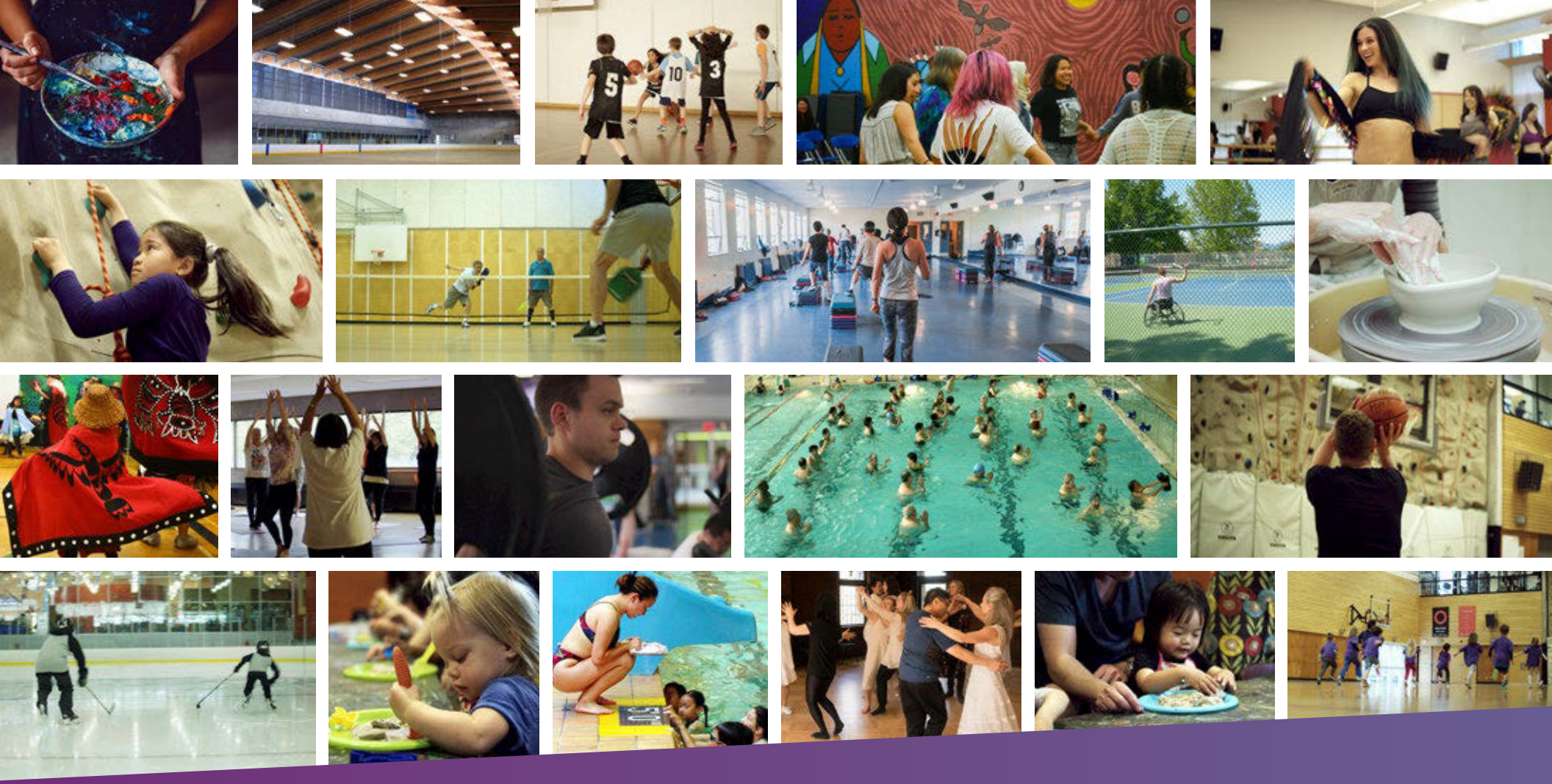

VANCOUVER BOARD OF PARKS AND RECREATION

VANCOUVER CITYWIDE

Community Centre Strategy

FINAL DOCUMENT

APRIL 2022

LAND ACKNOWLEDGEMENT

We acknowledge that the community centres and the buildings we discuss in this project are built on the unceded territories and homelands of xwməθkwəyəm (Musqueam), Sḵwx̱wú7mesh (Squamish), and səlilwətaɬ (Tsleil-Waututh) Nations.

We thank them for having cared for these lands and waters since time immemorial, and look forward to working with them in partnership as we continue to build this great city together.

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Daisy's passion for community centres and what they represent to all people was evident every day through the care and intention she put into her work, including this Strategy. She is fondly remembered.

A heartfelt thank you to all that contributed to the success of this project and particularly the Park Board and CCA staff who operate community centres daily and provided their feedback on this project throughout the development of the Community Centre Strategy.

EXECUTIVE SUMMARY

The Community Centre Strategy was developed by the Vancouver Board of Parks and Recreation (Park Board) to guide future investment into community centres and optimize the services provided by these highly valued public assets.

The Strategy was informed by input from the Community Centre Associations (CCAs), Park Board, and community at large as well as numerous forms of research and analysis conducted by the project team aimed at ensuring a comprehensive understanding of the city-wide community centre situation and context. The Strategy also recognizes that the services provided by community centres are continuously evolving. Community centres of the future will need to continue advancing the City and Park Board's commitments to Reconciliation and decolonization, ensure service equity for all residents, and be resilient and adaptable as needs change.

The development of the key Strategy deliverables, including the Optimum Level of Service Targets and Prioritization Approach for Community Centre Renewals, was undertaken with significant input from the CCAs, Board, and community at large.

- 9 CCA meetings / workshops
- 2,465 public survey responses
- Board input throughout the process
- Targeted engagement with community organizations and staff

The Strategy outlines 17 **Optimum Level of Service Targets** for community centres in Vancouver, organized into three categories. These Targets recognize that while each and every community centre is unique, there are benefits to establishing consistent benchmarks to assess service quality and support planning across the city.

OVERVIEW OF THE OPTIMUM LEVEL OF SERVICE TARGET CATEGORIES

Foundational Service Targets (#1 - 7): Fundamental targets that all community centres should aspire to at all times and are independent of any need for capital reinvestment.

Planning Service Targets (#8 - 15): Anchor and support future planning and asset management processes. Over time the City and Park Board will strive to score as high as possible on each of these targets.

System Wide Service Targets (#16 - 17): The overall quantity of community centre space within the system.

The community centre system in Vancouver includes a number of aging facilities that require capital investment. A **Prioritization Approach for Community Centre Renewals** was developed around a series of **Principles** and **Criteria** to help identify those facilities most in need of renewal (replacement). In total, 11 of the 27 community centres in the city were identified as requiring renewal within the next 20 years. Recognizing it is unlikely that funding will exist to renew all of these facilities within that timeframe, the Principles and Criteria were used to conduct a further ranking of the 11 potential renewal candidates.

Community Centre	Rank	Weighted Score
Kensington Community Centre	1	70
Renfrew Community Centre	2	69
Hastings Community Centre	Tied for 3rd	66
Strathcona Community Centre*	Tied for 3rd	66
Thunderbird Community Centre*	5	62
Douglas Park Community Centre	6	59
Kitsilano Community Centre	7	58
Kerrisdale Community Centre	8	55
Champlain Heights Community Centre	9	53
West Point Grey Community Centre	10	49
Dunbar Community Centre	11	46

**Located on Vancouver School Board land*

It is important to note that the ranked list presented in the previous chart may not be the actual order in which renewal occurs. Site considerations, partnership discussions, available resourcing, and other associated renewal projects (e.g. pools, arenas, libraries, schools, etc.) will require further analysis and will practically impact how renewal projects are undertaken. The Strategy also identifies the importance of ensuring that the **capital maintenance and renovation needs** of those community centres that do not get renewed over the next 20 years is adequately considered and prioritized.

The Strategy outlines a three step **Process for Individual Community Centre Planning** that will help ensure a consistent understanding of how major community centre projects should be planned and delivered.

Step 1

Community Needs Assessment

Objective: To comprehensively understand activity and space needs in the service area.

Step 2

Meeting Identified Needs

Objective: To build on Step 1 by exploring the costs, benefits, and considerations associated with the Community Centre project.

Step 3

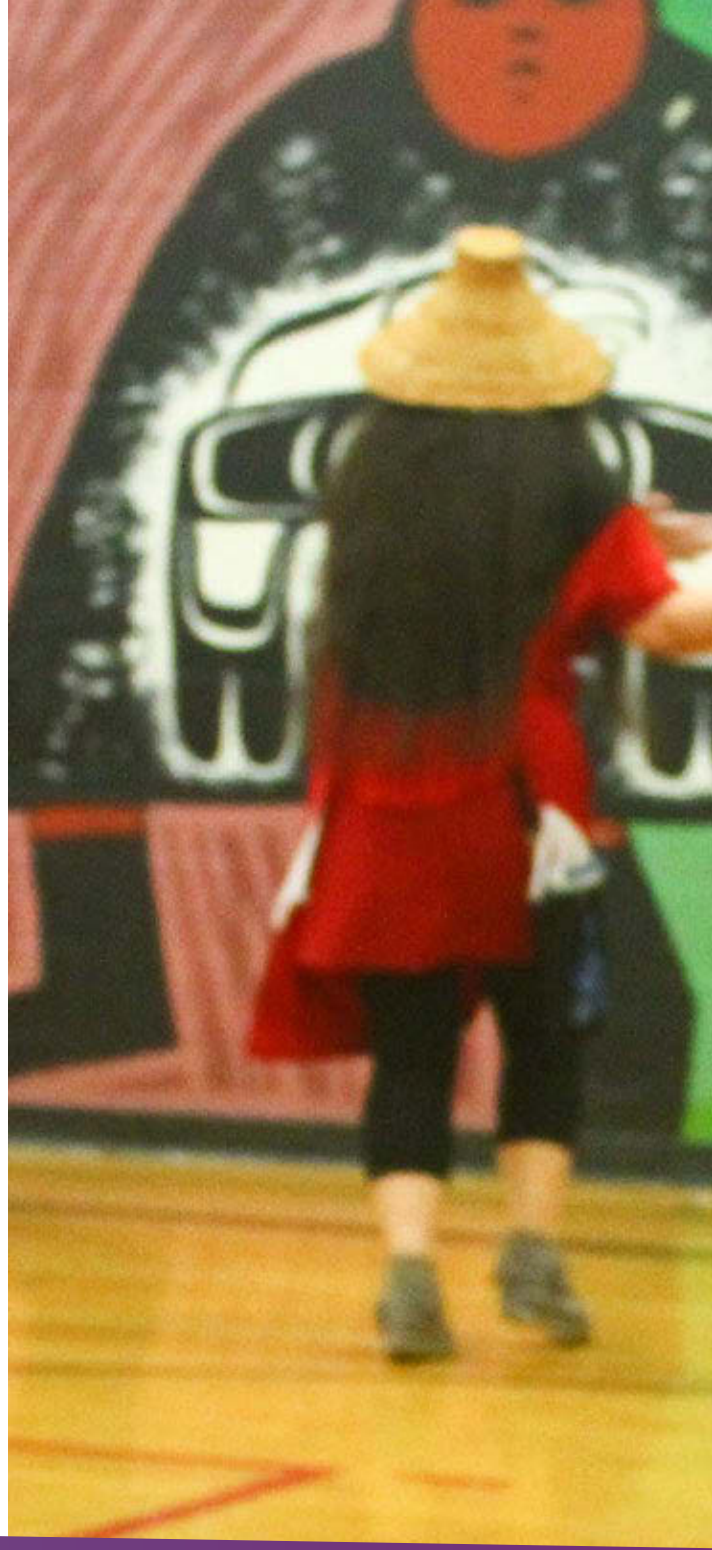
Project Implementation

Objective: Design, construction and opening of the facility project.

The Strategy also provides a number of additional recommendations and guidance across key areas of community centre service delivery and planning, including:

- Data management
- The role of community centres in addressing food security, child care, and equity
- Meeting emerging space needs
- Safety and security considerations
- Opportunities to align with and leverage sport tourism
- Resiliency and adaptability of space
- Climate leadership

Implementation of the Strategy will need to be a collaborative effort by the City, Park Board, and CCAs. This system of collaboration will ensure that community centres continue to provide maximum public benefit and significantly contribute to a vibrant and healthy Vancouver.



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INTRODUCTION AND STRATEGY CONTEXT

INCLUDED IN THIS SECTION:

- The purpose of the Community Centre Strategy.
- Summary of the key desired outcomes of the Strategy.
- The process used to develop the Community Centre Strategy.

THE PURPOSE OF THE COMMUNITY CENTRE STRATEGY

The Vancouver Board of Parks and Recreation (Park Board) has developed this new city-wide Strategy to guide its ongoing investment in and delivery of community centres in Vancouver. The Strategy will help ensure that decision making pertaining to community centres is data driven, focused on achieving the greatest possible public benefit, and responsible to Park Board Reconciliation and decolonization goals. The Strategy also provides the opportunity to further support VanPlay and other Park Board and City plans and strategies.

The Strategy was tasked with undertaking a comprehensive review of the community centre system in Vancouver and providing direction across a number of key topic areas. The following table summarizes the key desired outcomes (deliverables) of the Strategy.

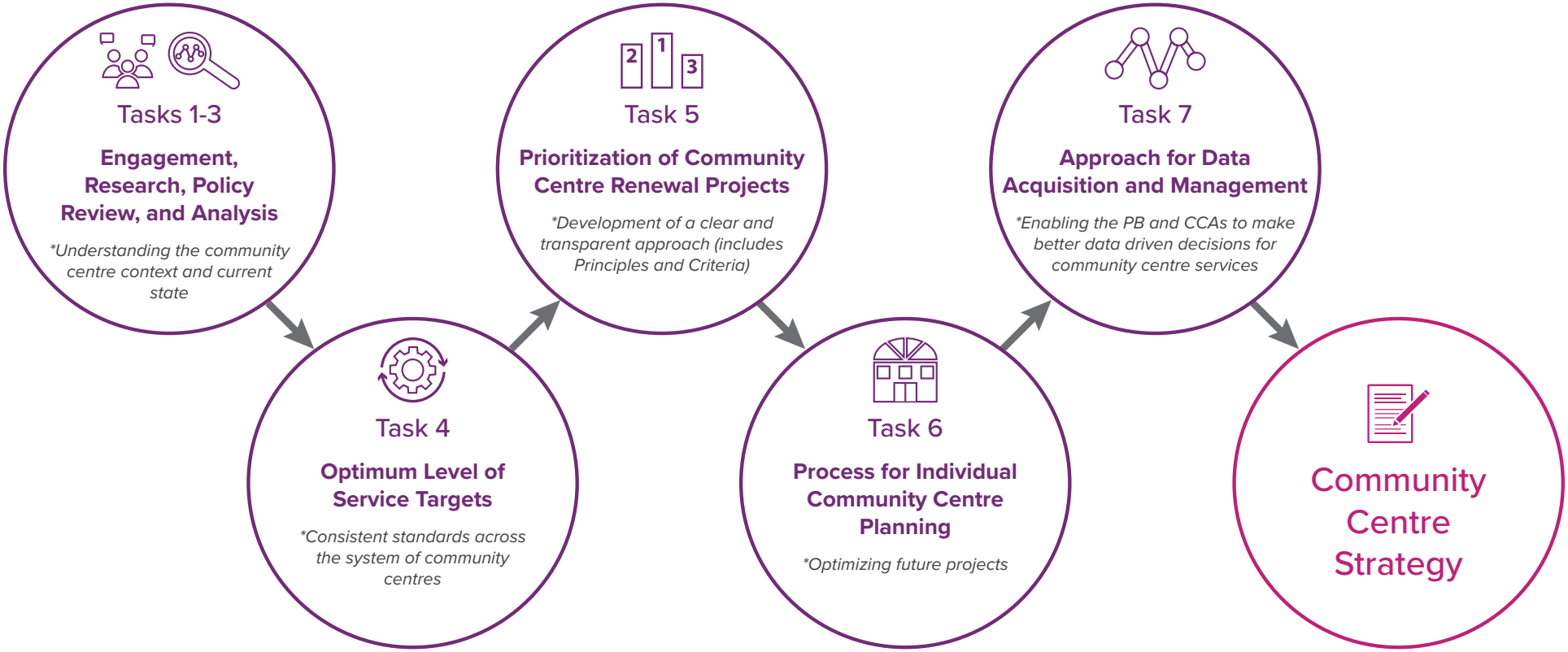
Strategy Key Desired Outcomes	How does the Strategy provide strategic direction on this?
Establish clear service levels across the city	***Optimum Level of Service Targets*** have been developed as aspirational reference points for ongoing service delivery and planning (see Section 4). These Targets also recognize that the role of community centres continues to evolve and includes traditional activities (e.g. recreation, leisure, arts and culture) with emerging requirements to fulfill other important community services needs.
Identify priorities for capital investment in community centres	A ***Prioritization Approach*** was developed and used to identify priority renewal projects for the Park Board's consideration. This prioritized list will help guide the next few capital plans and provides a model that can be updated over time. The Strategy also provides guidance on renovations and capital maintenance (see Section 5).

DESIRED STRATEGY OUTCOMES (CONTINUED FROM THE PREVIOUS PAGE)

Strategy Key Desired Outcomes	How does the Strategy provide strategic direction on this?
Establish a process to ensure future community centre projects are undertaken in a manner that maximizes community and citywide benefits	A clear, transparent, and consistent approach – the Process for Individual Community Centre Planning – was developed to guide the execution of community centre renewals, new builds, and other major capital projects (see Section 6).
Provide guidance on how the Park Board and community centres can integrate data into decision making	Opportunities to more effectively collect, manage, and use data along with a number of other Goals and Actions aimed at optimizing community centre services and planning have been identified (see Section 7).
Reflect a commitment to equity and inclusion	Equity, inclusion, and accessibility are critical pillars of the Park Board's mandate and have been ingrained throughout all elements of the Strategy.
Reflect a commitment to Reconciliation and decolonization	The Park Board has made an ongoing commitment to Reconciliation and decolonization, guided by 11 strategies based on the Truth and Reconciliation Commission of Canada's Final Report and Calls to Action (the Park Board formally adopted this commitment in 2016). The Optimum Level of Service Targets and Process for Individual Community Planning identify how Reconciliation and decolonization will be actioned and integrated into community centre service delivery and future capital planning.
Ensure community centre capital investment and ongoing service delivery is sustainable	The City and Park Board have finite resources and need to make challenging decisions on how and where to invest these resources. This Strategy presents an opportunity to ensure that these financial realities are acknowledged and focused on achieving the greatest possible level of public benefit.

HOW WAS THE COMMUNITY CENTRE STRATEGY DEVELOPED?

The following graphic summarizes the project process and steps used to develop the Strategy. Public and Community Centre Association (CCA) input was especially critical to developing the Strategy. **An overview of the project engagement and other project research and analysis is provided in Section 3.**



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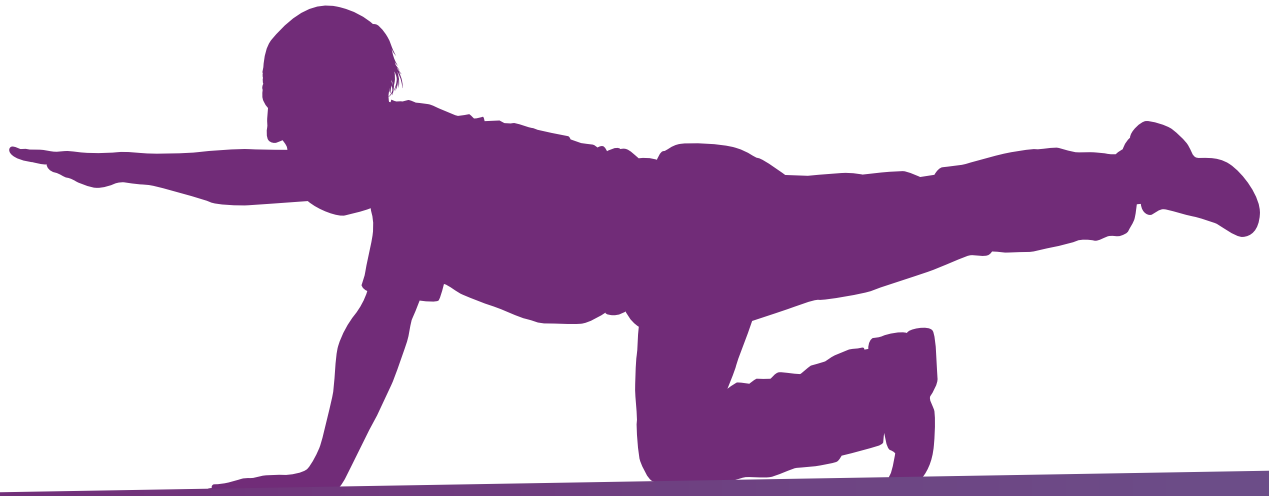
THE COMMUNITY CENTRE CONTEXT IN VANCOUVER

INCLUDED IN THIS SECTION:

- Overview of the current community centre context in Vancouver (key characteristics of the inventory).
- The benefits of community centres.

There are currently 27 community centres in Vancouver that provide an array of recreation, culture, social and leisure programming in diverse neighbourhoods across Vancouver. 24 community centres in Vancouver fall under the responsibility of the Park Board and 3 community centres in Vancouver are provided by the City's Arts, Culture, and Community Services (ACCS) department. A number of community centres in Vancouver are co-located with other public infrastructure including pools, arenas, schools, libraries, arts and culture facilities, and child care facilities.

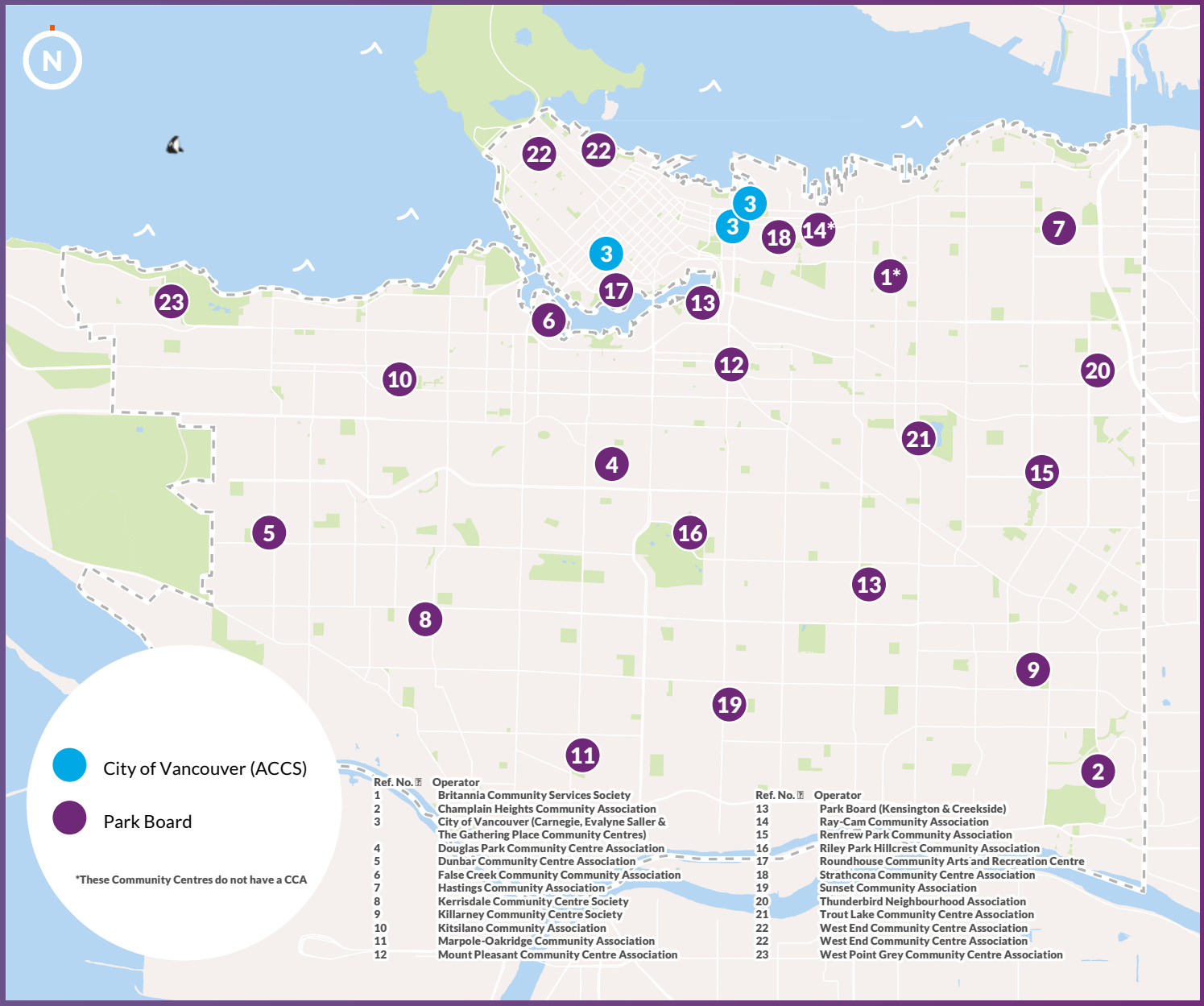


COMMUNITY CENTRE QUICK FACTS

- **The average age of community centres in Vancouver is approximately 46 years old (18 of the 27 community centres in Vancouver were built prior to 1990).**
- **Over half of the community centre inventory in Vancouver is categorized as being in "poor" or "very poor" condition (as per the Facility Condition Index rating).**
- **The Park Board continues to make significant capital investments in community centre infrastructure.**
  - » **Major renovations have been undertaken to five community centres since 2000.**
  - » **Four community centre renewal projects are currently in various stages of planning.**
  - » **Two new community centres are under development.**
- **The last completed community centre renewal occurred in 2012 (Trout Lake).**

THE SPATIAL DISTRIBUTION OF THE CURRENT COMMUNITY CENTRE INVENTORY ACROSS VANCOUVER

Community centres are located across Vancouver and are the heart of many neighbourhoods.



Ref. No.	Operator
1	Britannia Community Services Society
2	Champlain Heights Community Association
3	City of Vancouver (Carnegie, Evalyne Saller & The Gathering Place Community Centres)
4	Douglas Park Community Centre Association
5	Dunbar Community Centre Association
6	False Creek Community Community Association
7	Hastings Community Association
8	Kerrisdale Community Centre Society
9	Killarney Community Centre Society
10	Kitsilano Community Association
11	Marpole-Oakridge Community Association
12	Mount Pleasant Community Centre Association

Ref. No.	Operator
13	Park Board (Kensington & Creekside)
14	Ray-Cam Community Association
15	Renfrew Park Community Association
16	Riley Park Hillcrest Community Association
17	Roundhouse Community Arts and Recreation Centre
18	Strathcona Community Centre Association
19	Sunset Community Association
20	Thunderbird Neighbourhood Association
21	Trout Lake Community Centre Association
22	West End Community Centre Association
22	West End Community Centre Association
23	West Point Grey Community Centre Association

Partnerships remain critical to providing community centres and their services and activities in Vancouver. 21 community centres are jointly operated by CCAs and the Park Board. This unique partnership is shaped by a Joint Operating Agreement (JOA), which was established in 2018 to outline roles and responsibilities between CCAs and the Park Board. CCAs are valued partners in Vancouver's recreation system by helping to ensure that local programming and activity needs are reflected in the operation of community centres.

The Park Board also works closely with a number of City of Vancouver departments and business units to plan and provide community centres and a host of other recreation amenities.

- The City's Real Estate and Facilities Management (REFM) department plays an important and leading role in the capital planning and ongoing maintenance of existing and new community centres.
- As previously noted in this section, 3 community centres are operated by the City's Arts, Culture, and Community Services (ACCS) department.
- Park Board staff regularly collaborate with, and leverage the knowledge of, subject matter expertise at the City in key areas such as social planning, sport tourism, event hosting, and emergency response.
- The Park Board's Decolonization and Arts and Culture team work closely with their City colleagues and numerous other community partners on an ongoing basis.

Co-location and site relationships additionally result in a number of mutually beneficial partnerships that positively impact community centre service delivery in the city. Across the city, a number of community centres are co-located with Vancouver School Board (VSB) facilities (4 directly co-located facilities and many others are located on adjacent sites) and Vancouver Public Library (VPL) facilities (15 libraries are co-located with community centres). These spatial relationships help make efficient use of available land resources and provide a number of user-experience synergies and benefits. A few examples of site relationships also exist between community centres and housing. Renewal planning for the Ray Cam and Britannia community centre sites include housing units as part of the site component mix.

THE BENEFITS OF COMMUNITY CENTRES

Community centre spaces, activities and services are highly valued by Vancouver residents and deliver wide ranging and critically important benefits to both users and non-users of these facilities – in other words, community centres provide a direct or indirect benefit to all.

The adjacent graphic highlights just a handful of the numerous and wide-ranging public benefits achieved through the Park Board and City's ongoing investment in community centres.

96% of residents agree that it is important for all residents of Vancouver to have access to a community centre and 94% of residents agree that community centres are important to people living in their neighbourhood.

– Community Centre Strategy Public Survey #1 (September 2021)

COMMUNITY CENTRES IN VANCOUVER...

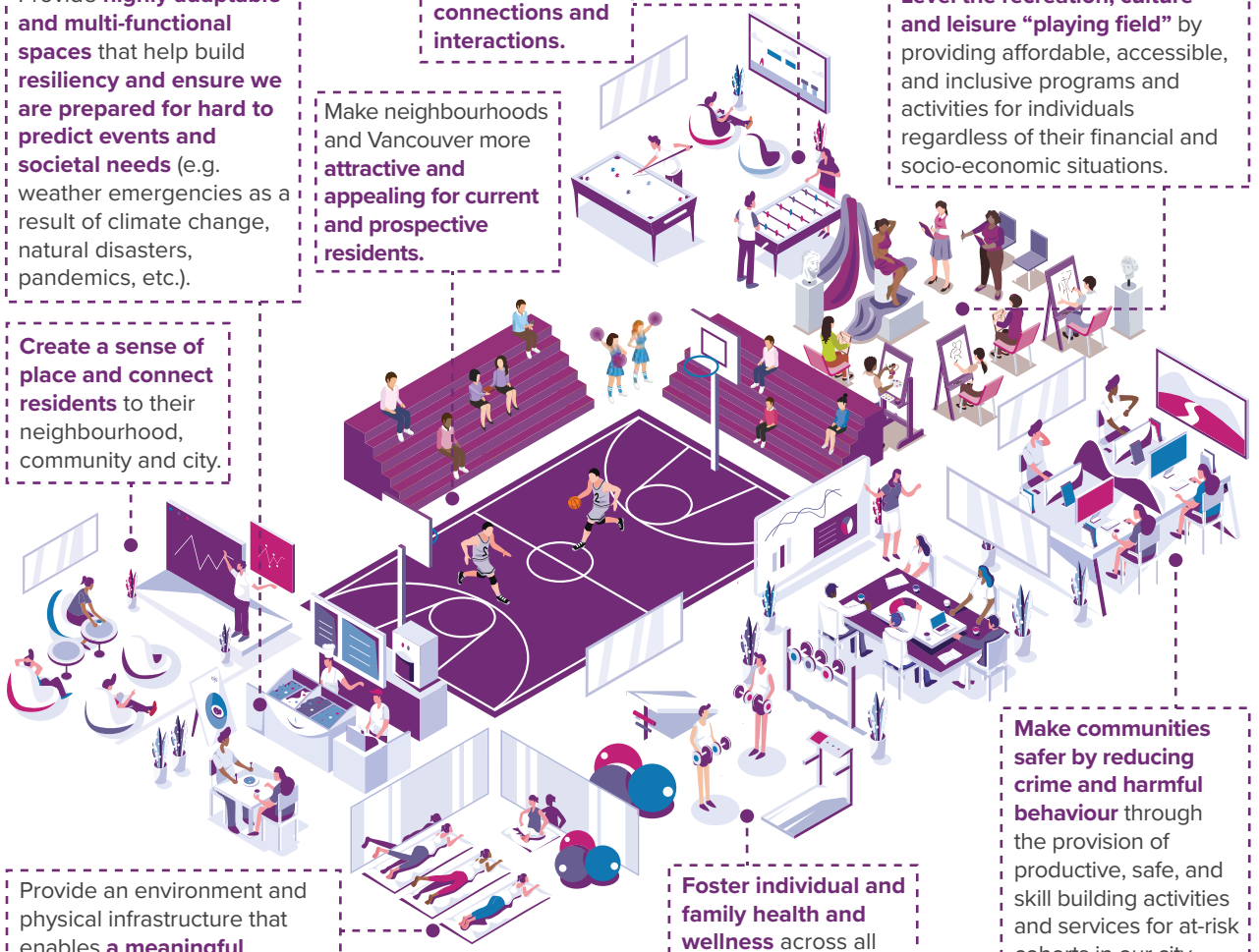
Provide **highly adaptable and multi-functional spaces** that help build **resiliency and ensure we are prepared for hard to predict events and societal needs** (e.g. weather emergencies as a result of climate change, natural disasters, pandemics, etc.).

Help create **social connections and interactions.**

Make neighbourhoods and Vancouver more **attractive and appealing for current and prospective residents.**

Level the recreation, culture and leisure "playing field" by providing affordable, accessible, and inclusive programs and activities for individuals regardless of their financial and socio-economic situations.

Create a sense of place and connect residents to their neighbourhood, community and city.



Make communities safer by reducing crime and harmful behaviour through the provision of productive, safe, and skill building activities and services for at-risk cohorts in our city.

Provide an environment and physical infrastructure that enables **a meaningful commitment to Reconciliation and decolonization.**

Foster individual and family health and wellness across all ages, interests and ability levels.

3

WHAT WE'VE LEARNED SUMMARY

INCLUDED IN THIS SECTION:

- Overview of the research and engagement inputs used to develop the Strategy.
- Key findings from the background research, engagement and analysis.

Engagement, research and analysis was critical to understanding the current state of the community centre system in Vancouver and the trends, emerging needs, and other important factors that will influence future capital investment and service delivery. **The findings from this background work are contained in three separate project background documents.**

The **Policy and Trends Report** includes a review of previous Park Board and City planning (and its relevance to the Community Centre Strategy), a review of practices and policy from other jurisdictions, recreation and leisure trends and leading practices in facility design and space animation.

The **Engagement Summary Report** contains the detailed findings from the community and stakeholder engagement undertaken at various stages throughout the project.

The **Current State Report** contains analysis of service levels, key population characteristics and indicators, and profiles of each community centre in Vancouver.

KEY FINDINGS FROM THE RESEARCH, ENGAGEMENT AND ANALYSIS

Summarized as follows are highlights from the background research, engagement and analysis.
Additional detail on these findings can be found in the three project background documents.

ENGAGEMENT THEMES & INSIGHTS

- Community centres are highly valued by residents of all ages, demographics, and interests.
- There is a desire for ongoing investment and reinvestment in community centres.
- Co-location with other recreation amenities and facilities is important and desirable (and an important factor that makes some facilities preferred).
- Residents value having access to community centres in their neighbourhood, and proximity drives many program participation and facility use decisions.
- Drop-in and flexible programming is important (community centres need to provide a mix of registered and spontaneous use opportunities).
- Residents and stakeholders are aware that Vancouver's inventory of community centres is aging and in need of renewal.
- Community centres of the present and future need to be diverse and aligned with community and neighbourhood needs. There is not a "one size fits all" approach (flexibility must be a key element of the Strategy and future renewal projects).
- Equity, accessibility, and inclusion are critical and need to be reflected in community centre operations, future planning, and service delivery.
- Residents and community group representatives understand that activity preferences and demands are continually evolving. Community centres need to be adaptable to trends, and changing demands and standards.
- Community centres have become more than just places of recreation and leisure. The COVID-19 pandemic, climate change, social challenges and dynamics, and other societal factors have further magnified the role community centres play in providing safe, accessible, and adaptable indoor space for a variety of purposes.
- Residents and stakeholders have diverse opinions and perspectives on priority amenities and needs for community centres in Vancouver. However, a commonly held viewpoint is that social gathering spaces and multi-purpose / adaptable spaces are of high importance when considering new and renewed community centre projects.

HOW DID WE ENGAGE?

2,465 **Public Survey** responses (through two separate surveys)

41 organizations participated in a **Community Group Survey**

253 **Staff Survey** responses (through two separate surveys)

9 **Community Centre Associations (CCA) meetings and workshops** (most also paired with a pre or post meeting follow-up web survey feedback opportunity)

2 formal **Stakeholder Discussion sessions** (a number of targeted sessions, informal discussions, and drop-in visits to community centres were also undertaken)

4 **"pop up" events**

PARTICIPATION AND ACTIVITY TRENDS

- Increasing demands for casual and unstructured sport and recreation opportunities.
- Concerning societal activity and wellness levels, especially among children and youth.
- Desire for social opportunities as part of the recreation, leisure, and culture experience.
- Evolving older adult activity preferences (emergence of activities like pickleball, demand for fitness and wellness programs and opportunities, and preference for more multi-generational activities).
- Continued demand for youth programming that is focused on teaching physical literacy and social skills.
- Overall diversification of activity and program interests and a willingness to “try new things”.
- Convenience and quality of experience as the primary drivers of young and middle age adult activity.

TRENDS AND LEADING PRACTICES IN COMMUNITY FACILITIES AND SPACES

- Creating multi-purpose and multi-amenity community “hubs” that can provide diverse recreation, leisure, and culture experiences on a single site.
- Space flexibility and adaptability, enabling easier adaptation as trends and emerging needs evolve.
- A focus on equity, inclusion, and accessibility in how spaces are designed and animated.
- Aligning new, renovated and retrofitted facilities with best practices in sustainable and environmentally friendly design and operations.
- Reflecting a commitment to Reconciliation and decolonization, many new facilities in the Canadian context (and beyond) are ensuring that Indigenous culture and opportunities for learning are integrated into the planning and design of these facilities.
- Integration between indoor and outdoor environments to make the most effective use of available space and create operational synergies.

ANALYSIS OF THE COMMUNITY CENTRE LANDSCAPE IN VANCOUVER

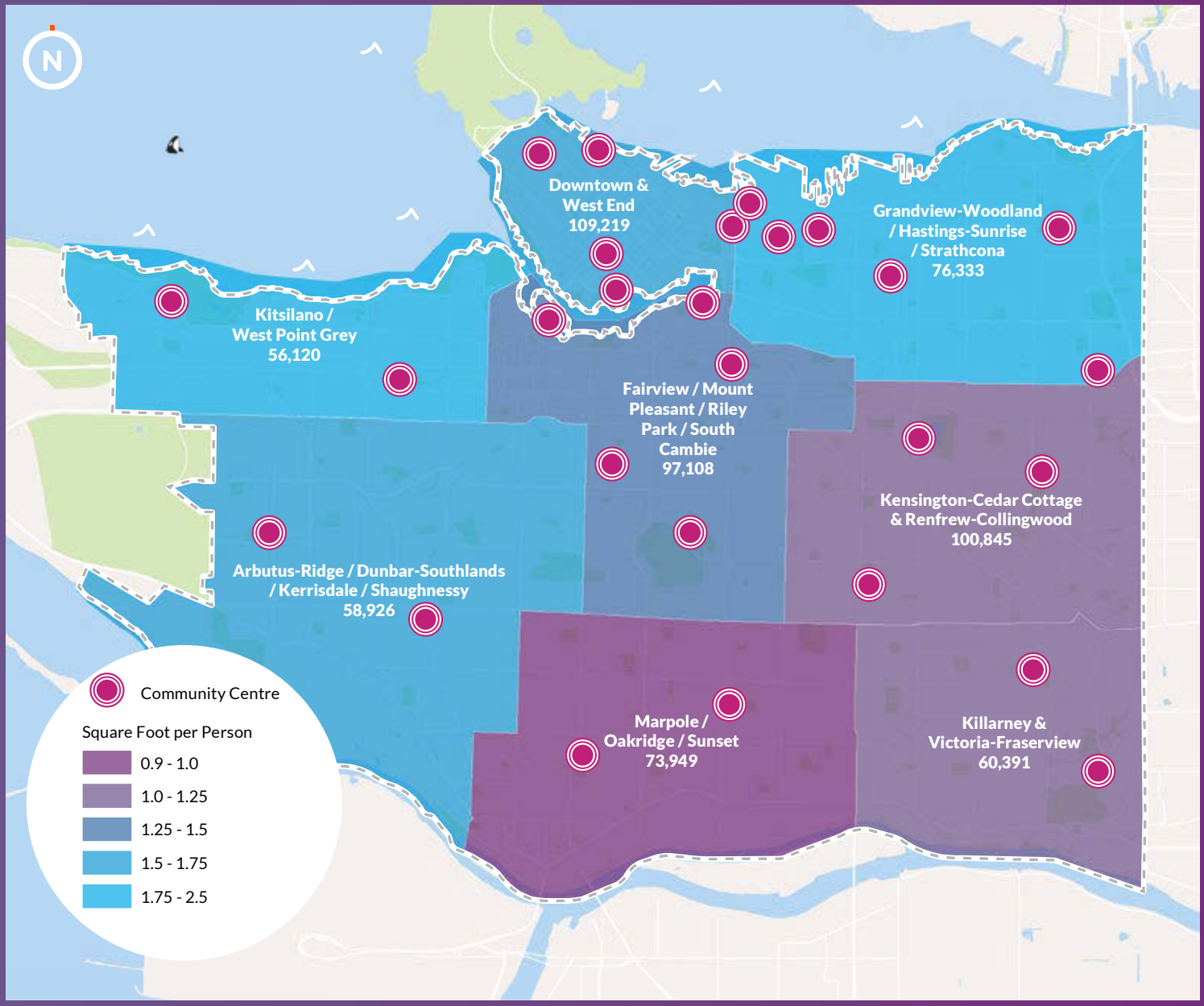
- Available benchmarking data suggests that the provision of community centre space in Vancouver is generally similar to both regional municipalities and other major North American jurisdictions. Notably, Vancouver is one of a small number of jurisdictions with a space provision target for community centres.
- Approximately one-quarter of Vancouver residents (25%) have access to a community centre within 700 metres of their home and 75% of Vancouver residents have access to a community centre within 1.5 km of their home.
- 16 of the 27 community centres in Vancouver are located within identified growth zones, suggesting that these facilities will need to help accommodate the recreation, leisure, and culture needs of more local residents in the future.
- The majority of community centres in Vancouver have some form of co-location with other recreation, leisure and cultural amenities. 6 community centres are co-located with pools, 8 with arenas, 15 with libraries, and 2 include theatre space. Child care and/or after school care is provided at or adjacent to the majority of community centres in the city.
- The current amount of community centre space in the city is aligned with the target of 1.2 sq. ft. per capita identified in VanPlay, however these service levels are inconsistent across the different areas of the city (see the following page for additional detail).

DID YOU KNOW?

There are over 60 community centres in Metro Vancouver and the majority of these facilities are co-located with other recreation amenities (over half are co-located with at least one of a pool and/or arena).

CURRENT COMMUNITY CENTRE SERVICE LEVELS IN VANCOUVER

Currently (2022), there is approximately 1.22 square feet of community centre space per capita in Vancouver. However, this level of service levels varies greatly across the city. If the city is divided into 8 “Districts”, 3 are under this 1.2 sq.ft per capita threshold, 4 are above the threshold, and 1 is generally right at the threshold.



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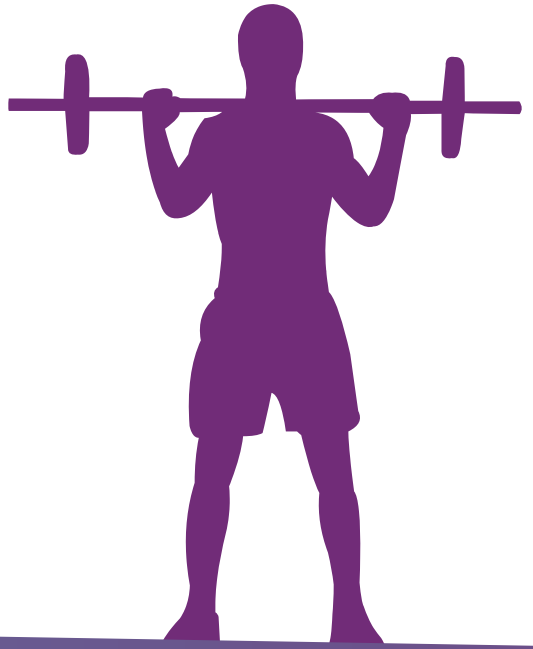
OPTIMUM LEVEL OF SERVICE TARGETS

INCLUDED IN THIS SECTION:

- Overview – the importance of establishing Optimum Level of Service Targets.
- The Service Targets (3 categories: Foundation Service Targets, Planning Service Targets, System Wide Service Targets)



Establishing **Optimum Level of Service Targets** for community centres in Vancouver provides a clear, consistent point of reference for future planning and service delivery. Putting in place these Targets is not intended to suggest that all community centres need to be the same – it is recognized that different areas of the city have unique needs, preferences, and characteristics. The Targets will instead provide an aspirational benchmark that will balance creating these unique neighbourhood considerations with a system wide approach to ensuring maximum service quality and planning continuity.

Seventeen Optimum Level of Service Targets have been identified and organized into the following three categories.

Foundational Service Targets (#1 - 7): Fundamental targets that all community centres should aspire to at all times and are independent of any need for capital reinvestment.

Planning Service Targets (#8 - 15): Anchor and support future planning and asset management processes. Over time the City and Park Board will strive to score as high as possible on each of these targets.

System Wide Service Targets (#16 - 17): The overall quantity of community centre space within the system.

Provided on the following pages is a further description of the Targets that fall under the above three categories. Recommended performance measurement and tracking approaches have also been identified for each of the Targets. **Building an action plan to measure and assess performance and alignment with each of the Targets will be a critical implementation step emanating from the Strategy. The CCAs should also be heavily engaged and integrated into the ongoing performance measurement and tracking of each Target (where applicable) as they provide local expertise to ensure this is undertaken using a locally relevant lens and tactics.**

FOUNDATIONAL SERVICE LEVEL TARGETS (1 – 7)

Target	Description	Recommended Approach for Performance Measurement and Tracking
1. **Awareness of Community Centres**	All individuals within the community know about their community centre and which types of services can be accessed in or through it.	• Ongoing public engagement (e.g. survey every 2-3 years to test this Target)
2. **Welcoming, Safe, and Inclusive Community Centres**	All community centres are inclusive, equitable, and accessible places where individuals feel safe and welcome to access services within or through the community centre. Sufficient mechanisms exist to address financial, physical, cultural and social barriers and all equity seeking segments of the community.	• Ongoing public engagement (e.g. survey every 2-3 years to test this Target) • Targeted engagement with community centre users (e.g. intercept surveys, focus groups, etc.) • Outreach to equity deserving and vulnerable groups to gauge their feeling of welcoming and safety at community centres
3. **High Levels of Use**	A high proportion of the individuals in every community experience utilizing a community centre and its services and feel that they benefit directly from that use. Community centres are also used throughout the day and not solely during peak hours.	• Enhanced data collection and management processes (ability to comprehensively analyze users and uses) • Ongoing public engagement (e.g. survey every 2-3 years to test this Target)
4. **Users Represent the Entire Community**	Those that use their community centre represent the entire community and there are no segments of the community that are underrepresented within the user group.	• Enhanced data collection and management processes (ability to comprehensively analyze users and uses) • Community analysis and data analytics • Outreach to vulnerable and equity deserving individuals in order to better understand factors that limit community centre use and those groups that are not adequately represented

Target	Description	Recommended Approach for Performance Measurement and Tracking
5. **High Levels of Community Support**	Everyone, including those that don't use them, recognizes the importance of community centres and believes that they benefit them indirectly by creating a better community in which to live, work and play.	• Ongoing public engagement (e.g. survey every 2-3 years to test this Target) • Engagement findings from recreation, culture and wellness planning projects
6. **Adaptive to Changing Needs**	As the community changes over time, the services in the community centre evolve in response and are constantly adapting to meet current needs and deliver optimum public benefit in a cost-effective manner.	• Community centre staff feedback • Targeted engagement with community centre users (e.g. intercept surveys, focus groups, etc.) • Ongoing analysis of space and programming utilization
7. **Decolonization and Reconciliation**	In 2016, the Vancouver Park Board adopted eleven Reconciliation strategies in response to the Calls to Action provided by the Truth and Reconciliation Commission of Canada (TRC). Community centres in Vancouver will be required to align with the Park Board and City's commitment to decolonization, Reconciliation, and understanding, and reflect the diverse range of Indigenous identities, culture and traditions throughout their operations.	• Demonstrated alignment with the Park Board's eleven Reconciliation strategies (as reflected in an annual report or regular assessment of alignment)

PLANNING AND SERVICE TARGETS (8 – 15)

Target	Description	Recommended Approach for Performance Measurement and Tracking
8. **Public Benefits Realized**	All Community centres strive to deliver specific public benefits and measure, at least subjectively, the range and extent of the public benefits delivered.	• A standard list of public benefits should be developed and used to assess alignment (e.g. the number of public benefits achieved).
9. **Appropriate Neighbourhood Level Opportunity Mix**	Within each community centre there is an appropriate mix of multi-purpose and dedicated use spaces. Every community centre will have: • At least one large clear span hall or gymnasium (space that can accommodate recreation as well as community events, performance, etc.) • Multi-purpose spaces that can accommodate a variety of uses (including arts and cultural activities, socializing, community functions, etc.) • Fitness and wellness space • Food preparation space or small kitchen • Youth activity space • Seniors activity space • Amenities that support equity (inclusive and accessible washrooms)	• Ongoing assessment of the inventory vs. this Target
10. **Appropriate District Level Opportunity Mix**	At a District level additional spaces will exist that can serve a broader area of the city. The community centre inventory within each District will include at least one of the following amenity types: • A double gymnasium (regulation gymnasium that can serve athletics and sport purposes) • Purpose built arts and craft studio spaces • Full scale community kitchen • Larger fitness centre • Specialty spaces for training and sport performance • Theatre space • Gallery and/or public art space (either part of the community centre or co-located with)	• Ongoing assessment of the inventory vs. this Target

Target	Description	Recommended Approach for Performance Measurement and Tracking
11. **Proximity to Most Residents**	Community centres are located centrally within the communities they serve and are easily accessible without the use of a private vehicle. Community centres are also equipped with amenities that promote active transportation (e.g. bike rack and bike storage).	• Analysis of walkability and public transit access conducted every 5 years
12. **Accessible, Equitable, and Inclusive Infrastructure**	Community centres are designed and constructed to be universally inclusive and accessible for all individuals. Auditory, visual, physical, and sensory features make these facilities accessible for people of all abilities. Facility amenities such as washrooms and change rooms consider gender equity, and common spaces are designed to ensure all individuals feel safe, welcomed, and included.	• Community centres demonstrate alignment with the City's Equity Framework (2021) • Community centres prioritize alignment with provincial and federal accessibility acts • Up to date accessibility audits of all community centres.
13. **Co-Location Opportunities Maximized**	Scarce available public land is optimally used by co-locating synergistic service delivery assets to the greatest extent possible. Doing so helps reduce development and operational costs and maximized the public benefit of these spaces (helping to achieve other previously noted Targets). Examples of common community centre co-location synergies in Vancouver include pools, arenas, child care, sports fields, park space, arts and cultural venues, schools, and other community services spaces.	• Co-location continues to be a key consideration in the planning process • Community centres that have co-location synergies are able to clearly articulate the quantitative and qualitative benefits of these spatial relationships • Available data supports the benefits of co-location (e.g. engagement findings, utilization data, etc.)
14. **Fully Usable and Adaptable Spaces**	Spaces are sized, finished and organized within each community centre in a manner which fosters optimal use and maximum flexibility for alternative future uses. Community centre spaces are also designed to fulfill emergency purposes (warming shelters, cooling shelters, clean air shelters, use during extreme climate events, etc.).	• Utilization data reflects that community centres maximize space use and look for alternative uses when space is underutilized **Note: historical biases in allocation practices needs to be considered as a lens when analyzing utilization data.* • Tangible best practice examples exist of previously underutilized space being transformed to maximize value and benefits • Up to date equity, inclusion and accessibility benchmarks and best practices are applied to ensure that spaces are in fact usable and adaptable for all individuals
15. **Sustainability and Climate Leadership Targets Met**	Each community centre uses the least amount of resources possible to achieve the public good that it delivers.	• Ongoing energy efficiency audits and reviews • Alignment with Park Board and City targets and policies including the Renewable Energy Strategy and Green Operations Plan

SYSTEM WIDE SERVICE TARGETS (16 -17)

Target	Description	Recommended Approach for Performance Measurement and Tracking
16. **Overall Space Provision Target**	Analysis re-affirms that in general, the VanPlay Asset Target of 1.2 sq. ft per capita of community centre remains appropriate. This city-wide Target suggests that a significant amount of additional space will be required over the next 20 years to accommodate growth and will need to be added through a combination of new, renewed, and enhanced community centres. While this Target should be used to identify and address geographic service level discrepancies across the system, the intent of this Target is not to influence specific community centre projects or determine specific space needs at a neighbourhood level. It is also important to note that the provision of community centres helps achieve other city-wide Targets (as identified in their relevant planning documents) for a variety of recreation, sport, arts, and cultural spaces.	• Reviewing alignment with the Target specific to community centres on an ongoing basis as new, renewed, and enhanced community centres come online • Assess city-wide space Targets for other types of recreation, sport, arts and cultural spaces on an ongoing basis as relevant to the community centre context
17. **Spaces that Support a Diversity of Uses**	Community centre infrastructure needs to support three types of activity use: drop-in use (e.g. spontaneous / unstructured play, participation in non-registered programming, etc.), registered programming, and group rentals. While at this time we are not suggesting a specific proportioning of space to ensure flexibility and reflect different needs in different areas of the city, most community centres within the inventory should provide sufficient space to support all three of these activity types.	• Enhanced data collection and management processes (ability to comprehensively analyze use by activity type and cross-reference this data with current amenities and spaces)

5

COMMUNITY CENTRE CAPITAL INVESTMENT PRIORITIES

INCLUDED IN THIS SECTION:

- Overview of the community centre capital investment context.
- Community centre renewal priority projects (approach, methodology, and prioritized list).
- Capital maintenance and renovation priorities.

"The target is to renew or substantially improve an average of two existing community centres per capital plan resulting in at least 70% of facilities being in "good" or "fair" condition"

– VanPlay 2040 Asset Target

THE COMMUNITY CENTRE CAPITAL INVESTMENT CONTEXT

Approximately two-thirds of Vancouver's community centre inventory was built prior to 1990 and the average age of community centres in the city is 46 years old (as of 2021). While the City has made significant capital investments in many of these facilities, over half of the current community centre inventory is rated as being in poor or very poor condition.[1] It is also important to recognize that the recreation, leisure, and culture context has changed significantly over the past 40 - 50 years. Community centres are required to fulfil different purposes and service different needs for a city that has changed drastically over the past number of decades.

Ideally, all community centres in poor condition with functional and user experience limitations would be renewed in the near term – however, the financial realities of the City will prevent this from occurring. The Park Board has a target to renew or substantially improve two community centres per capital plan. The Strategy is built with the understanding of the complexity of decision making in corporate financial capital planning and requires the balancing of diverse needs.

As the city grows and neighbourhoods evolve, there will also be a need to add community centre "supply" and enhance or change existing spaces. This section of the Strategy provides guidance on the following types of capital investment that will be crucial to meeting city-wide needs over the next 10-20 years.

- Community centre renewal priorities
- Capital maintenance and renovation

The three community centres operated by the City's Arts, Culture, and Community Services (ACCS) department are not included within the scope of the prioritization included in this section as their capital investment needs are outside the purview of the Park Board's capital planning process.

1 *Facility condition information is updated regularly in the City of Vancouver's asset management database and this information is used when prioritizing upgrade, renovation and renewal projects. A Facility Condition Index (FCI) score is calculated for each facility based on the value of the current building system renewal needs (cost of current deferred maintenance) relative to the current replacement value of the facility.*

KEY CAPITAL PLANNING TERMS

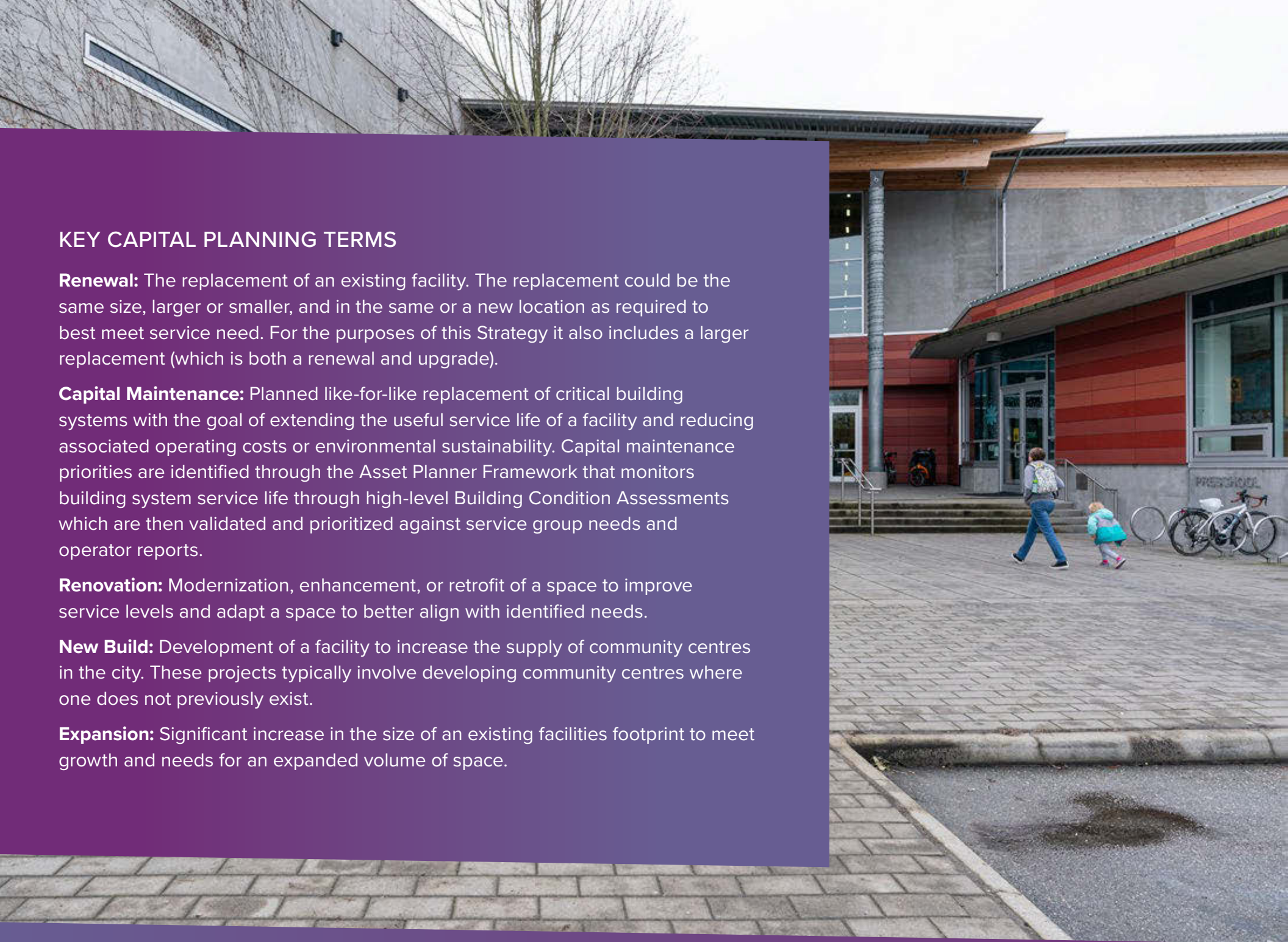
Renewal: The replacement of an existing facility. The replacement could be the same size, larger or smaller, and in the same or a new location as required to best meet service need. For the purposes of this Strategy it also includes a larger replacement (which is both a renewal and upgrade).

Capital Maintenance: Planned like-for-like replacement of critical building systems with the goal of extending the useful service life of a facility and reducing associated operating costs or environmental sustainability. Capital maintenance priorities are identified through the Asset Planner Framework that monitors building system service life through high-level Building Condition Assessments which are then validated and prioritized against service group needs and operator reports.

Renovation: Modernization, enhancement, or retrofit of a space to improve service levels and adapt a space to better align with identified needs.

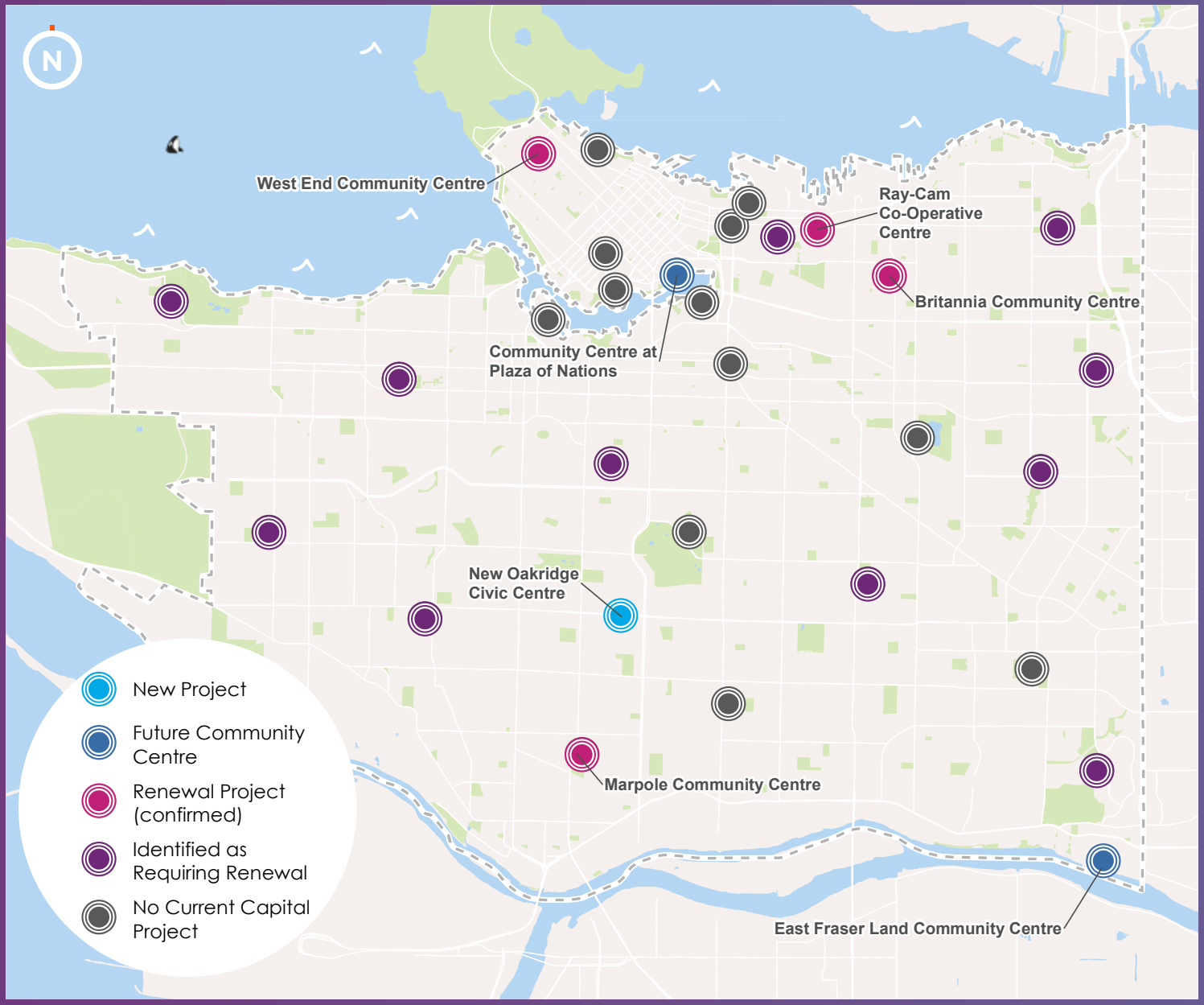
New Build: Development of a facility to increase the supply of community centres in the city. These projects typically involve developing community centres where one does not previously exist.

Expansion: Significant increase in the size of an existing facilities footprint to meet growth and needs for an expanded volume of space.



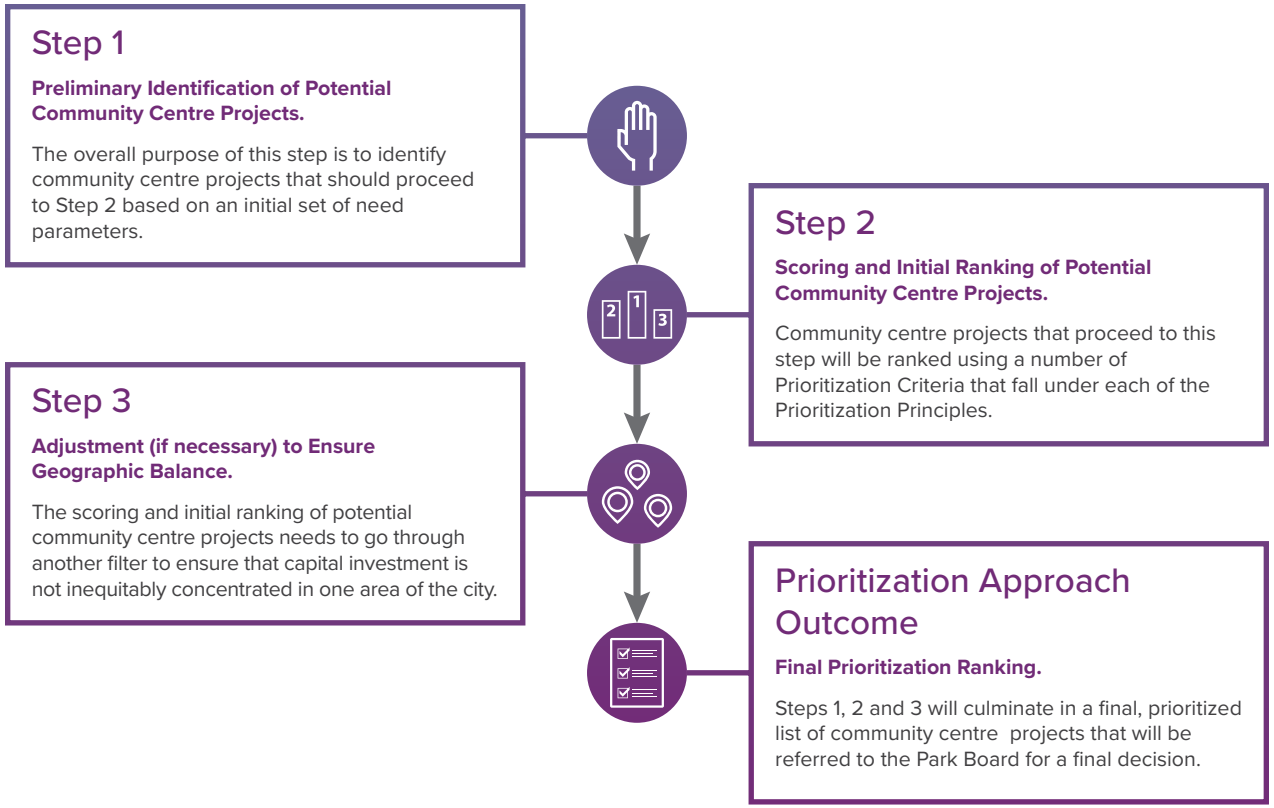
ONGOING AND APPROVED COMMUNITY CENTRE PROJECTS

There are currently four renewal projects in various stages of planning and delivery.



THE PRIORITIZATION APPROACH FOR COMMUNITY CENTRE RENEWALS

A transparent and data driven approach was required to help inform the difficult decision on which community centres should be prioritized for renewal and ensure that limited resources are invested in those projects that derive the greatest level of public benefit. A Prioritization Approach methodology was developed to support the task of ranking potential renewal projects – the adjacent graphic summarizes the approach.



WHAT WAS INVOLVED IN EACH STEP OF THE PRIORITIZATION APPROACH PROCESS?

STEP 1: PRELIMINARY IDENTIFICATION OF POTENTIAL COMMUNITY CENTRE PROJECTS

As community centre needs are constantly evolving and it is difficult to predict growth or activity trends beyond a 15 or 20 year timeframe, the Prioritization Approach process needed to first identify those community centres that most urgently require renewal. This initial short list was determined using building condition indicators and considerations that suggest a community centre should ideally be renewed within 20 years.

11 potential community centres were identified as being high priorities for renewal based on the above parameters.

STEP 2: SCORING AND INITIAL RANKING OF THE POTENTIAL COMMUNITY CENTRE RENEWAL PROJECTS

Step 2 was the primary step in the process and involved undertaking a detailed scoring analysis of the potential community centre renewal projects as identified through Step 1.

Four **Prioritization Principles** were identified to ensure that this step in the process was anchored in fundamental values that guide the prioritization of the renewal projects. A set of **Prioritization Criteria** were then developed and organized under each of the Principles – these Criteria (14 in total) reflect key considerations that can be scored and used to create a ranking of the potential renewal projects. The chart on the following pages provides an overview and description of the Principles and Criteria.

PRIORITIZATION PRINCIPLES AND CRITERIA

Criteria	Why is this Criteria important to consider when prioritizing potential renewal projects?
Principle #1: Quality Infrastructure	
Condition Assessment	All 11 of the potential community centres renewal projects have significant condition challenges, however some are in a worse position than others. Condition needs to be considered as it could impact the viability of a community centre to continue operating. Available metrics (Facility Condition Index) help identify those community centres that are most in need of renewal.
Seismic Rating	Similar to overall condition, seismic challenges may pose a risk to the viability of the community centre to continue operating in a safe manner.
Sustainability and Climate Leadership	The Park Board and City are committed to climate leadership and mitigating negative impacts on the environment. Replacing community centres that produce high levels of greenhouse gases and consume high levels of water provide an opportunity to reflect this commitment and lesson or negate the impact of these facilities on the environment.
Primary Emergency Use Requirements	Some community centres are designated as “primary” emergency response centres and therefore renewal prioritization needs to consider the need for these facilities to support disaster preparedness.
Supports Important Alternative Uses	Community centres are increasingly being required to serve a multitude of purposes beyond recreation, leisure and cultural programming and activities. These uses are also rapidly evolving and will continue to change in response to climate related challenges, social needs, and unforeseen events and circumstances. The current functionality of the existing infrastructure to meet these important and emerging needs was important to consider in the renewal prioritization scoring.
Principle #2: Demonstrated Service Need	
Alignment with the Optimum Level of Service Targets	The new Optimum Level of Service Targets presented in Section 5 provide an aspirational benchmark from which to assess service level quality and alignment. Six of the 17 Targets reflect key renewal considerations that are not reflected across the other Criteria and were deemed important to consider in the renewal prioritization scoring.
Service Gaps	Some areas of the city are better served than others using the 1.2 square feet per capita Target. Prioritization of the potential renewal projects needs to consider balancing the inventory and addressing geographic gaps.
Growth Indicators	Population growth in any major urban centre is inequitably distributed. Some neighbourhoods will be required to service more residents in the future and may be challenged to do so if community centre infrastructure is inadequate.

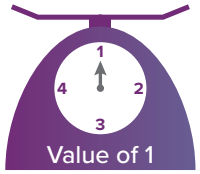
PRIORITIZATION PRINCIPLES AND CRITERIA (CONTINUED)

Criteria	Why is this Criteria important to consider when prioritizing potential renewal projects?
Principle #3: Equitable and Inclusive Community Centre Infrastructure for All	
Recreation and Active Living Equity	Some areas of the city have layered equity challenges and factors that limit recreation and active living participation. Applying VanPlay's Equity Initiative Zones ensures that these factors are taken into account in the evaluation of potential community centre renewal projects.
Active Transportation Access	Being able to access a community centre using public or active transportation modes (without needing a private vehicle) is an important equity consideration. Community centres that provide this level of access were deemed worthy of receiving an elevated score within this Criteria.
Provision of Critical Services	Some neighbourhoods in the city have higher levels of social need than others, therefore making community centre services and program / activity offerings even more important in these areas. A broad cross-section of social needs indicators were used to identify the neighbourhoods of highest need.
Principle #4: Making Efficient use of Land Resources	
Site Synergies with Recreation and Culture Infrastructure	Engagement and other data reference points clearly reflect that residents prefer community centres that are co-located with other amenities such as pools, arenas, libraries, and cultural venues. Crucially in the Vancouver context, these sites also leverage the supply of available land and often have operational efficiencies and synergies.
Site Synergies with Partner Infrastructure	Sharing sites with other partner infrastructure (e.g. schools and public housing) also makes good use of scarce land resources and can lead to cross-use and other site synergy opportunities.
Outdoor Amenity Considerations	Many community centres in Vancouver are located on or adjacent to outdoor park sites, creating numerous mutually beneficial space relationships and cross-use opportunities. Community centres also help support many outdoor amenities (e.g. by providing washrooms and covered spaces), thus maximizing the user experience of these outdoor spaces.

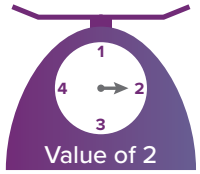
WEIGHTING OF THE PRIORITIZATION CRITERIA

A weighting value was applied to each of the 14 Prioritization Criteria, reflecting that while all of the Criteria are important, some are more important to consider in the overall scoring of community centre renewal projects. The following graphic illustrates the rationale used to determine the weighting values. As reflected in the graphic, a four point weighting scale was used as this was deemed to represent a reasonable range between the highest and lowest weighted Criteria.

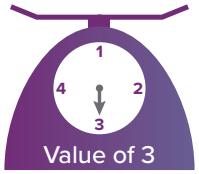
The Criteria reflects an **optimal but not a crucial** renewal consideration.



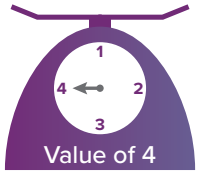
The Criteria reflects **important indications of need** over the next 10-20 years.



The Criteria reflects **key values** and system-wide renewal considerations.



The Criteria measures critical **safety** and continued **service life**.



Criteria	Weighting Value
Principle #1: Quality Infrastructure	
Condition Assessment	4
Seismic Rating	4
Sustainability and Climate Leadership	3
Primary Emergency Use Requirements	2
Supports Important Alternative Uses	2
Principle #2: Demonstrated Service Need	
Alignment with the Optimum Level of Service Targets	3
Service Gaps	2
Growth Indicators	2
Principle #3: Equitable and Inclusive Community Centre Infrastructure for All	
Recreation and Active Living Equity	3
Active Transportation Access	2
Provision of Critical Services	2
Principle #4: Making Efficient use of Land Resources	
Site Synergies with Recreation and Culture Infrastructure	2
Site Synergies with Partner Infrastructure	1
Outdoor Amenity Considerations	2

HOW IS THE WEIGHTING APPLIED TO THE PRIORITIZATION CRITERIA SCORING?

Each of the 11 potential community centre renewal projects were scored using tailored metrics developed for each of the 14 Prioritization Criteria. The score assigned to each community centre for each Prioritization Criteria is multiplied by the weighting value. The example reflects how the raw score and weighting value result in a weighting score for each of the Criteria. This process is followed for each of the 14 Criteria, resulting in a total weighted score for each of the 11 potential community centre renewal projects.

CRITERIA SCORING EXAMPLE

Prioritization Criteria: Condition Assessment			
	Score Assigned	X Weighting Value (1 – 4)	= Weighted Score
Community Centre “A”	2	4	8 pts
Community Centre “B”	3	4	12 pts
Community Centre “C”	1	4	4 pts

STEP 3: ADJUSTMENT TO ENSURE GEOGRAPHIC BALANCE (IF NECESSARY)

A pre-determined rule was established to adjust the Step 2 ranking if significant geographic imbalance exists that cannot be reasonably justified.

This rule is explained as follows: If more than 3 community centre renewal projects from one District are ranked within the top 5, the prioritized list will be adjusted with the lowest ranking of these three removed from the top 5.

The Step 3 adjustment was not required as the Step 2 scoring results did not trigger this re-ordering based on the above rule.

THE PRIORITIZED LIST OF COMMUNITY CENTRE RENEWAL PROJECTS

The following chart presents the ranked list of community centre renewal projects. While this list provides a basis for future actions and planning, a number of practical considerations will ultimately influence the order in which these projects are undertaken. These considerations include land ownership, funding / resourcing and the renewal of other partner or co-located infrastructure. **It is important to reiterate that all 11 of these community centres are in need of renewal – as such, elevating any of these projects up the list based on new information and/or funding opportunities is justifiable.** The Principles, Criteria and prioritized list should also be reviewed every 10 years as city-wide needs, values and the inputs used to undertake the scoring evolve. For example, new metrics may exist in the future that help better assess a community centres alignment with service needs resulting from climate change.

The detailed scoring results (including the specific metric and inputs used to undertake the Step 2 scoring) are provided in Technical Appendix A.

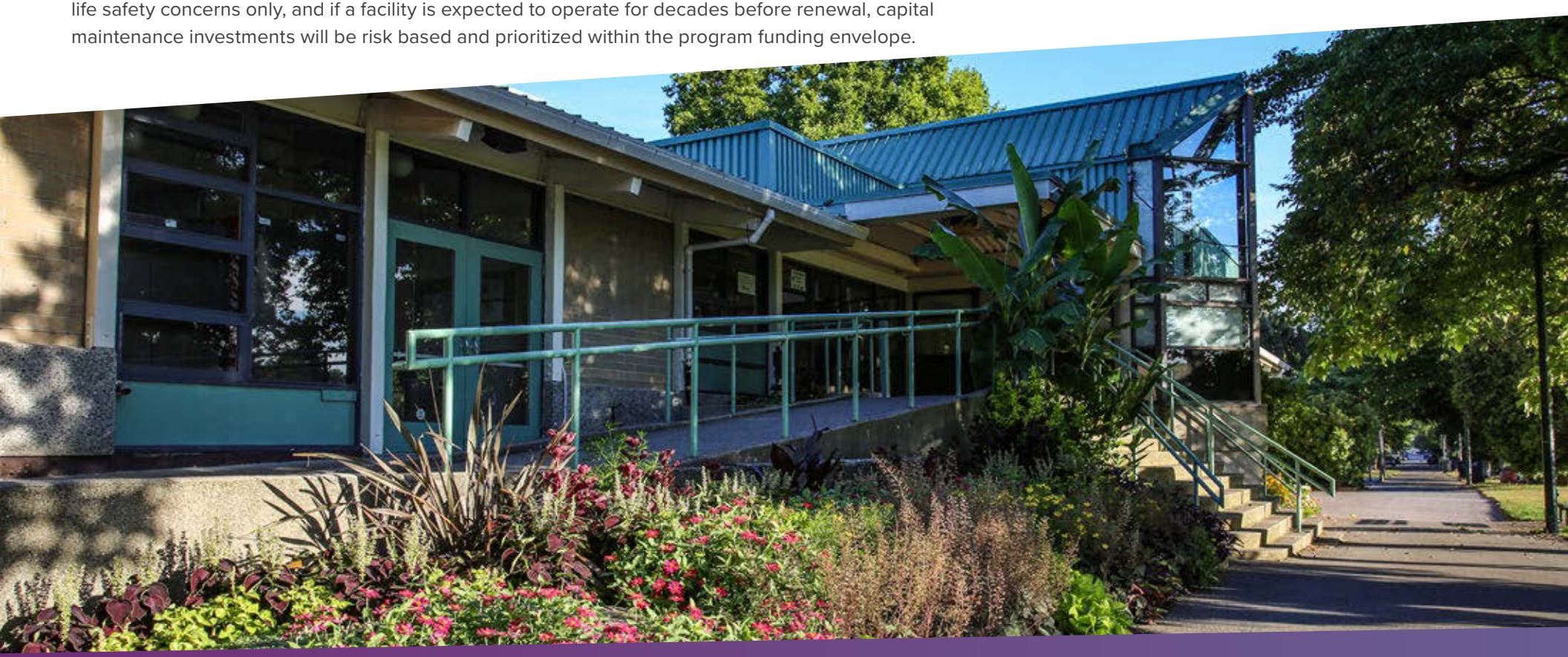
Community Centre	Rank	Weighted Score
Kensington Community Centre	1	70
Renfrew Community Centre	2	69
Hastings Community Centre	Tied for 3rd	66
Strathcona Community Centre*	Tied for 3rd	66
Thunderbird Community Centre*	5	62
Douglas Park Community Centre	6	59
Kitsilano Community Centre	7	58
Kerrisdale Community Centre	8	55
Champlain Heights Community Centre	9	53
West Point Grey Community Centre	10	49
Dunbar Community Centre	11	46

**Located on Vancouver School Board land*

CAPITAL MAINTENANCE PRIORITIES

Capital maintenance describes the planned process of replacing building systems (e.g. roofing, HVAC system, etc.) as they approach the end of their service life in order to extend the useful life of a building. Capital maintenance projects are prioritized system-wide among the almost 700 buildings managed by the City.

The prioritized list of community centre renewals will be used to inform appropriate levels of investment in capital maintenance based on anticipated remaining service life of buildings among other factors. For example, as a facility is approaching renewal, capital maintenance investment is reduced to address life safety concerns only, and if a facility is expected to operate for decades before renewal, capital maintenance investments will be risk based and prioritized within the program funding envelope.



RENOVATION PRIORITIES

A renovation refers to altering an existing facility to improve service delivery (e.g. fitness room renovations, accessibility upgrades). Renovations can improve the service delivery of a community centre and extend a facilities' overall lifespan.

The Park Board will prioritize community centre renovations based on the Principles and Criteria of the Community Centre Strategy, with priority given to those community centres identified for renewal but not for the next two capital plans.

From time to time, CCAs bring forward renovation requests that they are able to partially fund and/or secure grant funding for. These situations provide an opportunity to improve the quality of community centre infrastructure and should be considered, however the Park Board must also review and make decisions on these requests in such a way that does not inequitably favour those community centres with the most resource capacity. **An equitable process to prioritize renovations funded through grants and CCA contributions should be developed. The Process for Individual Community Centre Planning provided in Section 6 also provides a tool that can be applied to review and validate the need for individual renovation projects.**

OTHER POTENTIAL CAPITAL INVESTMENT CONSIDERATIONS

Identified as follows are a number of additional factors should also be considered on an ongoing basis across all types of capital investment in community centres (new builds, renewals, renovations, capital maintenance, and expansions).

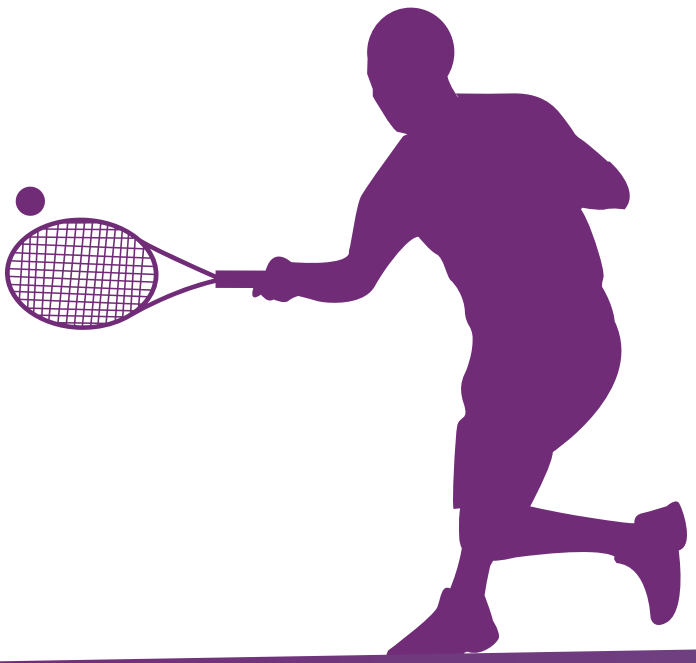
- Reconciliation and decolonization need to be primary considerations across all capital planning and investment into community centres.
- Opportunities to enhance Vancouver's ability to attract and host sporting events and competitions should be considered on an ongoing basis as planning occurs. New funding opportunities associated with event hosting may also arise that benefit the community centre inventory and enable desired projects that are otherwise unfunded.
- Community centres need to be resilient and able to adapt to new and emerging activities. Wheeled sports and pickleball are two current examples of activities that weren't in popular demand when the majority of the city's community centre inventory was developed. Opportunities to increase the city-wide supply of multi-functional large span spaces that can accommodate these activities should be considered as new, expanded and renewed community centres are developed.
- In the coming decades, climate change will continue to impact how community spaces are developed, used, and programmed. The Park Board and City need to continue to stay current and show leadership on climate change and ensure that capital planning for community centres recognizes the potential impacts on these facilities in the future.
- Park protection is important to consider as community centre projects are being undertaken. The Park Board's park spaces are working hard to meet the collective needs. It is important to preserve existing park and recreation spaces. While we grow and renew community centres and recreation assets to keep pace with population growth and evolving needs, we need to be considerate of the habitat, amenities, and urban forest canopy needs and targets.
- Facility planning and design needs to address codependency and co-location of facility components. For example, the outcomes of the Community Centre Strategy will need to be coordinated with VanSplash, Aquatic Services, and future Ice Strategy identified needs and planning.

6

A PROCESS FOR INDIVIDUAL COMMUNITY CENTRE PLANNING

INCLUDED IN THIS SECTION:

- A recommended process to ensure successful community centre planning and project execution.



OVERVIEW, IMPORTANCE, AND APPLICATION OF THE RECOMMENDED PROCESS FOR INDIVIDUAL COMMUNITY CENTRE PLANNING

Capital investment into community centre projects is significant, often complex, and requires diverse resident and stakeholder needs and perspectives to be considered. Establishing a transparent planning and project execution process will help ensure that community centre projects achieve maximum public benefit and are undertaken in a consistent manner. Consistency of process also creates clarity, transparency and leads to planning and development efficiencies.

The recommended **Process for Individual Community Centre Planning** applies to both new builds and renewals as well as potential expansion and retrofit projects, however the context under which the process is applied is likely to be different.

New builds and renewals do not require approval through this process as sufficient rationale would have been demonstrated in identifying it as a project. This would have occurred either through the Renewal Prioritization process or planning undertaken for neighbourhood development/ re-development that demonstrates sufficient growth to warrant a new community centre. For these new build and renewal projects, this process is aimed at positioning the project for success by helping to clarify and confirm size and scale, the facility program (components and amenities), and ensuring overall alignment with community need.

The following graphic summarizes the recommended Process for Individual Community Centre Planning. As reflected by the graphic, the process is intended to take a potential project from identifying community needs through to construction and opening of the facility.

Step 1

Community Needs Assessment

Objective: To comprehensively understand activity and space needs in the service area.

Step 2

Meeting Identified Needs

Objective: To build on Step 1 by exploring the costs, benefits, and considerations associated with the Community Centre project.

Step 3

Project Implementation

Objective: Design, construction and opening of the facility project.

EXPLAINING THE STEPS IN THE PROCESS FOR INDIVIDUAL COMMUNITY CENTRE PLANNING

Further described on the following three pages is additional detail on the three steps in the recommended Process for Individual Community Centre Planning. Recognizing that each project is unique, this process should be used as a general framework for executing projects and will need to be adjusted based on a number of contextual and project specific factors. **Typically, the Park Board would lead Step 1 with the City's Real Estate and Facilities Management department becoming heavily involved in Steps 2 and 3, although these roles also need to be flexible and will likely involve other partners and stakeholders on a project-by-project basis (including CCAs where applicable).**

For **capital maintenance and renovation projects**, this process may be applied to help set priorities and validate project need.

STEP 1: COMMUNITY NEEDS ASSESSMENT

WHY IS THIS STEP IMPORTANT?

Community space and activity needs must be thoroughly understood before functional programming, design, and project scoping and impact analysis can occur. Establishing a consistent approach to how needs assessment is conducted will help ensure a shared understanding of how space needs should be identified, recognizing that every project has unique dynamics and considerations that will require this step to be scoped differently on a project by project basis.

WHAT DOES THIS STEP INVOLVE?

The needs assessment should consider and incorporate a multitude of inputs, including:

- Community engagement using a mix of traditional methods and tactics aimed at ensuring the needs and perspectives of equity seeking residents groups that may be hard to capture through traditional engagement are adequately captured.
- Community Centre Association (CCA) engagement
- Trends (local, regional, provincial, national, and international)
- Input from the xʷməθkʷəy̓əm (Musqueam), Sḵwx̱wú7mesh (Squamish), and səlilwətaɬ (Tsleil-Waututh) Nations and commitments made towards Reconciliation and decolonization by the City and Park Board
- Current community centre utilization and capacity indicators (where applicable)
- Data analytics and predictive modelling insights
- Population, demographics and growth
- Existing City of Vancouver and Park Board policy

WHAT IS A COMMUNITY NEEDS ASSESSMENT?

The community needs assessment process is aimed at undertaking a holistic and comprehensive review of recreation, leisure, culture and community services in the general catchment area (e.g. neighbourhood, District or city-wide) of the facility project. This initial step will help capture the current state of services and the types of spaces that will be required in the future to meet anticipated needs. A community needs assessment is not typically concerned with costs or other project based issues or topics.

OUTCOMES OF STEP 1: COMMUNITY NEEDS ASSESSMENT

- **A study document that captures the current state of services and opportunities.**
- **Preliminary direction on future space needs.**

STEP 2: MEETING IDENTIFIED NEEDS

WHY IS THIS STEP IMPORTANT?

This step translates the Community Needs Assessment findings into a more concrete understanding of what the community centre project will ultimately entail, including size and scale, cost impacts, site and design approach, and partnership opportunities. In other words, Step 2 begins to position the project for implementation.

WHAT DOES THIS STEP INVOLVE?

The following tasks reflect those that can be considered "typical" as part of this step, recognizing that every project is unique and may have different requirements.

- Functional programming
- Site identification (if applicable / required) **This may include exploring co-location and site synergy benefits and considerations*
- Assessment of impacts on existing site infrastructure
- Capital and operating cost analysis ("Class D" cost analysis)

A number of important inputs should influence and be used to undertake the above noted tasks, including:

- The Park Board and City's commitment to Reconciliation and decolonization (understanding how these commitments can be meaningfully reflected in the project)
- Continued alignment with existing City of Vancouver and Park Board policy (e.g. aquatics projects identified in VanSplash may have relevance to community centre planning)
- Results from technical assessment(s) of potential sites and site conditions (e.g. geotechnical, environmental analysis, traffic assessment, etc.)
- Project partner planning, site needs, and funding availability (if applicable)
- The Optimum Level of Service Targets identified in Section 4 of the Community Centre Strategy

OUTCOMES OF STEP 2: MEETING IDENTIFIED SPACE NEEDS

- **At the conclusion of Step 2, the facility program (components and amenities) will be determined and all critical site questions will have been answered.**

STEP 3: PROJECT IMPLEMENTATION

WHY IS THIS STEP IMPORTANT?

Residents ultimately want to see planning culminate in successful community centre facilities that meet their individual needs and benefit the neighbourhood and city in which they live.

WHAT DOES THIS STEP INVOLVE?

This step builds upon the step 2 planning and takes the project to completion. Key actions that will typically be required as part of this step include:

- Schematic design and detailed design
- The tendering process
- Operational business planning

In most cases, the above noted actions will be undertaken by the Park Board and City in collaboration with project partners and stakeholders as guided by a project charter or other agreement.

It is important to note that a number of factors may influence the timing and overall implementation of a community centre project. These factors could include:

- Timing alignment with other new development or renewal projects
- Resourcing and funding opportunities (e.g. potential partnership, grants, etc.) or challenges (cost escalation or the need to re-visit priorities)
- Site factors and considerations (e.g. rezoning requirements, the identification of need for further analysis, etc.)
- Emerging priorities /unforeseen challenges
- Final partner discussions and collaborations
- Community and stakeholder engagement (e.g. review of the final design options)

OUTCOMES OF STEP 3: PROJECT IMPLEMENTATION

- **At the conclusion of Step 3, the facility will be constructed and commissioned (opened and available for community use).**

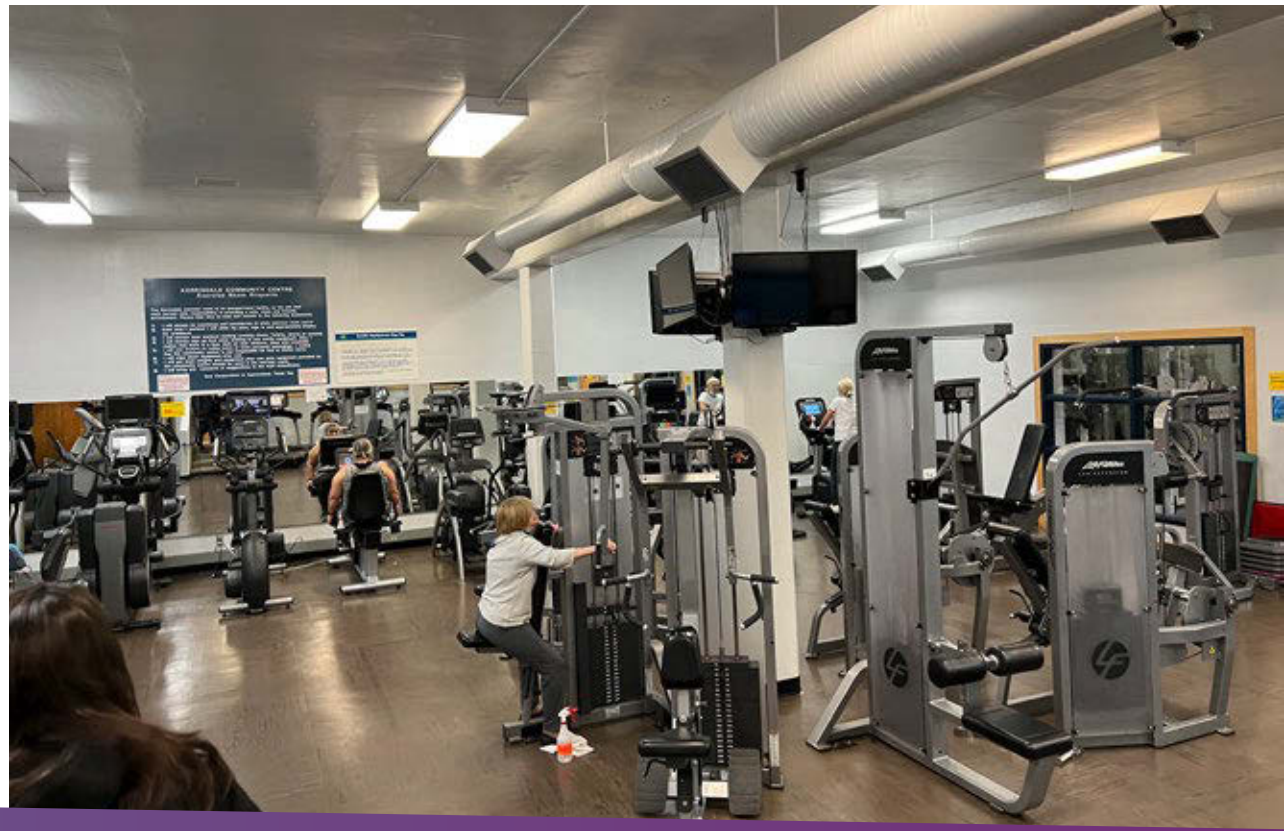
7 ENHANCING COMMUNITY CENTRE SERVICE DELIVERY

INCLUDED IN THIS SECTION:

- A strategic approach for data management.
- Goals and Actions to enhance community centres service delivery and planning.

Over the next twenty years, community centres will be required to build upon past successes and adapt to meet new and evolving service and activity needs. To achieve this objective, decision making for both capital investment and ongoing operations will need to be data driven and strategic. Outlined in this section is additional guidance to ensure that the city-wide community centre system is enhanced and optimized. This additional guidance has been organized into two areas:

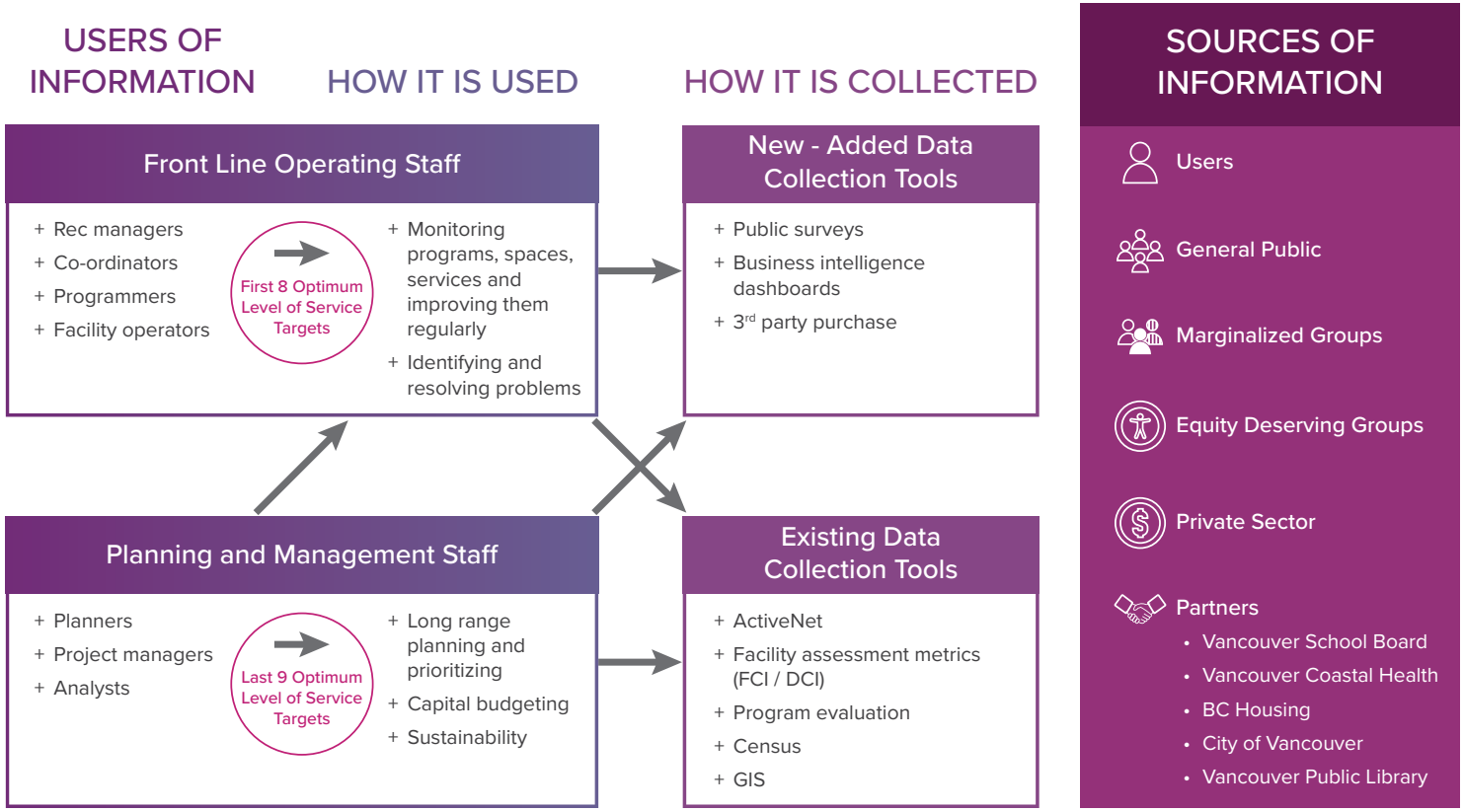
- **Approach for Data Management:** Future capital project prioritization, project execution (e.g. the Process for Individual Community Centre Planning outlined in Section 6), and ongoing operational planning will require accurate and insightful data.
- **Additional Community Centre Service Goals and Actions:** A number of Goals and Actions have been developed to address key service delivery and infrastructure related topics and anticipated future needs as identified through the research, engagement, and analysis conducted for the Strategy.



APPROACH TO DATA MANAGEMENT

THE CURRENT DATA MANAGEMENT CONTEXT: VANCOUVER PARK BOARD DATA MANAGEMENT SYSTEMS

One of the first rules of management is that "you can't manage what you don't measure." Existing use of local data by staff and contractors is a complex, integrated system involving many moving parts. **A depiction of the current system is provided in the graphic below.**



USERS OF INFORMATION

While each staff member may have unique and personal needs for and uses of data, staff generally fall into two main categories with respect to data use; front line staff that provide and deliver services, and central staff responsible for overall system-wide management, planning, system integration, policy development, and priority setting.

The front-line staff require information specific to the area of service for which they are responsible. That might be a category of service (e.g. field sports) or a specific facility (e.g. a community centre). They typically need data which is collected and charted periodically over short periods of time (e.g. daily, weekly and monthly) so that decisions can be made quickly about how to adjust to improve service or solve problems.

The central planning and management staff require system-wide data that shows trends, gaps, and variance by area within the City. This information is more likely to roll up into annual totals and show year over year comparisons.

If one thinks about use of data by individual staff members as computer-based dashboards, there would ideally be some small variance within each of the two staff groups, but there would also be a significant difference between the two sets of staff group dashboards.

HOW INFORMATION IS USED

Much of the current information is used by the front-line staff to monitor program use, use in relation to capacity for use on a space-by-space basis, demographics of existing users, satisfaction levels, and ideas for additional or different services. This information may also help to identify and respond to emerging issues and problems.

While central staff may also have need for the short term, more current data at times, they will typically be more interested in using data for long range planning, adjusting service priorities, dealing with the inter-relationships between various service categories, marketing to current users and non-users, capital budgeting and determining how services fit within long term city priorities (e.g. climate leadership, equity in access, Reconciliation).

HOW INFORMATION IS CURRENTLY COLLECTED

Information currently comes from diverse sources. One of the main sources of short-term data is the ActiveNet software system. It provides some detail on the demographics of users, how much they are using various services and spaces and the total amount of use in relation to capacity for use. It also summarizes and provides some information on user revenues. However, there are some gaps in the system, especially in terms of drop in uses and details of group rentals of space. Front line staff are most familiar with how to obtain outputs from this system. Of course, ActiveNet will also provide annual summaries of data which will be useful for both front line staff and central planning staff. Other data often collected by and used by front line staff include program evaluations, interactions with users, and social media.

Central staff often obtain data from other sources (see the graphic) and combine and correlate it with the ActiveNet data. This is sometimes systematized (e.g. census data) and sometimes collected on a one-off basis.

SOURCES OF INFORMATION

Some of the data is collected internally within the Park Board and the City of Vancouver systems. These include the ActiveNet data, financial data (operating revenues and expenditures and capital budgets), facility assessments, data collected specifically as part of other studies (such as this one), GIS data and other surveys. This is typically augmented and combined with data from outside sources including census data, data from service providing partners such as the Vancouver School Board, Vancouver Health Authority and the Community Centre Associations. Data is also available from third party providers (e.g. Environics Business Analytics, Active Exchange, etc.). So, data comes directly from users, from user groups, from other City departments and from outside sources.

AREAS OF POTENTIAL IMPROVEMENT

The setting of the Optimum Level of Service Targets and a review of the current data management system suggests some areas that need to be improved. At the outset, the overall system requires some fine tuning. Subsequently, some specific areas require new or improved measures to enhance decision making within both the front line staff and central staff groups. There are four areas of overall system-wide improvements that need to be considered.

Consistency of Data (*"speaking the same data language"*) – In order for various sources of data to be optimally used within an integrated system, formats and definitions need to be standardized and applied. This will facilitate data timeliness and cross referencing of data. Consistency in how data is collected is also important. For example, scanning of one card for different facilities under one roof is meant to happen, but doesn't happen consistently.

Timeliness of Data – There is a need for consistently updating each of the sources of data, preferably in an automated fashion. Comparing aged data with information that is current can help identify long-term trends, but current data is needed to ensure snapshots of current activity and amenity utilization and other insights are readily available without a resource intensive process needing to be undertaken.

A More Integrated Data System – Each of the parts of the data management system needs to be connected to the others and dashboards built to meet specific connection needs of each user. The overall system will be only as good as the weakest link in it, so a systems-wide focus will be required to ensure the linkages and ease of use.

A Culture of Data Literacy – All three of the above will be enhanced with more clarity and understanding of how the entire system works and how important each of the pieces are. This training will include specific methods of maintaining and using data to greater effect.

No data management system will ever be perfect – there is a general "law of diminishing returns" somewhere along the road to perfection, where more investment in improving the system has very marginal returns. This balance will need to be monitored. That said, improvements need to be made in all the above areas before any attempts to add new collection methods.

SPECIFIC NEEDS FOR ADDITIONAL DATA

Once the system-wide issues have been addressed, specific enhancements are required. Identified as follows are **five specific recommendations to optimize data collection and integration** into ongoing operations and decision making.

1. **Collect Data that Helps Measure the Optimum Level of Service Targets.** While small portions of the first five of the Optimum Level Service Targets are monitored occasionally, there is no consistent, system wide approach to measuring these important Targets. One option for measuring them would be a periodic (suggest every three years) comprehensive survey of the general population with sample sizes sufficiently large that there are high confidence levels on a community-by-community basis. Such a survey would consistently measure the first five of the Optimum Service Targets, however, it could also be augmented with portions of the other Service Targets and specific additions on a case by case basis.

2. **Ensure a Subjective Assessment of the Delivery of Public Benefits.** Optimum Level of Service Target #8 is at the core of public investment. How much public good is realized per unit of service delivery? While subjective measures are often more difficult than objective ones, they are still a valid form of measurement and in this case a necessary one. A means should be devised to periodically measure this one service target (suggest every three years). Since it is subjective, perception is one form of reality, it might be something that can be measured, at least in part, using the survey referred to above. However, other forms of qualitative measurement should also be used in an attempt to more fully measure this Target.

3. **Refine Systems to Better Understand Facility Infrastructure Performance,** Condition and Functionality. While the vast majority of information needed to understand current conditions of community centres was available, some of what was needed was not, and that limited some analysis as the Prioritization Approach was being undertaken. In the future, any existing gaps (e.g. up to date seismic risk data on all community centres) should be filled. More specifically, the Park Board should work with the City's REFM department to refine the Development Category Indicators for each facility to the point where all parties have confidence in using them. Additionally, information is needed on the performance and compliance versus best standards of community centre infrastructure as it relates to energy use, accessibility, and aspects of functionality.

4. **Invest in Data Tools and Resources that can Provide Insights into Current and Future Trends.** Increasingly, the recreation and parks sector is investing in predictive modelling tools and resources that can help identify current and anticipated trends at both a system wide and market segmented level. These tools (often referred to as "big data" or "data analytics") pull together data from divergent sources and create models that are improved using machine learning.

5. **Develop "Made in Vancouver" Approaches to Assessing Community Equity, Inclusion and Accessibility Gaps.** VanPlay's Equity Initiative Zones presents an example of how Vancouver has been a leader and progressive in understanding spatial and community characteristics that impacts the provision of recreation and related opportunities. The City's social planning team has also undertaken analysis to determine those neighbourhoods with the highest prevalence of need, and how this may impact the provision of various public services. Opportunities exist to build upon and continue refining how recreation equity, inclusion and accessibility data is collected and analyzed in Vancouver and used to inform how programming and planning is undertaken at community centres. This work should integrate analytics, research and engagement findings, including those who do not use community centres, as well as input from Community Centre Associations. A recommended initial step towards achieving this data management strategy should be to update VanPlay's Equity Initiative Zones to reflect a more thorough understanding of income and affordability challenges and social indicators that suggest barriers to access. As part of the ecosystem of social infrastructure, community centres also play a key role, along with neighbourhood houses, non-profit agencies and Indigenous and cultural communities. Alignment with Spaces to Thrive: Vancouver Social Infrastructure Strategy complements and augments this strategy.

ADDITIONAL GOALS AND ACTIONS

Provided as follows are 7 Goals aimed at providing additional guidance on other key topics and focus areas that were identified through the research, engagement and analysis. In many cases, these Goals also re-iterate and/or build upon guidance provided in VanPlay and ongoing work being undertaken by the CCAs and Park Board. Associated with each Goal are a series of Actions that reflect tactical next steps and approaches for achieving the overall Strategy direction.

Goal: Ensure that agreements, strategies, and policies pertaining to community centres are refreshed on a regular basis.

Actions	Rationale for this Goal
• Update the Community Centre Strategy every 10 years, with a focus on reviewing (and if necessary re-prioritizing) the list of renewal projects. • Ensure that operating policies and procedures relating to space allocations and rates and fees are updated every 10 years and follow consistent practices / methodology as other Park Board operated or overseen amenity types. • Ensure that the Joint Operating Agreement (JOA) is well understood and clear to new individuals involved in the community centre system.	• Needs, trends and other community dynamics / characteristics are continually evolving. Partnership agreements, strategic planning and policy needs to be relevant to the current context and updated regularly. • Collaborations are key to community centres operating in the most effective manner that maximizes public benefit.

Goal: Focus resources on using community centres to help address food security and education.

Actions	Rationale for this Goal
• Align with the Vancouver Food Strategy and Local Food System Action Plan. • Provide resources to the CCAs (where required) to help identify specific local food insecurity challenges and opportunities. • Prioritize capital maintenance and renovation funding towards kitchen upgrades. • Work with CCAs to ensure kitchen facilities in all community centres have maximum accessibility to the public. • Work with CCAs to ensure that community centre facilities are available to support food security responses by the City and community organizations during emergencies.	• Engagement findings and trends support that many community centres are being asked to play an increasingly important role in addressing food security. • Builds on lessons learned during emergency response to COVID-19. • Other City and Park Board planning clearly reflect the need to address food security and the role that public facilities play.

Goal: Continue to identify and prioritize enhancements geared towards maximizing the physical accessibility of community centres and adjacent spaces.

Actions	Rationale for this Goal
• Modernize entryways, common areas, and other public spaces. • Align with leading practices in physical accessibility and universal design. • Align with leading practices in wayfinding. • Improve circulation and visibility within spaces and amenities. • Identify opportunities to create more and better connections between indoor and outdoor spaces, recognizing that community centres often occur as part of a broader site experience.	• VanPlay identified a number of common system-wide deficiencies at community centres. The majority of these deficiencies were re-validated through the Community Centre Strategy research and analysis and remain prevalent challenges at older facilities. • The City, Park Board, and its partners have made clear commitments to ensuring physical accessibility, equity, and inclusiveness at public facilities.

Goal: Wherever possible, ensure that community centre spaces are multi-purpose, adaptable and resilient.

Actions	Rationale for this Goal
• Align with Spaces to Thrive: Vancouver Social Infrastructure Strategy. • When undertaking new builds, renewals, expansions and renovations, build large span spaces wherever possible. • As per VanPlay's 2040 Asset Target for fitness facilities, progressively work to increase the overall size of this amenity type towards an average of 4,000 square feet of fitness centre space (with 8,000 square feet as a minimum standard for new fitness centres). • Ensure an adequate balance of recreation, arts and culture, and community gathering space (The Optimum Level of Service Targets in Section 4 provides some guidance on the types of amenities that should be included in community centres). • While some activities require dedicated and specially fitted space, wherever possible these spaces should be designed with a long-term retrofit option / possibility should the activity decrease in popularity.	• Community centre needs, trends, and activity preferences are continually evolving. • Best practices support designing and building with flexibility in mind. • Ensuring that facilities are resilient and able to adapt to new activity and service needs is a leading practice and can help extend the functional service life of community centres.

Goal: Explore the costs, operational models, partnership opportunities, optimal location options, and overall feasibility of a new indoor multi-sport facility.

Actions	Rationale for this Goal
• Undertake a feasibility study, either in conjunction with a specific community centre project that is deemed as a strong co-location opportunity for this amenity or as a stand-alone study.	• Previously identified as need in VanPlay. • Engagement conducted for the Community Centre Strategy further suggest a potential need for this type of amenity. • Trends and leading practices support pairing a new indoor multi-sport facility with a new or renewed community centre.

Goal: Consider co-location of group child care and integration of other child care programs into community centres where feasible, while balancing all parks and recreation needs.

Actions	Rationale for this Goal
• Work with the City and CCAs to plan, coordinate and deliver child care programs within community centres. • In order to optimize public land for public use, locate group child care above grade/ on the roof level in new or renewed community centres to provide any required dedicated outdoor space such that it does not reduce public access to park area at grade. • Where supported by the Director of Recreation and Vancouver Coastal Health Licensing, CCA proposals for integrating new or expanded child care programming in existing community centres will be submitted through Park Board. • Develop policy to address CCA requests for dedicated use of park space to support new at grade group child care programs in existing community centres for Board consideration.	• Expanded child care has been clearly identified as a need in Vancouver through recent study and analysis conducted by the City and other partner organizations. • The majority of community centres currently offer some type of licensed child care onsite, comprising one in eight licensed group care spaces in Vancouver (or 12.5%). In total the child care and after school programming currently provided at or adjacent to the majority of community centres in the city comprises of over 1,600 licensed spaces. • The Park Board and CCAs are key public partners in supporting the provision of child care and balancing child care opportunities with other space provision priorities appropriate for each site.

Goal: Identify approaches and solutions to maximize safety and security at community centres.

Actions	Rationale for this Goal
• Ongoing dialogue between the Park Board and CCAs should occur around this specific topic. • Explore and monitor best practices across the region and beyond to identify new approaches and tactics. • Ensure the identification of potential solutions and tactics is sensitive to the needs of all residents and driven by an equity and inclusion lens (and includes sufficient engagement to test these potential approaches and tactics).	• Safety and security concerns were identified through the engagement with CCAs and some residents. • Community centres are used by a wide spectrum of residents, including those individuals facing mental health and addiction challenges.

8 IMPLEMENTATION SUMMARY

INCLUDED IN THIS SECTION:

- Next steps and timing considerations for community centre renewals and other capital investment.

Provided in the Section 5 of the Strategy is a prioritized list of the 11 community centres that should be renewed. While this list suggests a priority order, a number of practical considerations are likely to impact the sequential order in which the community centre renewals are actually undertaken. These considerations include:

- Land ownership
- Other facility renewal projects on the site (e.g. arenas, pools, libraries, schools, etc.)
- Cost and funding opportunities
- Partnership discussions
- Other site factors and considerations

As a next step, the Park Board will need to determine how the community centre renewal priorities can be achieved through the capital planning process over the next 10-20 years.

Acknowledging the reality that funding resources will not be available to renew all 11 community centres that require renewal over the next 10 – 20 years, capital maintenance and renovation will need to occur so that these facilities can continue operating at a safe, functional, and beneficial level.

The Strategy also includes direction across a number of key service delivery areas and functions that is intended to ensure community centre operations are optimized, set forth quality service level standards and benchmarks, and address focus areas identified through the project research and engagement. To effectively implement the guidance provided in this document, the Park Board and its partners will need to work collaboratively on implementing the following key Strategy areas:

- Utilizing the **Optimum Level of Service Targets** (Section 4) on an ongoing basis to support quality service provision and planning. Implementation of the Targets will require the suggested performance measurement and tracking approaches to be further refined and actioned.
- Application of the **Process for Individual Community Centre Planning** that has been identified to guide major capital investment (Section 6).
- Implementing the recommended new **Approach to Data Management** (Section 7).
- Implementing the **Goals and Actions** (Section 7) aimed at optimizing service delivery and address key topics and issues.

GLOSSARY OF TERMS

Amenity: Refers to a space within a facility. For the purposes of the Community Centre Strategy, there are two categories of amenities:

- ***Core Amenity:*** A main component space like a gymnasium, fitness centre, dance studio, multipurpose room, etc.
- ***Support Amenity:*** A space that supports a core amenity. Examples of support amenities include storage rooms, washrooms, change rooms, staff rooms, offices, etc.

Capital Investment: Capital investment refers to fixed, one-time expenses incurred to provide public infrastructure assets (facilities, amenities and spaces) at a level that is consistent with establish service level benchmarks and standards. For the purposes of the Community Centre Strategy, there are a number of sub-categories of capital investment:

- ***Renewal:*** The demolition and replacement of an existing facility. The replacement could be the same size larger or smaller, and in the same or a new location as required to best meet service need.
- ***Capital Maintenance:*** Planned like-for-like replacement of building systems with the goal of extending the useful service life of a facility and reducing associated operating costs or environmental sustainability. Capital maintenance priorities are established through the Asset Planner Framework that monitors building system service life through high-level Building Condition Assessments and validates against service group needs and operator reports.
- ***Renovation:*** Modernization, enhancement, or retrofit of a space to improve service levels and adapt a space to better align with identified needs.
- ***New Build:*** Development of a facility to increase the supply of community centres in the city. These projects typically involve developing community centres where one does not previously exist and are usually funded through the development process.
- ***Expansion:*** Significant increase in the size of an existing facilities footprint to meet growth and needs for an expanded volume of space.

Co-Location: The siting of multiple community amenities at a single location. Examples of commonly co-located amenities in the Vancouver context include pools, arenas, libraries, sports fields (and their associated amenities like change rooms), community arts and culture venues, and social service hubs.

Community Centre Associations (CCAs): The majority of community centres in Vancouver are operated in partnership with local Community Centre Associations. Many of these organizations have longstanding tenures and deep roots in their respective communities. The majority of Park Board – CCA partnerships are guided by a Joint Operating Agreement (JOA).

Culture: Creative artistic activity and the goods and services produced by it, and the preservation of heritage (Statistics Canada). Vancouver Culture|Shift (the City's arts and culture plan) also identified that arts and culture encompass communities' identities, values, beliefs, aspirations, attitudes, knowledge, memories, and heritage, as well as how those aspects of human experience are expressed through stories, artistic and cultural practices, customs, language, food, environmental stewardship, dress and adornment, design and architecture, rituals, and religion.

Infrastructure: Refers to physical public space in a community, including facilities, amenities and outdoor assets. Community centres and recreation facilities are a type of infrastructure.

Facility Condition Index (FCI): Facility condition information is updated regularly in the City of Vancouver's asset management database and this information is used when prioritizing upgrade, renovation or renewal projects. A Facility Condition Index (FCI) score is a relative indicator of a facility's condition and a good indicator of the level of growing liabilities (needs) at the facility.

Joint Operating Agreement (JOA): Established in 2018, the JOA outlines clear roles and responsibilities between CCAs and the Park Board.

Decolonization: Decolonization is an ongoing process to support Reconciliation, or a new relationship between Canadian society and Indigenous peoples, that questions the colonial assumptions and structure of our institution and begins to rebuild together through learning and respect for Indigenous knowledge and ways of being.

Multi Use / Multi-Purpose Amenities: Spaces that can accommodate different types of programs, activities and uses.

Optimum Level of Service Targets: The Community Centre Strategy (Section 4) has provided 17 Targets that are intended to outline a clear, consistent and point of reference for future planning and service delivery. These Targets are aspirational and also recognized that different areas of the city have unique needs, preferences, and characteristics.

Public Benefit(s): Achieving public benefit means that all residents gain from the service offering, regardless of whether they are direct users. In other words, citizens cannot opt out of these collective benefits as the service offering improves the state of their community.

Reconciliation: Reconciliation is about establishing and maintaining a mutually respectful relationship between Aboriginal and non-Aboriginal peoples in this country. In order for that to happen, there has to be awareness of the past, an acknowledgement of the harm that has been inflicted, atonement for the causes, and action to change behaviour (Truth and Reconciliation Commission of Canada).

Recreation: Recreation is the experience that results from freely chosen participation in physical, social, intellectual, creative and spiritual pursuits that enhance individual and community wellbeing (A Framework for Recreation in Canada 2015: Pathways to Wellbeing).

Service Delivery: Refers to the provision of a public service offering (including programs and infrastructure such as parks and recreation facilities). While some exceptions and outliers exist, those services delivered by local government (or their affiliates and partners) are provided to achieve public benefit and meet needs that the private sector cannot in an equitable manner.

Traditional Territory (of First Nations peoples in Canada): Geographic area identified by a First Nation as the land their ancestors lived on since time immemorial (or were forced into by the encroachment of Settlers).

Unceded Territories: Lands that First Nations have never ceded or legally signed away to the Crown or Canada.

APPENDICES

TECHNICAL APPENDIX A: COMMUNITY CENTRE RENEWAL PRIORITIZATION SCORING

SHORT LIST OF COMMUNITY CENTRE RENEWAL CANDIDATES (STEP 1 OF THE PRIORITIZATION APPROACH)

The following 11 community centres were identified as having strong rationale for renewal over the next 20 years based on building condition factors (overall condition assessment using the Facility Condition Index and seismic rating).

- Champlain Heights Community Centre
- Douglas Park Community Centre
- Dunbar Community Centre
- Hastings Community Centre
- Kensington Community Centre
- Kerrisdale Community Centre
- Kitsilano Community Centre
- Renfrew Community Centre
- Strathcona Community Centre
- Thunderbird Community Centre
- West Point Grey Community Centre

**Note: While the Kitsilano Community Centre has a condition rating of "Fair" it was included based on seismic rating and age. Two community centres with a "poor" condition rating were also not included in the short list of 11 renewal candidates (Roundhouse Community Centre and Sunset Community Centre) due to their relatively new age, low seismic risk, and*

other metrics (DCI – Development Category Indicator) that suggests renewal of these two facilities will not be needed over the next 20 years

SCORING METRIC

The following chart reflects an overview of the scoring metric used for each of the 14 Criteria.

#	Criteria	3 points	2 points	1 point
Principle #1: Quality Infrastructure				
1	**Condition Assessment**	Very Poor/Critical (FCI >30%)	Poor (FCI 10%-30%)	Fair (FCI 5%-10%)
2	**Seismic Rating**	High Risk	Medium Risk	Low Risk or N/A (Not Screened)
3	**Sustainability and Climate Leadership**	Renewal or other form of major capital investment aimed at addressing deficiencies would have a High Impact	Renewal or other form of major capital investment aimed at addressing deficiencies would have a Medium Impact	Renewal or other form of major capital investment aimed at addressing deficiencies would have a Low or Negligible Impact
4	**Primary Emergency Use Requirements**	Currently designated as a Primary Response Centre + Disaster Support Hub	Currently designated as a Disaster Support Hub	Currently not designated as a Disaster Support Hub or Primary Response Centre (N/A to any community centres in the inventory)
5	**Supports Important Alternative Uses**	The community centre is currently considered inadequate to support use as Seasonal Shelter (Cooling/Heating) Clean Air Space and Group Lodging and Reception Centre **Based on an optimal standard to support these uses*	The community centre is currently relatively well-suited to support use as Seasonal Shelter (Cooling/Heating) Clean Air Space and Group Lodging and Reception Centre for short duration emergencies **Based on an optimal standard to support these uses*	The community centre is currently relatively well-suited to supporting use as Seasonal Shelter (Cooling/Heating) Clean Air Space and Group Lodging and Reception Centre for both major and/or short duration emergencies **Based on an optimal standard to support these uses*

#	Criteria	3 points	2 points	1 point
Principle #2: Demonstrated Service Need				
6	**Alignment with the Optimum Level of Service Targets**	Low Level of Alignment with the Targets **This means that the community centre currently is deficient in at least three of six identified Service Targets, including number 8 (Public Benefits Realized), and that renewal of this CC would render it able to meet significantly more public benefits and significantly better achieve at least two or more other of the six targets*	Low-Moderate Level of Alignment with the Targets **This means that the community currently is deficient in at least three of the six Service Targets, not including number 8 (Public Benefits Realized), and that renewal of this CC would render it able to significantly better achieve those three*	High Level of Alignment with the Targets **This means that the community currently is deficient in fewer than three of the six Service Targets, not including number 8, and that renewal of this CC would render it able to marginally better achieve on fewer than three of them*
7	**Service Gaps**	The community centre is located in a **District** with a service level that is lesser than (**deficient** to) the 1.2 sq. ft. per capita Optimal Service Target	The community centre is located in a District that is at or better than the 1.2 sq. ft per capita, but in a **Neighbourhood** that is lesser than (**deficient to**) the 1.2 sq. ft. per capita Optimal Service Target	The community centre is located in a **District** or **Neighbourhood** with a level of service that is **similar** to the 1.2. sq. ft. per capita Optimal Service Target
8	**Growth Indicators**	The community centre is located in an identified Growth Zone and a specific neighbourhood that is expected to increase in population by more than 10% by 2035	The community centre is located in an identified Growth Zone	N/A
Principle #3: Equitable and Inclusive Community Centre Infrastructure for All				
9	**Recreation and Active Living Equity**	The community centre triggers on 3 of VanPlay's Equity Initiative Zone indicators (based on a 400 metre radius)	The community centre triggers on 2 of VanPlay's Equity Initiative Zone indicators (based on a 400 metre radius)	The community centre does not trigger on 2 or more of Van Play's Equity Initiative Zone indicators using the 400 metre radius but triggers on 3 indicators within a 800 metre radius
10	**Active Transportation Access**	The community centre has a rating of "Excellent" (>70%)	The community centre has a rating of "Good" (50 - 70%)	N/A
11	**Provision of Critical Services**	Project is within the Top 10 high needs neighbourhoods as identified by the City's social index scoring analysis	N/A	N/A

#	Criteria	3 points	2 points	1 point
Principle #4: Making Efficient use of Land Resources				
12	**Site Synergies with Recreation and Culture Infrastructure**	Project is currently co-located with two or more of an arena, pool, library, or theatre (or other major City cultural venue)	Project is currently co-located with one of an arena, pool, library, or theatre (or other major City cultural venue)	Project is not co-located with one of an arena, pool, library, or theatre (or other major City cultural venue) but the community centre has other co-location synergies and considerations (e.g. child care, other indoor spaces)
13	**Site Synergies with Partner Infrastructure**	Project is currently co-located with one of a Vancouver Public School Board (VSB) facility or BC Housing project	N/A	Project is not directly co-located with a Vancouver Public School Board (VSB) facility but one exists within the overall neighbourhood that the community centre serves.
14	**Outdoor Amenity Considerations**	The community centre is located on or directly adjacent to a designated park space	N/A	The community centre is not directly co-located with a designated park space but is within 400 metres of one

SUMMARY OF THE SCORING RESULTS

The following graphic illustrates the results of the scoring for each Criteria across the 11 community centres that were identified as candidates for renewal.

Community Centre	Condition Assessment	Seismic	Sustainability and Climate Leadership	Primary Emergency Use Requirements	Supports Important Alternative Uses	Alignment with the Optimum Level of Service Targets	Service Gaps	Growth Indicators	Recreation and Active Living Equity	Active Transportation Access	Provision of Critical Services	Siting Synergies - Indoor Recreation and Culture Infrastructure	Siting Synergies – Partner Infrastructure	Outdoor Support Amenity Considerations
WEIGHTING VALUE	4	4	3	2	2	3	2	2	3	2	2	2	1	2
Kensington Community Centre	●	◒	◒	◒	◒	◒	●	–	◒	◒	●	◒	●	●
Renfrew Community Centre	◒	●	●	◒	◒	◒	●	–	–	●	●	●	◒	●
Hastings Community Centre	◒	●	◒	●	◒	●	–	–	◒	◒	●	◒	◒	●
Strathcona Community Centre	◒	◒	◒	◒	◒	●	–	●	●	●	●	◒	●	◒
Thunderbird Community Centre	◒	●	◒	◒	◒	◒	–	–	◒	●	●	◒	●	◒
Douglas Park Community Centre	◒	◒	◒	◒	◒	●	◒	●	–	●	–	◒	◒	●
Kitsilano Community Centre	◒	●	◒	●	◒	◒	◒	◒	–	●	–	◒	●	●
Kerrisdale Community Centre	◒	●	●	◒	◒	◒	–	–	–	◒	–	●	◒	●
Champlain Heights Community Centre	◒	◒	◒	◒	◒	◒	◒	–	–	◒	●	◒	●	●
West Point Grey Community Centre	●	●	◒	◒	◒	◒	◒	–	–	◒	–	◒	◒	◒
Dunbar Community Centre	◒	◒	◒	◒	◒	◒	–	–	–	◒	–	◒	◒	●

Legend

3 Points: ●

2 Points: ◒

1 Point: ◒

Did Not Meet Threshold to Register a Point: –

PRIORITIZATION CRITERIA METHODOLOGY AND DETAILED SCORING

Provided as follows is a description of the methodology associated with each Criteria and scoring values assigned for each of the 11 short listed community centres.

CRITERIA #1: CONDITION ASSESSMENT

Methodology Overview: Condition was assessed using the Facility Condition Index (FCI) tool.

DEFINITION OF FCI

Facility condition information is updated regularly in the City of Vancouver's asset management database and this information is used when prioritizing upgrade, renovation and renewal projects. A Facility Condition Index (FCI) score is calculated for each facility based on the value of the current building system renewal needs (cost of current deferred maintenance) relative to the current replacement value of the facility.

As per the table below, a community centre was given a higher score if it has a worse FCI rating as this reflects an elevated need for renewal.

Criteria	3 points	2 points	1 point
Condition Assessment	Very Poor/Critical (FCI >30%)	Poor (FCI 10%-30%)	Fair (FCI 5%-10%)

SCORING VALUES

The following chart reflects the scoring values given to each community centre.

Community Centre	Condition Rating Score
Champlain Heights Community Centre	2
Douglas Park Community Centre	2
Dunbar Community Centre	2
Hastings Community Centre	2
Kensington Community Centre	3
Kerrisdale Community Centre	2
Kitsilano Community Centre	1
Renfrew Community Centre	2
Strathcona Community Centre	2
Thunderbird Community Centre	2
West Point Grey Community Centre	3

CRITERIA #2: SEISMIC

Methodology: Uses available seismic screening evaluation rankings from the City of Vancouver's Structural and Non-structural Seismic Program to identify seismic vulnerability.

Criteria	3 points	2 points	1 point
Seismic	High Risk	Medium Risk	Low Risk of N/A

SCORING VALUES

The following chart reflects the scoring values given to each community centre.

Community Centre	Seismic
WEIGHTING VALUE	**4**
Example X (Perfect Score)	3
Example Y	1
Champlain Heights Community Centre	1
Douglas Park Community Centre	2
Dunbar Community Centre	2
Hastings Community Centre	3
Kensington Community Centre	2
Kerrisdale Community Centre	3
Kitsilano Community Centre	3
Renfrew Community Centre	3
Strathcona Community Centre	1
Thunderbird Community Centre	3
West Point Grey Community Centre	3

CRITERIA #3: SUSTAINABILITY AND CLIMATE LEADERSHIP

Methodology: The Community Centre Strategy Scoring uses available GHG Emission and Water Consumption Data in a way that reflects the City's current sustainability objectives, as outlined in the following City of Vancouver Policies:

- Renewable City Strategy (Operating GHG emissions)
- Zero Emissions Building Plan (Operating GHG Emissions)
- Climate Emergency Plan (Operating GHG Emissions and Embodied Carbon)
- Green Operations Plan 2.0 (Zero Carbon, Zero Waste, and Healthy Ecosystems for internal City Operations)

The scoring criteria breakdown is weighted towards a focus on existing community centre Operating GHG emissions, and resultant opportunity for potential GHG savings, as well as reduced water consumption that could be achieved through renewal or other major capital reinvestment. The following table reflects the sub-metric uses to undertake this analysis.

	3 points	2 points	1 point	Weighting
GHG Emissions (Tonne CO2 Oct 2019-Sept 2020 Data) Vancouver Community Centre Average: 159	Current Performance significantly above Vancouver Community Centre Average (300+)	Current Performance Average (100-300 Tonnes)	Current Performance significantly above Vancouver Community Centre Average (0-100 Tonnes)	**75%**
Water consumption (L/m2/year) Vancouver Community Centre Average: 2310	Current Consumption significantly above Vancouver Community Centre Average (L/m2/year)	Current Consumption approx. Average (L/m2/year)	Current Consumption significantly below Vancouver Community Centre Average (L/m2/year)	**25%**

The following table reflects the overall metric used to assign a score used to each community centre.

Criteria	3 points	2 points	1 point
Sustainability and Climate Leadership	Renewal or other form of major capital investment aimed at addressing deficiencies would have a High Impact	Renewal or other form of major capital investment aimed at addressing deficiencies would have a Medium Impact	Renewal or other form of major capital investment aimed at addressing deficiencies would have a Low or Negligible Impact

SCORING VALUES

The following chart summarizes the scoring values given to each community centre.

Community Centre Name	GHG Scoring Average *(159 Tonne CO2)*	Water consumption Scoring Average *(2310 L/m2/year)*	(Sustainability and Climate Average*) Score
Champlain Heights Community Centre	1	2	**1.3**
Douglas Park Community Centre	1	1	**1.0**
Dunbar Community Centre	2	2	**2.0**
Hastings Community Centre	1	1	**1.0**
Kensington Community Centre	2	3	**2.3**
Kerrisdale Community Centre	3	3	**3.0**
Kitsilano Community Centre	1	2	**1.3**
Renfrew Community Centre	3	3	**3.0**
Strathcona Community Centre	1	1	**1.0**
Thunderbird Community Centre	1	1	**1.0**
West Point Grey Community Centre	1	1	**1.0**

**These values are to one decimal point at the GHG and Water Consumption scoring each included a number of inputs that were summed and weighted to reflect the overall Sustainability and Climate Average score.*

CRITERIA #4: PRIMARY EMERGENCY USE REQUIREMENTS

Methodology: 6 community centres in Vancouver are currently designated as "Primary Response Centres" in the event of a major emergency. The other 23 community centres may also practically play a role during an emergency and are therefore noted as "Disaster Support Hubs".

Criteria	3 points	2 points	1 point
Primary Emergency Use Requirements	Currently designated as a Primary Response Centre + Disaster Support Hub	Currently designated as a Disaster Support Hub	Currently not designated as a Disaster Support Hub or Primary Response Centre (N/A to any community centres in the inventory)

SCORING VALUES

The following chart summarizes the scoring values given to each community centre.

Community Centre	Primary Emergency Use Requirements Score
Champlain Heights Community Centre	2
Douglas Park Community Centre	2
Dunbar Community Centre	2
Hastings Community Centre	3
Kensington Community Centre	2
Kerrisdale Community Centre	2
Kitsilano Community Centre	3
Renfrew Community Centre	2
Strathcona Community Centre	2
Thunderbird Community Centre	2
West Point Grey Community Centre	2

CRITERIA #5: SUPPORTS IMPORTANT ALTERNATIVE USES

Methodology: The role of community centres continues to expand and evolve based on climate change and social needs. The COVID-19 pandemic also provides a recent example of how public facilities need to be adaptable to fulfill unforeseen needs (e.g. some community centres were used to support testing and vaccinations during the pandemic). The methodology developed for this Criteria recognizes that there are basic amenities that enable a community centre to adapt well to supporting alternative uses, including having long-span spaces (e.g. gymnasiums), adequate changerooms with showers, kitchen space, generators and plug in capacity, cooling infrastructure, drinking fountains, and sufficient washrooms. Community centres that are deficient against these amenity benchmarks score higher for this Criteria as their renewal would increase the ability of the citywide inventory to fullfill emerging alternative use needs.

The following table reflects the overall scoring metric used to assign a scoring value to each of the community centres.

Criteria	3 points	2 points	1 point
Supports Important Alternative Uses	The community centre is currently considered inadequate to support use as Seasonal Shelter (Cooling/Heating) Clean Air Space and Group Lodging and Reception Centre.	The community centre is currently relatively well-suited to support use as Seasonal Shelter (Cooling/Heating) Clean Air Space and Group Lodging and Reception Centre for short duration emergencies	The community centre is currently relatively well-suited to supporting use as Seasonal Shelter (Cooling/Heating) Clean Air Space and Group Lodging and Reception Centre for both major and/or short duration emergencies

SCORING VALUES

The following chart summarizes the scoring values given to each community centre based on an assessment of each facility against the spaces identified in the methodology description.

Community Centre	Score
Champlain Heights Community Centre	2
Douglas Park Community Centre	2
Dunbar Community Centre	2
Hastings Community Centre	2
Kensington Community Centre	2
Kerrisdale Community Centre	1
Kitsilano Community Centre	1
Renfrew Community Centre	1
Strathcona Community Centre	2
Thunderbird Community Centre	2
West Point Grey Community Centre	2

CRITERIA #6: ALIGNMENT WITH THE OPTIMUM LEVEL OF SERVICE TARGETS

Methodology: This Criteria reflects the one relatively subjective measure of how well a community centre currently aligns with 6 of the Optimum Level of Service Targets:

- Target #8: Public Benefits Realized
- Target #9: Appropriate Neighbourhood Level Opportunity Mix
- Target #10: Appropriate District Level Opportunity Mix
- Target #12: Accessible, Equitable, and Inclusive Infrastructure
- Target #14: Fully Usable and Adaptable Spaces
- Target #17: Spaces that Support a Diversity of Uses

These six specific Targets were identified out of the 17 total Targets as they reflect key considered and measures that are not fully considered across the other Criteria (a number of the Targets are operational and not applicable to renewal planning and others are accounted for through the other Criteria).

The following table reflects how this Criteria was scored. As reflected in the table, Target #8 (Public Benefits Realized) was given a higher consideration within the scoring metric.

Criteria	3 points	2 points	1 point
Alignment with the Optimum Level of Service Targets	Low Level of Alignment with the Targets **This means that the community centre currently is deficient in at least three of six identified Service Targets, including number 8 (Public Benefits Realized), and that renewal of this CC would render it able to meet significantly more public benefits and significantly better achieve at least two or more other of the six targets*	Low-Moderate Level of Alignment with the Targets **This means that the community currently is deficient in at least three of the six Service Targets, not including number 8 (Public Benefits Realized), and that renewal of this CC would render it able to significantly better achieve those three*	High Level of Alignment with the Targets **This means that the community currently is deficient in fewer than three of the six Service Targets, not including number 8, and that renewal of this CC would render it able to marginally better achieve on fewer than three of them*

SCORING VALUES

The following chart reflects the scoring value assigned to each community centre.

Community Centre Name	Target #8: Public Benefits Realized	Target #9: Appropriate Mix of Neighbourhood Spaces	Target #10: Appropriate District Level Spaces Needed	Target #12: Accessible, Equitable, and Inclusive Infrastructure	Target #14: Fully Usable and Adaptable Spaces	Target #17: Spaces that Support a Diversity of Uses	Targets Alignment	Notes
Kitsilano Community Centre	Highly aligned	Highly aligned but fitness gym is quite small	Highly aligned - already has rink	Moderately aligned due to two floors	Moderately aligned due to two floors	Highly aligned	**1**	This community centre has a wide array of appropriate neighbourhood level multipurpose and dedicated use spaces that deliver a full range of public benefits. There is also some District Level amenity (e.g. ice rink). While the spaces are on different levels and that complicates physical access, they are reasonably functional and well supported with good storage and other spaces. There is a good balance of three modes of use. So, this community centre only triggers on two Service Targets and only moderately on both.

Community Centre Name	Target #8: Public Benefits Realized	Target #9: Appropriate Mix of Neighbourhood Spaces	Target #10: Appropriate District Level Spaces Needed	Target #12: Accessible, Equitable, and Inclusive Infrastructure	Target #14: Fully Usable and Adaptable Spaces	Target #17: Spaces that Support a Diversity of Uses	Targets Alignment	Notes
Champlain Heights Community Centre	Moderately aligned	Moderately aligned - lacking a full range of MP spaces	Highly aligned - racquet courts and child care indoor cycling and dance studio	Highly aligned	Moderately aligned	Poorly aligned	**2**	This community centre has a reasonable array of spaces that deliver a range of services, with a concentration on fitness. But, it doesn't fully meet a full array of Public Benefits. Spaces are somewhat functional but still not sufficient to deliver all public benefits. Some district wide specialized spaces (e.g. racquet courts) and some room for additional co-location. The community centre has a marginally appropriate mix of multipurpose and dedicated use spaces, and could certainly use more. Community centre doesn't provide a good mix of drop in, program and rental uses. So, it triggers on three Service Targets to some degree and one fully.

Community Centre Name	Target #8: Public Benefits Realized	Target #9: Appropriate Mix of Neighbourhood Spaces	Target #10: Appropriate District Level Spaces Needed	Target #12: Accessible, Equitable, and Inclusive Infrastructure	Target #14: Fully Usable and Adaptable Spaces	Target #17: Spaces that Support a Diversity of Uses	Targets Alignment	Notes
Douglas Park Community Centre	Poorly aligned	Poorly aligned small CC with small fitness space and gym	Highly aligned with pottery studio, wading pool	Fully aligned	Poorly aligned	Poorly aligned	**3**	This community centre currently has a modest operating format and is not open evenings. Therefore, it cannot meet a broad range of public benefits. Also, it has insufficient array of spaces to meet all public benefits and therefore doesn't qualify as having sufficient appropriate mix of neighbourhood spaces. There is no full gym. They do have a district level space (pottery studio) but not a lot of space generally. There is room for additional co-location. Spaces are marginally functional but small and not a lot of space. There is no balance of three modes of use. So, community centre fully triggers on four of the Service Targets.

Community Centre Name	Target #8: Public Benefits Realized	Target #9: Appropriate Mix of Neighbourhood Spaces	Target #10: Appropriate District Level Spaces Needed	Target #12: Accessible, Equitable, and Inclusive Infrastructure	Target #14: Fully Usable and Adaptable Spaces	Target #17: Spaces that Support a Diversity of Uses	Targets Alignment	Notes
Dunbar Community Centre	Highly aligned	Highly aligned	Yes. Pottery, Dance, racquet courts, cycling studio	Yes	Modestly accessible	Yes	**1**	One of the largest community centres in Vancouver with a good array of spaces that already meet a broad array of public needs. Also a few specialized district level spaces (e.g. squash courts and Bee hives. This community centre has a reasonable mix of drop in, program and rental spaces already. Spaces are well laid out and functional. While accessibility could be improved, there don't appear to be major barriers. This community centre triggers on no Service Target deficiencies of any significance.

Community Centre Name	Target #8: Public Benefits Realized	Target #9: Appropriate Mix of Neighbourhood Spaces	Target #10: Appropriate District Level Spaces Needed	Target #12: Accessible, Equitable, and Inclusive Infrastructure	Target #14: Fully Usable and Adaptable Spaces	Target #17: Spaces that Support a Diversity of Uses	Targets Alignment	Notes
Hastings Community Centre	Poorly aligned	Highly aligned with lots of space	Highly aligned with computer lab, racquetball court	Moderately aligned with two floors with some limitations	Moderately aligned with spaces not fully functional nor resilient	Poorly aligned	**3**	A reasonable variety of MP and dedicated use spaces that collectively meet only a modest range of public benefits. Appropriate mix of neighbourhood spaces and room for additional district level and co-location of Park Board and partner amenities. Spaces aren't fully accessible (separate levels) with some limitations to functionality and resiliency. They do a great job with old facilities with some limitations. So, this community centre triggers on four Service Targets including Public Benefits.

Community Centre Name	Target #8: Public Benefits Realized	Target #9: Appropriate Mix of Neighbourhood Spaces	Target #10: Appropriate District Level Spaces Needed	Target #12: Accessible, Equitable, and Inclusive Infrastructure	Target #14: Fully Usable and Adaptable Spaces	Target #17: Spaces that Support a Diversity of Uses	Targets Alignment	Notes
Kensington Community Centre	Highly aligned	Highly aligned	Highly aligned with dance and pottery studios	Highly aligned	Highly aligned	Highly aligned	**1**	This community centre has a reasonable variety of multipurpose and dedicated use spaces that represent an appropriate mix of neighbourhood spaces and collectively meet public benefits. There is also some provision of district level space (e.g. pottery studio, dance studio and sauna/ steam room. There is some co-location (e.g. pool). Spaces, are suitably sized, quite functional and laid out and accessible. There is an appropriate balance of three modes of use. This community centre does not trigger any of the six Service Targets.

Community Centre Name	Target #8: Public Benefits Realized	Target #9: Appropriate Mix of Neighbourhood Spaces	Target #10: Appropriate District Level Spaces Needed	Target #12: Accessible, Equitable, and Inclusive Infrastructure	Target #14: Fully Usable and Adaptable Spaces	Target #17: Spaces that Support a Diversity of Uses	Targets Alignment	Notes
Kerrisdale Community Centre	Highly aligned	Highly aligned	Highly aligned with Pottery studio	Highly aligned	Highly aligned	Highly aligned	**1**	Lots of existing spaces deliver a broad range of public benefits. Good variety of spaces at the neighbourhood level are well laid out. Lots of existing co-location and district level spaces with pool and seniors centre and library. Fairly well accessible. Good range of programs offered with a mix of drop in and rental uses. This community centre doesn't trigger on any of the Service Targets.
Renfrew Community Centre	Highly aligned	Moderately aligned with no kitchen	Highly aligned with Computer lab	Highly aligned	Highly aligned	Highly aligned	**1**	This community centre delivers a broad range of public benefits in a large array of dedicated and multipurpose spaces with a few district level spaces as well. The spaces are reasonably well laid out and accessible and most are quite functional and resilient. This community centre doesn't trigger on any of the Service Targets.

Community Centre Name	Target #8: Public Benefits Realized	Target #9: Appropriate Mix of Neighbourhood Spaces	Target #10: Appropriate District Level Spaces Needed	Target #12: Accessible, Equitable, and Inclusive Infrastructure	Target #14: Fully Usable and Adaptable Spaces	Target #17: Spaces that Support a Diversity of Uses	Targets Alignment	Notes
Strathcona Community Centre	Moderately aligned	Moderately aligned	Poorly aligned	Moderately aligned	Moderately aligned	Moderately aligned	**3**	Not sure about this one. They deliver lots of programs and services and a wide array of public good but do so with modest, old facilities. Can't find enough info to properly score. But I think it is a 3.
Thunderbird Community Centre	Highly aligned	Moderately aligned with limited MP and dedicated use spaces	Moderately aligned with computer lab and day care.	Highly aligned	Moderately aligned	Moderately aligned	**2**	A modest array of MP and dedicated use areas deliver a broad range of public benefits. The two levels limits access and functionality but there is a good mix of three modes of use. This community centre triggers moderately on four Service Targets.
West Point Grey Community Centre	Highly aligned	Highly aligned	Highly aligned with Pottery room and theatre.	Moderately aligned	Moderately aligned	Highly aligned	**1**	Lots of space. An appropriate mix of neighbourhood space plus some unique district level amenities (e.g. pottery studio, performance space) all deliver a wide range of public benefits in all three modes of use. Some spaces are quite special. However, spaces are not well arranged and that limits access and functionality.

CRITERIA #7: SERVICE GAPS

Methodology: The analysis of the city-wide supply of community centres identified that while the overall inventory is aligned with the service level Targets of 1.2 sq. ft. of community centre space per capita, there are discrepancies across the city with some areas exceeding this Targets while others are underserved relative to this Target. The scoring approach for this Criteria outlined in the table below considered both “district” and “neighbourhood” service levels.

Criteria	3 points	2 points	1 point
Service Gaps	The community centre is located in a **District with a service level that is lesser than (deficient to) the 1.2 sq. ft. per capita** Optimal Service Target	The community centre is located in a District that is at or better than the 1.2 sq. ft per capita, **but in a neighbourhood that is lesser than (deficient to) the 1.2 sq. ft. per capita** Optimal Service Target	The community centre is located in a District or Neighbourhood with a level of service that is similar to the 1.2. sq. ft. per capita Optimal Service Target (a scoring value was assigned as population growth could result in a service level deficiency)

SCORING VALUES

The following chart summarizes the scoring values given to each community centre.

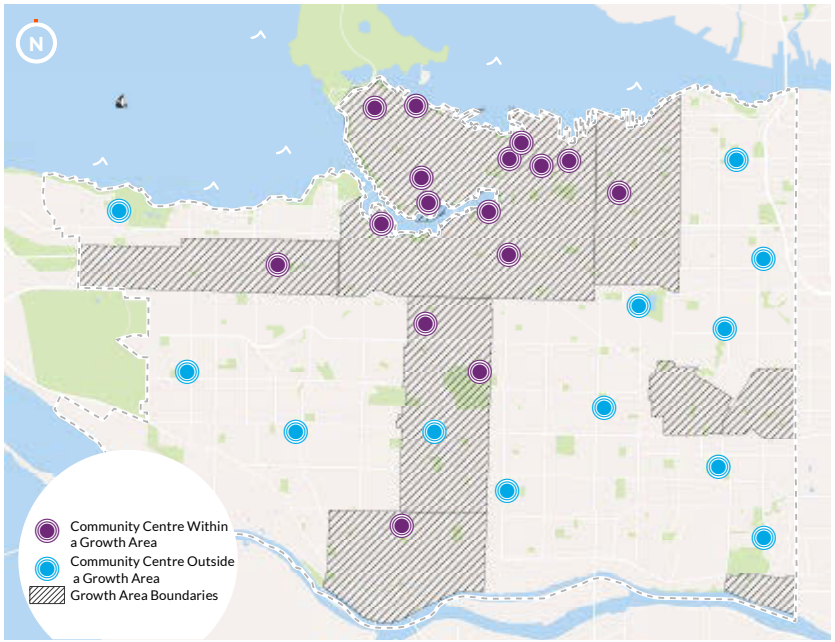
Community Centre	*DISTRICT Service Level (sq. ft. per capita)*	*NEIGHBOURHOOD Service Level (sq. ft. per capita)*	Service Gaps Score
Champlain Heights Community Centre	1.2	2.4	**1**
Douglas Park Community Centre	1.2	2.4	**1**
Dunbar Community Centre	1.7	2.3	**0**
Hastings Community Centre	2.3	1.5	**0**
Kensington Community Centre	0.9	1.3	**3**
Kerrisdale Community Centre	1.7	3.6	**0**
Kitsilano Community Centre	1.2	0.8	**2**
Renfrew Community Centre	0.9	0.6	**3**
Strathcona Community Centre	2.3	7.5*	**0**
Thunderbird Community Centre	2.3	1.5	**0**
West Point Grey Community Centre	1.2	2.4	**1**

**This figure is primarily a result of the ACCS community centre facilities located in this neighbourhood*

CRITERIA #8: GROWTH INDICATORS

Methodology: The City of Vancouver has identified "Growth Zones" across the city – these areas are expected to receive higher levels of growth in coming years and decades.

GROWTH ZONES



The scoring methodology outlined in the table below provides a score of "2" for those community centres located within growth zones (3 of the 11 in community centres) and then also allows for an elevated score of "3" for any community centres located in neighbourhoods with expected growth of 10% or more by 2035.[1]

Criteria	3 points	2 points	1 point
Growth Indicators	The community centre is located in an identified Growth Zone and a specific neighbourhood that is expected to increase in population by more than 10% by 2035	The community centre is located in an identified Growth Zone	N/A

SCORING VALUES

The following chart summarizes the scoring values given to each community centre.

Community Centre	Located in a Growth Zone	Located in a Neighbourhood Expected to Grow by >10% by 2035	Growth Indicators Score
Champlain Heights Community Centre			**0**
Douglas Park Community Centre	✓	✓	**3**
Dunbar Community Centre			**0**
Hastings Community Centre			**0**
Kensington Community Centre			**0**
Kerrisdale Community Centre			**0**
Kitsilano Community Centre	✓		**2**
Renfrew Community Centre			**0**
Strathcona Community Centre	✓	✓	**3**
Thunderbird Community Centre			**0**
West Point Grey Community Centre			**0**

1 *This projection uses Esri Business Analyst.*

CRITERIA #9: RECREATION AND ACTIVE LIVING EQUITY

Methodology: VanPlay identifies Equity Initiative Zones based around three key indicators:

- Park access gaps
- Demand for low barrier recreation
- Urban forest canopy gaps

The Equity Initiative Zones within the city reflect identified areas that may be in need of resource investment and service delivery focus.

The following metric was used to assign scores for this Criteria.

Criteria	3 points	2 points	1 point
Recreation and Active Living Equity	The community centre triggers on 3 of VanPlay's Equity Initiative Zone indicators (based on a 400 metre radius)	The community centre triggers on 2 VanPlay's Equity Initiative Zone indicators (based on a 400 metre radius)	The community centre does not trigger on 2 or more of VanPlay's Equity Initiative Zone indicators using the 400 metre radius but triggers on 3 indicators within a 800 metre radius

SCORING VALUES

The following chart summarizes the scoring values given to each community centre. **The Current State Report provides a detailed analysis and overlay of community centres and Equity Initiative Zones.*

Community Centre	Triggers on all 3 Indicators within 400 m	Triggers on 2 Indicators with 400 m	Triggers on 3 Indicators within 800 m	Score
Champlain Heights Community Centre				**0**
Douglas Park Community Centre				**0**
Dunbar Community Centre				**0**
Hastings Community Centre			✓	**1**
Kensington Community Centre			✓	**1**
Kerrisdale Community Centre				**0**
Kitsilano Community Centre				**0**
Renfrew Community Centre				**0**
Strathcona Community Centre	✓			**3**
Thunderbird Community Centre		✓		**2**
West Point Grey Community Centre				**0**

CRITERIA #10: ACTIVE AND PUBLIC TRANSPORTATION

Methodology: Being able access a community centre without needing a private vehicle is an important form of equity. This Criteria utilizes Walk Score's "Transit Score" methodology which measures how accessible a destination is via public transportation and assigns a rating value accordingly.[2]

The table below summarized the metric used to assign scores for this Criteria.

Criteria	3 points	2 points	1 point
Recreation and Active Living Equity	The community centre has a rating of "Excellent" or better (>70%)	The community centre has a rating of "Good" (50 - 70%)	N/A

2 *Detail on the Walk Score methodology can be found here: https://www.walkscore.com/methodology.shtml*

SCORING VALUES

The following chart summarizes the scoring values given to each community centre.

Community Centre	Score (and Walk Score "Transit Score" rating)
Champlain Heights Community Centre	**2** (54%; Good)
Douglas Park Community Centre	**3** (70%; Excellent)
Dunbar Community Centre	**2** (59%; Good)
Hastings Community Centre	**2** (69%; Good)
Kensington Community Centre	**2** (65%; Good)
Kerrisdale Community Centre	**2** (63%; Good)
Kitsilano Community Centre	**3** (73%; Excellent)
Renfrew Community Centre	**3** (84%; Excellent)
Strathcona Community Centre	**3** (84%; Excellent)
Thunderbird Community Centre	**3** (77%; Excellent)
West Point Grey Community Centre	**2** (56%; Good)

CRITERIA #11: PROVISION OF CRITICAL SERVICES

Methodology: Some communities in Vancouver have an even greater need for community hubs that can offer programming and services for vulnerable and equity deserving populations. The City has undertaken a social index scoring exercise of neighbourhoods in Vancouver based on the following data inputs:

- Population below market basket measure
- Population estimated to make less than a living wage
- Very good or excellent general health
- Children ready for school (not vulnerable on any EDI scale)
- Estimated % of Persons Age 18 and Older having enough to eat
- % population with a non- English first language
- Indigenous identity

The results from this scoring have been applied to this Criteria using the following metric.

Criteria	3 points	2 points	1 point
Provision of Critical Services	The potential community centre renewal project is within the Top 10 high needs neighbourhoods as identified by the City's social index scoring analysis	N/A	N/A

SCORING VALUES

Top 10 Neighourhood as per the Social Index Scoring	**Potential Renewal Community Centres in these Neighbourhoods** (Receive a "3" score)
Strathcona	Strathcona Community Centre
Marpole	
Renfrew-Collingwood	Renfrew Community Centre
Victoria-Fraserview	
Grandview-Woodland	
Sunset	
Hastings-Sunrise	Hastings Community Centre Thunderbird Community Centre
Kensington-Cedar Cottage	Kensington Community Centre
Oakridge	
Killarney	Champlain Heights Community Centre

CRITERIA # 12 – 14

Methodology: These three Criteria all look at co-location synergies, recognizing the need to make the most effective use of land in Vancouver and the operational and user experience value that can arise from co-location. Community centres with current co-location synergies receive an elevated score through these Criteria as their renewal will benefit the sites that they are on (or adjacent to) and amenities that they support and co-exist with.

The following chart reflects the metric used to score these Criteria.

Criteria	3 points	2 points	1 point
Site Synergies with Recreation and Culture Infrastructure	Project is currently co-located with two or more of an arena, pool, library, or theatre (or other major City cultural venue)	Project is currently co-located with one of an arena, pool, library, or theatre (or other major City cultural venue)	Project is not co-located with one of an arena, pool, library, or theatre (or other major City cultural venue) but the community centre has other co-location synergies and considerations (e.g. child care, other indoor spaces)
Site Synergies with Partner Infrastructure	Project is currently co-located with one of a Vancouver Public School Board (VSB) facility or BC Housing project	N/A	Project is not directly co-located with a Vancouver Public School Board (VSB) facility but one exists within the overall neighbourhood that the community centre serves.
Outdoor Amenity Considerations	The community centre is located on or directly adjacent to a designated park space	N/A	The community centre is not directly co-located with a designated park space but is within 400 metres of one

SCORING VALUES

Community Centre	Indoor Recreation and Culture Infrastructure Site Synergies	Partner Infrastructure Site Synergies	Outdoor Support Amenity Considerations
Champlain Heights Community Centre	1	3 (Chaplain Heights Annex School)	3
Douglas Park Community Centre	1	1	3
Dunbar Community Centre	1	1	3
Hastings Community Centre	2 (Theatre/Auditorium)	1	3
Kensington Community Centre	2 (Pool)	3 (Tecumseh Elementary School)	3
Kerrisdale Community Centre	3 (Pool and Arena)	1	3
Kitsilano Community Centre	2 (Arena)	3 (Kitsilano Secondary School)	3
Renfrew Community Centre	3 (Pool)	1	3
Strathcona Community Centre	1	3 (Lord Strathcona Elementary School)	1 (MacLean Park within 400 m)
Thunderbird Community Centre	1	3 (Thunderbird Elementary School and Skeena Terrace Public Housing Complex)	1 (Sunrise Park within 400 m)
West Point Grey Community Centre	1	1	1 (Directly adjacent to Jericho Park)

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