountable business practices.

Ever-changing innovative technology alternatives will create opportunities for BC Parks to keep pace with the changing technological world and user expectations.



Dune Za Keyih Provincial Park and Protected Area

GOAL 3: BC Parks is a model of organizational excellence.

<p>Objective 1: <i>Innovative people practices and staff wellness are championed.</i></p>	
<p>Strategies</p>	<ul style="list-style-type: none"> • Develop, promote and maintain clear and effective internal communications to better inform staff of BC Parks issues, projects and activities. • Support employees with sound training, safety and support programs and career development opportunities. • Provide staff with opportunities for professional development to enable them to improve performance in their current position and to prepare employees to be qualified and competitive candidates for more advanced positions. • Develop a robust training program for park rangers to ensure worker safety when dealing with compliance and enforcement issues. • Implement mechanisms that allow staff to take leadership in the delivery of enhanced customer service. • Implement the Ministry's people planning recommendations respecting recruitment, development and retention and seek opportunities to be a leader in the implementation of innovative people practices.
<p>Objective 2: <i>Develop and improve relationships and partnerships to engage British Columbians in achieving parks and protected areas goals.</i></p>	
<p>Strategies</p>	<ul style="list-style-type: none"> • Develop and implement the BC Parks Partnerships and Sponsorship Framework to provide direction on the scope and nature of partnership priorities and guidelines. • Collaborate and share information and best practices with other park agencies, nationally and internationally. • Develop and implement a strategy for volunteers. • Develop and implement a community engagement strategy to increase the involvement of communities to develop a greater sense of pride and ownership. • Work with others to promote understanding of and compliance with parks and protected areas' regulations that protect important natural and cultural assets. • Establish closer working relationships with other enforcement agencies.
<p>Objective 3: <i>BC Parks' commitment to management excellence and continuous improvement is demonstrated through its own practices.</i></p>	
<p>Strategies</p>	<ul style="list-style-type: none"> • Use strategic planning to promote management excellence. • Develop and report on key performance indicators for BC Parks' key deliverables. • Introduce and showcase environmental excellence such as the use of green technologies in park facilities and practices. • Adopt a comprehensive and effective information system which incorporates all aspects of protected land planning and management. • Develop reporting systems that are accessible, accurate and timely. • Work with other agencies to optimize collaboration on information management.

Objective 4: *BC Parks is an effective steward of public funds and resources.*

Strategies

- Work with public and private sectors to develop new opportunities to resource the parks and protected areas system.



Ron Rutledge receiving the 2006 Park Officer of the Year Award

How Will We Know We Have Achieved Our Goals?

Implementation and Priority Setting

What will successful implementation of the BC Parks Program Plan look like? The progress we make towards meeting our vision will depend on our ability to prioritize, focus our efforts and collaborate with other agencies, First Nations, our partners and communities.

During the development of this Program Plan, the goal of the Program Plan Working Group was to present a cohesive, focused, well-considered plan which would be used to set priorities and establish work-planning activities. As such, this Program Plan will be reviewed annually to ensure it is useful to those who work in the parks and protected areas system.

Performance Measurement

An essential tool in achieving our goals is the identification and reporting of appropriate performance measures. These measures will enable us to better understand our business, continually improve our performance, and compare and share knowledge with others.

Performance measurement is conducted at both the Division and Ministry level. The performance measures that will be established in this Program Plan will address the unique operating parameters of BC Parks in a way that complements these other performance measurement activities.

Our progress towards meeting the performance measures will be reported out on an annual basis. Performance measures provided by the provincial government provided a broad measurement for many of the strategies developed in this Program Plan. These are:

- Increase visitation to parks and protected areas by 20% by 2011;
- Contribute to increasing the physical activity of British Columbians by 20% by 2010;
- Contribute to doubling of tourism revenues by 2015; and,
- Contribute to the British Columbia Government goal to be carbon neutral by 2010.

A dedicated effort is currently underway to develop “key performance measures” that will accurately and effectively reflect our progress in this Program Plan and the business planning processes in the Ministry of Environment. See Appendix 3 for the draft Performance Measure table.

Acknowledgements

This Program Plan was developed by a Program Plan Working Group that included a cross-section of headquarters and regional staff from a number of program areas and regions, and key external participants. From April to July 2007, the Working Group participated in a number of half-day workshops in which they drafted, debated and analyzed the key elements that make up this plan. The

Program Plan's content was also shaped by the comments and suggestions submitted by staff across the province in response to various drafts and meetings.

I would like to take this opportunity to thank the members of the Working Group for their passion and focus and for the great effort they expended in completing this Program Plan. In addition, I would like to acknowledge the energy and advice provided by participants outside of BC Parks.

I am excited about moving forward with the implementation of this Program Plan, which will enable us to reach our goals and move us closer to fulfilling our vision.

Scott Benton

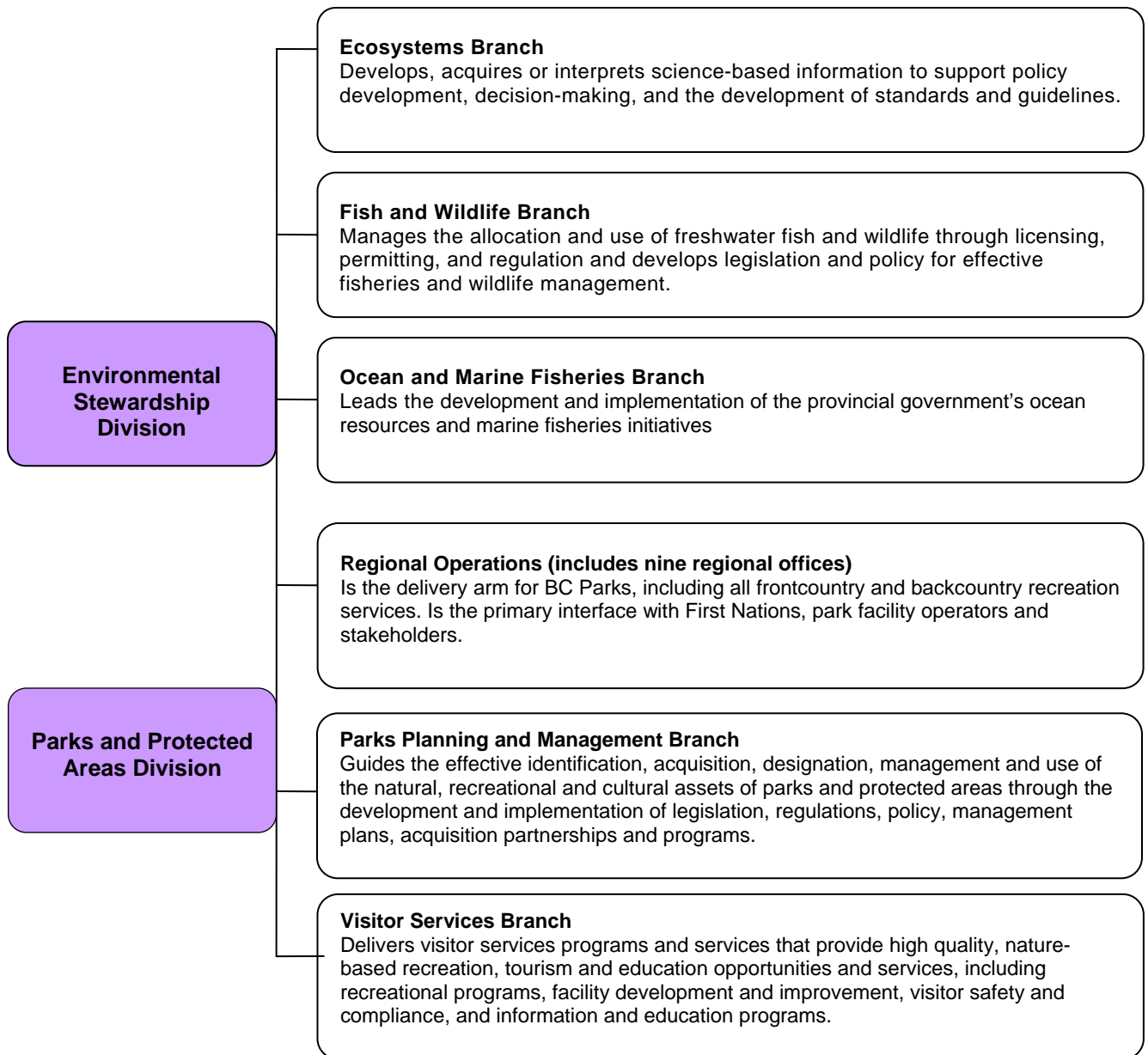
Executive Director

Parks and Protected Areas Program

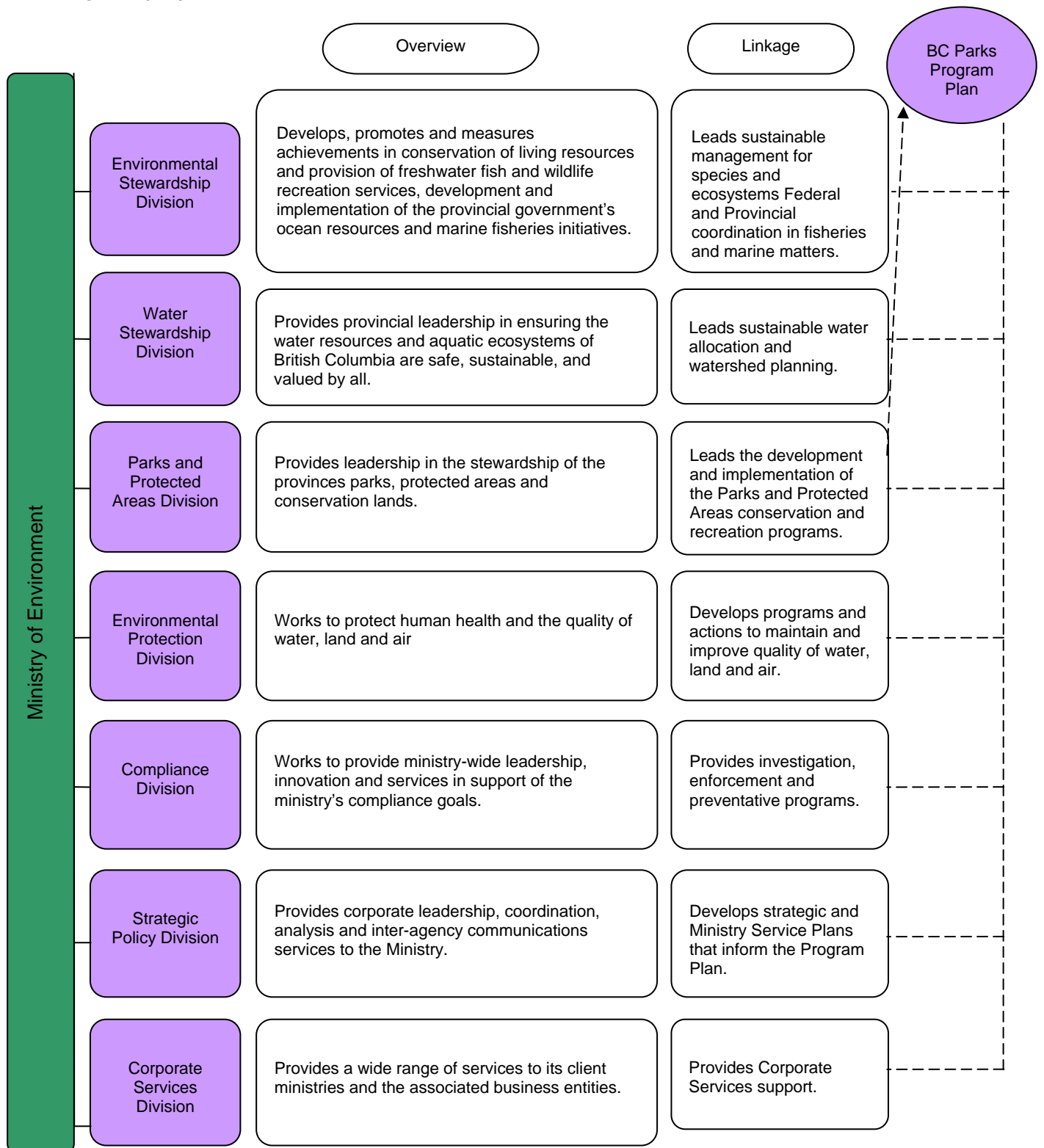
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Appendix 1 – Overview of the Environmental Stewardship and Parks and Protected Areas Divisions



Appendix 2 – Overview of the Divisions of the Ministry of Environment



Appendix 3 – Performance Measures

The following table details the performance measures and the three year targets that guide activities, and demonstrate output progress and performance for each of the three long-term goals. The targets and baseline information for individual measures will be completed by April 2009.

Measure	Unit of Measure	2007/08 Actual	2009/10 Target	2011/12 Target
Goal 1: BC Parks is recognized for its leadership in the proactive stewardship of ecological and cultural integrity.				
Intended Outcome: Improved cultural and ecological integrity within the parks and protected areas system.				
Percentage of the province dedicated to protected area status (HQ data collection).	Percent	To be calculated	%	%
Percentage of the province's native species and ecosystems represented in the parks and protected areas system (HQ data collection).	Percent	To be calculated	%	%
Percentage of parks and protected areas with a current Conservation Risk Assessment (CRA completed or updated within the last five years. Regional data collection).	Percent	To be calculated	%	%
Number of initiatives that substantively engage First Nations in the management of natural or cultural values in parks and protected areas (Regional data collection).	Number	To be calculated	#	#
Substantive Engagement Defined As: Collaborative Management Agreements; Framework Agreements; Terms of Reference; Traditional Ecological Knowledge used in Operational Business/ Park Management (i.e.) Prescribed Burns, Facilities Management, etc.; Traditional Use Areas; First Nation PFOs; Employment Opportunities; etc.				
Number of mitigation actions addressed through impact assessments (Regional data collection).	Number	To be calculated	#	#
Percentage of high priority natural and cultural threats addressed (Regional data collection).	Percent	To be calculated	%	%
Goal 2: BC Parks attracts audiences to a range of superior recreational destinations and services where visitors have fun, discover nature and history, find inspiration and improve health and wellness.				
Intended Outcome: BC Parks offers an expanded range of visitor experiences to an increasingly diverse and satisfied cliental.				
Percentage increase in visitation to parks and protected areas (HQ data collection).	Number	Information available (18.2 million for 2007/08)	19.8 million	21.6 million (2010/11 target)
Percentage increase in "recreation opportunity" satisfaction rating (Only have proper statistical information for 2006 and 2007. HQ data collection).	Percent	Information available (camp-ground: 61%; day use 66%)	Camp-ground 64% Day use 69%	Camp-ground 66% Day use 71%
Number of new recreation opportunities created (Regional data collection)	Percent	To be calculated	%	%
Percentage increase in interpretation program attendance (Regional data collection).	Number	Information available (140,000 summer 2007)	154,000 (summer 2009 target)	169,400 (summer 2011 target)

Measure	Unit of Measure	2007/08 Actual	2009/10 Target	2011/12 Target
Percentage of condition assessments completed within the last five years (Regional data collection).	Percent	Partial information available (estimate 7%)	20%	20%
Percentage of facilities with life spans greater than five years (Regional data collection).	Percent	To be calculated	%	%
Percentage increase in the Visitor Satisfaction Index rating for visitors to parks and protected areas (HQ data collection).	Percent	Information available (83% 2006/07)	% (Maintain or Improve)	% (Maintain or Improve)
Goal 3: BC Parks is a model of organizational excellence. Intended Outcome: BC Parks is a high performance organization that is an employer of choice. Intended Outcome: BC Parks is valued, understood and supported by the public, communities and stakeholders.				
Percentage improvement in Employee Engagement Survey Scores.	Percent	Information available (55% 2007 HQ only)	%	%
Recruitment and Retention Rates (Recruitment rate is calculated as a percentage of posted jobs withdrawn due to lack of qualified candidates. The retention rate = the turn-over rate. HQ data collection).	Percent	To be calculated	%	%
Percentage reduction in greenhouse gas emissions (Baseline would be calculated through total tones of greenhouse gas emissions per employee. HQ data collection).	Percent	To be calculated	%	%
Use per capita (index) (HQ data collection). This measure is influenced by population growth and has impacts on visitation numbers (i.e. If visitation is expected to grow by 2% per year and the population of the province is increasing at the same rate, the user per capita has to be greater than 2% in order to have any impact on visitation numbers). The baseline can be taken from the Provincial Householder survey conducted in 2005. Additional information would need to be collected through an Omnibus Survey (minimal cost).	Percent	Information available (Provincial average 65% 2005 Householder Survey)	%	%
Percentage increase in the total dollar value of resources attained through partnerships and donations. 1) Land Acquisitions – This can be measured as a total dollar value of leveraged land acquisitions per year (HQ data collection). 2) Volunteer Hours – Volunteer hours can be calculated according to criteria that places a dollar value on each hour of volunteer work (Regional data collection). 3) Corporate/Personal contributions – This information is already available and speaks to how much the public supports the Park system with their money (HQ data collection).	Percent	To be calculated	%	%
Percentage of parks and protected areas with valid approved management plans (HQ data collection).	Percent	To be calculated	%	%