Vancouver Board of Parks and Recreation

A Better Way Forward: A New Community Partnership Agreement
January 29, 2013

Visit the Park Board website at vancouverparks.ca

For discussion purposes only, without prejudice
Goal
A Better Way Forward

- Community centres are the pride of the neighbourhoods they serve
- Associations provide a vital connection to the needs and priorities of the community
- Park Board’s goal is a network of connected community centres, equity between centres, and a model that benefits all residents of Vancouver.
Background
An Overview of What’s Happened to Date

1979

PARK BOARD SIGNS JOAs WITH 20 COMMUNITY CENTRE ASSOCIATIONS

2005

WEST END SIGNS NEW AGREEMENT

2006

4 PRINCIPLES APPROVED BY PARK BOARD

2008

RENEW PARK TASK FORCE REPORT APPROVED BY BOARD

2010

CORE SERVICES REVIEW JOINT COMMUNITY CENTRE ASSOCIATION/PARK BOARD REPORT ON CORE FUNDING

2012

IN 2012, PARK BOARD MET 50 TIMES WITH CC REPRESENTATIVES

2013 Next Steps
- Park Board and Community Centre Associations to begin facilitated negotiations
Background
Joint Operating Agreement

- A 40-year-old arrangement that has worked well for some communities but not for all.
- Over several Park Board terms, many attempts have been made to renew these agreements.
- Over many years, the partnership between Park Board and the community centre associations has resulted in:
  - “Have” and “have not” centres
  - Inability to provide universal/fair access for all citizens to all facilities and programs
  - No guarantee of assistance to vulnerable citizens in every community
  - No overall goals to improve the health and quality of life for all citizens
Background

Principles Approved by the Park Board (2010)

1. Equity Among Community Centres
   All Vancouver citizens have access to a core set of programs that lead to healthy living and ultimately, to healthy communities.

2. Access to a Network of Community Centres
   System that allows for a universal membership or other system to be used for all rinks, pools, fitness centres, and core programs across all community centres.

3. Access For All Citizens
   Single policy to ensure all residents have access to basic recreation programs and services that respects confidentiality.

4. Operational Sustainability and Accountability
   An operating relationship for community centres that is sustainable, accountable and transparent.
Where We Are Now
Access for All Citizens – Regardless of Income

- 27% of Vancouver’s population falls below the Low Income Cut-Off (LICO)
- Park Board’s Leisure Access Card (LAC): formal PB discount program for low-income residents (LICO based)

### Centres serving high income communities
- West Point Grey, Dunbar, Douglas, False Creek

### Centres serving middle income communities
- Champlain, Riley, Kitsilano, Kerrisdale

### Centres serving lower-middle income communities
- Kensington, Sunset, Hastings, Killarney, Renfrew, Trout Lake, Mt. Pleasant, Roundhouse

### Centres serving low income communities
- T-Bird, West End - Coal Harbour, Marpole, Strathcona

<table>
<thead>
<tr>
<th>Avg % of residents below LICO</th>
<th>Avg % Variance from the City’s LICO Avg (27%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>18%</td>
<td>-9%</td>
</tr>
<tr>
<td>22%</td>
<td>-5%</td>
</tr>
<tr>
<td>26%</td>
<td>-1%</td>
</tr>
<tr>
<td>40%</td>
<td>13%</td>
</tr>
</tbody>
</table>
Where We Are Now
Access for all citizens - Community Centres

Significant discount
few restrictions

Partial discount
many restrictions

No posted discount

Note: LAC is accepted at all PB pools, rinks and fitness centres
Where We Are Now

Access to a Network of Community Centres

- **Flexipass**: Provides unlimited access to Park Board fitness centres, indoor and outdoor pools, and ice rinks
- Of 20 community centres with fitness centres, the Flexipass is valid at only 11

<table>
<thead>
<tr>
<th>Valid</th>
<th>Not Valid</th>
</tr>
</thead>
<tbody>
<tr>
<td>Champlain</td>
<td>Douglas</td>
</tr>
<tr>
<td>Creekside</td>
<td>False Creek</td>
</tr>
<tr>
<td>Dunbar</td>
<td>Hastings</td>
</tr>
<tr>
<td>Kensington</td>
<td>Kerrisdale</td>
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<tr>
<td>Kitsilano</td>
<td>Killarney</td>
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<tr>
<td>Marpole-Oakridge</td>
<td>Strathcona</td>
</tr>
<tr>
<td>Mount Pleasant</td>
<td>Sunset</td>
</tr>
<tr>
<td>Renfrew</td>
<td>Thunderbird</td>
</tr>
<tr>
<td>Hillcrest</td>
<td>West Point Grey</td>
</tr>
<tr>
<td>Trout Lake</td>
<td>West End</td>
</tr>
</tbody>
</table>

![Pie chart showing 55% Flexipass valid and 45% not valid](image-url)
Where We Are Now

Access to a Network of Community Centres

Universal Membership: A Continuum of Practices

**Restricted**
(Vancouver)
- Multiple cards across centres
- PB and CCA membership cards valid for only certain activities
- Flexipass limited to pools, rinks and PB fitness centres
- Some online capabilities

**City-wide**
(Surrey)
- Single card
- Valid at pools, rinks, fitness centres and drop-in fitness classes
- Some online capabilities

**Inter-Municipal**
(North Van and Vancouver Island)
- Single card used across municipalities
- Valid at pools, rinks, fitness centres and drop-in fitness classes
- Advanced online capabilities
Where We Are Now
Funding Sources Available for Community Centres

Revenues from programs, rentals, grants, and fundraising flow to Community Centre Associations.

CCAs currently hold approximately $12 million in retained earnings

Total 2011 Community Centre Budget = $38.3M
Where We Are Now
Investments in Community Centres (2002-2012)

10 Year Total Association and Park Board Contributions to Major Facility Renewal

Park Board – Tax funded
$143 M 99%

Associations – Program Revenues
~$2.0 M 1%

Association Contributions
- Hillcrest centre, pool & rink ($0)
- Killarney pool & rink ($750K)
- Mt. Pleasant centre ($20K)
- Renfrew pool ($50K)
- Sunset centre ($900K)
- Trout Lake centre & rink ($250K)

Total Cost of Facilities Renewal = $145M
# Where We Would Like To Be

## Roles & Working Together

### Community Centre Associations
- Key liaison between the community and Park Board
- Engage with community to meet needs and build connection
- Work with Park Board to develop programming
- Develop and promote community events
- Build partnerships with other community centres
- Apply for grants

### Working Together
- Develop a toolbox to assess community need
- Administer grants that align with needs and with public policy goals
- Develop programming
- Make decisions regarding facility space and use

### Park Board
- Accountable for providing oversight on all aspects of community centre operations
- Park Board will pay all costs to operate, program, equip, repair and clean the centres
- Park Board will assume responsibility for screening, tracking and ongoing management of volunteers and staff
No programs will be cut. Seniors services, child care, youth sports activities and other key programs and services will continue.

- Community Centre Associations will consult with and respond to local residents regarding programming needs as they do now
- Program planning will occur on a regular, organized and consistent basis; a collaboration of staff, volunteers and associations
- Local program plans will be shared across the city, contributing to an overall plan for the entire system that incorporates both local and city-wide needs
## In conclusion

**Park Board Commitment**

<table>
<thead>
<tr>
<th>You may have heard ...</th>
<th>In fact ...</th>
</tr>
</thead>
<tbody>
<tr>
<td>Programs and services will be reduced.</td>
<td>Programs will <strong>not</strong> be cut. Key programs and services will continue.</td>
</tr>
<tr>
<td>Child care will be privatized.</td>
<td>Child Care will <strong>continue</strong> to be run by Community Centre Associations and non-profit agencies.</td>
</tr>
<tr>
<td>Access to free space for affiliated groups will be decreased.</td>
<td>Affiliated groups will continue to have access to <strong>free space</strong>.</td>
</tr>
<tr>
<td>Equipment will not be maintained at current levels.</td>
<td>Park Board will take <strong>responsibility</strong> for and continue to invest in all equipment maintenance and replacement.</td>
</tr>
</tbody>
</table>
In Conclusion
Where Do We Want To Be

- **Universal Access** - all citizens will have access to the network of community centres (one membership, Flexipass, & LAC across the system)

- **Consistency** - in programming, standards and fees to optimize outcomes for all citizens and across communities

- **Enhancement of the ‘voice’** of each community and across communities (through CCAs)

- **Fair and equitable** allocation of all resources (including new $1m annual capital fund) available for community centres to optimize the whole network of centres

- Improved **quality assurance** and **risk management** across network of community centres
Appendix
Funding Model Analysis Conducted by Consultants
Funding Based on Current, Population, and Needs

Needs based adjustment included:
- 2/3 of the total funding was 2/3 of the 2011 expenses (PB + CCA)
- 1/3 of the total funding distributed by need:
  - 40,000 to eight centres serving an area where greater than 10% of the residents do not speak English or French
  - $2.00 for every child (<18) in catchment area
  - $1.50 for every senior (>65) in catchment area
  - $71.00 for every resident that falls into the LICO category within the catchment area

Numeric values show the impact of funding between the needs based funding model and 2011 expenses.
Where We Are Now
Equity Among Community Centres

Examples of inconsistent CCA program pricing

Same instructor, same program, different locations:

<table>
<thead>
<tr>
<th>Adult Tennis Lessons</th>
<th>Trout Lake</th>
<th>Killarney</th>
<th>False Creek</th>
<th>Kitsilano</th>
<th>Dunbar</th>
<th>Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fee Per Hour</td>
<td>$12.00</td>
<td>$11.25</td>
<td>$12.00</td>
<td>$7.14</td>
<td>$9.50</td>
<td>$10.38</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Yoga for Runners</th>
<th>Creekside</th>
<th>Hillcrest</th>
<th>False Creek</th>
<th>Kitsilano</th>
<th>Mt. Pleasant</th>
<th>Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fee Per Hour</td>
<td>$9.60</td>
<td>$10.13</td>
<td>$8.80</td>
<td>$9.80</td>
<td>$8.13</td>
<td>$9.29</td>
</tr>
</tbody>
</table>

Same program, different locations:

<table>
<thead>
<tr>
<th>Cost Per Class</th>
<th>Thunderbird</th>
<th>Renfrew</th>
<th>Killarney</th>
<th>Douglas</th>
<th>Kitsilano</th>
<th>Kerrisdale</th>
<th>Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>Soccer (Ages 6-9)</td>
<td>$0.63</td>
<td>$5.20</td>
<td>$7.39</td>
<td>$9.19</td>
<td>$7.60</td>
<td>$17.73</td>
<td>$7.96</td>
</tr>
<tr>
<td>Ballet (Ages 3-4)</td>
<td>$3.13</td>
<td>$3.54</td>
<td>$5.75</td>
<td>$8.78</td>
<td>$7.70</td>
<td>$3.45</td>
<td>$5.39</td>
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<tr>
<td>Piano (All Ages)</td>
<td>$8.00</td>
<td>$17.44</td>
<td>$22.33</td>
<td>$17.13</td>
<td>$16.83</td>
<td>$22.90</td>
<td>$17.44</td>
</tr>
</tbody>
</table>

Target outcome: Rationalize pricing and discount practices for more equitable and accessible service provision.