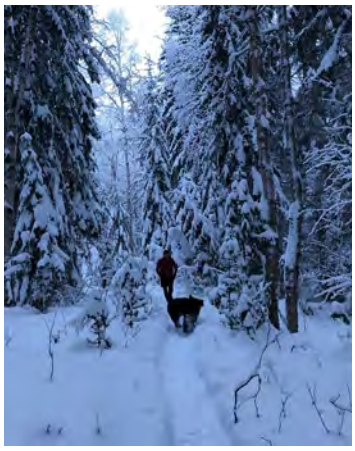
Community Recreation, Social Health & Well-Being Service Delivery Plan



CITY OF
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Executive Summary

At the request of the City of Prince George's Strategic Initiatives and Partnerships Division, LevelUp Planning & Consulting completed a comprehensive, evidence-based investigation to inform the development of a Community Recreation, Social Health and Well-being Service Delivery Plan for the City of Prince George.

The City of Prince George works with third-party organizations to deliver community recreation, social health and well-being programs and services as direct delivery of these programs by the City is limited. Many of these third-party organizations are non-profit organizations or mainly run by volunteers. As such, the City was interested in learning how best to meet the emerging needs of the City of Prince George, in a sustainable, responsive, and equitable way.

Findings were brought together from available City documents, plans, and strategies; comparator community interviews, strategies, and data; and various methods of community engagement including key informant interviews, focus groups, and a community survey. A summary of findings is described in the report which corresponds to the resulting service delivery plan.

The Community Recreation, Social Health and Well-being Service Delivery Plan outlines six key focus areas, with associated actions and timelines:

1. **Coordination**
2. **Partnerships & Collaboration**
3. **Communication, Promotion, and Engagement**
4. **Sustainability**
5. **Equity**
6. **Performance Monitoring**

The City plays a central role in supporting the continued development of resource, skill, and expertise of service providers and program planners. Improved and coordinated communication and enhanced opportunities for collaboration will ensure that services and programs reflect the needs of the citizens of Prince George, and are sustainable in the long term.

The recommendations for action reflect the experience, input, and priorities of community service providers, volunteers, City staff, and the public. It is important to continually monitor and evaluate the actions from this service delivery plan in order to meet the changing needs of the population and ensure sustainability of community recreation, social health and well-being programming. A logic model is included to assist with planning and on-going performance monitoring.

Introduction

Prince George is the heart of northern British Columbia; a shopping, education, health care, arts and sports hub for approximately 326,000 people in the region. Built on the unceded traditional territories of the Lheidli T'enneh peoples, it offers a mix of the outdoors, urban amenities, Indigenous culture and language, and a "small town" friendly appeal where civic pride is felt deeply. The City is a draw for young families and professionals and is lauded for its accessible home ownership, abundant recreation opportunities, and affordable cost of living which contributes to a positive work-life balance.

Photo: Holly Hughes

Social health and well-being are a determining factor in individual quality of life and a fundamental aspect of healthy, resilient, and sustainable communities. Diverse factors influence health and well-being, so delivery of such programs and services is by nature a "many hands" effort. Often this work is done in the context of scarce and competitive resources, siloed from one another, yet serving a common clientele. Coordination across sectors (local government, non-profit, Indigenous and community organizations) is imperative to deliver these social health and well-being services in a way that is responsive to evolving needs, efficient in the use of resources, and reflective of equity in approach.

In a city of over 74,000 people, with varying cultural and economic backgrounds, there is no one 'right way' to meet the social health and well-being needs of the residents of Prince George. Complicating matters further, factors such as recent wildfire emergency response, fluctuations in the forestry industry, and an ongoing opioid crisis have impacted demand for services. Now, the COVID-19 pandemic will have long lasting financial impacts on municipalities, and ultimately shape the way programs and services are delivered.

Photo: City of Prince George

Programming and service delivery in the areas that fall under the umbrella of community recreation, social health and well-being are diverse and many. To date, City involvement in this work has happened in various ways,

however direct service delivery by the City has been minimal. The result is a model based on partnerships, agreements, and a variety of supports for third-party organizations.

The aim of this work was to assess, based on emerging trends and best practices, how to support effective, responsive, and sustainable program and service delivery by the City of Prince George. Beyond that, to work with key community partners to understand the needs of service providers and community members, and to develop a plan that was achievable, innovative, and equitable.

Project overview and methodology

The project was divided into three phases which built upon and informed one another:

This phased approach allowed us to:

- Gain an understanding of social health and well-being needs and the current state of service delivery in Prince George,
- Identify what was working and highlight areas for improvement,
- Offer recommendations for the City and partner community organizations to continue to be responsive to the evolving social health and well-being needs of its residents.

We used a set of research questions to guide our work and they are included in Appendix A. Our team worked closely with the City of Prince George's Strategic Initiatives and Partnerships Division and a cross-departmental Steering Committee at all stages of the project.

Phase 1: Background Review & Current State Analysis

The work conducted in the first phase included a background review and current state analysis of the community recreation, social health and well-being program and service delivery in Prince George, a literature review on best practices, and environmental scan of comparator communities. During the environmental scan, five interviews were conducted with other local governments to learn about how social health and well-being programs and services are delivered. It was important to examine what other cities with similar economy, demographics, and resources have put in place, and whether these methods could be applied in Prince George.

Photo: Holly Hughes

Phase 2: Community Engagement

This second phase was dedicated to community engagement using three main methods of data collection; key informant interviews, focus groups, and a community survey.

Key informant interviews

A total of 25 one-on-one interviews were conducted between September 18, 2020 and January 15, 2021, with representatives from across the spectrum of social health and well-being, including Community Associations, City staff and elected officials, community service providers, volunteers,and non-profit organizations. Interviews were held by telephone or via video conference using Zoom. Sample interview questions can be found in Appendix B.

Focus groups

A total of four (one-hour) focus groups were held with service providers of community programs using the video conferencing platform Zoom. Participants were invited to sessions with others from their area of service delivery. These groups were made up of Community Associations, sports and recreation organizations, social service providers, and arts and culture service providers.

Survey

The City of Prince George Community Recreation and Well-being survey was available for one month from November to December 2020 and was accessible through the City of Prince George's 'Get Involved' engagement page. The survey was completed by a total of 525 participants. A copy of the survey can be found in Appendix C. To help create awareness and understanding of the project, an infographic was created that explained the goals of the project, some interesting stats on how services are delivered in Prince George, and ways residents could access the survey, including via the QR code which was available on the infographic. A copy of the infographic is included in Appendix D.

Phase 3: Analysis and Development of Service Delivery Plan

The final phase of this project focused on analysis of the community engagement data and the development of the Service Delivery Plan. Qualitative data from key informant interviews, focus groups, and the survey was analyzed and combined with quantitative data from the survey to give a current view of the social health and well-being needs of city service providers and residents, expectations of the City, and an understanding of how well this was being done. This data was brought together with learnings from Phase 1, to develop the focus areas and actions of the plan that reflect current best practices and emerging trends.

After the plan was drafted, an additional two focus groups were held to support validation– one for the City Steering Committee, and another for community service providers. Changes were incorporated to create a plan that brings forth achievable and realistic actions.

Photo: City of Prince George

Limitations

COVID-19

The impacts of the COVID-19 pandemic have extended to all phases of this project. The resulting reduction of City and partner service delivery, programming, and the closure of facilities has no doubt affected the priorities of the public, contributed to municipal fiscal constraint, and even lessened the response to our requests for interviews with local government representatives from comparator communities (Phase 1), and already taxed social service providers (Phase 2).

With respect to community engagement, what is traditionally done in-person and alongside community members had to be re-imagined. We shifted to virtual methods for the interviews and focus groups in order to minimize risk and comply with Public Health Orders. The survey was housed and advertised almost entirely online, which may have equity implications in terms of who was able to participate. Paper copies were made available at the library, however reduced foot traffic due to restrictions in place likely also contributed to no one accessing the hard copies. Posters promoting the survey were distributed to what were previously higher traffic community message boards in local coffee shops and businesses, which were also operating on reduced customer "in store" time.

COVID-19 may also have impacted survey responses, especially in response to current use of community recreation, social health and well-being services as many of these programs and services were not running during the pandemic.

Photo: City of Prince George

Photo: City of Prince George

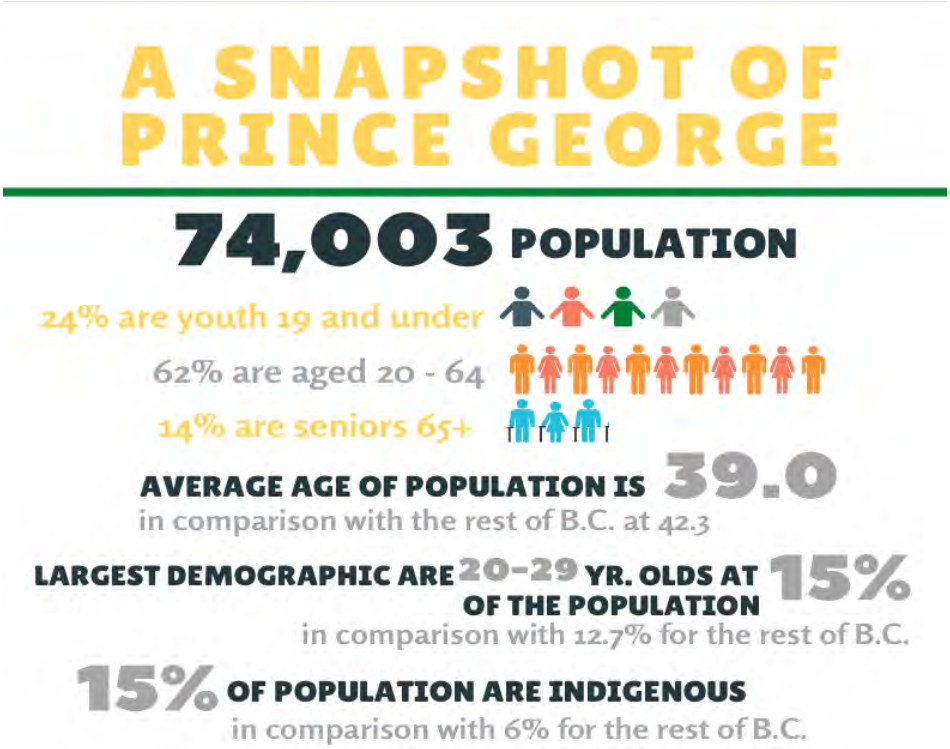
Competing community engagement and surveys

The roll-out of the Community Recreation, Social Health and Well-being survey in November 2020 directly followed the City of Prince George Budget survey (October 2020), and this may have contributed to fewer responses due to survey fatigue. Budget was also a focus of the virtual Talktober town hall event that was held leading up to the survey release. Throughout the year there were also a number of other surveys specifically looking into the impacts of COVID-19 on a variety of service sectors and topics, including the BC COVID-19 Survey (May 2020), Canadian Association of Mental Health COVID-19 National Survey (May – December 2020), and Statistics Canada Impacts of COVID-19 on Canadians (August 2020). Many of these surveys also addressed social health and well-being and would have solicited similar information from participants.

Survey participation lacking in diversity

The demographic breakdown of survey participants did not reflect the known City demographic information. For example, representation among survey respondents was lacking racial diversity and low-income household respondents. We were also unable to capture an adequate picture of what the community recreation, social health and well-being needs of people with diverse abilities are.

Community Profile



Poverty

Poverty varies by neighbourhood within Prince George, and plays a role in access to programs and one's social health and well-being. According to the 2016 Census, prevalence of low-income ranges from 1% to 65%, depending on the area of the city.[1] 13% of families are living in poverty in Prince George with 33.2% being single parent families, and 77.2% female single-parent families.[2] The percentage of children aged 0-5 living in poverty is 20.6%, compared to 18% in BC.[3] This is important to note in the context of social inclusion as the cost of participating in cultural activities, outdoor activities, and sports is 8% of income for low-income families compared to 3.3% for families in a higher tax bracket.[4] It should also be noted that many families experiencing low-income may not be able to participate at all.

Children

Children in the Prince George local health area show higher vulnerability than the BC average in early childhood in 3 of 5 measures (cognitive, physical, and social).[5] Measures of early childhood development vary by area of the city. While 33% of kindergarten students in Heritage-Ospika were considered vulnerable on one or more development scales, that proportion jumps to 61% in the South Fort George/ The Bowl area.[6] Only 21% of Northern Health youth aged 12-17 are meeting physical activity guidelines of 60 minutes of exercise at least 3 days a week.[7] 42% of youth feel a sense of belonging and 42% of youth report very good or excellent mental health, with 58% reporting poor to good mental health.[8]

Children's health and vulnerability, physical health, mental health, and sense of belonging will be important to measure over time as access to and participation in community recreation, social health and well-being programs and services can influence these indicators.

Community Recreation, Social Health and Well-Being Services and Programs

There are a number of programs and services that the City has a hand in supporting or delivering directly that impact health and well-being for residents. For the purposes of this work, they have been categorized as a large group under the heading of Community Recreation, Social Health and Well-being. This includes:

- Arts and culture; Art galleries, museum, Exploration Place, Indigenous organizations, City celebrations and events
- Recreation; Aquatics, Northern Sport Centre, YMCA, arenas, parks, trails, outdoor sports fields, playgrounds, dog parks, maintenance and enhancements
- Sports; organized youth, amateur, and league sports
- Community Associations; community-offered programming (sport, art, education, etc.)
- Social services; non-profits, library
- Faith-based organizations

Information about many of these programs can be found on the ' Things to Do' section of the City of Prince George website

With community at its core, the City of Prince George partners with service providers, contractors, volunteers, and grassroots community organizations to address social health and well-being priorities of its residents. The support that the City provides to these Community Associations and non-profit organizations is essential to meet the social developmental goals of the Official Community Plan (2012), the myPG Social Development goals (2018), the Community Recreation Services Plan (2014), and the City of Prince George Workplan (2020).

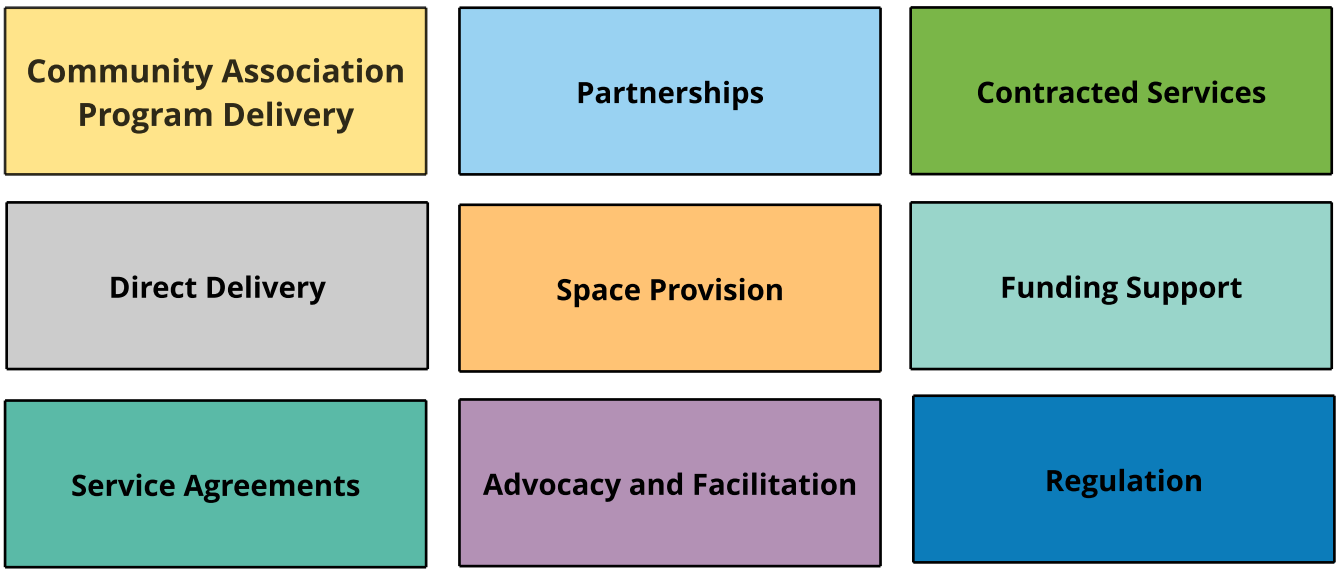


Figure 1: Current service delivery methods related to community recreation, social health and well-being in the City of Prince George

Summary of Findings

Overall themes from Phases 1 and 2 are outlined below. Detailed survey results can be found in Appendix E.

Coordination

With a "many hands" effort required to effectively deliver community recreation and social health and well-being programs and services, coordination across sectors (local government, non-profit, Indigenous and community organizations) is imperative to deliver services. This will ensure a responsive, efficient, and equitable approach.

In Prince George, many organizations are doing work in the areas of community recreation, social health and well-being. During community engagement we heard that there was a consensus that organizations wanted to work with the City to come up with a more efficient way to coordinate services in order to prevent duplication, fragmentation, and competition for scarce resources amongst organizations. Some of what we heard included:

- the importance of integrating social planning more explicitly into the work of many other City departments
- that a new service delivery model includes a formal structure to bring all community agencies together, to share ideas and ensure better collaboration and coordination
- that a potential new system or model should create *"respect, synchronicity, accessibility, alignment ... support and strengthen each other as organizations ... create a secure environment where organizations are willing to connect with one another to a greater end of supporting client needs."* - City Interviewee

'There is a lack of attention to longer term solutions and how to come together and have a coordinated system in the community, so services aren't duplicated, or clients aren't accessing services at two different places."

-Service Provider Interviewee

Clarity of Government Role

Clear roles and expectations for local government are essential in determining how to be effective, efficient, and equitable in the distribution of resources for social health and well-being. A number of municipalities in the province of Alberta are working to shift from a provider/funder role to one of convener, influencer, and partner.[9]

In addition, establishing a framework to guide decision-making and resource allocation can support governments to shift focus, or re-prioritize resources and remain transparent. The City of Toronto prepared a framework to shape how it works with community-based non-profit organizations.[10] The framework included a commitment to involve community organizations in collaborative system planning, create a joint advisory table to identify and address issues, create better navigation for non-profits on the City's website, streamline application and permit processes, and work together to ensure greater sustainability of the non-profit sector.[11]

Figure 2: City of Toronto relationship with non-profit organizations[12]

The City of Red Deer also created a social policy framework that guides their work, determines city involvement in certain types of services, and identifies priorities for work. Identified city resources must also be in place to determine appropriate role and responsibility.[13]

Photo: City of Prince George

Partnerships & Collaboration

Diverse and coordinated efforts are required to tackle complex social health and well-being community needs.[14] Service delivery is becoming more complex and integrated, in part because we are learning more about how interrelated health and well-being issues are in the community. Partnerships came up as a common theme in the literature review and environmental scan and can include partnerships with local businesses or organizations to share space for social or leisure purposes.[15]

Best practice in service delivery includes new partnership models (partnering with non-profit organizations, universities and local start-ups) which can lead to innovation such as developing new, creative funding models.[16] Recent research in the US demonstrates that when local governments engage in cross-agency collaboration with non-profit organizations and other community-based companies and organizations, they are able to provide services to meet the needs of a broader range of residents, especially older adults and families with children.[17]

A few examples of partnerships in other cities include:

- The **District of Saanich** is building partnerships with the local health authority to achieve recreation and cultural planning goals.[18]
- The **City of Toronto** has a framework for working with community non-profit organizations which emphasizes collaboration and dialogue.[19]
- **Beaumont, AB** created a Beaumont Inter-Agency Group (BIG) in 2006 which is a multi-sector collaboration that coordinates social support services for the community. The group enables the creation and maintenance of partnerships amongst organizations, and with the city.[20]
- **Red Deer, AB** supports local organizations through partnerships which are facilitated by liaisons within the local government.[21]

"I would like to sit down and meet with [the City] and come up with how to collaborate to work better for the year ahead."

- Service Provider Interviewee

Utilizing existing partnerships and cultivating new ones that prioritize working with, not for, the community and community organizations could help to provide more stability and sustainability for service delivery. Partnerships with other levels of government, including provincial and federal levels, are also essential, but that doesn't mean that the City should "turn a blind eye" to challenging issues associated with community health and well-being.

Many interview and focus group participants noted that their organizations have good partnerships with the City and its staff. Several interviewees talked about the great potential for change, and their excitement about doing things differently, with greater collaboration and coordination. As one staff member from a local non-profit organization noted, *"if there is an opportunity to do this work [with the City] I would jump all over it. It excites me to think about the opportunity to do this. There's a lot of potential."*

"We have a good relationship with the Mayor, Council and staff, including Chris. I feel like the whole team is approachable, a phone call away, responsive."

-Service Provider Interviewee

Photo: Holly Hughes

Communication, Promotion & Engagement

Municipal assistance with communication, promotion and engagement was consistently heard during community engagement. For example, municipalities advertising community events and non-profit organization offerings on City websites can support third-party organizations to be more sustainable.[22,23]

Currently, the City of Prince George shares information related to programs and services through many ways, including the website, social media channels, newsletters, and email notifications. It is important to disseminate information, so everyone is able to find accurate details about upcoming events, programs, and services, especially if they are not on social media.

Ideas to improve communication, promotion and engagement include:

- Consistent and timely promotion efforts.
- The potential use of the City website as a central source of information about community recreation, social health and well-being programming and services.
- Better communication amongst community organizations and between the City and those organizations and groups.
- Being transparent, focusing on building strong partnerships, and then listening to what community organizations need.

Engaging with residents in ways that work for them, in part by working to dismantle the many barriers to connection with the City that currently exist.

Focus Group Participants:

"Would be awesome if they would get on board with being more active in promoting these organizations. If people don't know about it, they won't access them."

"The City could provide help with advertising. If can't get program information out there, I can't help as many people."

"Having links on [the City of Prince George] website would be huge and a great help."

"I find it hard to find out what all is being offered in the community for different age groups. I find that I am going to multiple places to find what I want and sometimes not finding them."

-Survey Respondent

Sustainability

Sustainability is a key concern for third-party community recreation, social health and well-being service provision; funding and volunteerism being fundamental sustainability concerns. This issue is even more pressing, as financial constraint going forward from the COVID-19 pandemic is inevitable for the City and for service providers, and many organizations are already worried about whether they will have the resources to continue post-pandemic.

Funding

Many types of funding of service delivery models have been tried across Canada over the years: fee-for-service contracts, discretionary municipal grants, funding support based on the type of service provided. While there are pros and cons to each type of service delivery model, long term sustainability is a key consideration. Ways to sustain funding include:

- **Local governments providing or advocating for core funding from other levels of government**
  - In Regina, Saskatchewan, a community partner grant program offers up to 4 years of core funding to non-profits that play a unique, strategic, and essential role in the community.[24]
- **Developing new, creative funding and partnership models**[25]
  - Community partnerships with non-profits, universities and local start-ups.
  - **Vancouver Foundation** provides workshops and sessions to support guidance in strategy development and opportunities for information-sharing between grantees.[26]
- **Local governments providing flexibility of funds**[27]
  - Relax rules for what grant funds can be used for, tax incentives, rent relief.

> "Deficit from COVID this year means it will be much harder moving forward, so I hope the City looks at what needs to be done better and what can be managed in a different way. Sometimes that means changing the model."
>
> -Survey Respondent

Photo: Holly Hughes

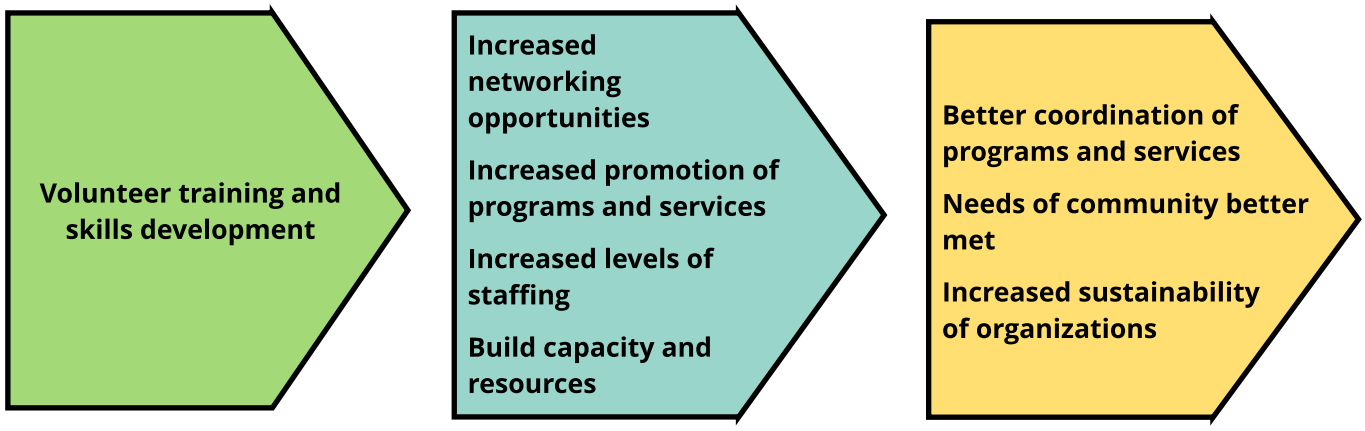
Volunteerism

With many social health and well-being programs and services rooted in community, volunteers are essential in keeping operations going. Sustainability of volunteer-run organizations such as CAs is something the City of Prince George is struggling with, but other municipalities are finding ways to continue to maintain a robust volunteer and staff base.

- **Beaumont, AB**: Volunteers are treated like employees, and there is a focus on youth who are offered skills development and positions in line with career interests (City of Beaumont, personal communication, August 19, 2020).
- **Lethbridge, AB**: City has many youth volunteers which provides a sustainable volunteer base (City of Lethbridge, personal communication, August 21, 2020).
- **Terrace,BC**: Paid fitness program instructors are given incentives to promote classes by receiving a percentage of the revenue of the programs, so they have a stake in marketing and promoting classes (City of Terrace, personal communication, August 12, 2020).
- **Saanich, BC**: Volunteer recognition programs and volunteer training are used as incentives for retention.[28]

> "In other municipalities the City provides more services. Prince George is reliant on different groups and those fluctuate given their capacity to deliver. It can be very difficult. Most of the time they are volunteer run or rely on volunteers. No on-going support system for CPG for the health and well-being of citizens of PG. Models in other municipalities far exceed some of the stuff we have. Some of those municipalities are smaller. I think we can do better".
>
> -Survey Respondent

During community engagement we heard that prioritizing support for skill development opportunities is one way the City of Prince George could boost the work of recreation, social health, and well-being. Training and networking opportunities for non-profit organizations, sports organizations, Community Associations, and volunteers would serve to build capacity and resources. In addition, supporting better coordination and promotion of the programs and services would boost awareness and interest from the community, so that programs could be better attended, staffed, and tailored to community needs and interests.



Health and Well-being Considerations

Community recreation and well-being services in Prince George are shaped by the factors that directly influence community health and well-being in the city. Those social, economic, cultural and environmental factors can make it difficult for some members of the community to access services and/or otherwise feel welcomed and included.

Below we highlight health and well-being considerations in community recreation, social health and well-being program and service delivery in Prince George.

Poverty

- Stigma associated with poverty adversely affects Prince George residents' access to services of all types and is a significant barrier to people reaching out for support.

"Make it more affordable for low-income families, please and thank you"-Survey respondent

Access and Inclusion

- Service providers have been struggling with accessibility challenges for many years, and City policies can sometimes get in the way of creative problem-solving.
- Interview and focus group participants expressed appreciation for subsidized services and supports for people with disabilities or diverse-abilities at some recreation facilities such as the leisure access pass, but sometimes applying for one can be an onerous process.
- Many service providers noted that the **diversity** of Prince George was not reflective in programs, specifically highlighting the South Asian community and newcomers to Canada as being underserved populations.

Photo: City of Prince George

"Include people who cannot afford very much; for example, seniors who want it free." - Survey respondent

Mental Health and Substance Use

- The opioid epidemic is impacting the health and well-being of Prince George residents.
- Stigma is a "*crippling problem*" in the community and has not received the attention it needs.

"[Prince George needs] low barrier shelters with supervised drug use so that people can stop using drugs on the street and dying in ravines." -Survey respondent

Racism

- An Interviewee noted that *"racism is everywhere"*, and not specific to Prince George.
- Anti-racism work needs to happen in partnership with all levels of government: municipal, provincial, and federal.
- Many interviewees stated that the influence of some community leaders (including at the University of Northern BC) is helping to increase awareness, opportunities for dialogue and understanding of racism in Prince George.
- Need to move beyond awareness to creating meaningful change and finding solutions, and the responsibility lies with all of us.
- The City is to be commended for its relationship with and support for organizations such as the Immigrant and Multicultural Services Society (IMSS) which plays a central role in anti-racism initiatives.

IMSS works with newcomers to Canada by providing settlement services and brings general awareness to the community about cultural diversity. Recent initiatives include building awareness about racism, connecting people to sports, and working with different levels of government to tackle complex social issues to build a more inclusive and welcoming community.

"The online swimming sign up program unfairly favours white, privileged families with access to computers/internet." -Survey respondent

Underserved populations

- Several survey respondents wrote that there is a lack of appropriate spaces for seniors, that some seniors are struggling with isolation, and that support and facilities for seniors should be high priorities for City investments to enhance health and well-being.
- Focus group, interview, and survey participants noted the high demand for other programs and services in Prince George; notably mental health supports, and programs for youth, international students, and newcomers (immigrants and refugees).

Photo: City of Prince George

Equity

Every community, including Prince George, is made up of diverse experiences and voices. Program and service delivery in Prince George needs to support and benefit all residents, in all neighbourhoods, so that everyone has access to the services that they need. Some community members may face inequities due to circumstances outside of their control. Tools for incorporating equity include this equity primer for local governments,[29] and the Alberta Urban Municipalities Association tool for local governments to measure inclusion in their initiatives.[30]

It is important to incorporate an **equity lens** so that all residents in Prince George, in all neighbourhoods, can have access to the programs and services that they need. Committing to using an equity lens means demonstrating the courage to uncover power differences among individuals or groups, acknowledging privilege, and working to dismantle systemic barriers that can make it difficult for some community members to participate in, and benefit from, local decision-making processes. The result can be policies and strategies that are more responsive to local needs and have more potential to foster better community health and well-being.

Applying an equity lens means continually asking:

- Who will benefit from a policy, program, initiative or service?
- Who might be excluded from those benefits and why? Indeed, who might be harmed?
- How might some population groups be unfairly burdened today or in the future?
- How might existing privilege be further entrenched?
- Have important decisions been made with the direct input of those who will be most affected by those decisions?
- From whose perspective is the 'success' of the project or policy being evaluated?

Equitable Community Engagement

- Incorporate meaningful and authentic community engagement in decision-making, using technology and other creative methods to ensure that more than just the 'usual suspects' are part of the process. The result is enhanced public engagement and collaboration.[31]
- Due to an increased emphasis on integrating equity, diversity, and inclusion into all aspects of local government work, there are now some exciting new tools to help ensure meaningful and equitable inclusion of diverse voices in public engagement.[32]
- Reaching out to hear from people with diverse lived experiences leads to more innovative ideas, better decisions and stronger democracies. It also helps to break down systemic barriers that lead to inequities and reduced well-being for all.[33]

Equitable Support of Programs

Municipal granting processes that are accessible, flexible and transparent result in equitable distribution and support of programs. Examples include:

- **Red Deer, AB** has responsive and flexible granting programs (City of Red Deer, personal communication, August 21, 2020).
- **Beaumont, AB** is making efforts to fill gaps in service types and not running competitive or concurrent programs when other organizations are already doing it well. Instead, they look at what else can or should be offered and focus resources there (City of Beaumont, personal communication, August 19, 2020).
- **The Vancouver Foundation** administers a responsive grant program ("social innovation") that hinges on "supporting projects that take action to address the ***root causes of pressing social, environmental or cultural issues*** by influencing the behaviours of populations, organizations, and institutions."[34]

Photo: City of Prince George

During community engagement, many people highlighted the following inequities**:**

- Certain lower income neighbourhoods are currently not well served by community recreation, social health and well-being programs and services, in comparison with other neighbourhoods in the city.
- Some CAs have more staff capacity than others and can therefore provide more services.
- Registration process for recreational activities/programs often requires residents to line up.

> "People who are lower-income can't be a part [of programs] because they can't register fast enough".
>
> -Focus Group Participant

Transportation barriers compound these inequities, because residents are unable to get to other areas of the city to connect with services or programs.

Evidence-based Practice

Another trend for service delivery models for local community-based organizations is a growing demand for evidence-based public policy and service provision, backed up by solid local data. Focusing on evidence means that there is more demand for local organizations to provide data on the outcomes of their programs and services.[35]

- **Red Deer, AB** has a social research arm of its Social Planning department in order to keep up to date with trends and best practice related to program planning, partnerships, and advocacy.[36]
- **Lethbridge, AB** is moving towards having grant recipients measure and report on key performance indicators.

Needs assessments and asset mapping are ways for local governments to gain a baseline understanding of community needs and prioritize where to invest finite resources, while leveraging existing assets.

- **Lethbridge, AB** completed a comprehensive needs assessment prior to developing a Community Well-being & Safety Strategy in 2019. The needs assessment offered an opportunity to engage the public, get community buy-in, highlight what the City does well, and continues to be a pillar of the City's community well-being strategy (City of Lethbridge, personal communication, August 21, 2020).
- **Cultural mapping** is a common type of asset mapping utilized by municipalities either as an internal or external resource to display where cultural facilities, spaces, and public art are located and when festivals and events are happening.
- **Online platforms** such as HelpSeeker.org provide predictive analytics which help municipalities evaluate and track trends in real time. Help Seeker maps social support services, and this provides accessible information to community members while also helping the city and third-party organizations plan services (City of Lethbridge, personal communication, August 21, 2020).

Photo: City of Prince George

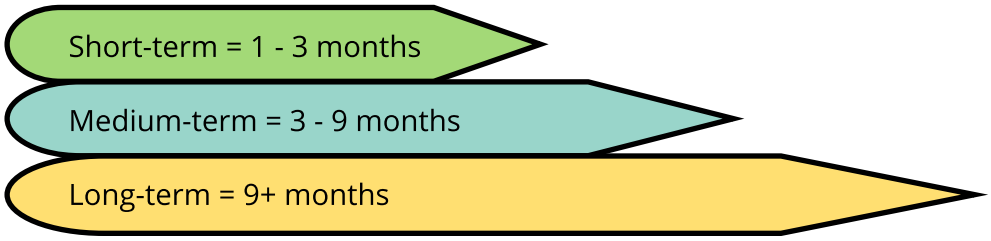
Service Delivery Plan

A Community Recreation, Social Health and Well-being Service Delivery Plan is outlined below, informed by Phase 1 and 2 findings. A draft version was shared with the City and service providers, and their valuable input has been incorporated into the final service delivery plan.

The Community Recreation and Social Health and Well-being Service Delivery Plan is organized by 6 focus areas, or themes, and corresponding tables:

1. **Coordination**
2. **Partnerships & Collaboration**
3. **Communication, Promotion, and Engagement**
4. **Sustainability**
5. **Equity**
6. **Performance Monitoring**

The action items and initiatives outlined in the table are meant to be part of the broader systems review at the City of Prince George, so specific departments have not been assigned responsibility for tasks. Time-frames are defined as short, medium, and long-term:



A 'What success looks like' column provides a way to evaluate action items/initiatives, with a logic model presented at the end.

FOCUS AREA 1: COORDINATION

Objective: To build a coordinated and integrated community recreation and social health and well-being service delivery model to ensure responsive, efficient, equitable program and service delivery.

Key Action Item / Initiative	Time-frame (short, medium, long-term)	What success looks like
Clearly define the City's role in community recreation and social health and well-being program and service delivery based on identified community needs (and also define what SHWB includes)	Short	Responsive, efficient, equitable community recreation and social health and well-being program and service delivery
Establish an organizational structure that supports fulfillment of the City's role in community recreation, social health and well-being, and arts and culture.	Short	Efficient delivery of services (too big to do all of this work within one department/under one silo – the audience, needs and strategies for success are different for each)
Establish coordinator/liaison position(s) at the City to be a point-person for community recreation and/or social health and well-being third-party service providers (our suggestion is to separate them though - one position for recreation, one for SHWB)*	Medium	Ease of use for service users and service providers
Form a cross-functional working group for community recreation and social health and well-being program and service delivery	Short-medium	City service delivery aligns with other goals and actions (e.g. Poverty Reduction Plan, Parks Strategy, Economic Development Strategy, etc.). Less fragmentation (not working in silos)
Ensure the Community Recreation and Social Health and Well-being plan aligns with other initiatives at the City (e.g. the Poverty Reduction Plan, Parks Strategy, Economic Development Strategy, Climate Change Mitigation Plan, etc.)*	Medium	Alignment among departments, City working as a whole to address complex social health and well-being issues

* **Key actions/programs/initiatives that also appear in other focus areas**

FOCUS AREA 2: PARTNERSHIPS & COLLABORATION

Objective: To foster partnerships between the City and third-party community recreation and social health and well-being organizations (not-for-profit organizations, sports organizations, social services, Community Associations, cultural organizations), in order to facilitate coordination and integration of effective program and service delivery.

Key Action Item / Initiative	Time-frame (short, medium, long-term)	What success looks like
Form a Joint Advisory Committee, and meet regularly (e.g. monthly, quarterly) with key social health and well-being third party organizations/not-for profits to address complex community well-being issues together* • Opportunity for networking and capacity building • Develop Terms of Reference which includes purpose of committee, who will be represented and how often to meet • Composition could include representatives from the library, non-profits, sports organizations, faith-based organizations, arts & culture, Indigenous organizations, SD57 who represent a big picture lens of community needs and gaps • Examples of third-party organizations to potentially include: United Way, YMCA of Northern BC, IMSS, Community Arts Council, Northern Adapted Sports, Community Associations, Engage Sport North, Volunteer PG, CMHA, PG Native Friendship Centre, Elizabeth Fry Society	Short-medium	• City able to get a snapshot of community needs and assets within the community • organizations form partnerships with one another with a goal of collectively supporting community needs • sustainability and stability of service delivery • Third party organizations able to better coordinate with the City and amongst themselves re: service delivery (meeting needs of population without duplicating services) • formal partnerships with organizations who have established expertise
Establish 1-2 new positions at the City who act as a liaison between the City and third-party programs/organizations:* • A way to partner with experts/champions • City able to play advocacy role	Short	Third-party organizations and the City have a trusting relationship where both parties feel heard and valued
Partner with service providers to identify social health and well-being needs of patrons and support alignment with adequate resources	Medium-long	• Service provider staff feel adequately prepared to respond to the needs of patrons and support their social health

• Revisit and revise service/partnership agreements to better allow for innovation and flexibility through funding • Provide training opportunities for staff to better meet social health and well-being related needs (e.g. safety, stigma, cultural competency) • Revisit Community Association Strategy actions; particularly with respect to community needs assessment, evaluation, and supports		and well-being • Third-party organizations sufficiently funded to ensure program delivery is meeting social health and well-being needs

***Key actions/programs/initiatives that also appear in other focus areas**

FOCUS AREA 3: COMMUNICATIONS, PROMOTION, AND ENGAGEMENT

Objective: The City plays a lead role in enhancing communication, promotion, and engagement between the City, third-party organizations, and the community.

Key Action Item / Initiative	Time-frame (short, medium, long-term)	What success looks like
The City of PG reorganizes website to include a comprehensive, user-friendly, categorized community recreation directory and a separate social health and well-being directory (or link to BC 211) • Host a registration calendar on the website • Host a calendar of programs for Community Associations	Medium	• Centralized information for community recreation and social health and well-being program and service info • More streamlined service delivery (less duplication) • Improved program awareness • Ease of system navigation
Evaluate current facility rental booking process and improve/expand to offer service providers and community members a more efficient service* • **E.g. policies such as rental agreements, service user agreements, etc.**	Long	Ease of accessing/booking facilities for service providers/users
The City leverages partnerships with third-party organizations to engage with the broader community to ensure adequate Representation for all and on-going needs assessment in the area of social health and well-being	Medium-long	• Engagement with previously under- represented groups • Programming that meets the evolving needs of the population

Key Action Item / Initiative	Time-frame (short, medium, long-term)	What success looks like
• Enlist third-party organizations to assist with City engagement opportunities		
City staff liaison(s) designated as key point person for service providers and third-party organizations and the community* • Take on a Communications role by facilitating website/social media support for organizations, especially during peak registration periods	Short	• Enhanced communication between the City, community and third-party organizations • Reduction in the dispersion of service provider requests and inquiries across City staff • Improved turnaround time for communications
City promotes third-party organization services and programs through social media • **Consider showcasing organizations periodically or providing reminders about CPG website Recreation and SHWB program directories** • **Registration date reminders**	Short	• Enhanced promotion of programs and services, leading to increased awareness of community recreation and SHWB offerings

*** Key actons/programs/initiatives that also appear in other focus area**

FOCUS AREA 4: SUSTAINABILITY

Objective: To strengthen the City's role, so that it provides access, funding and volunteer support to promote sustainability of community recreation and social health and well-being third-party organizations.

Key Action Item / Initiative	Time-frame (short, medium, long-term)	What success looks like
Update or revise facility service use agreements with partner organizations to reflect current context	Medium	• Better engagement and improved satisfaction with facility users • Improved alignment of City and facility user needs • Improved allocation of facility resource to end user demand/purpose
More in-kind services/supports from the City for grant recipients (staff time in setting up events, facility use, small-scale rental equipment such as tables, chairs, tents, etc.)	Short-medium	Reduced burden of organizations to access grants to cover expenses incurred through the City
Work with existing partners to promote volunteer opportunities across communication channels	Medium	Increased recruitment and distribution of volunteers to programs where they are needed
City coordinates volunteer support/training for third-party organizations (such as through Volunteer PG) • Offer centralized training opportunities for board members, non-profits, coaches, and Community Associations	Long	• Capacity building and skills development of organizations and volunteers • Volunteerism increases in support of SHWB services • Service providers report adequate human resource • Improved volunteer satisfaction and retention • Coordinator role is sustainable • Annual volunteer recognition and celebration

Key Action Item / Initiative	Time-frame (short, medium, long-term)	What success looks like
Review service agreement, partnership and funding models for third-party organizations • Consider longer-term funding for organizations that the City already has a partnership with to deliver programs and services • Create a decision-tree that supports a variety of partnership models with third-party organizations (e.g. outline criteria for which type of support to provide to third-party organizations)	Medium-long	• Clarity in City's role in supporting organizations • Funding stability for community organizations • Reduction in City staff time to review and support granting process

FOCUS AREA 5: EQUITY

Objective: To ensure that all neighbourhoods in the City of Prince George can access quality community recreation and social health and well-being amenities and services

Key Action Item / Initiative	Time-frame (short, medium, long-term)	What success looks like
Enhance access to services and programs in currently underserved neighbourhoods and populations, by supporting the redistribution of resources • build partnerships and relationships to identify need • Support more programming opportunities in lower income neighbourhoods	Long	• New and/or improved partnerships • Reported improvement in access by underserved neighbourhoods
Evaluate current facility rental booking system and improve/expand to offer service providers and community members a more efficient service along with a coordinated booking option*	Medium	Public perception of equitable opportunities for using facilities and attending programs
Embed an equity lens into the community recreation and social health and well-being program and service delivery model • Address inequities related to service delivery that exist at a neighbourhood level (e.g. geographical, transportation, cost, timing, cultural relevance) • Ensure the needs of people with diverse abilities are heard and integrated into program and service planning	Long	• Engagement with community members is on-going • Neighbourhood inequities are highlighted and addressed • Better health outcomes for all (measured by health and well-being indicators that the City, health authority, or Vital Signs already collects)
Ensure the Community Recreation and Social Health and Well-being Service Delivery Plan objectives and actions are aligned with other priority initiatives in the City (e.g. the Poverty Reduction Plan, Parks Strategy, Economic Development Strategy, Climate Change Mitigation Plan, etc.)*	Medium	Alignment among departments, City working as a whole to address complex social health and well-being issues

*** Key actions/programs/initiatives that also appear in other focus areas**

FOCUS AREA 6: PERFORMANCE MONITORING

Objective: To regularly evaluate program and service delivery, to ensure objectives are being met and that they are responsive to new/emerging needs and trends.

Key Action Item / Initiative	Time-frame (short, medium, long-term)	What success looks like
Evaluate programs and services offered by Community Associations annually using standardized measures • Consider surveying staff, program users, and residents	Medium	CAs standardized to meet the unique needs of the populations they serve
Ensure all aspects of the community recreation and social health and well-being program and service delivery model are regularly evaluated, using a wide variety of indicators of success.	Long	Responsive, efficient, sustainable community recreation and social health and well-being service delivery model

-

Proposed Resources to Support Key Actions:

- Additional City **staff liaison/Community Coordinator position(s)** to support social health and well-being organizations (too big a portfolio for one position). Examples of functions of the role include:
    - Assessing community program and service needs (e.g. annual survey, on-going communication with service providers)
    - Gathering feedback from organizations (conduit for information to/from third-party organizations and the City)
    - Meeting with community organizations regularly (e.g. Communities of Practice, Advisory Committees, etc.)
    - Advocating for community organizations to get the support they need from the City
    - Linking third-party organizations with one another
    - Providing promotional support (program awareness, volunteer match support/opportunities, etc.)
    - Ability to attend evening meetings with organizations or weekend events (flexibility of hours to account for working some evenings and weekends).

- Increased **communications support** from the City to meet promotion needs of third-party organizations:
    - Web support for directory, registration/events calendar
    - Highlight volunteer opportunities
    - Promote community recreation and social health and well-being programs and service.

Photo: City of Prince George

Evaluation

Integrating evaluation into all aspects of the development and implementation of the service delivery plan will help to ensure the validity of the strategies that are chosen and can support the connection of those various activities or strategies, so that they work well together. This simultaneous evaluation will allow for 'double-loop learning', an iterative learning process that supports changes in organizational norms by questioning assumptions. In double-loop learning, in the first loop planners set goals to make decisions; the second loop is used to question the underlying assumption of the model itself. The result is deeper reflection to help reorient organizational processes towards stated goals and values.[37]

In addition, evaluation plays a role in ensuring sustainability, or maintaining benefits even after implementing actions.[38] This is important to note since some strategies such as developing additional coordinator/community liaison positions could easily get overwhelmed with demand over time. It is then all the more important to continue to evaluate whether the service delivery model is building capacity while realistically meeting the needs of the community. Integrating evaluation into all stages of planning and implementation will help to make sure that each element of the revised service delivery model is connected to the ultimate goals. Of course, in order to be able to integrate these vital evaluation tools and systems, adequate resources and time need to be allocated to evaluation and monitoring right from the beginning.

Photo: City of Prince George

The development and use of a **logic model** can help to draw explicit links between specific approaches and strategies and the outcomes we hope to see. A logic model outlines those links visually, so we can always 'keep the end result in mind' and not get distracted putting resources into strategies that might not help to achieve the key goals or objectives. A logic model is also helpful in shaping a performance monitoring system; ideally, each component of the logic model (e.g., each cell in the table) can be measured and tracked over time.

Logic Model

A logic model for the service delivery plan is presented in the next two pages. An **equity lens** is incorporated throughout the logic model, as described on page 19.

Logic Model - City of Prince George Community Recreation and Social Health and Well-Being Service Delivery Plan

Focus Areas & Objectives	Strategies	Outputs
Coordination To build a coordinated and integrated community recreation and social health and well-being (SHWB) service delivery model to ensure responsive, efficient, equitable program and service delivery.	• Clearly define City's desired role in community recreation and social health and well-being program and service delivery (and define what SHWB includes) • Form a cross-departmental working group/committee for community recreation and SHWB program and service delivery • Align with other initiatives at the City (e.g. Poverty Reduction Plan, Parks Strategy, etc.)	• Clear definition and understanding of what community recreation and SHWB program and service delivery is, where it is housed within the City, and what the City's role is in service delivery • Committee formed by X date • Collaborate with other departments on community rec and social health and well-being initiatives
Partnerships To foster (formal/informal) partnerships between the City and third-party recreation and SHWB organizations (not-for profit organizations, sports organizations, Community Associations, cultural organizations), to facilitate coordination and integration of effective program and service delivery.	• Form a Joint Advisory Committee with SHWB third party organizations and not-for profits to problem solve complex community well-being issues together • Establish a position at the City who acts as a liaison between the City and third-party organizations	• Terms of Reference of Committee established; first meeting by X date • Position filled by X date
Communications/Promotion/ Engagement The City plays a lead role in enhancing communication, promotion, and engagement between the City, third-party organizations, and the community.	• CPG website promotes third-party community recreation and SHWB programs and services • CPG website hosts registration of third-party community recreation/sports organization programs and services • Leverage partnerships with third-party organizations to engage with the broader community	• Website hosting third-party organization information by X date • Centralized booking system • An annual event to bring people together or the use of social media or other venue to share information more readily

Short-Medium Term Outcomes

Organizational Level

- Less fragmentation
- Service delivery plan aligns with other department/committee goals, actions, and initiatives
- City able to get a snapshot of community needs and assets within the community
- Improved partnerships with organizations who have established expertise
- On-going engagement with community members

Third-Party Organizational Level

- Ease of navigating City supports
- Opportunities for networking, skills, and capacity building
- Organizations form partnerships with on another with goal of collectively supporting community needs
- Increased awareness of other programs and services (less duplication of services)

Community Level

- Ease of navigating City supports
- Improved engagement, use, and satisfaction with facilities
- Increased awareness of programs and services
- Underserved neighbourhoods have improved access

Long Term Outcomes

Organizational Level

- Responsive, efficient, standardized, integrated community recreation and SHWB program and service delivery
- Improved relationships with third-party organizations and community members
- Comprehensive strategies to solve complex community well-being issues

Third-Party Organizational Level

Sustainability and Stability

- Funding stability, innovation, and flexibility
- Organizations adequately staffed
- Less duplication of services
- Increased recruitment, retention, and distribution of volunteers to programs where they are needed

EQUITY LENS

Logic Model - City of Prince George Community Recreation and Social Health and Well-Being Service Delivery Plan

Focus Areas & Objectives	Strategies	Outputs
Sustainability To strengthen the City's role, so that it provides access, funding, and volunteer support to promote sustainability of community recreation and SHWB third-party organizations.	• Revisit and revise service agreements with library and other third-party organizations • More in-kind services/programs from the City for grant recipients • Explore longer-term model of funding to third-party organizations • City coordinates volunteer support/training (such as through Volunteer PG)	• X number of service agreements have been redone • Increased in-kind funding for organizations • City provides more organizations longer-term funding • More coordinated training opportunities are available
Equity To ensure that all neighbourhoods in the City of Prince George can access quality community recreation and SHWB amenities and services.	• Enhance access to services and programs in currently underserved neighbourhoods and populations • Embed an equity lens into the community recreation and SHWB program and service delivery model	• Neighbourhoods and populations not currently resourced are accessing services at higher rates • Implementation of equity lens: - Assess and address inequities related to service delivery that exist at the neighbourhood level (e.g. Geographical, cost, timing, transportation, cultural relevance - Employ multiple engagement strategies, including outreach
Performance Monitoring To regularly evaluate program and service delivery, to ensure objectives are being met and that they are responsive to new/emerging needs and trends.	• Ensure all aspects of the community recreation and SHWB program and service delivery model are regularly evaluated, using a wide variety of indicators of success • Evaluate programs and services offered by Community Associations annually using standardized measures	• Evaluate programs, services, action items from plan • Regular (e.g. annual) reporting and evaluation (consider surveying staff, program users, and residents)

Short-Medium Term Outcomes

Organizational Level

- Less fragmentation
- Service delivery plan aligns with other department/committee goals, actions, and initiatives
- City able to get a snapshot of community needs and assets within the community
- Improved partnerships with organizations who have established expertise
- On-going engagement with community members

Third-Party Organizational Level

- Ease of navigating City supports
- Opportunities for networking, skills, and capacity building
- Organizations form partnerships with one another with goal of collectively supporting community needs
- Increased awareness of other programs and services (less duplication of services)

Community Level

- Ease of navigating City supports
- Improved engagement, use, and satisfaction with facilities
- Increased awareness of programs and services
- Underserved neighbourhoods have improved access

Long Term Outcomes

Community Level

Healthy Behaviours

- Increase sense of belonging
- Increased rates of good or excellent mental health (especially among low income and racialized populations
- Increased residents who are physically active (especially children and youth)

Healthy Environments

- Supportive built and natural environments (e.g. increase in park space per capita)
- Economic development (e.g. community recreation and social health and well-being offerings (including arts and culture) entice residents to stay and attract newcomers to PG

Equitable Access

- Needs of people with diverse abilities are heard and integrated into program and service planning
- Equitable access to quality programs, facilities, and services
- Neighbourhood inequities are highlighted and addressed
- Adequate representation for all

EQUITY LENS

Appendices

Photo: City of Prince George

Photo: City of Prince George

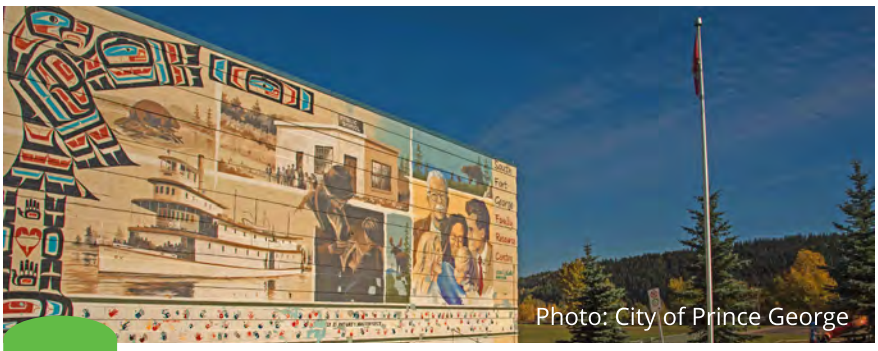


Photo: City of Prince George

Photo: Holly Hughes

Appendix A - Research Table

Research Questions	Methods Used to Answer Research Questions					
	Literature review	**Environ-mental scan**	**Analysis of data sets**	**Stakeholder Interviews**	**Survey**	**Focus Groups**
1. What are the emerging needs and trends of social health and well-being service delivery in Prince George?		✓	✓	✓	✓	✓
2. What are best practices in service delivery related to needs and trends identified?	✓	✓				
3. How is the current service delivery model in Prince George meeting the needs and trends identified, and aligning with best practice?	✓	✓	✓	✓	✓	✓
4. How have current mix of services met their goals in terms of overall impacts on the community?		✓	✓	✓	✓	✓
5. In what ways can the programs and services offered be more equitably distributed and supported?	✓	✓	✓	✓	✓	✓
6. What do residents expect of the services and what outcomes does Council want for them? How is demand for services being managed?			✓	✓	✓	✓
7. What are the ways in which the City supports third party service delivery? Does it align with best practice?	✓	✓	✓	✓		✓
8. Are there alternative service models that should be considered? In what ways can the service delivery model be streamlined and/or re-designed so that is more resilient?	✓	✓		✓	✓	✓

Appendix B - Sample interview questions

The following are samples of interview and focus group questions:

1. What population groups do your services/programs support?

2. What are the needs and trends of social health and wellbeing service delivery in Prince George?

3. In what ways are you/your services meeting the needs of the diverse population of Prince George?

4. In what ways are needs not being met?

5. What could be done to ensure services are more accessible/equitable?

6. What are the top priorities for how the City could support you/your organization?

7. What are your expectations of the City?

8. What are your ideas for sustainability?

City of Prince George Community Recreation/Well-being Survey

The City of Prince George is conducting a Community Recreation/Well-being Assessment to help with planning for current and future service delivery. This survey is an opportunity for you to share your thoughts about, and experiences with, the current community recreation/well-being service delivery system in PG.

Visit https://www.princegeorge.ca/Things%20to%20Do/Pages/getinvolved.aspx or check out the accompanying infographic to learn more about the City's unique service delivery model. We hope you will take 10 minutes to share your views and suggestions on how to improve the model to make sure your community recreation/well-being needs are being met.

Survey Instructions

We recognize that community recreation/well-being programs and services look different now due to the COVID -19 pandemic. In some cases, programs and service offerings are limited or have been modified to meet public health guidance. This survey is meant to capture your perspective of Prince George services prior to the COVID-19 restrictions, and to help plan for the future.
Your responses are voluntary and will be kept confidential. All responses will be compiled together and analyzed as a group and your answers will be anonymous.

How Programs and Services Contribute to your Well-being

1) Please indicate which community recreation/well-being programs and services contribute to you and/or your family's well-being? Please check all that apply.

[ ] Community Association programs & events

[ ] Non-profit community recreation/well-being provider programming (e.g. Prince George Gymnastics Club, the Prince George & District Community Arts Council, etc.)

[ ] For-profit recreation programming and services (e.g. private gym membership)

[ ] City of Prince George Partner programs (e.g. programs operated by the PG Public Library, Charles Jago Northern Sports Centre, etc.)

[ ] Indigenous Organizations (e.g. Native Friendship Centre)

[ ] Faith-based organizations (e.g. Youth activities, etc)

[ ] Civic Events (e.g. Annual Civic Light Up)

[ ] Sports Fields (baseball diamonds, soccer fields, etc.)

[ ] Arenas (facilities, e.g. ice rinks)

[ ] Aquatics (facilities, e.g. swimming pools)

[ ] Parks & Trails

[ ] Playgrounds

[ ] Other - please specify: _____

[ ] Don't know

2) On average, how often do you access these services?

	Daily	Weekly	Monthly	A few times a year	Infrequently	Never
Community Association programs & events	( )	( )	( )	( )	( )	( )
Non-profit community recreation/well-being provider programming	( )	( )	( )	( )	( )	( )
City of Prince George Partner programs	( )	( )	( )	( )	( )	( )
Indigenous Organizations	( )	( )	( )	( )	( )	( )
Faith-based organizations	( )	( )	( )	( )	( )	( )
Civic Events	( )	( )	( )	( )	( )	( )
Sports Fields	( )	( )	( )	( )	( )	( )
Arenas	( )	( )	( )	( )	( )	( )
Aquatics	( )	( )	( )	( )	( )	( )
Parks & Trails	( )	( )	( )	( )	( )	( )
Playgrounds	( )	( )	( )	( )	( )	( )
Other services you may have specified in Question #1	( )	( )	( )	( )	( )	( )

3) Considering these community recreation/well-being programs and services listed below, please rate how important City investment in them is to you.

	Not important	Of little importance	Neutral	Important	Very important
Community Association programs & events	( )	( )	( )	( )	( )
Non-profit community recreation/well-being provider programming	( )	( )	( )	( )	( )

City of Prince George Partner programs	( )	( )	( )	( )	( )
Indigenous organizations	( )	( )	( )	( )	( )
Faith-based organization programs and services	( )	( )	( )	( )	( )
Civic Events	( )	( )	( )	( )	( )
Sports Fields	( )	( )	( )	( )	( )
Arenas	( )	( )	( )	( )	( )
Aquatics	( )	( )	( )	( )	( )
Parks & Trails	( )	( )	( )	( )	( )
Playgrounds	( )	( )	( )	( )	( )

4) Do you experience barriers that make accessing community recreation/well-being services in Prince George difficult? If so, please check all that apply.

[ ] Lack of transportation

[ ] Cost

[ ] Lack of cultural/religious appropriateness

[ ] Lack of time

[ ] Nothing of interest - please specify what would be of interest: _____

[ ] Day/time current programs offered is not suitable - please specify a preferred time: _____

[ ] Program/service offered not specific to my needs - please explain: _____

[ ] Physical accessibility - please explain: _____

[ ] Location of program is not convenient - please explain/specify a more convenient location: _____

[ ] Other - please explain: _____

[ ] Don't know

[ ] I don’t experience barriers to accessing services

5) Please rate how important it is for organizations, with City assistance, to make their community recreation/well-being programs and services more accessible to you and/or your family.

	Not important	**Of little importance**	**Neutral**	**Important**	**Very important**
More free of low cost options	( )	( )	( )	( )	( )
More convenient locations	( )	( )	( )	( )	( )
More options for those with diverse abilities	( )	( )	( )	( )	( )
Provide a greater variety of programming	( )	( )	( )	( )	( )

Enable more age specific programming	( )	( )	( )	( )	( )
Support improved access to programs	( )	( )	( )	( )	( )
Enable more inclusive programming and services	( )	( )	( )	( )	( )

6) How do you learn about community recreation/well-being programs and services in Prince George? Please check all that apply.

[ ] E-mail notifications from the City of Prince George

[ ] Community Recreation E-newsletter

[ ] Events Calendar

[ ] City website (www.princegeorge.ca/recreation)

[ ] City Social Media Channels (Facebook Page etc.)

[ ] Organization specific advertising, websites and notifications

[ ] Other (please specify): _____

[ ] Don't know

7) In the past two years, have you volunteered for a community recreation/well-being program or service provider in Prince George?

( ) Yes

( ) No

If <u>YES</u> to answer above

8) What motivates you to volunteer?

If <u>NO</u> to answer above

9) Is a volunteer role with a community recreation provider something you may consider in the future? Please explain.

8) Please provide any additional information about your experiences with the community recreation/well-being programs and services. _____

_____

_____

_____

Demographics

To help us to better understand the diversity of experiences and perspectives in Prince George, this last set of questions asks about you and your family. These questions are completely optional.

9) What is your age?

( ) 18 and under
( ) 19-29
( ) 30-39
( ) 40-49
( ) 50-59
( ) 60-69
( ) 70-79
( ) 80 or older
( ) I'd rather not say

10) What gender do you identify as?

( ) Male
( ) Female
( ) Non-binary
( ) Prefer to self-describe:
( ) I'd rather not say

11) What is your race/ethnicity? Please check all that apply.

[ ] Indigenous: First Nations, Metis, Inuit
[ ] White / Caucasian
[ ] Asian
[ ] South Asian
[ ] Black or African descent
[ ] Hispanic or Latino
[ ] Prefer to self-describe:
[ ] I'd rather not say

12) Including you, how many live in your household?

( ) 1
( ) 2
( ) 3
( ) 4
( ) 5
( ) 6 or more

13) What is your household income?

( ) Less than $20,000
( ) $20,000 to $49,999
( ) $50,000 to $74,999
( ) $75,000 to $99,999
( ) $100,000 to $149,999
( ) $150,000 or over
( ) Don't know
( ) I'd rather not say

14) How long have you been living in Prince George?

( ) Less than 1 year
( ) 1-2 years
( ) 3-5 years
( ) 6-10 years
( ) More than 10 years
( ) I'd rather not say

15) Please provide your postal code to give us a better picture of where survey responses are coming from. _____

Thank You!

All information is being collected under the authority of the Freedom of Information and Protection of Privacy Act, Section 26 ©, and survey responses will help develop a City of Prince George Community Recreation/Well-being Service Delivery Plan. If you have any questions about the collection or use of this data, please contact socialplanning@princegeorge.ca

CITY OF PRINCE GEORGE

COMMUNITY RECREATION & WELL-BEING SERVICES IN PRINCE GEORGE

The City of Prince George is conducting a Community Recreation/Well-being Assessment to determine how to effectively and equitably distribute its resources to support program and service delivery. This is for services used by you, your friends, family and neighbours to keep you safe, healthy and having fun. There are three phases:

Phase 1
Background research

Phase 2
Community engagement

Phase 3
Service delivery plan

As part of phase two we are engaging the community to understand views and get feedback on the current community recreation/well-being delivery system and would **love to hear from you!**

DID YOU KNOW?

The City currently facilitates the delivery of community recreation/well-being programs and services in a number of different ways, many of which are delivered by non-profit organizations.

In 2019, the City provided grants to nearly **100** non-profit, health, social, recreation, arts and culture organizations delivering community programs and services.

The City maintains over **22** hectares of fields and ball diamonds utilized by **13** organizations serving **1000's** of participants.

The City has **18** Service agreements with organizations like Volunteer PG, the Prince George Council of Seniors, and the Community Partners Addressing Homelessness to help ensure everyone can participate and feel included.

There are **7** Community Associations supported by the City which provide affordable programs and access to seasonal amenities like outdoor arenas.

The community recreation and well-being programs & services directly delivered by the City are aquatic programming (swimming lessons, aqua-fit, etc.) and designated civic events.

WE WANT TO HEAR FROM YOU!

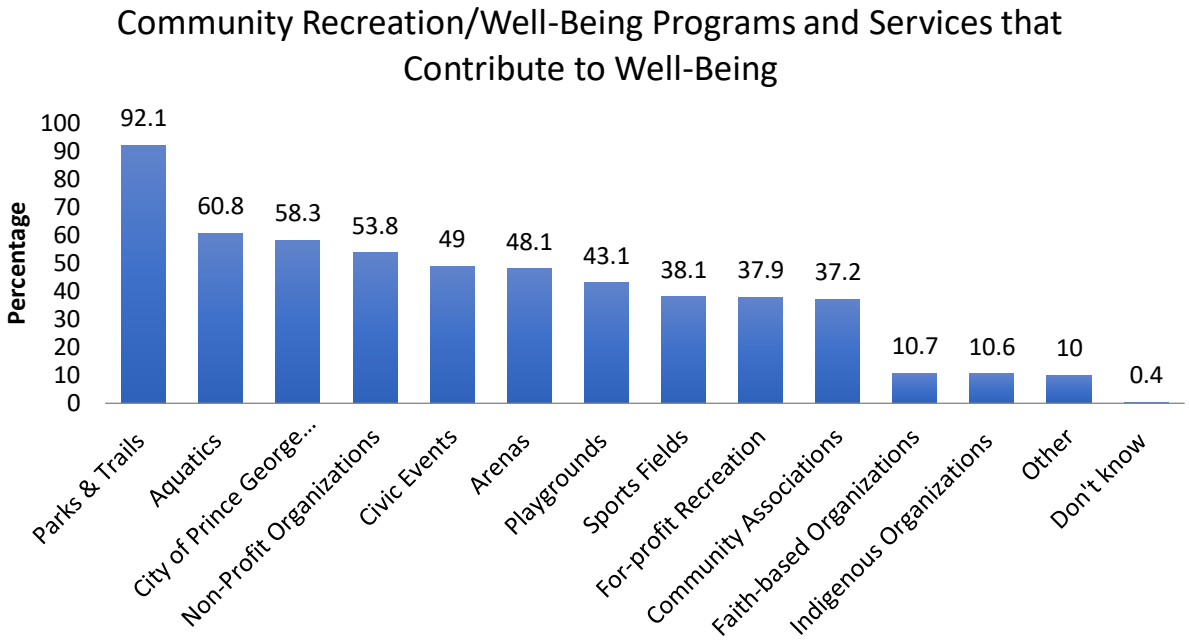
PLEASE TAKE THE SURVEY - YOU HAVE UNTIL DECEMBER 11, 2020

Share your views and provide feedback on the community recreation/well-being services. Complete the survey online - scan the QR code or visit *http://s.alchemer-ca.com/s3/8d6e9939575d*
For a paper copy of the survey, visit the Prince George Public Library - Bob Harkins branch.

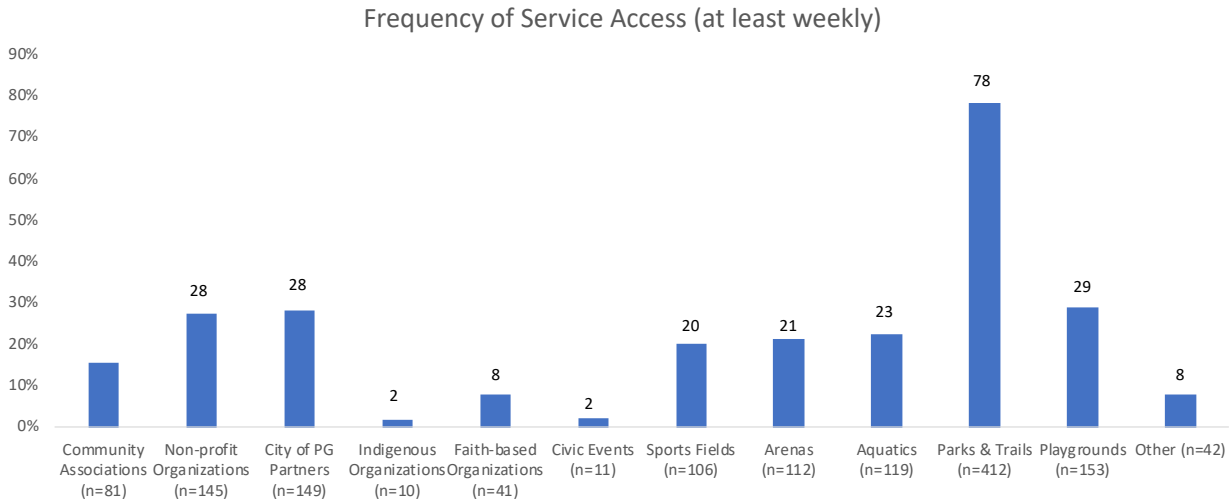
TO LEARN MORE ABOUT THE COMMUNITY RECREATION AND WELL-BEING SERVICES DELIVERY PROJECT, VISIT:
WWW.PRINCEGEORGE.CA/THINGS%20TO%20DO/PAGES/GETINVOLVED.ASPX

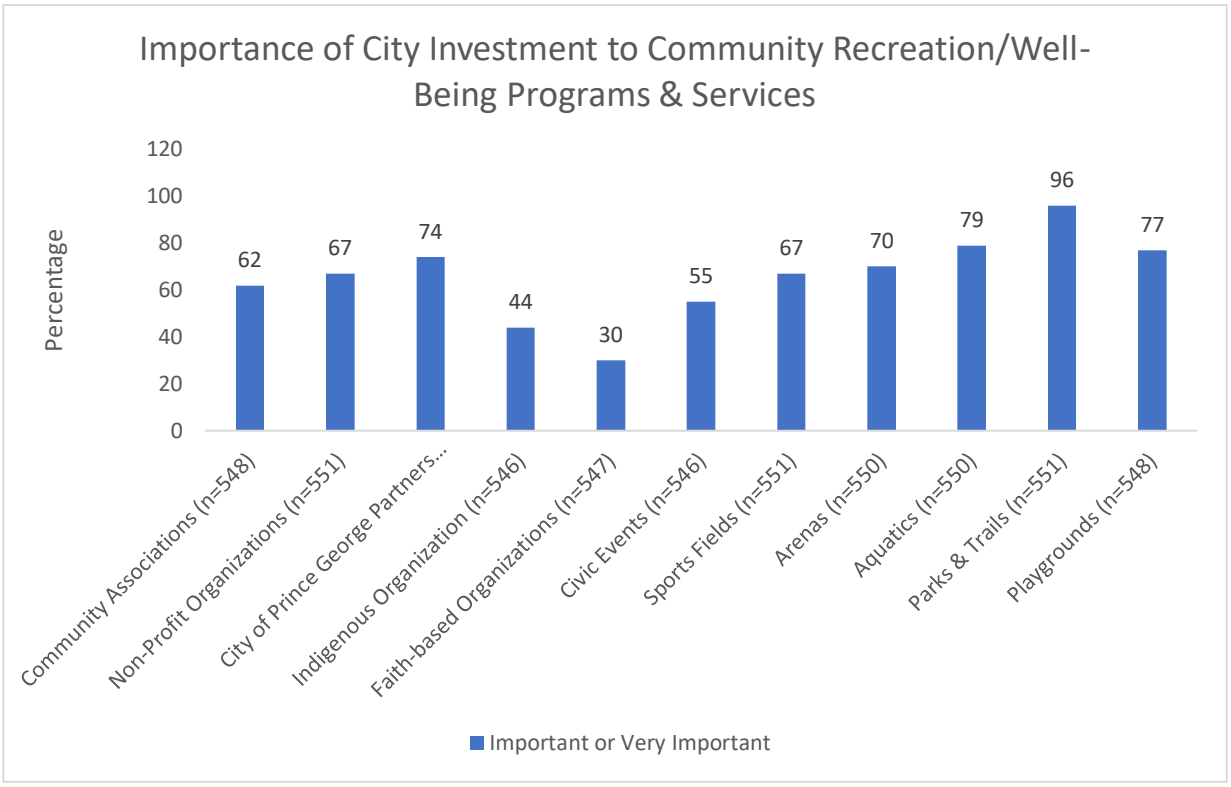
LevelUp Planning & Consulting

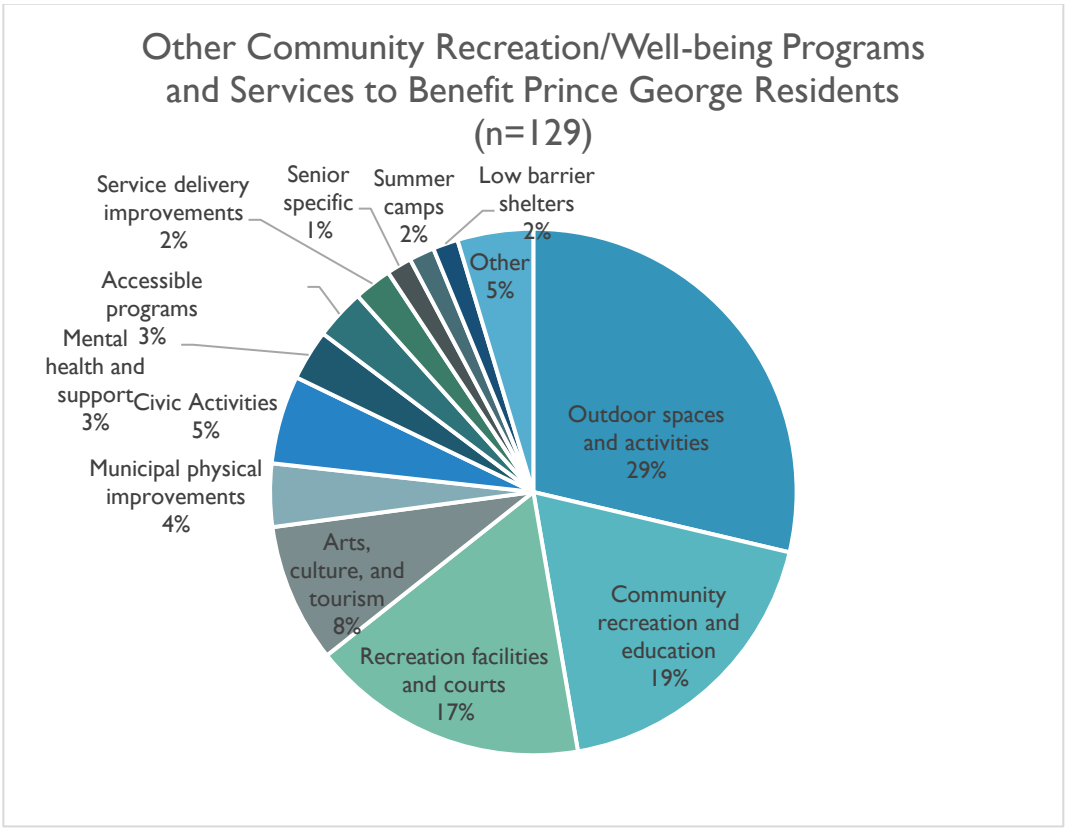
Appendix E - Survey results



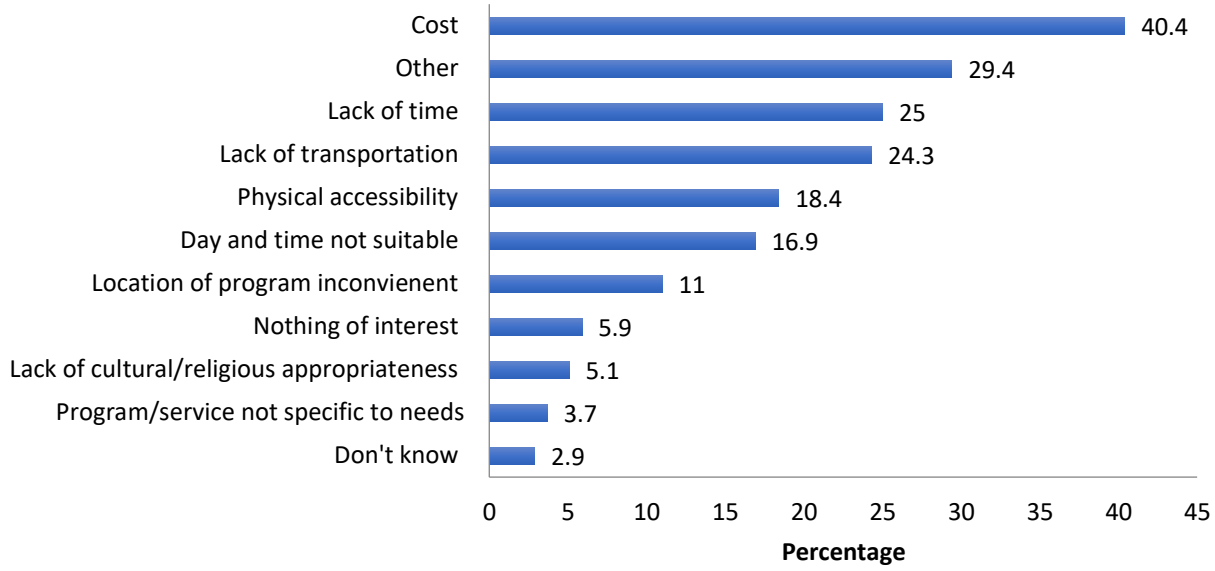
Other programs and services identified by participants as contributing to well-being included municipal facilities (libraries, sports fields, seniors' centres), outdoor recreation, arts and entertainment, mental health, and social services.



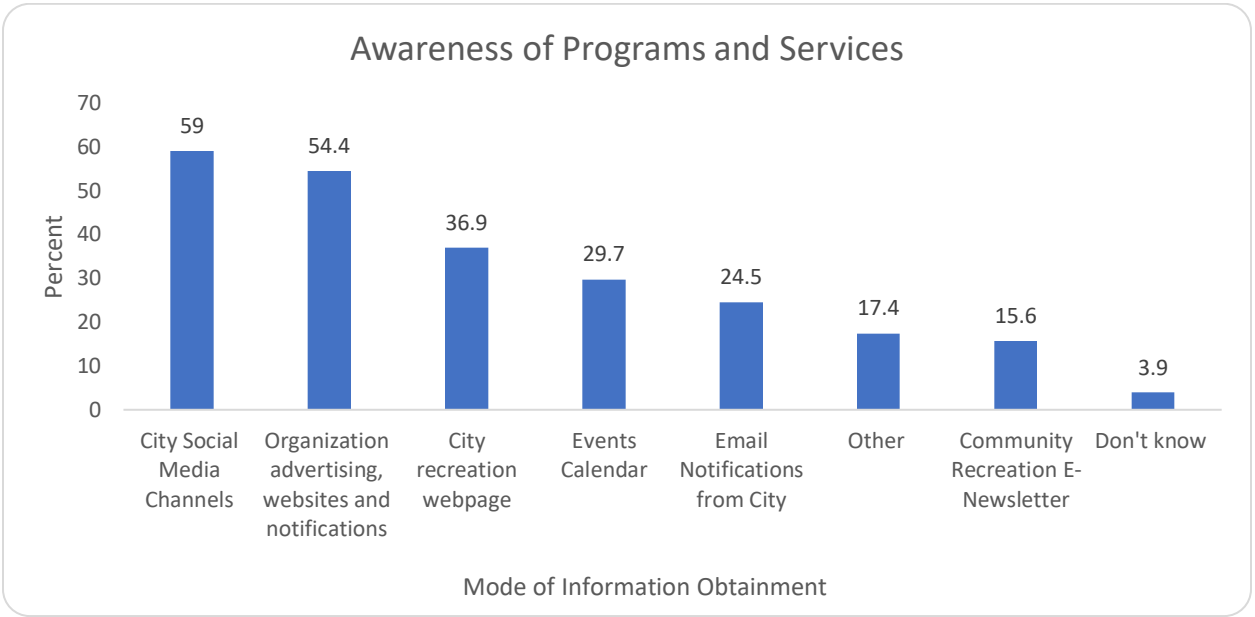

Importance of City Investment to Community Recreation/Well-Being Programs & Services
Percentage
120
100
80
60
40
20
0
62
67
74
44
30
55
67
70
79
96
77
Community Associations (n=548)
Non-Profit Organizations (n=551)
City of Prince George Partners...
Indigenous Organization (n=546)
Faith-based Organizations (n=547)
Civic Events (n=546)
Sports Fields (n=551)
Arenas (n=550)
Aquatics (n=550)
Parks & Trails (n=551)
Playgrounds (n=548)
Important or Very Important

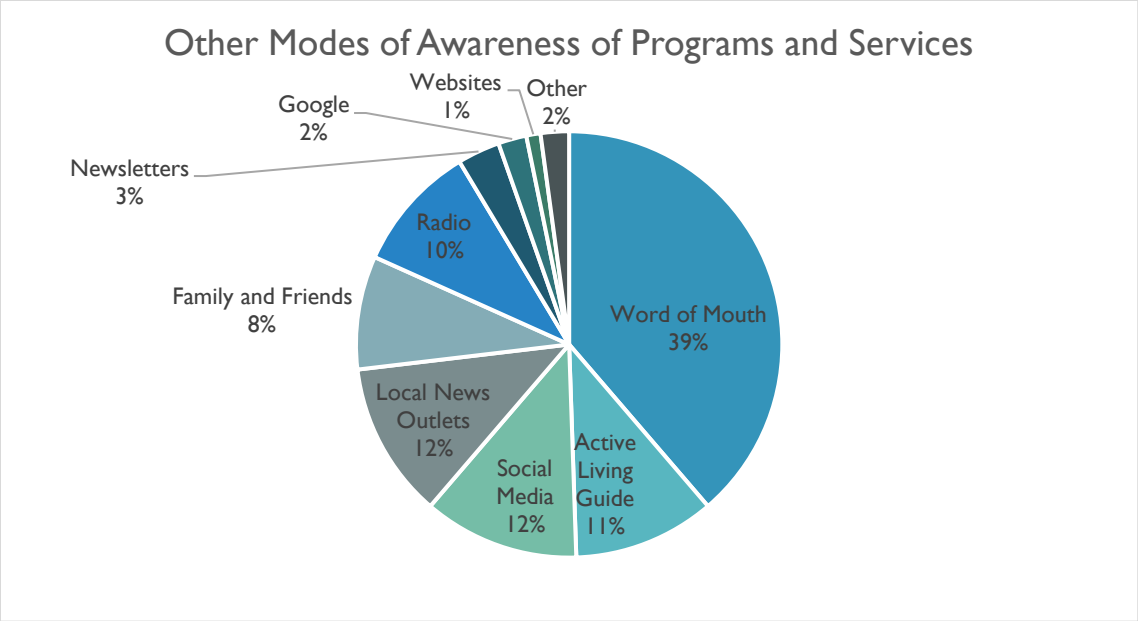

Other Community Recreation/Well-being Programs and Services to Benefit Prince George Residents (n=129)
Outdoor spaces and activities 29%
Community recreation and education 19%
Recreation facilities and courts 17%
Arts, culture, and tourism 8%
Municipal physical improvements 4%
Civic Activities 5%
Mental health and support 3%
Accessible programs 3%
Service delivery improvements 2%
Senior specific 1%
Summer camps 2%
Low barrier shelters 2%
Other 5%

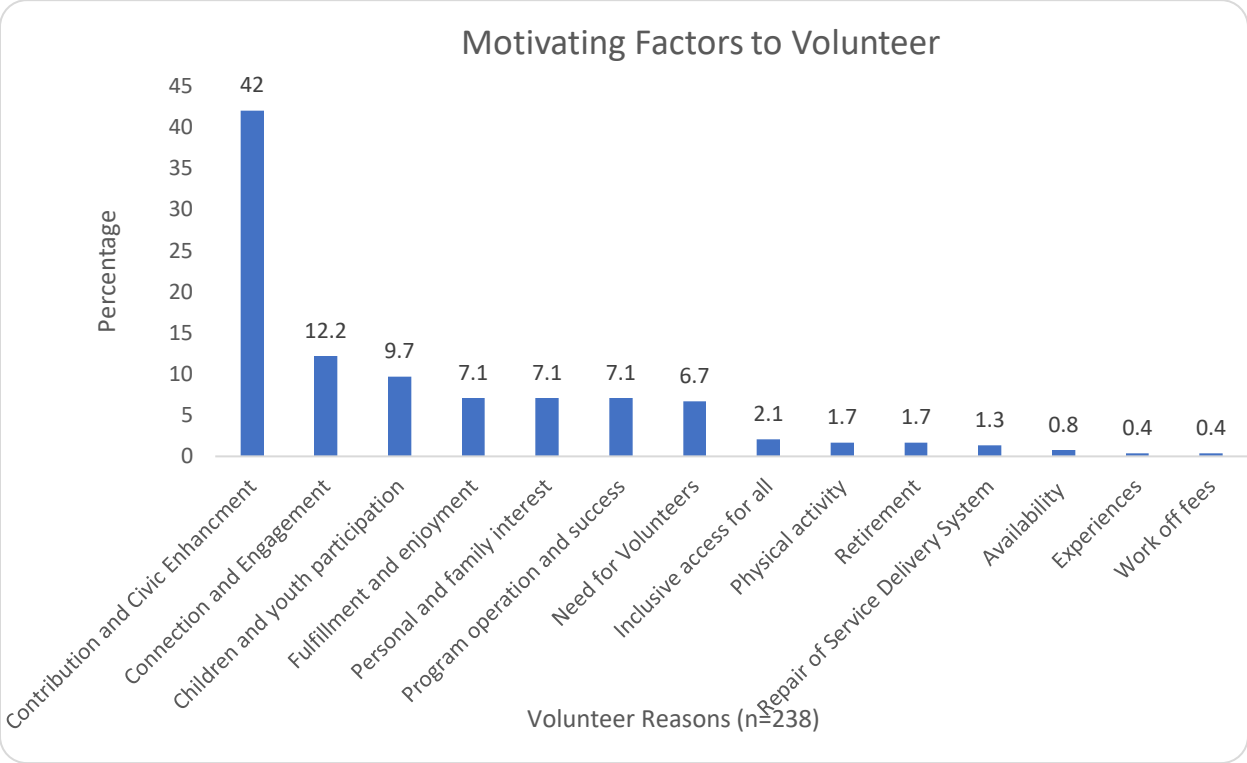
Barriers Preventing Access to Community Recreation & Well-being Services in Prince George

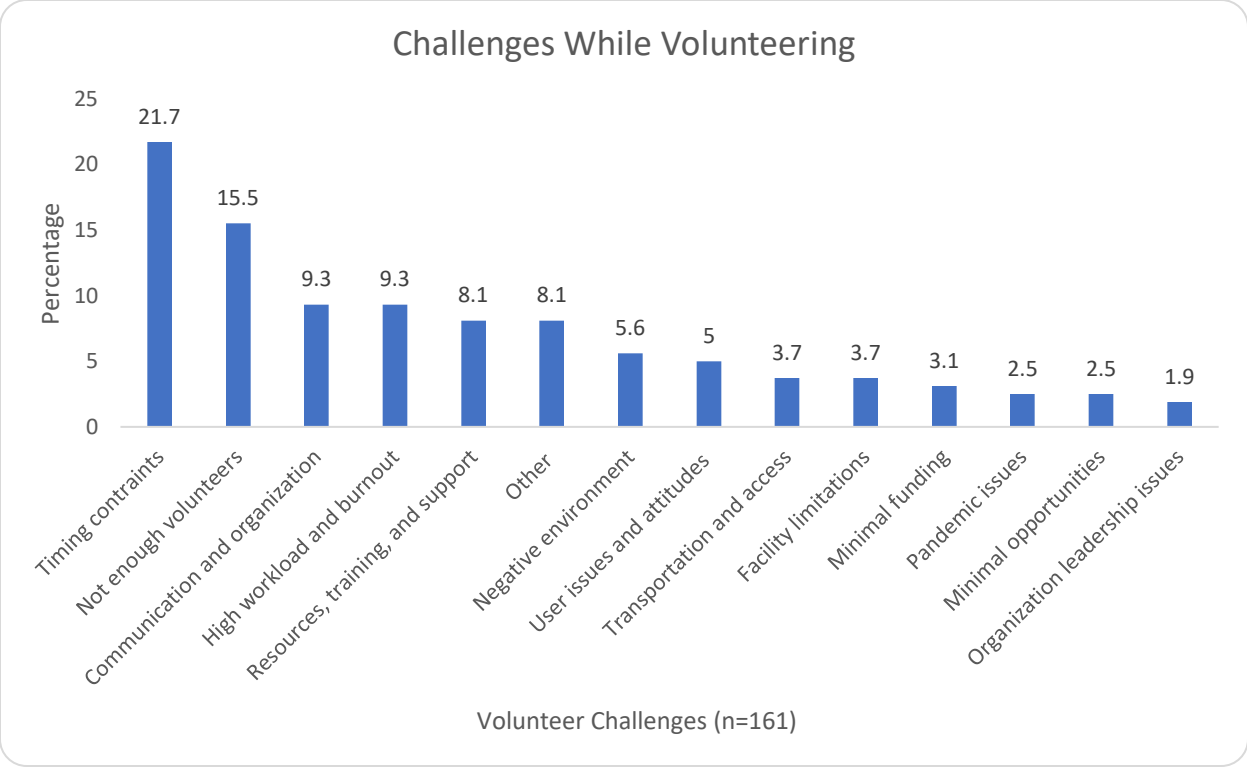


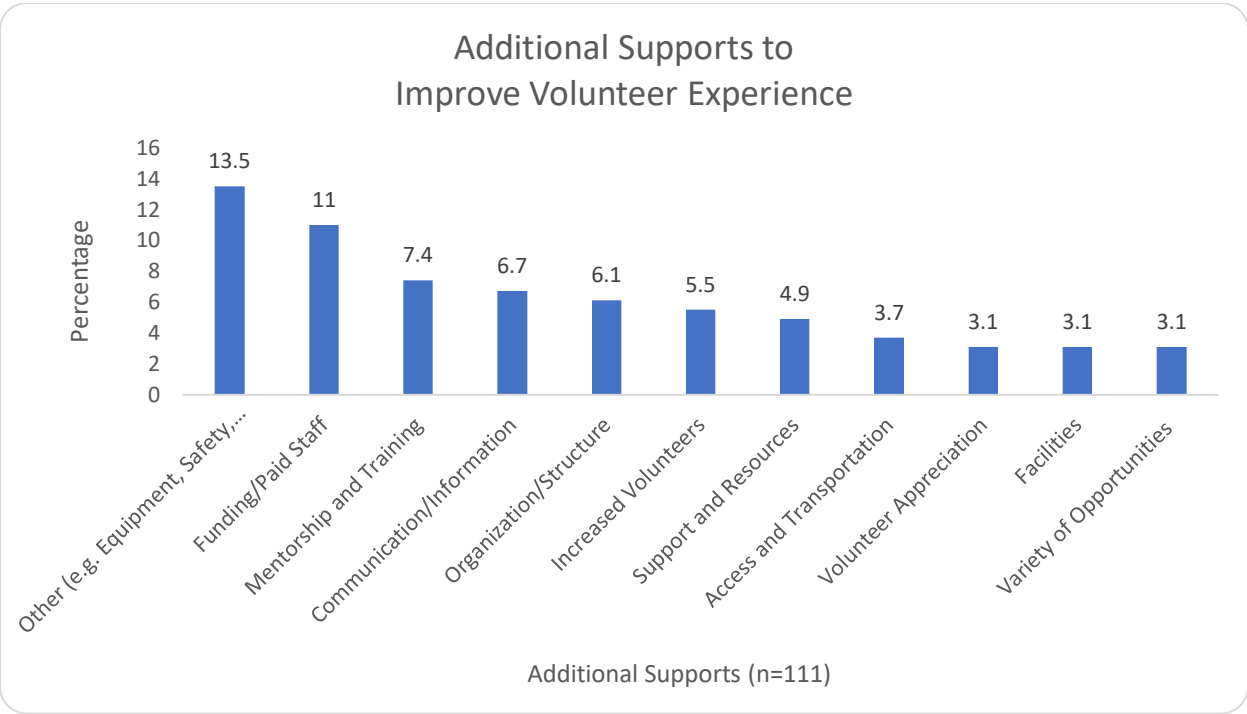
Other barriers included parking (e.g., maintenance of parking during winter), COVID-19 restrictions, programs being full, lack of washrooms year-round at outdoor trails/parks, lack of awareness of programs/activities, lack of options for young families, language barriers, and cycling lanes not clear.

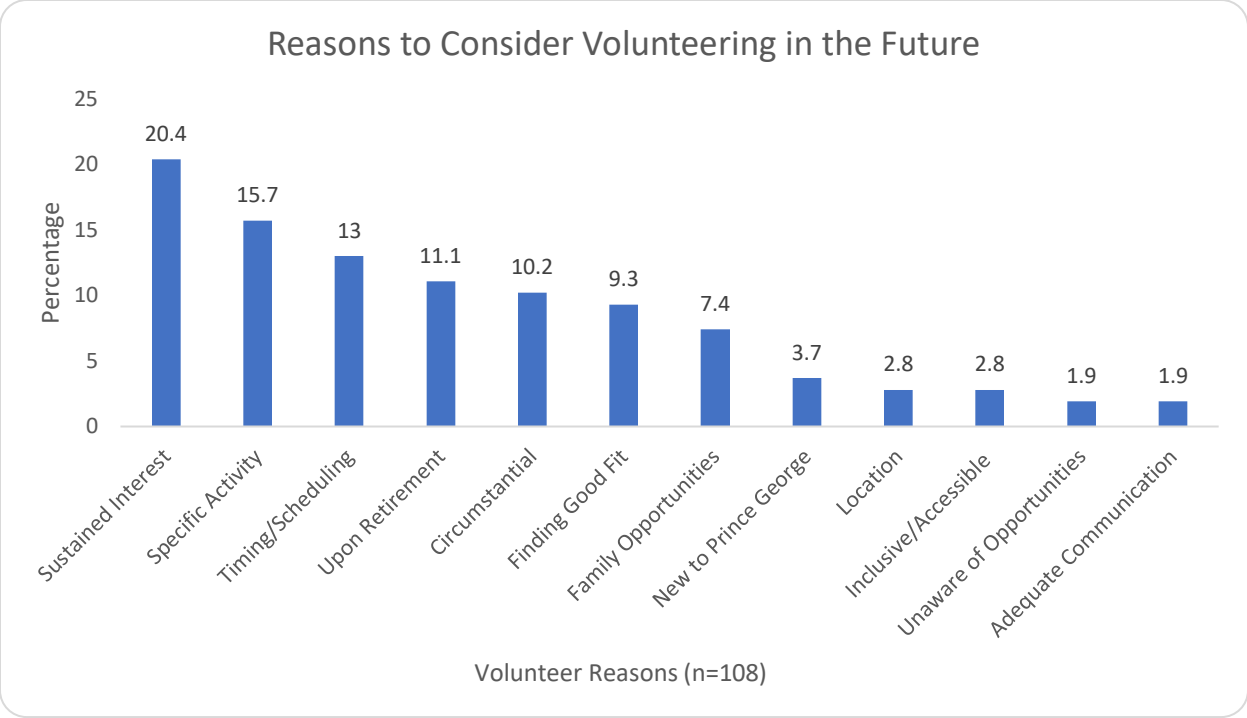


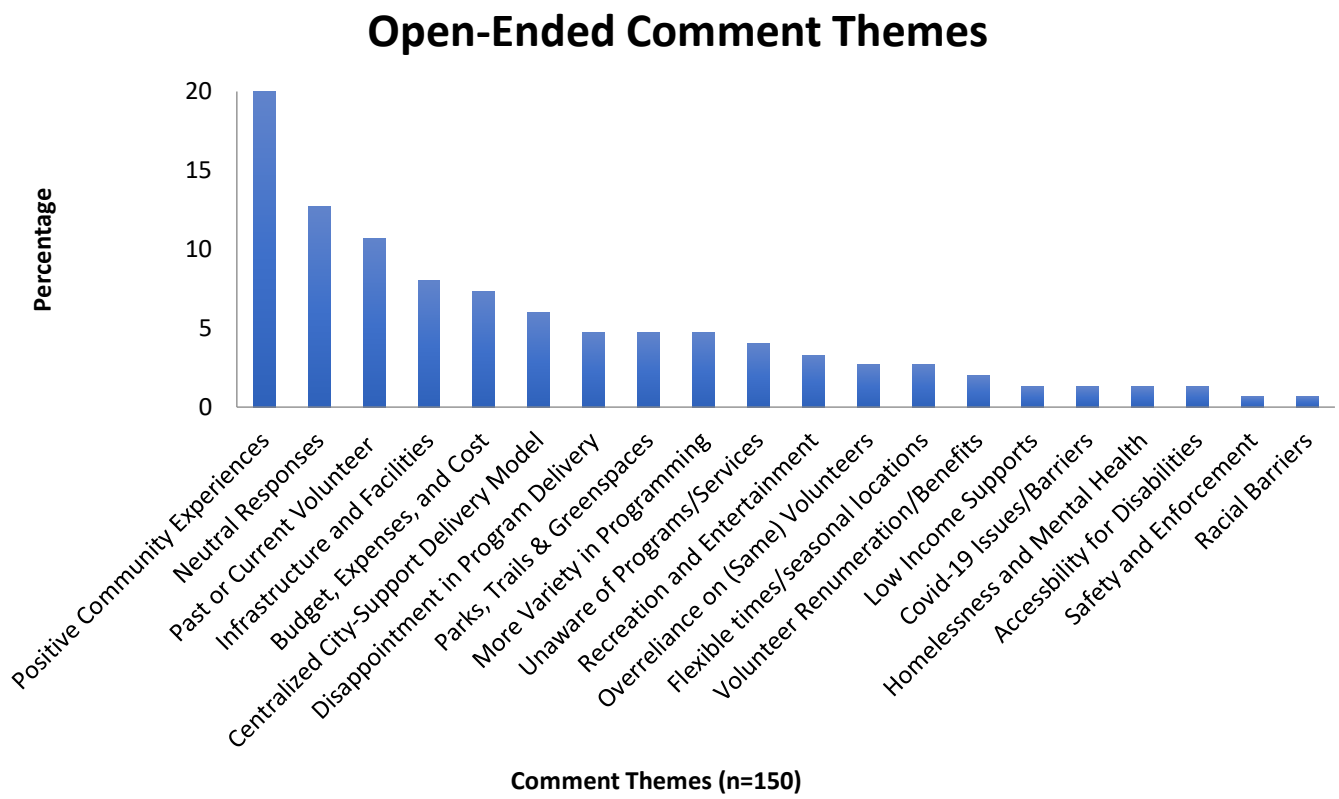

Other Modes of Awareness of Programs and Services
Websites 1%
Other 2%
Google 2%
Newsletters 3%
Radio 10%
Family and Friends 8%
Word of Mouth 39%
Local News Outlets 12%
Social Media 12%
Active Living Guide 11%


Motivating Factors to Volunteer
Percentage
45
40
35
30
25
20
15
10
5
0
42
12.2
9.7
7.1
7.1
7.1
6.7
2.1
1.7
1.7
1.3
0.8
0.4
0.4
Contribution and Civic Enhancment
Connection and Engagement
Children and youth participation
Fulfillment and enjoyment
Personal and family interest
Program operation and success
Need for Volunteers
Inclusive access for all
Physical activity
Retirement
Repair of Service Delivery System
Availability
Experiences
Work off fees
Volunteer Reasons (n=238)


Challenges While Volunteering
Percentage
25
20
15
10
5
0
21.7
15.5
9.3
9.3
8.1
8.1
5.6
5
3.7
3.7
3.1
2.5
2.5
1.9
Timing contraints
Not enough volunteers
Communication and organization
High workload and burnout
Resources, training, and support
Other
Negative environment
User issues and attitudes
Transportation and access
Facility limitations
Minimal funding
Pandemic issues
Minimal opportunities
Organization leadership issues
Volunteer Challenges (n=161)


Additional Supports to
Improve Volunteer Experience
Percentage
16
14
12
10
8
6
4
2
0
13.5
11
7.4
6.7
6.1
5.5
4.9
3.7
3.1
3.1
3.1
Other (e.g. Equipment, Safety,...
Funding/Paid Staff
Mentorship and Training
Communication/Information
Organization/Structure
Increased Volunteers
Support and Resources
Access and Transportation
Volunteer Appreciation
Facilities
Variety of Opportunities
Additional Supports (n=111)


Reasons to Consider Volunteering in the Future
Percentage
25
20
15
10
5
0
20.4
15.7
13
11.1
10.2
9.3
7.4
3.7
2.8
2.8
1.9
1.9
Sustained Interest
Specific Activity
Timing/Scheduling
Upon Retirement
Circumstantial
Finding Good Fit
Family Opportunities
New to Prince George
Location
Inclusive/Accessible
Unaware of Opportunities
Adequate Communication
Volunteer Reasons (n=108)


Open-Ended Comment Themes
Percentage
20
15
10
5
0
Positive Community Experiences
Neutral Responses
Past or Current Volunteer
Infrastructure and Facilities
Budget, Expenses, and Cost
Centralized City-Support Delivery Model
Disappointment in Program Delivery
Parks, Trails & Greenspaces
More Variety in Programming
Unaware of Programs/Services
Recreation and Entertainment
Overreliance on (Same) Volunteers
Flexible times/seasonal locations
Volunteer Renumeration/Benefits
Low Income Supports
Covid-19 Issues/Barriers
Homelessness and Mental Health
Accessbility for Disabilities
Safety and Enforcement
Racial Barriers
Comment Themes (n=150)

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