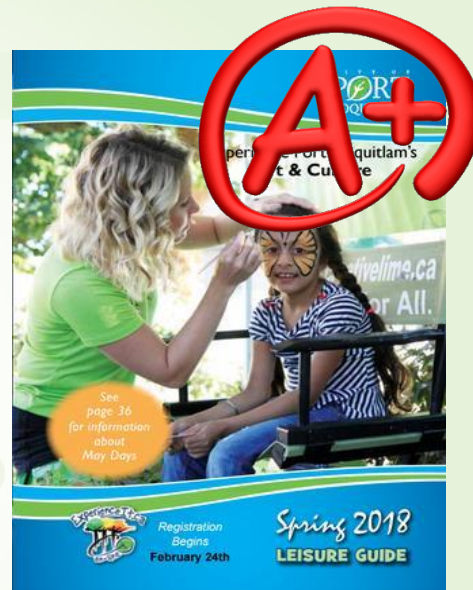


# Building Capacity through Continuous Improvement Assessment

Presented by:

Lori Bowie, BSc, MA  
Director of Recreation, Arts & Culture  
City of Port Coquitlam



May 9, 2018

Gathering  
**Strength**

Rassemblement  
**nos forces**

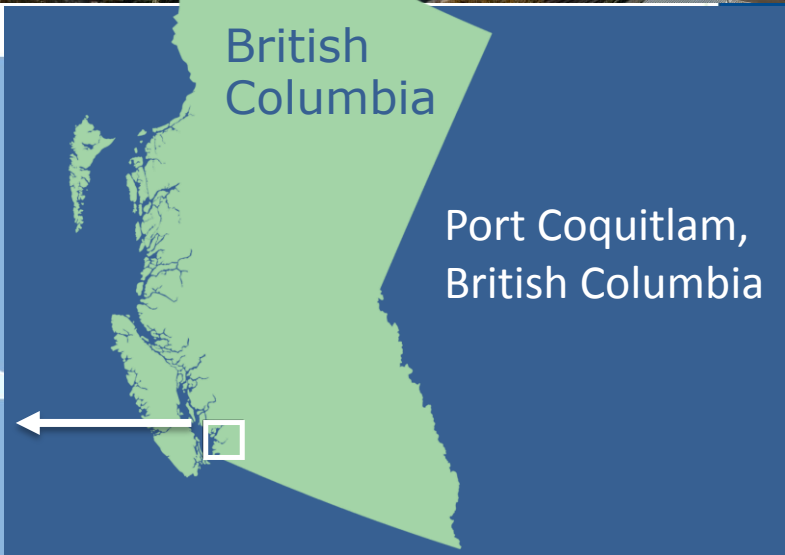


**Framework for Recreation in Canada**  
Forum 2018

# Presentation Outline



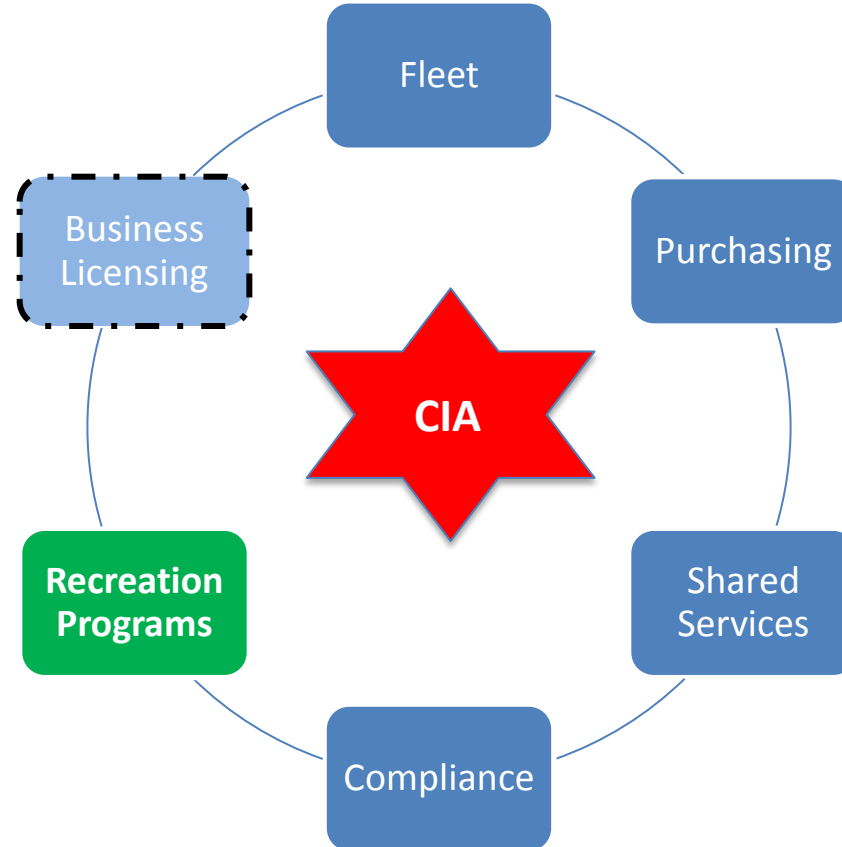
- Port Coquitlam
- Building a Culture of Continuous Improvement (CI)
- Implementing the Framework for Recreation
- Designing a CI Process
- What We Learned
- Implementing the Action Plan
- 10 Tips for Success



# Building a continuous improvement culture



# Building a continuous improvement culture



# Community Recreation Complex

An architectural rendering of the Community Recreation Complex. The top half shows a ground-level view of the main building with large glass windows and a modern design. The bottom half is an aerial view showing the complex's layout, including a large indoor pool area, a basketball court, a baseball field, and surrounding green spaces with trees and walkways. The building is labeled 'COMMUNITY RECREATION COMPLEX' in several places.

Phase 1 to  
open in late  
2019

wilson ave

mary hill road

# A Framework for Recreation in Canada 2015

## Pathways to Wellbeing



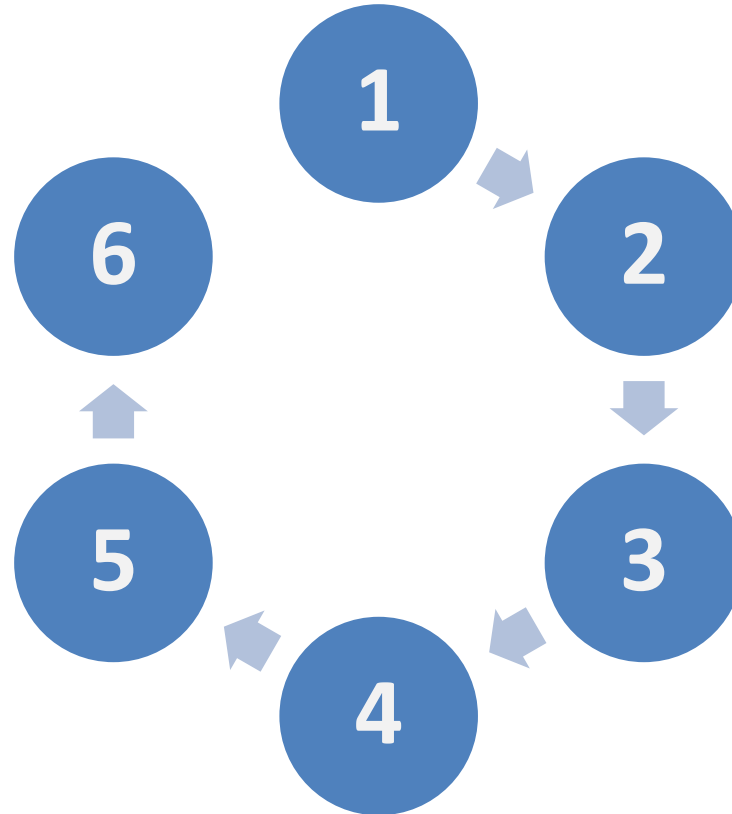
**Introduce the Framework**

**Review your Policies, Programs  
& Services**

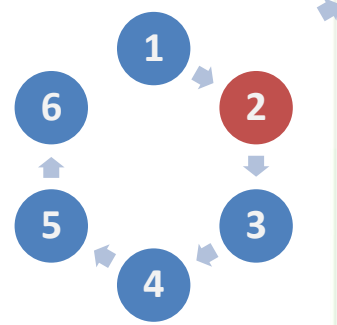
**Plan**

**Evaluate**

# Designing a CIA Process



# Designing a CIA Process - Purpose

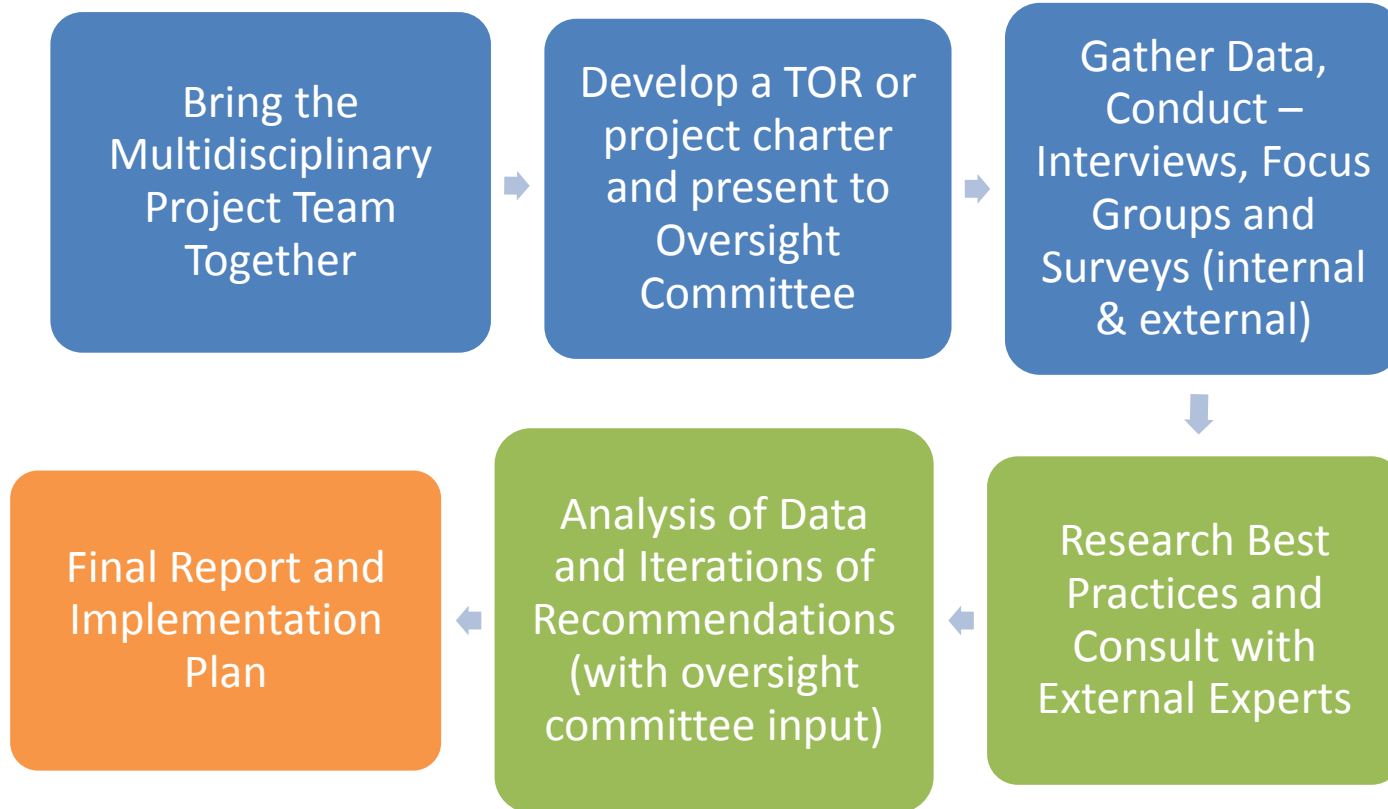
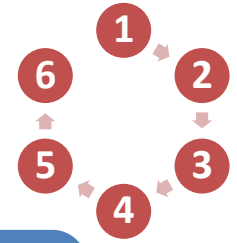


## Primary research question

Are we effectively managing registered recreation program growth and expenditures?



# Designing a CIA Process





# PoCo Grand Prix - July 13, 2018

[pocograndprix.ca](http://pocograndprix.ca)



**GEAR UP!**



# What We Learned

## Strengths

- Program Creep Minimal
- Program Success Rates
- Revenue Increase
- Minimal Fee Increases
- Industry Norms
- Community Partnerships
- Accessibility
- Experienced Staff

## Recreation Programming

## Needs

- Policy Update
- Key Performance Indicators
- Data Collection & Analysis
- Programming Practices
- “Core Programming”
- Enhanced Oversight
- Marketing & Branding
- A&C Leadership
- Staff training

# Pathways to Wellbeing

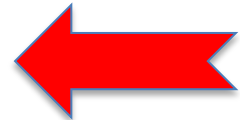


**Introduce the Framework**

**Review your Policies, Programs  
& Services**

**Plan**

**Evaluate**



# Implementing the Action Plan

1. \$50K Net Reduction
2. New Business Analyst Position
3. Restructured Budgets
4. KPI's & Measures
5. Revised Policy Statement
6. Marketing Plan & Updated Branding
7. Staff Training
8. Programming Guidelines & Tools
9. Core Program Definition
10. New A & C Coordinator

# Vision

Everyone engaged in meaningful, accessible recreation experiences that foster:

Individual Wellbeing

Wellbeing of Natural and Built Environments

Community Wellbeing

## Values

Public Good

Inclusion and Equity

Sustainability

## Principles

Lifelong Participation

Outcome-Driven

Quality and Relevance

Evidence Based

Partnerships

Innovation

## Goals

Active  
Living



Inclusion &  
Access




Connecting  
People & Nature



Supportive  
Environments



Recreation  
Capacity 



## Priorities

- ✓ Participation throughout the lifecycle
- ✓ Physical literacy
- ✓ Play
- ✓ Reduce sedentary behaviours

- ✓ Equitable participation for all, regardless of socioeconomic status, age, culture, race, Aboriginal status, gender, ability, sexual orientation or geographic location.

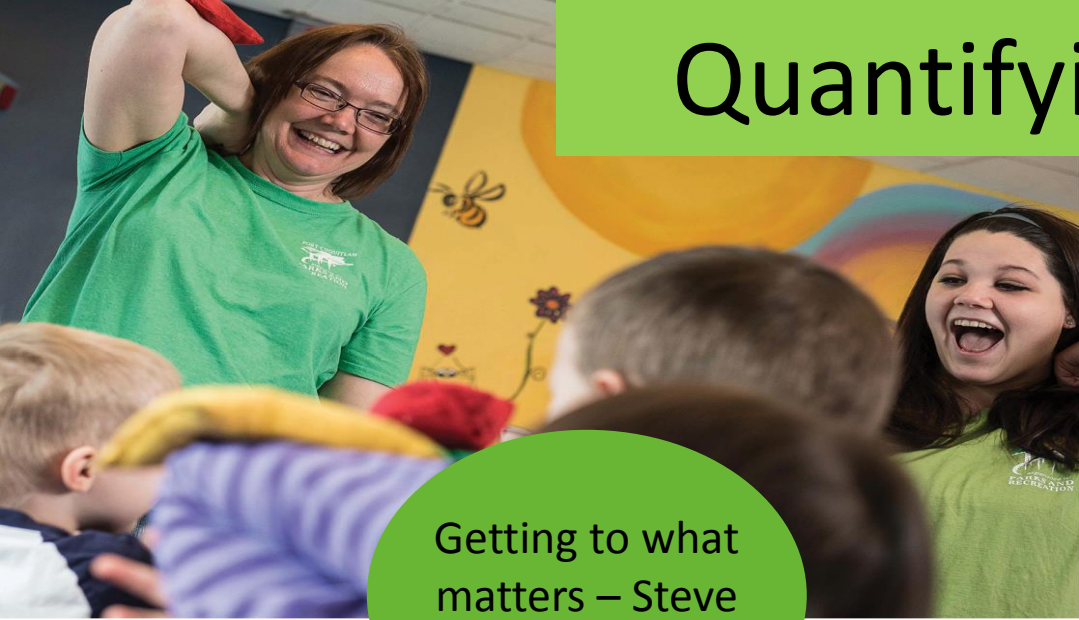
- Natural spaces and places
- Comprehensive system of parks
- ✓ Public awareness and education
- Minimize negative impacts

- ✓ Provide essential spaces and places
- ✓ Use existing structures for multiple purposes
- Renew infrastructure
- Active transportation
- ✓ Partnerships in social environment
- ✓ Recreation education
- ✓ Assessment tools
- ✓ Align community

- ✓ Collaborative system
- ✓ Career development
- Advanced education
- ✓ Capacity development
- Community leadership
- Volunteers
- ✓ Knowledge development

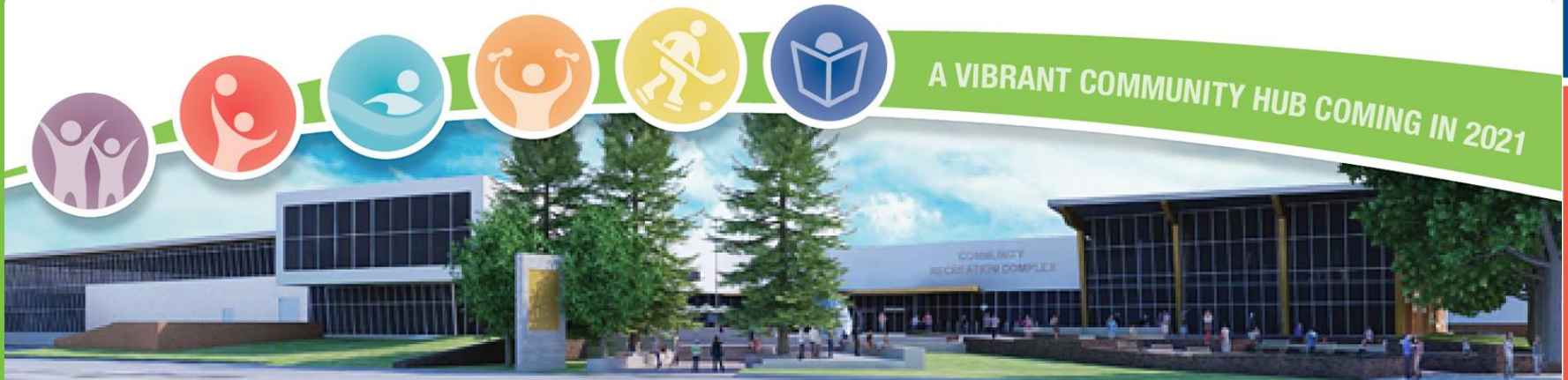
# Quantifying Benefits

Getting to what  
matters – Steve  
Patty, Phd  
*Dialoguesinaction.com*



# 10 Tips for Success

1. Assessment = 10%
2. Clear Purpose & Scope
3. Simplify the Process
4. Multidisciplinary Project Team
5. Good Data
6. Quantifying Benefits
7. External Eyes
8. Implementation Champions
9. Perception  $\neq$  Reality
10. Clarity of Expectations



# Questions and Comments



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