



CUISR:

Community – University Institute for Social Research

Quality of Life Leisure Indicators

by Sandi Olfert



Building Healthy Sustainable Communities

Community-University Institute for Social Research

CUI SR is a partnership between a set of community-based organizations (including Saskatoon District Health, the City of Saskatoon, Quint Development Corporation, the Saskatoon Regional Intersectoral Committee on Human Services) and a large number of faculty and graduate students from the University of Saskatchewan. CUI SR's mission is "to serve as a focal point for community-based research and to integrate the various social research needs and experiential knowledge of the community-based organizations with the technical expertise available at the University. It promotes, undertakes, and critically evaluatea applied social research for community-based organizations, and serves as a data clearinghouse for applied and community-based social research. The overall goal of CUI SR is to build the capacity of researchers, community-based organizations and citizenry to enhance community quality of life."

This mission is reflected in the following objectives: (1) to build capacity within CBOs to conduct their own applied social research and write grant proposals; (2) to serve as a conduit for the transfer of experientially-based knowledge from the community to the University classroom, and transfer technical expertise from the University to the community and CBOs; (3) to provide CBOs with assistance in the areas of survey sample design, estimation and data analysis, or, where necessary, to undertake survey research that is timely, accurate and reliable; (4) to serve as a central clearinghouse, or data warehouse, for community-based and applied social research findings; and (5) to allow members of the University and CBOs to access a broad range of data over a long time period.

As a starting point, CUI SR has established three focused research modules in the areas of Community Health Determinants and Health Policy, Community Economic Development, and Quality of Life Indicators. The three-pronged research thrust underlying the proposed Institute is, in operational terms, highly integrated. The central questions in the three modules—community quality of life, health, and economy—are so interdependent that many of the projects and partners already span and work in more than one module. All of this research is focused on creating and maintaining healthy, sustainable communities.

Research is the driving force that cements the partnership between universities, CBOs, and government in acquiring, transferring, and applying knowledge in the form of policy and programs. Researchers within each of the modules examine these dimensions from their particular perspective, and the results are integrated at the level of the Institute, thus providing a rich, multi-faceted analysis of the common social and economic issues. The integrated results are then communicated to the Community and the University in a number of ways to ensure that research makes a difference in the development of services, implementation of policy, and lives of the people of Saskatoon and Saskatchewan.

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ABSTRACT

Quality of life leisure indicators are important elements of any community assessment. To date, however, there is a lack of existing indicators that measure leisure's impact on quality of life. This report identifies four matrices of indicators—environmental, social, personal, and economic—and makes the link between the City of Tucson, Arizona's Liveable Vision Program and the core strategies of the City of Saskatoon's business plan. This information will be useful in making recommendations to the City of Saskatoon for future success in quality of life assessment.

INTRODUCTION

Since 1997, the City of Saskatoon has been a partner in the Federation of Canadian Municipalities Quality of Life Reporting System. The Quality of Life Reporting System's overall goal is to help communities measure the impact of changes to federal and provincial social policy on communities' quality of life and well being. The Quality of Life Reporting System consists of eight dimensions: (1) Population Resources; (2) Community Affordability; (3) Quality of Employment; (4) Quality of Housing; (5) Community Stress; (6) Community Health; (7) Community Safety; and (8) Community Participation.

The City of Saskatoon Leisure Services Branch is interested in developing additional indicators for community leisure quality of life. Two of the primary objectives of this internship was to conduct a literature review of existing community leisure indicator studies, and develop a list of indicators to measure leisure activity's impact on Saskatoon's quality of life.

This report identifies numerous quality of life leisure indicators. Using the City of Saskatoon's core strategies as goals, it is intended that these indicators measure and assess the City of Saskatoon Leisure Services Branch's progress towards these goals. This project assesses gaps in community agencies' knowledge of how to measure leisure, an important element of community quality of life. It is also hoped that this report contributes to the development of a national measure of quality of life through its link to the Federation of Canadian Municipalities project. The City of Saskatoon, the Community-University Institute for Social Research, and a Community Alliances for Health Research In Motion grant at the College of Kinesiology, University of

Saskatchewan worked together on the assessment and application of Quality of Life leisure indicators.

The project began with a literature review on quality of life leisure indicators. It was initially thought that, from this review, a series of indicators should be developed and monitored as part of the Community Services Department of the City of Saskatoon's ongoing policy and program operations. These indicators would then form part of the Community Services Quality of Life Model and contribute to the City of Saskatoon's role in the Federation of Canadian Municipalities Quality of Life Reporting System.

While the literature review revealed known leisure benefits, it significantly lacked in existing indicators that measure leisure's impact on quality of life. The internship's focus therefore altered to develop a series of indicators to measure leisure's impact on quality of life.

An additional problem is that there is no consensus on quality of life's definition. Some definitions include components such as functional ability, quality of social and community interaction, life satisfaction, and psychological well-being (Bowling, 1997). Currently, neither the Federation of Canadian Municipalities nor the City of Saskatoon has an operational definition for quality of life. Thus, Bowling's 1997 definition is used for this study:

a concept representing individual responses to the physical, mental and social effects of illness on daily living, which influence the extent to which personal satisfaction with life circumstances can be achieved. It encompasses more than adequate physical well-being, it includes perceptions of well-being, a basic level of satisfaction and a general sense of self worth (p.6).

This report includes indicators found during the literature review and those identified by the City of Tucson, as well as possible means to measure indicators.

The literature search identified the City of Tucson as having a documented quality of life strategy. This report discusses the City of Tucson's Livable Tucson Vision Program, including some background of the program and its key goals, particularly those potentially applicable to the City of Saskatoon Leisure Services Branch. As such, it is believed that the Livable Tucson Vision Program is comparable to the Federation of Canadian Municipalities Quality of Life Reporting System and, therefore, an appropriate model for the City of Saskatoon Leisure Services Branch.

Finally, the ten core strategies of the City of Saskatoon's Corporate Business Plan are presented. Links between the City of Tucson's key goals and the City of Saskatoon's strategies are made, including suggested additions to specific action items.

LITERATURE REVIEW: QUALITY OF LIFE LEISURE INDICATORS

A literature review of existing quality of life community leisure indicators revealed health benefits of leisure, but lacked descriptions as to how to measure quality of leisure life.

The City of Saskatoon Leisure Services Branch suggested focusing on four “matrices” of leisure: environmental, social, personal, and economic. The environmental matrix provided one indicator—green space—while the social matrix provided two indicators, volunteerism and family togetherness. The personal matrix named as indicators of leisure spending library cards, family income, and leisure time as indicators of leisure spending. The economic matrix provided four indicators of leisure, namely leisure spending, family income, green space, and economic development.

ENVIRONMENTAL MATRIX

Green Space

The University of Alberta’s Academy of Leisure Sciences White Paper #7 (2001), among other studies, discussed the environmental benefits of green space. As White Paper #7 states, “[T]he creation and preservation of opportunities for recreation is one of the multiple driving forces for protecting not only natural environments (including urban forests and other green spaces in cities) but also cultural, historic and heritage sites.”

Environmental benefits of green space include: reducing flood damage and performing valuable environmental services; safeguarding public drinking water; protecting rivers, scenic lands, and wildlife habitat; and protecting agriculture (Lerner & Poole, 1999; American Planning Association, 1999). Other green space benefits include: promoting environmental learning; nurturing an environmental ethic oriented toward sustainability; and promoting environmentally sound behaviours, such as recycling (Academy of Leisure Sciences, White Paper #7, 2001).

The City of Tucson (2000) identified a number of key indicators for monitoring progress in developing urban green space and protecting the natural environment. These indicators included:

- Ratio of urban open space to developed land: This percentage summarizes the condition of access to recreational opportunities near home.
- Percentage of residences within half a mile of designated open space: This is the number of people who can easily walk to a park, natural wash, or a community garden indicates urban green space abundance.

- Ratio of protected land to developed land: This measures the balance between urban and natural environment and tells how well the natural environment is being preserved as our population continues to grow.
- Area of preserved or restored urban washes and wildlife corridors: This measures the amount of natural corridor area and number of neighborhoods that have close contact with nature.
- Miles of trails and bikeways in preserves: The number of trails tells how many convenient opportunities exist for people to have contact with the natural environment. Trail numbers per capita also tell how well preservation efforts are keeping up with population growth.

SOCIAL MATRIX

Two social matrix indicators, volunteerism and family togetherness, were prominent in the literature.

Volunteerism

This is a valuable indicator because a large portion of the population spends some time volunteering, most of which is during leisure time. Volunteers work in schools, hospitals, churches, museums, theatre groups, environmental groups, and other agencies and service groups (Decker, 2000). Volunteers improve the quality of life of those around them by contributing time to: assisting those in need, such as the elderly, disabled, or sick; teaching and coaching children; and serving the community in both leadership and helping roles (Decker, 2000). Volunteers are also increasingly relied upon as support for publicly funding agencies decreases.

Bammel and Burrus-Bammel (1996) suggested that feelings of affiliation and friendship are developed during leisure time. This would also be true of volunteering, which brings people with similar values and ideals together, and enhances one's enjoyment of leisure time.

Statistics Canada (2001) used two separate measures to determine volunteerism—percentage of the population who volunteered and percentage of tax-filers who claimed charitable donations.

Family Togetherness

Bammel and Burrus-Bammel (1996) suggested that leisure time can be beneficial for establishing rewarding relationships. Sharing time together doing something enjoyable may increase familial feelings. Family togetherness, therefore, could be an indicator to measure quality of leisure time.

Potential community leisure program indicators of family togetherness might include number of family passes sold at leisure centers, and number of times that families

enter facilities (using the family pass) per family pass sold.

PERSONAL MATRIX

In the personal matrix, four indicators—leisure spending, library cards, family income, and leisure time—were prominent in the literature.

Leisure Spending

Leisure spending may be indicative of quality of leisure (Academy of Leisure Sciences, White Paper #3). Disposable income helps determine the amount spent on leisure. However, this potential indicator has limitations. Ability to spend money on leisure does not ensure greater enjoyment of leisure. For example, one may not have enough time to enjoy leisure. However, some suggested measurements of leisure spending include:

- Travel and tourism, including number of recreational vehicles purchased, campgrounds spots rented, and visits to National and Provincial Parks and historic sites
- Movie theatre and drive-in attendance
- Home entertainment expenditures, including video rentals, sales of CDs, books, magazines, board games and, pool tables.
- Gym, fitness club, and recreation centre attendance, including user fees and equipment
- Athletic events, including professional, college, and recreational leagues
- Visual arts, including art museums, galleries, and conservatories
- Performing arts including symphonies, concerts, opera, musicals, and plays (Academy of Leisure Sciences, White Paper #3, 2001; Statistics Canada, 2001).

Library Cards

There are numerous reasons why library cards and library use are indicative of leisure. Crabbe (1999) stated that public library use is an indicator of “literacy, political interest, business research, education, intellectual curiosity, and general interest in reading, videos and computers.” Libraries are community cultural assets because they have programs aimed at children and adults, and often have community rooms that provide meeting space for larger groups.

Crabbe (1999) researched public library use in San Mateo County, California, and described a number of indicators that measure public library use:

- Annual number of hours open to the public indicate community accessibility
- Annual materials circulated per capita indicate library use
- Annual number of reference questions asked per capita also indicate library use

- Annual expenditures per capita indicate community support for libraries
- Percentage of residents with public library cards indicate library use

Nationally, the National Core Library Statistics Program of the National Library of Canada and, locally, the Saskatoon Public Library and the City of Saskatoon could obtain the above data.

Family Income

Bittman (1998) stated that, “As with all expenditure, there is a powerful relationship between income and leisure expenditure.” Income level limits leisure activity choice. However, it is important to note that a high level of income may not necessarily guarantee increased leisure time. For example, one with an extremely high income may also work long hours, and thus have less time for leisure (Gratton and Taylor, 2000).

There are numerous means to measure family income (Statistics Canada Census, 1996). These include:

- Average household salary or income (including awareness of range and quartiles)
- Personal debt
- Employment benefits (it has been suggested that if an employee has numerous health benefits, this likely leads to a higher proportion of money available to spend on leisure).

Leisure Time

Because leisure time, in its broadest definition, is time away from paid work, the indicators of leisure time mentioned thus far have primarily been related to paid work (Gratton & Taylor, 2000). Most people, however, would exclude obligated time, such as eating, sleeping, traveling, and household chores, from a definition of leisure time (Gratton & Taylor, 2000; Martin & Mason, 1994).

As definitions of leisure narrow, measuring leisure time becomes more difficult. This is because definitions may include or exclude any number of the following: full-time or part-time work; paid or unpaid work; personal hygiene; sleep; eating and household chores; and unemployment or early retirement (Martin & Mason, 1994). Two possible reasons for lack of research in this area are lack of an acceptable definition of leisure and lack of adequate time use data (Martin & Mason, 1994).

In *Economics of Sport and Recreation*, Gratton and Taylor (2000) stated that, “[T]he principal ways in which any expansion in leisure time has been achieved have been through increases in paid holiday and earlier retirement.” Tarumi and Hagihara (1999) agreed, suggesting that leisure vacation time also plays a role in quality of life through increased psychological well-being in the workplace on returning from vacation.

Gratton & Taylor (1985) suggested, however, that excess leisure time is likely to

exhibit diminishing returns—“[E]xtra hours of leisure yield less and less benefit, and may even be a nuisance.” This may help interpret quality of life for someone with ample leisure time, such as an unemployed person. Although their leisure time may be abundant, quality of life may be lower because of lack of finances and self-esteem, and a stigma that comes with being unemployed.

Potential indicators of leisure time, therefore, include:

- Hours of paid work
- Hours of unpaid work, including such things as childcare, care of an elderly family member, household chores, and cooking
- Travel time to/from work
- Shift work, which reflects quality, rather than simply quantity, of leisure time
- Unemployment rate
- Holiday entitlements, which may be a choice of both employers and employees (Gratton & Taylor, 1985; Martin & Mason, 1994; Tarumi & Hagihara, 1999)

ECONOMIC MATRIX

Four economic indicators of leisure were found in the literature: leisure spending, family income, green space, and economic development. The first three are covered in previous sections. The fourth, economic development, cannot be linked to the definition of quality of life described in the introduction. The benefits and possible ways to measure these indicators are described below.

Leisure Spending

Indicators for leisure spending in the economic matrix are the same as those in the personal matrix. These include: travel and tourism; movie theaters; home entertainment; fitness clubs and recreation centers; athletics events; and visual and performing arts.

Family Income

Indicators for family income in this matrix are the same as those in the personal matrix. These include: employment rate; average household salary or income; personal debt; community members on social assistance; and employment benefits.

Green Space

Indicators for green space in this matrix are the same as those in the environmental matrix. These include: ratio of urban open space to developed land; percentage of residences within one kilometre of designated open space; ratio of protected land to developed land; area of preserved or restored urban washes and wildlife corridors; and kilometres of trails and bikeways in preserves.

Economic Development

Pedlar (1996) suggested that economic development improves leisure. Increased leisure leads to increased leisure spending on such things as equipment, travel, training costs, and user fees. Leisure spending increases employment opportunities in the leisure industry. As Tribe (1999) stated, “Employment in the leisure and tourism sector is directly related to expenditure on goods and services provided by the sector.”

The Academy of Leisure Sciences White Paper #3 (2001) discussed leisure’s pervasiveness in the North American economy. The paper claimed that, “[L]eisure easily accounts for over one trillion dollars or about a third of all consumer spending. In an economy driven primarily by consumer spending, this makes leisure America’s number one economic activity.” Examples of leisure in the economy are found in entertainment, sports, recreation, travel businesses, recreation vehicles, recreation rooms, vacation homes, leisure clothing, sports medicine, home entertainment centers, and athletic shoes.

Local economies benefit from leisure. Potential indicators of these benefits are:

- Number of businesses and jobs pertaining to leisure, including museums, sports equipment stores, travel businesses, sports complexes, leisure clothing, tourism, and recreational vehicles
- Income generated by leisure businesses (for example, net sales of publishing firms—books and magazines—or total number of trips taken by Canadians)

Because leisure spending, family income and green space are appropriately covered in the personal and environmental matrices and the economic development indicator cannot be linked to quality of life’s definition, the economic matrix should not be considered as part of a quality of life framework, but rather a spin-off. Therefore, only the environmental, social, and personal matrices will be regarded as relevant to quality of life determination.

CITY OF TUCSON’S LIVABLE TUCSON VISION PROGRAM

The Livable Tucson Vision Program, associated with the United States’ federal Livability Agenda for the 21st Century, aims to maximize quality of life. Like the Federation of Canadian Municipalities, it focuses on many areas of quality of life. It was therefore determined that the Livable Tucson Vision Program was a useful quality of life model for the City of Saskatoon Leisure Services Branch.

The Livable Tucson Vision Program was established in Tucson in 1997 “to identify a long-term, community-driven vision for Tucson that would help to shape the city’s budget and provide a framework for developing programs and services that address the

real concerns of the community.” The idea behind the program was to meet current community needs without threatening future generations’ needs. “Sustainable” communities balance environmental, economic, and social concerns to maximize quality of life (City of Tucson, 2000). It is worth noting that the personal matrix is not included in the Livable Tucson Vision Program.

The program began with public forums and an Internet site, allowing community members to discuss a vision of sustainability for the city of Tucson, as well as strategies for achieving this vision. Seventeen key goals for the Livable Tucson Vision Program emerged from comments made by the community.

The objective of the second phase was to create progress indicators for each of the seventeen goals. This consisted of numerous workshops in spring of 1998. It was the City of Tucson’s intention to develop a “community report card” based on these indicators.

SEVENTEEN GOALS OF THE LIVABLE TUCSON VISION PROGRAM

1. Better alternatives to automobile transportation: includes improved public transportation, bicycle and pedestrian friendly streets, improved roadways (landscape, lighting, sidewalks, bus stops), and promotion of alternatives to automobiles.
2. Engaged community and responsible government: includes citizen involvement in the community, volunteering, neighbourhood participation, responsiveness of government organizations to citizen input, and connection between people and government.
3. Safe neighbourhoods: includes safety, crime, policing, and risk perceptions.
4. Caring, healthy families and youth: includes opportunities, services, and conditions that support Tucson’s families and youth.
5. Excellent public education: includes education quality at all levels—youth to adult—as well as vocational, life skills, cultural, and civic training.
6. Infill and reinvestment, not community sprawl: includes well-planned growth, sprawl management, and development of the city’s core, rather than the periphery.
7. Abundant urban green space and recreation areas: includes recreation and green space within the city, including neighbourhood and regional parks, common space, community gardens, cycling and walking paths, linear and river parks, trees, and urban landscaping.
8. Protected natural desert environment: includes protection of the Sonoran Desert eco-system, washes, hillsides, open space, and wildlife.
9. Better paying jobs: includes wages, job quality, job diversity, and improved standard

of living.

10. Clean air and quality water: includes reduced pollution and clean, potable water.
11. People-oriented neighbourhoods: includes designing new neighbourhoods and reinvesting in old neighbourhoods to promote a mix of commercial and residential uses, a pedestrian focus, landscaping and aesthetics, and resident interaction.
12. Respected historic and cultural resources; includes preservation and celebration of local landmarks, buildings, neighbourhoods, archeological treasures, open spaces, cultures, and traditions that make Tucson unique.
13. Quality job training: includes education, training, and skill development leading to high quality, living wage jobs.
14. Reduced poverty and greater equality of opportunity: includes fair distribution of resources and creation of opportunities to overcome poverty and social and economic inequality.
15. Strong local businesses: includes the local economy, particularly small, Tucson-based businesses.
16. Efficient use of natural resources: includes conservation of resources and use of sustainable energy sources.
17. Successful downtown: includes cultural and commercial aspects of the city center (City of Tucson, 2000).

TUCSON'S LIVABLE TUCSON VISION PROGRAM GOALS AND SASKATOON'S PARKS AND RECREATION INDICATORS

Of the seventeen key goals of the Livable Tucson Vision Program listed above, six list parks and recreation as a key goal. These six key goals are listed below, along with the support statement from the City of Saskatoon's Parks and Recreation Department. Each key goal includes a number of measurement indicators.

1. Engaged community and responsible government.
 - Support statement: Providing space and assistance to community groups and supporting numerous citizen advisory groups.
 - Key Indicators: number of active, cohesive neighbourhoods; number of community associations or newsletters published.
2. Caring, healthy families and youth.
 - Support statement: Offering numerous opportunities for families to have fun, relax, and participate in activities such as golfing and zoo activities.
 - Key Indicators: volunteerism among youth; time spent with family.

3. Excellent public education.
 - Support statement: Offering programs designed to both develop and enhance learning skills.
 - Key Indicator: attendance at libraries and museums.
4. Abundant urban green space and recreation areas.
 - Support statement: Providing parks and recreation areas (including golf courses) throughout the city.
 - Key Indicators: ratio of urban open space to developed land; percentage of residences within one kilometre of designated open space; ratio of kilometres of quality pedestrian and bike paths to total lane miles of roads.
5. Protected natural desert environment.
 - Support statement: Designing and administering natural parks, supporting bird sanctuaries, and maintaining conservation areas.
 - Key Indicators: ratio of protected natural land to total developed land; area of preserved or restored urban washes and wildlife corridors; kilometres of trails and bikeways in desert preserves in conservation areas.
6. People-oriented neighbourhoods.
 - Support statement: Providing citizen venues, such as parks, neighborhood and recreation centres, and pools, to meet and interact with neighbours.
 - Key Indicators; number of pedestrians in neighbourhoods; use of alternative means of travel, such as bicycles, rollerblades, buses and walking, rather than driving

CITY OF SASKATOON'S TEN CORE STRATEGIES

The City of Tucson has a number of key goals comparable to the City of Saskatoon's ten core strategies. This section describes the City of Saskatoon's community vision, mission statement, set of corporate values, and the ten core strategies set out in the Corporate Business Plan 2003-2005.

The City of Saskatoon's vision includes enhanced quality of life, sustainable economic viability, responsible environmental management, continued river valley stewardship, a strengthened quilt of neighborhoods, a process for managed growth, and regionalized opportunities.

The City of Saskatoon's mission is to provide excellent local government through leadership, teamwork, partnership, and dedication to the community. The city govern-

ment aims to facilitate effective and efficient delivery of public services, and nurture the community's economic, environmental, social, and cultural well-being, both now and in the future.

To achieve this stated vision, the City of Saskatoon is committed to: quality service; fiscal responsibility; high performance; respect for others; supportive work environment; and a cooperative spirit.

The City of Saskatoon's Corporate Business Plan for 2002 to 2004 is driven by ten core strategies. These are:

1. Economic development: maintain and enhance the civic role in supporting and marketing managed economic development.
2. Service delivery: optimize effective and efficient delivery of services.
3. Customer service: provide responsible and flexible customer service.
4. Environmental commitment: exercise sound environmental management in providing civic services.
5. Infrastructure management: build, maintain, and operate the City's infrastructure in a sustainable manner.
6. Aboriginal partnerships: strengthen relationships with Aboriginal communities.
7. Community development: enable active community-based participation in issue and problem identification and resolution.
8. Employee relations: become the employer of choice by creating an atmosphere that attracts, develops and retains employees, thereby encouraging achievement of corporate objectives.
9. Fiscal responsibility: manage the collection, stewardship, and allocation of public funds by delivering municipal services in a fiscally responsible manner
10. Community safety: optimize community safety (City of Saskatoon, 2003).

LINKS BETWEEN THE CITY OF SASKATOON'S CORPORATE BUSINESS PLAN AND TUCSON'S LIVABLE TUCSON VISION PROGRAM

Support statements from each of the seventeen key goals of the Livable Tucson Vision Program, as well as other possible supports from the literature review have been integrated into the corresponding ten core strategies of the City of Saskatoon's Corporate

Business Plan (City of Saskatoon, 2003). Each of the ten core strategies are listed below, followed by additional specific action statements.

1. **Economic Development.** Items below should be added to the list of specific action items for economic development in the City of Saskatoon's Corporate Business Plan 2003-2005.
 - Support local business participation in neighborhood development (Gratton & Taylor, 2000; City of Tucson, 2000)
 - Pursue grants for local businesses to provide specialized training (City of Tucson, 2000)
 - Assist businesses that provide above-average wages to grow and prosper, and work closely with other agencies to assist in the location and retention of such businesses (City of Tucson, 2000)
 - Allow for commercial growth of leisure-related businesses (Pedlar, 1996; Academy of Leisure Sciences White Paper #3, 2001)
2. **Service Delivery.** Items below should be added to the list of specific action items for service delivery in the City of Saskatoon's Corporate Business Plan 2003-2005.
 - Offer programs designed to both develop and enhance learning skills (City of Tucson, 2000)
 - Improve information availability by placing public access personal computers in libraries serving low-income neighbourhoods (National Library of Canada; Crabbe, 1999; City of Tucson, 2000)
 - Partner with non-profit agencies to share resources and promote healthy families and youth through a wide range of services (City of Tucson, 2000)
3. **Customer Service.** There are no suggested items to be added to the list of specific action items for customer service in the City of Saskatoon's Corporate Business Plan 2003-2005.
4. **Environmental Commitment.** Items below should be added to the list of specific action items for environmental commitment in the City of Saskatoon's Corporate Business Plan 2003-2005.
 - Monitor water quality near city landfills, manage remediation projects at city sites where contamination may exist, and promote environmental initiatives such as recycling programs and air quality programs with other agencies (Lerner & Poole, 1999; American Planning Association, 1999; City of Tucson, 2000).
 - Re-vegetate closed landfills for recreational use or open space use to protect the

environment, and keep our community clean by using environmental services inspectors (City of Tucson, 2000)

- Educate elementary school age youth on environmental issues and introduce them to participatory environmental programs (Academy of Leisure Sciences, White Paper #7, 2001; City of Tucson, 2000)

- Promote alternate modes of transportation, such as bicycles, rollerblades, buses and walking, rather than driving (City of Tucson, 2000)

5. **Infrastructure Management.** The item below should be added to the list of specific action items for environmental commitment in the City of Saskatoon's Corporate Business Plan 2003-2005.

- Work with historic neighborhoods to preserve pedestrian-oriented elements (City of Tucson, 2000)

6. **Aboriginal Partnerships.** The item below should be added to the list of specific action items for environmental commitment in the City of Saskatoon's Corporate Business Plan 2003-2005.

- Offer training to local businesses that support implementation of equal opportunity in employment, housing, and public accommodation (City of Tucson, 2000)

7. **Community Development.** Items below should be added to the list of specific action items for environmental commitment in the City of Saskatoon's Corporate Business Plan 2003-2005.

- Increase opportunities for families to have fun, relax, and participate in activities such as golfing and visiting the zoo (Bammel & Burrus-Bammel, 1996; City of Tucson, 2000)

- Provide citizens with venues such as parks, neighborhood and recreation centers, and pools to meet and interact with neighbours (Bammel & Burrus-Bammel, 1996; City of Tucson, 2000)

- Utilize vacant, city-owned land to develop affordable housing and repair older houses to improve existing neighbourhoods (City of Tucson, 2000)

- Provide numerous parks and recreation areas throughout the city (Pedlar, 1996; City of Tucson, 2000)

- Encourage volunteerism (Decker, 2000; International Year of Volunteers, 2001; City of Tucson, 2000)

- Administer programs that promote the use of mass transit, bicycles, and walking, and construction of sidewalks, pedestrian crossing devices, sidewalk landscaping, bike paths, and bus shelters (American Planning Association, 1999; City of Tucson, 2000)

8. **Employee Relations.** There are no suggested items to be added to the list of specific action items for customer service in the City of Saskatoon's Corporate Business Plan 2003-2005.
9. **Fiscal Responsibility.** There are no suggested items to be added to the list of specific action items for customer service in the City of Saskatoon's Corporate Business Plan 2003-2005.
10. **Community Safety.** The item below should be added to the list of specific action items for environmental commitment in the City of Saskatoon's Corporate Business Plan 2003-2005.
 - Ensure that safe concepts are integrated into design and construction, administer a residential street lighting program, maintain crosswalk striping, and install traffic calming features (City of Tucson, 2000)

RECOMMENDATIONS

There are three recommendations for the City of Saskatoon:

1. The City of Saskatoon should operationally define quality of life. It is difficult to appropriately measure quality of life if the concept has not been defined.
2. The quality of life indicators suggested in this report should be included in the City of Saskatoon Corporate Business Plan 2003-2005.
3. The indicators suggested in this report should be assessed, operationalized for measurement, and used to monitor the City of Saskatoon's success in quality of life issues.

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