



# CVRD SPORTS CENTRE COMMISSION

PLANNING SESSION

MARCH 5, 2019

# FUTURE VIEW

Select 1-2 images that, for you, are a visual representation of the following questions:

- Where would you like Recreation Services to be in 3 years time (2021)?
- As a result of sitting on the Commission, what do you want your personal legacy to be?



# CONTEXT FOR PLANNING

# CVRD VISION STATEMENT

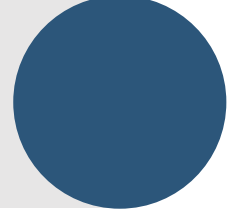
The Comox Valley Regional District is a partnership of three electoral areas and three municipalities providing sustainable services for residents and visitors to the area. The local governments work collaboratively on services for the benefit of those living and visiting the diverse urban and rural areas of the Comox Valley.



# CVRD BOARD OF DIRECTORS STRATEGIC PRIORITIES

(DECEMBER 19, 2018)

## CORPORATE PRIORITIES

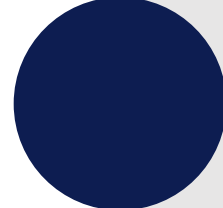


Transportation and Transport  
 Air Quality  
 Comox Valley Economic Development  
 Sewer Synergies/Expansion  
 Agriculture – Food Strategy  
 Regional Housing

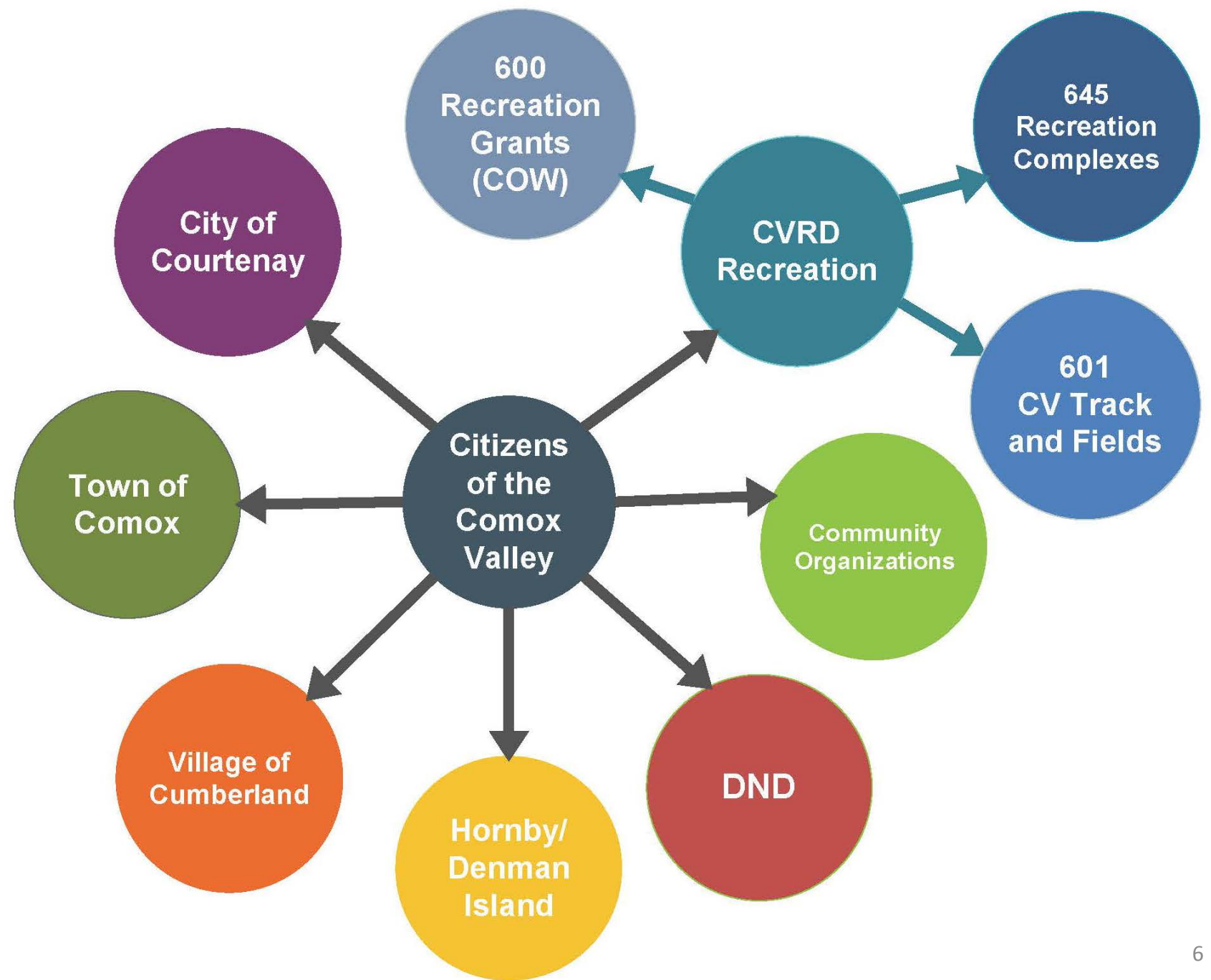
| CORPORATE PRIORITIES (Board/COM)   |  |
|--|--|
| <b>NOT</b>   |  |
| 1. TRANSPORTATION and TRANSIT: Review transit reports, assess changes and future service plans, consider regional multi-modal transportation planning and the role of the Integrated Transportation Sector Committee   |  |
| 2. AIR QUALITY: Consider an air quality council - determine feasibility with stakeholders to assess, report and recommend Comox Valley outcomes  |  |
| 3. COMOX VALLEY ECONOMIC DEVELOPMENT: strategic plan engagement, performance and contract review   |  |
| 4. SUSTAINABILITY STRATEGY: Review Comox Valley Sustainability Strategy (CVSS), complete report on progress and develop a regular schedule   |  |
| 5. SEWER SYNERGIES/EXPANSION: Legal Waste Management Plan (LWMP) and waste service business case review with Strategic Commission and service area   |  |
| 6. AGRICULTURE - FOOD STRATEGY: Review agriculture study from CVSS, provide report and guidance  |  |
| 7. REGIONAL HOUSING: Review needs assessment study of delivery, propose a regional approach to meet updates  |  |
| <b>ONGOING:</b>  |  |
| <ul style="list-style-type: none"> <li>Regional Office Project Construction</li> <li>Water Treatment Plant Construction</li> <li>Recreation Review Implementation</li> <li>Utilities Governance</li> <li>Regional Growth Strategy Engagement</li> <li>Zoning Bylaw Update</li> <li>Lazo Marsh Drainage Improvements</li> </ul>   | <ul style="list-style-type: none"> <li>Climate Change</li> <li>Employment Strategy (2018) and (in progress)</li> <li>Local 2018 Strategy (2018)</li> <li>Air Quality ERM Evaluation</li> <li>Local Growth Council (LGC) 1-1-18a proposal</li> <li>CVSS Board</li> <li>Regional Organic Implementation</li> </ul> |
| <b>OPERATIONAL STRATEGIES (CAO/Executive Management Team)</b>  |  |
| <ul style="list-style-type: none"> <li>TRANSPORTATION and TRANSIT: Review Transit report, assess service changes and Transit Future Plan, further service enhancements with Board (Fall 2018). Consider regional multi-modal transportation with TRIC, infra and justice commitment (Fall 2018)</li> <li>AIR QUALITY: Work on report, consultation, education and resources, air quality council - determine feasibility with stakeholders (Summer 2018)</li> </ul>  |  |
| <b>CORPORATE SERVICES</b>  |  |
| <ul style="list-style-type: none"> <li>Legislative support for TRANSPORTATION and AIR QUALITY committees, review role of TRIC, and present on quality council (through Fall 2018)</li> <li>Utilities governance, staff and committees/Commission review and determine any actions (Summer 2018)</li> </ul>   |  |
| <b>ENGINEERING SERVICES</b>  |  |
| <ul style="list-style-type: none"> <li>SEWER SYNERGIES/EXPANSION:                             <ul style="list-style-type: none"> <li>Review business case, options, economic/social environmental impacts (Summer 2018)</li> <li>Legal waste management plan (LWMP) public and technical engagement, and setting options (Spring 2018)</li> <li>Water treatment plant, building and construction design team contract (June 2018)</li> <li>Lazo Marsh Drainage improvements: options and impacts under investigation (Spring 2018)</li> <li>Regional Organic Implementation through CVSS Board: further site and facilities conceptual support (April 2018)</li> </ul> </li> </ul> |  |
| <b>EXECUTIVE SERVICES</b>  |  |
| <ul style="list-style-type: none"> <li>Regional office project under construction: complete by November 2018</li> <li>Strategic Planning (1 policy and implementation update before next session September 2018)</li> </ul>  |  |
| <b>PLANNING AND DEVELOPMENT SERVICES</b>   |  |
| <ul style="list-style-type: none"> <li>COMOX VALLEY ECONOMIC DEVELOPMENT SOCIETY: post-assess and contract review (Spring 2018)</li> <li>SUSTAINABILITY STRATEGY: Review CVSS, complete progress report, develop a regular schedule (Fall 2018)</li> <li>AGRICULTURE STRATEGY: Review CVSS 1-1-18a Study, provide report and guidance through strategic plan</li> </ul>  |  |

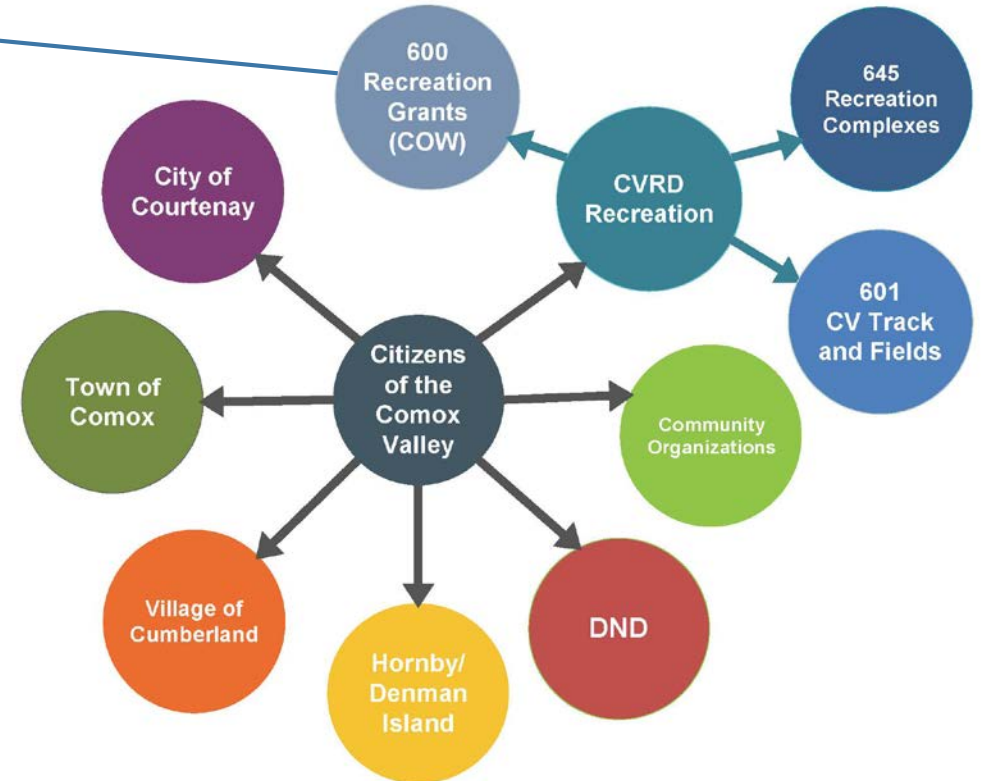
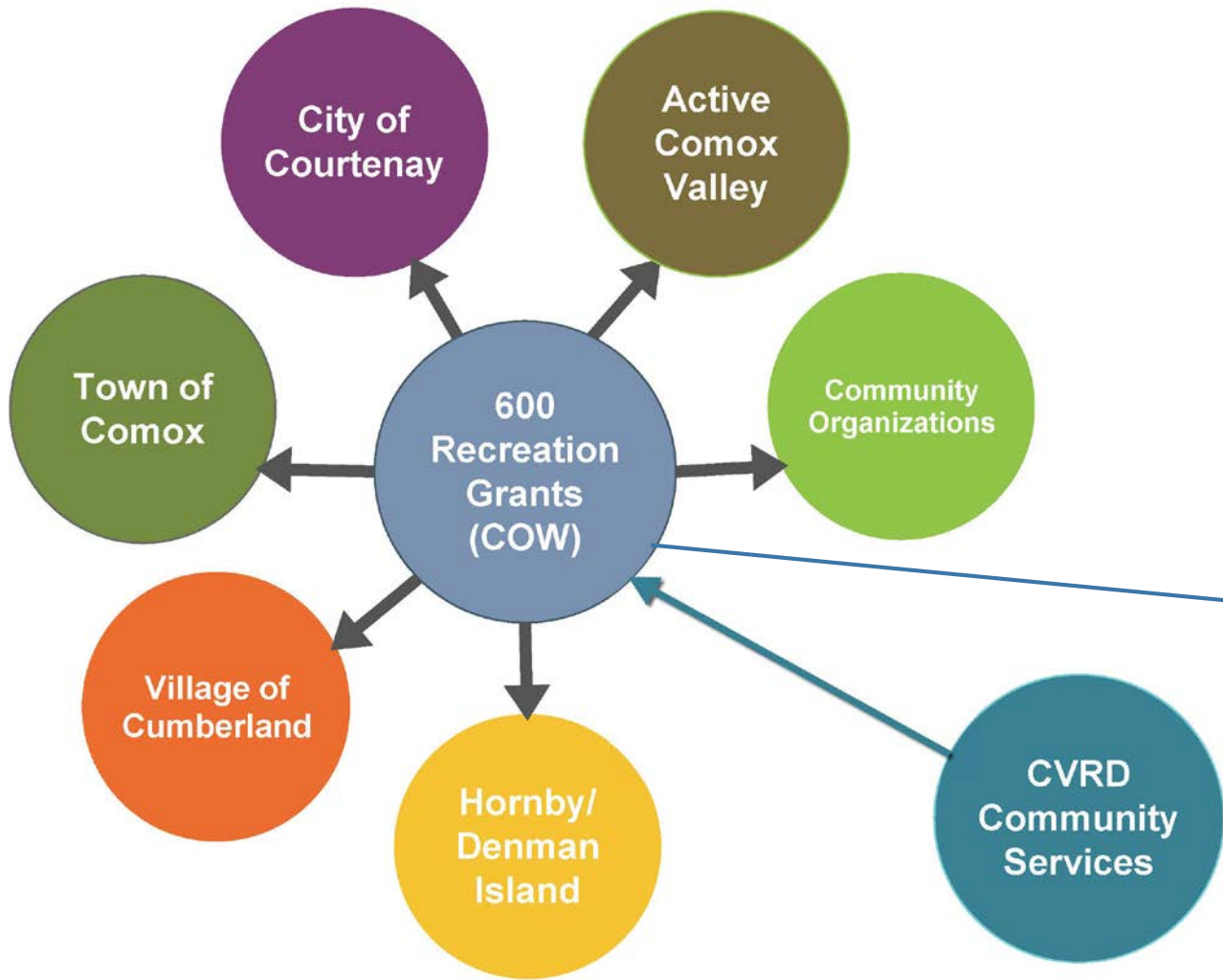
- Regional Office Project Construction
- Water Treatment Plant Construction
- Recreation Review Implementation
- Utilities Governance
- Regional Growth Strategy Engagement
- Zoning Bylaw Update
- Lazo Marsh Drainage Improvements

## ONGOING



# RECREATION OPTIONS





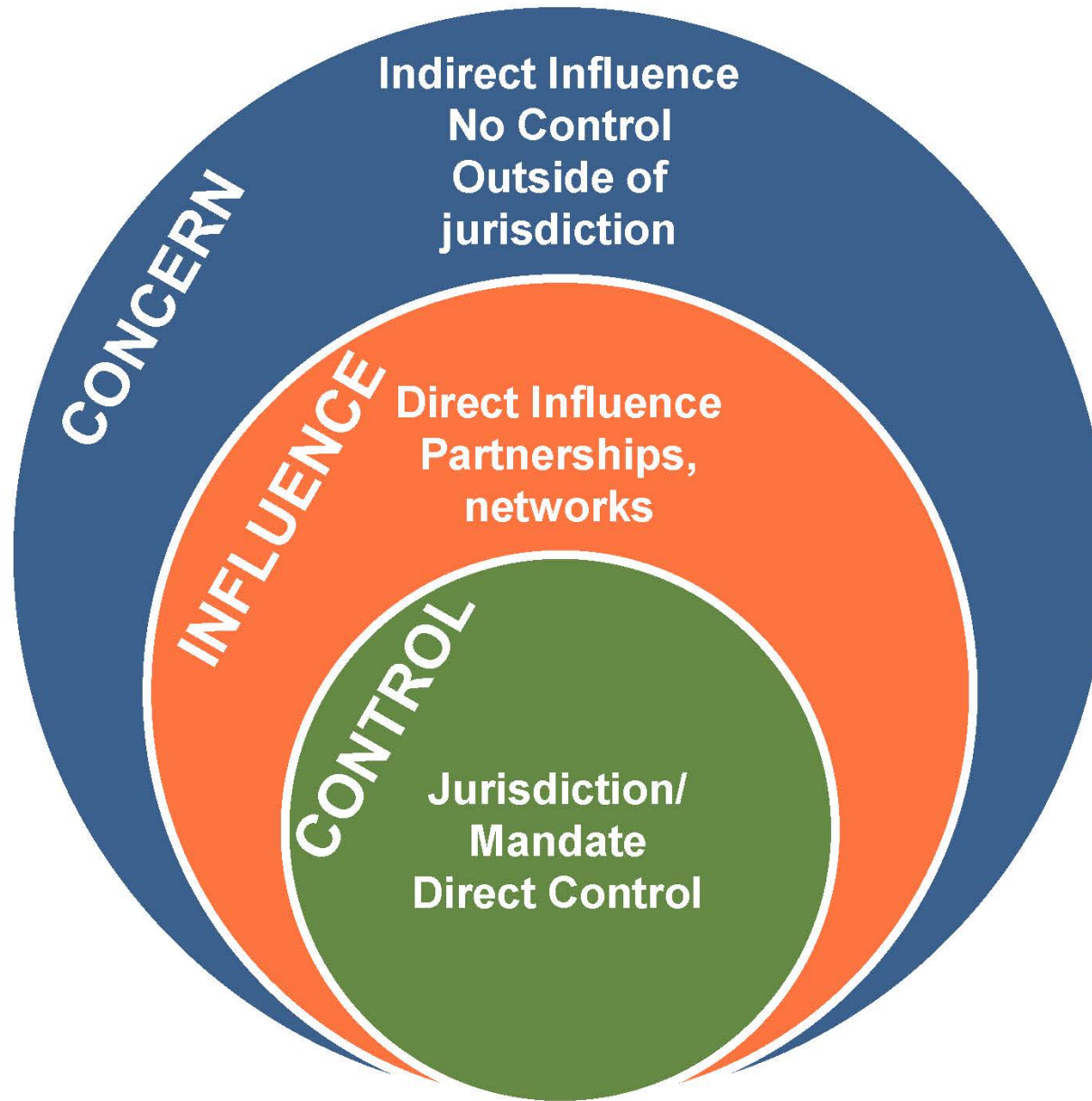
# VISION AND SUPPORTING GOALS (MASTER PLAN)

The VISION for the future of indoor recreation facilities in the Comox Valley Regional District is:

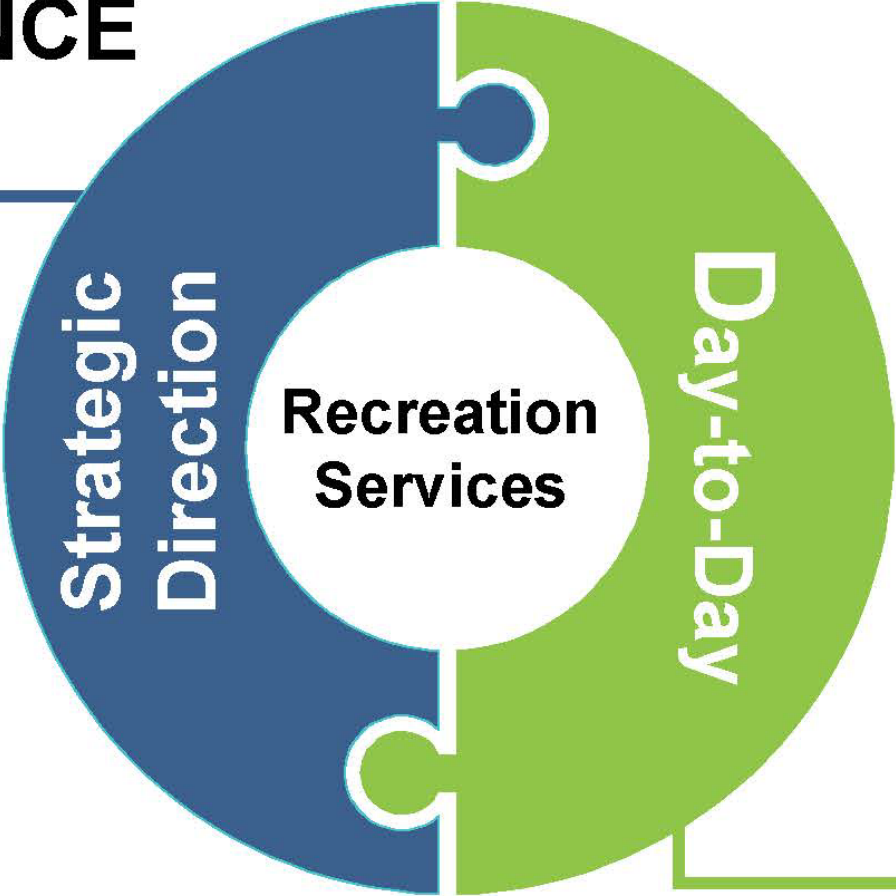
To provide lively, accessible and inclusive indoor recreation facilities that, in combination with the local municipal facilities, support the pursuit of healthy active lifestyles for Comox Valley residents of all abilities, ages, and pursuits.

1. Support healthy active lifestyles
2. Ensure facilities are welcoming and accessible to all patrons, regardless of ability to pay
3. Support ease of access to facilities through transit services as well as safe vehicle and pedestrian access
4. Collaborate with community organizations and the Town of Comox, the City of Courtenay and the Village of Cumberland to deliver a complete range of recreational opportunities
5. Enhance existing facilities and develop new facilities as appropriate to provide additional opportunities for active living
6. Work towards energy and operational efficiency in all facilities





**GOVERNANCE**



**OPERATIONS**



# TRENDS

# DEMOGRAPHICS IN THE COMOX VALLEY

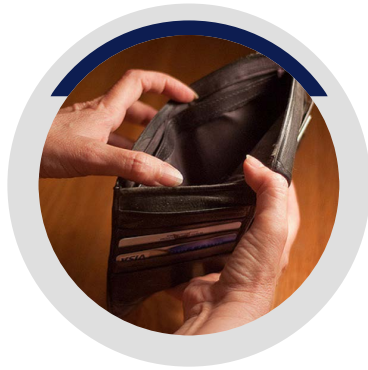


## AGE

### *Median age is rising*

In BC by 2031:

- 24.1% of population will be over 65 (13.06% - 2001)
- 13.1% will be under 14 (18.1% in 2001)



## INCOME

### *Growing gap between the haves and have nots.*

- Young families are twice as likely to live in poverty than those over 65.
- Poverty exists in all age groups



## WORK

### *Changing work arrangements*

- More people are self employed, flexible work arrangements or work part time.
- Increases demands for day time facility use



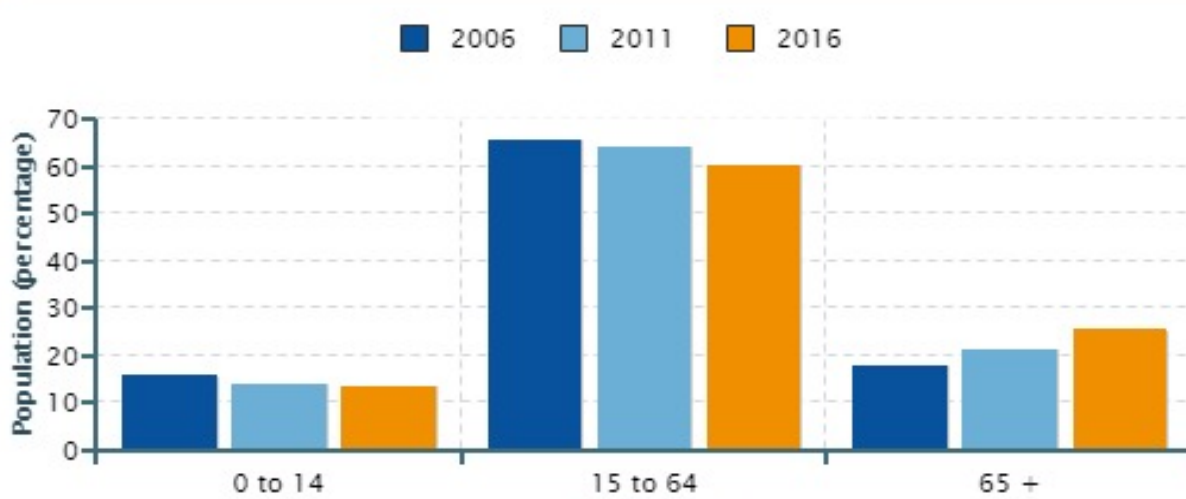
## DIVERSITY

### *Increasingly diverse communities*

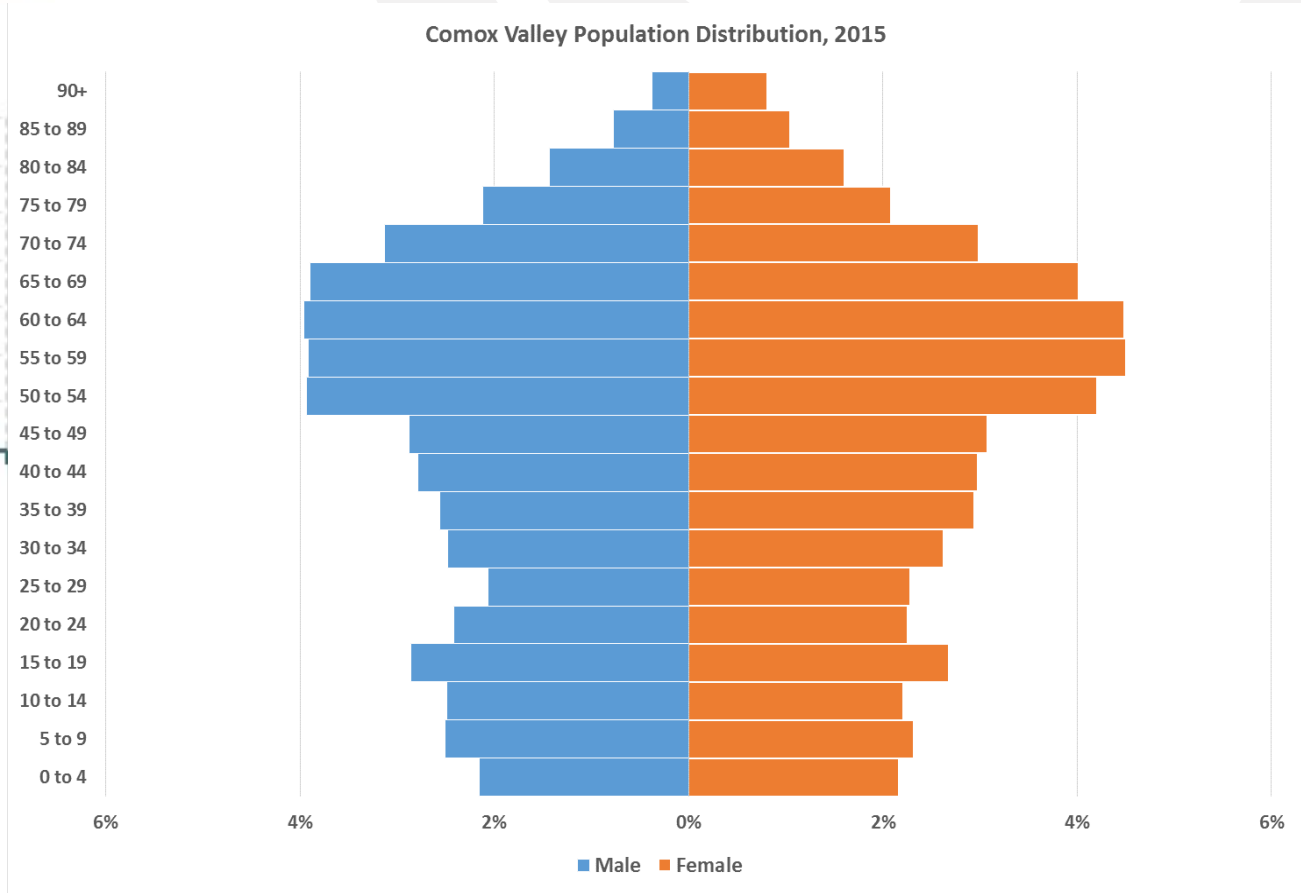
- Need for development of policies, programs and services - ethno-cultural, gender identity/expression
- Providing a safe and welcoming environment

# AGE DISTRIBUTION

Percentage of the population by broad age groups, Comox Valley, 2006 to 2016

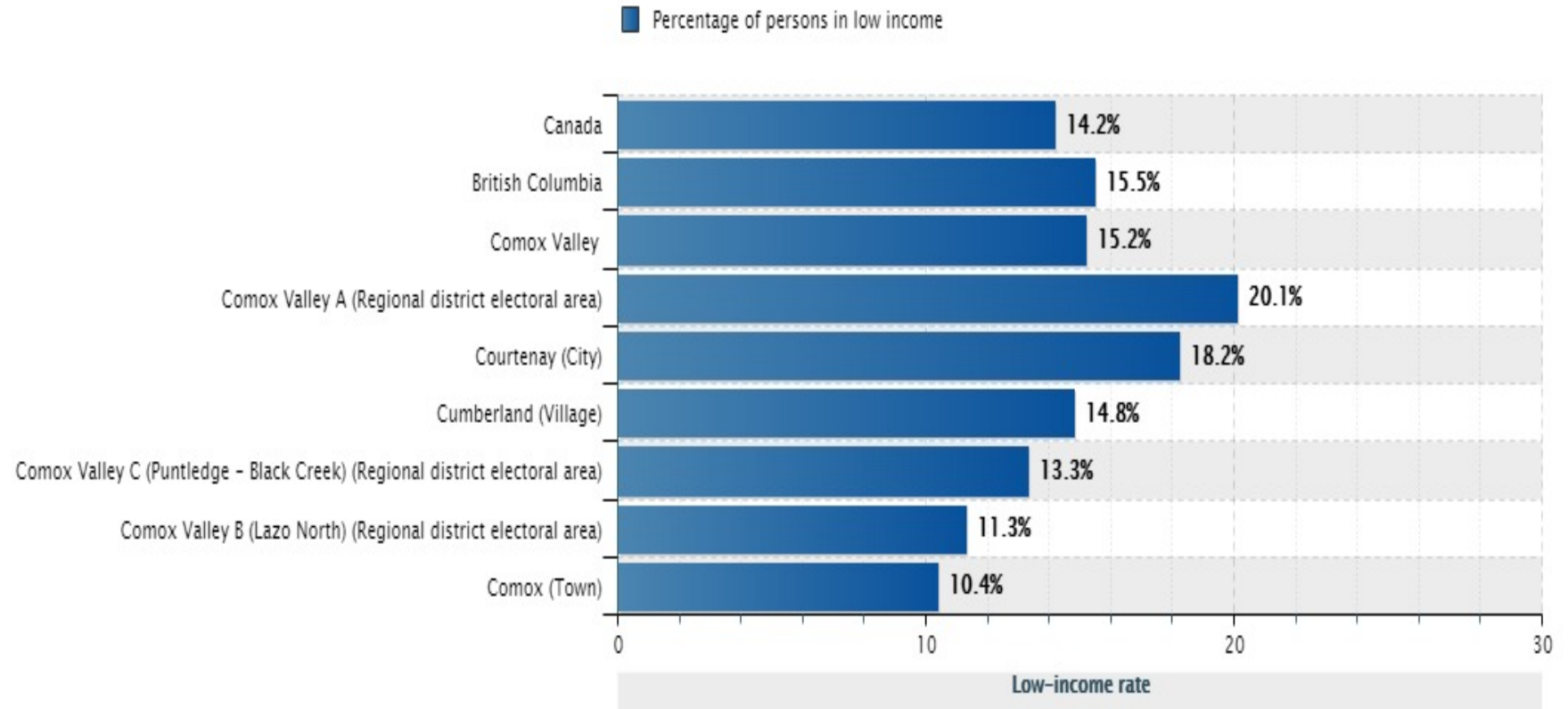


| Age groups  | Both sexes         |       |         |
|-------------|--------------------|-------|---------|
|             | CVRD 2016 (Canada) | Males | Females |
| 0 to 14     | 13.8% (16.6)       | 14.8% | 12.9%   |
| 15 to 64    | 60.5% (66.5)       | 59.9% | 61.1%   |
| 65 and over | 25.6% (16.9)       | 25.3% | 25.9%   |



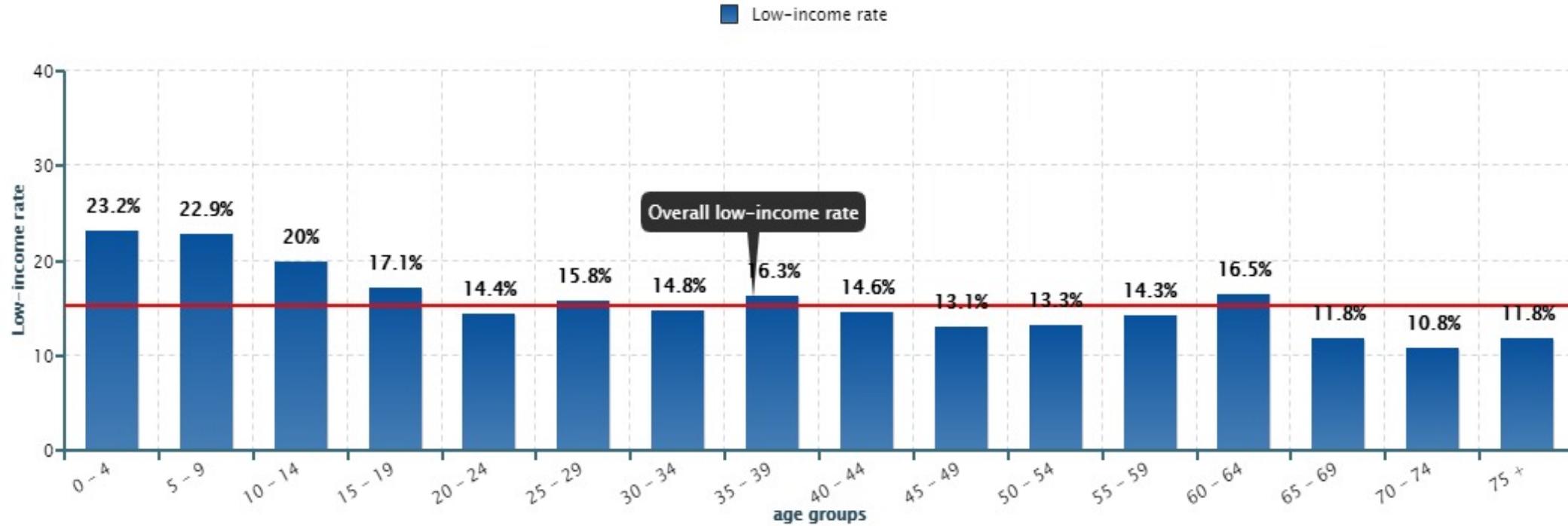
# LOW INCOME

Low-income status is determined based on low-income measure, after-tax (LIM-AT). For a one-person household, the after-tax low-income measure (LIM-AT) was \$22,460 in 2015. For larger households, this amount was adjusted upward by multiplying it by the square root of household size.



- In 2015, 9,885 persons or 15.2% were in low income, while in 2005, 15.7% of the persons in Comox Valley lived in low income<sup>2</sup>.

## Percentage of persons in low income by five-year age groups, Comox Valley, 2015



- The low-income rate for persons under 18 years of age was 21.3% compared to 14.8% for persons aged 18 to 64 and 11.9% for persons 65 and over in 2015.
- Persons living in lone-parent families had a higher rate of low income at 36.1%, while those living in couple families without children had a lower rate of 6.7%.



# INCOME

| Category  | Comox Valley | British Columbia |
|---|--------------|------------------|
| <b>Market income</b>                              | <b>83.6%</b> | <b>88.3%</b>     |
| Employment income                                 | 63.3%        | 73.7%            |
| <i>Wages and salaries</i>                         | <i>58.5%</i> | <i>69.0%</i>     |
| <i>Self-employment income</i>                     | <i>4.8%</i>  | <i>4.6%</i>      |
| Investment income                                 | 5.6%         | 6.1%             |
| Retirement pensions, superannuation and annuities | 12.6%        | 6.9%             |
| Other money income                                | 2.1%         | 1.7%             |
| <b>Government transfer payments</b>               | <b>16.4%</b> | <b>11.7%</b>     |
| Canada/Quebec Pension Plan benefits               | 6.0%         | 3.7%             |
| Old Age Security & Guaranteed Income Supplement   | 4.7%         | 3.3%             |
| Employment Insurance benefits                     | 1.7%         | 1.5%             |
| Child benefits                                    | 1.3%         | 1.2%             |
| Other income from government sources              | 2.8%         | 2.0%             |



# TRENDS IMPACTING RECREATION

## Infrastructure

- Aging
- Lack of preventative maintenance programs
- Accessibility - barrier free
- Multi purpose/multi generations

## Environment

- Growing sense of stewardship
- Activation - high public expectation
- Active Transportation
- Threats to the environment - extreme weather

## Technology

- Registration systems, tracking systems
- Web sites for information
- Virtual reality/360 degree tours

## Volunteerism

- Dropping off
- Rejuvenate and update strategies
- Short term, episodic
- Include diverse volunteers

## Health/Wellness

- Address socio-economic issues - mental health, social connectedness, child/youth inactivity
- Partnerships - health, justice, education, social services

# PROGRAM TRENDS

Framework for Recreation in Canada 2015  
"Recreation is the experience that results from freely chosen participation in physical, social, intellectual, creative and spiritual pursuits that enhance individual and community well being."

## PARTNERSHIPS

Offering cooperative, consortium-based programs allowing several communities and organizations to join partnerships to collectively offer programs in specific niche areas - eliminate duplication in programming.

## PERSONAL CHOICE

Informal, individualized  
Compressed time frames  
Personally convenient times and places

## DIRECTION

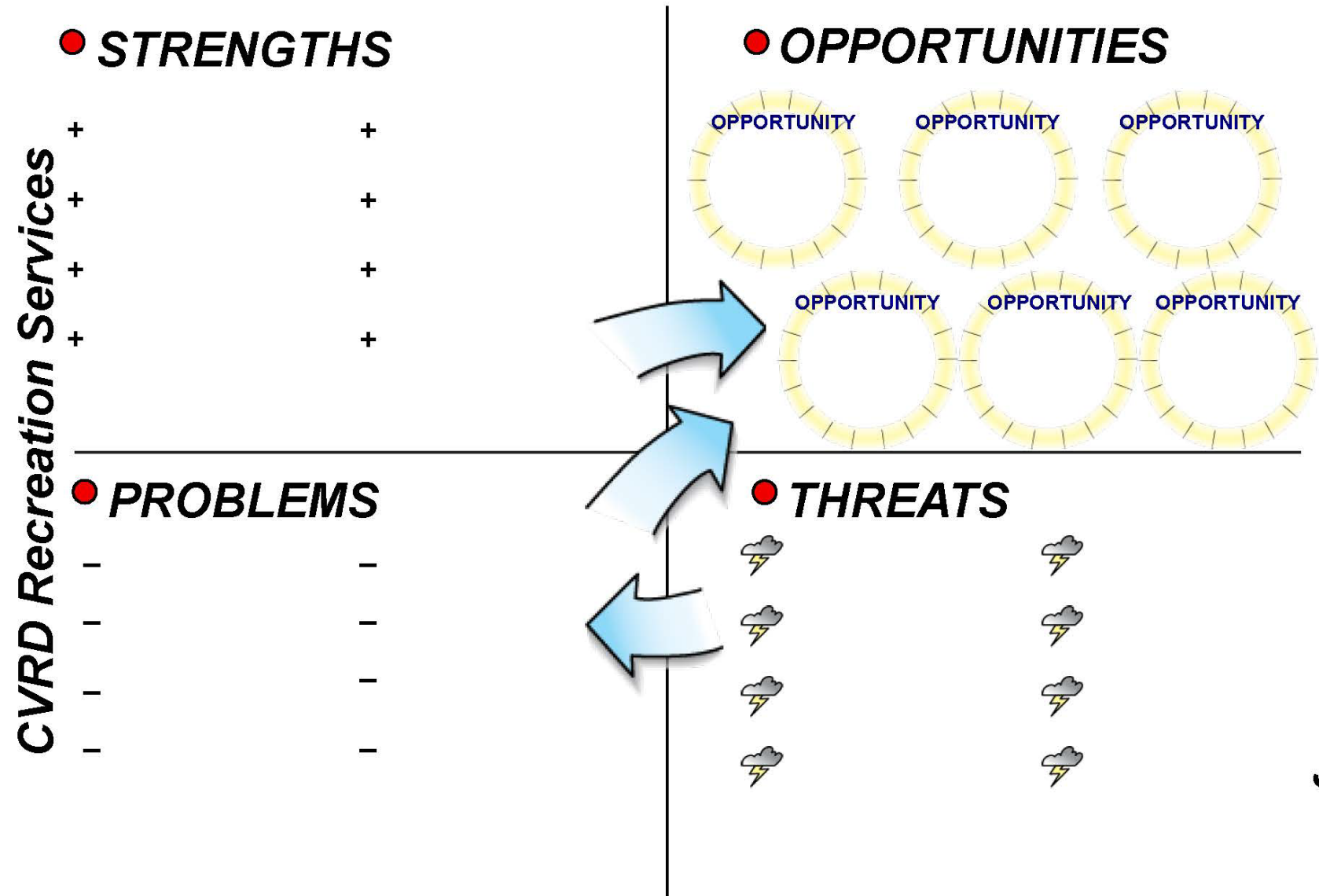
Physical Literacy/  
Activity for Life  
Generational Programming  
Generational Marketing  
Staying on top of trends i.e. Pickleball

## OPPORTUNITIES

# PLANNING

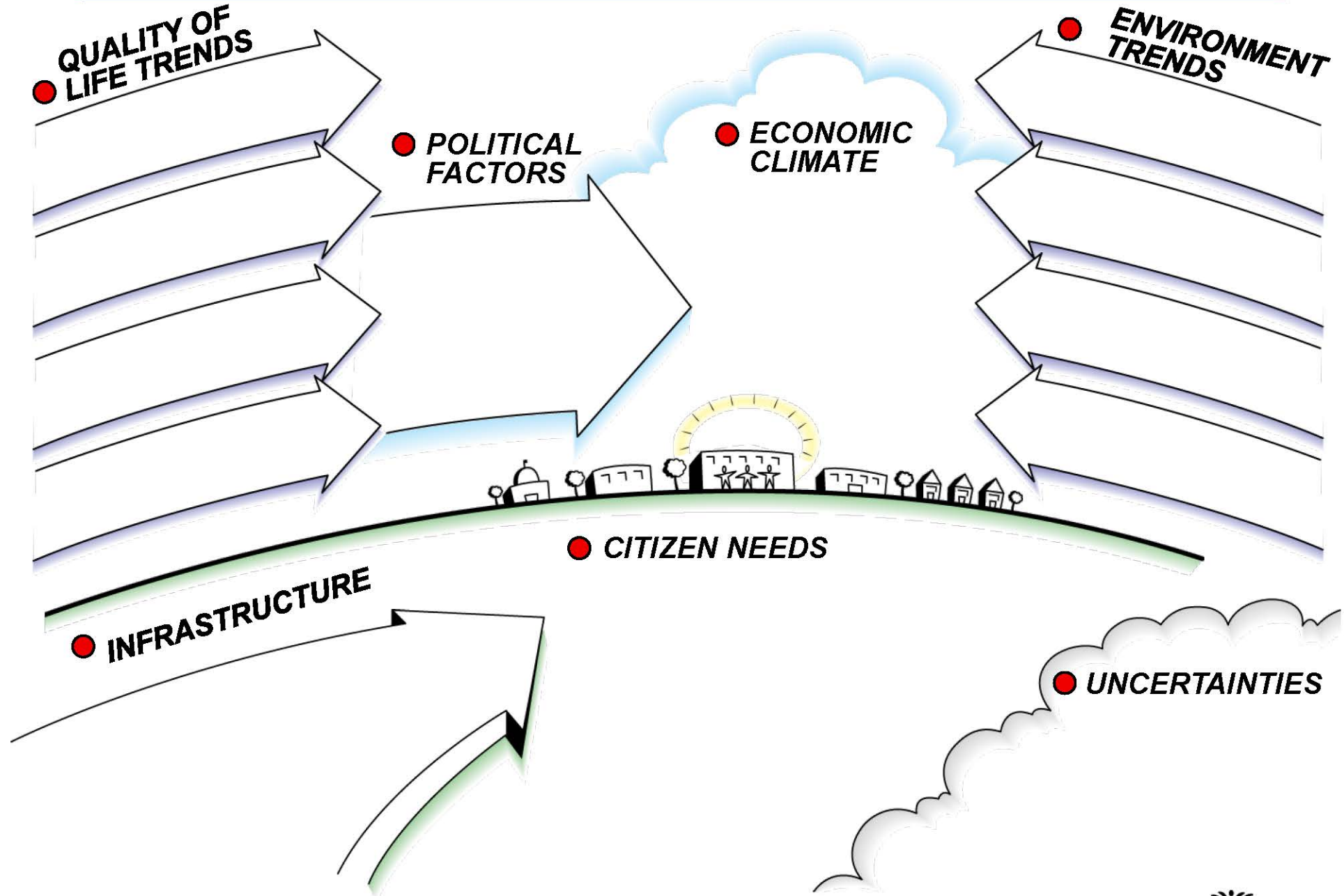
# SPOT MATRIX – CVRD RECREATION COMMISSION

**CURRENT SITUATION**



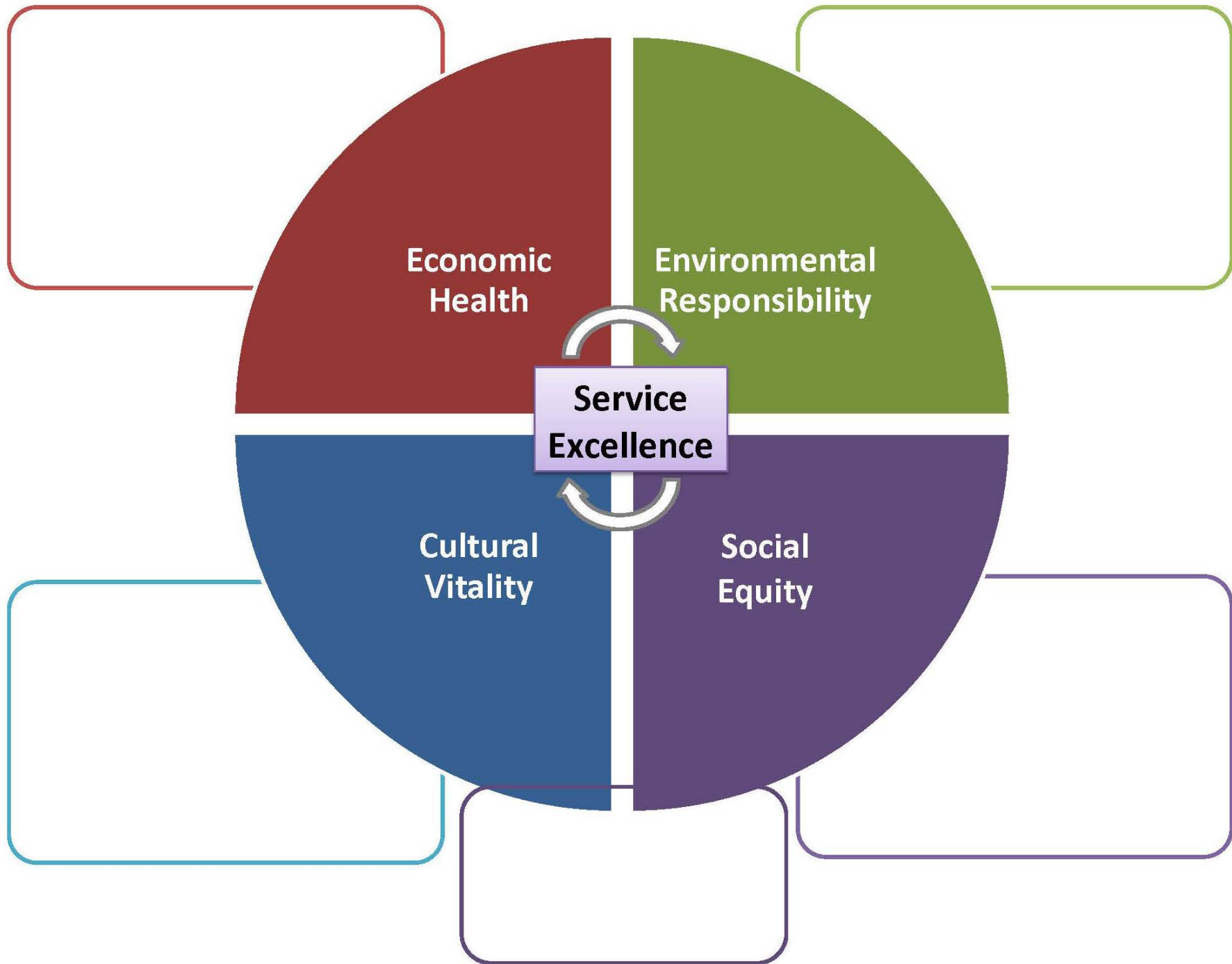
**Recreation in the Comox Valley**

# CVRD SPORTS COMMISSION CONTEXT MAP



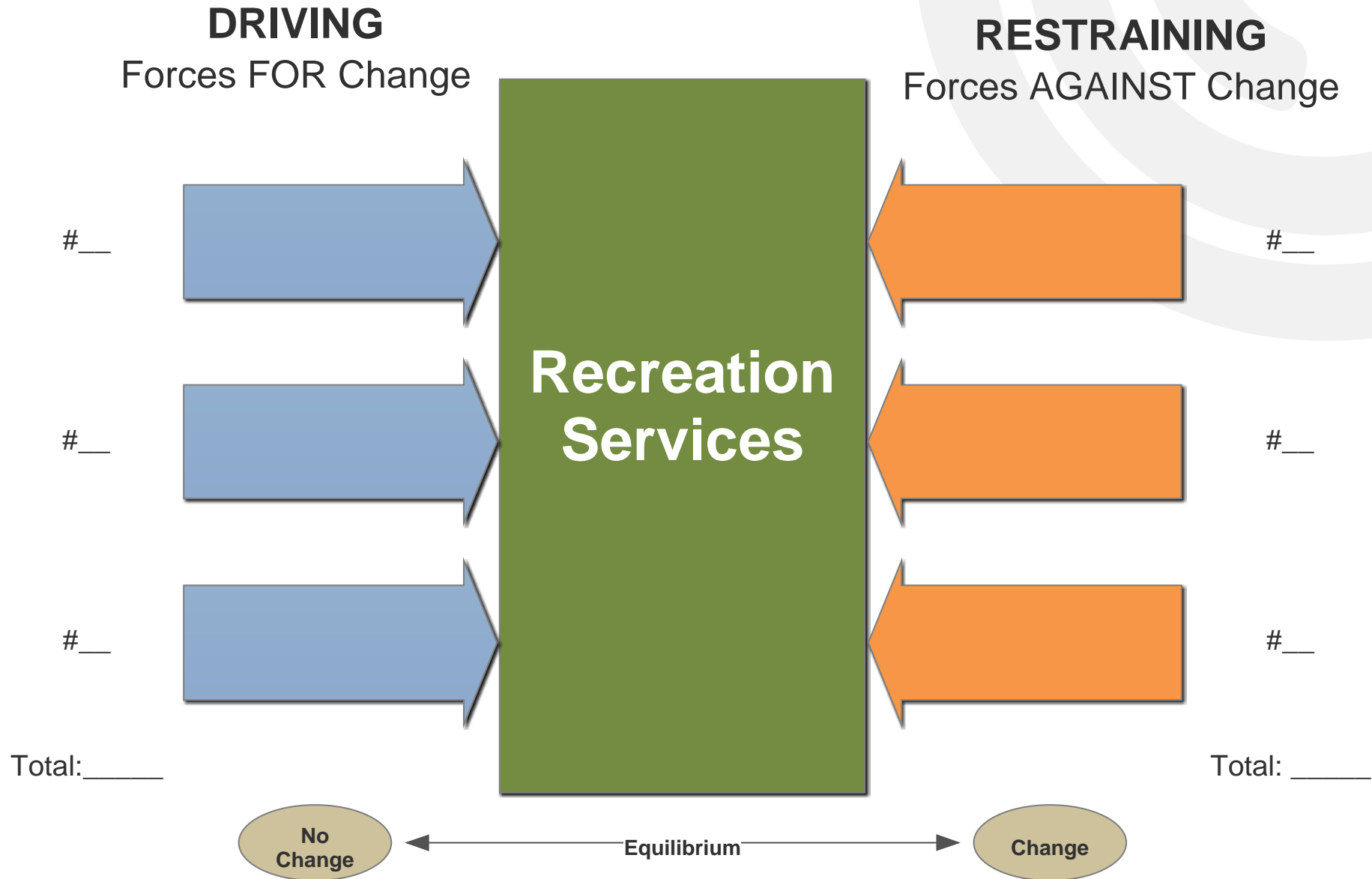
What are the most important strategic issues/decisions for Recreation Services on the immediate horizon?





# Force Field Analysis

Each force is scored according to their 'magnitude', ranging from one (weak) to five (strong)





PRIORITY  
SETTING

# Priorities

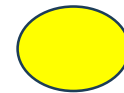
①

Green



②

Yellow



③

Blue



**URGENT** Red

