



**Trout Lake Vancouver Community Centre Association**

Strategic Plan  
2019 – 2024

June 2019

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## Executive Summary

The Trout Lake Vancouver Community Centre Association (TLVCCA) is a charitable organization that operates the Trout Lake Community Centre (TLCC) in partnership with the Vancouver Board of Parks and Recreation. In the spring of 2019, the Association's Strategic Planning Committee engaged Board members, committee volunteers and staff to set the direction of the Association for the next five years.

Over six meetings the Association brought together a varied range of perspectives to:

- Evaluate and update its Vision, Mission and Values Statements
- Assess the progress made on the 2015–2018 Strategic Plan
- Identify the strengths, weaknesses, opportunities and threats that enable and constrain the direction of the Association
- Discuss data and the lived experiences of the community to inform the future direction for TLVCCA
- Identify and develop strategies for moving the Association and the Centre forward over the next five years

The previous three years saw the Association sign a Joint Operating Agreement, revise the Association's bylaws, update its charitable purposes, and accomplish a significant number of strategic goals related to building a solid organizational foundation. This phase of internal development work will continue. However, the underlying theme of the 2019 Strategic Plan is more impact focused. The aim is to create greater intentionality around the Association's activities in light of current issues and needs experienced in the community.

The participants of the strategic planning sessions iteratively reviewed and revised the Association's Vision, Mission and Values. Participants reflected on the strides made with regards to transparent policy-making and financial management and indicated the importance of pulling these into a new plan. Participants also indicated the importance of reviewing knowledge on the diversity of the community to inform the plan. The process identified a number of foundation-building as well as impact-focused priorities. Two main goals with six enabling strategies and related objectives encapsulate these priorities.

## **Summary of Goals and Strategies for Trout Lake Vancouver Community Centre Association**

### **Goal 1: Create a solid foundation for a strong community**

#### ***Strategies***

1. Achieve best practices for good governance
2. Plan for long term financial vibrancy
3. Encourage volunteerism for a stronger community

### **Goal 2: Improve our reach and impact**

#### ***Strategies***

4. Ensure that programs are accessible and responsive to community need
5. Deepen the relationship with John Hendry Park
6. Strengthen environmental sustainability

## **Board Authorization of the TLVCCA Strategic Plan, 2019–2024**

In April and May 2019, the Trout Lake Vancouver Community Centre Association Board of Directors came together to develop a Strategic Plan for the next five years. By signing, I confirm that the Trout Lake Vancouver Community Centre Association Board has reviewed, approved, and adopted the Strategic Plan for 2019–2024.



Sarah Lusina  
Board President

October 23, 2019

Date

## **Acknowledgements**

This plan could not have been accomplished without the dedicated effort of the many people who contributed their time, energy, insight, and expertise to this process.

### **Board of Directors**

#### ***Executive***

Sarah Lusina  
David Clarke

Dan Kearns  
Heather Armstrong

#### ***Members at Large***

Kari-Jane Adams  
Bree Cropper  
Ali Fluevog  
Bill Hawke  
Yiman Jiang

Lisa Kew  
Ken Robb  
J Leslie Tenta  
Dorothy Tong  
Molly Ewert

#### ***Volunteers***

Beth Beeching  
Jim Morris  
Andrew Walker  
Kate Perkins

Norine Pihowich  
Kara Misra  
Jinny Yun

#### ***Association Staff***

Carol Smith, Board Administrator  
Sunny Abebe, Head Preschool Teacher  
Audrey Macaraeg, Assistant Preschool Teacher  
Nayomi Rajapakse, Assistant Preschool Teacher

#### ***Park Board Staff***

Alison Cristall, Rec. Supervisor  
Amanda Lye, Rec. Programmer  
Sandy Lim, Rec. Facility Clerk  
Lani de Jesus, Rental Coordinator  
Matt Sung, Program Assistant III

Bernie Dionne, Youth Worker  
Steven Tautscher, Fitness Programmer  
Brittany Burant, Rink Programmer  
Chico Carino, Maintenance Tech. II

**A special thanks** to Carol Smith who kept the process flowing by attending to logistics, circulating preparation information, and preparing delicious food that sustained us through our planning sessions — including some of her very own culinary treats!

## Overview of the Trout Lake Vancouver Community Centre Association

The Trout Lake Vancouver Community Centre Association (TLVCCA) is a charitable organization that jointly operates the Trout Lake Community Centre with the Vancouver Board of Parks and Recreation (also referred to as 'Park Board'). Trout Lake Community Centre is located in the 200-acre John Hendry Park at Victoria Drive and 19<sup>th</sup> Avenue in the Kensington-Cedar Cottage neighbourhood of Vancouver.

The colloquial reference for John Hendry Park is "Trout Lake". According to the Vancouver Heritage Foundation, Trout Lake was once a natural peat bog lake fed by many streams and home to abundant trout, salmon and beaver.<sup>1</sup> In the pre-contact era, Aboriginal trails passed alongside. The park has historical and commercial ties to the original European settlement of the area. In the late 1800s, the Stamp (later Hastings) Mill on the south side of Burrard Inlet needed water and a flume was built to carry it from Trout Lake. It is said that the mill had to post a person at the lake full-time to stop beavers from building dams and blocking the flow, and to remove trout from the flume so it did not become choked with fish.<sup>2</sup>

Today, both the facility and its park are an identifying feature of the community. Community members think of Trout Lake Community Centre as the neighbourhood living room, a place to meet their neighbours and make new friends. The park is like the neighbourhood's back yard, where locals relax and connect with nature.

In existence since 1956, originally as the Grandview Community Centre Association (GCCA), the TLVCCA is comprised of elected unpaid community volunteers who work closely with Park Board staff to ensure that the community is reflected in, and benefits from the activities of Trout Lake Community Centre. The Association played a critical and catalyzing role in the construction of a new facility, which opened in 2012. In addition to unique programs across four programming seasons, TLVCCA hosts cultural activities and events that attract participation from locals as well as people from across Vancouver.

Trout Lake Community Centre is a state-of-the-art LEED Gold Facility designed by Walter Francl Architecture Inc. Amenities of the Centre include:

- Ice rink
- Full-sized gymnasium
- 4,000 square foot fitness centre
- Dance studio
- Two large multipurpose rooms
- Art studio
- Pottery studio
- Shared teen/seniors area
- Mat room
- Music room
- Licensed preschool
- Several meeting rooms and offices
- On-site café
- Outdoor performance plaza

The TLVCCA's responsibilities include shaping programming and events, employing program instructors, overseeing program revenue, setting program budgets, raising funds, accessing grants, developing rental and programming policy, and providing community input to the Park Board on issues concerning the centre, park, and community.

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<sup>1</sup> Vancouver Heritage Foundation [website](#), accessed June 11, 2019.

<sup>2</sup> From [The History of Metropolitan Vancouver](#) by Chuck Davis, accessed June 11, 2019.

The Association has an annual budget of approximately \$1.4 million that is generated through programming, events, and rental fees. Park Board contributes operational expenses and some programming costs. For specific programs, the Association secures targeted government grants and nominal donations. Program delivery and administration consume the majority of the budget. The revenue generated through programs and rentals is reinvested in the community by offsetting the costs of programs and events as well as facility enhancements and artist residencies that align with the vision, mission and strategic priorities of the Association.

In November 2017, a Joint Operating Agreement (JOA) with the Park Board was signed, championed by the president at the time, Kate Perkins. The JOA clarifies the roles and responsibilities of both the Park Board and the TLVCCA with regards to programming, services to the public, and operational aspects of the facility. The JOA helps ensure access to recreation services is maximized for all residents in communities across Vancouver.

The Park Board's role at TLVCCA is to:

- Extend the use of community centre buildings to the Associations through the JOA
- Maintain and operate the facilities
- Hire core staff for community centre operations
- Oversee the provision of programming and services in the facilities
- Program and operate the ice rinks and the fitness centre
- Design and operate some specific programs

The Association has a variety of collaborative relationships with local organizations including:

- Britannia Community Services Centre
- Cedar Cottage Neighbourhood House
- Gladstone Community Schools Team
- Grandview Skating Club
- Immigrant Services Society
- MoreSports
- Night Hoops Basketball Society
- Pacifica
- Red Foxx
- Scribes Rugby Football Club
- SlowPitch League
- Trout Lake Little League
- Trout Lake Pottery Club
- Vancouver Aboriginal Friendship Centre
- Vancouver Basketball Academy
- Vancouver Coastal Health
- Vancouver Police Department

Park Board staff at TLCCA also participates in "South Central HUB" meetings, which include a network of over 25 educational and community service agencies and departments.



## The Community We Serve

The TLVCCA serves all comers, citywide, with many patrons coming from the neighbourhoods of Grandview-Woodlands, Mt. Pleasant, Hastings-Sunrise, Renfrew–Collingwood — and beyond (as it is featured in the Lonely Planet Travel Guide!). However, the Association predominately serves the Kensington-Cedar Cottage neighbourhood. For the purposes of the 2019 strategic planning process, we used only data from the Kensington-Cedar Cottage area to gauge the community's status.

Kensington–Cedar Cottage is one of the most culturally diverse areas in Vancouver. A 2016 Statistics Canada profile<sup>3</sup> of the area shows:

- 64% of residents belong to a visible minority group
- 44% of residents speak English as a mother tongue, followed by Chinese (25.4%), Tagalog (6.1%), and Vietnamese (4.6%)
- 2.1% identify as Indigenous, but that figure is on the rise

Housing prices and affordability are an unavoidable topic in Vancouver today. The impacts of high housing prices affected in the Kensington-Cedar Cottage. The Statistics Canada profile shows that the community used to be predominantly working class but the rising price of housing across the city has made the area attractive to young professionals and families 'priced out' of other parts of the city. This trend has pushed housing prices up on Vancouver's east side. In 2016, the median family income in the area was \$70,815, which was higher than the city median of \$65,423. Just over 15% of the Kensington-Cedar Cottage community live below the low-income measure.

The 2016 Statistics Canada profile also indicates that housing stock on Vancouver's east side is unique. In the Kensington-Cedar Cottage community, there are significantly more semi-detached homes (i.e., duplexes), making up 53% of dwellings, compared with 24% for the city. Most families in the area identify as couples with children, followed by couples without children and single parent families. The majority of single parents are women.

In terms of health and social outcomes, the Association spent time reviewing current evidence specific to the Kensington-Cedar Cottage area that could have implications on the types of programs the Association supports. Noteworthy statistics:

- 39% children in grades 4 and 7 are "vulnerable" as assessed by five outcomes related to healthy physical, social, intellectual, and emotional development<sup>4</sup>
- 24% of 5 year olds are considered "thriving" as assessed by five outcomes related to healthy physical, social, and emotional development<sup>5</sup>
- 15% of seniors are living alone. This is half the average rate for the city of Vancouver<sup>6</sup>
- The area has fewer people living in poverty than most neighbourhoods in Vancouver

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<sup>3</sup> Statistics Canada, Census Local Area Profiles 2016, [from the City of Vancouver website](#). Accessed June 12, 2019.

<sup>4</sup> Middle Years Development Index, 2017/2018, [on the UBC Early Learning Partnership website](#). Accessed June 12, 2019.

<sup>5</sup> Early Years Development Index, Wave 6, [on the UBC Early Learning Partnership website](#). Accessed June 12, 2019.

<sup>6</sup> Kensington-Cedar Cottage Neighbourhood Social Indicators Profile, City of Vancouver. Unpublished.

John Hendry Park is a jewel of Vancouver's east side and is an identifying feature for the community. In an effort to better understand the community and the ways that the Association can support the community through its work, the Association sought to understand more about the park in which it is situated. A 2017 report, "A Profile of Vancouver Park Users: An Analysis Using The SOPARC Tool"<sup>7</sup>, indicated that park users are predominantly adults (60%), followed by children up to 12 years old (25.2%). Older adults (65+) and teens are the lowest user groups. The majority of park users engaged in sedentary activity. For a park of its size, John Hendry Park sees the most users city-wide (2.5x more than David Lam) and patrons are the least active. Most common activities include sitting, walking, playground use, standing and baseball.

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<sup>7</sup> System for Observing Play and Recreation in Communities (SOPARC) is an observational survey audit tool that evaluates demographics and activity levels in parks. [Report](#) accessed June 11, 2019.

## Vision, Mission, Values

Vision and mission statements of an organization provide direction, focus, and energy to accomplish shared goals. Values express the integrity the organization believes in. Together, the mission, vision, and values serve as decision-making tools in daily interactions that guide behaviour.

### Vision

We are a place of connection that fosters a healthy, vibrant and sustainable community.

### Mission

We provide accessible and inclusive social, cultural, recreational, and educational opportunities that strengthen individual, family, and community wellbeing.

### Values

- **Inclusive.** We welcome diversity in all its forms. We seek ways to break down barriers and improve access for our evolving community.
- **Respectful.** We demonstrate respect for one another, community members, and our partners.
- **Innovative.** We build on what is working well and lead with a solutions-oriented perspective.
- **Sustainable.** Our decisions and actions are aimed at long-term financial, organizational, and environmental wellbeing.
- **Connected.** We foster trust and collaboration and create opportunities that promote wellbeing.

## **Committees**

The TLVCCA's governance structure includes several committees, all of which are chaired by director, and which enjoy participation from directors, Park Board staff, and community volunteers compelled by the committee's focus and activities. Committees have responsibility for specific areas of the TLVCCA's work. All committee members and Chairs ensure that their work aligns with vision, mission, and the Strategic Plan. Chairs report to the Board, providing and seeking advice and guidance for decision making at the committee and Board levels.

### **Executive**

- Ensures that governance structures and decision making on all levels align with the TLVCCA's vision, mission and the Strategic Plan
- Reviews and signs off on all partnership and contractual commitments
- Primary connection to Park Board partners
- Accountable to the implementation of the Joint Operating Agreement
- Sets TLVCCA Board direction, priorities, annual goals, and meeting agendas

### **Finance**

- Ensures that financial practices and policies align with vision, mission, and the Strategic Plan
- Reviews all financial matters of the Association, including capital planning, annual budgeting and annual auditing
- Reviews practices and procedures related to financial management and oversight of Association funds

### **Strategic Planning**

- Champions the Strategic Planning process
- Supports the Executive Committee to oversee the Strategic Plan
- Reviews policies and practice and makes recommendations to the Executive Committee

### **Program**

- Ensures that programming aligns with vision, mission, and the Strategic Plan as well as other relevant inputs (i.e., community needs assessments, recommendations from the community)
- Contributes to, and informs, programming ideas and efforts
- Currently oversees communications and marketing efforts

### **Arts & Social**

- Ensures that events align with vision, mission, and the Strategic Plan
- Plans social and cultural events and activities celebrating diversity in the community
- Advises incumbent of 'Artist in Community Program'

### **Parks**

- Provides a conduit for local residents' input to matters related to John Hendry, Brewer and Clark Parks

- Formulates recommendations, priorities and needs related to John Hendry, Brewer and Clark Parks for the TLVCCA and Park Board's consideration

### **Preschool**

- Ensures that the preschool offerings reflect the vision, mission, and the Strategic Plan
- Supports the programming and administrative needs of the preschool

### **Rental**

- Ensures that space use aligns with the vision, mission, and the Strategic Plan
- Compares and sets rates for rentals
- Develops policies and priorities for space rentals

### **Climate Action Committee**

- Newly formed; developing terms of reference and interactions
- Will support the Board and committees to integrate a sustainability, environmental and conservation lens to their work and in line with parameters outlined in the Strategic Plan

### **Seniors**

- Ensures that programming and events align with the vision, mission, and the Strategic Plan
- Focuses on the programming needs of the seniors in the community within the scope of the Association's mandate
- Committee members assist by volunteering at events

### **Youth Council**

- Ensures that programming and events align with the vision, mission, and the Strategic Plan
- Provides popular weekly programs and opportunities for youth to develop leadership and life skills
- Youth Worker oversees the Council
- Committee members assist by volunteering at events

The Board is empowered to form ad hoc committees, as needed. Ad hoc committees have a specific purpose and time limits in which to complete tasks related to this purpose.

# **Goals and Strategies for Trout Lake Community Centre Association**

## **Summary**

### **Goal 1: Create a solid foundation for a strong community**

#### ***Strategies***

1. Achieve best practices for good governance
2. Plan for long term financial vibrancy
3. Encourage volunteerism for a stronger community

### **Goal 2: Improve our reach and impact**

#### ***Strategies***

4. Ensure that programs are accessible and responsive to community need
5. Deepen the relationship with John Hendry Park
6. Strengthen environmental sustainability

## **Goal 1: Create a solid foundation and a stronger community**

### ***Strategy 1: Achieve best practices for good governance***

The TLVCCA is a sound organization that will operate to the highest standards for a voluntary organization. Over the past three years, the TLVCCA has taken steps to enhance record keeping, develop policy, and effectively share information with the Board and members. This strategy ensures that community members can rely on strong, transparent governance — and that directors can access necessary information so they can meaningfully participate in Board work. Successfully employing this strategy will result in an informed, engaged, empowered, and productive Board with a robust set of supports and processes — and easy access to information.

#### **Objectives**

##### **1. Identify and achieve criteria that encourage good governance while making realistic demands on the time of directors and committee members**

- a. Review agendas and process to ensure that time is spent on issues that are most important — and integrate fun, social time within the work
- b. Continue to enhance the organization of information and governance documents
- c. Ensure directors, committee members, and staff know how to find necessary information
- d. In policy and practice, continue to enable all directors to discuss and make decisions collectively and in the best interests of the community

##### **2. Identify and address policy and procedure gaps**

- a. Complete the remaining policies and procedures identified in the 2015-2018 Strategic Plan, including:
  - i. Role of the Board of Directors
  - ii. General meeting policy and procedures
  - iii. Communication plan
  - iv. Fundraising policy
  - v. Ad hoc committee policy
- b. Create and assign a policy-focused portfolio to an executive role

##### **3. Ensure that the TLVCCA reflects changes in the community**

- a. Involve Park Board staff in co-designing, reviewing, and organizing community engagement activities, such as satisfaction surveys and suggestions
- b. Structure opportunities for sharing Park Board led community engagement opportunities and learnings with the Board, as appropriate
- c. Develop annual organizational goals that are aligned with the Strategic Plan

## ***Strategy 2: Plan for long-term financial vibrancy***

The TLVCCA is a legacy to be protected and it is the current Board's desire that the vitality of organization remains strong for decades to come. Now that the Joint Operating Agreement process is complete, the Association has an opportunity to develop a long-term plan for investments in capital or other projects in line with this Strategic Plan. Achieving this strategy will enable the community to deliver on program access, capital plans, and other Association goals.

### **Objectives**

- 1. Develop a three-year financial plan<sup>8</sup> with a mix of long- and short-term investments to meet the Association's objectives and targets**
  - a. Budget expenditures to enable achievement of strategic goals, including capital targets
  - b. Develop a long-term plan for sustainably supporting access to TLVCCA programs for low income patrons
  - c. Enhance and develop financial management procedures
  - d. Develop a succession plan for the Treasurer position
- 2. Develop a plan or principles for diversifying streams of revenue for the Association's operations**
  - a. Develop a long-term investment strategy
  - b. Assess potential for revenues from rentals and develop a rental strategy
  - c. Ask staff to identify grants that can offset expenditures from the Association and implement a practice of applying for grants

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<sup>8</sup> A five-year timeline would be too long to have predictive value.



### **Strategy 3: Encourage volunteerism for a stronger community**

Volunteering gives individuals opportunities to enrich their lives, by strengthening connections to others and fulfilling a sense of purpose. The TLVCCA has the opportunity to increase organizational performance by increasing the number of our volunteers along with the diversity of skills that they bring. By volunteering with the TLVCCA, one can develop community leadership skills while also better reflecting community interests and needs within the organization. By successfully harnessing this strategy, TLVCCA Board and committees will see an increase in the number of volunteers with an even broader range of skills and perspectives as well as a familiarity with the community and TLVCCA as an organization.

#### **Objectives**

- 1. Strengthen our approach to volunteer recruitment, support, training, and recognition at the programming and event level**
  - a. Inventory current activities related to engaging, supporting, train, and recognizing volunteers across all facets of the organization
    - i. Detect gaps in the structures and processes to engage, support, train, and recognize volunteers, which could include gaps in the extent to which volunteers represent the diversity of the community
    - ii. Develop, review, and approve a plan for enhancing the engagement, support, training, and recognition of volunteers; consider staffing needs and budget implications in the plan
  - b. Identify opportunities for volunteers to support programs and events offered by the Association
  - c. Identify training needs for volunteers with different interests
  - d. Identify opportunities to better support particular groups in the community who may not be engaged as volunteers, but might like to be
- 2. Enhance and solidify the Association's recruitment strategy including targets, supports, and recognition**
  - a. Develop an Association-specific engagement, recruitment, orientation, and training plan for directors and committee volunteers
  - b. Develop a retention and succession plan for volunteers, including directors
  - c. For volunteers interested in governance, community-building, and administration, develop a pathway for learning about the Board and its committees — and how to participate

## **Goal 2: Improve our reach and impact**

### ***Strategy 4: Ensure that our programs are accessible and responsive to community need***

Trout Lake Community Centre is a resource for all community members. To improve accessibility for all community members, the TLVCCA seeks to improve affordability in sustainable, creative, and novel ways. Further, the Association will provide programs and events that reflect the interests and needs of our community. Success is achieved when all those who want to participate in programs and events at the Centre can. Success is also achieved when the Association can articulate how it meets the needs of all community members with concrete examples.

#### **Objectives**

##### **1. Review our internal policy and practices to improve access**

- a. Develop an inventory of activities (programs and events) where intentional efforts are being made to improve access for specific populations
- b. Design opportunities for populations that are currently not well served by programming and events
- c. Update criteria for the provision of funding for the program level subsidy
- d. Review and assess successes and gaps in access to TLVCCA member level subsidies, including those that are supplemented by Leisure Access Program (LAP)
- e. Analyze low-income community member participation in revenue-generating vs. revenue-neutral programs using LAP and TLVCCA subsidy data
- f. Benchmark TLVCCA's policies related to access and subsidies against those of other community organizations

##### **2. Leverage relationships with other organizations and community leaders to ensure that we are accessible to all in community**

- a. Pursue collaborations and partnerships with organizations that can help navigate how best to support all members of our community
- b. Engage with the Park Board to identify resources available to the Association through their VanPlay goal to "Seek Truth as a Foundation for Reconciliation"
- c. Engage organizations with recognized expertise in indigenous / non-indigenous relations to assist the Board in identifying the most appropriate steps for the Association

##### **3. Do community outreach to support engagement of all members**

- a. With Park Board staff and volunteers, plan outreach activities in the community to expand the Centre's exposure with community groups not currently using the Centre
- b. Engage directors to communicate the needs and issues of community members facing barriers to accessing services

## ***Strategy 5: Deepen the relationship with John Hendry Park***

The John Hendry Park is unique and is well used and loved by locals and visitors alike. It has historical and cultural significance for many. The TLVCCA is well positioned to serve as a steward of the park — and to animate the park by facilitating and leading programming and events within it. Successfully implementing this strategy will mean more opportunities to integrate TLVCCA activities into the park, community participation in future park design and use, and a formal role for the TLVCCA as stewards of the park.

### **Objectives**

#### **1. Work with the Park Board to identify a stewardship role for the TLVCCA**

- a. Meet with Wildcoast Ecological Society and the Park Board to identify opportunities to support ongoing environmental efforts
- b. Identify gaps in environmental stewardship where the TLVCCA can serve as a steward to John Hendry Park
- c. Pursue a formal stewardship role for the Association and have that role recognized in Appendix C of the Joint Operating Agreement

#### **2. Work with Park Board to inform updates to the John Hendry Master Plan and Process**

- a. Identify ways that the TLVCCA can support community engagement regarding updates to the John Hendry Master Plan
- b. Identify and advocate for upgrades to current structures, improvements to way-finding and accessibility, or addition of new facilities or structures that would serve the community well

#### **3. Build opportunities to increase the flow of people and activities between John Hendry Park and the Trout Lake Community Centre**

- a. Reach out to community through volunteers and park users to co-design new events, ranging in levels of activity from passive to active
- b. Organize more public events in the park that build a sense of belonging and improve accessibility for everyone in community
- c. Leverage the café and other Centre amenities to increase contact with the centre
- d. Tap into opportunities to offer more programming in the park. Consider programming focused on the environment; getting people active, creative, or socially connected; or the historical legacy of the park (i.e., long-time residents sharing stories, indigenous connections). Engage Park Board staff in these ideas.

## **Strategy 6: Strengthen Environmental Sustainability**

The Association will champion climate, conservation, and environmental issues in areas over which it has jurisdiction, such as programming, events, and Association operations and initiatives. The Association will seek ways to supportively, inclusively, and meaningfully engage community members on issues of climate change, conservation, and environmental sustainability. Success looks like an educated, engaged, and empowered community of diverse individuals who are committed to taking personal and networked actions to address the climate crisis. Success also looks like community members squarely focused on the possibilities, solutions, and the hope that exists when a community is united.

### **Objectives**

#### **1. Offer programs and events that reflect the Association's commitment to environmental sustainability**

- a. Audit programming and events and identify what is already being done to promote conservation and environmental sustainability
- b. Where there are gaps, develop and deliver programs and events with a specific focus on environmental sustainability. These may include:
  - i. Educational workshops on the principles of waste reduction towards zero waste ("refuse, reduce, reuse, recycle, and recover")
  - ii. Recycling collection programs and repair events
  - iii. Community conversations on climate and conservation
  - iv. Educational workshops on climate change facts
  - v. Healthy and sustainable nutrition courses
  - vi. Raising awareness of the Trout Lake ecosystem, including its biodiversity and wildlife
  - vii. Facilitating stewardship activities, including participation in restoring and enhancing the ecosystem at Trout Lake
  - viii. Traditional programs done differently, with a lens of waste reduction and conservation promotion: party rentals, art classes, camps

#### **2. Review and improve Association policies impacting the environment**

- a. Update program and rental policy to reflect current best practices in environmental protection and sustainability
- b. Consider the role of the building, such as energy and water conservation, alternative energy, waste reduction

#### **3. Engage with the Park Board to identify ways for the TLVCCA to support VanPlay Goals, particularly in the areas of:**

- a. Protecting existing parks and recreation spaces from loss, encroachment and densification
- b. Creating a Green Network that will connect our parks, waterfront and recreation areas
- c. Restoring Vancouver's wild spaces and vital biodiversity
- d. Adapting our parks and recreation amenities to a changing climate

## **Appendix 1: Strategic Planning Process**

The strategic planning process for the TLVCCA's 2019–2024 plan was organized around six short meetings of two hours each. With TLVCCA President Sarah Lusina, the facilitator, Kyle Pearce of *think: act consulting*, created a customized process for the Association, which included the following activities:

### **Meeting 1 — Directors and Committee Chairs**

- Introductions and stories about Trout Lake Community Centre
- Purpose and overview of previous Strategic Plan
- Review of organizational structure
- Overview of available data related to our role in the community
- Review Vision, Mission and Values

### **Meeting 2 — Directors, Committee Members & Key Staff**

- Review of progress on the previous Strategic Plan and assessment of urgency of completing the unfinished tasks
- Board self-assessment
- Review of core relationships: partnership with the Park Board, committees, affiliated organizations

### **Meeting 3 — Strategic Planning Committee & Interested Directors**

- Review Vision, Mission, Values
- Discuss major themes discussed to-date in the form of a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis
- Identify key elements to include in the Strategic Plan

### **Meeting 4 — Trout Lake Staff**

- Discuss purpose and background for strategic planning
- Share potential directions that may have relevance for staff
- Discuss implications and insights from staff team

### **Meeting 5 — Strategic Planning Committee & Interested Directors**

- Review and discuss Vision, Mission and Values
- Review and discuss draft Goals, Strategies and Objectives

### **Meeting 6 — Directors**

- Review draft of complete Strategic Plan
- Final edits and amendments to the plan

## **Appendix 2: Strengths, Weaknesses, Opportunities, Threats (SWOT)**

### **Strengths**

- Board culture that includes passion, enthusiasm, responsibility to community and decision-making that is consistent with vision and values
- Stability in leadership and knowledgeable, committed membership on the Board
- Board is well supported and organized, with good access to information
- Record of success in accomplishing most elements of the previous Strategic Plan
- Joint Operating Agreement provides firm ground for long-term planning
- Positive relationship with Community Recreation Supervisors and staff
- Shared commitment to diversity and inclusion
- Financial stability and sound fiscal management
- An attractive and well-utilized facility
- A strong Park Board staff team
- A skilled, committed, full-time Board Administrator
- A record of positively impacting community
- Diverse user population

### **Weaknesses**

- Incomplete previous Strategic Plan related to key elements of Board structure and policy
- Board not reflective of the community we serve
- Vacant Board and Vice President positions
- Community engagement and communication is not structured or continuous for all programs
- Volunteer recruitment, orientation, and recognition efforts are focused on youth and seniors and leave gaps in meaningful volunteer opportunities for other age groups, including potential directorship positions
- Lack of annual organizational goals that are aligned with Vision, Mission, Values and Strategic Plan
- Board meetings go long and sometimes include administrative issues
- Financial long-term planning for the Association has not accounted for:
  - Capital targets
  - Planning for Association investments
- Programming not offered in major languages of community members and unmet needs of:
  - Newcomers and immigrants
  - Seniors from diverse communities
  - At-risk youth and those who have family responsibilities
  - Vulnerable populations including homeless
- Childcare is insufficient for the community's needs

### **Opportunities**

- Location beside John Hendry Park with potential to increase utilization of outdoor space for expansion of programming

- Partnerships with a wide range of community organizations
- High level and growing involvement of community in programs and events
- Growing population, including active singles and young families
- Desire to communicate with members; technologically literate membership familiar with Facebook, Instagram; staff willing to support
- Park Board has a complementary focus on equity and environment, wild spaces and preservation of parks
- Community has higher income than average in Vancouver

## **Threats**

- High demand for space and programs may exceed our capacity to meet needs
- Low awareness in community of the Association may reduce the perception of the importance of volunteerism or community-driven planning for Trout Lake Community Centre and the long term sustainability of the TLVCCA
- Unclear boundaries for utilization of John Hendry Park

### **Appendix 3: Trout Lake Vancouver Community Centre Association — Sixty-three Years of Leadership, Engagement and Participation**

Trout Lake's role in the life of local community is long. Before the arrival of European settlers, it was a peat bog lake with First Nation trails passing alongside. It was fed by many streams, teemed with trout and salmon — and made a happy home for beaver. In the city's early days, John Hendry owned Hastings Mill, which used Trout Lake as a source of water. In 1926, his daughter donated the land to the City to be used as a park.

Trout Lake Vancouver Community Centre Association (TLVCCA) was originally constituted in 1956. As a result of active community pressure, and with most of the necessary funds raised locally, the community centre was opened in 1964. Back then, however, the neighbourhood was known as Grandview and hence the Community Centre and Community Centre Association bore that same name.

In the early 1970s, the community and the Centre's user groups lobbied the Park Board for upgrades to the Centre and elected Park Board Commissioners who were in support. The facility was renovated and reopened as Trout Lake Community Centre in 1977. Grandview Community Centre Association (GCCA — which did not change its name in line with the Centre's name change) was registered as a charitable organization in 1994.

In 2001, the GCCA lobbied park Board for a new rink to replace the old rink, which was falling into disrepair. In 2003, the GCCA successfully secured funds for a rink through the 2010 Legacy Now streams and was designated an Olympic Practice Venue, resulting in a complete rebuild. When the possibility arose that the Centre would be torn down to make way for a new rink, resulting in a rink but no Centre, the community mobilized and lobbied for a new Centre. Through this process, the Association hosted several community and stakeholder meetings. The GCCA had an active role on the Building Committee, comprised of Park Board senior staff, architects and engineers.

As a result of the Association's efforts and the community engagement process, a new rink was built in 2009 and a new facility was constructed over the course of the following years. Funding for a new centre was made possible by knitting together contributions from the Olympics' Legacy Now, Park Board, and GCCA. Before reopening in 2012, the Association's Program Committee developed a Strategic Plan to ensure that program offerings at the new building would be responsive to the community. Since its opening in 2012, the Centre has seen steadily increasing levels of participation, resulting in a lively place for people to connect — and demand for space that exceeds the generous allotment brought by the new building.

A new Joint Operating Agreement between the Association and the Vancouver Board of Parks and Recreation came into force on January 1, 2018. Later that year, the Association's membership approved new bylaws ahead of transitioning the Association to the new BC Societies Act. The Association's membership also approved changes to the Association's constitution and charitable purposes, including the adoption of a name to match the Centre. Thus, by February 2019, the long standing GCCA became "Trout Lake Vancouver Community Centre Association".