

CITY OF WHITE ROCK

Leisure Services Master Plan 2007

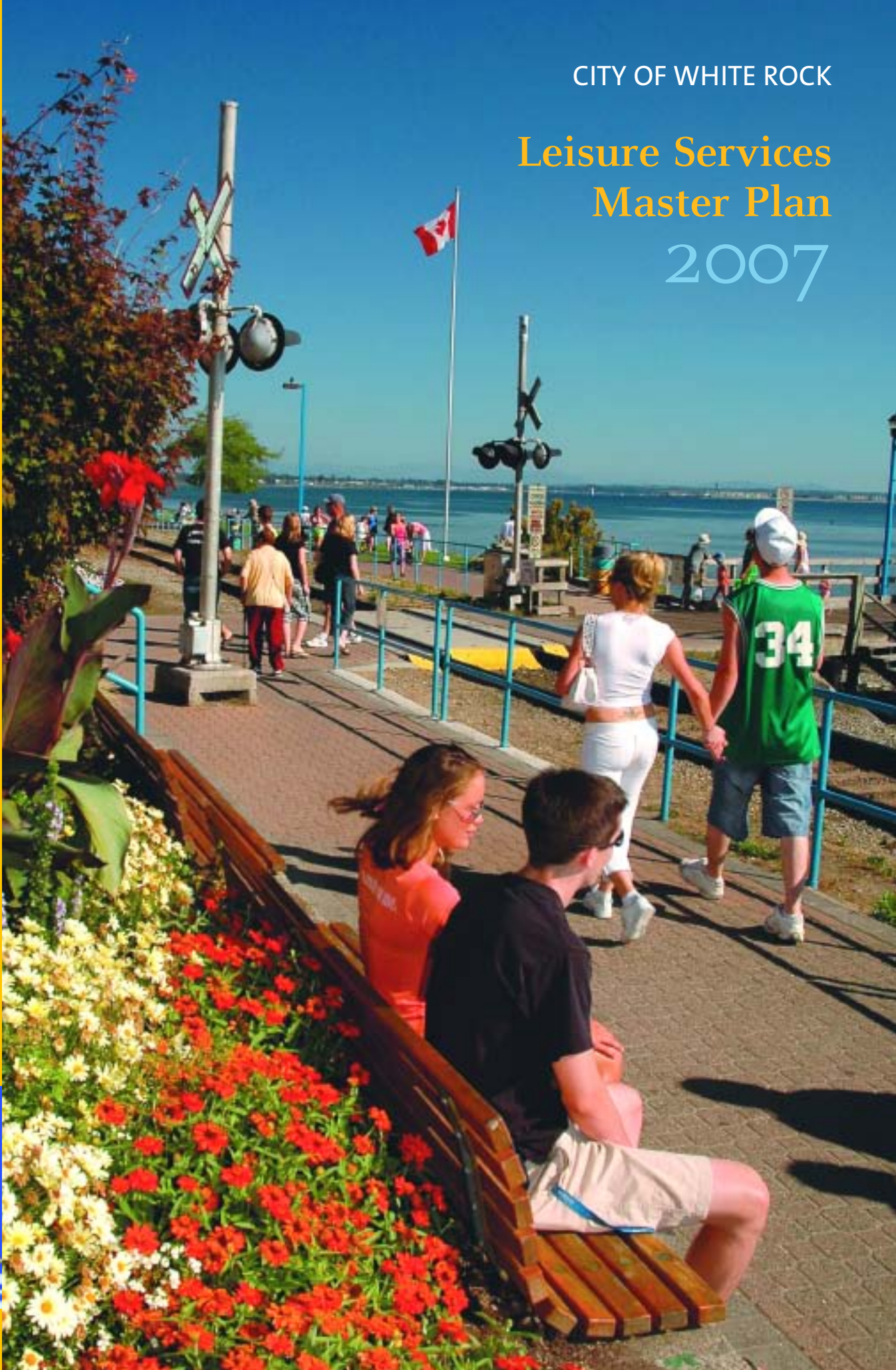


Table of Contents

1. Introduction	1
Message from Mayor and Council	1
Overall Purpose	2
Methodology	2
2. Benefits-Driven Approach to Service Delivery	3
Vision for Recreation	4
3. Strategic Direction	6
Goal #1: To Foster a Healthy Community through Activities that Create a Sense of Community Identity, Belonging, Pride and Spirit	7
Strategic Direction #1: Sense of Community	7
Goal #2: To Foster Healthy, Active Citizens and Help Them Reach Their Full Potential through Social, Physical, Emotional and Intellectual Opportunities	9
Strategic Direction #2: 20% by 2010	9
Strategic Direction #3: Community Partners	11
Strategic Direction #4: Community-Based Services	13
Strategic Direction #5: Maintain Service Excellence	15
Strategic Direction #6: Marketing and Communication	17
Strategic Direction #7: Infrastructure	18
Strategic Direction #8: Accountability	20
4. Goals, Strategic Directions and Focus Areas (2006-2010)	22
5. Conclusion	23
6. Reference Materials	24
Community Survey – Executive Summary	24
Focus Groups	29
Community Feedback	39

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Introduction



Message from Mayor and Council

The vision of the City of White Rock is to provide our citizens with a high quality of life where we can all live, work and play in an enjoyable atmosphere. The completion of the Leisure Services Master Plan 2007 helps us reach this objective by providing insight into the City's unique needs and diverse population. This document not only highlights our past successes, but also outlines the many emerging opportunities before us.

Over the next several years, we look forward to introducing many new programs and services that will further enhance the social, physical and emotional health of all our citizens. In particular, we're looking forward to building a new community centre in the Town Centre, and successfully motivating at least 20% more White Rock residents to make physical activity a part of their daily lives.

To the almost 700 of you who participated in the community survey or attended the focus group sessions necessary to help complete this plan, our sincere thanks.

The Leisure Services Master Plan is a roadmap for Council and will be referred to again and again as we continue in our quest to remain one of the most liveable cities in Canada.



James Coleridge, Mary Wade Anderson, Stewart Peddemors, Doug McLean, Catherine Ferguson, Judy Forster, Matt Todd

Overall Purpose

The Leisure Services Master Plan has been developed to help ensure that the City of White Rock's recreation programs and services continue to meet the diverse needs of the community.

This document will:

- Provide insight into current and potential users of our services, including their physical activity levels;
- Offer insight on how to engage the community and develop new opportunities for citizens to improve their social, physical and emotional health;
- Help ensure that new facilities (i.e., the community centre in the Town Centre) are designed to meet the expressed needs of citizens;
- Provide the City with a framework for future decision making related to recreation, arts and cultural services;
- Reaffirm the goals established in 1998 and establish new strategic directions.

Methodology

In early 2006, the City of White Rock began taking steps to update its Leisure Services Master Plan including:

- Reviewing comparative data (1999-2005) and Leisure Services financial data (2005);
- Completing an in-depth analysis of provincial and national trends in recreation service delivery (including the changing recreational interests of Canadians);
- Completing an in-depth analysis of socio-demographic trends in White Rock;
- Designing an online community survey to solicit feedback from approximately 600 current and potential Leisure Services users;
- Establishing baseline physical activity levels in White Rock;
- Organizing focus group workshops where more than 80 residents could share their experiences, provide feedback and make their future needs and interests known;
- Determining recommended strategic directions and initiatives based on this information.¹

Once the Leisure Services Master Plan has been adopted, policies will be established based on the identified goals and strategic directions.

As in previous years (1999-2005), a Leisure Services Report Card will be prepared annually to show measurable progress on the Master Plan goals, ensuring a high level of service excellence and accountability.

¹ The reference materials in this document include: Community Survey-Executive Summary, Focus Groups and Community Feedback. For a complete copy of all reference materials contact the City of White Rock, Leisure Services Department.

Benefits-Driven Approach to Service Delivery

White Rock Leisure Services is a benefits-driven organization. This means that the benefits sought by the community ultimately drive the planning, delivery, marketing and evaluation processes for the City's recreational services.

For example, if community members value Leisure Services programs chiefly because they help them make new friends, Leisure Services may choose to offer more programs that afford social interaction, or add more social interaction to existing programs. In addition, the social benefits of participation may be highlighted in program marketing materials, or become a criterion used to evaluate the program's success.

White Rock Leisure Services is committed to considering benefits at both the community and individual level.

Accordingly, this Master Plan document:

- Takes the benefits identified by the community and translates them into strategic directions (i.e., approach to service delivery, facility development and level of investment);
- Identifies the best methods for communicating with community members and motivating them to action (i.e., marketing and outreach);
- Recommends appropriate performance measures (i.e., evaluation and reporting).



“Nordic Walking is a wonderful program. I’ve never felt so good when exercising! I have lost some weight, I sleep better at night and my back is stronger.”

(Nordic Walking participant)

Vision for Recreation

White Rock Leisure Services has two primary goals:

1. To foster a healthy community through activities that create a sense of community identity, belonging, pride and spirit;
2. To foster healthy, active citizens and help them reach their full potential through social, physical, emotional and intellectual opportunities.

BENEFITS TO THE COMMUNITY

Having quality outdoor and indoor spaces, a variety of recreational and cultural programs, multiple volunteer opportunities and high quality special events makes a city more attractive to its residents and fosters a sense of community pride. People want to be part of a safe community that offers choices about how to be healthy and active.

According to the research, White Rock community members highly value public facilities and recognize the benefits they provide to the community. Interestingly, even if individual residents do not access facilities or participate in Leisure Services activities, they still see the value of investing in and offering public recreation.



“Thank you! We really appreciate having the opportunity to participate in this focus group. It was open, informative, and very friendly! Keep making yourselves open to input from the community.”

(Focus Group participant)

BENEFITS TO COMMUNITY MEMBERS

Users

The survey identified the benefits people seek when registering for Leisure Services programs. These identified benefits provide insight into the multi-dimensional nature of what motivates and sustains people’s interest. The top five benefits shown in the table on the following page will be kept at the forefront of future planning and service delivery.

Non-users

Leisure Services desires to serve not only current customers, but also those who are not participating—especially if their health and activity needs are not being addressed by other service providers (i.e., City of Surrey or private organizations). Therefore the Master Plan research attempted to determine the reason for non-users’ lack of participation. Are community members not participating in White Rock Leisure Services programs because they’re seeking benefits that cannot be met by current programming--or are they deriving benefits from other service providers?

AGE-SPECIFIC BENEFITS

The Master Plan research showed that Leisure Services must fine-tune its service delivery approach for different age groups. Although each age group identified that they were looking for similar benefits, the priority assigned to these benefits differs. See table below:

BENEFITS	AGE			
	20-34	35-54	55-69	70+
Improve or Maintain Health	1	1	1	2
Relieve Stress	2	2	4	5
Feel Good About Self	3	5	3	3
Community Involvement	4	4		
New Friends	5		5	4
Family		3		
Keep Mind Sharp			2	1

Combining this information with the detailed focus group information on how to deliver these benefits will further increase Leisure Services’ success at targeting the needs of specific age groups and increase the effectiveness of its marketing efforts.

Strategic Directions

This section outlines strategic directions that will enable Leisure Services to make progress toward its two primary goals. Each strategic direction will be pursued over the next five-year period and is based on:

- quantitative and qualitative data gathered from the community (i.e., the community survey and focus groups);
- service delivery data (i.e., customer registration and program data);
- local socio-demographic trends;
- broad national and provincial trends in recreation; and
- financial data.

A summary chart of the focus areas for each strategic direction is provided on page 22.

“I love all the special events on the beach.”

(Focus Group participant)



Goal #1:

To Foster a Healthy Community through Activities that Create a Sense of Community Identity, Belonging, Pride and Spirit

Strategic Direction #1: Sense of Community

Continue to foster a sense of community, pride and belonging through special events, volunteerism, cultural endeavours, social spaces, activities and neighbourhood outreach.

WHERE WE ARE TODAY:

Community Survey and Focus Groups

- People are looking to recreation services as a way to be involved in the community (35% identified this as a benefit).
- People are looking for activities to learn more about White Rock and what makes it unique. This is especially important to newcomers who want to feel they belong (i.e., free community skates are highly popular).
- Local public facilities that focus on learning are highly used (82% of White Rock residents visited the library in the last two years; 51% visited the museum).
- Focus group participants place a high value on volunteer opportunities, museum activities (i.e., outreach to schools, historical walks) and special events.

Leisure Services Data

- Special events are drawing more spectators and participants each year from 47,000 (2003) to 170,000 (2005).
- On average more than 30,000 volunteer hours per year are dedicated to the community. The Museum recorded 3,006 volunteer hours and 40,000 visits in 2005.
- The 2004 review of library services reaffirmed the library's importance to the community. The White Rock Library is the second most visited library in the Fraser Valley. Between 2004 and 2005, the library increased its programs by 62%.

WHERE WE WANT TO BE IN THE FUTURE:

- Leisure Services will continue to support both the community and city special events and nurture volunteerism (i.e., Tour de White Rock, Spirit of the Sea, Canada Day, etc.). Leisure Services will support neighbourhood level events (i.e., block parties, neighbourhood clean ups etc.) Research confirms that those who are involved in their neighbourhoods report higher levels of health and a feeling of safety.
- Volunteerism will continue to be a key focus area and a variety of volunteering experiences will be offered.

- Volunteerism allows citizens to contribute to their community by imparting their knowledge to others. It also helps broaden Leisure Services offerings and provide opportunities which would not otherwise be possible.
- By volunteering, citizens can learn new skills, gain employment experience, and make new friends.
- Social spaces will continue to be considered an important part of the development of new recreation spaces, reprogramming and renovation of existing space.
 - Social spaces provide places to gather, connect with friends and acquaintances, and help develop a sense of comfort that comes with knowing one's neighbours.
- Cultural and artistic endeavours currently represent one of the special attributes of White Rock's community fabric. In the future there will be a greater exposure to the arts and culture. Local residents will also be encouraged to develop a better understanding and appreciation of the history of their community.

Focus Areas

1. To continue to support the special events that are in alignment with the goals of Council. (2006-2010)
2. To develop a strategy that welcomes newcomers, and ensures that they are connected to the parks and recreation services and facilities (including the library and museum). (2008)
3. To continue to maintain a strong volunteer core. (2010)



Using the computers at the White Rock Library, Leisure Services volunteers teach participants to use WebReg, White Rock Leisure Services online registration.

Goal #2: To Foster Healthy, Active Citizens and Help Them Reach Their Full Potential through Social, Physical, Emotional and Intellectual Opportunities

Achieving this goal requires services from all segments of the community, partnership development, facilities, technology, marketing and communication, and financial investment. The following seven strategic directions address each of these areas.

Strategic Direction #2: 20% by 2010

Increase the activity level of those less physically active and have 20% more citizens make physical activity part of their daily lives.

WHERE WE ARE TODAY:

Community Survey

- 68% of White Rock residents are physically active either in light (26%), moderate (20%) or vigorously active (22%) levels; 32% of White Rock residents state they are inactive.
- The cost of programs is a barrier sometimes for 19% of survey respondents, including 19% of current users and 27% of lapsed and non-users. Cost is a barrier for 25% of White Rock residents and 16% of South Surrey residents.
- The main reasons people are not using recreation programs and facilities are: days or times of programs are not convenient; lack of time; and the programs don't reflect their interests. Lack of information was a reason for one in eight survey respondents.
- Young seniors and young adults are groups that are sometimes more difficult to reach or meet their needs. Men are also often under-represented in programs.

Leisure Services Data

- 10% of White Rock's population registers for programs. Therefore a tremendous opportunity exists to reach the other 90% with our programs.
- 59% of all White Rock residents have a library card (2004).

WHERE WE WANT TO BE IN THE FUTURE:

- White Rock has joined the Province's ActNow BC challenge to increase the proportion of active citizens by 20% by 2010. Beginning in 2007, Leisure Services will focus on reaching current non-users and those who are less active. This will require a concentrated effort to remove the barriers to participation.
- Citizens who are inactive or engaged only in light activity will be encouraged to increase their activity level to moderate and vigorous activity. The risk for chronic disease including coronary heart disease, stroke, hypertension, diabetes, colon cancer, breast cancer and osteoporosis can be substantially reduced. There is also an economic benefit as healthier citizens reduce the cost and demand on the health care system.

Focus Areas

4. To develop a strategy that will identify the 'hard to reach', attract current non-users and remove barriers to participation. (2006-2010)
5. To ensure that the visitors to the library, museum, or other City services are aware of and connect to the programs offered by Leisure Services. (2008)
6. To revise and publicize a financial assistance strategy that mitigates cost as a barrier to programs. (2007)



*“I looked forward
to coming to my
class and I
always felt better
when leaving.”
(Osteofit participant)*

Strategic Direction #3: Community Partners

Increase the number of community partners who work together to provide an integrated and collaborative system of recreation, health and activity opportunities for those who live, work and play in White Rock.

WHERE WE ARE TODAY:

Community Survey and Focus Groups

- Benefits sought by a large portion of survey respondents – “get healthier, keep my mind sharp, be intellectually stimulated or learn something new, and relieve stress” – indicate there is a potential opportunity to partner with education and health care sectors.
- 83% of current users of City of White Rock facilities and programs, and 72% of non-users are using other public recreation facilities and programs – potential to coordinate with these providers.
- Participants mentioned wanting to try something new with Leisure Services and then once they feel comfortable be referred to other service providers for more advanced levels.
- Participants suggested that Leisure Services work collaboratively with the arts community and support it to provide programs and events.

Leisure Services Data

- Leisure Services has a successful history of working with community partners.
 - Leisure Services has raised \$60K - 70K per year on average to assist with the delivery of programs and special events.
 - Renovated Mel Edwards Centre in partnership with Peace Arch Hospital to facilitate the Cardiac Rehab Phase IV program.
 - Programs currently offered provide the introductory level skills for entry into clubs and associations (i.e., ringette, figure skating, hockey, curling). Annually over 600 children and adults are taking skating lessons (entry level) and over 8,500 people attend public skating.
 - Leisure Services partners with schools to support recreation for children. More than 3,000 children participate in Hockey Skills Canada and school skates.

WHERE WE WANT TO BE IN THE FUTURE:

- Community service providers from recreation, health and education will work together to respond to the community's needs. As a result of this integrated approach community members will have more opportunities to be healthier and more active. Citizens will have knowledge of and access to a full suite of services.

Focus Areas

7. To develop a strategy for working collaboratively with key community partners (not-for-profit, private sector, and other government agencies) from recreation, health and education. (2009)
8. To develop innovative ways to provide entry-level skill development and provide new members for community associations (i.e., skating, minor hockey, arts and theatre clubs). (2008)
9. To continue to develop partnership agreements for the new civic space in the Town Centre and for the Mel Edwards Centre. (2006-2008)



“The program is very organized and it teaches the basics of soccer in an easy to learn environment.”

(Parent of Soccer for Tots participant)

Strategic Direction #4: Community-Based Services

Recreation, culture, fitness, sport, health and wellness services reflect the demographic profile and interests of community members.

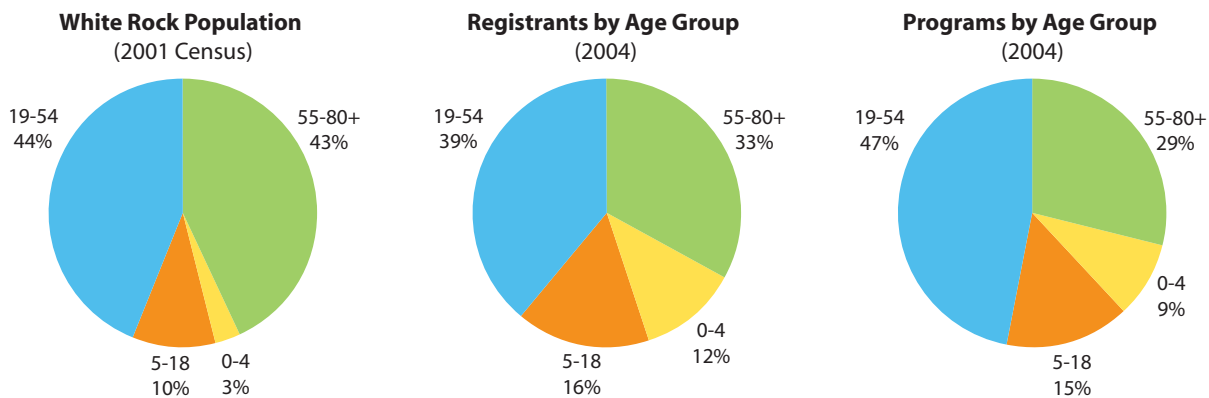
WHERE WE ARE TODAY:

Community Survey and Focus Groups

- High participation rates were found for most of the age groups. The lowest participation rates for City of White Rock residents are young adults 20 to 34 years, and adults 70 and older.
- A general pattern of high participation rates in childhood was found. Participation falls off in mid to late teens, with non-participation peaking in early adulthood. Participation increases again in the mid-adult, child-rearing years.
- White Rock residents, South Surrey residents and City of White Rock recreation users said they are interested in fitness (53%) and health or wellness (48%) programs. Fifty percent of non-users are interested in fitness and/or outdoor programs. Survey respondents indicated an interest in the following types of programs: lifelong learning (43%), outdoors programs (40%) and arts programs (39%).

Leisure Services Data

- The department has met the challenge of offering programs that correspond to the demographic profile of the community (see pie charts below).
- In keeping with trends requesting more health and wellness programs, Leisure Services increased the number of these programs from 46 in 2002 to 152 in 2005.
- 854 programs were offered in 2005 compared with 635 in 1999.
- Centennial Park Leisure Centre and Kent Street Activity Centre have been shifted to multi-purpose facilities which offer programs for different interests and citizens of all ages.



Source: White Rock Leisure Services 2004 Report Card

WHERE WE WANT TO BE IN THE FUTURE:

- All segments of the community will be receiving the significant, social, physical, emotional and intellectual benefits that come from participating in the City’s programs and services. The opportunities being offered will reflect the demographic profile of the White Rock community and the unique benefits sought by different groups. There will be an increased focus on family events that support family cohesion and an active lifestyle.

Focus Areas

10. To ensure programs and services continue to be provided in alignment with the socio-demographic profile of White Rock, recognizing a growth in the number of younger adults, younger families, and more active seniors (i.e., shift the perception of White Rock as a “retirement” community). (2006-2010)
11. To continue to operate Centennial Park Leisure Centre, Kent Street Activity Centre and the new Town Centre civic space as multi-purpose facilities. (2006-2010)
12. To continue to develop the areas that reflect community interests (i.e., health and wellness and lifelong learning). (2009)

“A very nice atmosphere in which learning is fun. The instructor was very encouraging. I learned lots and it got me hooked on arts again.”
(Drawing in Colour participant)



Strategic Direction #5: Maintain Service Excellence

Leisure activities provide a high quality experience.

WHERE WE ARE TODAY:

Community Survey and Focus Groups

- Public opinion ratings were above average in the overall satisfaction with program types and quality of service.
- Improvements were suggested in the areas of:
 - convenient program schedule (15% of raters are either very dissatisfied or somewhat dissatisfied); and
 - variety of programs offered (14% of raters are either very dissatisfied or somewhat dissatisfied).
- Benefits: Three-quarters of all respondents, say they are (or would be) looking to get healthier or maintain their health when registering for a City of White Rock recreation program. Other benefits sought by large percentages of the total sample are: keep my mind sharp, be intellectually stimulated or learn something new, make new friends, and relieve stress. As shown on page 5, there are age-specific benefits and priorities so it is critical that these differences be reflected in the program design.
- Participants report that program leaders are welcoming, encouraging, non-intimidating and provide a safe environment.
- Participants suggested improvements to the aging facilities – requesting cleaner, quieter program spaces with better temperature controls.

Leisure Services Data

- In 2005 Leisure Service programs attracted 2,238 new customers. At the same time 3,503 customers returned because of the value of services. This indicates both an ability to attract new customers and retain a loyal following.



“The instructor is very attentive to each of us, and very encouraging. What I appreciate the most is that she obviously thinks about her instruction and therefore we get a wide range of activities. After the class, I always feel like I have exercised and over the years I have gained strength and flexibility.”

(Yoga participant)

WHERE WE WANT TO BE IN THE FUTURE:

- The emphasis will continue to be on the benefits-based approach to program design, qualified instructors and small class sizes. The staff, volunteers and instructors will continue to build relationships with those they serve, continue to retain a loyal customer base and attract new customers.

Focus Areas

13. Continue to improve and monitor programs and services to ensure service excellence (2006-2010) including:
 - A high standard of customer service (in person, website and phone);
 - Enthusiastic and qualified instructors, staff and volunteers;
 - Clean, safe and accessible facilities.
14. Provide a variety of programs to suit every age, gender and ability. Flexibility and options are important (i.e., means of payment, times, days of week, men's programs, etc.). (2009)



“I was astounded that White Rock offers so many programs for the size of its community. Leisure Services is very important as it keeps the community together and seems to have every activity possible.” (Focus Group participant)

Strategic Direction #6: Marketing and Communication

Customize marketing and communication to ensure citizens are informed, inspired and motivated.

WHERE WE ARE TODAY:

Community Survey

- A large majority (82%) feel adequately or very well informed about City of White Rock programs and facilities, while 16% feel that they are not adequately informed.
- Twice as many non-users (28%) than users (14%) are likely to feel inadequately informed about White Rock programs and services.

WHERE WE WANT TO BE IN THE FUTURE:

- The community will continue to be well informed about leisure opportunities through a variety of communication methods.
- The Leisure Guide and the Internet will continue to be key communication tools including customized newsletters and emails. A focus will be on contacting those who are 'hard to reach'.
- The communication techniques will be well-planned and focused to inspire people to try new activities.

Focus Areas

15. To develop a Marketing and Communication Strategy that:

- Creates a sense of community pride and belonging, linking messages and information to specific age, interest and non-user groups;
- Keeps the City of White Rock and Leisure Services at the forefront of the minds of the citizens, especially at community sponsored events;
- Improves information available for parks, trails and open spaces;
- Is diverse, traditional, electronic, reaches neighbourhoods and has 'Open House' options (i.e., 'Try before you Invest'). (2008)



"I like the Web Registration and viewing the Leisure Guide online. It makes the registration process flexible and it is very easy to use."

(Focus Group participant)

Strategic Direction #7: Infrastructure

Maintain and improve parks, trails, open spaces, leisure facilities and technology infrastructure to a standard of excellence.

WHERE WE ARE TODAY:

Community Survey and Focus Groups

- More than nine in 10 survey respondents (93%) have used White Rock promenade and beach in the past two years.
- Trails are a high priority for people in the community. 60% of White Rock residents and 57% of South Surrey residents said they had used local trails in the past two years.
- Outdoor programs ranked 4th highest in terms of desired types of programs and activities across all respondents (40%).
- Non-users ranked outdoor programs as the second highest area of interest.
- There is strong support for the current level of financial investment as well as for increasing the financial investment in facilities. 41% said the level of investment is adequate, with an additional 39% saying it should be increased.
- The largest percentage of respondents feel that any additional funding should be spent on improving facilities that are currently in operation (46%). Many respondents commented on how facility spaces could be improved.
- People appreciate the implementation of internet registration. Customers can view the leisure guide, register for programs and view facility rental availability at their convenience 24 hours a day, 7 days a week.

Leisure Services Data

- From 1999-2005 an average of \$300K - 400K in capital per year was invested in parks, leisure facilities and technology.

WHERE WE WANT TO BE IN THE FUTURE:

- White Rock residents will continue to benefit from the investment in the promenade, beach, trails, sports fields and open spaces. The connection people feel with the environment occurs because of the outdoor infrastructure and because of programs that promote environmental awareness and outdoor activities. Outdoor spaces continue to be a source of community pride.
- The City will ensure there is an adequate level of investment in leisure facilities. The residents will continue to benefit from safe, functional, indoor facilities. Quality and appropriate spaces ensure high citizen and staff satisfaction levels and increased usage.
- Technology has been an important part of the Leisure Services infrastructure and this needs to continue. Technology, such as WebReg and an electronic membership system, enables access 24/7, creates operating efficiencies, and a high level of customer satisfaction and provides a sense of belonging. This will be very important both at Kent Street and the new Town Centre civic space to track useful statistical data.

Focus Areas

16. Work cooperatively to ensure the Parks and Facilities Master Plans complement the Leisure Services Master Plan. (2007)
17. Complete the design and construction of the new Town Centre indoor and outdoor civic spaces based on the expressed needs of the citizens. (2006-2008)
18. Complete the fundraising, design and construction of the Mel Edwards Centre in partnership with the community. (2006-2008)
19. Continue to provide a technology infrastructure that improves customer service. (2006-2008)



“We live in beautiful homes, work in pleasant environments, we expect our recreation facilities and parks to be the same.”

(Focus Group participant)

Strategic Direction #8: Accountability

Continue to be accountable to the community for delivery benefits and value.

WHERE WE ARE TODAY:

Community Survey and Focus Groups

- The level of satisfaction with programs is high. The average (mean) ratings were all above the mid-point of the scale, indicating overall satisfaction with each program type and quality of service attribute. Respondents used a five-place scale where 1 equals very satisfied and 5 equals very dissatisfied. The closer the average score is to 1, the higher the satisfaction.

Satisfaction Ratings: White Rock and South Surrey Users (excluding no experience / don't know responses)								
	Average (Mean) Rating		Very Satisfied		Combined Satisfaction		Combined Dissatisfaction	
	White Rock	South Surrey	White Rock	South Surrey	White Rock	South Surrey	White Rock	South Surrey
Programs delivered what they promised	1.5	1.4	64%	70%	92%	92%	3%	3%
Quality of instruction	1.6	1.5	60%	64%	88%	91%	3%	3%
Convenient location of programs	1.6	1.6	61%	57%	89%	90%	5%	4%
Class sizes are appropriate	1.6	1.6	57%	54%	87%	87%	5%	4%
Programs are affordable	1.7	1.5	49%	58%	87%	90%	5%	2%
Quality of program equipment, music, or other components if applicable	1.9	1.9	40%	39%	77%	79%	6%	5%
Quality of program spaces	2	1.9	38%	40%	76%	81%	9%	5%
Variety of programs offered	2.2	2	34%	42%	71%	77%	16%	12%
Convenient program schedule – times of day and days of week	2.1	2	35%	37%	75%	76%	17%	14%

- The mix of programs is meeting the needs of residents as indicated by the fact that the second choice for funding preferences (i.e., if additional funds were to be invested) is towards improving existing programs versus developing new programs (4th choice). While the program mix reflects local needs, the data and focus group comments also support the desire for improvements.

WHERE WE WANT TO BE IN THE FUTURE:

- City Council is confident that resources dedicated to Leisure Services are providing value to citizens and citizens support this investment.
- Leisure Services will continue its practice of monitoring the community and customer degree of satisfaction with services provided. A benefits-based annual report will be produced.²

Focus Areas

20. To translate the Master Plan Strategic Directions into action plans, performance indicators and data collection parameters as part of the 2007 Report Card process. (2007)
21. To continue to be accountable by producing a benefits-based outcome Report Card annually. (2006-2010)
22. To maintain a Financial Policy that is at an acceptable level and achieves an overall minimum of a 50% recovery rate. (2006-2010)



“The program is excellent and couldn’t be better! The instructor gradually increases our abilities, without pushing us at all.” (Program participant)

² In 2000, Leisure Services received an award from CAMA (Canadian Association of Municipal Administrations) in Education for its annual report card. And in 2001, it received a national award from the Canadian Parks and Recreation Association for its approach to being benefits-based.

Goals, Strategic Directions and Focus Areas (2006-2010)

The following table lays out the goals, strategic directions and focus areas from 2006-2010. This document, once adopted by Council, provides a road map for staff, volunteers and citizens. The dates chosen reflect work that requires immediate attention, and human and financial resources. In the 'day to day' operation, these strategies will be addressed and will become a focused priority in the year assigned. The 2007 Report Card will have action plans and revised indicators to measure the progress of the strategic directions.

		2006	2007	2008	2009	2010
Goal #1 Foster a Healthy Community						
Strategic Direction #1	Sense of Community					
Focus Area 1	Special Events (2006-2010)					
Focus Area 2	Newcomers (2008)					
Focus Area 3	Volunteer Core (2010)					
Goal #2 Foster Healthy, Active Citizens						
Strategic Direction #2	20% by 2010					
Focus Area 4	Hard to Reach (2006-2010)					
Focus Area 5	Connections to Leisure Services (2008)					
Focus Area 6	Financial Assistance (2007)					
Strategic Direction #3	Community Partners					
Focus Area 7	Recreation, Health & Education (2009)					
Focus Area 8	Skill Development (2008)					
Focus Area 9	Mel Edwards Centre / Town Centre Partnership Agreements (2006-2008)					
Strategic Direction #4	Community-Based Services					
Focus Area 10	Align with Socio-Demographic Profile (2006-2010)					
Focus Area 11	Multi-purpose Facilities (2006-2010)					
Focus Area 12	Reflect Community Interests (2009)					
Strategic Direction #5	Service Excellence					
Focus Area 13	Improve and Monitor (2006-2010)					
Focus Area 14	Variety and Flexibility (2009)					
Strategic Direction #6	Marketing and Communication					
Focus Area 15	Marketing & Communicating Strategy (2008)					
Strategic Direction #7	Infrastructure					
Focus Area 16	Parks and Facilities Master Plans (2007)					
Focus Area 17	Design and Construction Town Centre (2006-2008)					
Focus Area 18	Fundraising and Construction Mel Edwards Centre (2006-2008)					
Focus Area 19	Improved Technology (2006-2008)					
Strategic Direction #8	Accountability					
Focus Area 20	2007 Report Card and Action Plans (2007)					
Focus Area 21	Annual Report Cards (2006-2010)					
Focus Area 22	Financial Policy (2006-2010)					

Conclusion

The vision of the City of White Rock is to provide citizens with a high quality of life where everyone can live, work and play in an enjoyable atmosphere.

This Leisure Services Master Plan (2007) adopts a benefits-driven approach to service delivery. Leisure Services operates from a philosophy that places the benefits and desired results, expressed by community members, at the forefront of its planning, delivery and evaluation processes. The overarching goals are to foster a healthy community and to foster healthy active citizens.

Council now has a roadmap and this will ensure that outstanding programs and services are available, now and in the future, for the residents of the community.

*“I appreciate all that
the White Rock
Library is – I love the
staff and I love the
community spirit.”*

(White Rock Library visitor)



Building Community Spirit!



Reference Materials

Community Survey – Executive Summary

A survey was undertaken as a component of the community process to update and enhance the Leisure Services Master Plan for the City of White Rock. The main purpose of the survey is to provide up-to-date information on use and satisfaction with recreation programs, identify gaps, if any, for programs and user age groups, measure the activity levels of White Rock residents and obtain information that will ensure that residents' needs are met now and in the future.

The survey design was a web-based questionnaire completed online and accessed from the City of White Rock website from March 30th to April 20th, 2006. A total of 709 respondents accessed the online questionnaire and completed all or part of the survey questions. Most of the results summarized in this report have been based on the data of 597 respondents who indicated their city or area of residence as White Rock, South Surrey or elsewhere. 205 of these 597 respondents live in the City of White Rock. 522 of the 597 respondents are users of City of White Rock recreation facilities and programs, and 75 are non-users.

The survey results should be regarded as valid and reliable for users of the City of White Rock recreation facilities and programs who are residents of White Rock and South Surrey, but not very reliable for non-user residents.

The main findings of the survey are highlighted below.

What are the relative levels of use of City of White Rock public facilities, sports fields and trails?

Of the various indoor and outdoor facilities, White Rock promenade and beach was visited in the past two years by the largest percentages of White Rock (97%) and South Surrey residents (90%). White Rock Library was second most visited with 82% of White Rock residents and 57% of South Surrey residents saying that someone in their household had visited this facility in the past two years. Trails were third in proportion of users, 60% of White Rock and 57% of South Surrey residents said trails had been used in the past two years.

- White Rock residents were more likely than South Surrey residents to have visited the museum, the library, White Rock promenade and beach, and Town Centre Hall, but South Surrey residents were more likely than residents of White Rock to have made use of Centennial Arena ice.

Visited in Past Two Years Base: All respondents			
	All Current Users	White Rock Residents	South Surrey Residents
White Rock promenade and beach	93%	97%	90%
White Rock Library	65%	82%	57%
Trails	58%	60%	57%
Centennial Arena halls or fitness room	53%	52%	46%
Kent Street Activity Centre	46%	45%	38%
Centennial Arena ice	41%	30%	40%
White Rock Museum	35%	51%	26%
Sports fields (includes tennis courts, horseshoe pitch and lacrosse box)	35%	33%	35%
Town Centre Hall	30%	33%	23%
A school for indoor recreation activities	29%	29%	25%
Curling rink	11%	10%	9%
Mel Edwards Centre	10%	11%	9%

Note: Columns may add to more than 100% because multiple answers were allowed.

Are all age groups participating in recreation programs and activities at equal rates?

Overall, non-users, or those who have not visited a City of White Rock recreation facility in the past two years, were about evenly divided between “never user” and “past or lapsed user”. 54% of White Rock residents who were non-users were lapsed users, and 46% were never users.

A general pattern of high participation rates in childhood was found, then participation falls off in mid to late teens, with non-participation peaking in early adulthood. Participation picks up again in the mid-adult, child-rearing years.

The lowest participation rates for City of White Rock residents are for young adults 20 to 34 years and adults 70 and older.

What are the main reasons for lapsed use and non-use?

The reasons cited for non-use of recreation programs and facilities by the largest percentages of non-users are: *days or times of programs are not convenient, lack of time, and the programs don't reflect my interests.* Lack of information was a reason for one in eight survey respondents.

Programs not reflecting my culture, or not feeling welcome were not cited by anyone as reasons for non-use. Moreover, none of the White Rock non-users said their reasons included *cost, programs were full, transportation difficulties, not liking the facilities, English language or transportation difficulties.*

To what extent is cost a barrier?

The cost of programs is a barrier sometimes for 19% of survey respondents, including 19% of current users and 27% of lapsed and never users. Cost is a barrier for 25% of White Rock residents and 16% of South Surrey residents.

- Although the sub-sample of users in the lowest household income group of less than \$27,000 is very small, so cautious interpretation is advised, the results suggest that low-income households are finding the cost of programs a barrier to use. Over half of those who live in low-income households (53%) indicated that cost at times prevents them from registering for programs of interest.
- 23% of those in household income brackets of \$27,000 to \$45,000 and \$45,001 to \$65,000 and 13% of those in the highest income bracket of more than \$65,000 said cost is a barrier at times.

How informed do residents feel about City of White Rock programs and facilities?

The survey indicates that a large majority of users, White rock residents, and South Surrey residents feel adequately or very well informed about City of White Rock programs and facilities. 24% of White Rock residents feel very well informed, and 62% feel adequately informed with a combined total of 87%. 17% of South Surrey residents feel very well informed and 65% feel adequately informed with a combined total of 82%.

- Non-users (28%) are twice as likely than users (14%) to feel inadequately informed about City of White Rock programs and facilities.

Is the community using other public and private facilities and programs?

Other public facilities and programs are being used by a large majority of all groups. The survey found that seven in ten White Rock residents (73%) are using other public recreation facilities and programs outside of the City of White Rock.

87% of South Surrey residents use other public recreation programs and facilities, as do 83% of current users of City of White Rock facilities and programs, and 72% of non-users.

Are current users satisfied with program and service quality?

Current users rated any of nine service quality attributes that they were familiar with. The average (mean) ratings were all above the mid-point of the scale, indicating overall satisfaction with each program type and quality of service attribute.

The largest percentages of very satisfied ratings given by all users, including users who are White Rock residents were given to:

- programs delivered what they promised,
- convenient location of programs,
- quality of instruction,
- class sizes are appropriate, and
- programs are affordable.

The largest percentages of dissatisfied ratings given by all users, including users who are White Rock residents were given to:

- convenient program schedule, and
- variety of programs offered.

What benefits are people seeking when they register for programs?

The top five benefits from recreation sought by City of White Rock recreation users are:

- get healthier or maintain my health,
- keep my mind sharp, be intellectually stimulated or learn something new,
- relieve stress,
- make me feel good about myself or improve my mental health, and
- be involved in the community.

The top five benefits sought by recreation non-users are:

- get healthier or maintain my health,
- keep my mind sharp, be intellectually stimulated or learn something new,
- make new friends,
- relieve stress, and
- make me feel good about myself or improve my mental health.

How do people feel about current funding support for recreation?

White Rock residents were almost equally divided between those who said the current level of financial support for recreation programs and services in White Rock is about right (41%) and those who thought it should be increased to help build and/ or operate new or improved facilities (39%). Only 5% said the level of funding should be decreased, while 15% said they had no opinion.

The largest percentages of White Rock residents, South Surrey residents, and current users of City of White Rock recreation facilities feel that any additional funding should be spent on *improving the facilities that are currently in operation*.

Opinion was fairly evenly divided among White Rock residents for their second choice funding preferences: *improving existing programs and developing new pathways and trails*.

What types of additional new programs and activities do people want?

The largest percentages of all respondents, White Rock residents, South Surrey residents and City of White Rock recreation users said they are interested in *fitness* and *health or wellness* programs. Half of non-users are interested in *fitness* and *outdoor programs*.

Other types of programs that many are interested in are *lifelong learning, outdoors programs and arts programs*.

- Age of the respondent was related to interests. Those under 55 years in age are more likely than older respondents to express an interest in *sports, outdoor programs, dance, and children's camps*.
- Those 55 or older are more likely than younger people to express an interest in *health or wellness programs and lifelong learning*.

Young seniors and young adults are groups that are sometimes more difficult to reach or meet their needs. Young seniors, 55 to 69 years, are particularly interested in *health or wellness, fitness, and lifelong learning*. The types of programs that many young adults 20 to 34 are interested in are *sports, dance, and outdoors programs*.

Counter to recent trends in recreation, the majorities of all current City of White Rock facility users, non-users, White Rock residents and South Surrey residents prefer to have more opportunities for structured, organized, pre-planned leisure activities in comparison with unstructured and informal activities.

How active are White Rock residents and White Rock facility users?

86% of respondents, a large majority, believe that they exercise regularly or are physically active on a regular basis. The responses of males and females and people in the various age groups did not differ in their answers to this question.

Those who said they exercise regularly or are physically active on a regular basis were asked if they engaged in each of three levels of physical activity in an average week. 74% of survey respondents say they engage in light activity in an average week, 65% engage in moderate activity, and 38% say they engage in vigorous activity at least one day in an average week.

Three days a week was the most frequently given response for number of days (the mode) of regular physical activity and the average session lasted about an hour, regardless of activity level.

In anticipation of the Winter Olympics being held in the Lower Mainland in 2010, the provincial government issued a challenge to BC communities to increase the proportions of British Columbians who are physically active. Following is the 2010 target for communities in the province of British Columbia. “To increase by 20% the proportion of the BC population who are physically active or moderately active during their leisure time from the current level (2003) of 58% to 69.6% of the BC population by the year 2010.”

For any communities that are interested in meeting this challenge, a baseline for physical activity levels needs to be established. Once the baseline measure has been taken, then a community can re-measure at intervals or once more before 2010 to determine if an increase has been achieved, and if so, how much of an increase.

A simple efficient method of determining activity levels was devised for the City of White Rock survey. This method was based on a review of definitions and measurements in the published literature. The method used in the White Rock survey should not be regarded as directly comparable to the methods used in the CHCS survey or similar surveys measuring activity levels.

The main results of classifying respondents according to criteria for number of days and duration of sessions at each activity level was to include more people at the lower ends of the activity dimension, in the inactive and lightly active groups because duration in minutes and / or number of days per week had not been met.

It is important to realize that some people in the lightly active group and even a few in the inactive group are still doing some sort of exercise on a regular basis, just not enough to be regarded as physical activity that maintains or improves health in the average person. That said, light activity may be very beneficial in many ways to the elderly, disabled, and other groups that are less able to participate more frequently and for longer periods of time.

According to the results of this survey and the classification system devised for measuring and assigning activity level classifications, the 2010 Challenge baseline for White Rock of moderately and vigorously active adults is 42%.

Activity Level Classifications

Base: All respondents who answered the questions on activity levels

	Total Sample	White Rock Residents	South Surrey Residents
Inactive	38%	32%	41%
Lightly Active	23%	26%	21%
Moderately Active	21%	20%	21%
Vigorously Active	19%	22%	17%
Total Moderate and Vigorous	40%	42%	38%

Focus Groups

Importance of Leisure (value placed on the City programs and services)

1. How important are the programs and services provided by the City of White Rock Leisure Services to you and your family? Why is that?

- Skewed to children or the opposite end
- Big gap between children and seniors
- Kent Street caters to mid 70's
- Like the Curling Club – very happy with that
- Very important, make you feel like you are part of the community
- Waterfront concert series is important
- Impressed with Kent Street facility (thought is was seniors only)
- I have not been to too many programs, plan to use more when retire
- Important service seen at Kent Street Activity Centre
- Lotte/Bridge – reduce loneliness
- KS important service – meal service
- Osteofit – has allowed me to regain my mobility
- Important – I don't have friends & children of similar age
- Needs social interaction with peers (mom & child)
- The fees and programs are extremely important to the family
- Provides sense of community
- Make new friends
- Very important for people who move to the community
- Opportunity to learn new activities
- Very important – news/recent helped meet new people amazed at programs – keep them coming
- Excellent – volunteer for Tour de White Rock
- Important but have not been able to fit interests and times in schedule
- Important – health has set me back
- “I was astounded that White Rock offers so many programs for the size of its community. Leisure Services is very important, it keeps the community together and, to me, it seems to have every activity possible.”

Areas of interest and potential opportunities

2. When you/your children have spare time, what do you/they like to do in terms of physical activities, learning, socializing and having fun?

- Paint
- Walk
- Bike
- Go to pool
- Curl
- Beach clean-up
- Love all the special events on the beach
- Art work
- Genealogy
- Gardening
- Renovating
- Go to Ocean Park Library
- Running
- Cycling
- Swimming
- Tai chi
- Yoga
- Love “Farmer’s Market”
- Like the arts, paint, yoga
- Like to curl
- Spectator for the arts, both music and arts (audience member)
- Used to golf
- Walking, running, weight training
- Volunteering
- Dinner with friends
- Watch sporting events

- At the beach
- Anything outdoors
- Go to Centennial Park: great for family... while at b'ball, we go to trails, visit festivals
- Exercise classes
- Tennis
- Walking (especially in the afternoon)
- Gardening
- Art work
- Volunteer (Food Bank, Library)
- Reading a lot
- Walking and Nordic
- Gardening
- Learning about Health (self-help; personal growth)
- Cycling
- Cooking
- Curves/Gym
- Book Club
- Dinner Club
- Jewellery Making
- Painting

3. In terms of programs and services, what activities do you/your children participate in?

- Hiking (Sunday)
- Karate group
- Clogging
- Chinese painting
- Yoga with Tanesa
- Waterfront Concert Series
- Pilates
- Nordic walking with Lotte
- Nordic walking
- Play bridge
- Lotte's programs
- Osteofit
- Important services at KS – meal service
- Minigym
- Music program
- SFP
- Baseball/soccer/ballhockey
- Art/dance/henna
- Tennis/kayaking
- Yoga
- Exercise classes
- Tennis
- Walking (especially in the afternoon)
- Volunteer
- Gardening
- Art work
- Mature Drivers Program
- Language lessons
- Low impact
- Religions of the World
- Line Dance
- Spanish lessons
- Couples dancing
- Clogging
- Morning Exercise – Stretch & Strength
- Yoga

Current level of satisfaction

4. In general, would you rate programs and drop-in sessions as Good? Ok? Poor?

- Top notch classes
- Instruction good
- Times were good
- Location good
- Good
- Very good
- Nordic poles, Osteofit... excellent
- OK... great if more levels
- Good – OK
- prefer drop-in flexibility

Trends

5. In general, what do you/they like about these activities?

- Instructors are welcoming and kind
- Great if more levels
- Prefer 1-3 months commitments (vs private club 1 yr membership)
- Parent & child interaction
- Drop in, flexibility
- Ball hockey...easy, fits between soccer & baseball seasons
- Tennis instructor...keep kids motivated, encouraged

Opportunities

6. What, if anything, do you dislike?

- The “Waterfront Concert Series” started late at least 75% of the time but it is fabulous”
- Make sure there is a way to get people to the beach cheaply effectively
- Dislike that there is no parking on the beach
- Dislike stark neon lights, prefer a “lounge” atmosphere
- More after working hours fitness programs
- Fewer men attending... make them welcome
- Difficult to mix as new participant – need facilitator
- Movement/soccer & other courses have been cancelled...disappointing
- Programs (yoga) cancelled... disappointed
- Computer programs not having enough space, only 4 spots available
- The information was too much too fast in computer class
- Van Trips: Husband wasn’t put on waitlist (trip had room for him) (pay attention to waitlist, put all people on it)
- Fitness rooms too warm
- Timing

7. Has anything related to programs and services gotten better in the last few years? Worse?

- Online service is fabulous (PDF is long to load)
- Special Events: Don’t get to them but appreciate all of them including “Painters Square”
- Things are much better
- Broad spectrum and variety of classes
- Excellent instructors
- On line registration is great
- You are using the arena for a lot more things, Home Shows, Concerts
- Consistently good
- Cancelled programs
- Drivers Education – very impressed with the space at Centennial, didn’t know space was that good and comfortable
- Lawyers at Kent St. are great
- Art classes great
- I love website & WebReg, good flexibility

8. What if anything would you change?

- Adults would like courses on the weekend because she is commuting
- Facilitate the arts community, music, painting
- Add more programs for working seniors
- More challenging levels of fitness
- Water access
- Cups in CPLC washrooms
- Add evening & weekend programs for preschoolers
- Variety of activity within one program
- Weekly walks at beach: stroller walks for moms & newborns
- Parking is terrible at Kent Street
- Drop-in flexibility
- Calendar of drop in activities/programs

Outcomes / Benefits

9. Why do you/your children participate in programs and services offered by the City's Leisure Services – i.e. personal growth (learn something new, something to do), make new friends (social aspect), health reasons (physical, mental)?

- Social component is huge
- It's a cheap way to try to something new
- Allows you to see if you like it
- Great way to experiment with something you haven't tried
- For health fitness, personal growth
- If new to area it is a great way to meet people
- Exercise
- New to WR, good way to meet people
- Health reasons
- Meet new people
- Mostly health plus the social aspect
- Commitment and paid incentive of programs
- Fees kept reasonable
- Learning something new
- Great way for newcomers to make friends
- Outlet for parent
- Physical development
- Encouraging physical activity
- Non-sport programs
- You have to have something purposeful and active you have to get involved
- Mind & body must stay active
- "Community Spirit, cheers you on. You must be with other people to stay well"
- Personal interest
- Keep mind active
- Keep body active
- Self learning, physical
- Learning
- Personal Growth – social aspect
- Social aspect is bonus

Sense of Belonging

10. Do you/your children feel welcome when they come to the City's facilities? Why/why not?

- Always found WR Leisure services pleasant to deal with
- Museum gift staff are great
- New arena is fabulous, great renovation
- Yes, smiles, acknowledgement
- Yes... instructors
- Teachers very patient
- If you are new they welcome you and introduce you
- "The volunteer computer teachers at the Library even gave us their phone number in case we were confused at home and needed some help."
- Yes welcome people – smiling

11. Is there anything that could be done to make you/your children feel more welcome?

- Better rooms for classes like pilates
- Recreation Room too cold and bare
- Multipurpose room does not work for Art classes
- Community studio space for artists
- More variety of fitness equipment – weights, balls, bands
- TCH least inviting
- More attention to amenities, seniors and disabled – e.g. chairs with arms

Removing Barriers

12. Are there any aspects that make it more difficult for you/your children to participate in programs and services (lack of information, location, costs, variety of programs, day care, schedule of activities doesn't match when you have spare time, safety, transportation, parking, lighting, image of the Centre, quality of facility)?

- Arena rooms are out dated could be upgraded
- Comfort of the facility is important
- Hard to participate if you are commuting
- Cost is a barrier; none of the participants knew we had "fee subsidy policy"
- Should have short term workshops
- Timing... after 5:30pm
- More for working adults
- Do not want to be in same program as parents (adult comment referring to seniors' program)
- Need more variety of program
- Times
- Family events after hours
- Transportation (people don't come who don't have a car)
- Friends found computers courses expensive
- Keep parking lots well lit

13. Any suggestions for how these barriers could be removed?

- 55+ classes are offered during the day and should also be offered for adults at the other times
- Prefer both set schedule & flexibility of drop-in (esp. summer)

14. When is the best time for programs to be offered? (i.e. Weekdays, Weekday evenings, Weekends, Weekend evenings?)

- 7 and 8 pm or 8:30 class are good times for classes
- On weekends, afternoons are better – need to do some programs for shift workers
- Morning (now retired)
- For Health & Wellness after 5:30pm – Mon to Thur 6/7-8:30pm and weekdays 8-10:30am
- Weekend hikes
- Newborn: evening & weekends
- Preschool: mornings, 6-8pm evening/weekends
- Older Seniors: daytime – all like daytime; morning and afternoon; more weekend programs
- Younger Seniors: working seniors – late afternoon 4-5; weekdays, Mon - Thur

15. We understand how disappointing it is when programs have to be cancelled for lack of registration. Is there anything you can think of that we can do to avoid this situation?

- Let people know ahead of time if a class is going to be cancelled
- Large article in local papers
- Incentives, passes
- Take waitlist
- Ask people enrolled in the class to bring a friend
- Try a one more time... star beside a program in the Leisure guide
- Early bird discount
- At time of registration give coupon to bring a friend and get 10% discount off (credit) for both

16. What is the best way for the community to learn about programs and activities?

- Brochure is very good
- “No one had received the reminder about the Leisure Guide” by email
- Target the message to the right group, i.e. Arts classes for adults not preschool
- Word of mouth
- Bring a friend
- Doctor’s office
- Weekly seniors column in Peace Arch News
- Leisure guide; Peace Arch News

Competitors and Critical Success Factors

17. Do you or your children take part in programs and services similar to those offered by the City's Leisure Services elsewhere (private club, another community centre, library)? Why is that?

- Ocean Park Library
- Continuing Ed
- Curling Club
- Semiahmoo Library
- Pools in other communities
- Women's University Club in Vancouver
- WR Playhouse
- Go to Vancouver for Cultural Events
- Surrey Arts Centre for Plays
- Bell Centre for the Arts
- Contours
- Private fitness club
- Private yoga
- Surrey pool and weight room
- Private facility in Vancouver
- Ballet/soccer... cancelled by WRLS
- Swimming... destination pools (Fleetwood & Y)
- WRLS doesn't offer enough preschool programs
- The Y
- WRLS programs are cancelled
 - Exercise class at Baptist church Tue/Thurs 9-10am & St. Marks church Mon/Wed 8:30-9:30am
 - Great West Fitness (1 person)
 - Sometimes to the pool & fitness room
 - Play tennis
- Language
- Belly dancing with Surrey because of time
- Book Clubs
- Resistant exercise machines with Curves
- Just Ladies
- Talk Philosophers – wrong time

18. What determines what activity you end up doing?

- Quality of the instructor
- Expose me to a wide range of activities
- Time and interest
- The time it is offered
- Having the funds
- Personally identified need
- Perusal of leisure guide
- Seasonal activities
- Proximity, time offered, cost
- Would prefer programs that are local but will drive outside of community to get good courses, variety of programs
- I choose from my personal interest, social activity, skill development (mind & body)
- Date and time
- Cost prohibitive only when doubled for couples

Loyalty

19. If you were going to tell the staff one thing about how to keep you as a customer, what would that be?

- “The Leisure Guide is important to me and is very informative.”
- “In five years, I don’t think I will go to Kent Street”
- Keep the online registration
- Don’t change the time of your class
- Welcoming, enthusiastic, engaging
- Instructor encouragement – not singling out participants
- Be polite and welcoming
- Hire good facilitator/leaders
- Weekdays programs, leaders availability
- Prefer programs that are local and cost efficient
- Staff need to have time to smile/welcome
- Have smile and be friendly
- Get to know my name
- Correct information / good communication
- Not afraid to ask the instructor any question
- Quality of the instructor
- Must have time to explain
- Add more programs
- Environmental programs
- More travel shows
- Badminton
- Partner with “Welcome Wagon”
- Walking programs in the afternoon
- Discussion groups
- Keep up the quality of instructors - fitness, Nordic walking, live dancing
- Welcoming to all – acknowledge
- Instruction that is age appropriate – does not talk down
- Level appropriate, ie. Beginners for beginners

Indicators of Success

20. Imagine excellent Leisure Services in your community. Please describe what excellence means to you.

- Adults would like courses on the weekend because she is commuting.
- Beautiful facility for the community for classes and rental for the future
- Good quality instructors
- Quality of facilities
- Variety in types of programs
- Non-stop (continual) fitness program
- Instructors – well trained, qualified, do not do subsidies based on income assessment
- Clean facilities
- “We live in beautiful homes, work in pleasant environments, we expect our recreation facilities and parks to be the same.”
- Welcoming people
- Affordable and accessible for fixed income
- Reach as many people as possible
- Every member can participate in something no matter what (aged, disabled...)
- Everyone can enjoy life more, something that anyone can do
- Provides an outlet for creativity, non-threatening instructions

Priority Focus Areas

21. What do you think are the top 3 things the City's Leisure Services needs to focus on in the next 5 years for you and/or your children?

- Expand Kent to welcome 30-50 years of age
- More water sports: canoe, kayaking, etc.
- Priority is for another Centre especially with the number of people who will retire
- Build programs and continue to add new programs
- Focus on new input into the new Town Centre
- Don't let my parks area disappear
- Developing venues for concerts and classes
- Make sure you have adequate facilities for population growth
- Keep current programs plus outreach to sedentary at risk
- Cultural programs – summer music symphony, Shakespeare in park
- 'Free' community events
- More programs for young families
- Publicity of programs... P.A. News – "Things for kids to do"
- Increase variety of preschool
- School Age: Programs for children that are not organized sports
- Aging demographics
- Emergency Preparedness Information Facility
- Transportation
- Information about Environmental Issues
- Make community safe for walking
- Have lights at cross walks
- Create opportunities that people can continue to contribute and share experience
- Programs for men

Local Trends

22. What changes are happening in your community which the City's Leisure Services needs to be aware of when they are planning services?

- "There is now an aging of the baby boomers going on. We will be a big demographic and most of us will have mountain bikes not knitting needles."
- More 55-60 yr olds
- Aging...well and able seniors
- Keep up with changes
- Recognize shift to more young families in White Rock, i.e. families with young children
- Older parents with newborns
- Increase in aging population
- Keep people healthy and active and out of hospital

Additional Comments:

- Motivation program (evening)
- Longer set of bridge (15 classes) to practice
- Evening fun bridge
- Very satisfied with current programs
- Caregivers support
- Nutrition services
- Programming your vcr, tv remote, digital camera, cell phone
- Home handyman
- Gender specific – men only; women only
- New Town Centre Hall... small coffee bar with seating
- Radio / TV ads for Waterfront Concert Series
- “I like the Web Registration and viewing the Leisure Guide online. It makes the registration process flexible and it is very easy to use.”
- Keep Centennial Arena community focussed, not like S/S = hockey oriented
- “Thank you! We really appreciate having the opportunity to participate in this focus group. It was open, informative, and very friendly. Keep making yourselves open to input from the community.”
- Spirit of the Sea – Fencing around rail road tracks, more family events at East Beach, Family Parade-decorate bikes/wagons
- Non-traditional hours – evening and weekends drop-in
- White Rock viewed as seniors
- Spring/Summer programs: more use of outdoors; structured sports
- Library: storytimes – puppets; arts – art/Picasso; Like VAG Super Sunday
- Program for 10-13yrs old; non-sport kids: multicultural – pow wow
- Drop in Family
- Fire Chief will come to your condo and help you
- Make people more aware of the location of the Facilities
- Afternoon cooking “club” – share info
- Pre-retirement courses – working/retired not ready for rocking chair need a purpose
- Help men to understand women’s changes (physical/aging)
- Healthy aging

Community Feedback

Upon the completion of the draft Master Plan, two community feedback sessions were hosted. Those who attended the Master Plan focus groups were invited back to the feedback sessions to confirm the fit between the Master Plan document and their perception of the desired future direction for Leisure Services. The feedback sessions were held on November 29, 2006 and were attended by 10 people.

The feedback has been consolidated under core Master Plan themes:

1. What do you like about living in White Rock?

- Small community and can walk everywhere
- But “we need to manage our growth or we will be left behind” and concern about changing what is special about White Rock
- “Can participate in whatever I want to – everything is here”
- Friendship, friendliness and sense of community
- Close to ocean
- Ability to cycle, run and be outdoors
- Long family history of living here

2. Relevance of Overarching Goals

To foster a healthy community through activities that create a sense of community identity, belonging, pride and spirit;

To foster healthy, active citizens and help them reach their full potential through social, physical, emotional and intellectual opportunities.

- Strong agreement and consensus

3. Support for “benefits-driven” approach

The benefits-driven approach focuses on ensuring programs and services deliver the outcomes, experiences and results each segment of the community is seeking (i.e. the research confirmed there are different benefits being sought by different age groups, users, non-users)

- Strong agreement and consensus

4. Validation of Goal #1: To Foster a Healthy Community through Activities that Create a Sense of Community Identity, Belonging, Pride and Spirit

Strategic Direction #1: Sense of Community

- Strong agreement and consensus

5. Validation of Goal #2: To Foster Healthy, Active Citizens and Help Them Reach Their Full Potential through Social, Physical, Emotional and Intellectual Opportunities

Strategic Direction #2: 20% by 2010

- Strong agreement and consensus
- Need for sidewalks and bike lanes
- Link with Strategic Transportation efforts
- Need to recognize barriers relating to cost, convenience (i.e. times and days of the week), access to timely and targeted information, and the intimidation of trying something new (i.e. host open houses, consider “bring a friend” options)
- Consider running alternative events in City facilities (i.e. art show in the library or the arena)

Strategic Direction #3: Community Partners

- Strong agreement and consensus
- “Peace Arch Elementary benefited from its partnership on the field and playground”
- Town Centre Hall needs good partnerships that will contribute to the success of local businesses

Strategic Direction #4: Community-Based Services

- Strong agreement and consensus
- Focus on and market to the participants’ ability and interest not on age only (i.e. some older adults are very active and want to be with others with similar abilities or some young adults require beginner classes)
- Kent Street Activity Centre – “we need the rest of the community to use that facility” and “whatever you have to do to continue to build relationships [at this facility], do that”
- Town Centre Hall – “create a space for friendship and relationship building”
- Town Centre Hall - consider a fitness centre. “It is really important to have such a facility located here and will give people an opportunity to drop-in and then join another program”

Strategic Direction #5: Maintain Service Excellence

- Strong agreement and consensus
- Focus on variety of programs and reaching the underserved such as men (i.e. yoga for men)
- “If you want to find out what people want to do ... ask them”

Strategic Direction #6: Marketing and Communication

- Strong agreement and consensus
- Inspire new customers
- Community feedback session participants strongly supported being contacted by email and wanted more communication tools than the Leisure Guide. However, they do not support electronic communication that has “pop-up ads”
- New Leisure Guide
- Look forward to receiving the Leisure Guide
- Marketing needs to emphasize what makes White Rock unique

Strategic Direction # 7: Infrastructure

- Strong agreement and consensus
- “People in the community don’t know where their neighbourhood parks are”
- Need to get more information about parks to people in the community

Strategic Direction #8: Accountability

- Strong agreement and consensus

6. Are there any “red flags”, issues or potential threats that should be considered as part of the Master Plan ?

- No comments

7. Other Comments ?

- Comments in the Master Plan document were very detailed and meaningful
- Need to consider the connection between the uptown, waterfront and the beach – maybe free transportation



“The leader is very personable and knowledgeable. I liked the good variety of exercises. The leader explains what and why each exercise benefits us. Very well constructed and presented program and very beneficial.”

(Cardio Strength Circuit participant)



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