



Victoria's Recreation & Community Services System



Community Forum Document

May 2, 2006

Background

The purpose of the June 20th forum is to establish common ground, among all stakeholders, on the vision, values and key underlying assumptions for planning Victoria's Recreation & Community Services System (the System). These vision, values and key assumptions will provide the framework for the planning process to begin in September.

To ensure that the common ground of this planning framework is as inclusive as possible, we need to get the "whole System" in the same room at the same time. As there isn't a venue large enough to accommodate all the people that make up the System, 1-2 representatives of the following key stakeholder groups have been invited to participate:

1. Boys and Girls Club
2. Burnside Gorge Community Association
3. Community Arts and Culture
4. Crystal Pool and Fitness Centre
5. Downtown Blanshard Advisory Committee
6. Downtown Residents Association
7. Fairfield Community Association
8. Fairfield New Horizons
9. Fernwood Community Association
10. Fernwood Neighbourhood Resource Group
11. James Bay Community School Centre Society
12. James Bay New Horizons
13. KidSport
14. North Jubilee Neighbourhood Association
15. North Park Neighbourhood Association
16. Oaklands Community Association
17. Parks, Recreation and Community Development Advisory Committee
18. Parks, Recreation and Community Development Staff
19. Rockland Neighbourhood Association
20. Royal Athletic Park
21. Save-On-Foods Memorial Centre recreational users
22. South Jubilee Neighbourhood Association
23. Sport Host
24. Victoria Curling Club
25. Victoria Parks and Recreation Foundation
26. Victoria Silver Threads
27. Victoria West Community Association
28. Victoria West Community Y
29. YM-YWCA
30. Ten Pin Bowling

In order to make the best use of our very limited time together, each stakeholder group is asked to develop responses to the following 17 questions and submit them **by June 14th**. As a context for responding to the questions, we've provided a brief overview of the System and have included three additional background documents:

- August 20/05 Indaba Report & Executive Summary
- Committee of Whole Report January 3, 2006
- Council motion January 26, 2006

Overview - City of Victoria's Recreation & Community Services Delivery System

Not for Profit Organization's participation within delivery system:

7 Community Centres
3 Senior Centres
Boys and Girls Club
Various recreation, sport, arts and cultural organizations
Victoria Curling Club
YM-YWCA

City of Victoria's participation within delivery system:

Community Development
Community Recreation
Crystal Pool and Fitness Centre
Play fields and Parks
Programs at Save-on-Foods Memorial Centre
Royal Athletic Park
Tennis Courts

Range of programs and services offered by system:

Best Babies for infants and parents
Clothing Exchanges for all ages
Community art programs for all ages
Community Capacity building for all ages
Community Cultural activities for all ages
Community Kitchens for adults
Computer Access for all ages
Counseling
Day Care for infant, toddler and children
Employment training
Housing support for families
Life long learning and personal development programs for all ages
Meeting space
Out of School Care for children and youth
Parent and Tot Programs
Recreation programs for all ages
Special events for all ages
Sport programs for all ages

Financial Resources:

City net budget for operational costs for Community and Senior Centres <\$1.7 million >
City net budget for operational costs for Crystal Pool, Royal Athletic Park and Recreation Services < \$1.5 million>
Additional capital expenditures are required at all facilities on a yearly basis
Community and Senior Centre budgets all differ, however, they aim for a small surplus or 0 net
City funding for community arts and culture and neighbourhood projects varies

Questions

All of the information provided by stakeholder groups in replying to the following questions will be compiled, while preserving anonymity, for use during the session. If your stakeholder group, particularly those new to this consultation process, would like some assistance in formulating responses, City staff and/or Indaba consultants are available.

For each of your group's responses, please be as concise and precise as possible. A summary sheet has been provided on the last page to record and submit your responses **as a Word document by June 14th to Darlene Hammond @ dhammond@victoria.ca**

Thank you very much for taking the time to respond to these questions:

1. System Milestones

The City's Recreation and Community Services System was established in 1970 with the opening of the Crystal Pool. Since then there have been many significant milestones* for us including:

- 1977/78 opening of Blanshard Community Centre, James Bay New Horizons, Victoria West Community Y, James Bay Community School Centre, Crystal Pool fitness studio, Fernwood Community Association building
- 1980- 1992 opening of Fernwood Community Centre, James Bay New Horizons additions, Recreation Plan adopted
- 1991 – Standardization of Operating Agreements for Community and Senior Centres
- 1992- opening of Fairfield New Horizons
- 1993- Community Recreation Funding Guidelines adopted
- 1997- 1999 replacement of Blanshard Community Centre, opening of Fairfield Community Place in school and school annex., opening of Oaklands Community Centre
- 2003 – demolition of Victoria Silver Threads and replaced with leased space on Douglas street
- 2006 – decision to proceed with construction of the Burnside Gorge Community

*Milestone: choice point, decision or event; critical change

Question:

- a.) For your stakeholder group, what have been the most significant milestones in the development of the System to date? (Please be as precise and concise as possible)

2. The Present System

There are a number of external trends, from local to global, affecting the system (see page 4– 5 of Committee of Whole Report). From our perspective three of the most significant trends include:

- An increasing population of aging adults requesting active lifestyle and quality of life programs (e.g., Cycling programs aimed at older adults, stretch and strength, women’s circuit training, increasing number of aquafit programs, increased adult participation, walking).
- An increasing demand for programs aimed at combating obesity in children and adults (e.g., Eat Well Get Moving Program; Active Communities initiative)
- An increasing demand on facilities infrastructure (e.g., 9 of 13 facilities requesting major capital development improvements or replacements).

Question:

- a.) For your stakeholder group, what are the most significant trends affecting the System. Please provide a concise, concrete example of each trend’s impact.

3. Preferred Future Vision Statement:

The vision statement is a results-oriented picture of a preferred and possible future that stakeholders aspire to and intend to, over the long term, make a reality.

A draft vision statement (see page 7 of the Indaba Report) was displayed at each of the 14 May-June/2005 senior centre staff & board members consultations. Based on input received at these meetings, as well as responding to a request from City Council to define “Canadian Best Practice model”, the following draft was developed:

Draft Vision for the System:

Victoria is a dynamic city where communities of shared interest, working together, offer quality of life activities and services so people enjoy healthy and active lifestyles. The system will improve and enhance our citizens health, wellness and community well being and will provide a strong link to social programs and community services networks and organizations.

Questions:

- a.) What, for your stakeholder group, are the key words or phrases in the vision statement?
- b.) Does the vision statement have meaning for your stakeholder group? If no, what changes could be made to make it (more) meaningful?
- c.) Does your group feel that it could “own” this statement because it captures your group’s aspirations for the future of the System? If not, what changes or additions are needed to ensure a sense of ownership by your group?
- d.) If not, what changes or additions are needed to ensure a sense of ownership by your group?

4. Values

Values are assumptions about what has inherent worth and should be pursued.

A draft set of values (see page 8 of the Indaba Report) was displayed at each of the May-June/2005 senior centre staff & board members consultations. Based on input received at these meetings, the following draft set of values was developed to guide decision making in the planning process.

1. **Accessible and Inclusive** –all people are able to access and participate in a wide choice of activities and services
2. **Balanced** – provides activities and services for all people with all interests and abilities
3. **Community Involvement** –as volunteers, instructors, leaders, decision makers, service providers
4. **Flexible approach** – the system can adapt to changing needs in the community and different models can co-exist in the system
5. **Healthy** – enhancing the quality of life of our citizens
6. **Partnerships** – relationships built by people and organizations to work cooperatively to meet the system needs
7. **Sustainable** – a system for providing activities and services that are sustainable over years to come
8. **Transparent** – governance that is visible, fair, accessible and listens to the community and demonstrates excellence and leadership
9. **Physical proximity**–all segments of population, particularly seniors, are able to walk to local community facility for access to selected key neighbourhood services, activities and/or programs
10. **Reflecting neighbourhood community** - Victorians take ownership and show pride in their neighbourhood. There is a strong sense of local community, place and belonging .
11. **Financial Sustainability** – a system for providing services, programs and activities that is financially sustainable over generations.
12. **Inclusion** – inclusion of all, regardless of financial ability

Questions:

- a.) Are these the key values that need to guide the planning of the future development of the System?
- b.) What if any, additional values should guide decision making?
- c.) Which 3 or 4 values, if any, will be most important (i.e., vision-critical) in the planning process and helping us to realize our vision?

5. Key Underlying Beliefs

Key underlying beliefs are assumptions about the nature and dynamics of how things work.

A draft set of beliefs (see page 9 of the Indaba Report) was displayed at each of the May-June/2005 senior centre staff & board members consultations. Based on input received at these meetings, the following draft was developed as those beliefs required to guide thinking in the planning process.

Draft Key Beliefs:

- A sustainable recreation and community services system requires tapping all revenue sources and exploring all partnerships, provided that one partnership is not at the expense of another.
- Meeting neighbourhood, city and regional interests is the primary focus of service planning and delivery

Questions:

- a.) Will these 2 key beliefs be effective in helping stakeholders to realize their draft vision for the preferred future of the System?
- b.) What replacement and/or additional key (i.e., vision-critical) shared beliefs will stakeholder groups need to see the world through and think from to realize their vision for the System?

The above (1.- 5.) questions are the primary focus of the June 20th Forum to establish common ground, among all stakeholders, on the vision, values and key underlying beliefs for planning Victoria's Recreation & Community Services Delivery System. However, during the May-June consultations, additional issues surfaced and/or were presented and discussed, including definitions, model, next step planning process assumptions, community engagement, and planning components.

Your consideration of and responses to the following questions, as a basis for (transitioning to) the planning process, would be appreciated:

6. Definitions & Model for Planning

The following draft definitions and "3-centre model" were presented and discussed at the May-June/2005 consultation sessions (see page 11 of Indaba Report)

- **Recreation** is defined as: all those things that a person chooses to do in order to make their leisure time more interesting, enjoyable and personally satisfying. Recreation includes physical, artistic, creative, cultural, social and intellectual activities and sports; is a fundamental human need for citizens of all ages; and is essential to psychological, social and physical well being. The concept of social recreation occurs when people interact at community facilities and enjoy the sense of place.
- **Neighbourhood Centres/Services** are defined as smaller facilities that offer neighbourhood programs and services.
- **Community Centres/Services** are defined as medium size facilities that offer neighbourhood and broader community programs and services. Potentially provides space/support to adjacent neighbourhood associations
- **City Centre/Services** are defined as a larger facility or combination of facilities which are centrally located and which serve neighbourhood, community and regional needs. Potentially provides space/support to adjacent neighbourhood associations. Programs and services would include: aquatics, fitness, health and wellness, artificial turf fields (with some spectator capacity), and possibly curling, seniors programming and other possible programs and services offered through potential partners such as Health, Learning Centre, Library



The following figure illustrates the potential overlap and flexibility in service delivery with the three centres:

Questions:

- a.) What, if any, concerns does your stakeholder group have about these definitions? About the “3-centre” model?
- b.) Can your stakeholder group support these definitions and model as a starting point for the planning process?

7. Planning Process Assumptions

During the May-June consultations and subsequent discussions by Council, a number of assumptions about the planning process emerged. They included:

- Common ground among all the stakeholder groups on the vision, values and key beliefs underlying the City of Victoria's Recreation and Community Services Delivery System.
- Support for the delivery of recreation and community services at the local/neighbourhood, city wide and regional level.
- Support for the key definitions and 3-centre model
- Coordinated planning approach at a neighbourhood, community and city wide level
- A change process that allows for varying degrees of change for each of the stakeholder groups and clear junctures on this change continuum at which to support or reject the process (see Indaba Report page 16).

Questions:

- a.) What, if any, other key planning process assumptions need to be highlighted and/or discussed at this point?

8. Community Engagement

City Council has agreed to a planning process for:

- neighbourhood and community centres and city centre (see attached Council Motion January 26, 2006)
 - neighbourhood and community centre/service planning will include the development of associated policies and strategies, co-operation agreements, facility upgrades and other elements necessary to meet community needs;
 - city centre/services planning will take into consideration regional needs and interests, neighbourhood needs, public use and potential partnerships.

Community engagement is inherent in this planning process for neighbourhood, community and city wide programs and services.

Questions:

- a.) What should this engagement process look like for your stakeholder group?
- b.) Besides the stakeholder groups listed on the first page, are there any other target audiences that should be engaged?

9. Planning Process Components

Over the course of our consultations with some stakeholder groups, we have heard that the planning process should include:

- Market analysis
- Program and service review (what is working well, what needs strengthening, and gaps)
- Partnership review and development
- Policy development

Question:

a.) What, if any, other components do you think should be included in the planning process?

Response Summary Page

1. System Milestones

- a.) For your stakeholder group, what have been the most significant milestones in the development of the System to date?

2. The Present System

- a.) For your stakeholder group, what are the most significant trends affecting the System. Please provide a concrete example of each trend's impact.

3. Preferred Future Vision Statement:

- a.) What, for your stakeholder group, are the key words or phrases in the vision statement?
- b.) Does the vision statement have meaning for your stakeholder group? If no, what changes could be made to make it (more) meaningful?
- c.) Does your group feel that it could "own" this statement because it captures your group's aspirations for the future of the System? If not, what changes or additions are needed to ensure a sense of ownership by your group?
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4. Values

- a.) Are these the key values that need to guide the planning of the future development of the System?
- b.) What if any, additional values should guide decision making?
- c.) Which 3 or 4 values, if any, will be most important (i.e., vision-critical) in the planning process and helping us to realize our vision?

5. Key Underlying Beliefs

- a.) Will these 2 beliefs be effective in helping stakeholders to realize their vision for the preferred future of the System?
- b.) What replacement and/or additional key (i.e., vision-critical) shared beliefs will stakeholder groups need to see the world through and think from to realize their vision for the System?

6. Definitions & Model for Planning

- a.) What, if any, concerns does your stakeholder group have about these definitions? About the model?
- b.) Can your stakeholder group support these definitions and model as a starting point for the planning process?

7. Planning Process Assumptions

- a.) What, if any, other key planning process assumptions need to be highlighted and/or discussed at this point?

8. Community Engagement

- a.) What should this engagement process look like for your stakeholder group?
- b.) Besides the stakeholder groups listed on the first page, are there any other target audiences that should be engaged?

9. Planning Process Components

- a.) What, if any, other components do think should be included in the planning process?

Please email, in a word document, your groups responses to the questions in the Community Forum Document by June 14th, 2006. Email: dhammond@victoria.ca

Thank you very much ands we look forward to seeing you on June 20th!