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2016



Innovative Leisure Practices



CASES AS CONDUITS BETWEEN THEORY AND PRACTICE

EDITED BY NICOLE L. VAUGEOIS

Innovative Leisure Practices: Cases as Conduits between Theory and Practice

Volume 2: December, 2016

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Acknowledgements to reviewers at Vancouver Island University:

Dr. Suzanne de la Barre, John Predyk, Dr. Tom Delamere, Dr. Jackie Oncescu, Dr. Amanda Johnson and Alanna Williams

Photo credits on front cover:

Vancouver Island University (top) and Places for People Leisure Management Ltd, 2014 (bottom)

A publication of the World Leisure Centre of Excellence

In Sustainability and Innovation

Vancouver Island University

900 Fifth Street, Nanaimo BC Canada

V9R 5S5

Website: www.worldleisureviu.org

ISBN number: 978-1-928172-20-8

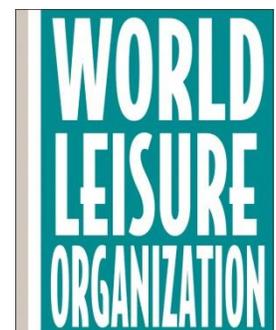


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Preface

Case studies are a valuable way for researchers and practitioners to synthesize and share knowledge with external audiences in a way that allows others to reflect, discuss and learn from approaches taken in other contexts. While ample case studies can be found in areas such as management, sustainability, and community development, there are far fewer cases available in leisure. At a time when new approaches and models are being piloted and learned from in various contexts around the world, the leisure community is missing out on an opportunity to document and learn from these innovations taking place.

After the success of the 2015 volume of case studies, The World Leisure Centre of Excellence at Vancouver Island University is pleased to share the second volume of case studies focused on innovative leisure practices. The intent of the volume is to provide a forum for the exchange of innovative practices in leisure. In the publication, innovative practices are defined as any unique, modern or promising approaches, strategies or techniques that have been used to address current issues, opportunities or trends in leisure. These can be practices conducted at a societal, community, or organizational level in either the field of practice or in leisure research.

There are two intended audiences for these case studies including faculty and students in leisure related academic programs and leisure practitioners. Faculty and students benefit from having access to current examples where researchers and practitioners are approaching common issues, opportunities and trends. The second audience includes practitioners who benefit from having a platform to share their own innovative practices or to gain insights from practitioners in other contexts.

The aim of the case studies is to share examples where research and practice connect in innovative ways to offer solutions for common issues and opportunities in leisure. The volume is shared as a free, downloadable resource for faculty, students and practitioners on the World Leisure Centre of Excellence at Vancouver Island University website at: <http://www.worldleisureviu.org/> along with the 2015 volume. If these cases inspire you and you know of other innovative case studies that should be shared, please consider submitting one in the 2017 case study volume.

In the publication, innovative practices are defined as any unique, modern or promising approaches, strategies or techniques that have been used to address current issues, opportunities or trends in leisure. These can be practices conducted at a societal, community, or organizational level in either the field of practice or in leisure research.

Implementing organizational change:

A case study of a leisure professional association's structural change, to remain relevant to its members as well as in its support of the profession

J. Joy James, Appalachian State University, United States

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Chapter Summary

North Carolina Recreation and Park Association (NCRPA), a leisure and recreation professional association, recognized its need to transition from a traditional professional association model to a new model that engaged members and professionals in the field, provided opportunities for volunteer involvement that are short and long-term, and become relevant in a fast changing world. Due to decreased time professionals have to volunteer, and competing for membership with other niche leisure professional organizations, NCRPA recognized its organizational structure needed drastic change. The main players of innovation included the NCRPA Executive Director, its Board President, and the Executive Board as well as an all-volunteer Ad Hoc committee appointed by the President. NCRPA's strategy was to institute fundamental changes to its organizational structure and culture using the book *Race for Relevance* (2013) to create a new model for the organization to keep pace in today's fast changing world. To facilitate this change, the Ad Hoc Committee utilized NCRPA's membership and marketing plan called Project Supercharged (developed specifically for NCRPA with a consulting group), its strategic plan, and the book which proposes five "radical changes" for professional associations. After the Ad Hoc committee's determined recommendations, they were presented and unanimously approved by the NCRPA Board in 2015. Thereafter committees were developed to determine how to implement these recommendations for 2017. While the impacts of this change are still in process, it has created both eagerness and uncertainty within its current membership. Throughout the process the committees determined how to implement the recommendations by fostering engagement and excitement in NCRPA. Implications from NCRPA's changes include lessons learned on the process of developing an effective board, ways to engage volunteers and illuminating "out of the box" thinking to effect drastic change for a nimble organization to be responsive and engaging to its members.

Learning Objectives:

Readers will...

1. Gain an understanding of what a professional organization is and current trends impacting their structure.
2. Explain how professional organizations impact professionals in the field.
3. Draw conclusions about possible solutions to increase professional organizations relevancy and membership.

The Issue, Opportunity or Trend

Professional organization, associations, or societies are traditionally non-profit organizations seeking to further a profession. "In fact, there is general consensus that formation of a professional association is an essential step for achieving and maintaining professional status," (Phillips & Leahy, 2012). These associations enable a group of people, who are voted or nominated into leadership positions by their peers, in a specific occupation to legitimize the practice of the profession. Furthermore, these associations often develop and monitor professional education programs that include updating skills, performing certifications, and offering licensure. Reasons to join a professional association often include job listings/placement, professional development, continuing education credits for licensure, networking, and scholarships for young professionals (Gruenberg, 2015). Memberships in professional associations are associated with greater prestige, income, and autonomy, and more department job tenure (Goode, 1957; Irons, 1989; Obermann, 1962; Phillips & Leahy, 2012).

While strong associations assist professions in carrying out their missions and membership is generally agreed to be a necessary component of career advancement with numerous benefits, membership has been on the decline (Bauman, 2008, Coerver & Byers, 2013). The traditional operating model where an association is managed by a group of decision making volunteers and supported by members is no longer working. This model is often tied to a broad range of offerings for its members and networking at meetings, conferences, conventions, and seminars with periodical updates to members through various forms of publications (Coerver & Byers, 2013). In the past members or companies paid their dues, showed up to meetings and conferences, and served in leadership positions. However, with competing time commitments and fast changing shifts in the workforce, this tradition has stopped and lead to an overall decline in professional associations across all industries.

One major trend that has contributed to the decline in membership is the ability to easily and inexpensively get information, education, jobs, and network on the internet (Kuhn & Mansour, 2014). Furthermore, companies and professionals want a return on investment for their time and membership, which associations may struggle to offer with competing organizations offering similar services (like continuing education credits). Additionally, many associations have not changed their organizational structure to meet the fast changing demands of the industries they serve, resulting in either membership decline or absolution.

The Innovation

Case Context

North Carolina Recreation and Park Association (NCRPA) with a membership of ~ 1200 was at a crossroads in 2014. Not unlike other professional associations across the country, NCRPA was challenged with trying to increase its membership along with providing services with diminishing resources and staff availability. After reviewing Project Supercharged! (Membership and marketing plan developed for NCRPA by a consultant) and their strategic plan, it became apparent to the Executive Board a review of NCRPA's association structure was needed. This case study will describe how NCRPA dealt with transitioning from a traditional professional association model to a more relevant organization prepared for the future and to better serve recreation and park professionals.

Stakeholders Involved

NCRPA was beginning to dip into its financial reserves due to a decrease in membership participation. In seeking information for implementing change in professional organizations, the NCRPA Executive Director (ED) read *Race for Relevance* written by Coerver and Byers (2013). The authors, consultants to professional organizations, provided a type of primer with five radical changes suggested for how professional organizations effect change. Recognizing the book as a primer for change, the ED had the Executive Board read *Race for Relevance*. Inspired, the Executive Board now had a course for change. The ED, President and Past President put together an Ad Hoc committee of nine professionals representing NCRPA's both diverse membership (representing different Recreation and Parks departments, various years in the profession, and levels of member involvement) and desired members (young professionals and academics). Not all the Ad Hoc Committee members had been actively involved in NCRPA. This is important to note that the ED and Board President sought out help not just from the committed members but other professionals who might shed light on why they were not active. The Ad Hoc committee's charge was to review the organizational structure of the association and provide recommendations that would inspire a sustainable working model to ensure future success.

Approach Used and the Impact

Facilitating change is never easy, in particular when an organization has operated effectively since 1944. One might ask why fix something that is not broken? Or, how do you shake it up or be creative to effect change in today's ever-changing world? In trying to determine recommendations appropriate to NCRPA, the Ad Hoc committee focused on two guiding questions: 1) What does the NCRPA Board need to look like with restructuring? and 2) Identify volunteer opportunities within the re-structuring. They reviewed multiple documents (Project Supercharged!, mission, history, budgets, membership, region and section involvement) as well as access to NCRPA staff (ED & Program and Marketing Manager) for any questions or missing information. Throughout the information gathering stage, the committee read *Race for Relevance* (2013) to better understand the changing environment associations must operate in which include: competition for members in a niche market, limited resources, providing services to members, fostering a nimble board and understanding what makes the association relevant in the technological world of today. As they were gathering information, gaining a better understanding of the current organizational structure (the good, along with the challenges) and reading the book, the committee began to see strategies that could be employed.

The book's authors, Coerver and Byers (2013) not only used their own experience as association consultants but also describe current research to demonstrate a path for associations to take for implementing change. The book created discussion points for the committee to re-evaluate in regards to organizational change specific to NCRPA. The guiding discussion points for the Ad Hoc Committee included the: size of the board, board member recruitment, whether or not to continue regions and sections, and how to engage members. Each committee meeting provided ample time for discussions and brain storming on a vision of change for NCRPA. The chair attempted to facilitate and provide an atmosphere that encouraged participation in these sometimes challenging discussions. The committee members who were active in NCRPA had expertise in its culture and their own experience to share. While some committee members (including the chair) that were not as involved had an outside and sometimes detached perspective that provided valuable insight. This dichotomy within the committee was important to acknowledge and encourage throughout the process. NCRPA wanted to not only meet current members' needs but attract new members. In addition to the make-up of the Ad Hoc committees, it is important to note the value of using the book *Race for Relevance* (2013) as a primer both in discussions and as a guide for change.

In order to elaborate on the committee's process, an overview of Ad Hoc Committee meetings and discussions leading up to the recommendations will be discussed.

Meeting 1 – Getting Started.

Meeting 1 was planned by the NCRPA ED and board president with some help from the Ad Hoc Committee Chair. Prior to the first meeting, committee members were tasked to read two articles published in Association LEADERSHIP by Coerver and Byers “Race for Relevance” (2011) and “Post Race Relevance” (2012). These articles provided an overview to the book’s “5 radical changes for associations” (Coerver & Byers, 2011, p. 15). The agenda included introduction of committee members, committee charge, review of NCRPA self-evaluation, strategic plan, Project Supercharged!, NCRPA background & history, *Race to Relevance* discussion of articles and determining a timeline for accomplishing committee task. The ED and president not only presented information but made it clear to the committee that the sky was the limit for change! After the presentations, the Ad Hoc Committee Chair facilitated discussion and timeline for tasks. It is important to note, this was the only meeting attended by the president and for the remaining meetings the ED and Program and Marketing Manager took a backseat acting as resources to the committee. Thus allowing the committee freedom to brainstorm, plan and discuss possibilities without limitations.

Meeting 2 – Getting NCRPA into the Race to Relevance

The committee agreed to read the first half of *Race for Relevance* (2013) for meeting 2. Most of this day-long meeting was focused on discussing the book from each committee member’s perspective and thoughts. The Chair facilitated small groups and whole committee discussions on applications to NCRPA, determining needs and changes for NCRPA on what the structure of the board, committees, region and section representation should be like in the future. The discussions included the following ideas: 1) Find examples of other programs/associations that have implemented change, 2) NCRPA needed to keep board under 12 (book indicated board needed to be fewer than five, 3) Consider appointing board members for following types of expertise: Academic, Legal/Political, Financial and Education/program (as recommended by the book so that board could be nimble and utilize expertise rather than getting onto the board by just knowing people), 4) Provide leadership opportunities for young professionals to grow, and 5) Research volunteerism – is a vetted volunteer better than appointed? The committee then tasked the Ad Hoc chair to develop 2-3 recommendations for board composition for the committee to review and adopt. Additionally, the committee decided to continue to review documents (which had been put onto a Dropbox account) and complete reading the book before the 3rd meeting.

Meeting 3 – Developing the Road Map for Change

For this third day-long meeting, the committee continued the book discussion, but was also able to discuss proposed changes more in-depth. The first order of business was to determine board size and composition. The committee chair had drafted three potential board sizes and composition recommendations (based on previous meeting discussions and emailed to committee prior to meeting. Each of these recommendations had a board size of 10-12 people with a composition that included specific skill sets. The discussion on these proposed recommendations delved into how

people would be appointed or elected to the board as well as what were the specific tasks of the board. Before the committee could vote on board structure, it had to define NCRPA committees' roles and staff responsibilities. As the discussion proceeded, it was determined that committees and NCRPA staff could take on some current tasks of the board, so that the board could provide leadership. Note the committee recognized that committees and NCRPA staff might have already been doing these tasks. In acknowledging this, they determined job descriptions for board members that focused on the vision of NCRPA rather than day to day tasks that could be accomplished by staff or volunteers. Additionally, it was determined that rather than election, it was important to nominate and appoint board members with specific skill sets. One of the more surprising results of the board discussion was to follow the book's suggestion of having only five board members. Prior to this, the committee members were hesitant to go from a board of 28 voting members to something below 12 in previous meetings. However, after reading the book and as discussions ensued the committee realized that some board tasks were already being done by NCRPA staff (repeating effort) and that committees could hold more responsibilities, with the realization that five board members might be more effective for NCRPA. Another important change the committee was recommending was to abolish board elections and develop a procedure for board nominations. The book pointed out that defining a role for each board member and then finding the qualified person would advance the board's ability to be nimble and effective for the organization. Discussion on this reflected some apprehension with taking board positions out of the membership's access. But it was noted that past elections had dismal participation (average of 15-20% of the eligible voters were voting). Ultimately, the committee agreed that nominating board members as well as having a specific role for each board member was the way to go. The committee chair was tasked to develop a 2nd draft of recommendations that reflected board composition, board terms, board nominations rather than elections, reconfiguration/acknowledgement of staff responsibilities, staff-led committees vs. board-led committees, and possible dissolution of regions and sections to put into place a new structure to meet membership needs.

Meeting 4 – Mapping change for the Race to Relevance (last Ad Hoc Committee meeting)

For this meeting, committee members reviewed the chair's document of recommendations based on meeting three's discussions. The recommendations were written by the chair and emailed to the committee with a request to review, comment and edit the document prior to meeting four. The five recommendations were:

- 1) The Board of Directors should be comprised of five members: President, Past-President, President-Elect, Education/Professional Development, At-Large (area of expertise to be determined by needs of NCRPA)

-
- 2) To better retain the collective board knowledge and experience, it is recommended that the terms for the presidential track be retained (3 years) and the professional development/at-large track will serve for 2 years on a staggered rotation. This will make a total of two new board members each year – one for the presidential track and one for the professional development/at large track.
 - 3) Remove Member Elections and replace with Board Nomination Committee
 - 4) Committees Staff led or Board Appointed/led
 - 5) Work of sections to be redistributed to committee and staff function. Regional structure needs to be reviewed to better meet membership needs across the state.

The chair received comments and feedback from all the members prior to the meeting. During this meeting each of the five recommendations were discussed in detail and then were voted upon. Each recommendation passed. The last order of business was discussion on how to present the recommendations to the full 2015 NCRPA board meeting the following month. The committee wanted to ensure the board understood the “radical” recommendations knowing they had not read the book. Tasks were assigned for the NCRPA Board Meeting Presentation of the Ad Hoc Committee Re-structuring recommendations. These included final review of recommendation document and finding examples in the book and translate them into an NCRPA story or experience they had as members.

NCRPA Board Meeting – Presentation of the Map for NCRPA Change

NCRPA had adopted a Strategic Plan and worked with a consultant to develop a Membership and Marketing Plan (Project Supercharged!). These products were a catalyst for the NCRPA Board in recognizing the need for a change in its structure which created many conversations and ideas on how to approach organizational change. In April of 2015, the Ad Hoc Committee presented its recommendations to the NCRPA board: reducing from 28 voting board members to a five member board, going from elections of board members to nominations, as well as reviewing region structures and strategies for engaging the membership. After the presentation, each of the Ad Hoc Committee members led a Q&A session with 3-4 Board members. This was an opportunity for the board members to ask questions and discuss with Ad Hoc Committee members interacting personally rather than in a presentation format. Lunch was served within the Q&A groups to help continue informal discussion. After lunch, the entire board (28 members) came back together as a group to ask any remaining questions and hold a discussion about the recommendations. Upon voting, the Ad Hoc Committee recommendations were unanimously approved by the board and thus began the road to change (See Appendix A for meeting agenda). What started as an idea to review the organizational structure turned into widespread changes that excited NCRPA members. The NCRPA ED has noted “Not only has there been little resistance from the membership and great support from the 2015 board, there has been interest from members with requests on how to be involved going forward.” In the year since the recommendations were changed, there have been volunteers engaged

to help articulate changes and policies that will put NCRPA onto a new course in 2017. The impact of this process, implications and lessons learned are on-going.

Implications & Lessons learned

The heart of this case study is organizational change. There are lessons to be learned from the transformation NCRPA implemented regardless of whether or not an organization is academic, business or non-profit. Each organization has cultural norms guiding its daily operations, often steeped in tradition or professional experience prior to digitalization of today's world. Organizational culture "reflects what has worked in the past, being composed of responses that have been accepted because they have met with success" (Armstrong, 2002, p. 33). Often professionals, nor the organization, question the relevance of their norms until it is too late resulting in either loss of resources or worse being defunct. Changing cultural norms is difficult for humans as we typically resist change. Some reasons employees might resist change include loss of control, discomfort/uncertainty, easier to say no than yes to new ideas, concern over competence and having to work harder (Kanter, 2012). What is unique about this case study is the use of the book *Race for Relevance* (2013) as a primer for change. Both the executive director and president of NCRPA knew that a change had to occur in the organization, but were unsure of how to implement it. Additionally, both understood the change had to be drastic in order to work but were at a loss at how to "get out of the box" or move away from traditional approaches. With the book as a guide, they had a resource that could not only relate to its challenges but provide a sort of "how to" on implementing change. This provided a sense of control for the change to occur, making the uncertain a little more certain, motivating members to say yes to the change because it made sense, and provided a vision of what the change could be and do for the organization.

NCRPA is currently implementing the Ad Hoc Committee recommendations for 2017 and has yet to realize all the potential implications of its organizational change. However, we can shed light on the short-term implications for this organization. The first implication relates to the organization's goal to engage its members. The 2012-2016 NCRPA Long Range Strategic plan called for engaging members to remain actively involved as well as engage university students to become involved. Additionally, prior to creating the Ad Hoc Committee, they conducted an engagement survey and focus groups where participants indicated that "professional development and continuing education through the Annual Conference, workshops and seminars along with professional assistance are the most valued benefits" (retrieved August 1, 2016 <http://www.ncrpa.net/mpage/Enews>). With this goal in mind, the ED and president began

with a small group of people to craft the Ad Hoc committee. The 11 people had varying levels of professional recreation experience as well as engagement levels with NCRPA. Specifically, they sought out two committee members that were young professionals (> 5 years' experience) and an academic (recall their interest in engaging university students). The idea was to provide vision for the new organizational structure and to better understand which professionals, that might not be members, desired engagement but felt left out of the "in" club. The success of the Ad Hoc committee was attributed to its members but it should be noted the intentionality of its composition. To quote Jim Collin's book *Good to Great* (2001), by "getting the right people on the bus," the president and ED were able to create a productive committee and generate collaborators for change by getting the right people on the bus. After serving on this committee, the members were advocates for change and able to explain it to their colleagues, which had a ripple effect. Using the success of the Ad Hoc committee, the NCRPA Board and ED, chose to use the same format to implement change on a larger scale. In 2016, they created organizational change committees with four university academic facilitators and 45 volunteers, thus producing more collaborators for change and inspiring engagement. These positive volunteer experiences fostered a perception that volunteering for NCRPA is a valuable experience - things get done, and the member's time and effort are valued! It also acted as a training ground for future committees and positive worth, while providing opportunities for members to be engaged.

A second implication of this case study is much smaller but important to all recreation professionals that work with volunteers. Developing a board, engaging volunteers and employing strategies to provide services – all things a person who will eventually become a recreation professional will be managing. With the re-structuring of the board, also came recognition of NCRPA staff role in the organization. The staff were already doing necessary work and had the organizational knowledge, but often had to wait for a committee chair or volunteer before they could act. Sometimes this delayed decisions that needed to be made or put a volunteer in a position of deferring to the staff anyway. This was not a good use of staff or the organization's resources. By making some of the committees staff-led, the organization could ensure positive volunteer experiences and engagement, grow volunteers and effectively manage resources. This could be the same position a recreation professional finds themselves in duplicating work or following up behind volunteers. We are understating this implication and its significance to recreation professionals because it in itself is another case study. Read *Race for Relevance* (2013) as it provides a good overview as to how recognition of the work that professional staff do is important to an organizations nimbleness and its ability to evolve with the challenges of today's world.

To both audiences, academics and professionals, this case study illuminates an innovative perspective on how an organization might approach structural change that includes: developing a board, engaging members and employing strategies to provide services. Recreation professionals and professional leisure associations struggling with similar

issues in the field not only can use *Race for Relevance* (2013) as a guide but also this case study as a primer for change that they can adapt to their unique organization.

Authors' Notes:

As you read this case study, we want to share our involvement in the NCRPA Process. The first author was intimately involved as the chair of the Ad Hoc Committee (2015). She was identified not just for her facilitation skills but because “she did not have a dog in the fight” or in other words on the fringe of involvement with the organization. The President and ED hoped to have a chair that had a specific skill set but no real organizational knowledge so the committee could truly vision outside the box. From an anthropological perspective, she has an emic or participant understanding of the Ad Hoc committee. The second author, while not involved with the Ad Hoc Committee became involved in the second wave of committees (2016) and chaired the committee to review NCRPA Committee structure based on recommended changes. Her perspective provided an etic or outside insight into organizational change. Additionally, she has conducted research on organizations and partnerships. With both an emic and etic perspective, the authors were able to better integrate insights that can be used by recreation professionals and professional leisure organizations.

Discussion Questions

1. What are other possible reasons professionals organizations might be losing members?
2. What types of organizational change would you implement to increase the relevancy of a professional association and attract members?
3. How can organizations provide meaningful volunteer experiences that can engage membership short-term, long-term or for building professional skill sets?
4. What are lessons the recreation professional can apply to their own daily work?

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Appendix A

NCRPA Board Meeting Agenda for Ad Hoc Committee Recommendation

10am-10:15am Ice Breaker

10:15am-10:35am –Race for Relevance Book and Charge of Ad Hoc Committee – NCRPA President

10:35am-11:30am – Ad Hoc Committee Presentation

11:30am-12pm – Q&A Breakout with Ad Hoc Committee (Break out into small groups with 1-2 Ad Hoc Committee members and 3-4 Board members) Opportunity for board members to ask questions and discuss with Ad Hoc Committee members.

12pm-1pm – Lunch with Q&A Breakout groups (a way to continue discussion)

1pm -1:30pm – Come back together for discussion & vote on Recommendations

1:30-2:30pm – Board break out session tasks for implementing recommendations

2:30pm – Report Back

Acknowledgements

The authors would like to offer their appreciation to Michelle Wells, NCRPA Executive Director and Dale Smith, NCRPA President 2015-2016 for their willingness to let us share this story.

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Active Offices: Changing workplace culture by “Breaking up the Day”

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Chapter summary

The average adult is sedentary between 55 and 71% (9 to 11 hours) of their waking day, many of these in the workplace. Recent research into healthy lifestyles has shifted from measuring time spent in physical activity, to time spent in sedentary behaviours. Independent of regular physical activity, sedentary behaviour contributes to major negative health outcomes, namely obesity, diabetes, cardiovascular disease, cancer, and depression, in addition to reduced workplace productivity and increased absenteeism due to illness. In collaboration with Vivo for Healthier Generations, a community recreation centre in Calgary, Alberta, we performed a pilot project that aimed to reduce sedentary behaviour through feasible and sustainable changes in workplace practice. With the support of their employer, volunteers had their offices retrofitted with sit-stand desks and anti-fatigue mats for a six-month workplace intervention. To complement the workstations, participants were offered motivational support and created individual action plans to personalize their movement goals. Participants in the study were provided workshops, newsletters, and other positive social prompts designed to embed standing and walking into a daily office routine. A mixed-methods approach was used in this six-month pilot study to fully explore the objective measures and the story of the participants. Quantitative data included the reporting of standing time vs. sitting time and a pain analogue scale, which were collected on participants at five time-points, including before adoption (Time 0), and one-week, one-month, three-months and six-months following adoption of the workstation. Estimated percent time spent standing was significantly increased from prior to adoption of the workstation (11.9%, Time 0) across all reporting time points (32.4, 25.4, 21.1 and 27.2%, respectively). Total pain scores were unchanged across all reporting time points, although lower back pain showed a trend toward significantly lower values comparing Time 0 with six-months. Qualitative exit interviews were conducted with 10 of the participants. Participants reported that the transition from standing to walking was much easier than shifting from a sitting position to moving. In addition, many staff relied on and encouraged each other to come up with innovative ways to get moving and decrease sedentary time. Walking meetings became more common and changes in behaviour became the new norm. Qualitative interviews highlighted that the sit-stand workstations

were useful in increasing concentration and reducing end-of-day fatigue. Ryan's Integrated Theory of Health Behavior Change was chosen as a framework for data analysis because of its focus on the elements of an individual's adoption of behaviours for successful betterment of health. This pilot study was one of the first to track employee transitions to sit-stand workstations over time. This study illustrates the feasibility and sustainability of adopting sit-stand workstations to combat sedentary behaviour and increase standing in the workplace.

Learning outcomes

1. To understand the importance of reducing sedentary behaviour throughout the typical day of an individual, particularly in the workplace.
2. To understand what is required in an organization when considering a behavioural shift in a workplace culture toward a less sedentary environment.
3. To understand how Ryan's Integrated Theory of Health Behavior Change relates to the conditions created by Vivo to reduce sedentary time for its employees.

The issue, opportunity or trend

Sedentary behaviour is on the rise in the United States and other developed countries (Brownsong, Boehmer, & Luke, 2005; Owen et al., 2011) leading to an obesity epidemic (Ford & Mokdad, 2008; Matthews et al., 2008). Associated with increased rates of sedentary behaviour and obesity is a risk for death (Patel et al., 2010; Van der Ploeg, Chey, Korda, Banks, & Bauman, 2012) and a vast array of diseases including diabetes (Hu, Li, Colditz, Willett, & Manson, 2003), cancers (Cong et al., 2014; Dallal et al., 2012; Katzmarzyk, Church, Craig, & Bouchard, 2009; Teras, Gapstur, Diver, Birmann, & Patel, 2012), depression (Teychenne, Ball, & Salmon, 2010), hypertension, and cardiovascular disease (Chau et al., 2015; Katzmarzyk et al., 2009). Large-scale, multi-year studies have demonstrated a correlation between time spent sitting and all cause-mortality, independent of time spent exercising (Patel et al., 2010; Van der Ploeg et al., 2012). In fact, experts now believe that the sedentary nature of watching television has a greater effect on reducing life expectancy than smoking does (Shaw, Mitchell, & Dorling, 2000; Veerman et al., 2011).

The average Canadian spends 9.7 hours in sedentary behaviours each day (Colley et al., 2011). During workdays, up to 77% of the available work time is spent being sedentary (Thorp, Owen, Neuhaus, & Dunstan, 2011). This phenomenon is largely related to how the majority of Canadians work – sitting at desks and working on computers. The accumulating damage caused by sedentary behaviour over a working career can lead to a poorer quality of life, increased sick days,

lost productivity, increased cost to the healthcare system in the short term, and premature disease and death in the long term.

The standard advice given by fitness and medical professionals for individuals to reduce the risks associated with sedentary behaviour is to increase their amount of exercise. Despite the importance of regular exercise in increasing fitness and reducing disease risk (a) most people do not maintain a regular fitness regime in the long term, and (b) the effects of sedentary behaviour are not reversed by intermittent bouts of exercise (Katzmarzyk et al., 2009). The Public Health Agency of Canada (PHAC) in conjunction with the Canadian Society for Exercise Physiology (CSEP) embrace the idea that exercising more is distinct from sitting less with the *Canadian Physical Activity Guidelines, Canadian Sedentary Behaviour Guidelines* (Canadian Society for Exercise Physiology, 2012). Although increasing the amount of exercise is still important for fitness, another approach is required to decrease morbidity and mortality due to sedentary behaviour. Given the amount of time adult Canadians spend in sedentary behaviours at work, the workplace is an ideal setting for an intervention to reduce sedentary behaviour.

Standing workstations are gaining popularity in North America (e.g., Orlean, 2013). The long-term benefits of reducing sedentary behaviour in the workplace are evident, but tracking the feasibility of adopting a sit-stand option has not yet been fully explored (Chau et al., 2014). In this pilot study, we set out to monitor the implementation of a sit-stand workstation to assess the feasibility and acceptability of these workstations in reducing sedentary behaviour. Here we aim to (a) emphasize the problem and need to reduce sedentary behaviour in workplace settings, (b) illustrate the type of support an organization can provide that is both feasible and sustainable and (c) assess workplace behavioural shift in light of Ryan's (2009) Integrated Theory of Health Behavior Change (ITHBC).

The innovation

Case context and stakeholders involved

The pilot study described here was developed by staff at Vivo for Healthier Generations. Vivo is a community-driven charity, which operates a regional recreation centre in north-central Calgary, Alberta. Vivo's mission is to raise healthier generations in Calgary and beyond by bringing leadership and innovation to the grassroots of the recreation sector. Part of Vivo's mission is to model and advocate for healthy behaviours. It is committed to pioneering community-driven solutions to get all Canadians moving more, sitting less and connecting with their communities. As such, management continually challenges staff to bridge the gap between research and community practice.

The culture at Vivo is built on impact, curiosity, courage, connection and play, all of which inform everything they do. Programming and research are motivated by a commitment to inspire a movement led by a new generation of both

young and old, in backyards, parks, schools and offices. The culmination of these efforts is known as generation healthy: Gen H.

Together with citizens, community-based organizations and multi-sector partners, Vivo is taking a socio-ecological approach to Gen H by co-producing solutions to national issues to strengthen the resilience of society. By using this approach, Vivo is recognizing that behaviour is influenced on multiple levels including intrapersonal (biological, psychological), interpersonal (social, cultural), community (organizational, physical environment) and policy (Sallis, Owen, & Fisher, 2008).

Examples of how Vivo accomplishes this are:

- Individual level: Supporting individuals and families to make healthy living an everyday habit.
- Social level: Supporting individuals and communities in being more active, more often everywhere.
- Community level: Being a catalyst for healthier, happier and more connected communities.
- Population level: Collaborating with leading agencies to modernize policies, find new insights and equip communities and organizations with tools and techniques to create real and sustainable change. Support research with university partnerships.

Approach used and impact

Participants

All full-time Vivo staff participated in a presentation by the authors on reducing sedentary behaviour in the workplace. After the presentation, staff were invited to participate in the study by retrofitting their offices with a sit-stand workstation and anti-fatigue mat. Thirty offices were retro-fitted with a sit-stand workstation and standing mat. Those who agreed to the retrofit were then asked to voluntarily take part in this study designed to shift behaviours from a sitting workplace environment to a blended sit-stand culture. Of these 30 employees, 20 volunteered and met the eligibility criteria for entry and completed the study. Eligibility criteria included (a) a willingness to participate in regular testing and (b) the majority of the day was spent working at a desk.

Vivo provided \$15 thousand dollars (CAD) in support to purchase equipment for this study. This pilot study received ethical clearance from the Mount Royal University Human Research Ethics Board (Approval #2015-41), and abided by the Canadian Government Tri-Council Policy Statement on Research Ethics and the Declaration of Helsinki. Participants provided written informed consent prior to their voluntary participation.

Intervention

The pilot study described here was performed over a six-month period from June to December 2015. The sit-stand workstation chosen for the study was a height-adjustable desk with a two-tier design (www.varidesk.com). The upper surface provided space for a computer monitor, while the lower tier accommodated a keyboard and mouse. In the sitting position, the design of the workstation allowed for the lower tier to lie flat on the surface of the desk, with the upper tier situated for viewing the monitor. In addition to the workstation, each participant was provided with an anti-fatigue mat to make standing at the station more comfortable. To complement the workstations, study participants were offered motivational support and created individual action plans to personalize their anti-sedentary goals.

Quantitative

The purpose of the quantitative aspect of the study was to determine the amount of time participants used the standing work station and to investigate any relationship this had with self-reported pain scores. Quantitative data were collected prior to study commencement, and at 1 week, 1 month, 3 months and 6 months after adopting the workstation. Quantitative anthropometric measures included age, sex, height, weight and calculation of body mass index (BMI; kg/m^2), self-reported joint pain and self-reported use of the sit-stand desks (Chau, Van der Ploeg, Dunn, Kurko, & Bauman, 2012; Jancey, Tye, McGann, Blackford, & Lee, 2014). Quantitative data were collected from study participants just before installation of their sit-stand workstations. The same measures were then collected on-site at the intervals previously described.

Participants were asked to self-report on the estimated percentage of time spent standing during a typical 40-hour workweek prior to adoption of the sit-stand workstation, and as the study progressed to gauge the use of the sit-stand desk. At each reporting period, participants also self-reported on body pain using a visual analog scale (VAS). The VAS provided the participant an opportunity to indicate perceived pain ranging from “no discomfort at all” to “worst imaginable discomfort” using a mark along a 100 mm line. Participants reported on pain from the buttocks and lower back, as well as from the left and right thigh, knee, lower leg, and foot. Following the six-month time point, a research assistant measured the length of the self-reported mark for each joint, for each participant, at each time point. A total score was determined for each participant (in mm) at each time point. In addition, low back pain was also assessed independently.

The quantitative and self-reported data were compared statistically across time points using a one-factor repeated measures ANOVA, including BMI, estimated percent of time spent standing in a work week, and both total pain and back pain scores. Where significant differences were detected, a Student-Newman-Keuls *post hoc* test was used for pair-wise comparisons. In addition, lower back pain scores were compared at time zero (i.e., before adoption) and at six months using a paired *t*-test. In all cases, statistical significance was assumed at $P < 0.05$ (SigmaPlot v10, Systat Software, Inc., San Jose, CA, USA).

Qualitative

The purpose of the qualitative aspect to the study was to investigate the perception of feasibility as well as determine the perceived impact adopting a sit-stand workstation had on productivity. These qualitative data were analyzed in light of Ryan's (2009) Integrated Theory of Health Behavior Change (ITHBC). At the end of the six-month pilot study, nine staff members participated in individual, 30-minute, semi-structured interviews with one of the researchers (NS). Audio recordings of the individual interviews were made for the purpose of analysis, and field notes were taken to make observations and back up the audio recordings by the interviewer. Thematic analyses of the interview recordings and field notes were conducted by the authors (NS, CdG; e.g., Creswell, 2005). Each researcher coded the interviews for the general themes, and then refined initial coding to cluster and highlight the main story and messages. The two coders then compared analyses to come to an agreement on themes (Weber, 1990).

Analyses were conducted through the lens of behaviour change. Ryan's (2009) ITHBC was chosen as a framework for data analysis because of its focus on the elements of an individual's adoption of behaviours for successful betterment of health. The ITHBC suggests that health behaviour change can be encouraged "by fostering knowledge of beliefs, increasing self-regulation skills and abilities, and enhancing social facilitation" (Ryan 2009, p.164). In this theory, engagement in self-management behaviours is seen as a major outcome in the short-term, influencing the long-term outcome of improved health status. Interventions are directed to increasing knowledge and beliefs (of healthy behaviours), self-regulation skills and abilities, and utilizing social support and collaboration between individuals for sustaining change.

Implications and lessons learned

There were no major issues reported in setting up and starting to use the sit-stand workstations. Slight adjustments to the office space included repositioning telephones, utilizing longer computer equipment cords, or moving to wireless mouse and keyboard. As the study progressed, Vivo provided social supports to encourage staff to continue to find ways to reduce sedentary behaviour. Employee wellness programs (fitness opportunities) were offered, and participants were also provided with "lunch and learn" sessions, email newsletters with tips and successes of participants, and challenges with prizes. The researchers did not control the individual methods of reducing sedentary

behaviour chosen by the participants. This led to more organic motivators, such as participants leveraging social support from their own peers. As a result, creative ways to “break up the day” continued to emerge throughout the study.

Quantitative

Quantitative results from 20 participants revealed that the majority of participants were women ($n = 15$), the average age of participants was $33.9 \text{ years} \pm 9.3 \text{ years}$, and they had an average BMI of $25.2 \pm 3.1 \text{ kg/m}^2$. Participants provided quantitative measures at each reporting time point (i.e., time 0, 1week, 1 month, 3 months and 6 months). Self-reports of weight and calculated BMI were unchanged across all reporting time points during the study ($P=0.55$). Estimated percent time spent standing was significantly increased from prior to adoption of the workstation (time 0) across all reporting time points ($P<0.001$), with an intermediate reduction at 3 months (see Figure 1). Total pain scores and lower back pain were unchanged across all reporting time points (Figure 2A and 2B), although lower back pain showed a trend toward significantly lower values using a paired t -test comparing time 0 with six-months ($P=0.08$; Figure 2B).

Qualitative

Qualitative results revealed that participation in the study was due to individuals being personally motivated to try something new, curiosity about the intervention, or wanting to do something for their own health. A minority were responding to how the organization was promoting a more active lifestyle or to respond to a perceived physical ailment they attributed to prolonged sitting. Few participants had feelings of self-consciousness when first using the standing option at their desk. Participant A said, “I came [to this organization] from a very conservative workplace...initially I felt almost like I was not working when I was standing, or giving that appearance.” All agreed that those feelings went away over time, with Participant F saying, “...now there is a self-consciousness about sitting.”

There was consensus that it was motivating to have so many people using the sit-stand equipment in the workplace and that facilitated the continued use of the workstation in the standing position. Participant A called it, “good peer pressure” to see others standing. Participant E said, “I was self-conscious [at first], but just watching other people with their desks and my office mate using hers quite often, and bugging each other to say 'you should probably stand up,' that helps.”

Participants reported other reasons for continued use of the sit-stand workstations including habit and ease-of-use. One participant felt that the novelty factor of having the standing option remained, while another participant felt accountable for using the equipment recognizing the investment the organization had made on the participant’s behalf.

Another major theme was that standing at the desks enhanced the ability to focus, boost energy levels, and increase productivity. Participant F reported, "...better concentration throughout the day, because before when it was 2 PM, I was done...I wouldn't even bother booking meetings after 2PM. Now I can go until 5 or 6 without feeling brain dead." Participant B said, "If I use the desk every day, I find by the afternoon that I am not as tired for sure – if I am tired I say let's get up, and I stand, and it helps."

This pilot project demonstrated that staff provided with sit-stand workstations can reduce their sedentary behaviour in the workplace. Over a six-month period, participants reported consistent use of the workstations in the standing position, with none abandoning the use of their workstation. In addition, all interviewees stated that they would continue to use the workstation following completion of the study. A major motivator to stand at the workstation came from support and visual reminders from other staff members using the equipment in the standing position. Participants also reported that standing at their desk increased their ability to focus at certain times of the day, boosted energy levels, and increased productivity, positively reinforcing the use of the workstation. All participants said that standing was best for tasks that did not require deep concentration or creativity, such as emailing, telephone calls, conversations, and data input.

From a quantitative standpoint, participants reported standing between 21 to 32 percent of the workday throughout the six-month intervention period, compared to 0 percent before the study. Interestingly, although total joint pain scores were unaffected across the study period, reports of lower back pain showed a trend toward lower values at six-months following adoption of the workstation. Critics of these workstations suggest that possible increases in body pain may prove a barrier to standing (Shrestha et al., 2016). However, even during the initial adjustment period (i.e., one week into the study), self-reported pain was not increased. In addition, the reports of mild reductions in lower back pain holds promise that adoption of these workstations may improve employee health, but this requires further systematic study in a larger cohort of participants. Regardless, results from this pilot study suggest that the pain of standing is not a barrier to adopting a sit-stand option, likely contributing to the continued use of the workstation.

From a qualitative standpoint, this study's findings align with many of the principles of Ryan's ITHBC (Ryan, 2009). This theory suggests that personal behaviour influences an individual's health. Ryan proposes that engaging in self-management behaviours is a crucial near-term outcome for improving long-term improved health status. Participants in this study demonstrated that without explicit guidance or direction, behaviour change was feasible, attainable, and sustainable when they were provided with a simple way to reduce sedentary behaviour at their desk.

Ryan (2009) suggests that even though individuals may understand the benefits of engaging in certain good behaviours (or avoiding bad ones), organizations too often assume, "that people change their behavior because the evidence supporting the benefits of change is so compelling" (p. 163). People, however, find behaviour change difficult, and often

quickly relapse to old behaviours, as demonstrated in many health-related studies (Institute of Medicine, 2001). The current study's design aligns with many of the elements required for successful health-related behaviour change. Ryan (2009) states that desire and motivation are pre-requisites for change, and while they varied, each participant had their own personal motivations for participating in this study. Some were curious as to whether a sit-stand workstation could change how they felt at work, while others recognized that prolonged sitting was bad for their health and wanted to do something about it.

This study design involved the organization providing its staff with motivational support and regular information on the damaging effects of prolonged sedentary behaviour. Motivational support included hosting an educational seminar with members of the research team (NS, TD) on the potential damages of sedentary behaviour in the workplace, posting information to motivate non-sedentary behaviour, and the promotion of standing in team meetings. This aligns with the ITHBC, which states that individuals having information about health beliefs consistent with their behaviour facilitate successful change. Results from this study also strongly support the ITHBC's contention that "positive social influences sway one's interest and willingness, just as positive relationships help to support and sustain change" (Ryan, 2009, p. 164). Participants repeatedly reported that their adoption and continued use of the sit-stand workstation was positively influenced by seeing others using their workstation, or receiving words of encouragement from their fellow participants. The active, steady promotion of healthy workplace behaviour from the organization also helped sustain behavioural change, supporting the ITHBC's suggestion that health behaviour change can be enhanced by "fostering knowledge and beliefs...and enhancing social facilitation" (Ryan, 2009, p. 164).

The outcomes reported here focus on relatively immediate benefits to decreasing sedentary behaviour in the workplace. Ryan (2009, p. 164) suggests that in the ITHBC, "outcomes...are both proximal and distal. The proximal outcome is actual engagement in self-management behaviours specific to a condition or health behaviour. Distal outcomes refer to the long-term impact of personal behaviour on health status." As positive as the short-term benefits seem to be for the cohort in this study, readers should recall that previously reported evidence suggests that the participants in this study are likely to be decreasing their risks for many chronic, long-term illnesses (e.g., Matthews et al., 2008; Patel et al., 2010; Van der Ploeg et al., 2012). The benefits of the changes of the habits adopted by this group are not known - but research suggests they could be very real in the long term.

This pilot study highlights a number of strategies that both individuals and organizations might apply in order to increase the likelihood of successful adoption of sit-stand workstations to combat sedentary behaviour in the workplace. For the

individual, it is important to allow oneself time to adapt to a sit-stand workstation. Participants in this study, while reporting an average of one to three months, took much longer to adapt in some cases. One participant stated that adaptation continued even as the six-month study reached its conclusion. Also, individuals might also find that standing at their desk might be particularly useful for housekeeping-type tasks, such as answering email and phone calls, data entry, and conversing with colleagues.

For organizations and employers, it appears important to provide a number of employees with sit-stand workstations at the same time. This creates the necessary social support for successful change, providing the mutual support that sustains individuals to change their health-related behaviour. Organizations should also recognize that providing employees with equipment that is easy to adjust helps motivate staff to move to the standing position more often. And while this study did not measure the impact on employee productivity directly, the self-reported higher energy levels throughout the day, along with the goodwill created by providing a means to improve an individuals' health, should be considered when looking at the cost outlay for the equipment.

Discussion questions

1. What is the evidence for the harm associated with prolonged sedentary behaviour in the workplace?
2. How can community recreation organizations, like Vivo for Healthier Generations, impact the health and productivity of their employees, as well as broader health and societal issues?
3. Does the reader feel that self-reporting of estimated standing time is a valid representation of standing workstation adoption? If not, suggest some options that are both feasible and reliable.
4. Discuss the principles of Ryan's (2009) Integrated Theory of Health Behavior Change (ITHBC) and give examples of how these participants' experiences reflect elements of this theory.

Acknowledgements

We would like to thank our participants for their time and effort. We would also like to acknowledge the assistance provided to our team throughout this pilot project, including Cynthia Watson, Aimee Blanch and Jennifer Mireau from Vivo for Healthier Generations, Emily Johnson (Research Assistant), and Kimberly Nagan for her editorial guidance in writing this case study.

Vivo for Healthier Generations is committed to working with other organizations in the pursuit of innovative and evidence-based solutions to health related issues in the community and in the workplace. Other like-minded organizations are encouraged to contact the author from Vivo (Tracey Martin - tmartin@vivo.ca) to explore future opportunities to collaborate. Academic inquiries for university collaborations should be made to the Researcher in Residence at Vivo (Dr. Dwayne Sheehan - dpsheehan@mtroyal.ca).

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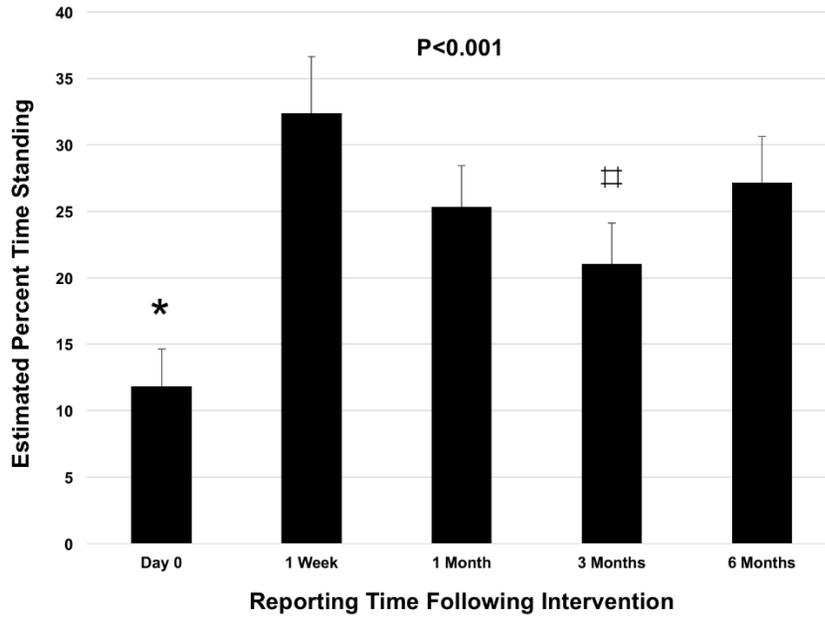


Figure 1. Estimated percent time spent standing in a typical work day before and following adoption of the sit-stand workstation.

Participants were asked to estimate the percent time spent standing prior to adoption of the workstation (Time 0) and at intervals throughout the study (1 Week, 1 Month, 3 Months and 6 Months). * indicates statistically different than all time points following Time 0 ($P<0.001$). # indicates statistically different than 1 Week, 1 Month and 6 Months ($P<0.04$). Time 0, $n=20$; 1 Week, $n=18$, 1 Month, $n=16$, 3 Months, $n=19$, 6 Months, $n=16$.

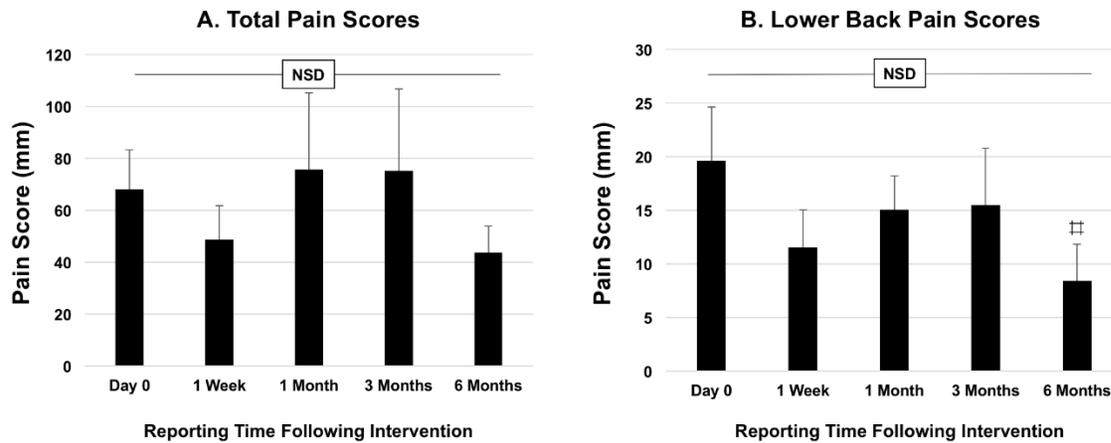


Figure 2. Self-reports of body pain using a visual analogue scale.

A. Total pain scores reported as the sum of 10 body locations including left and right thighs, knees, lower legs and feet, as well as buttocks and lower back (total possible score of 100mm) at each reporting time point. B. Lower back pain scores at each reporting time point (total possible score of 100mm). NSD indicates no significant difference between any time point ($P=0.56$ for Panel A and $P=0.156$ for Panel B). # indicates $P=0.08$ using a paired t-test compared to Time 0. Time 0, $n=20$; 1 Week, $n=18$, 1 Month, $n=16$, 3 Months, $n=19$, 6 Months, $n=16$.

Appendix 1: Semi-Structured Interview Questionnaire

Setup

- Recording device - iPhone
- Field notes
- Ethics clearance letter

Preamble

- Introduce myself (NS), representing research team
 - ethics clearance - show letter
- Interview to explore your experience with standing workstation
- Not more than 30 minutes
- Recording for review purposes only - you will remain anonymous, and to the best of our ability any information we report in future knowledge translation activities (presentations, publications) will be non-identifiable; although we may quote your responses, this recording will not be disseminated in any way beyond the researchers
- Can decline to answer any question at any time, change or revoke an answer, terminate interview, withdraw from participation at any time today, or any point in the 7 days following this interview
- Do I have your permission to follow up, by phone or email, should I have a question or two following this interview?
- Any questions before we start?
- Confirm for record purposes only
 - participant name (out loud for recording)
 - participant role (out loud for recording)
 - other attendees (if any)

Participant Name:

Part 1: Approx. 5 minutes

1. Can you describe your typical work day *before* you became part of this study?

- What is your office like? Meeting rooms?
- How long are you normally at work during the week? How many hours at your desk?

2. What motivated you to be part of the study?

- Anything in particular that you saw or read?
- Any life circumstance, health complaints that lead you to participate?

Part 2: Approx. 15 minutes

3. Now, with the standing desk in place over the last 6 months, let's talk about your average workday, starting with the equipment itself.

- Describe how you used the equipment?
 - How often did you put it up or down?
- Tell me about any particular challenges you faced using the equipment
 - How did you adjust your work tasks or space to accommodate the standing desk?
 - How did your workplace facilitate or hinder its use?
 - Describe any self-consciousness you might have felt using the standing desk?
 - How did that change over time?
 - What influenced those feelings?
- What specific tasks in your normal workday were facilitated by using the desk in its standing position?
 - What specific tasks were hindered?
 - Did it affect your ability to focus?
- If you had a magic wand and could make the experience of using the desk perfect, what would that look like?
- Did you consider abandoning the desk/study at any time?
- Tell me how your experience of the desk changed over time
 - How long do you think it took to start using the standing desk as you use it now
 - Considering ease of use?
 - Energy levels at work and outside of work?
 - What about your fatigue levels at work and outside of work?
 - Any other physical benefits?
 - Pain? Other health factors?
 - Sleep patterns, quality or quantity?
- What motivators, facilitators, enablers encouraged you to use the standing option?
- Did use of the standing desk change how much time you spent at your desk? At work?
 - Has your standing station affected other tasks *away* from your desk and other workday activities? In meetings?

Part 3: Approx. 5 minutes

4. I'd like to talk about your personal goals in using the equipment. You created a personal action plan at the beginning of the study. Looking at it, how did you do?

- How has the use of the desk impacted you *outside* of the workplace (i.e., home, family, other activities), or has it?
- Now that the study is over, will you continue to use the desk?
- Have you talked to others about your standing desk - what do you tell them?
- Would you recommend this option to others? Why or why not?
- Did the quantitative measures being regularly recorded affect your use of the workstation?

5. TO BE ASKED AS LAST QUESTION - Anything else you would like to relate about the workstation, how it affected your work, the study?

Authors



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Understanding recreation and leisure as a vital component in employee health and wellness programs: A case study of a university-based leisure education program

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Chapter Summary

PEAK Health and Fitness is a health and wellness clinic at the University of Utah that offers a university-based employee wellness program in Salt Lake City, Utah, USA. PEAK currently offers a range of health-oriented services such as nutrition consultations, fitness testing, health assessments, and fitness classes to university faculty, staff, alumnus, and the Salt Lake community. This case study highlights a partnership formed between the Parks, Recreation, and Tourism (PRT) academic department at the University of Utah and PEAK Health and Fitness. A comprehensive leisure education program which included leisure education workshops and one-on-one consultations was developed for the clinic by faculty and graduate students in the Parks, Recreation, and Tourism department. Throughout the first year of this partnership, the primary focus was to bring awareness of the value of recreation and leisure in promoting overall health to the professionals working in PEAK's clinical setting. Due to this unique approach to partnership, the application of recreation and leisure in a university-based health clinic has positively impacted PEAK employees' perceptions of recreation and leisure thus, resulting in support to implement the leisure education program in subsequent years.

Learning Objectives:

By the end of this case study, the reader will:

1. Explore the context of recreation and leisure in university-based employee wellness programs and clinics.
2. Examine an effective partnership between an academic department and a university-based health clinic.
3. Analyze a model for a leisure education program implementation.

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4. Identify the ways in which introducing leisure and recreation into clinical settings can positively influence health practitioners' outlook on health and well-being.

The Issue, Opportunity or Trend

In the continuous search for ways to improve the health of our communities, it has become evident that promoting health and wellness is critical. The Affordable Health Care Act in the United States places a strong emphasis on prevention and wellness and the World Health Care Organization continues to strive for the highest attainable level of health for all people (Koh & Sebelius, 2010; World Health Organization, 2016). In response, multifaceted health, wellness, and prevention programs are commonplace among public, private, and non-profit companies (Waller & Moten, 2012). Employee wellness programs are “organized employer-sponsored programs that are designed to support employees, as they adopt and sustain behaviors that reduce health risks, enhance personal effectiveness, and improve the quality of life” (Berry, Mirabito & Baun, 2010, p.1). In the United States, most university-based employee wellness programs are generally established and administered through cross-departmental partnerships, including athletics, exercise, and nutrition, as well as human resources and executive offices. These wellness programs frequently target participants' nutrition and exercise through healthy eating and fitness classes or training sessions in an attempt to address health issues such as obesity which is commonly documented as one of "the top causes of preventable death in the United States" (Baicker, Cutler & Song, 2010, p.3; Parks & Steelman, 2008). Likewise, health agencies and research institutions often encourage best practices for wellness programs with a primary focus on physical health (IHPS, 2015). However, placing an emphasis solely on nutrition and exercise can be limiting.

There is a need for a broader interprofessional education and practice approach. Expanding wellness programs to include leisure behaviorists, recreation providers and recreational therapists to educate about the importance of leisure for greater quality of life while also teaching recreation skills for greater engagement is critical. Individuals who are physically inactive often have barriers such as being intimidated by fitness facilities or slowing down others in group exercise settings (Costello, Kafchinski, Vrazel & Sullivan, 2011). Inactive individuals are more likely to be motivated and participate in physical activity that is purposeful, fun, and individually tailored to participants' interests and needs (Costello et al., 2011). Programs that aim to address employee wellness and quality of life can better reduce barriers related to participation and cater to client's individual needs by incorporating a broader perspective that includes leisure education.

Person-Centred leisure education is, “an individualized and contextualized educational process through which a person develops an understanding of self and leisure and identifies and learns the cluster of skills necessary to participate in freely chosen activities which lead to an optimally satisfying life” (Bullock, Mahon, & Killingsworth, 2010). Leisure education allows participants the opportunity to look at their total self in terms of health and wellness (physical,

emotional, cognitive, spiritual, and social) as it relates to activities within their lifestyle and the communities of which they live. While physical activity in gym-like settings are still suggested, offering broader opportunities to engage in more personally meaningful recreation and creative experiences within the community such as painting, woodworking, reading, hiking, attending cultural festivals or museums are important. Employee engagement in enriching and meaningful activities can facilitate an improved quality of life, lower absenteeism, better retention rates, increased productivity, and lower healthcare costs among employees (JUSSIM, 2016). Research has also shown that increased adult leisure involvement can influence families' involvement in active leisure and thus increase the overall health benefits of the total family (Shannon, 2014). However, recreation and leisure education as a tool for employee health and wellness in a university setting have often been overlooked. In a study of seven U.S. universities considered to have comprehensive employee wellness programs, none indicated having a leisure education component (Hill & Korolkova, 2014). There is an opportunity for wellness programs to better educate and inform clients of the benefits of recreation and leisure in their life, thus encouraging a better work-life balance and higher quality of life.

The Innovation

Case Context

The University of Utah, located in Salt Lake City, Utah has an extensive wellness program (WellU), which hosts about 15,000 employees. One of the specialty programs within WellU is the PEAK Health and Fitness clinic within the College of Health. The program services university employees and members of the alumni association. PEAK has four full-time employees and 11 graduate assistants from various degree programs in the College of Health (Health Promotion, Nutrition, Wellness Counseling, and Kinesiology). The services PEAK traditionally offers are health and fitness assessments, nutrition consultations, fitness classes, and personal training sessions. A client may come into the clinic for health and fitness assessments, which can include body composition, resting metabolic rate, lactate threshold, cholesterol and glucose screening, as well as a variety of other tests. Clients may want a consultation with a registered dietician, which provides them with an analysis of current diet habits and recommendations for healthier eating. To help clients create new and improve upon their existing health and wellness goals, PEAK offers sessions with a personal trainer as well as group fitness classes such as circuit training, boot camps, strength conditioning, Pilates, indoor cycling, recreational basketball, and yoga. PEAK's staff is highly specialized in physical health and exercise in a structured gym setting. Employees are very knowledgeable and well trained on how to assess individual's current physical fitness levels and then provide fitness and physical activity recommendations to help improve clients' health. However, missing from

their services is a holistic approach to health and wellness that looks at the total self (physical, emotional, cognitive, spiritual, and social) and introduces clients to a breadth of recreation and leisure activities that occur outside of a gym setting. Introducing a comprehensive leisure education program and hiring PRT graduate assistants to assist in the clinic provided an opportunity to educate PEAK staff on recreation and leisure and expand their focus from specializing in physical health to a holistic approach looking at the individual's health as a whole.

Stakeholders Involved

PEAK is continually seeking opportunities to expand their wellness services. The faculty in the PRT Department proposed the idea to design and pilot a leisure education program in conjunction with PEAK. A partnership was formed between The Department of Parks, Recreation and Tourism (PRT) and PEAK's Health and Fitness clinic. The coordinator of the Therapeutic Recreation program wrote the framework for the program and mentored two PRT graduate assistants during the initial pilot program. The students were asked to modify the program to create a structure that could be incorporated into PEAK Health and Fitness's current program offerings.

Approach Used and the Impact

During the first year of the partnership between the PRT department and PEAK, the goal was to incorporate recreation and leisure as a critical component of health into the PEAK office culture in order to generate support for a leisure education program. PRT graduate students presented two articles throughout the year on the importance of recreation and leisure as an aspect of health and wellness, and informally incorporated these concepts into discussions at weekly staff meetings. The graduate students also developed a program structure for the comprehensive leisure education program and presented the program to PEAK staff. The leisure education program included: 1) an introductory leisure education workshop and 2) one-on-one leisure education consultations.

Leisure Workshop

The leisure education workshop is designed to communicate important information related to recreation and leisure such as 1) leisure awareness; 2) leisure benefits; 3) leisure skills, and 4) leisure constraints. The workshop first ensures the employees can define leisure, recreation, and play. This gives employees foundational knowledge and helps employees discuss a variety of contexts and activities that promote leisure, recreation, and play experiences in general, and in their personal lives. Next, employees are educated on the various benefits an individual can experience through increased recreation and leisure with an overarching message of the potential to improve one's overall quality of life. Various dimensions of health and wellness (physical, emotional, cognitive, spiritual, and social) are discussed in relationship to their impact on creating a greater sense of wellbeing. As individuals begin to understand that there is potential to experience personal benefits through participation in a variety of activities, there may be an increase in motivation to start or continue participation in an activity, thus improve their health and wellbeing. Employees then

explore the leisure skills needed to directly participate in activities of interest and determine whether they possess those skills or if competencies need to be further developed. An example: A person voices an interest to participate in a triathlon. They have the required running and biking skills but lack the ability to swim. The focus of leisure resources would be to identify places for adult swimming instruction. Employees also reflect on different life skills they may or may not possess which can impact leisure participation such as being able to problem-solve, and effectively manage time. Lastly, some top constraints employees face when participating in leisure are discussed, and participants develop strategies to overcome these constraints. Clients may attend the leisure education workshop, schedule a one-on-one leisure education consultation, or do both.

Leisure Education Consultations

Step 1: Leisure Assessments

The one-on-one leisure education consultation is intended to help employees gain greater insight into their recreation and leisure behaviors. Prior to the consultation, clients are asked to complete a series of leisure assessments. The Idyll Arbor Leisure Battery is utilized which consists of four independent assessments that measure leisure attitude, motivation, satisfaction, and interest. These assessments provide the graduate assistants a broad understanding of the participant's current level of leisure engagement (Ragheb & Beard, 1993). Using RedCAP (an electronic survey software), participants are sent the leisure assessments to complete prior to scheduling an interview with a PRT graduate student (leisure consultant). RedCAP automatically scores the questionnaires and based on the participant's scores, the graduate students are provided insight into the employee's current understanding of the value (health benefits) of participation in leisure and recreation, their satisfaction in their current participation and motivation to make a change and engage in leisure activity. The surveys also provide initial information about the employee's categorical activity interests currently and in the future. This information is used to focus the individual interview and to provide insightful information to the leisure consultant regarding the client's leisure behaviors.

Step 2: Leisure Interview and Action Plan

Upon completion of the assessments and during the one-on-one consultation, the graduate assistant will ask further open-ended questions to investigate the client's current leisure lifestyle including constraints or barriers related to leisure, confirm activities and current participation level and provide an opportunity for exploration of future interests in new activities. Throughout the interview, clients are educated on leisure planning and leisure resources. The graduate assistant assists the client in locating accessible resources within the community such as organizations, programs, or

social groups with similar interests, and identifying necessary equipment and materials needed to participate. The client is also provided information and resources for future exploration. For example, if an individual is interested in finding terrain-specific hiking trails located in a certain area they can be directed to an online database of all the Utah trails. As a result, a leisure action plan is created for the employees with various activities and opportunities in the community that align with the clients' interests and needs.

To assess the functionality, structure, and content of the leisure education program, the workshop and consultations were piloted among university faculty, staff, students, and community members. There was an obvious demand for a leisure education workshop as the registration readily filled and a request for additional workshops was made by those unable to register. Attendees provided positive feedback on the workshop and offered suggestions on additional content and structure. The consultation was also piloted with ten individuals. The participants completed assessments and received scores, were interviewed by the PRT graduate students or the Coordinator of Therapeutic Recreation, and were provided with a leisure action plan including resources in the community that would enable participation in the activities of interest. Upon completion of the one-on-one consultation, all participants had a positive response and indicated it was helpful in learning more about their leisure behaviors and gain additional resources.

Evaluation

The primary focus of the evaluation was to assess PEAK staff's perceptions of recreation and leisure as a vital component of health and wellness and to evaluate employee support and engagement in the leisure education program. The evaluation was distributed to PEAK staff members via an online survey.

Importance of Recreation and Leisure

All respondents indicated recreation and leisure as an important component of overall health and wellness (n=7). Data analysis revealed staff recognized the value of recreation and leisure for physical health (n=4) (e.g., "you can do recreational activities leisurely to be active."). Respondents also highlighted other dimensions of health that improved by engaging in recreation and leisure (n=3) (e.g., "leisure and recreation can contribute to many areas of wellness such as physical, mental, emotional, social, and spiritual"). Employees also mentioned that recreation and leisure can be therapeutic and enhance overall joy.

Concept of Health and Wellness Has Shifted

About 71% of respondents said their perspective on health and wellness has shifted since the partnership with PRT (n=5). Employees highlighted that their personal perspectives on recreation and leisure changed (n=3) (e.g., learning more about the benefits of including leisure/recreation time into lifestyle choices has helped my personal concept change”). One employee mentioned how recreation and leisure have become a greater priority now: “Learning more about this program has helped me shift the way I prioritize leisure and recreation, it's higher on the totem pole now.” Another mentioned how recreation and leisure can be individualized to the person, “I can find new ways to be active!! And found things that were interesting solely to me because of my personality!”

Incorporating Recreation and Leisure into Clinic

Approximately 71% of respondents said they will incorporate recreation and leisure into their daily interactions with clients in the clinic (n=5). Recreation and leisure are “a great way to start a conversation and get clients talking.” Employees said recreation and leisure could be incorporated in services currently being offered such as during health coaching sessions (n=2). One employee specifically indicated they could include the concepts by “discussing [with clients] the importance of down time and actively pursuing recreation and leisure activities”. One employee said they could be proactive in the clinic and actually “help clients find leisure activities they enjoy.” A couple employees were unsure of how to include recreation and leisure into their daily interactions with clients (n=2). One employee felt they lacked resources, “I don't feel that I have all the needed information to do this well - I would love to be able to direct people to leisure/recreation workshops/consultations”. Another employee said, “It is something that I would have to work on. I am used to recommending types of exercise etc. but I hope that this will help me to combine the importance of movement and leisure all in one”.

Support of a Leisure Education Program at PEAK

All respondents indicated they support the incorporation of a leisure education program into the clinic's services offered (n=7). One staff member recognized the clinic currently emphasizes exercise and nutrition, “There are many things that go into wellness - we focus a lot on exercise and diet, but leisure and recreation are equally important.” Others mentioned a leisure education program fit perfectly into the clinics mission of health and wellness (n=4) (e.g., “I think that the leisure education program fits beautifully into Wellness which is such an important aspect of what PEAK does”). One employee said the program would add value to the services offered at peak (e.g., “The clinic works with the whole

person and offering a leisure education program would broaden who we can reach and the value of what we offer in the clinic”).

PRT Graduate Assistants at PEAK

All respondents said having PRT graduate students working in the PEAK clinic has positively impacted the clinic's ability to provide health and wellness services to the University and community (n=7). Two employees mentioned the PRT graduate students can help broaden PEAK employee's perspectives on health. The PRT students "can give new perspectives and help broaden knowledge of all PEAK staff, students, and faculty." Having students who specialize in PRT will also help educate clients on additional resources and opportunities to maintain and increase wellness (n=4), "I think that it is great to have grad students in the clinic who can help people discover new or reconnect with old hobbies. It may be a way that can help bridge the gap of many of the things that we try to teach people like, being more active by hiking or painting instead of eating when they are bored. Giving people something to do that helps them enjoy life, de-stress or even find meaning is very valuable."

Implications & Lessons learned

It is evident that officially implementing the leisure education program in the PEAK offerings for University of Utah employees and staff will be a successful addition to the PEAK program and to the larger university community. Through the formal implementation of the leisure education program, employees will increase their knowledge base on the importance of leisure and recreation on the quality of life and on resources within the community that can provide meaningful recreational activities.

The collaborative partnership between the University of Utah PRT academic department and the PEAK university-based employee wellness program has shown that employee wellness programs can benefit from creating structured leisure education programs. It also appears from this preliminary investigation that employees have an interest in an expanded approach to wellbeing and quality of life. The leisure education program generated an overwhelming amount of interest by employees and students who appeared to respond to a less intimidating nature of understanding wellness.

The concept of integrating recreation and leisure into wellness coaching is an important lesson. Individuals providing this coaching also need to be educated and trained in the concepts of leisure, recreation, and play and gain additional knowledge regarding resources in relationship to personal recreation and leisure interests. This suggests the opportunity for leisure directed and recreational therapy students to become involved in wellness coaching. However, from an even broader perspective is the realization that a more interdisciplinary curriculum is needed for all health-

based programs. These programs need to address the understanding and value of leisure for health preventive and wellness as well as the skills to actually implement healthy leisure practice. For too long health based curricula have addressed health, disease, and wellness in silos (National Academies of Sciences, Engineering, and Medicine, 2016). This lends itself to the addition of the study of leisure as it relates to health prevention and wellness.

As the leisure education program is integrated into the PEAK clinic, there are numerous implications for future expansion. A structured training program will be developed to train PEAK staff on effectively including recreation and leisure into their daily interactions with participants. This will also include additional knowledge on the concept of wellness coaching as it relates to a larger wellness factor. The PRT and Recreational Therapy students can administer a comprehensive evaluation to assess the impact of the leisure education program on University of Utah employees enrolled. Additional clinics and training programs can be implemented to enhance leisure skill development which could impact the overall WellU program as it relates to employee health plans.

In summary, this case study demonstrates a model framework and curriculum for a leisure education program for university employees. The outcomes expressed by employees are extremely positive and suggest the overall predicted success for the future of this program. Other academic and university-based wellness programs can use this pilot example of a leisure education based wellness program and assess if the concepts provided could be used in establishing a program at their own respective institutions.

Discussion Questions

1. What is the structure of your university-based employee wellness program? What services are currently being offered? Are there any partnerships and what entities are involved?
2. As an academic department, how would you propose a collaborative partnership with your employee wellness program?
3. What are some barriers that could exist in creating a partnership between academic departments and university-based employee wellness programs?
4. How could these types of collaborative partnerships impact the broader university community's perceptions of recreation and leisure?

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Placemaking through deep cultural mapping:

The *Where is Here?* project

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Chapter Summary

One of the most visible avenues used by small cities to retain competitiveness can be seen in the attempts to revitalize their downtown areas to create places and spaces enjoyed and valued by residents and visitors. Formerly recognized as the heart or Centre of small cities, many downtown areas have suffered due to urban sprawl and a loss of connectedness or familiarity among new residents. While efforts to address downtown revitalization are evident such as the creation of public spaces, events and support for small businesses, there remains a need to understand if, and how, residents in small cities value their downtown areas. Small cities are increasingly turning to cultural mapping as a way to identify the assets and values associated to the places and spaces within their boundaries. This case study highlights the *Where is Here?* project, an innovative initiative to develop cultural maps in three small cities on Vancouver Island, British Columbia, namely in the cities of Nanaimo, Port Alberni and Courtenay. The cultural mapping process included the active participation of local citizens, business owners, municipal development leaders, arts and culture associations, and Aboriginal groups. Three public engagement events or “walk abouts” were coordinated where 85 videos were captured of residents speaking to the places that they felt most connected to in their downtown core. The videos were shared widely in digital form on the project website and collectively, uncovered deep layers of meaning associated to a variety of downtown places. Leisure emerged as a central and embedded theme in the connect spots shared both in terms of the venues profiled and the experiences of residents. Leisure researchers may play a critical role in supporting small city place making initiatives by uncovering and mapping how residents engage with places and spaces within their leisure. Cultural mapping may provide a tool to leisure researchers to aid in these investigations.

Learning Objectives:

1. To communicate the value of community and cultural identity in connection with small city sustainability.
2. To position cultural mapping as an approach to engage citizens in small city place making and to mobilize local knowledge;
3. To illustrate the importance of leisure venues and activities in place attachment;
4. To highlight an innovative example of deep cultural mapping practice in three small cities on Vancouver Island, Canada.

The Issue, Opportunity or Trend

Increasingly it is being acknowledged that the wicked problems, such as human equality and sustainability, faced by those living in the 21st century will be solved only through the intersection, and integration, of multiple fields of knowledge and ways of knowing (Kolko, 2012, n.p.) Wicked problems involve a multitude of perspectives and social complexities and are creating forces of fragmentation that have no easy solutions. The rise of the knowledge economy, and of global capital, has enacted power and wealth concentrations in large urban centres (Sassen, 2013), and has left small cities and rural populations struggling to compete and survive in a new and substantially altered economic landscape. Small cities are particularly in need of synergistic forms of knowledge mobilization and collective intelligence in order to address the complex challenges experienced in their transformation.

One of the most visible avenues used by small cities to retain competitiveness can be seen in the attempts to revitalize their downtown areas to create places and spaces enjoyed by residents and visitors. Formerly recognized as the heart or Centre of small cities, many downtown areas have suffered due to urban sprawl and a loss of connectedness or familiarity among new residents. While efforts to address downtown revitalization are evident such as the creation of public spaces, events and support for small businesses, there remains a need to understand if and how residents in small cities value their downtown areas. Armed with this knowledge, the proponents of downtown revitalization may be able to situate their efforts within the context of place and guide decision making based on a deeper understanding of resident values.

Literature

Small cities are increasingly turning to cultural mapping as a way to identify the assets and values associated to the places and spaces within their boundaries. The link between cultural mapping and local identity is particularly relevant here – with the cultural questions ‘who are we?’ and ‘what might we become?’ becoming increasingly valued within small city contexts as a starting-point for development. By exploring these fundamental questions, development proponents attempt to approach development from a position of core values and beliefs, rather than enacting conformance with exogenously imposed agendas.

The emergence of ‘deep’ cultural mapping has enabled developers to tap into these questions in new and potentially revolutionary ways. Deep mapping is described by Kathleen Scherf (2015) as: “an inherently interdisciplinary [mapping] practice, [facilitated by] digital technology [that enables mapping to] get beyond the brochure and provide rich content across disciplines, cultures and time” (p.341). In practice, deep mapping presents “as a geographical map” but utilizes “rich content to ‘volatize’ and convey spirit of place” (ibid). In the process of moving ‘beyond’ traditional cartographic representation, deep mapping creates a kind of digital public sphere in which thinking takes place with others (Arendt, 1982) which holds a kind of liberating potential - allowing us “to tell much more than any map traced by a cartographer ever could” (p.343). Within small city cultural mapping processes, the drive towards public participation has instigated various deep mapping experiments that have pushed cultural mapping beyond standardized representations of place. The integration of ‘deep maps’ into municipally-led cultural mapping processes has only just started to occur.

While deep cultural mapping processes have just started to emerge on the municipal level, the practice has been developed over a significantly longer period of time within a creative arts tradition (Evans and Foord, 2008; Evans, 2015). Artists from a range of disciplines have, over the past two decades, used maps as a starting-point for aesthetic and critical forms of inquiry – combining geographic representation with visual and media representation, community-based narratives, etc... – often-times pioneering, at the same time, advances in technology (Duxbury, Garrett-Petts, MacLennan, 2015, p.10-13). The creative arts, it can be argued, houses a significant level of knowledge related to deep mapping applications that is of potential value to municipalities looking to forge new pathways forward in this domain.

Despite the fact that place is a “pervasive component of leisure and tourism” (Crouch, 2000:63), there has been a call for leisure researchers to more actively pursue investigation into the spatial dimensions of leisure (Smale, 2006), particularly in urban public spaces (Johnson and Glover, 2013). As Smale (2006) noted, place is a contextual factor that can influence behavior, shape perceptions and define experiences. Leisure researchers may play a critical role in supporting small city place making initiatives by uncovering and mapping how residents engage with places and spaces within their leisure. Cultural mapping may provide a tool to leisure researchers to aid in these investigations.

The Innovation

Where is Here? is an innovative cultural mapping project designed to respond to the need expressed by planners and municipal developers for the innovation of more dynamic cultural mapping processes on the small city level. The project brought together proponents of small-city development with academics and artists to share knowledge and drive innovation within the field. The project aimed to:

- Enhance the ability of Canadian small city development proponents to understand, interpret and communicate the significance of place;
- Contribute to the strategic development of three small cities in BC (Port Alberni, Nanaimo and Courtenay) through the creation of a deep cultural map for each;
- Explore the role that new media technologies, creative practices and community participation play in uncovering and disseminating a plurality of perspectives embodied in narratives about place;
- Host a multi-faceted dialogue and exhibition Centreing on the intersections between new media, small city development and cultural connectedness.

The *Where is Here?* project took place between January and November of 2016. The project focused on small city development in three small Vancouver Island cities – Nanaimo, Port Alberni and Courtenay. All of these regions have faced significant challenges in recent years resulting from the erosion of resource-based economic prospects. The innovative process included the participation of local citizens, business owners, municipal development leaders, arts and culture associations, and Aboriginal groups.

Case Context

Canadian cities generally (and small cities in particular) have played a leadership role in the evolution of cultural mapping processes (Jeanotte, 2015, p.109). This is due, in part, to a federal incentive enacted in 2005 through the Paul Martin Government, in which the Government allocated gas-tax revenue to municipalities compliant in the creation of an Integrated Community Sustainability Plan (ICSP). As culture was positioned within the ICSP process as a key dimension of sustainability, the development of these plans in-turn generated a focus on cultural planning, and on cultural mapping in particular (ibid).

This case study highlights an initiative to develop cultural maps in three small cities on Vancouver Island, British Columbia, namely in the cities of Nanaimo, Port Alberni and Courtenay. The Vancouver Island region is largely

comprised of small cities and rural communities. The region is a popular tourist destination and is experiencing demographic shifts due to amenity migration and aging. Concurrently, many communities are experiencing a shift from a resource based economy to a service, technical and knowledge based economy. The impacts of these changes are felt at the municipal level whereby efforts to attract and retain visitors, new residents and investment are commonplace. A common strategy enacted in the small cities in the region is to focus on creating vibrant downtown areas that are animated by all sectors providing residents and visitors with attractive places to live, work and play.

Nanaimo

The City of Nanaimo is located on the east coast of Vancouver Island in British Columbia. The population of this harbour city is about 84,000, which is part of the greater Regional District of Nanaimo population of 147,000. Nanaimo is the gateway, via ferry from mainland Vancouver, to many northern communities and small coastal island destinations. The town was mainly settled by the European Hudson's Bay Company who sought to trade goods with the local Snuneymuxw First Nation people. With the discovery of coal in the area and the ease of water transportation, Nanaimo quickly grew into a bustling industry town. Chinese migrant workers also had a strong presence in the early days and are recognized as part of the local heritage. The Department of Culture and Heritage celebrates the creative arts and Nanaimo's historic charm to enhance quality of place value and sustainable community living. The Downtown Nanaimo Business Improvement Association, the Nanaimo Economic Development Corporation, and other neighbourhood associations have developed strategic partnerships to generate innovative planning to revitalize Nanaimo's downtown as the heart of the community.

Courtenay

The City of Courtenay is situated on the east coast of central Vancouver Island in British Columbia. It is approximately 110 km north of the City of Nanaimo and lies within the traditional territory of the K'ómoks First Nation. Courtenay is the gateway, via ferry from Comox, to Powell River and the south coast of mainland BC. This city of 25,000 people is the cultural hub of the surrounding Comox Valley region (population 65,000) and values cultural diversity and nature as key aspects of community sustainability. The area is home to Vancouver Island's largest alpine resort, Mt. Washington, which draws residents and visitors for various cross-seasonal leisure activities. The Comox Valley Community Arts Council activates and facilitates arts and culture in the community, supporting a range of cultural creators and a diverse workforce. Early settlers to the Comox Valley were mainly attracted to the region's prime agricultural lands, however coal was soon discovered in the area and mining and farming quickly grew as the dominant industries. The City of Courtenay's Heritage Commission works to celebrate the local history so that stories of the past can live on through future generations. Today, downtown Courtenay has a unique small town charm but seeks a vibrant city lifestyle. The Downtown Courtenay Business Improvement Association is working to engage economic activities

that will promote quality of amenities and sustainable living. The City recently released the “Downtown Courtenay Playbook: A Partnership Action Plan” as a proactive guide to revitalize downtown as a commercial, cultural, and social hub that connects more people with a wider range of experiences and opportunities.

Port Alberni

Port Alberni is a city located on the west coast of Vancouver Island in the province of British Columbia. This port city has a population of about 18,000, with a total of 26,000 living in the Alberni-Clayoquot Regional District. Port Alberni lies within the Alberni Valley and is situated at the head of the longest inlet on Vancouver Island. Port Alberni and the West Coast of Vancouver Island is the traditional territory of the Tseshaht and Hupacasath First Nations, often referred to as the Nootka. Forestry and milling, along with mining and fishing, have long been the main industries in the region. In the early 1900’s Port Alberni acquired rail transportation, with the addition of the Esquimalt and Nanaimo Railway, and industry grew rapidly. Formerly named the “twin city”, Port Alberni has a unique layout with two city centres and natural creeks and ravines that bisect the main town-site. Much of Port Alberni’s recent development has occurred uphill and just east of the North Port downtown area. Today, the town is a major service and supply centre for the west coast and is the gateway to communities such as Tofino, and Ucluelet. Currently, Port Alberni is in the process of redeveloping itself as a tourism destination. Outdoor enthusiasts can experience lakes, mountains, rivers and ocean as well as hiking nearby Mount Arrowsmith and water sports on Sproat Lake. The Alberni Heritage Commission works to preserve First Nation’s culture and local history through galleries and commemorative rail tours. These leisure activities add tremendously to the economic diversity and quality of life in Port Alberni. The City of Port Alberni’s Economic Development office is focusing on a long term rebranding initiative in order to promote new businesses, residents and visitors that are much needed to inject vibrancy and quality of life into the downtown area.



<http://www.town.lakecowichan.bc.ca/maps.shtml>

Figure 1. Map of study area locations on Vancouver Island in British Columbia, Canada.

Stakeholders Involved

The stakeholders involved in this initiative included a wide range of public, private and not for profit sector organizations including public post-secondary institutions, art galleries, municipalities, planning departments, artists, small businesses and residents. The initiative was led, in partnership by Vancouver Island University where faculty from different disciplinary backgrounds including Leisure Management, Sustainability, Geography and Digital Media Studies collaborated on the project design. Nine students from these departments worked together under the supervision of the project team. The Comox Valley Art Gallery was a principle partner in the initiative, housing the Research Coordinator for the project and coordinating the symposium. Three municipalities, including the City of Courtenay, the City of Nanaimo and the City of Port Alberni were involved in the project as sites for the cultural mapping. In particular, the planning and economic development departments actively engaged in locating and motivating residents to participate in the community “walk about” events. Where present, the downtown improvement association assisted in locating participants and in Courtenay in particular, in promoting the symposium. During the symposium, the project engaged 25 speakers including academics, artists, residents, small business owners and municipal planners, staff and leaders to share different perspectives and case studies on cultural mapping practices.

Approach Used and the Impact

The initiative was designed somewhat organically and unfolded through three distinct inter-related prongs – *Connect Here, Explore Here & Create Here*.

Connect Here

The *Connect Here* phase consisted of a 6 month media-mapping project that occurred between January and July of 2016. Research pods composed of 9 undergraduate students and 3 faculty members from Vancouver Island University conducted fieldwork within each of the three cities. The focus of this prong was to document and disseminate, via media and online mapping technologies, citizen responses to the following question: “Within the [city name] downtown core, where do you feel most connected to your community, and why?”. The pods were structured as interdisciplinary teams with students and faculty from the departments of Recreation and Tourism, Geography and Media Studies.

The event was initiated by issuing a call for participants through partnering organizations. Citizens and residents within each city were invited to identify a place in their downtown core where they feel most connected to their community. At this time the students were introduced to the project aims and objectives and learned basic video processes using consumer grade devices such as iPhones. Students became familiar with media and software applications and supported the development of the web platform and social media site for participant and project knowledge sharing.

A one-day community walk about was organized for each city where students were accompanied by participants on a journey to each *connect-spot*. Connect spots were identified and located on a hard copy map and then a route to visit each spot with the group (approximately 5 people) was determined. When the group arrived at each connect spot, the students filmed a short 1.5 minute video of each participant describing who they are, where they are and why they feel most connected to that particular space in their downtown area. Later, the videos were uploaded to YouTube and organized into cities. The associated embed codes for each video was entered into a “comma-separated values (CSV)” file that also included relevant geocode data and street addresses for each *connect-spot*. This CSV file was then imported into mapping software, ARC GIS, which generated web maps that identified *connect here* locations within a cartographic representation of each city. Visitors to the web map site (www.whereishereculturalmapping.com) can learn about the project, see where the *connect-spots* are located within each city, and click on a given point to activate a video narrative. After the official launch of the maps in each community, residents of each city were invited to upload their own videos.



Figure 2. Photo of students framing a resident ready to talk about her connect spot, the Nanaimo Art Gallery.

Explore Here

Prong 2 of the project consisted of a 3-day symposium bringing 25 speakers and the public together to reflect on and generate innovations in the cultural mapping field. The key focus being the potential application of these innovations within small Canadian cities. Presenters included municipal development actors, academics and artists. While many players fit into several of these professional categories, all have a devoted interest, whether represented in publications or in real-world project actualization, in the cultural mapping process. The symposium was an invited gathering of specialists, whose diverse knowledge-banks will provide a stimulating forum for discussion and interchange. All activities were open to the general public.

Create Here

The *Create Here* segment of the project provided a venue for arts-based research to occur surrounding the concept of cultural mapping. Some of these activities included: a) M.A.P. (Map Art Project) involving a month-long Artist Residency curated and hosted by the Comox Valley Art Gallery b) an opening event and exhibition, as well as live performances, and c) a visit and presentation by artists and cultural leaders from the K'ómoks Nation presenting their project to 're-claim' traditional territory through the honoring of traditional K'ómoks place-names, and the construction and strategic placement of totem poles within the Comox Valley.

Implications & Lessons learned

The “Where is Here” project helped to initiate a conversation in the cities and the broader region about cultural mapping and the stories told by residents enabled the team to create a base layer of a cultural map that can be built upon as new data is added. The team plans to add to the base layer with future student projects to incorporate additional data such as adding leisure venues, parks and trails and tourism amenities such as attractions, accommodations and access points, as well as playing with how cultural mapping enables the display of complex, multi-dimensional perspectives about place. As the map is added to, the power of cultural map to aid in decision making and the potential to use the map as an analysis tool to reveal new insights into downtown places will both be strengthened.

From an academic standpoint, the project has contributed new knowledge about cultural mapping in small cities both from the insights gained in the process used but also in the insights gained from the analysis of the videos and the sharing of interdisciplinary knowledge at the Symposium. The gathering in Courtenay was a catalyst event to identify and form a network of scholars interested in cultural mapping practices. The network plans to continue conversation and collaboration to build upon the momentum of the event.

Some of the new insights gained from a leisure lens begin to address the gap identified by Johnson and Glover (2013) with respect to understanding the spatial perspective of leisure in urban public settings. The majority of the videos gathered reflect stories that profile leisure places and spaces as resident’s “connect spots”. Further analysis of these spots not only highlights the embedded role of leisure in place attachment, but also of the range of types of settings where attachment to community forms. In this way, the findings support the argument that a more nuanced and fluid typology of public space be used to frame leisure research and that we “continually adjust our eyes, constructs and concepts to see the contemporary moment in all its variations and formations” (Cook, 2006 as cited in Johnson and Glover, 2013; 194).

Community engagement is a beneficial way to transfer knowledge between researchers, practitioners and local citizens. The knowledge mobilized through these activities has the potential to build connections and can inspire collaborative thinking that is driven by a deeper understanding of cultural identity and sense of place values (Fernández & Langhout, 2014). This can assist in developing new capacities for economic, cultural, social, technological, environmental and intellectual well-being. Cultural mapping activities can assist a community to develop a higher level of social cohesiveness and instill a greater sense of belonging among residents – both of which catalyse change that results in sustainable community building (Herchmer, 2011).

The initial stages of the *Where is Here?* project unveiled numerous lessons on cultural mapping practices that may assist other jurisdictions seeking to uncover intangible cultural values of their residents. Some of these include:

1. There is great value in providing residents the opportunity to share their “stories of place” and what connects them to the communities they live. The richness and depth of the stories shared by residents uncover a wealth of knowledge about places that when known and mapped, create opportunities for more informed place making efforts.
2. The use of a community event such as a “walk about” to map stories of place holds great promise for future cultural mapping projects. The act of walking in the community enabled a closer, more tangible and multisensory experience that provided valuable context to the videos.
3. The practice of capturing short videos on consumer grade cameras was effective and resulted in high quality files for viewing online. This practice was chosen to enable public accessibility to the project. While the follow up call for participation from residents has not produced a significant response for the project yet, the potential for broader engagement remains. Future initiatives that combine community events, social media and word of mouth to promote videos are expected to produce a positive return similar to the number of videos received during the walk abouts.
4. The involvement of different disciplines in the design and analysis of the project was critical to its success. Deep cultural maps benefit from multiple disciplinary lens to identify layers of meaning and to visually display data in ways that highlight new insights.
5. The collaboration with numerous community stakeholder groups such as the Art Gallery, downtown business improvement groups and municipal departments resulted in ownership and buy in to the project. The ability to ignite enthusiasm about the walk abouts was dependent upon this buy in and the active solicitation of residents by those involved.
6. While this project had to determine some boundaries to launch the project – i.e. downtown areas, the practices used hold potential to identify and map intangible values associated to other places such as parks, trails and other leisure venues. Leisure researchers and managers may want to become familiar with cultural planning methods and consider how they may support leisure planning initiatives.

Conclusion

While cultural mapping is a growing field of practice, and while its interdisciplinary contours are increasingly being recognized, there exist few opportunities for those working in cultural mapping from diverse traditions to come together. This project engaged a broad array of knowledge domains and practices, and spurred innovative ideas that

may advance action/policies in dynamic and radical ways – opening up cultural mapping to new forms of interactivity and engagement, and bringing new and often underplayed voices, perspectives and insights into municipally-led dialogues about place. In this project, leisure venues and activities emerged as a central and embedded component of place attachment for residents in their downtown areas. Future opportunities exist for leisure researchers to utilize cultural mapping practices to uncover and understand not only where people engage in leisure but the deeper meaning associated to those experiences and places.

Discussion Questions

1. Go onto the www.whereishereculturalmapping.com website and watch a few of the videos that are uploaded. Note what types of places the residents highlight as their “connect spots”. How is leisure embedded in the videos? How does leisure attach people to place?
2. Discuss how cultural mapping could be used to advance our understanding of leisure. Can you identify concrete examples where knowing more about people’s perspectives on leisure places and spaces could be used to enhance planning and development?
3. What are some of the disadvantages or limitations of cultural mapping? Do the maps accurately display resident perspectives? How can these limitations be addressed in future cultural mapping experiments?

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Cultural heritage, leisure and citizenship: A case study of La Boqueria food market in Barcelona (Spain)

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Chapter Summary

In Barcelona, la Boqueria is the most well-known food market. In its neighbourhood, the market provides the main groceries to the local community. Relevant restaurateurs also visit the market to supply their kitchens. And finally it is one of the most famous attractions in the city among tourists. It is designated as a highly recommended attraction at different websites, tourist guides, blogs, ... and therefore is considered as interesting resource for those who like spending time on culture, gastronomy and leisure, both local residents and tourists. Therefore, the current tourism trend *Behave as a local* shares its popularity with another one addressed to residents: *Behave as a tourist*. Behaving as a local, tourists can be involved in the real way of life of the inhabitants of the destination; therefore, walking through the food markets halls, observing the display windows, watching and tasting the traditional food, talking with the sellers... In that sense, tourists have a more authentic and pleasant local experience. On the other hand, when behaving as a tourist, residents can enjoy their city and food markets as visitors, paying attention to the most highlighted aspects and taking pleasure with the planned cultural and leisure activities. These kinds of behaviours represent a new governance goal in order to ensure coexistence between citizens and visitors. Therefore, food markets need a new sustainable management proposal focused on the cultural and leisure invigoration. La Boqueria food market is an illustrative case and starting point to define a system of sustainable (in the sense of compatible) gastronomic, cultural and leisure activities for both regular user groups.

Learning Objectives:

1. To determine the opportunities that can invigorate a tourist resource while focusing on local residents;

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2. To examine the broad range of positive and negative impacts of planned cultural and leisure activities in a food market;
 3. To explore the key drivers associated with a tourist resource that benefits both tourists and residents.

The Issue, Opportunity or Trend

Urban food markets: new and innovative uses regarding culture and leisure

As a public space, tourist interest in food markets as attractive cultural and leisure places has grown significantly. They keep their significance as venues for purchasing groceries at good value for money for local residents, both gentries and popular inhabitants (aged lower classes, immigrants, newcomers ...). Food markets are usually located at the historic Centre of cities, that is, in prominent spaces filled with history, culture and identity. Hence, food markets belong to the rich heritage of a community and answer the increased demand for locally produced foods in urban areas. Furthermore, they also give a glimpse of the past, as the buildings in which they are often housed are a reflection of a city's history and its people, their tastes and eating habits.

City centres have become enticing spaces due to their centrality, the concentration of heritage, culture and leisure, the shopping area, etc. Therefore, city centres unite the regular resident population and new interested people, both gentries and tourists. The former look for culture and leisure, affordable housing, a bohemian and cosmopolitan atmosphere; the latter, such as foreign visitors, are interested in heritage and taking part in the local lifestyle. Hence, these central areas of the cities are turning into most varied, heterogeneous interaction spaces. In that sense, food markets have great prominence. It is a well-known fact that urban life weaves round the commercial sector, the market square, and since old times they have been the agora of the city. Nowadays, food markets continue being a kind of public infrastructure where regular inhabitants of a city stock up on food. At the same time they are turning into an interesting place for tourists to behave and participate as locals. As Barrado (2010) states, cities are "experience places", that means, where interaction and social contact is needed, where emotions and particular feelings are shared.

Gastronomic and cultural tourism is an important trend among visitors that spend time in urban destinations (Richards, 2007). Therefore, food markets are new icons or attractions to tourists, both those more enthusiastic (called *Food-market lovers*) and those showing a more restrained attitude (known as *Apathetic market visitors*), following the distinction made by Crespi-Vallbona and Dimitrovski (2016). As many other different scholars state (Thrane, 2000; Lloyd, 2000; Amin & Thrift, 2007; Quagliari & Russo, 2010; Barrado, 2010; Alvarez Sousa, 2010; Crespi-Vallbona & Domínguez-Pérez, 2015), cultural consumption is an extension of everyday life for tourists. The same is true for gastronomic consumption. Visitors behave as if they were in their own home city, acting as cosmopolitan natives. Thus, the main duality between residents and tourists disappears. This is possible because the borders between tourists and residents, between work and leisure, are diluted in the liquid society (Bauman, 2003). On the other hand, local residents (mainly gentries) in their leisure time aim to enjoy their city in the same way tourists do. They take pleasure in walking around

the city, wandering and visiting the tourist sites, eating in trendy venues, enjoying their leisure time, etc. behaving as tourists. Within this context tourists, gentries and other regular inhabitants all live together in the city, delighting in the culture and the leisure opportunities of the city.

Food markets act as public "agora", as spaces where culture is shared and enjoyed among citizens, where interrelation appears in essence. The public agora recovered is faced with the development and increase of capitalism, nowadays called neoliberalism. Neoliberalism transforms cities and starts showing different processes such as **gentrification**, especially in the historic centres; **touristification** due to increased competition among urban destinations and the rivalry to attract new audiences; **tertiarisation** of its centres by appealing to the concentration of such activities; **commercial concentration** and new forms of shopping (malls) and new stores related to design, modernity and lifestyle changes, that is, **trendification** (Smith, 1996); **privatization** of services and urban spaces; an increase of socio-spatial **segregation**; the dualism of the city; environmental degradation; the rise of technocracy and top to bottom management policies; the promotion of private operators and large corporations; an increased confidence in trade regulation and emphasis on safety; the proliferation of security cameras, etc. (Brenner and Theodore, 2004; Sassen; 1991; Harvey, 2007). Neoliberalism promotes the predominance of economic vision, i.e. maximizing utility and productivity and using this criterion as a measuring bar for selecting the actions to be taken into account in urban planning. Thus, the values that have to do with social and political issues remain subject to that first economic dimension and therefore become commoditized. All urban aspects are treated as objects of consumption, following market logic. The city is no longer a place for interchange, the meeting of different classes, ethnicities, genders, ages, etc. but for domination of the elites who hijack the public and urban space. Thus the city becomes polarized, sociologically and in its identity.

A public space means an open-air, accessible and attractive place. A public space means a place where people can meet, join together, where interchange and growth is allowed and encouraged. It represents the essence of the city. It is accessible to all citizens without discrimination of any variable: gender, age, geographical origin, physical or mental difficulties, socioeconomic status, ideology, etc. (Fyfe and Bannister, 1996; Borja, 2003). Hence, the public space is defined by its multifunctional uses. For example, a park is not just for resting, but also as a meeting place for the citizenship, to engage in social interrelations. Also, in this regard, any commercial facility, beyond responding to an urban need for daily supply, is also a citizenship area with a symbolic identity (Zukin in Hutchinson 2010).

In short, profit maximization subordinates human and social principles. Therefore, the urban spaces become segregated, privatized, commoditized. However, modern food markets are trying to recover their function as spaces of merger, interchange, social and cultural meetings. Food markets as urban equipment are historical, open, inclusive, safe and public spaces, usually located in city centres. But these spaces, too, have undergone major changes in recent decades towards privatization, exclusion, gentrification, touristification, commodification, etc. They have been transformed and oriented towards new audiences, middle class and new residents, tourists and visitors to the city Centre. Yet, the public space where all these interactions of users and trends are most evident is in the food markets. The food markets are the places of daily meetings in cities, where people (locals and tourists) behave as citizens, no matter where they come from and what kind of interests they have.

The Innovation

Case Context: The Boqueria food market

In Spain, after the Franco dictatorship (1936-1975), food markets became spaces with a large volume of people, joined by some common interests. On one hand, merchants whose aim was (and still is) to earn a living by selling their goods. On the other hand, consumers who wanted to buy their needed groceries at a good value for money. The repression of freedoms imposed by Franco also included leisure and cultural repression. Gently and slowly, with the arrival of democracy and the establishment of political parties (1979), the participation of citizens in the daily and cultural festivals of the city started growing. It is in this sense that food markets took on this public agora function, this cultural and leisure role. Traditionally and historically food markets have been classless spaces with stalls run by middle and lower class families (Maiello, 2014). Their good prices were very competitive and they distributed the perishable goods around the whole of urban areas (Aranda García et al, 2010). Furthermore, as of late, Barcelona has undergone different urban changes due to the appearance and constant increase of tourists (Crespi and Domínguez, 2013), the process of gentrification and newcomers (Vila and Domínguez, 2015), the presence of diverse and multicultural commerce due to the growth of immigrants, and the appearance of specialized stores related to design, modernity, new interests and pleasures. The Boqueria food market needs to be placed in this historical, social and political context.

La Boqueria is without a doubt the most famous indoor food market in Barcelona (Spain). It is a food market that has existed since the twelfth century when it was an open-air market outside the walls of the medieval town, where farmers came to the city to sell their produce as well as their farm animals, with movable stalls. Nowadays, it is located in a nineteenth century arcade, on the foundations of an ancient monastery, in the Rambles, the most popular walking area in the city, and right in the historical town Centre.

Inside the arcade, the market has more than two hundred establishments, which mix traditional and local products with delicatessen, such as meat, fish, fruits, green vegetables, spices, nuts, ready made food and also take away food,

chocolates, fruit juices, etc. Near the arcade, at the Sant Galdric Square, in the open air there is the farmers' market, with 15 stalls where green vegetables grown in the vegetable orchards in the surroundings of Barcelona are sold by the farmers. Moreover, along the Rambles Avenue, but in front of the main entrance of La Boqueria, there are more stalls that provide plants and bouquets of flowers. All of these businesses are part of the Vendors Association. This association looks out for the interests of its members, that is, keeping and increasing the volume of customers through commercial activities (such as competitions, awards, etc.), promoting the market nationally and internationally, generating synergies among sellers and organizing different social and cultural events, such as Carnival.

Stakeholders Involved

Different stakeholders are involved in the planning of the dynamic, inspired and experiential activities addressed to locals and tourists, popular inhabitants and gentries, *food-market lovers* and *apathetic market visitors*. The common interest of these stakeholders is inspired by the values of the public agora. Their different proposals adjust to the current social and cultural habits, without diluting its essence: interrelation and social meeting. The Barcelona Municipal Institute of Markets, the Vendors Association and private actors, such as Food Cultura and bcnKITCHEN are involved in this dynamic process. Firstly, promotion campaigns are designed; then, cultural and leisure activities are offered to local residents and foreign visitors.

The Boqueria belongs to the Barcelona Municipal Institute of Markets (IMMB), the autonomous body of the local administration that legislates, manages and invigorates the markets. Barcelona is one of the few cities in the world that have a network of markets distributed in every neighborhood and the majority of families have a market within 10 minutes of their homes. In total, there are 39 markets in the city that provide locally produced foods, food miles, gourmet products, foreign products, fresh, prepared or cooked meals, and contribute to the quality of life of citizens, as well as to a healthy, balanced diet. There are also four non-food markets. Thus, in total, there are 43 markets that belong to the Barcelona City Council and form the biggest network of urban food retail markets in Europe. The IMMB manages this network of markets, in cooperation with the traders, dealers, and vendors, all whom actively participate in the market management.

Since the Barcelona Municipal Institute of Markets was founded in 1991, it has been involved in a process of modernizing the municipal markets. This modernization implies the adaptation to the current challenges: consumers' habits have changed, as have their leisure time and the ways they relate socially, considering that new technologies have also entered the world of commerce. Throughout this renovation process, new services are being incorporated

into the market such as home delivery, phone and Internet buying, parking, payment with credit/debit cards, Wireless Internet (WIFI), air-conditioning. For example, it is worth to highlight the *App markets of Barcelona* to have all the market information on the smart phone, with the slogan “*Practica el mercating*”, (that is, “Practice going to the markets”). Hence, the performance of the IMMB focuses on: managing and administrating the 43 markets, improving services and infrastructure (restoration of historical buildings) and creating buying offers and deals, as well as incorporating commercial promotion policies. Furthermore, IMMB is planning a ***new market model*** for the 21st century that means a recovery of the civic and cohesive role of markets. As a result of all this, La Boqueria won the Great Public Market Award of the Project for Public Spaces in 2005.

IMMB exports the current Barcelona Market Model both nationally and internationally. Consequently, the Barcelona Municipal Institute of Markets has seen a significant increase in requests for advice on market management both from the rest of Spain, as well as from abroad. Furthermore, Barcelona leads the European Network of Markets Emporium. This network was founded in 2006 to defend and strengthen the position of traditional food markets in European society. In 2008, the network of the Municipal Markets of Barcelona also became member of the World Union of Markets (WUWM), which aims to exchange experiences with the objective of defending traditional food markets around the world. Moreover, the IMMB participates in two more projects, Marakanda and URBACT Markets. The first one has the aim to preserve typical Mediterranean markets, promote high quality agro-food/handicraft production chains and improve governance processes among private and public actors. The second one focuses on markets as drivers for economic development and regeneration, linking local sustainability and success.

Another involved stakeholder is the Boqueria Vendors Association. It is also based upon the aforementioned good practice transference. In the beginning, the association had a more social nature, managed by volunteers contributing their free time. But now it is a professional organization, with staff fully dedicated to safeguarding the interests of its members. Thus, it takes care of the daily management of the market—cleaning, security, etc. in accordance with its municipal responsibilities. It also plans training and legal support. It also favors collaboration with the IMMB through actions, campaigns, promotion, participation in traditional festivals, etc. Among others, one traditional and popular campaign is “*Vine al mercat i guanya una cistella de la compra*” (“Come to the market and win a shopping basket”) to favor and increase the local purchases.

The Vendors Association also has a special interest in social networks. Therefore it has created and constantly updates the Boqueria information in social media sites and networks, such as Twitter, Facebook and Instagram. Finally, the association publishes the *Boqueria Magazine* with interesting news about its partners and customers, with interviews of emblematic chefs of well-known restaurants in Barcelona, such as Ca l'Isidre, Carles Gaig, Uma and Izarra (Magazine No. 4, March 2016) and recipes created by their chefs.

The visible head of the Vendors Association is the information Centre. It is located in the oldest stall in the market, a stall that maintains the modernist style with its marble counters and iron structure. Its main function is to provide information about the products that customers can buy in the food market. The information Centre also sells the merchandising articles of the food market, such as bags, aprons, notebooks, pens, or cups. Tourists mostly buy these souvenirs. Vendors and local consumers buy them in smaller quantities.

These promotion activities are addressed to the local and international community, to become more adept and attract more clients. Nevertheless, these actions do not disregard the cultural issues. Thus, in the Boqueria, there is one stall assigned to *Food-cultura*, a non-lucrative foundation that drives the union of artwork and gastronomy. *Food Cultura* has been present at the Boqueria since 2015 and its license finishes in 2017. The artists Montse Guillén and Antoni Miralda started the project. Their main focus is the study of food and its myriad artistic, social, economic and political implications across all cultures. Miralda started *Food Cultura* in the late 1960s as an artistic exploration and behavior, proposing social performances with a ritualistic and anthropological content, preparing different actions, collections, publications, exhibitions, projects and restaurants. Thus, *Food Cultura* represents the current lifestyle changes with relation to food production and preparation, through the questioning work of different new artists, to whom this organization gives an opportunity to be promoted and made known. As a result, this marriage between food and market involves a huge volume of artists that spread their artwork from this specific stall located at the Boqueria. This space gives prominence to the artists who find their inspiration and creativity inside the market and through the contact of people who frequent the market. The Food Cultura stall works with the voluntary cooperation of young artists and students of the Massana School, the arts and crafts school of the city, located near the Boqueria market. These collaborators maintain a regular program of activities, mainly based on exhibitions. Visitors of these exhibitions are fewer than expected. Unfortunately, art is a minority activity.

Regarding cultural and festival events, it is worth mentioning that the IMMB has been promoting them since its beginnings, in 1991. For instance, it brought back the celebration of Carnival, using the market as an excuse and a bait to encourage the participation of the local community. First to join were the vendors association of la Boqueria who pioneered dress-up and organized carriages and parades to go out and start the recovery of the festivities, after the Franco dictatorship had banned them. They were years of much involvement in many Carnivals and great interaction by the association of vendors, who organized these festivities year after year, promoting a dynamic market, attracting more and more people who admired the costumes and came to buy at the stands, building customer loyalty, and having

good fun while preserving culture. There were different awards for the best costume and festooned stall. The prize consisted of an emblematic figure of markets (a sweet red pepper), a financial contribution and a dinner of brotherhood. They were special times during which there was a nice atmosphere in the markets, a great community spirit. However, this cultural dynamism broke down when the festival celebrations became a responsibility of the area of culture of the City Council of Barcelona (since 2001). The downturn in market participation was significant. Nowadays, a cultural facilitator has been hired in order to plan activities to again attract people to the market.

Regarding the leisure issues, it is worth mentioning that on the first floor of the building, la Boqueria has a space for cultural activities such as gourmet cooking courses and workshops for both residents and visitors. bcnKITCHEN is the name of the organization that runs this space. Its creation (in 2011) was inspired by similar American organizations, promoted by foodies who constantly look for places to find recipes and authentic meals. Foodies are interested in spaces where they can actively participate in the process of developing and preparing food, discover the origins of a dish, understand new tastes and cultural backgrounds, etc. Foodies generated the birth of show-cooking halls. This US trend is moving to Europe. Specifically, in Barcelona, there are different organizations that offer eating experiences to their customers, active and participatory experiences involving exciting gastronomic moments. In particular, there is one located in the Boqueria market, the bcnKITCHEN. Its proposals include a range of activities. One of them is a *market visit + Spanish cooking workshop*. This activity is an eating experience aimed at tourists (presented only in the English language), which consists of cooking and eating like a local. During the visit of the market, the needed ingredients to cook are bought and there information is also provided regarding their origin, their significance in the local gastronomic culture, etc. After that real experience, the tourists help the chef to cook the meal and then all of them taste it and have a good time. This organization also offers specialized courses for local residents about the processing of fresh pasta, Japanese cuisine, creative tapas and *pinchos* (items of typical Spanish cuisine), fusion cuisine, etc. It also offers the space for private events or cooking parties with an exclusive chef available for anniversaries and celebrations, team building training, product presentations, meetings, etc. Since its creation up to now (June, 2016), bcnKITCHEN has performed more than 2000 activities (Figure 1). When participants were asked about their experience, they stated their satisfaction. Tourists enjoyed it just like residents; and locals learned just as much as first visitors.

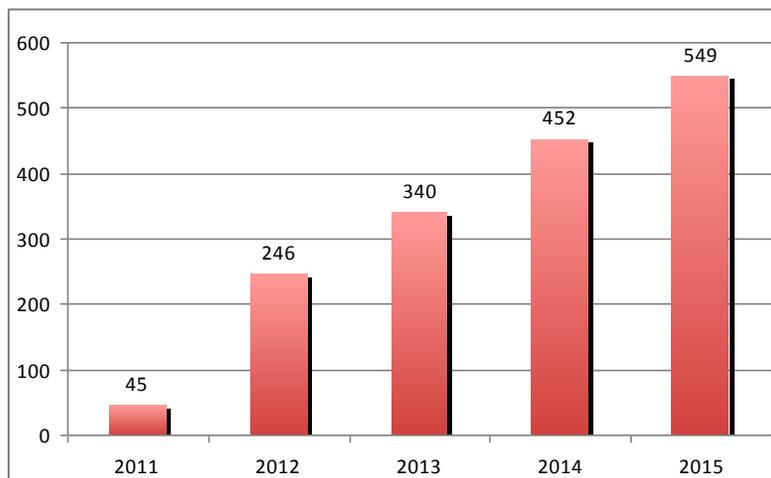


Figure 1. bcnKITCHEN activities, since its creation until now (2011-2015).

Approach Used and the Impact

Culture, free time and leisure habits are all dynamic. The resilience of the Boqueria market is remarkable, and can serve as a model to adapt in other cities and for other traditional markets. La Boqueria focuses its interests on the whole diversity of residents in different aspects. On one hand, its basic mission is the provision of groceries at good value for money, with recognized and exclusive quality (IMMB and Vendors Association). But on the other hand, the market is a space for cultural and festive revitalization, celebrating festivals (Carnival, motivated by IMMB and Vendors Association), with gastronomic courses (bcnKITCHEN), and finally, a space to share and disclose art and get to know the artistic world, in its union with gastronomy (Food Cultura).

However, the Boqueria also targets tourists, offering show-cooking experiences and the chance to behave as locals, by shopping and participating in guided tours at the market and learning about the nature of the required products in the elaboration of a dish (bcnKITCHEN). The opportunity to visit such a space offers tourists a more clear and authentic vision how the inhabitants live, eat, the tastes they have, their interrelation habits, etc. La Boqueria offers exciting, unique and intense experiences for visitors. The cultural facilitator also helps to increase cultural and leisure events and to keep the food market lively, encouraging people to visit it both for leisure and for purchasing.

Finally, the Boqueria functions as a public square, in the sense that it stocks up on supplies for its fellow citizens, promoting social contact and cohesion. Not surprisingly one of the usual expressions of people buying in the markets is: "*vaig a la plaça*" (that is, "I'm going to the square"), in the sense of the old public squares or open-air spaces where people gathered for all their daily work. This function derives from the Greek agora. Recovering this function, as the Boqueria does, the market is revitalized and carries on.

In conclusion, the public function of the Boqueria is global: it provides groceries, entertains, transmits knowledge, facilitates social and cultural exchange, and spreads information and arts. Different actors are involved in this challenge, public and private, lucrative and non-lucrative. The ultimate goal is to join and integrate people, to foster joyful experiences, both for visitors and the host community. Everybody has the opportunity to enjoy the food market. Entrepreneurs have a space to start up their ideas and businesses and generate earnings. Cultural and social associations aim to keep the food market alive through festivities, cultural events, exhibitions, cooking workshops, competitions, etc. in order to have a constant flow of people in the food market. Attracting people brings more people. The food market can rejuvenates city spaces.

Implications & Lessons learned

Many of these inherent outputs of a food market could be imported to other spaces in order to recover lost public spaces, the public agora. In this case, these actions lead to the involved actors having fun where tourists behaved as locals and locals enjoyed experiences like tourists. All of them enjoying their leisure time in public places through culture, knowledge and artistic events.

Food markets need the flow of people or customers in order to survive. In some urban places, shopping malls have proliferated in such a way that they have caused the disappearance of traditional food markets. Certainly the culinary habits of the population have changed. Women often work outside their homes and don't have much time to cook and go to the market. In spite of the growing presence of foodies and the interest in local and ecological food products are some markets that do not have the needed influx of customers in order to be able to stay open. Moreover, in specific food markets located in neighborhoods with an aged population and high ratios of immigration, many owners must close their businesses due to the fact that people are too elderly, have reduced mobility and vacant housing. Furthermore, immigrants often have different tastes and may not shop at local food markets.

In this context it is interesting to find food markets that do survive and even enhance their services. In this case, by focusing their attention on attracting tourists, still providing products for the everyday needs of the population. This is the case of the Boqueria food market in Barcelona as well as San Fernando food market in Madrid (Spain).

Human beings are ultimately social beings who seek contact with and enjoy socializing with their peers during leisure time. Food markets can provide meeting points for both social and cultural experiences; serving the needs of both the local community and the visitors. Tourists feel satisfied to experience the everyday life in the visited destination and residents enjoy their public spaces as cultural places or meeting and contacting points.

Food markets and venues should seek to stimulate cultural and leisure activities in order to maintain their attractiveness and viability. If food markets lose their attractiveness and viability, many audiences lose out. The business owners lose their source of earnings, residents can lose neighborhood infrastructure and services as well as public spaces for interaction and tourists lose a key attraction when travelling. One formula to avoid market decline is through cultural revitalization and restoring the function of the public square, or the agora. These spaces provide opportunities for interacting, celebration, heritage preservation and communion with people. As shown in this case, actively programming cultural activities and providing spaces for the dissemination of the artwork and culture, such as gastronomic workshops, show cooking activities, artistic exhibitions, and guided tours can enhance the vitality of public spaces.

Discussion Questions

1. How do food markets allow tourists to "behave as locals"? How do food markets allow locals to "behave as tourists"?
2. Should food markets diversify to attract new targets? Should food markets widen their central function and offer cultural and leisure activities?
3. Should traditional food markets recover and maintain the ancient function of public agora?

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Acknowledgements

The authors are grateful to the Ministry of Economics and Competitiveness of Spain for supporting our research through the “Social changes and processes of urban transformation in a crisis context in suburbs of big metropolitan areas in Spain. The case of Barcelona Metropolitan Network -RMB-“ (reference CSO2013-48075-C2-1-R) project. We are also grateful to the Madrid Community Government for supporting our research through the “Vulnerability, Participation and Citizenship” (reference: S2015/HUM-3413) project.

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