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NORTH VANCOUVER MEMORIAL COMMUNITY CENTRE

A study of a local community effort in  
organizing leisure-time activities.

by

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## ABSTRACT

This study, taking the Memorial Community Centre and its two affiliated agencies, Heywood Community Centre and North Shore Neighbourhood House, as the medium, examines the form which the development of the recreation movement has taken in North Vancouver, and evaluates the adequacy of the agencies to meet the leisure-time needs of the citizens of this area.

These agencies are surveyed in terms of their leadership, programme, and facilities. The importance of the social, economic and cultural background is brought out. The district is poorly planned and the community is isolated from the amenities and commercial amusements of Vancouver City. The population is drawn largely from wage earner groups. North Vancouver was badly hit by the depression and only recently has managed to attain greater economic stability. Accordingly, the North Shore has been thrown on its own resources for recreation and organization. The majority of the citizens moved to North Vancouver to find a more pleasant environment for bringing up their children: they are keenly interested in the welfare of their families and all projects of creative recreation.

There is an unusually wide degree of participation in these centres, not only financially but in the form of sponsorship, committees and actual membership. The study pays particular attention to this, to its achievements, and to the difficulties which still remain. As the scope of the centres widen, public relations, recruiting and training of competent volunteers, and programme organization generally, all become more important; the study attempts to assess community opinion on these matters.

## ACKNOWLEDGMENTS

I can not refer individually to all the people who have made the writing of this thesis possible but I must acknowledge the debt I owe to Dr. L. Marsh for constructive criticisms and suggestions. I would also like to thank Mr. W. R. McDougall and Mr. A. D. Dewar for so generously assisting me in obtaining much of my material.

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CHAPTER I.

RECREATION IN THIS MODERN COMMUNITY

In earlier days when population was scattered, the home, the church and the school were the centres of social activity. Gradually, with the increased leisure developed under modern working conditions, citizens tend to seek recreation in less limited environments. This demand for leisure-time activities, if it is to be properly met, calls for comprehensive planning by community leaders to provide stimulating and creative recreation, especially for wage-earners who seek compensation for the monotony of their working hours.

Recreation is a loosely used term which, as Ott Romney clearly defined it, "Includes everything the individual chooses to do in his own time off the job or out of school hours for the gratification of doing. It is of great importance to the individual and the jealous concern of society, that the recreation provided be constructive, decent - a wholesome way of life."<sup>(1)</sup> 'Group Work' is a comparatively

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I. Romney, G. Ott, "The Field of Recreation," The Group, American Association of Group Workers, April, 1947.

new method in recreation of inducing every participant to share in the organization of activities. It arose out of an increased awareness that there are two aspects of recreation to be taken into account; on the one hand the actual sports, games, discussions and so on; and on the other, the inter-play of personalities, which creates the group process. It helps the leader, who has skill and knowledge of these human relations, to develop needed group experience and give the members the satisfaction of having achieved something worthwhile individually and of furthering their social adjustment and growth. It helps those who formerly were unable to enjoy themselves because of difficulties in personal adjustment, to receive satisfactory relaxation. It encourages individuals, through these group experiences, to learn how to take a greater share in the responsibility of administering the agency. (1)

There has been a rapid development of recreational services to meet the needs of this new leisure; some organized for profit by commercial interests, others under public auspices maintained by tax funds; while a few services developed under private auspices, maintained by voluntary contributions and held in "Y"'s, settlement houses and other social agencies, churches and youth centres. The usual trend in the field of recreation has been that it was

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I. Coyle, Grace, "Group Work as a Method in Recreation", The Group, American Association of Group Workers, April, 1947.

originally financed by voluntary contributions and administered by private organizations, who have pioneered in most spheres of social work. Yet, as the need for such a service was demonstrated to the public in these private agencies, the demand for it became so widespread that the government gradually took over the responsibility for its support and administration, thus releasing private funds for experimental work in other fields. The responsibility of the public agency has increasingly come to mean that of maintaining those recreational facilities ... "Which are of such general concern that the provision of them through the means of public taxation appears to be the most economical and expeditious way of making them available."<sup>1</sup> Some people are afraid of entrusting recreation to government control on the grounds that local governments are inefficient or corrupt. But in a democracy, faith in government is essential, for only as people believe in their government and are willing to work to make it something to be proud of, can it be an instrument to carry out their will.

The acceptance of governmental responsibility for the provision of public recreation facilities departs widely from earlier traditions and has had to make its way in the face of much opposition. During times of business prosperity, adequate appropriations for public parks and

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1. Hjelte, George, The Administration of Public Recreation, MacMillan Company, New York, 1940, P.21.

2. Sorenson, Roy, A Community Plan for Recreation and Youth Services For Los Angeles, Los Angeles 1946.

playgrounds have not been difficult to secure, but during the financial depression of the thirties one of the first municipal expenditures to be cut was the recreational budget. Public recreation is financed mainly by money raised from taxes and from government agencies such as School Boards, City Councils and departments of the Municipal, Provincial and Dominion governments; whereas the funds which are available for supporting private agencies are obtained from voluntary contributions collected by Community Chest and Council.

There is still some confusion over the fields of public and private responsibility, and a need exists for greater clarification on this issue. Most recreational authorities agree that there are four major satisfactions which people seek in their community. Meeting these satisfactions are the responsibility of both public and private agencies and there need not be the overlapping which is so prevalent today. First, facilities which do not require leadership should be provided, such as tennis courts and playing fields, situated in areas which are easily accessible to all members of the community and maintained by tax funds. This has become almost universally accepted as a public responsibility. Second, leadership and equipment should be made available for a broad "activities" programme of sports, music, crafts, social activities and adult education which, by the nature of the activity, needs some organization to provide adequate

leadership and facilities. This is increasingly becoming accepted as a public responsibility exercised through School Boards, municipal authorities and recreation commissions. The programme content of these first two groups is emphasized, rather than the relationships between group members. Third, leadership and programme for smaller, self-determining groups such as Cubs, Brownies and friendship clubs should be provided, giving satisfaction to the individual members more from the association than the activity itself. At present they are financed by private contributions and are mainly under the direction of skilled leadership, or volunteers supervised by professional group workers. They function in private agencies or public halls rented by private groups. Fourth, the special guidance of maladjusted individuals and gangs, through recreation and group activities must be handled by the most skilled leadership in private agencies, maintaining a close cooperation with psychiatrists or case-workers who are in contact with these individuals in their special fields. These last two groups of recreational activities emphasize the relationships between individuals in the groups, rather than programme content. (1)

#### Principles and Objectives of a Recreation Movement

Mr. Roy Sorenson, who conducted an outstanding survey on recreation in Los Angeles, states that its major objectives should be to provide leisure-time activities

1. Memorandum of the Fields of Public and Private Responsibility in the Recreational and Group Activities, Community Chest and Council, 1949.
2. Sorenson, Roy, A Community Plan for Recreation and Youth Services for Los Angeles, Los Angeles, 1946

available to all, continuously throughout the year. It should give the citizens a sense of comradeship and an opportunity for self-expression, as well as satisfying the desire for social relationships. It should induce members to share in the planning of activities, and access to its facilities should be within the financial range of all the people.

Such a programme must be sensitive to changing conditions and needs. One of the recommendations of the 1938 Report of the Royal Commission to Investigate the Penal System, placed on the state the responsibility for the provision of clubs for boys and girls as a means of preventing juvenile delinquency. It understood the well known fact that people lacking healthy recreation are more likely to turn their energies into destructive channels. Mr. Jesse F. Steiner, referring to these temptations to indulge in harmful practices, suggests -

"Perhaps the problem of demoralizing pleasures can be dealt with more satisfactorily by the promotion of wider recreational opportunities than by more drastic government control. The indirect attack upon undesirable amusements by creating interest in more wholesome forms of recreation may, in the long run, be the wisest course to follow."

Thus provision of adequate recreational opportunities becomes an important responsibility of society. (1

#### Necessary Features of A Recreation Programme

It is agreed among recreational authorities that city-owned areas should have certain definite recreational features.

There should be playgrounds provided for children between six and fourteen, where they are supervised; a protected area in which the pre-school child can play under the eyes of his mother; and space to be used by the entire neighbourhood to gather for festivals and concerts. No one should have to walk more than one-quarter of a mile in a densely built-up neighbourhood, or one half mile in a scattered neighbourhood, to such a playground, which should be equipped for year-round play. (1 Playfields, which are larger areas of land than playgrounds, should be laid out for league games and sports and should be within one mile of each home, (2 Both should be at least one acre in size.

Any city adequately equipped with leisure-time facilities should have play lots for pre-school children, ball-fields, golf courses and game facilities such as tennis courts. Other necessary features are recreation buildings, swimming pools or beaches, winter sports facilities, picnic grounds with equipment, camping centres, bicycle and bridle paths, open-air theatres and bandstands. All such recreational areas should be attractively landscaped. (3

Community centres or indoor recreation buildings should supplement the facilities already available in the community. Such buildings should not be constructed until it is found that schools, halls and so on are unavailable or

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I. Standards, Playgrounds, Playfields, Recreation Buildings, National Recreation Association, New York 10, New York, 1947.

2. Ibid

3. Ibid

unsuitable. The features desired in a community centre are the following -

- a) Gymnasium, with seats for spectators, lockers and showers.
- b) Assembly hall or auditorium with stage.
- c) Lounge or room for informal reading and quiet games.
- d) Arts and craft workshop.
- e) Two or more club or multiple-use rooms.
- f) Snack bar.
- g) Kitchen.
- h) Office
- i) Service and storage room.

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All indoor centres should be designed to accommodate several groups at the same time for meeting varied recreational needs, and to reduce the cost of maintenance and supervision for year-round operation. Its programme should be begun in a limited way, but plans should be made to allow for future enlargement.

A community centre should be administered by a board of commission of public-spirited citizens, without pay, who are responsible to the community for organizing recreational programmes to meet a wide range of interests. Such a board should study local needs and try to find out the most practical means of meeting them. It should make the fullest use of all resources and be integrated with all other community services, cooperating with them in planning for the acquisition and development of all potential facilities. Pressure should be exerted, by such a group, for the passing of appropriate 'enabling' legislation to permit it to plan, finance and administer an adequate programme.

In any recreation movement there is a need for a citizens' council or board, representing all interested groups and officially responsible for the direction of a city-wide programme. One instance, in which these principles of operation were followed, was in Grand Junction, Colorado, where they were found to be most effective. There all city-owned and school-owned properties suitable for recreational purposes were made available to the public through the cooperation of the City and Schools, and a full-time, trained, recreation director was hired to direct programmes. The primary consideration of this body was in giving vital, interesting and progressive service to the public. It administered and organized a broad programme for the city, eliminating all duplication of services and obtaining the cooperation of both public and private bodies in meeting its recreational needs.<sup>(1)</sup> The example is one which might very well be imitated in Canadian cities.

#### Leadership of a Recreation Movement

Wherever it is possible, professional workers trained in group work, should handle the administration of recreational programmes and should supervise volunteers, in order to help the membership arrive at the stage in their development where they are able to take a share of the responsibility for the operation of the centre. A fundamental and continuing obligation of these workers is to develop

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I. Community Recreation Survey, Recreation Commission Inc; Grand Junction, Colorado, 1945.

public awareness of the social significance of recreation in terms of its contribution to enriching individual and community life.

Most of the recreational problems in Canada have resulted from confusion on the community level, caused by poor relationships and overlapping of services between public and private agencies. Private agencies should continue doing experimental work; but the provision of community-wide services in line with the desires of all groups in the area should be a public responsibility. A better definition of public and private responsibility is called for to close this serious gap between knowledge and practise.

In North Vancouver Memorial Community Centre and its affiliated agencies there is need for clarification of the kind of programme which should be organized. Part of the finances come from public bodies and part from voluntary subscriptions and the responsibility for the recreation these centres sponsor, enters both public and private fields. It must cover all four types of activities; providing facilities without leadership; leadership and equipment for a broad activities programme; leadership and programme for smaller groups emphasizing association of the members rather than programme content; and special guidance to maladjusted individuals and gangs. If it succeeds in supplying those needs

the recreation movement in North Vancouver may become unique in showing an example of public and private cooperation which works smoothly without overlapping or friction. Although this united undertaking between North Vancouver Memorial Community Centre and its affiliated agencies has only been in existence for two years and all that is hoped for it has not yet been realized, it may be helpful to analyze its development up to its present form. The fact that citizens' participation has played such an important part should assist its directors in shaping their future policies.

## CHAPTER II.

### THE BACKGROUND OF NORTH VANCOUVER

North Vancouver has had a short life as an urban centre, and because its pioneer background has influenced the nature of the community, it is important to know the essentials of its history. Originally known as Moodyville, it was the leading centre on Burrard Inlet for over twenty years. Then with the coming of the railway from the East, the City of Vancouver rapidly expanded and completely overshadowed it. Sparse settlement of population and depressed economic conditions up to the Second World War handicapped its development and though it had the advantages of abundant timber, land for home sites and water frontage, yet business and industry were slight. With the enlargement of its shipyards during the Second World War it made rapid strides toward becoming the busy and thriving centre its citizens desired. Its housing, schools and transportation had to be rapidly increased and the need to tackle the organization of its recreation became urgent.

North Vancouver is situated on the northern shore of Burrard Inlet and lies on the southern slope of the Coast Range of Mountains, which form the scenic backdrop for Vancouver harbour. It is divided into City and District; the District having many subdivisions of its own - Capilano and Heywood (a Wartime Housing Project) on its western side, North Lonsdale on the north and Dollarton, Lynn Valley and

Deep Cove on the east. Much of it is still undeveloped. The area of the City comprises about 4.9 square miles, which is large for its population; but the area of the District is nearly 64 square miles.

For fifty years, after Captain Vancouver's first visit, Burrard Channel remained only a place on Vancouver's map. But after 1859, with the establishment of naval and military reserves and with the road built by the Royal Engineers from New Westminster, attention was firmly focussed on Burrard Inlet. Within the next ten years it became known as a site of thriving mills which shipped their lumber to all parts of the globe. Despite the competition of Stamp's mills, on the south shore, Moody's mills were the chief exporting centre in British Columbia for about twenty years. These lumber mills created three towns, Moodyville on the North Shore, Hastings and Gastown on the South Shore--besides half a dozen smaller logging camps. As Moodyville, which later changed its name to North Vancouver, was the first community on Burrard Inlet, it seems fitting that for over twenty years it should have remained the leading centre on the North Shore. It developed into a sizeable village which boasted a store, hotel and company house, clustering around the mill and surrounded by virgin forest. The population, which rose as high as four hundred persons, was all connected directly or indirectly with the mill. By 1888 Moodyville even had its own ferry system.

The advent of the railway in 1885, linking

Vancouver to the East; and the incorporation of the City of Vancouver in 1886, caused the centre of interest to shift from Moodyville to the new settlement on the south shore and brought a wave of rapid expansion to Vancouver. Moodyville subsided quietly into the background, completely overshadowed by the growing metropolis to the south and the thriving community which was springing up on its outskirts.

In 1901 the population of North Vancouver was still scattered and small, with 365 persons living in the District and 2,000 in the City. In that year depressed economic conditions forced the closure of the mills. Within a year of its incorporation in 1906, the City, although there had been no appreciable increase in population, embarked on a substantial public works programme and thereby caused a large proportion of its total bonded indebtedness. The District never undertook such projects but its financial indebtedness was created in providing two primary requisites—roads and water. Another factor causing unstable economic conditions was the intermittent employment of its population; its own industries were insufficient and transport to and from employment in Vancouver, was slow and difficult.

The boundaries for the District and City were defined in 1906, but were amended the following year. <sup>(1)</sup> The District was divided into two wards (East and West), each

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I. Much of this material is derived from the Harland Bartholomew Town Planning Report on North Vancouver. Valuable information and documentation was also obtained from Mr. Gibbs, City Clerk of North Vancouver.

having its own councillors. From 1907 to 1913 there was a steady growth in the population; by 1911 there were 2,732 persons in the City and 5,464 in the District. These municipalities now were equipped with light, tramway, telephone and ferry service and owned their own water-works system. Besides this, the City boasted 53 business establishments, one bank, two hotels and a school. The District's Municipal Hall was completed in July 1911, in Lynn Valley. In 1915, representations were made by local real estate interests for a separate municipality of West Vancouver. They argued that greater progress would be made in the western portion of North Vancouver if it had its own local administration. Accordingly, an appeal was made to the Provincial Government and the outcome of these representations was the setting up of the District of West Vancouver. The real estate boom of North Vancouver in which both the City and District municipalities spared no money on local improvements, gave way to the "slump" of 1913, which in turn was relieved by the war years and the false prosperity of the post-war period. The stock market crash of 1929 and world depression, affected North Vancouver, as it affected every other community in Canada. Property-owners failed to meet their taxes and the land began to revert to the municipalities. The bank overdraft increased steadily and the market value of North Vancouver bonds fell.<sup>(1)</sup> The result of this economic

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I. For further detail see the District of North Vancouver's Financial Statements for 1931 and 1932.

catastrophe was that the creditors foreclosed and the City went into bankruptcy. In December 1932, a Commissioner was appointed for the District; and in January 1933, his sway was extended over the City. Although both were administered by one man, no attempt was made to merge the two municipalities. Municipal services and other expenditures were reduced to a minimum while the payment of bond interest was suspended. Since that time, North Vancouver has been redeemed from the financial depression by the industry which World War II brought to its shores. This fact, and a decade of sound economic administration, made it possible for it to resume repaying bond-holders. In January 1943 the City once more elected a mayor and Council; the District, however, decided to remain under a Commissioner.

Business and industrial development in North Vancouver has centered around three natural features - timber, land and water-frontage. In the twenty-one years between the First and Second World Wars, the industrial aspect of the North Shore underwent no great change. In 1914, the main waterfront concerns were ship building yards and lumber mills, with a number of active lumber and shingle mills upon the slopes of the surrounding mountains. During the next twenty years the best timber had been cut from these mountains and the larger lumbering interests had moved farther inland but still used the waterfront facilities of North Vancouver for exporting. Contrary to expectations industrial enterprises did not keep pace with this development but remained more or

less stationary.

The Second World War raised North Vancouver to a place among the foremost industrial centres in Canada, by making use of its shipyards. As a result of the huge construction programme and the consequent increase in employment, all facilities on the North Shore were strained to the utmost. To meet the needs of the defense workers the Dominion Government instituted a housing project and 750 houses were built in the vicinity of the yards. The population of North Vancouver increased approximately one third, bringing a rush of trade to all local business establishments. School Accomodation was also overtaxed by the rapid growth of the population during World War II. On April 1, 1946 a change was made in the School Act of British Columbia and it was decided that North Vancouver's schools were to be administered under the jurisdiction of a seven member board, with four representatives elected from the City, and three from the District. The School population increased from 2,294 in 1921 to 3,399 in 1940.

North Vancouver has suffered from a faulty conception of future population growth. Subdivisions have been laid out for thousands where only tens arrived, creating the need for services to large areas inhabited by a sparse population. This has contributed to the failure of the municipalities to meet their debts. The experience gained

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I. North Shore Press, Commercial and Industrial Annual, September 1942, census figures for 1931 set the City's population at 810 and the District's at 4788. Population figures for 1942, as estimated by officials at the City Hall are:-City 10,000; District 6,200.

in other communities on this continent reveals that a population density of approximately three property-owners per acre is necessary, in a normal development, to furnish sufficient funds through taxation to provide essential services. Yet there are few areas of North Vancouver where there is such population density.

The City owns 48.8 per cent of the lots in its municipality and the District 59.9 per cent. This permits the governing bodies, if they use their planning powers, to exercise more control over the future development of these areas than would be possible if they were in the hands of private property-owners.

The Bartholomew Report predicts North Vancouver will grow twice as fast as the rest of the Greater Vancouver metropolitan area, and by 1971, instead of 4 per cent of the population as at present it will accommodate over 8 per cent. Provision has been made for this increase in the proposals suggested by the report, and great stress has been laid on the need for replotting some of the present piecemeal subdivisions. If the population grows as rapidly as the report estimates, it will have far-reaching implications for the North Vancouver public recreation movement which will have to extend its facilities to meet the needs of a much larger community.

Throughout the years the commissioners and members of the City Council have made extensive plans for building public works and beautifying the area of North Vancouver

through boulevards and parks. Although many of these parks provided for adequate outdoor recreation, particularly for the young people, yet nowhere was thought given to building indoor skating rinks, gymnasiums, community theatres or community centres having sufficient room to cover a wide range of interests for dancing, club groups, hobby groups and so on. As a result of this lack of planning for indoor recreation, the citizens of North Vancouver have had to go to Vancouver City for many of their amusements.

It was only recently that the first community centre movement began in North Vancouver when, in 1939, a group of interested citizens met at the home of Mr. and Mrs. Beatty and decided the North Shore needed a recreational centre with interest groups and a nursery school. They succeeded in obtaining community participation in buying North Shore Neighbourhood House as a centre and improving its facilities. In 1943, as a result of the demands of North Vancouver high school students for a gymnasium, support was obtained from the local P.T.A., and out of their combined agitation plans were laid to build the North Vancouver Memorial Community Centre.

In 1941, Wartime Housing Limited built Heywood Community Centre which was furnished and administered by a councillor, placed there through the Tenant Relations Department of Wartime Housing, an agency of the Dominion Government. The story of the development of these three centres and their subsequent amalgamation is the subject of

the following chapters.

Eventually, both North Shore Neighbourhood House and Heywood Community Centre became affiliated with Memorial Community Centre which coordinates and supervises most of the recreational activities in North Vancouver.

In the fifty years since it was incorporated as a District municipality, North Vancouver has experienced many of the "growing pains" typical of a western town. When it was a lumbering centre it's magnificent stands of red cedar and Douglas fir were ruthlessly exploited. It fell an easy prey to the real estate boom which swept through the West between 1902 and 1913, and it was equally susceptible to the "railway fever" of the same period. After several abortive attempts at industrial development, the town became the centre of a major wartime industry. It is to be hoped that this industry has come to stay in peacetime, and that North Vancouver will never again relapse to the status of a purely residential area whose sole purpose is to provide accomodation for the workers of Vancouver. There is now a decided interest among North Vancouver citizens in providing for their own recreational needs and any leisure-time programme seems to be assured of adequate public support.

### CHAPTER III

#### COMMUNITY PARTICIPATION IN THE RECREATIONAL MOVEMENT OF NORTH VANCOUVER

The need for recreational facilities in North Vancouver gradually became apparent to groups of interested citizens, who, through their voluntary efforts, brought the matter to the notice of the general public. They succeeded in winning support for the formation of a committee to start North Shore Neighbourhood House as the first community centre and they repaired and furnished it by local effort. Unlike this agency, Heywood Community Centre was built by the Dominion Government, not by funds collected from the people. However over the years cooperation was obtained from the citizens who began to take part in its organization as volunteer leaders, members of its committees and participants in its programme. While the incentive for building Memorial Community Centre came originally from North Vancouver high school students, who were agitating for a new gymnasium, support was soon obtained from the local P.T.A. and their plans were expanded to make it a community centre which would fill the leisure-time needs of the total community - school students and adults. This project gained the enthusiastic backing of the public and tentative plans were drawn up for its construction. Although it began on the initiative of a small

group, its development has affected every community centre on the North Shore. When its buildings are completed it will become the focal point of community activity and will help to coordinate programmes and maintain standards for all subsidiary centres.

#### Origin of Neighbourhood House

North Shore Neighbourhood House was established by citizens who wanted a community centre to serve as a kindergarten for the children of war workers and as a recreation centre for the young people. Among these citizens were Mr. and Mrs. Beatty, who had made their home a centre for young boys and girls in 1939, for dancing, playing games and generally "having fun". Soon their home became so popular that they were unable to handle the numbers who gathered there. Mr. and Mrs. Beatty, realizing North Vancouver citizens wanted some wholesome leisure-time activity for their children, called their neighbours together to see what could be done for them. Mr. Roy Hunter, Mrs. Grace Brimicome, Mr. Bill Holley, Mr. and Mrs. A. V. Collins, Mrs. Ashcroft, Mr. Ivor Jackson and his mother, Mrs. Colin Jackson and others became interested in this movement. They held meetings in their own homes to discuss where they could find a centre for these children that would be both inexpensive and accessible. Finally they managed to obtain an old building, which later became North Shore Neighbourhood House, for the rent of a dollar a year. It was merely a shell; a narrow, three-storey frame structure, without doors or windows, which had been

used for many purposes over the years, but recently had stood empty and deserted. This unprepossessing shack had to serve the purpose of the group for the time being, as they were unable to afford the rent of anything better. Eventually they planned to build a new centre; but in the meantime, with the aid of other citizens living within that area, they showed their enthusiasm and belief that there was a real need for some kind of recreational centre in the district by scrubbing the building from top to bottom and putting in new windows and doors.

In spite of it having been conceived as a play centre for boys and girls, the main emphasis in North Shore Neighbourhood House over the years has been on running a nursery school, with the mothers raising the money to buy equipment to keep it going. There were a few groups organized for grade-school boys and girls in woodworking, knitting, sewing and sports, but no programme was offered to attract teen-agers or adults.

#### Development of the Nursery School

In 1939, a group of citizens, mainly living within the district, interested themselves in having the children of war workers cared for while their mothers worked in war plants. They elected a Mothers' Club to handle this nursery school for the first year of its organization and made Mrs. Leonard president. They obtained the support of Judge Sargent and other influential citizens who helped to provide

facilities for the school. The following year Mrs. Phillips Fisher took over as president of the mothers' group and remained in that position for four years. She managed to get more prominent people from wealthier residential districts to join the club and give it their enthusiastic support. Unfortunately, although these people were interested in developing a nursery school, their influence on North Shore Neighbourhood House was not altogether beneficial as they tended to dominate the centre, with the result that the local residents withdrew their support, feeling themselves completely overshadowed. (1

Mrs. Fisher was very interested in preschool education, and believed it was of paramount importance to work with the children when they were very young. The small group, of which she was president, started this first nursery school in Greater Vancouver with a credit of only \$15 in its treasury, yet it gave the incentive for nursery schools to be formed in other parts of Vancouver. Mrs. McNair, better known as Dorothy Livesay for her poetry, who has studied child care under Dr. Blatz of Toronto, handled the nursery school in 1942, without remuneration, with the help of Mrs. Elizabeth Keeling. In the following year, she carried on in the school for an honorarium of five dollars a month. At the end of the school year both she and Mrs. Keeling retired and in September 1944, Mrs. Fisher hired Mrs. Staples, a trained nursery school teacher, to take her place. A drive was put on at the Olympic Club to raise

1. Most of this information was obtained through personal interviews with citizens who helped in the organization of Neighbourhood House.

funds to operate the nursery school for that year and a substantial sum was obtained. This enabled the mothers' club to modernize it and a cook was hired to make hot lunches for the children.

#### Community Chest and Council Participation

Before long the committee at the head of Neighbourhood House found it was unable to raise funds from North Vancouver to keep the agency going. In 1943, it applied to Community Chest and Council for a grant to cover its programme expenses and to pay for a full-time director to administer the centre and at the same time advanced the following plans: either that North Shore Neighbourhood House should be enlarged, and service clubs approached for donations to pay the expenses incurred, or that an auditorium should be built on the adjoining lot, for \$3,600. (Plans had been drawn up for this; and the council believed a new site should be considered as so many citizens thought the present location a poor one.) As a first step in solving its difficulties it was decided that a representative board should be appointed to prepare definite proposals for operating and financing it as it now stood and a qualified worker be appointed as director. The suggestion was made that the Community Chest and Council should assume responsibility for operating expenses, and capital expenses could be obtained from other sources.

The Budget Committee of Community Chest and Council,

indicated that though it was favourably disposed towards either project, the plans had first to be submitted to the Board of Directors before any decision could be reached. Eventually in September 1943, after further negotiations, Community Chest and Council agreed to give a grant of \$6660 a year to North Shore Neighbourhood House. None of this was used for capital improvements but served only for administrative costs. Unfortunately, as it was the sole agency assisted in North Vancouver at that time and situated in the extreme southern portion of the City it helped only a small group of North Vancouver citizens. (1)

Administration of the Programme and Facilities

The first Board of Directors was appointed in September 1943, as recommended by Community Chest and Council, and Mr. Harold Parker of Lynn Valley, was engaged as full-time director. He was also instrumental in organizing the Sports' Planning Committee of North Vancouver which was active in arranging teams for young people in basketball, soccer, and baseball and obtained help from business firms to finance them. These teams were coached by volunteers and used North Shore Neighbourhood House as a meeting place.

The Norrie Report included in its study a discussion of the activities in North Shore Neighbourhood House at this time. This report pointed out that the only sustained programme in the agency was the day nursery. The

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I. Material on these negotiations were obtained from Community Chest and Council Minutes of these meetings.

other intermittent activities were leadership training courses, committee meetings to plan sports' leagues, boys' model building group, girls' sewing group and mothers' auxiliary. The Norrie Report suggested that more adequate buildings and staff were required. It also recommended that this should be a locally controlled organization and not directly under the Welfare Council, as at present. None of these recommendations were carried out however and in the subsequent years the programmes remained of little consequence. The citizens' participation, from the initial enthusiastic support, dwindled to almost nothing while the facilities remained inadequate.<sup>(1)</sup>

The Directors were enthusiastic and interested in Neighbourhood House when they first were elected, then some moved out of the district, and among those who remained there followed a clash of personalities. Mr. Parker, failing to get along with the board as a result of this discord, resigned in 1945.

In July, Mrs. Drost, an untrained worker, took over as Director from Mr. Parker. The Mothers' club, with Mrs. Mathison as president, was organized on a sounder basis and arranged many social activities to raise money for the school. In that year - 1945 - the agency was incorporated under the Societies Act. Seventy-five per cent of its finances came from Community Chest and Council; with the

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I. Survey Report of Group Work and Recreation of Greater Vancouver Community Chest and Council, Vancouver, 1948. The purpose of this report, under the direction of E.L. Norrie, was to study the recreational needs of the youth population in Greater Vancouver and to propose plans to meet these needs.

remainder being supplied by fees and voluntary collection. Mrs. Drost was assisted by two full-time workers; one a kindergarten teacher and the other a nursery school teacher, and by one part-time assistant. This was a large staff to administer such a small programme which still mainly consisted of the nursery school and kindergarten, but with the local citizens giving little support to the centre, the staff found it difficult to get volunteers to participate and work on committees.

In that year it had been decided to run both a nursery school and kindergarten. The nursery school was organized from 9:30 to 3 o'clock for the younger children and the kindergarten for the older pre-school children in the mornings only. Mrs. Stewart handled the fifteen kindergarten children upstairs and Mrs. Staples took on the nursery school, composed of thirty girls and boys, downstairs. The only adult activity carried on was a kindergarten and nursery school study group consisting of twenty members. There were no groups for teen-age girls and boys and only a few clubs for those in grade school. The low enrolment showed the childrens' lack of interest in the activities offered, which were singing (8 members), wood-working (9 members), sewing group (10 members) and a boxing group (45 members).

Early in 1947, the top floor of the building was condemned and the kindergarten was no longer able to use it.

Thereafter the facilities were even more inadequate with the result that the kindergarten was dissolved and only the nursery school was carried on for pre-school children. During 1947 and 1948, thirty-eight children attended, more than it had ever had before. Besides the two full-time workers and one part-time worker a mother helped each day from the mothers' club. This nursery school gives precedence to under-privileged children, many of whom are cases referred from the welfare worker.

#### Affiliation with Memorial Community Centre

In 1947, North Shore Neighbourhood House attempted to gain more financial aid from Community Chest and Council. But the Welfare Council decided it would not be able to give any more grants unless the agency joined Memorial Community Centre and financial aid was negotiated through that body. Accordingly, affiliation proceedings began between these two agencies.

During these arrangements, North Shore Neighbourhood House was reorganized. The director was dismissed as the facilities available were now inadequate for a sustained programme. At a meeting on September 12, 1947, called to discuss the proposed affiliation, it was agreed that the budget of Neighbourhood House should be incorporated gradually with that of Memorial Community Centre, starting on January 1, 1948. It was to give financial reports directly to the Community Chest and Council and copies were to be sent to Memorial Community Centre. It would con-

tinue to operate as an autonomous unit according to its constitution and all programmes already started were to be maintained, including the nursery school, existing clubs, adult programmes to which the house was committed and services to groups such as room-renting. The Girls' and Boys' Worker was to implement the programme and help organize clubs in the area.

Supervision of the administration of Neighbourhood House was to be undertaken jointly by both boards. Each sending a representative to sit on the other's board. The Director of Memorial Community Centre was to supervise the staff, building, facilities and programme. All its operating funds were banked with the treasurer of Memorial Community Centre; all disbursements were made by him upon agreement with the treasurer. The funds raised by the individual clubs were handled by their treasurers. This agreement, which had the support of Community Chest and Council of Vancouver, was subject to revision quarterly, at the request of either party. The committee in charge of the pre-school children was responsible for supervising the facilities and general welfare of the school, including checking on food, budget and so on.

#### Origin of Heywood Community Centre

The Dominion Government entered the field of housing as a war emergency measure in 1941, using the services of Wartime Housing Limited, a Crown Company, which

operated under the Department of Munitions and Supply. War-time Housing Limited was incorporated for the purpose of building houses for workers in those parts of Canada where war industries had created a serious housing shortage. In addition to dwelling houses, the company constructed a number of supplementary buildings - dormitories, staff houses, community centres, and so on. All capital and operating expenses to finance the community centre it built in Heywood came from the Dominion government. The Tenant Relations Department of Wartime Housing appointed counsellors for these community centres and handled all the administration and supervision. Community counsellors were selected on the basis of appropriate qualifications and were given at least one week's intensive training at headquarters, followed by varying periods up to three months in the field under the supervision of an experienced worker. Many of these were social workers familiar with organizing recreational programmes.

In January, 1947, this Wartime Housing area, including Heywood Community Centre, was taken over by Central Mortgage Housing Corporation; who gave notice that, unless a reputable agency handled the administration of Heywood Community Centre, the staff was to be withdrawn and it would be torn down. The members decided some action must be taken to prevent this. They sent representatives to the Provincial Government and to the Community Chest and Council to see

what help they could get to maintain their centre. The Community Chest and Council, who had just made grants to Memorial Community Centre and were being asked to give assistance to other groups, found it impossible to give financial aid. They recommended it affiliate with Memorial Community Centre who then might ask for increased grants to be shared by both centres. The members decided to do so in order to prevent their community centre from being destroyed.

Many people in Heywood Community Centre thought, at first, that Memorial Community Centre was swallowing them up during the affiliation proceedings. However, much of this feeling has disappeared as the citizens realize they are still able to determine their own policies and only receive financial assistance through Memorial Community Centre.

#### Affiliation Proceedings Between the Two Centres

The Board of Directors of Memorial Community Centre approved, in principle, the affiliation of Heywood Community Centre, providing financial arrangements could be made for the ownership of Heywood's building by the City Council or by another responsible body. Finally, in 1948, amalgamation of the two centres was arranged on the following terms: Community Chest and Council would aid Heywood Community Centre through an increased grant to Memorial Community Centre's budget sufficient to cover the

salaries of the counsellor at Heywood and make a contribution towards the programme supplies. Heywood Community Centre would be allowed to maintain its own local autonomy, operating according to its own constitution, with representatives from both centres sitting on the others' boards. Members from Heywood would also sit on the programme committee and other committees affecting their centre. Staff members of Memorial Community Centre would be available to work with groups in the community, if requested to do so. Though its staff is under the supervision of the Director of Memorial Community Centre, there has been no interference with their activities and the Director has given his consent on all matters of policy in the community.

Heywood draws up a yearly budget stating the estimated income and disbursements for the year. This is submitted, on approval of their House Council, to the finance committee of Memorial Community Centre before June, each year. This is then appended to Memorial Community Centre's budget for submission to the Community Chest and Council finance committee. Funds raised in Heywood by individual clubs and committees are handled by their own treasurers; but any money-making project must have prior endorsement by the Heywood Board.

#### Constitution of Heywood Community Centre

The purposes of Heywood Community Centre have been defined as follows:

- a) To establish a closer, more friendly relationship among the residents.
- b) To bring about a better understanding of community

needs.

- c) To promote better social and civic conditions.
- d) To provide and foster programmes for all age groups.
- e) To deal, as far as possible, with problems affecting the welfare of residents of the community.

Unlike North Shore Neighborhood House, Heywood Community Centre does not refer to their administrative body as a Board of Directors, but as a Council. The officers of this Council are chairman, vice-chairman, secretary and treasurer. There are five standing committees - the Social Committee, which plans and organizes all money raising events; the Hall Committee, which plans the schedules and allocates the use of the hall; the House Committee, handling all house and ground repairs, making house rules and calling together all work bees; the Membership Committee, which organizes campaigns for membership drives; and lastly, the Budget Committee, which sets club allotments and budgets the finances for the year.

#### Local Support

Heywood Community Centre was similar to other Wartime Housing Community Centres across Canada with its members drawn largely from the lower income brackets. These residents were mainly transient people who had moved there to work in the shipyards. The centre was erected, as in other such housing projects, to reduce absenteeism from the shipyards. The desire for it never came from the people, with the result that community spirit was lacking and there

has been some difficulty throughout the years in obtaining citizens' participation in the programmes and their co-operation in working on committees and councils. They had become so accustomed to the paternal attitude of War-time Housing - knowing that if they wanted anything, such as fuel, the Dominion Government would obtain it for them - that they had lost all initiative.

Since 1947, however, the residents have begun to buy their own houses above Marine Drive and evince a better community spirit and greater willingness to work in the centre. The threat by Central Mortgage Housing Corporation to abolish their hall rallied them to work harder to maintain it. In short from being merely transients, doing temporary war work in the shipyards those who now occupy the houses and use the Centre engage in a variety of occupations and regard themselves as members of a settled community.

#### Programme in Heywood Community Centre

When Heywood Community Centre was handled by Wartime Housing, the Tenant Relations Department recommended the council should form a youth advisory committee. The only leaders the counselor could obtain to organize the young people's groups were high school boys and girls. This was unsatisfactory as they were not interested in the overall picture of the Centre and did not understand the function of the youth advisory committee, on which they refused

to work. When it was taken over by Central Mortgage Corporation, it was organized on a different basis with the planning of programmes handled by the council.

The programme consists of a kindergarden, baby clinic, girls' and Boys' friendship and interest clubs and dances; for adults, a library club, regular dances, whist and bingo, badminton club and ladies' handicraft club. Pro-Rec leadership has been available since the beginning of Wartime Housing.

When Heywood Community Centre first began, seven years ago, not enough attention was paid to the recreational needs of the children in the community and great emphasis was laid on entertainment for adults. Today, the trend is reversed, with the children's activities being given precedent and only restricted programmes offered the adults. There is a need to adjust the balance here to meet the widest possible range of interests.

#### Origin of Memorial Community Centre

In another area of North Vancouver, high school students, impatient at having to walk a mile and a half to a gymnasium, as they had been doing for the past twenty years, decided to agitate for better sports facilities in their school. With the closing of the armouries during the war they had been left without any hall for exercises or sports. This served to strengthen their determination to obtain a gymnasium. During the school year of 1943 to 1944

they raised \$1000 toward its construction through raffles, dances, candy sales and so on.

It was the custom over the years that the president and vice-president of the Students' Council were automatically members of the local P.T.A. So the students were enabled to present their case, through their representatives, to parents and teachers. The result of this agitation was the formation of a committee organized by the P.T.A., which included Mr. W. R. McDougall, principal of the North Vancouver high school, to study the possibility of obtaining these facilities. It proved impossible to get the School Board to build a gymnasium as part of the school, and, as North Vancouver municipality had just come out of bankruptcy, the City Council and District Commissioner were unable to finance it. Accordingly, the P.T.A. committee decided the only way to build a gymnasium and auditorium was to raise the money through community effort. They sent for all available literature on community centres, gymnasiums, auditoriums and methods of financing community projects, from other recreational centres across Canada. This literature unanimously stated that a gymnasium and auditorium could not be combined successfully in one hall.

On March 29, 1944, the committee called together a meeting of representatives from more than twenty-five local organizations, as a sounding board, to ascertain whether the citizens of North Vancouver were interested in building a gymnasium and auditorium, to discuss the P.T.A.'s

plans for constructing such buildings, and to nominate a committee to plan and organize recreational facilities throughout the North Shore. It was agreed to recommend the building of a gymnasium and auditorium adjacent to the high school as that would be the most accessible position for school students. There was also a possibility that the building might qualify for any school grants available. It was agreed to call the recreational project a community centre, as they planned to use the buildings both night and day, for citizens and high school students.

It was recognized that this committee was poorly organized for gaining public support to finance a community centre, as not every member in the community was eligible to attend. So the members drew up an agenda for a proposed public meeting to let the citizens know what had already been discussed, what money had been collected, and to appeal for their support in financing the project.

The public meeting was held on April 26, 1944, at the Horticultural Hall, and every organization was asked to send two delegates. It was a great success and had the enthusiastic backing of the press. The public approved building the centre on the ten acre site, across from the high school, and decided they would use this land exclusively for recreational, educational and cultural buildings. Geographically it is in the centre of North Vancouver

but is somewhat remote from the greatest density of its population at the present time. The committee believed, however, that within the next ten years the bulk of population would be up to and above this area. The community centre committee was given the power to organize sub-committees, to call public meetings, and to act in other ways to further the building of the centre. Unfortunately the members, appointed at the meeting, was still not truly representative of the citizens of North Vancouver. There were too many teachers, church leaders were conspicuously absent, and the only representative of labour did not appear at any of the meetings.

The plans for building a community centre, which had been drawn up at the public meeting, were passed by the Town Planning Commission and were to include in the first unit a gymnasium, auditorium, some committee rooms, cafeteria, showers, dressing rooms, and offices. In the second unit it was proposed to build a swimming pool, which was to be constructed later. Other buildings could be added, through the years, such as library and skating rink.

After a joint meeting between the School Board, the City Council and community centre committee, it was agreed to make the centre a war memorial, in honour of the men who died in the armed services. The name of this community centre thereafter became incorporated under the 'Societies Act' as the North Vancouver Memorial Community Centre.

Financing Memorial Community Centre

The community centre committee was empowered, at the original public meeting, to start a campaign for financing the building. But first it had to find out what the capital expenses would be for constructing the centre on a scale sufficient to serve the total needs of North Vancouver's citizens. After investigating the costs of building other community centres, the objective was set at \$75,000. Later this was raised to \$100,000 when it was suggested that a swimming pool should be included.

Before the campaign was started, there was an insistent demand, particularly from the Kinsmen Club, for an outdoor pool with the first unit. Upon investigation, however, the capital expenses and operating costs were found to be too high. So another committee was formed, mainly under the sponsorship of the Kinsmen, to build a pool apart from the centre. Memorial Community Centre promised to donate money towards the project.

The Ways and Means Committee was set up, in 1945, to organize a house-to-house campaign in North Vancouver to raise the money; it also planned to canvass large Vancouver firms and to explore the possibilities of raffles. It was able to persuade the Elks Club to raffle a house and invited local organizations to sponsor special efforts to raise money. It already had \$10,000 towards the project - \$5,000 set aside by the commissioner and \$5,000 by the first Council

in 1943. They were still short \$5000 after the work of this campaign. (1

Mr. James Sinclair, M.P., for North Vancouver, inquired whether the Dominion Government would give any aid in building the Centre but found that grants for such purposes were not available. However the Provincial Department of Education agreed to help when they had approved the community centre plans. Their approval was only received after several years of negotiations, on the understanding that the local School Board must have access to the buildings on all school days. Under this agreement the community centre would have the use of the buildings only after school hours, from 5:30 p.m. onwards and on all holidays. It would rent the buildings from the School Board for a nominal fee of a dollar a year. The committee agreed to collect close to 50% of the total cost and to hand it over to the School Board, who would obtain the remainder from the Department of Education. All operation costs for the community centre building were to be shared by the School Board and the centre. Money was also to be obtained from fees charged for various entertainments, basketball, concerts and so on and the cafeteria was to be run on a paying basis. Members were to have access to the present high school buildings including the Home Economics

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I. Donations received were as follows (a total of \$95,000):

a) P.T.A. Group	\$6000
b) High School Students	\$1000
c) City Council	\$10,000
d) District Commissioner	\$5,000
e) Kinsmen Carnival	\$13,000
f) Direct Appeal	\$15,000
g) Elks and Other Groups	\$45,000

Department facilities, Industrial Arts and Visual Education equipment.

The original stimulus which led to the building of Memorial Community Centre came from within the community. Whereas, Heywood Community Centre was imposed from without by the Dominion Government to create spare-time interests for the shipyards workers. North Shore Neighbourhood House, began earlier than either of these two centres through the work of community-minded citizens living within the district but later failed to maintain their support. Although these centres were originated in different ways it was on the citizens' participation that their development depended. Eventually, they were amalgamated in order to prevent any overlapping of recreational services and they now make possible, between them, a thorough coverage of leisure-time facilities and programmes for the citizens living within certain districts of North Vancouver.

## CHAPTER IV

### TYPE OF ORGANIZATION DEVELOPED

The Development of Memorial Community Centre was a slow process. Yet the Board of Directors believed that at all costs they must keep the School Board, City Council and citizens of North Vancouver with them in their planning, even though it took time to negotiate with public and private bodies. Lack of public support would mean failure in building up a recreational movement with Memorial Community Centre's gymnasium and auditorium as the central body co-ordinating all the smaller community centres on the North Shore. The obtaining of architects drawings, interpreting their plans to a new School Board each year and to a new Council every two years, slowed up the construction of the centre; yet progress was steady.

The directors thought they could build a more adequate first unit by having the cooperation of the Council, School Board and Community Centre Society. The following plans took years of negotiations to iron out. The Council was to deed the site to the School Board, which, with its Department of Education grant, was to match the money raised by the community centre to cover the cost of constructing the building. This partnership between the three groups

would mean saving to all as each paid only a share instead of carrying the total cost alone.

Objective of the Centre

The plan the Board of Directors agreed upon in November 1945, was to build a community centre for North Vancouver, including the City and District, whose aims and objectives were as follows -

- a) To promote varied educational, athletic, dramatic, social, civic and neighbourhood programmes in order to develop community neighbourliness and good citizenship;
- b) To promote general interest in municipal affairs;
- c) To promote any or all objects of a national, patriotic, philanthropic, charitable, scientific, artistic, social, provincial or sporting character.

Membership is open to all interested citizens, over eighteen, whose home or business is in North Vancouver. There are two classes of members - active and honorary. An active member is entitled to one vote and must pay a membership fee of \$1.00 a year. An honorary member has no vote but must show an interest in the centre and be accepted by the membership and Board of Directors before he is eligible. Any member, who is not in good standing, has no voice in the meetings unless he is given that privilege by a two-thirds vote. The Annual General Meeting is held in February of each year; but special meetings may be called by the president on the demand of the directors or by a petition signed by not less than ten per cent of the membership. Ten per cent of the active membership is a quorum.

The Board of Directors must not be composed of more than sixty nor less than twenty members. At the Annual General Meeting, not less than thirteen persons are to be elected, while two members are to be appointed representing the Council, two members representing the Commissioner of the District and two members representing the Board of School Trustees. Other directors are also to be appointed or elected representing twenty prominent organizations in North Vancouver, invited by the executive to have a member on their Board of Directors. These men and women take office after the Annual General Meeting and retire at the end of each year. They are always eligible for re-election or re-appointment.

The nominating committee must be appointed by the Directors at least one month before the Annual General Meeting, to present the names of suitable candidates for members of the board. The general membership votes on the suitability of these candidates at the Annual Meeting.

The first meeting of the directors is called by the president two weeks after the Annual Meeting. The directors must meet at least quarterly. Their duties include choosing the executive committee composed of the president, first, second and third vice-presidents, recording secretary, corresponding secretary and treasurer. Honorary presidents are also chosen. The directors must instruct the members of the executive committee in their duties;

they, in turn, are responsible to the directors for their actions.

The standing committees are appointed by the General Meeting, or by the executive, and vary in number depending on the work undertaken to meet the leisure-time needs of the community. The standing committees, are the Programme Committee, organizing programmes; the Public Relations Committee, interpreting the work of the community centre; the Building and Grounds Committee, drawing up plans for the buildings and calling for tenders from contracting firms; the Finance Committee, handling the finances for building the centre; the Membership Committee, responsible for obtaining new members and the Ways and Means Committee, raising money to finance their programmes. The Programme Committee, from time to time, organizes more standing committees for specific purposes including the planning of the gymnasium, the auditorium and so on. The Board of Directors has power to appoint any additional committees when they seem advisable and to designate their duties. Standing Committee chairmen are invited to attend executive meetings.

Amendments to the constitution can only be made by a two-third majority at the General Annual Meeting. But such amendments must be in the hands of the secretary at least two weeks prior to the General Meeting. Two

auditors are appointed yearly to inspect the books of the organization. The by-laws can be altered at any General Meeting.

The president of the board must act as chairman at all meetings and enforce the observation of the constitution, rules of order and by-laws. He must announce the result of all voting and call special meetings of the directors when the need arises. It is his duty to give overall supervision to the affairs of the community centre.

#### City Council Participation in Memorial Community Centre

In 1945 the City Council had been approached by the Memorial Community Centre board to ascertain how far they would support the community centre movement. There was at first some opposition from the City Council because several of the members thought the School Board had too much say in its affairs. As North Vancouver was expecting a grant for Westview School (Wartime Housing Project Area) from the Department of Education, the City Council pointed out there probably would be no grant available for the gymnasium and auditorium and said they would only go wholeheartedly behind this scheme if they received a letter from the Minister of Education or the Minister of Finance reaffirming their financial support. Mr. McDougall wrote on June 6, 1945 to Dr. S. J. Willis, Superintendent of Education in Victoria, asking him to approach the

Ministers and have them explain the Department of Education's position in the community centre project. It took a long time to get an answer but eventually a letter was received from the School Board guaranteeing a grant from the Department of Education.

In July, 1945, the community centre committee submitted their plans for the building to the City Council who approved them. A meeting took place in January 1946, when the directors and City Council stated they were in favour of the School Board participation, thus settling a long standing difference. At this time the City Council made the following suggestions. The park area, bounded by 23rd Street, 25th Street, Lonsdale Avenue and St. Georges' Avenue should be made available for the establishment of the community centre. A complete ground plan should be made for the use of this area showing the location of the different units, with proper provision for parking areas. The Council thought plans should be prepared for an auditorium and gymnasium as the first unit, giving the estimated cost of construction. On completion of definite plans application should be made to the provincial government for the promised grant in aid of the project. They believed efforts should be continued to raise funds for additional units when material and labour would be available. The community centre committee accepted the

advice of the City Council and had plans drawn up by the architect, Mr. Bow.

It was pointed out by the City Clerk that before the community centre would be able to have a corner of the park opposite the high school, a by-law to that effect must be passed by the voters. Permission was eventually obtained in 1947, from the people, through a plebiscite. The City Council had the Park Dedication By-Law, Number 894, passed setting aside this land for construction of Memorial Community Centre. (1)

In October 1946 a local women's group organized the house-to-house canvass which had been planned the previous year by the Ways and Means Committee and sent folders to all the citizens in North Vancouver asking for financial assistance to build Memorial Community Centre. The result of this appeal netted approximately \$15,000.

#### School Board Participation in Memorial Community Centre

Eventually a joint committee was formed composed of two members from the City Council, two from the School Board and two from the community centre to study the plans already made and see if some agreement could be reached acceptable to all parties. They decided at this

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I. By-law Number 894, of the Corporation of the City of North Vancouver, issued in 1947. This set aside Block 216 which has become the property of the City, through tax sales proceedings for park purposes, recreation ground or such other public purposes as may from time to time, be necessary and expedient.

meeting that if the project was under the Board of School Trustees then the building should be available to the students of North Vancouver on all occasions they might require it. In this way the community centre would qualify for the Department of Education grant which would cover 40% (later raised to 50%)- of the cost of the building to be erected according to the plans and specifications approved by the government architect.

As many of the citizens of North Vancouver were still unconvinced that the School Board participation was desirable, its proposed cooperation with the community centre was carefully outlined at a meeting open to all so that any misunderstanding should be cleared up. They were told that the School Board had unanimously approved the principle of joint participation with the Council and community centre committee, and had notified the Department of Education that the community centre would if necessary reduce the size and number of rooms in the gymnasium-auditorium building to keep the price below \$150,000. The public also heard that part of the park used for the site would be transferred to the jurisdiction of the School Board. (1

In 1948, the indenture was signed between the Board of School Trustees and Memorial Community Centre providing that in return for acquiring the park land the School Board should be able to use the building fully for both school and community recreation. Memorial Community Centre agreed

to pay the School Board half the cost of the land, of preparing the site, of the buildings and of equipment. The School Board would construct a gymnasium-auditorium at a total cost not exceeding \$150,000 according to the plans approved by both parties and designed by William Bow, the architect. The title and ownership of these buildings would be in the name of the School Board.

The School Board agreed to grant the use of the buildings on non-school days and after 6 p.m. on school days to Memorial Community Centre for a term of twenty-five years at a nominal fee of \$1.00 per year; reserving the right to use the building, after 6 p.m., for a total of 52 nights a year for special occasions for school activities. Both parties might arrange for interchange of times at their convenience. Memorial Community Centre might use certain school rooms after 6 p.m. which were suitable for carrying out their programmes for four nights each week. Before this term expired both parties would enter into negotiations to renew the agreement or to revise it on terms mutually acceptable. If no agreement could be reached it would be submitted to arbitration.

The cost of heat, light and janitor services for the gymnasium and auditorium would be shared equally by the School Board and Memorial Community Centre during the first year and afterwards would be shared in any manner agreed upon. Memorial Community Centre would pay the cost of all

damages caused to the gymnasium or auditorium while using the building. The upkeep of the grounds would be borne by the School Board.

For ten years, after completion of the buildings, the School Board contracted to carry insurance in its name on the centre and guaranteed, in the event of total or partial loss or damage, to use the insurance to replace the buildings and facilities. The cost of premiums for the insurance, was divided equally between the two parties. Public liability insurance would be carried by both the Memorial Community Centre and the School Board. Memorial Community Centre agreed to carry on only those activities which were in line with its aims and objectives and promised to keep the School Board fully informed of all its programmes in this building. Neither party might assign any of its rights without the written consent of the other.

#### Programme Development in Memorial Community Centre

The programme of Memorial Community Centre was started under adverse conditions as the building for which people had donated their money was not yet available and they found it difficult to envisage any activities without one. Yet they did make a start by utilizing the existing facilities throughout North Vancouver.

The executive approved the policy of appointing a Community Counselor and consulted Community Chest and Council and Miss Thomas, Professor of Group Work at the

University of British Columbia, on the requirements necessary. In July 1946, they agreed to have Mr. A. D. Dewar as director and decided to pay him an annual salary of between \$2000 and \$2500; \$600 of which was available from the Department of Education. The remainder was to be financed from various sources - one third coming from Pro-Rec; one third from Community Chest and Council and one third from North Vancouver City Council. They also appealed for financial assistance from various service clubs and local groups. The Kinsmen's Club contributed approximately \$5000 making it possible to procure the services of Mr. Dewar as director forthwith and to proceed with a programme of activities during 1946, including physical education, night school classes and a programme like the Y.M.C.A. So-Ed; in the high school and other buildings. A rental insurance was taken out on the buildings which were being used until the time when the gymnasium and auditorium would be built. The treasurer was instructed to meet the initial programme expenses up to \$100.

To obtain A. D. Dewar as Executive Director, an agreement had to be signed with the Y.M.C.A., with which he had a contract, promising that the centre would not put on any programmes which would violate Y.M.C.A. principles. However, it was decided to keep Y.M.C.A. participation at a minimum to conform with the desires of the North Vancouver

public. After A. D. Dewar had been there a year it was agreed they drop this agreement and make him completely independent. The Y.M.C.A. operates a specialized programme, whereas the community centre attempts to meet the needs of the total community.

In December 1946, Mr. Dewar stated that the public considered the evening classes should be conducted by the Community Centre and not by the School Board. It was unanimously decided, at a meeting called to consider the matter, that they should thereafter be conducted in the Community Centre's name. The School Board named Mr. Dewar director of their Night School and had to approve the courses offered and the qualifications of the instructors; thus enabling them to qualify for grants from the Departments of Education. This money would be paid to the Community Centre to cover thirty per cent of the instructors' salaries and janitor's wages. All other expenses would be paid from the Centre's own account. When Memorial Community Centre hired A. D. Dewar, they asked the School Board to allow him to use the high school building where he was given an office and school rooms for the community college programmes two nights a week the first year, and four nights the second year.

To get the programmes underway, Mr. Dewar, on December 30, 1946, sent out circular letters asking how many people were interested in having a Saturday Night Dance Club, badminton club, ping-pong leagues, Little Theatre

groups, leadership clubs, adult service clubs and special interest groups. Then on January 6 he called together an organizational meeting to enrol membership and appoint committees. At the same time it was decided to put on a special Saturday Night programme in the Horticultural Hall making certain clubs each responsible for organizing it approximately once every five weeks. Mr. Dewar appointed a committee of women, who were interested in forming a service group, to handle refreshments. At the end of this first programme year of Memorial Community Centre, Mr. Dewar reported a membership enrolment in the night school classes of approximately 300 members. He was instructed by the Board of Directors to investigate the Pro-Rec organization and was encouraged to continue his work with the boxing group, for the purpose of establishing a boxing club the following year.

The Sports Planning Committee which was begun five years ago, with much of the planning stimulated by Harold Parker, arranged schedules and generally handled the organization of team sports in North Vancouver. The money for the equipment and transportation to matches was donated by sponsoring companies and clubs. All young people were eligible for these sports activities; but the teams tended to be organized in such a competitive manner that only the good players attempted to enter. There were no

membership fees and all coaching was free, conducted by local citizens interested in encouraging sport. The players practised in any available hall or field in North Vancouver. In return for cooperation from this body, Memorial Community Centre promised to assist it in its efforts to promote organized sport on the North Shore and members representing each group attended the others' committee meetings. Yet the two groups have, on the whole, failed to work together harmoniously and better relations should be worked out in the future.

#### Facilities for Memorial Community Centre

Though it was found necessary to begin the community programmes without their own building, the Board of Directors believed they must attempt to get construction started as soon as possible before local opinion turned against them. They had to choose between the following alternatives: an indefinite postponement to await lower costs; raise the funds to the full value required to complete the buildings as now designed; or to modify the plans, by omitting one unit. Mr. McDougall was against having an indefinite postponement, as he believed it would have a dampening effect on public opinion, so suggested that, as building costs were still so high, they should simplify their plans.

The original requirements for the auditorium and gymnasium had been set down at a meeting of the Buildings

and Grounds Committee on October 25, 1945 as follows -

a) Auditorium

1. Seating capacity 750 - 1,000
2. Theatre type of stage
3. Dressing room facilities
4. Provision for projection room
5. Administration rooms
6. Foyer and rest rooms

b) Gymnasium

1. Floor - minimum 90 X 68
2. Provision for piano in orchestra balcony
3. Storage space for gymnasium equipment
4. Instructors' offices
5. Minimum height for gymnasium - 24 feet
6. Provision for medical room with wash basin
7. Ticket office
8. Possible balcony
9. Minimum seating capacity of 400
10. Dressing rooms
11. Storage space
12. Check room
13. Separate dressing rooms, toilets and showers for men and women.

The committee had planned to build the cafeteria to seat 500 students, to have adequate storage space and cooking facilities and to have a centralized heating unit for the whole building. Other rooms were also proposed - lounge room, extra rooms for meetings, lunch bar and so on. Mr. William Bow said the cost of the gymnasium and auditorium including the above requirements might run from \$125,000 to \$135,000 but added that this figure might be raised if the cost of materials and labour increased. Accordingly, it was decided to reduce the size and number of rooms in the gymnasium

and auditorium building eliminating the grid, kitchen wings, dressing rooms off the scenery dock, kitchen on the gymnasium floor, 35mm. projection room and to shorten the balcony. They agreed to finish the building as inexpensively as possible and referred the simplified plans to the architect.

A meeting had been held of the Buildings and Grounds Committee, on December 5, 1947 to reconsider the community centre plans in view of the recommendations submitted by Mr. Bartholomew and Associates. In their report it was suggested that an area of approximately ten acres in size which had been cleared for community centre purposes, across from the North Vancouver high school, should be made into a community playfield to accommodate both competitive games and mass recreation. This, it was considered, would be increasingly valuable for pupils attending the high school. The western side of the park could hold tennis courts, swimming pools and play areas for small children with the rest made into playing fields and park lands. The report stated that the park's potential usefulness would be impaired by using any part of it for the community centre buildings which they suggested should be located across the street on the south side of twenty-third avenue behind the Horticultural Hall.

Many of the directors were disappointed at the proposed change of location for Memorial Community Centre, as the building would not be so prominent and it might only

appear as an adjunct of the high school. But they did not wish to make an issue of it, when so many citizens agreed with the Bartholomew recommendations. Another factor was that the City Council would not back up the directors in opposing it and they did not wish to create a rift which might have the effect of bringing up again the whole vexed question of cooperation between the City Council and School Board. (1

At the 1948 Annual Meeting they agreed to accept the Bartholomew recommendations and to start with the gymnasium and cafeteria at a cost of approximately \$75,000 and postpone building the Auditorium and a swimming pool till later. The new plan was approved by the Department of Education in Victoria and tenders were called.

At the Building and Grounds Committee Meeting, on October 19, 1948, it was found that only one tender had been submitted for the building and that one was not in a form acceptable to the executive. It was then necessary to consider what further steps should be taken and it was decided that the School Board should make a second request for tenders with some modification in the terms and on an all-inclusive basis, as certain contractors had been unwilling to bid before because the main sub-trades were excluded and tenders from them called separately.

The postponement of the building of a pool badly

disappointed the Kinsmen who had supported the Memorial Community Centre since the beginning and raised funds through their July Carnivals up to 1948, when their donation of \$10,000 was given to the City Council for a swimming pool to be built at Mahon Park which was to cost approximately \$35,000. (1) A committee was set up to plan the building and financing of this pool composed of three members, one from the Council, one from the centre and one from the Kinsmen.

#### Community Chest Membership

In 1946, Mr. McDougall had suggested that the community centre should approach Community Chest and Council to try to qualify, through their work in the following years, for financial assistance to cover leadership salaries and operating expenses. In response to Mr. McDougall's appeal, the executive made application to become a financially-participating member of Community Chest and Council. This was referred to the Group Work Division in July, 1946, who decided to investigate Memorial Community Centre to discover whether it was eligible for such membership and in the meantime admitted it as an organizational member. The question of its admission as a financially-participating member was held over until the following criteria were established: -

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- I. The estimated swimming pool costs were - pool \$11,500; bathhouse, \$10,000; recirculation equipment, \$8,000; heating, \$3,000; sundries, \$25,000; a total of \$35,000.

1. Is this work necessary?
2. Will it be able to sustain these programmes?
3. Is it rendering an adequate standard of service?

The Memorial Community Centre has demonstrated that its work is necessary by supplying the citizens of North Vancouver with such leisure-time activities as will satisfy their four basic recreational needs. <sup>(1)</sup> It has shown its ability to sustain its programmes through the funds it has collected. During 1947 grants were received from the Kinsmen's Club of North Vancouver, the Department of Education for Night School classes and Pro-Rec, from membership fees of different clubs such as drama, boxing and social activities and from two service clubs. (The question was raised why the municipality had not given its financial support and it was shown that at present it was not in a position to make outright grants to organizations because of its previous bankruptcy, but it had cooperated in giving the community centre the use of buildings and park properties rent free). Through its entertainments and membership fees, the Memorial Community Centre plans to raise 30% to 50% of its own budget. It is apparent that it is rendering an adequate standard of service as it has shown its ability to work with public bodies - the City Council, School Board

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I. See Chapter I, Page 2, for statement given of four basic recreational needs.

and Pro-Rec. It has employed as its executive director a community organizer recognized by the School of Social Work and an accredited Y.M.C.A. worker. It is prepared to work with an already established recreational agency - Neighbourhood House - and to eliminate unnecessary overlapping of services by cooperating with recreational organizations in other areas such as Lynn Valley and Deep Cove.

Eventually on June 18, 1947, the application of the centre for financially-participating membership in the Community Chest and Council was approved, on the basis of the criteria established.

#### Operating Cost of Memorial Community Centre

Fifty per cent of the money was obtained for operating costs from Community Chest and Council; while the remaining fifty per cent was collected from service clubs, private donations, City Council grants, membership fees, programme revenues and grants received from the Provincial Government for community college and for Pro-Rec activities. The membership fee was a dollar a year and in addition to this initial payment there was a programme fee for each specific group, which varied in amount with the activity, and depended on the expenses involved.

The most important item in the 1948 budget was salary for personnel - for an Executive Director, Physical Education and Boys' Worker, Teen-age and Girls' Worker and a Part-Time recreational specialist in the fields of crafts, music, drama and sports. All three agencies drew

up expense accounts which they submitted to Community Chest and Council whose grant for the year 1948-9 amounted \$8000. This budget is large as it showed, for the first time in North Vancouver, the overall cost of its recreational and social agencies. Previously money was raised and spent without anyone knowing the total cost for all the activities in the different centres. Through combining North Shore Neighbourhood House and Heywood Community Centre with Memorial Community Centre approximately \$9000 was added to its total budget. But in fact it cost nothing extra to have those two centres affiliated, other than administrative time, as they collected their own funds to be added to the Community Chest and Council grants, to complete their yearly budget.

At this early date it is possible only to make a tentative assessment of the achievements of these three centres. In the two years of its existence, Memorial Community Centre's programme has been steadily enlarged, and it now attempts to serve a wide range of interests in North Vancouver. The programme of North Shore Neighbourhood House, with its inadequate facilities, has remained slight and of little consequence. Heywood Community Centre has slowly developed community spirit, with the result that today it has obtained more of the support of local citizens on committees and as volunteers and handles adequate programme to meet the needs of the children. More emphasis must now be placed on raising the standard of the adult programme from one mainly devoted to amusement to one of a cultural and educational nature.

## CHAPTER V .

### FACILITIES, LEADERSHIP AND PROGRAMME IN 1948

In discussing how adequately Memorial Community Centre, Heywood Community Centre and North Shore Neighbourhood House meet the recreational needs of North Vancouver citizens in 1948 in terms of their programme, leadership and facilities, it is essential to remember that Memorial Community Centre has only maintained a programme for two years, North Shore Neighbourhood House a limited programme for nine years, and Heywood Community Centre a programme for seven years. In view of this short period of time for organizing recreational activities, there has been little chance to develop a high standard of programme continuous from year to year. Such recreational activities as have been practised in these centres, at the demand of some local enthusiasts or on the initiative of personnel, have been continuously evaluated by the staff to ascertain to recreational tastes of the community. With this experience they hope to establish a basic continuity of programme that will enable the individual members to develop greater skill and enjoyment in these activities.

To a questionnaire sent out to one hundred and fifty Board members of the three centres, who have served over the

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past three years, eighty-four answers were received, These men and women who responded expressed a genuine interest in their centre and a desire to improve or praise certain aspects of its programme, leadership and facilities. They did not take its future growth for granted but their constructive criticism proved conclusively that they believed it to be their responsibility and that they had to play an integral part in its development. From the questionnaire findings, it was apparent that three-quarters of these citizens have been active in the centres since their inception and the majority of their families took part in some of the activities. Although they made suggestions for improvements, none of them appeared to believe these centres were without a function in the community. With such support the recreational movement has one of the strongest assets on which to develop.

#### Leadership in Memorial Community Centre in 1948

The Programme Committee of the Memorial Community Centre's Board, studying the work to be undertaken by its staff, defined what should be handled by the Executive Director, the Girls' and Teen-age Worker, the Boys' and Physical Education Worker, the Part-time Adult Worker and the Stenographic Workers. An examination will be made of these recommendations in the following paragraphs to ascertain how adequately they have been carried out.

The Executive Director is responsible for the supervision and administration of the total programme of Memorial Community Centre and its affiliated centres and the extension programme in other areas such as Deep Cove, Lynn Valley and Capilano. He has to handle the business administration and supervise the work of the office staff, which consists of the stenographer-bookkeeper, the part-time stenographer-receptionist, evening worker at Memorial Community Centre, part-time stenographer at Neighbourhood House and volunteer office workers. He has to supervise the programme staff, the Boys' and Physical Education Worker, the Girls' and Teen-age Worker, the Counselor and Kindergarten Teacher at Heywood Community Centre; the Nursery School Teacher and Assistants at North Shore Neighbourhood House and the part-time adult programme worker. He must check the work of seven University of British Columbia first year group-work students, who function under the close supervision of a supervisor placed there by the University Department of Social Work, and personally supervise one second year group work student. He must also oversee the work of the janitorial staff in the three centres and of the part-time instructors, twenty-six in all, in community college night school class and Saturday morning children's classes.

He has to see that the recommendations of the standing committees from the Board of Directors are carried out and keep them in touch with the functioning of the three centres. He is indirectly responsible to the board and com-

mittees at Neighbourhood House, the council and committees at Heywood Community Centre and other extension programme committees. The direct responsibility for these centres lies, of course, with their own staffs. He must maintain good relations with the film council and other local groups and attend meetings of the various community organizations, Community Chest and Council committees and university supervisors' committees.

The Executive Director has supervised and administered this large programme conscientiously and kept in close touch with all the programmes of the three agencies through staff meetings, frequent visits, telephone calls and reports. He has also tried to make himself available for consultation to his staff at any time. His relationship with them has been on a good and friendly basis. There is a considerable amount of criticism of Memorial Community Centre made through the local papers and by individual groups, particularly the Sports Planning Committee. The Executive Director is failing to obtain the backing of these groups either through personal contact or by describing the work of the centre through press, radio and public speeches. There is a definite lack here in the work of public relations in the centre both in its contact with the citizens as a whole and with certain influential people. Constructive criticism is good but continuous destructive criticism may seriously affect the whole recreation movement and will only be deflected if more and

better public relations work is carried out.

Although the Executive Director has had no professional training in social work, he was trained for recreational work in the Y.M. C. A. in-service training programme, in Montreal. He has also had a number of years experience with the Y.M.C.A., particularly in the field of community organization which has admirably fitted him for working in North Vancouver.

The centre employs a Teen-age and Girls' Worker who is responsible for the organization, operation and supervision of girls' interest and friendship groups. This worker has to organize and supervise the Summer Fun programme in affiliated and non-affiliated agencies. She must also supervise volunteer leaders and form good relations with the University of British Columbia supervisor and students working with groups related to her programme. She must work closely with the Programme Committee in Memorial Community Centre which organizes teen-age activities throughout North Vancouver. As Counselor at Neighbourhood House, where she has her office, she must co-ordinate their programmes and is responsible to the Board for her work in the centre. She supervises their nursery school staff, janitor and voluntary leaders.

The Board of Directors eventually wish to have two people handling this work. The qualification they desire in those workers is a university degree in social work, with specialization in group work and community organization.

The present worker has had one year's training in group work.

The interest and friendship groups in North Shore Neighbourhood House which are handled by volunteers and are supervised by this worker, do not have stimulating leadership and the programmes are weak; with the result that the membership is small and unenthusiastic. There is a strong feeling among the citizens of North Vancouver that these groups, failing to utilize the group work method adequately, are not helping the growth and development of the individual members. This shows a definite weakness and need for more careful supervision by the leader. Her Summer Fun programme has an approximate enrolment of 300 members. It is working successfully in outlying districts and helps to interpret to these citizens the purpose and function of Memorial Community Centre. She also handles a business girls' club and is helping to organize the Senior Citizens' Club.

She is forming a good relationship with the University supervisor and students and helps them to become familiarized with the community, its citizens and the facilities of the three centres. She has to help in the organization of Teen Town - which has approximately 300 members - and works with its council and its subcommittees. She has been

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1. The enrolment was poor - for example in 1948 statistical reports shows Club 21 has four members; Puppet Club has four members, Story Telling Group has seven members and Ping-Pong Group-eight members.
  2. Two thirds of 84 people who answered the questionnaire (150 sent out) stated they thought the leadership for Friendship Groups was inadequate.

successful in furthering its many activities, such as good dances and plays. Formerly Teen Town was hostile towards Memorial Community Centre but now they are willing to cooperate with it in whatever way they can. She works in an advisory capacity in Deep Cove, Capilano and Lynn Valley, aiding the citizens in setting up programmes and coordinating their community activities. This work helps to bring about a closer bond of friendship between these outlying communities and the central body. The most important part of her work has been individual supervision of volunteers and guidance through group conferences. She has also helped to stimulate volunteer participation in the centre by conducting a leadership training course.

The Physical Education Director and Boys' Worker is responsible for working with the Sports' Planning Committee of North Vancouver. He has to organize, operate and supervise the sports programme. He is also responsible for arranging committees for the physical programme council, which includes representatives from the boxing committee, tennis club, badminton club, Upper Lonsdale youth groups and etc. He must supervise the Pro-Rec activities within the Memorial Community Centre and its affiliated agencies (part-time instructors are provided by Pro-Rec for these classes.) He has to organize physical instruction classes for young people and adults and to handle ping-pong and tumbling groups in North Shore Neighbourhood House and

the Upper Lonsdale area.

He must supervise the work of volunteer leaders, university physical education students and university social work students who help with the physical programmes. He checks on the activities in Chesterfield School, in the Upper Lonsdale area, where several teams, physical education classes and clubs use this centre afternoons and evenings. He must assist the teen-agers with certain phases of the Teen Town programmes.

The board believes the position of Boys' and Physical Education worker should eventually be undertaken by two persons with the following qualifications; for the Boys' Worker, a man with a university degree in Social work, with specialization in group work and community organization; for the Physical Education Director, a man with a physical education degree if possible, or one who has had a number of years' experience in the physical education field.

The Physical Education and Boys' Worker tries to prevent his activities from overlapping with the competitive sports which are handled by the North Vancouver Sports Planning Committee. He has attempted to work harmoniously with this group but has failed utterly. Both groups continue to misunderstand each other. The Sports Planning Committee is strong enough to hurt the work of Memorial Community Centre with its vicious attacks. Better interpretation and public relations must be made with this body by the Physical Education worker. His work is limited to handling sports,

mainly boxing, swimming, tennis and badminton in Chesterfield School and the Drill Hall and one ping-pong and one tambling club at Neighbourhood House. He supervises Pro-Rec classes but has no physical education students to supervise and few volunteers. He also works with two first year group work students. Unlike the good relationship formed by the Teenage and Girls' Worker he fails to work well with the teenagers finding them antagonistic and uncooperative. He has had no professional training in physical education or group work. This worker needs to concentrate on obtaining more volunteers and encouraging them to handle groups by conducting Leadership Training courses in physical education. The leadership that is available for sports activities has been thought to be good, according to the questionnaire findings, but there is not enough of it.

The work of the adult programme worker is considered a three-quarter time position by the Board of Directors. This worker is responsible for the development and supervision of adult recreation programmes including such activities as 'Community Players', the Women's Council (service club) friendship and interest clubs for adults and weekly publicity in local and daily papers. She has to work closely with the public relations' committee of the Memorial Community Centre, and is responsible for membership drives in the three centres.

The Adult Programme Worker works only half-time at Memorial Community Centre. She has had dramatic training

at Pasadena Playhouse and handles the 'Community Players' well. This group puts on a number of full length and one-act workshop plays each year, maintaining a high dramatic standard and great technical excellence. Enthusiasm and interest is maintained amongst the members of the club and North Vancouver audiences thoroughly enjoy their performances. Her public relations work mainly consists of writing weekly columns for the two North Vancouver papers listing the events in the three centres. This is not sufficient to interpret their activities and more publicity work should be done by each of the staff members. She does not have time to handle membership or any adult friendship or interest clubs; but works with the Women's Council which raises money for the centre.

The stenographic staff consists of a full-time worker and two part-time workers. The full-time worker is the bookkeeper who looks after the administrative work of the three centres.

#### Programmes in North Vancouver in 1948

The Teen Town programme was originally sponsored by the Vancouver Daily Sun, but a group of parents in North Vancouver asked Memorial Community Centre to supervise this activity as they thought it was being run in a most disorganized manner. The Girls' Worker undertook its supervision and helped the young people to plan better programmes

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I. All the answers to the questionnaire stated that the leadership in this club was excellent and that they enjoyed watching its performances.

and to increase their activities. This reorganized Teen Town has now obtained the approval of the majority of the parents whose children take part in its programme. Its activities consist of regular dances, a drama club, music appreciation club, old-time dancing and a craft club; in the sports line it has organized basketball, softball, bowling and ping-pong. Representatives from Teen Town sit on Community Chest and Council's Teen-age Committee. Teen Town is affiliated with Memorial Community Centre whose director is now their official advisor; but it controls its own finances and still wishes to maintain some of its autonomy. It was arranged between the two groups that, as Teen Town uses Memorial Community Centre facilities free of charge, it should give a sizeable annual contribution towards its maintenance. Teen Town also has a voting delegate on the Board of Directors of the community centre.

The courses in the community college offer a wide range of subjects including automotive mechanics, elementary schooling, art, cooking, Saturday morning classes for children on art, drama, folk dancing, ballet, tap dancing and handicrafts. Twenty-four classes are given, all well attended. The night school or community college is a co-operative venture between District 44 School Board and the Memorial Community Centre. It was agreed between the two groups that the project should be under the supervision of the director of the community centre, who was appointed

director of Night Schools by the School Board. This arrangement, it was thought, was most logical as Adult Education would have a greater appeal to the general public under the auspices of the centre. By cooperation with the School Board, grants from the provincial and federal governments could be obtained to help cover thirty per cent of instructional costs. This subsidizing by the government of Night School lowered the fees and brought them in line with the students' ability to pay. The majority of the citizens who answered the questionnaire, took part in the night school classes and thought their leadership was good, although a few considered it was inadequate. These citizens believed there should be more emphasis on cultural activities in the classes and in the total programme of the centres.

The Senior Citizens' Club, which was recently organized, plans to cooperate with all organizations on the North Shore which are sympathetic to it, for the purpose of obtaining suitable dwellings for aged citizens. The club plans to obtain facilities to promote the well-being and enjoyment of its members. It also hopes to stimulate public interest in increasing their pensions through social legislation. The club fee is \$1.00 a year and all men and women fifty years and older are eligible. Although this club has been too recently organized for it to be possible to evaluate its programme, yet the findings of the questionnaire

show that it has the support and interest of the majority of citizens.

The attendance in the three centres for the month of November including the girls', boys' and adults' activities, was typical, and showed a total of over 100 separate committees, subcommittees, groups, clubs or classes, directly or indirectly under the Memorial Community Centre sponsorship, with 602 sessions and an over-all attendance of 10,027.

#### Proposed Facilities in Memorial Community Centre in 1948

An ideal community recreational building should serve a multitude of uses. Many plans have been made for the North Vancouver Memorial Community Centre. The members would like to use the gymnasium in the daytime for physical education each school period, and for games and noon-hour activities; and in the evenings for sports, displays and dances, with seating accommodation for 100 spectators. The auditorium, to hold seven hundred and fifty people, could be used in the daytime for noon-hour programmes and at night for plays, concerts, movies and mass meetings. The basement would be used for a cafeteria, banquet hall and rooms for meetings, corrective exercise rooms, showers and lockers.

The citizens agree in the questionnaire findings that a new gymnasium or auditorium will solve many of the problems arising from inadequate facilities of the three

centres. The chief lack in the past has been a gymnasium; but the cooperation in the community is such that schools and organizations have made their facilities available for the centre. The rooms in the high school, after the community centre is built, will continue to be used for night school classes for four nights a week and all-day Saturday. The Horticultural Hall will also be available for a library, and the Scout Hall and Chesterfield School will be used by Pro-Rec, youth groups and boys' town.

#### Heywood Community Centre Activities in 1948

The Counselor is responsible for the development, organization and supervision of the total programme in Heywood Community Centre. She supervises the work of the part-time janitor, part-time kindergarten teacher and voluntary leaders, and is responsible to the council and sub-committees for all her work. The total programme includes kindergarten, junior friendship and interest clubs for boys and girls, teenage activities, Pro-Rec classes, adult friendship, interest and social clubs.

The qualification desired by the board in the counselor of an affiliated agency is a university degree in social work with specialization in group work and community organization. The counselor of Heywood Community Centre is an untrained worker but had a few years practical experience in leisure-time activities as a volunteer leader, then as a

part-time worker and now is full-time director. With her strong personality, she has managed to build up the young people's programme which formerly was weak and has obtained excellent cooperation from residents in the district

The position of kindergarten teacher is part-time and includes teaching from nine to twelve Monday through Friday and overseeing the volunteer assistants. She is responsible to the mothers' club of the kindergarten for working with the children. The qualification desired by the board in the teacher is recognition by the Kindergarten Teachers' Association and by the provincial department of Social Welfare. The present kindergarten teacher is such a qualified worker. She manages to obtain excellent cooperation from the children's mothers. The enrolment at the school is thirty-five children.

Other activities in this centre consist of a baby clinic, boys' and girls' interest and friendship clubs, and "Open House" for girls and boys aged 13 and up where they play games and dance. In October 1948, fourteen members were elected to a Junior Council to plan programmes for the youth groups. This council has charge of "Open House" and holds dances once a month. It decided there would be closed dances with entrance by membership cards only. On Wednesday afternoons from 4 to 5, "Open House" is held for the under 13 girls and boys. The membership fee for Heywood Community Centre is one dollar a year for seniors, fifty cents a year for intermediates, 13 to 19, and twenty-five cents a year

for juniors. Other junior programmes are Junior Forest Wardens, badminton, guides and dancing lessons. A Summer Fun Programme is organized for the young people; with women's handicraft, the library club, badminton, the kindergarten auxiliary, and social activities for the adults. Pro-Rec classes are held for all ages. The administration of the programme is handled by the Senior Council. The young peoples' groups are particularly popular and the parents show their appreciation and support by acting as volunteers to help with the programmes, and by working in the kindergarten auxiliary.

The facilities in their building consist of a large hall surrounded by offices, a workshop, storage facilities and rest-rooms.

#### North Shore Neighbourhood House in 1948

The Counselor for Neighbourhood House is also the Teen-age and Girls' Worker as stated before. She supervises the limited programme of the agency and works with its committees and board. The Nursery School Teacher is responsible for the nursery school programme from 9 a.m. to 4 p.m. for forty children. She supervises the part-time nursery school teacher and volunteers. She is also responsible to the mothers' club of the nursery school for her work with the children. The Board requires in their teacher a person recognized by the Kindergarten Teachers' Association and one who is accepted or certified by the

provincial department of Social Welfare. The present worker is a trained nursery school teacher and has maintained a large enrolment of underprivileged children in the school.

A part-time teacher helps at the peak periods during the day and works with the mothers' committee of the nursery school. She handles the Stenographic work and general office routine. She has taken training in nursery school teaching.

There are a few girls' and boys' friendship groups, ping-pong and boys' tumbling, all of which have a low enrolment showing that the children living in the district are unenthusiastic about the leadership and that the programme is not meeting their needs. In the latter half of 1948, some of the group work students organized friendship groups for rougher youngsters in that area. They worked sympathetically with these young people and helped appreciably to turn them to more socially-acceptable ways, and to fill their leisure time with constructive activities. Throughout the year ten groups used the facilities regularly. The dance classes for thirty-five children are very popular under the direction of Mrs. Wilmot. The Women's Auxiliary is active in raising money for the nursery school throughout the year by means of

rummage sales. However the rundown condition of North Shore Neighbourhood House, with its small rooms, narrow windows and dark walls, tends to give any occupants a depressed feeling and makes it difficult for leaders of groups to stimulate joyous activity amongst the membership.

Through the interchange of staff and the development of good basic programmes in each of the three North Vancouver agencies, the years ahead undoubtedly will see a rising standard of recreational activities and the remedying of many of the present weaknesses and inadequacies.

## CHAPTER VI.

### CONCLUSION

The recreational movement of North Vancouver is now on the threshold of a vast new development with the building of the auditorium-gymnasium proceeding at long last. The majority of the citizens are prepared to participate in its progress and make it an integral part of their lives. Although any accurate assessment of its achievements and failures is not possible at this point, as its emergence is so recent; yet certain trends may be noted and attainments, discussed in previous chapters, recapitulated.

Heywood Community Centre was provided for the residents by the Dominion Government and did not develop from the 'grass roots' of the community, yet the community spirit is gradually emerging as the residents are now buying their homes, and no longer live as transients. The threat of having the staff withdrawn and their centre pulled down by Central Mortgage Housing Corporation contributed to changing their feeling of apathy, and united them in saving it. Now, through citizens' participation, more activities have developed in their programme, par-

ticularly for the children, with volunteer leadership from among themselves. The members are learning to take a share in the responsibilities of the centre and work on its committees, demonstrating that it has attained real worth for those living in the area.

North Shore Neighbourhood House, on the other hand, whose beginning was an example of a real need and desire for a recreation centre, shown by the residents' effort to obtain and repair the old building, has declined; as much of this voluntary support has fallen away. Several factors have contributed to this situation. The dominance on the committees by wealthier citizens from other parts of North Vancouver, who helped to organize programmes for the children, but did not themselves participate in any of the Centre's activities, tended to alienate the local residents. Another important factor was the dreary, inadequate house which discouraged many of the would-be workers. There was no room large enough for any sports, dances or concerts; so, except for a day nursery and a few groups for grade school children, little use was made of the rooms. Any adult participation in the centre was merely to help maintain the nursery school. The leadership stressed organizing programmes for the children and did not encourage activities for adults. It is to be hoped that more adequate facilities will be available in the future; but, in the meantime, an effort should be made to quicken the interest of local

citizens in a wider recreational programme and to induce them to share in administering the centre, rather than having it run by people living outside the district and taking no share in its activities.

Although Memorial Community Centre started later than either of these others, it arose from a genuine need and desire on the part of a broad section of the people. Its influence is already felt throughout North Vancouver with such major activities as Night School classes and the 'Community Players' obtaining membership from widely scattered parts of the community and showing, by their large enrolment, how enthusiastically it is supported by the general public. There is a demand that more and better social activities should be organized for adults and although there is good leadership for the sports activities yet many people would like to see more of them offered. (1)

The eighty-four answers to the questionnaire were all received from citizens who had worked on the Board of Memorial Community Centre and though they were helpful in assessing the feeling of responsible citizens to that centre, it was regrettable that none came from members of the Councils of Heywood Community Centre and Neighbourhood House. It would have been interesting to compare their re-

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I. This valuable information on Programme was obtained from the questionnaire findings.

sponses to the questions. Possibly the more ambitious programme and promise of better buildings has quickened interest in the newest centre. A significant fact which emerged from several of the answers was that the second largest group of members on the Board of Directors, supervising and organizing the programmes of the three centres, only worked in an advisory capacity. These men and women did not participate in the activities and were apt to become autocratic and out of touch with the actual feeling of the membership as a whole. It seems highly desirable that greater effort should be made to induce participating members to take responsibility, first on committees, and then on the Board. In this way membership and Board would become of one accord in working toward certain aims and objectives agreeable to all. To maintain and encourage such participation is of vital importance and the centres will only continue to grow if they obtain volunteers from the membership in carrying out genuine needs. Other suggestions, emerging from the questionnaire, were to obtain more and better leadership training courses in specific programme skills and in methods of conducting parliamentary procedure. It was pointed out that such courses would help to strengthen the confidence of volunteer workers in their ability to lead groups and would also give them a feeling of being an essential part of their centre. Greater attention and effort, it was thought, must be placed on interpreting the

work of the centre through the radio, press and by public speeches. Good public relations work should also be emphasized by every individual staff worker.

The consensus of opinion, from the questionnaire findings, was that these centres are playing an important part in the lives of North Vancouver citizens but there were still definite weaknesses in the leadership and programmes. More emphasis should be placed on cultural groups, sports and old people's groups, and above all more volunteer workers from the membership should be encouraged and adequately trained through leadership training courses.

In surveying the recreational movement in North Vancouver as a whole it is apparent that its weaknesses have arisen from inadequate citizens' participation and their inability to envisage the interrelation of the several parts: its strength from a growing awareness of the need for such participation and a willingness to undertake individual responsibility. The fears expressed by the subsidiary agencies that their amalgamation with Memorial Community Centre would weaken them and infringe on their autonomy will not be realized if they maintain an active and vigorous membership, and if the central agency resists the temptation to dominate, while offering to help with its skilled instructors and modern equipment. In fact

all should find themselves immeasurably strengthened by the association. With an adequate central building, the guidance of skilled workers and full citizens' support North Vancouver may bring into existence a new form of community development which will be a realization of the planning of recreational experts and set a pattern to be followed all over this continent.

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C. Sources for the Study

I. Minutes of Meetings

- (a) Minutes of the Memorial Community Centre's Board of Directors Meetings - 1946-48
- (b) Minutes of the Memorial Community Centre's Standing Committee Meetings - 1946-48
- (c) Community Chest and Council Meetings with North Vancouver agencies - Memorial Community Centre, Heywood Community Centre and North Shore Neighbourhood House - 1939 - 1948.

II. Interviews

- (a) Programme staff of Memorial Community Centre and its affiliated agencies.
- (b) Prominent members of the three centres including Mrs. Phillips Fisher, Mr. W. R. McDougall.
- (c) Information and use of city office files from the City Clerk of North Vancouver.

III. Questionnaire

An evaluation of the programme, leadership and facilities in 1948 obtained from a sample of North Vancouver citizens.

# APPENDIX A. QUESTIONNAIRE USED IN THE STUDY

W.

NAME \_\_\_\_\_ AGE \_\_\_\_\_ (If over 21, "A" will suffice)

ADDRESS \_\_\_\_\_

Are you employed? \_\_\_\_\_ Give occupation \_\_\_\_\_ Housewife? \_\_\_\_\_

How much leisure have you per day? \_\_\_\_\_ hours

Week-ends? \_\_\_\_\_ hours

Evenings per week? \_\_\_\_\_ hours

How many hours do you usually spend at the centre? \_\_\_\_\_

Are you a member of North Vancouver Memorial Community Centre? \_\_\_\_\_

North Shore Neighbourhood House? \_\_\_\_\_ Heywood Community Centre? \_\_\_\_\_

How many years have you been a member of this agency? \_\_\_\_\_

1. To which clubs do you belong?

2. Which of these do you prefer (please mark by 1,2,3, in order of importance)

- |  |
|--|
| 1. Y.W.C.A. ....                                     |
| 2. I.O.D.E. ....                                     |
| 3. Red Cross Society ....                            |
| 4. Soroptomists ....                                 |
| 5. Junior League ....                                |
| 6. Altrusa Club ....                                 |
| 7. North Vancouver Memorial<br>Community Centre .... |
| 8. Heywood Community Centre ....                     |
| 9. North Shore Neighbourhood House ....              |
| Other (specify) .....                                |

- |   |
|---|
| 1. Movies .....                                       |
| 2. Bowling .....                                      |
| 3. Public dances .....                                |
| 4. Public meetings & lectures .....                   |
| 5. Meeting at friends' homes .....                    |
| 6. Private club activities .....                      |
| 7. North Vancouver Memorial<br>Community Centre ..... |
| 8. Heywood Community Centre .....                     |
| 9. North Shore Neighbourhood House .....              |
| Other (specify) .....                                 |

3. Do members of your family take part in:

4. Do they regard the leadership, for these groups, as:

ACTIVITY	PARENTS	CHILDREN	GOOD	AVERAGE	INADEQUATE
1. Night School Classes	.....	.....	.....	.....	.....
2. Friendship Groups	.....	.....	.....	.....	.....
3. Sports Activities	.....	.....	.....	.....	.....
4. Kindergarten	.....	.....	.....	.....	.....
5. Social Activities	.....	.....	.....	.....	.....
6. Drama Groups	.....	.....	.....	.....	.....
7. Craft Groups	.....	.....	.....	.....	.....
Other Groups (specify)	.....	.....	.....	.....	.....

5. Do you feel this programme meets the needs of the people. If not, should there be a greater emphasis on: (number in the order of importance)

6. What kind of recreational activities did you enjoy most, this past year?

- |                              |
|------------------------------|
| 1. Sports Groups .....       |
| 2. Children's Groups .....   |
| 3. Old Peoples' Groups ..... |
| 4. Cultural Activities ..... |
| 5. Social Activities .....   |
| 6. Arts & Craft Groups ..... |
| 7. Night Classes .....       |
| Others (specify) .....       |
| .....                        |

Indoors .....

Outdoors .....

7. Have you any suggestions for improving the leadership and organization of these groups? (specify)

.....

.....

.....

.....

NAME \_\_\_\_\_ AGE \_\_\_\_\_ (If over 21, "A" will suffice)

ADDRESS \_\_\_\_\_

Are you employed? \_\_\_\_\_ Give occupation \_\_\_\_\_

How much leisure have you per day? \_\_\_\_\_ (Weekdays)

How many evenings have you per week? \_\_\_\_\_ (Weekdays)

How much leisure on Saturday? \_\_\_\_\_ on Sunday? \_\_\_\_\_

How many hours do you usually spend at the centre? \_\_\_\_\_

Are you a member of North Vancouver Memorial Community Centre? \_\_\_\_\_

North Shore Neighbourhood House? \_\_\_\_\_ Heywood Community Centre? \_\_\_\_\_

How many years have you been a member of this agency? \_\_\_\_\_

- 1. To which clubs do you belong?
- 2. Which of these do you prefer (please mark by 1,2,3, in order of importance)

- 1. Kinsmen .....
- 2. Kiwanis .....
- 3. Y.M.C.A. ....
- 4. Board of Trade .....
- 5. Junion Chamber of Commerce .....
- 6. Elks .....
- 7. North Vancouver Memorial Community Centre .....
- 8. Heywood Community Centre .....
- 9. North Shore Neighbourhood House .....
- Other (specify) .....

- 1. Movies .....
- 2. Bowling .....
- 3. Public dances .....
- 4. Public meetings & lectures .....
- 5. Meeting at friends' homes .....
- 6. Private club activities .....
- 7. North Vancouver Memorial Community Centre .....
- 8. Heywood Community Centre .....
- 9. North Shore Neighbourhood House .....
- Other (specify) .....

- 3. Do members of your family take part in:
- 4. Do they regard the leadership, for these groups, as:

ACTIVITY	PARENTS	CHILDREN	GOOD	AVERAGE	INADEQUATE
1. Night School Classes	.....	.....	.....	.....	.....
2. Friendship Groups	.....	.....	.....	.....	.....
3. Sports Activities	.....	.....	.....	.....	.....
4. Kindergarten	.....	.....	.....	.....	.....
5. Social Activities	.....	.....	.....	.....	.....
6. Drama Groups	.....	.....	.....	.....	.....
7. Craft Groups	.....	.....	.....	.....	.....
Other Groups (specify)	.....	.....	.....	.....	.....

- 5. Do you feel this programme meets the needs of the people. If not, should there be a greater emphasis on: (number in the order of importance)
- 6. What kind of recreational activities did you enjoy most, this past year?

- 1. Sports Groups .....
- 2. Childrens' Groups .....
- 3. Old Peoples' Groups .....
- 4. Cultural Activities .....
- 5. Social Activities .....
- 6. Arts & Craft Groups .....
- 7. Night Classes .....
- Others (specify) .....
- .....

- Indoors .....
- .....
- .....
- Outdoors .....
- .....
- .....

7. Have you any suggestions for improving the leadership and organization of these groups?(specify)

.....

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